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# Compete Project Quarterly Report

January 1, 2013 – March 31, 2013

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# COMPETE PROJECT QUARTERLY REPORT

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DAI

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ACRONYMS AND ABBREVIATIONS

<b>AHA</b>	Arab Hotels Association
<b>B2B</b>	Business to Business
<b>CIBER</b>	Competitiveness Impact of Business Environment Reform
<b>COP</b>	Chief of Party
<b>DQA</b>	Data Quality Assessment
<b>EU</b>	European Union
<b>FY1</b>	Fiscal Year One of the USAID Compete Project
<b>FY2</b>	Fiscal Year Two of the USAID Compete Project
<b>Geo-MIS</b>	Geographical Management Information System
<b>GLOBALGAP</b>	Global Good Agricultural Practice
<b>HLITOA</b>	Holy Land Incoming Tour Operators Association
<b>ICT</b>	Information and Communications Technology
<b>iOS</b>	Internet Operating System
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoA</b>	Ministry of Agriculture
<b>MoTA</b>	Ministry of Tourism and Antiquities
<b>MoU</b>	Memorandum of Understanding
<b>NSFT</b>	National Association for Specialty Food Trade
<b>PCARD</b>	Palestinian Center for Agricultural Research & Development
<b>PITA</b>	Palestine Information Technology Association
<b>PMEP</b>	Performance Monitoring and Evaluation Plan
<b>PPIS</b>	Plant Protection Inspection Service
<b>PPSQ</b>	Plant Protection safety and Quality
<b>PSI</b>	Palestine Standards Institute
<b>FY2/Q2</b>	Second quarter of USAID Compete Project Fiscal Year 2013
<b>RFP</b>	Request For Proposal
<b>RFQ</b>	Request for Quotations
<b>SME's</b>	Small and Medium Enterprises
<b>SOW</b>	Scope of Work
<b>TAMIS</b>	Technical and Administrative Management Information System
<b>USAID</b>	United States Agency for International Development
<b>USDA</b>	United States Department for Agriculture

## EXECUTIVE SUMMARY

This quarterly report details progress by indicators, achievements and key lessons learned of USAID Compete for the period of January 1 to March 31, 2013. In its second quarter the project continues on its journey to facilitate rapid expansion of growth within Agribusiness, Tourism, ICT and Stone & Marble sectors of the Palestinian economy with continued achievements to increase Palestinian exports through trade shows, attain international standards and expand job skills with groundbreaking educational programs.

This last quarter the project team worked closely with the RIG (Regional Inspector General) technical audit team from USAID in a detailed review of project procedures and process to achieve project and program indicators. Preliminary results point toward solid gains from project activities largely due to a strong tri-partite relationship among beneficiaries, the Compete team and the Private Enterprise Office of USAID/WBG.

### **Growing exports from the Palestinian Territories**

Trade show participation continues to be an essential route to market for Palestinian producers often yielding long-term contracts for participating Palestinian producers. During the last three months the Compete agribusiness team assisted producers to attend trade shows in Berlin (FruitLogistica) and Dubai (Gulfood) and in the highlights section below the immediate and on-going export sales flowing from participation is outstanding with confirmed orders from buyers in the UAE, Eastern Europe and Russia of nearly \$5 million recorded during the quarter. Although commercially impressive, the long-term economic impact could be much more as repeat export orders begin to build market channels for the still emerging Palestinian fresh herbs and dates sectors.

Exhibiting at key trade fairs is also a critical market-entry strategy in the Palestinian Stone and Marble sector and during the first week of March the Compete team assisted seven Palestinian firms organize through our “Group Marketing Scheme” to present for the first time at the 35<sup>th</sup> annual Vitoria Stone Fair in Brazil where \$450,000 in sales were achieved with an additional \$500,000 pro forma orders taken. The success in Brazil is another confirmation following earlier results at Marmomac Fair – Italy, and Big 5-Dubai of USAID Compete strategy to focus on emerging and innovative 2<sup>nd</sup> tier firms willing to work together on both sales and order fulfillment requirements.

In certain industries, especially the nascent Palestinian ICT sector exhibiting at international trade fairs is not the most appropriate sales or market-entry mechanism. The building of personal and professional networks based in technical collaboration of individuals is the seed on which inter-team software development contracts grow. During a week in mid-January, a team from the Palestinian Information Technology Association (PITA) supported by Compete began building these networks with the “US Diaspora Initiative” in three US regions – Boston route 95/495; California’s Silicon Valley; and the Greater DC area. Lessons learned from California and Boston have reconfirmed the promise of the inter-person “diaspora linkage” approach; but the revelation from the Office of the Governor of Maryland that a 20-year public-private-partnership involving entrepreneurial Maryland firms with their Israeli counterparts was a real eye-opener!

## **Technology and Innovation for Growth**

USAID Compete takes pride with its implementing partners in facilitating the introduction of new appropriate technology to meet some of the critical challenges facing Palestinian producers and exporters.

During the January - March 2013 period, a number of important steps and preliminary results have been captured which point toward success in capturing the benefits of technology:

- In our field tests for the application of Magnetic Water Technology the 2<sup>nd</sup> data series results show an increase in yields ranging from +20-80% compared to untreated water on selected fresh herbs and vegetables depending on the saline sensitivity of the variety. If these results continue this may be a “game changer” for intensive horticulture in the Jordan Valley.
- Final analysis of the impact of supplementary irrigation and limited use of fertilizer for our small olive growers scheme showed nearly a 60% increase in yields which pulls high quality Palestinian olive oil into the competitive range on international gourmet markets.
- In the Stone and Marble sector, the strong proposal response including technical link-ups with international partners to our RFP to study the business case for transforming residual slurry/sludge from the cutting process into a range of industrial and end-user products is a strong omen that we may be able to turn an environmental problem into a competitive “virtuous circle” for a new linked industry to this sector.

## **Expanding job skills in critical industries**

Work force development linked to competitiveness continues, with skill-enhancing activities underway across the sectors:

- The USAID Compete Kellogg-Recanati Mini-MBA program at Tel Aviv University for Palestinian executives is a major skill-building initiative. The Mini-MBA served as a gateway for *techpreneurs* and established CEOs to be exposed to leading regional and international professors who presented case studies about the changing global tech environment – from marketing to innovation – and expand invaluable business skills.
- This quarter the agribusiness team continued capacity building activities to equip farmers and producers with information about effective and innovative techniques that can be replicated by local Farmers. Partnering with PCARD, the agribusiness team delivered 25 workshops from January to March to 649 members of the Palestinian agribusiness community sharing the results and methods of supplementary irrigation techniques.
- Benefiting from the establishment of a hotel classification system in the previous quarter, the project continued its focus on strengthening service capabilities within the hospitality industry to meet international standards while also addressing the lack of incentives within the hospitality sector, to ultimately fortify its ability to attract and retain skilled workers.

## KEY ACCOMPLISHMENTS

**USAID COMPETE'S MINI-MBA PROGRAM:** The Kellogg-Recanati Mini-MBA program (implemented by Lahav) for General Manager's, CEOs and middle management employees of Palestinian software companies from Ramallah, Jerusalem and Nablus took place over the last quarter. The program syllabus was specially tailored to leverage their business skills toward understanding marketing and planning strategies to expand services in the local market and penetrate international markets. The program concluded on March 14 with a panel discussion featuring Yoram Yaacovi, Microsoft General Manager of R&D, Zika Abzuk, Cisco Systems Business Development Director, and Abdul Malik Jaber, Mena Apps CEO. Mini-MBA students received certificates of completion of the Executive Development Kellogg-Recanati Program at Tel Aviv University (read more under Highlights page 42.)

*"It was a great experience that really topped my expectations. Learning by example and being close to great experiences in addition to the up to date material and research was the distinguished part."*

- Mini-MBA participant



Mini-MBA students celebrate the last day of classes, Tel Aviv University, March 2013

**BUILDING DIASPORA LINKAGES:** In January the first PITA mission to the U.S. took place under the Diaspora Linkage activity. Facilitated through a USAID Compete cost-sharing grant, four PITA (Palestinian Information Technology Association) participants and the ICT manager of USAID Compete visited U.S. cities (Boston, Washington, Silicon Valley) between January 15 and 27 to meet with members of the Palestinian-American ICT community as well as industry leaders and public officials. The purpose of the visit was to recruit tech business experts, entrepreneurs and academics into a Palestinian-American ICT network that will mentor Palestinian ICT companies and local entrepreneurs to help improve Palestinian business operations and expand their operations regionally and internationally.

**IN-SERVICE HOSPITALITY TRAINING CONTINUES:** The In-Service training program designed to build capacity in the Palestinian hospitality sector has entered its third and final phase. The local trainers who became internationally certified in the first phase of the program ("train-the-trainer") delivered the supervisor's training (Certified Hospitality Supervisor training) and subsequently TRAC (Train Retain Assess Certify). On February 6, TRAC training began for 230 front desk, housekeeping and food & beverage hotel employees in Jerusalem, Bethlehem and Jericho (total number of trained employees will be approximately 650 by the end of the program in July 2013.) The training was designed in cooperation with the American Hotel & Lodging Education Institute, the Arab Hotel Association and the Hospitality Management Consultants Group "Diyafa." TRAC reaches frontline staff and introduces new concepts into the workforce that support improved service

and quality standards across the sector in line with the new Palestinian Hotel Classification System.



**In-Service trainees take the technical test in Bethlehem, February 2013**

**SITE RENOVATION:** Taybeh, Burqin, Hisham’s Palace, Bethany and Sabastiya were selected as priority sites for phase one of the site renovation activity. This activity requires close cooperation with the Ministry of Tourism and Antiquities, Department of Archaeology and Cultural Heritage (MOTA/DACH), each of whom is an active stakeholder and decision maker in the site renovation. Activity this quarter centered on preparatory and procurement activities for interventions on Hisham’s Palace in Jericho; interventions include site interpretation and museum rehabilitation through a partnership with the University of Chicago, who presented critical excavation and archaeological research related to the museum intervention. The tourism team also conducted visits to Battir and Taybeh trails to identify potential interventions as well as possible partners and stakeholders. Palestinian trail sites have the potential to attract adventure travelers that want a “trekking” experience combined with rich, cultural attributes.

**DRIVING EXPORT GROWTH IN AGRIBUSINESS:** USAID Compete Agribusiness partners registered significant sales activity this quarter largely as a result of linkages made through trade show participation:

- *Emirates Delights* shipped the first containers of Medjool dates to Bulgaria, a new destination for Palestinian produce; 9 tons/month (\$32,480 USD) of Medjool dates. The company also signed a contract for 500 tons of dates, value \$4.7 M USD to Dubai during Gulfood; the first order was shipped in February 2013.
- Palestinian firm *Al Salwa Food Company* shipped 2 orders of cut meat, the first of around 6 tons to a UAE distributor of cut meat produced for 12 shops situated in the Emirates main malls, value \$19,370 USD, and another order to Jordan of around 7 tons with a value of \$18,547 USD. Both orders were shipped in March 2013.
- Along with *Ala’ar* and *Ata Abu Rub Nurseries*, *Al Juneidy Nursery* received grafting training on selected rootstock varieties by USAID Compete project consultant Dr. Richard Hassell in November 2012. This January *Al Juneidy* marked a significant achievement with the production of over 13,000 grafted seedlings of watermelon, 10,000 of which were delivered to a buyer in the Jordan Valley (equivalent of \$10,000 USD). *Al Juneidy* also delivered another 25,000 watermelon seedlings (equivalent of \$25,000 USD) to the Jordan Valley in February.
- Further evidence for trade show effectiveness came from Palestinian Fresh Herbs producer Mousa Daragmeh (representing *Janet Adan Company*) who exported his first shipment of 16,264 kg, value \$75,750 USD of fresh herbs to an Israeli customer he met at Fruit Logistica 2013. The company had participated at the *WorldFood Moscow* trade show in September, along with *Nakheel Palestine Company* who recently signed a 2-year contract for 27 tons of Medjool dates (3 containers) to be imported this season to the Russian importer’s company *Laidier Foods*. In February 2013, the first 7 tons with a value of \$45,618 USD were shipped to *Laidier Foods*.

Continuing the momentum, USAID Compete supported Palestinian exhibitors and walkers at *Fruit Logistica* in Berlin and *Gulfood* in Dubai this quarter (see highlights page 43.)

**SHARING OLIVE OIL ROLLOUT RESULTS:** Through a USAID Compete grant, the Palestinian Center for Agricultural Research and Development (PCARD) organized 25 workshops across the West Bank to share the results of the Olive Oil rollout, an activity designed to expand olive oil production through supplementary irrigation and improved harvesting and maintenance techniques. USAID Compete shared findings that showed that using water and humic acid together resulted in a 57% increase in olive oil production. The workshops serve as a forum to share the positive results of the rollout and transfer that know-how about supplementary irrigation on to members of the Palestinian Agricultural sector. During the workshop USAID Compete provided farmers with needed fertilizers and traps in addition to educating them about the best ways of preparing and planting the land. The workshops attracted 220 farmers, representatives of the MoA and local agricultural associations, including 36 female farmers and 10 youths. Further disseminating the positive results, USAID PR contractor Al Nasher organized a press tour of USAID Compete Agribusiness activities in the West Bank (see complete media summary page 45.)

**ENCOURAGING RESULTS FOR MAGNETIC TREATMENT:** In coordination with the Ministry of Agriculture, USAID designed an activity to apply Magnetic Water Technology on a five (5) pilot farms across the West Bank. This new technology allows farmers to treat the saline water before using it for irrigation, enabling farmers to grow produce of sufficient quality and quantity for exporting. In March the project received positive preliminary results from the harvested demo plots that received the magnetic water treatment. Dr. Amer Marei, USAID Compete's Ground Water Specialist and Associate Professor in water and environment at Al Quds University, and Diaa Karajeh, USAID Compete's project Agronomist, reported that oregano harvest showed an increase of 26%, Red Bell peppers 19% and Green Beans 84%.

**STONE & MARBLE AT VITORIA STONE FAIR, BRAZIL:** USAID Compete supported Palestinian company *Verona Marketing Group* to attend the Vitoria Stone Fair in Brazil this quarter. The 35<sup>th</sup> International Marble and Granite Fair attracts Brazilian and international visitors from 65 countries for this four-day fair. *Verona Group* displayed a diverse line of products and colors from different West Bank quarries to attract potential buyers. During the fair, the Brazilian Arab Chamber of Commerce (BACC) conducted an interview with *Verona Group* and the USAID Compete team connected with the BACC on future engagements to link Palestinian companies with other companies and associations in Brazil targeting both the agribusiness and stone sectors. Initial business results from the trade show were positive:

- During the first two days of the trade show, *Verona Group* was able to secure sales of three containers of stone (~\$28,500 USD).
- Two notable business leads also have potential to turn into orders totaling 24,000 m<sup>2</sup> of stone or approximately \$500,000 USD.
- As a result of the Victoria trade show in Brazil; *Verona Group* was able to secure orders in the amount of \$592,000 USD



Verona Marketing Group booth at the Vitoria Stone Fair, Brazil, February 2013

***“The simple truth is that showing up to trade shows is 70% of the battle for Palestinian businesses – once you’re there, you show that you are passionate about your product and ready to compete in a global market. Pre-arranging meetings, conducting market research and ensuring high quality booth design are also critical components to success.”***

**- Hanna Rabah, USAID Compete Stone & Marble sector lead.**

**FILTER PRESS MAINTENANCE:** In FY1, a final evaluation of all filter presses across the West Bank revealed that 75 sites required maintenance or upgrading. This quarter the project placed an advertisement in local newspapers for an open bidding competition to solicit Palestinian companies with experience in fixing and rehabilitating these machines; the team also prepared a selection criterion for chosen respondents. The sole respondent to the RFP was *Lamar Import and Marketing Co* who will undertake phase one of the activity. Phase two of the Filter Press Maintenance activity includes companies outside of the Hebron Industrial Zone; the project committee selected a winner from the three RFP respondents and started the vetting process. Filter press machines are the linchpin of stone production as they convert liquid slurry to sludge – a process that if not carefully managed can result in substantial environmental degradation.

**PRE-FEASIBILITY STUDY FOR NEW PRODUCTS:** USAID Compete will help businesses to seize the economic value of dry sludge, which because of its clay-like makeup, presents opportunities for developing new products such as blocks, artificial stone, gypsum boards, building materials and processed calcium carbonate that feeds into many industries. This quarter the team issued an RFP to conduct a pre-feasibility study to determine the initial opportunities for developing new products from sludge, a bi-product of stone cutting. One vendor has been selected to undertake the study, which will reveal the kinds of new products potentially availability from sludge.

**LAUNCH OF THE USAID COMPETE WEBSITE [www.compete.ps](http://www.compete.ps):** In March the project team launched the USAID Compete website that includes photos, videos, success stories in addition to sector information and detailed activity descriptions. Leveraging social media pages for Facebook, Pinterest, YouTube and Flickr, the project will establish an online presence to build awareness about USAID Compete activities and impact in the Palestinian Territories.

## SUMMARY OF PROGRESS TOWARD INDICATORS

The following table is a report of all indicators specified in the PMP for the period of January 1, 2013 to March 31, 2013.

**TABLE 1: SUMMARY OF PROGRESS TOWARD INDICATIONS FOR ALL SECTORS**  
Compete Project FY2/ Q2

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY1	Actual Value for FY1	Planned Value for FY2	Actual Value for FY2/ Q1	Actual Value for FY2/ Q2
4.5.2	Agricultural Sector Productivity	4.5.2-36	OP Indicator	Agribusiness	Value of exports of targeted agricultural commodities as a result of USG assistance	Decimal	35,926,562	FY12	5,000,000	1,072,500	10,000,000	1,271,676	12,301,663 <sup>1</sup>
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C08	OP Indicator	ICT	Number of assisted Information and Communication Technology (ICT) start-ups that have developed products or signed contracts	Integer	0	FY12	10	10	20		
4.2.2	Trade and Investment Capacity	4.2.2-C11	OP Indicator	Tourism	Number of new or improved assisted tourism sites and tourism trails	Integer	0	FY12	0	0	5 <sup>2</sup>		
4.6.2	Private Sector Capacity	4.6.2-C02	OP Indicator	Tourism	Percent of hotels adopting nationally-adopted, USAID-introduced hotel classification	Percentage	0	FY12	0	0	35% <sup>3</sup>		

<sup>1</sup> The outcome from tradeshows far exceeded expectations particularly from Medjool dates.

<sup>2</sup> This is an ongoing process that takes a long time to finish the design, planning and approvals because of the wide constituency and delicate situation of the sites. The project is finalizing interventions on 5 sites and 3 trails.

<sup>3</sup> Hotel Classification had to go through different stages to be officially accepted in the Tourism Industry. USAID Compete and the Ministry of Tourism officially launched the project in December and since then, USAID Compete has provided training for assessors to be official representatives of the Hotel Classification committee and has done three workshops to launch the actual assessment of the hotels which is expected to start in May.

4.2.2	Trade and Investment Capacity	4.2.2-C12	OP Indicator	Stone & Marble	Value of exports through group and specialized Palestinian stone and marble marketing companies and consortia	Integer	0	FY12	0	0	5,500,000	5,247,000	772,500
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C05	OP Indicator	Agribusiness	Number of hectares under improved technologies or management practices as a result of USG assistance	Integer	0	FY12	2000 dunums 20 hectares	2148 dunums =214.8 hectares	6000 dunums 600 hectares	366 dunums 36.6 hectares	795 dunums 79.5 hectares <sup>4</sup>
4.5.2	Agricultural Sector Productivity	4.5.2-C02	OP Indicator	Agribusiness	Number of new or improved Palestinian products produced by assisted Palestinian agribusiness firms	Integer	0	FY12	5	5	35	3	59 <sup>5</sup>
4.5.2	Agricultural Sector Productivity	4.5.2-7	OP Indicator	Agribusiness	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	Integer	N/A	FY13			100	611	715 <sup>6</sup>
4.2.2	Trade and Investment Capacity	4.2.2-C02	Management Indicator	Agribusiness	Percent increase in exports of assisted Palestinian agribusiness firms	Percentage	35,926,562	FY12	5%	3%	28%	4%	34% <sup>7</sup>
4.2.2	Trade and Investment Capacity	4.2.2-C03	Management Indicator	Tourism	Percent increase in exports of assisted Palestinian tourism firms	Percentage	56,674,923	FY12	0%	0	5% <sup>8</sup>		
4.2.2	Trade and Investment Capacity	4.2.2-C04	Management Indicator	ICT	Percent increase in exports of assisted Palestinian Information and Communication Technology (ICT) firms	Percentage	5,075,600	FY12	3%	2%	5%	0.5%	3.3%

<sup>4</sup> Activities such as IPM, upgrading of guava and grape sectors, TWW applications, and areas cultivated using technology improved seedlings are expected to be activated in quarter 3 and 4.

<sup>5</sup> USAID Compete interventions with nurseries are at the level of grafting and GAP assessment. Closing key gaps led to improvements on all seedling varieties (an additional 30) in the nurseries.

<sup>6</sup> The olive oil supplementary irrigation project was intended to train the 60 direct plot beneficiaries. Due to the high success of the activity it was decided to disseminate the knowledge through training workshops to neighboring farmers (over 1000).

<sup>7</sup> The outcome from tradeshows far exceeded expectations particularly from Medjool dates.

<sup>8</sup> The USAID deceleration plan forced the delay of support for this activity, which resulted in losing the Tourism season. The team is finalizing interventions with the market.

4.2.2	Trade and Investment Capacity	4.2.2-C05	Management Indicator	Stone & Marble	Percent increase in exports of assisted Palestinian stone and marble firms	Percentage	20,573,475	FY12	0%	0	26%	25.5%	3.8%
4.2.2	Trade and Investment Capacity	4.2.2-C06	Management Indicator	ICT	Percent increase in sales of assisted Palestinian Information and Communication Technology (ICT) firms	Percentage	8,308,269	FY12	3%	2%	5%	0.3%	2.0%
4.2.2	Trade and Investment Capacity	4.2.2-C07	Management Indicator	Stone & Marble	Percent increase in sales of assisted Palestinian stone and marble firms	Percentage	30,046,475	FY12	0%	0	18%	17.5%	2.6%
4.2.2	Trade and Investment Capacity	4.2.2-C08	Management Indicator	Agribusiness	Number of new markets accessed by assisted Palestinian agribusiness firms	Integer	7.00	FY12	0	0	4	1	13
4.2.2	Trade and Investment Capacity	4.2.2-C09	Management Indicator	ICT	Number of new markets accessed by assisted Palestinian Information and Communication Technology (ICT) firms	Integer	2.00	FY12	0	0	3	2	
4.2.2	Trade and Investment Capacity	4.2.2-C10	Management Indicator	Stone & Marble	Number of new markets accessed by assisted Palestinian stone and marble firms.	Integer	6.00	FY12	0	0	4	2	2
4.2.2	Trade and Investment Capacity	4.2.2-C13	Management Indicator	ICT	Number of new Information and Communication Technology (ICT) contracts executed with international buyers/firms for Palestinian products or services	Integer	0	FY12	6	4	8	1	
4.2.2	Trade and Investment Capacity	4.2.2-C14	Management Indicator	Tourism	Percentage increase of overnight stays in Palestinian hotels from key tourism source markets	Percentage	252,574	FY12	0	0	5% <sup>9</sup>		
4.5.2	Agricultural Sector Productivity	4.5.2-C01	Management Indicator	Agribusiness	Percent increase in sales of assisted Palestinian agribusiness firms	Percentage	103,000,000	FY12	5%	1%	16%	0.25%	14.4%

<sup>9</sup> The USAID deceleration plan forced the delay of support for this activity, which resulted in losing the Tourism season. The team is finalizing interventions with the market.

4.5.2	Agricultural Sector Productivity	4.5.2-C03	Management Indicator	Agribusiness	Percentage increase in area under cultivation for export crops (hectares)	Percentage	360	FY12	10%	9%	17.5%	19% <sup>10</sup>	
4.5.2	Agricultural Sector Productivity	4.5.2-C04	Management Indicator	Agribusiness	Additional liters produced by farmers adopting olive oil demo technologies	Integer	7,200	FY12	12000	13200	60,000		
4.5.2	Agricultural Sector Productivity	4.5.2-C05	Management Indicator	Agribusiness	Number of fresh herb farmers adopting integrated pest management (IPM)	Integer	0	FY12	20	23	253		
4.5.2	Agricultural Sector Productivity	4.5.2-C06	Management Indicator	Agribusiness	Number of new agribusiness contracts executed with international buyers/firms for Palestinian products or services	Integer	0	FY12	6	2	10	3	11 <sup>11</sup>
4.6.2	Private Sector Capacity	4.6.2-C01	Management Indicator	Tourism	Percent increase in number of bed nights in Palestinian hotels	Percentage	863,947	FY12	0	0	5% <sup>12</sup>		
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C01	Management Indicator	Agribusiness	Percent increase in employment of assisted Palestinian agribusiness firms	Percentage	1,690.00	FY12	0	0	5%	0.30%	1.2%
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C02	Management Indicator	Tourism	Percent increase in employment of assisted Palestinian tourism firms	Percentage	2,251	FY12	0	0	2% <sup>13</sup>		
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C03	Management Indicator	ICT	Percent increase in employment of assisted Palestinian Information and Communication Technology (ICT) firms	Percentage	339	FY12	10%	9%	20%	1%	1%

<sup>10</sup> The fresh herbs sector will supply the increased cultivated area. Areas planted for local food processors accessed export markets leading to an increase in area under cultivation and new contracts of these products

<sup>11</sup> The fresh herbs sector will supply the increased cultivated area. Areas planted for local food processors accessed export markets leading to an increase in area under cultivation and new contracts of these products

<sup>12</sup> The USAID deceleration plan forced the delay of support for this activity, which resulted in losing the Tourism seasons. Currently the project is finalizing interventions with the market.

<sup>13</sup> The USAID deceleration plan forced the delay of support for this activity, which resulted in losing the Tourism season. The team is finalizing interventions with the market.

4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C04	Management Indicator	Stone & Marble	Percent increase in employment of assisted Palestinian stone and marble firms	Percentage	471	FY12	0	0	9%	3%	0.2% <sup>14</sup>
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C06	Management Indicator	Tourism	Number of training courses developed and delivered through the USAID - established hospitality school	Integer	0	FY12	0	0	20	1	2 <sup>15</sup>
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C07	Management Indicator	Tourism	Number of Palestinian tourism and hospitality establishments adopting new technology and tools. (such as booking platforms, payment gateways, market access information and corporate social media presence)	Integer	0	FY12	5	39	5	8	
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C09	Management Indicator	ICT <sup>16</sup>	Number of new Information and Communication Technology (ICT) start-up companies established	Integer	0	FY12	2	1	5	0	
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C10	Management Indicator	Stone & Marble	Number of Palestinian stone and marble firms adopting new technologies or investing in new equipment	Integer	0	FY13	0	0	30 <sup>17</sup>		
		GNDR-2	Management Indicator	All Sectors	Proportion of female participants in USG-assisted program designed to increase access to productive economic resources (assets, credit, income or employment)	Percentage	N/A	FY13	NA	NA	22%	17.5%	10.4%

<sup>14</sup> Employment will increase once we start the employment activity with Polytechnic University and the recycling technology program activity.

<sup>15</sup> Specialized training has been successfully introduced in the market; however, this is on-going activity that builds on previous training courses to provide new training, which takes time to process.

<sup>16</sup> Due to the deceleration plan the signing of certain grants and contracts was delayed to February and March; this caused a delay in reporting several ICT numbers that will now be available in Q3 and Q4.

<sup>17</sup> Adopting new technology targets will begin once the new filter press program commences.

## SUMMARY OF PROGRESS BY SECTOR

### AGRIBUSINESS

#### Progress towards Indicators

The following chart outlines key achievements, impact and evaluation of Agribusiness activities during the period of January 1, 2013 to March 31, 2013.

TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS USAID COMPETE PROJECT Q2/FY2	
Achievements	Impact
Fresh Herbs Sector	
<ul style="list-style-type: none"> <li>The Fresh Herbs sector is disparate and non-regulated. To satisfy international export standards requirements USAID Compete has reached an agreement with all fresh herb stakeholders to organize the sector through the establishment of a not-for-profit-company for the industry.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Completed Gap Assessments benchmark against Integrated Pest Management System (IPM) for the major 23 producers.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Five individuals were identified as board members for the not-for-profit company – “The Palestinian Fresh Herbs Producers Co.”</li> <li>Internal system for the not-for-profit company has been finalized.</li> <li><i>Thimar</i> began implementing GLOBALGAP, British Retail Consortium, and ISO 22000.</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>Fresh herb producers signed all needed legal documents at the Ministry of National Economy.</li> <li><i>Thimar</i> is certified with GLOBALGAP.</li> </ul>	<ul style="list-style-type: none"> <li>One unified voice with strong bargaining powers.</li> <li>Enforcing quality competitiveness standards.</li> <li>Higher productivity and lower cost/dunum.</li> </ul> <p><u>Q2/FY2:</u></p> <ul style="list-style-type: none"> <li>A “traceability training” was conducted for 37 male employees of <i>Thimar Co.</i></li> </ul>
Olive Oil Sector	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Established 60 olive roll outs on supplementary irrigation throughout the West Bank.</li> <li>Supplementary irrigation, humic acid, and installation of traps completed.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Results have been disseminated to all stakeholders through a series of workshops and onsite training.</li> <li>An additional 120 farmers implemented supplementary irrigation.</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>Workshops in several governorates were held with a total of 641 participants up to March 2013.</li> <li>25 workshops were conducted between January and March 2013 in different governorates.</li> </ul>	<ul style="list-style-type: none"> <li>Final results showed that there was an approximately 60% increase in olive oil yield.</li> </ul> <p><u>Q2/ FY2:</u></p> <ul style="list-style-type: none"> <li>\$380,767 USD value of exports to Dubai, Kingdom of Saudi Arabia (KSA), Jordan, USA, and Israel.</li> <li>\$14,513 USD value of local sales.</li> </ul>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>Treated Wastewater (TWW) demo microbial and minimal residue results collected.</li> </ul>	
Date Sector	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>In order to monitor the threat of the Red Palm Weevil (RPW) to the Date sector, USAID Compete – through an MOU signed with the MoA and a grant with the Date Cooperative – provided 200 traps to be installed over 637 hectares of Palm date orchards in the Jordan Valley.</li> <li>Supported the <i>Nakheel Palestine</i> Company in obtaining international accreditation in quality systems.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Traps delivered to cooperative and installed.</li> <li>Traps training workshops completed.</li> <li><i>Nakheel Palestine Co.</i> (date exporter) began implementing GLOBALGAP, British Retail Consortium, and ISO 22000. The company will be certified in GLOBAL GAP in January 2013.</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li><i>Nakheel Palestine Co.</i> is certified with GLOBAL GAP &amp; ISO22000.</li> </ul>	<ul style="list-style-type: none"> <li>Assess this issue in the Jordan Valley in order to prevent RPW outbreak</li> <li>Increase the competitiveness of Palestinian products in international markets</li> </ul> <p><u>Q2/FY2:</u></p> <ul style="list-style-type: none"> <li>\$55,983 USD value of exports as a result of <i>Nakheel Palestine's</i> adoption of international standards (GLOBAL GAP &amp; ISO22000).</li> </ul>
Meat and Dairy Sector	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Lab equipment for 7 meat and dairy companies and Al Salam Group was identified for upgrading the facilities and maintaining East Jerusalem market.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Identified lab equipment.</li> <li>RFQ have been launched for upgrading of meat and dairy facilities</li> <li>Awaiting contract award (pending funds).</li> <li><i>Al Mahareeq Slaughter House</i> began implementing ISO 22000.</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>Compliance department to announce RFQ winners and issued 6 purchase orders in April 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Preserve current market share.</li> <li>Remain competitive in East Jerusalem.</li> <li>Improve the productivity and quality of meat and dairy products.</li> </ul>
Trade Show Participation	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>USAID Compete supported 4 agribusinesses to exhibit at the 2012 Fancy Food Show in Washington and created business leads, new market linkages, and signed contracts.</li> <li>Compete supported 11 companies representing the main sub-contractor in agriculture to walk the 2012 Moscow World Food and organized B2B meetings.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>USAID Compete signed a grant with <i>Agripal B&amp;S for Agricultural Investment</i> to assist the company in exhibiting fresh produce, dates and fresh herbs under a Palestinian Pavilion</li> </ul>	<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Two yearly contracts executed, value of \$1,072,500 USD</li> <li>One new market accessed: Russia.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>As a result of the World of Perishables Show in Dubai, <i>Agripal B&amp;S for Agricultural Investment</i> has exported with a value of \$230,000.</li> </ul> <p><u>Q2 / FY2 (Fruit Logistica &amp; Gulfood Impact)</u></p> <ul style="list-style-type: none"> <li>\$10,905,351 USD value of exports as a result of the two tradeshows.</li> <li>13 New Markets Accessed: Holland, UAE, Kuwait, Malaysia, Jordan, UK, Qatar, Singapore, USA, Germany, KSA, Bulgaria and Greece.</li> </ul>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p>at the World of Perishables Show in Dubai. The company also took farmers to walk the show.</p> <ul style="list-style-type: none"> <li>Signed subcontract with PalTrade for Fruit Logistica and Gulfood.</li> <li>Two export awareness workshops were conducted by <i>Lausanne Trade Co.</i></li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>6 exhibitors and 3 walkers participated in Fruit Logistica.</li> <li>6 exhibitors and 3 walkers participated in Gulfood.</li> <li>Booths booked for Fancy Food 2013.</li> </ul>	<ul style="list-style-type: none"> <li><i>Fresh Gate Co.</i> signed 3 contracts, value of \$5,400,000USD.</li> <li>19 new and improved products.</li> <li><i>Emirates Delights</i> signed a contract for 500 tons of dates, value \$4.7 M to Dubai and a shipment for 9 tons/month for dates to Bulgaria, and value \$32,480 USD.</li> <li>Jobs created: <i>Jannet Adan Co.</i> hired 10 new male employees.</li> </ul> <p><u>Evaluation / Fruit Logistica</u></p> <ul style="list-style-type: none"> <li>The majority of participants (68%) rated Compete's assistance regarding communication prior to the trade show, preparations, designs and decoration, and support at the trade show as very good, 21% of participants rated them as good, 7% rated them as moderate and 4% rated them as poor.</li> <li>25% of participants rated PalTrade's assistance regarding communication prior to the trade show, preparations, designs and decoration, and support at the trade show as very good, the majority of participants (57%) rated them as good, 14% rated them as moderate and 4% rated them as poor.</li> <li>The majority of participants (43%) rated the trade show as somewhat organized. Many participants (29%) rated the show as very organized and many (28%) rated it as extremely organized.</li> <li>The majority of participants (57%) rated the information presented at the trade show as very useful to their company. Some participants (29%) rated the information as somewhat useful and a few participants (14%) rated the information as extremely useful.</li> <li>After participating at the trade show, the majority of participants (57%) rated that their skills have improved a lot. 15% of participants said that their skills have improved a great deal after participating at the show and 14% stated that their skills have improved a moderate amount. A few participants (14%) said that their skills haven't improved at all.</li> </ul> <p><u>Participant Recommendations / Fruit Logistica</u></p> <ul style="list-style-type: none"> <li>Promote Palestinian participants and their products through advertisements and a press conference prior and during the show.</li> <li>Arrange meetings with potential customers before the show. The Palestinian Representative Office in Germany can have a role in this by identifying and inviting potential customers.</li> <li>Logistics, booth design, preparations, and location of booths can be improved.</li> <li>Have a minimum of 2 persons per delegation.</li> </ul> <p><u>Evaluation / Gulfood</u></p> <ul style="list-style-type: none"> <li>Half of the participants (53%) rated Compete's assistance regarding communication prior to the trade show, preparations, designs and decoration, and support at the trade show as very good, and 44% of participants rated them as good.</li> <li>53% of participants rated PalTrade's assistance regarding communication prior to the trade show, preparations, designs and decoration, and support at the</li> </ul>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
	<p>trade show as very good, and 34% of participants rated them as good.</p> <ul style="list-style-type: none"> <li>The majority of participants (62%) rated the trade show as very organized. Many participants (25%) rated the show as extremely organized and a few participants (13%) rated it as somewhat organized.</li> <li>Half of participants (50%) responded that their skills improved a lot and the other half of participants rated that their skills improved a moderate amount from participating at the show.</li> </ul> <p><u>Participant Recommendations / Gulfood</u></p> <ul style="list-style-type: none"> <li>Promote Palestinian participants and their products through advertisements and presentations prior and during the show.</li> <li>Add signs in the entrance hall so that it would guide walkers to the Palestinian stand.</li> <li>Booth designs can be improved.</li> <li>Create a hub at the fair in order to sell products of small quantities to customers.</li> <li>Facilitate more B2B meetings with potential customers.</li> </ul>
<b>Forward Contracting</b>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Signed two contracts to supply 800 MT of red potatoes between <i>Al Salam Group</i> and <i>Top Field Co.</i> and <i>Mowafaq Daraghmeh farms</i> and <i>Top Field Co.</i></li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Over 20 dunums of carrots planted.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>USAID Compete procured 25,500 meters of lateral pipes, sprinklers, Polyvinyl Chloride (PVC) valves to <i>Top Field Co.</i> and a Tubas farmer as well as a sprayer to <i>Top Field Co.</i> on a cost-sharing basis.</li> <li>USAID Compete procured a main water line on a cost-sharing basis to the Tubas farmer.</li> </ul>	<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>New product introduced: red potatoes.</li> <li>Sales of \$200,000 USD reached.</li> <li>Provided a stable marketing and sales base.</li> <li>Linked Palestinian value chains to domestic market.</li> <li>Area adopting new technology: 150 dunums.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>New product introduced: carrots.</li> <li>Two contracts signed for 2,545 tons of potatoes in the 2013 season between <i>Al Ashqar Co.</i> and a Tubas farmer and <i>Top Field Co.</i> with a value of \$783,860 USD. <i>Al Ashqar Co.</i> will provide the potatoes to <i>Mr. Chips Factory</i> in Jordan.</li> <li>Another contract signed between <i>Abu Al Jud Co.</i> in Jordan and <i>Top Field Co.</i> for 250 tons of carrots in the 2013 season with a value of \$7,816 USD and for 500 tons of potatoes in the 2013 season with a value of \$250,000 USD.</li> <li>Additional increase of area under cultivation: 613 dunums/ 61 hectares for export potatoes and 48 dunums/ 5 hectares for export carrots.</li> </ul> <p><u>Q2 / FY2</u></p> <ul style="list-style-type: none"> <li>A two-year contract was signed between a major Russian importer and <i>Nakheel Palestine</i> for 27 tons of Medjool dates (3 containers) to be imported this season to the Russian importer's company <i>Laidier Foods</i>. In February 2013 the first 7 tons (value of \$45,618 USD) were shipped to <i>Laidier Foods</i>.</li> <li>New products introduced: <ul style="list-style-type: none"> <li><i>Top Field</i>: 1 choysum (Chinese cabbage)</li> <li>Tubas farmer: 3 (white potatoes, onions, onion bulbs)</li> </ul> </li> <li>Area under improved technology: <ul style="list-style-type: none"> <li><i>Top Field</i>: 565 dunums/56.5 hectares (as a result of the sprayer and irrigation pipes)</li> <li>Tubas farmer: 224 dunums/22.4 hectares (as a result of the irrigation pipes and water carrier).</li> </ul> </li> <li>Exports and Local Sales: \$1,410,434 USD. This includes new contracts executed between two Tubas farmers and <i>Al Ashqar Co.</i>, <i>Abu Al Joud Co.</i>, and <i>Ali Brothers Co.</i></li> </ul>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
	<ul style="list-style-type: none"> <li>Jobs Created: <i>Top Field Co.</i> hired 8 new male employees and 3 new female employees.</li> <li>Local Sales to <i>Al Salam Co.</i>: \$240,055</li> </ul>
<b>Usage of Treated Waste Water</b>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Compete conducted a study tour to Jordan to visit existing Treated Waste Water (TWW) plants. The participants included farmers, MoA, Water authorities, Municipality, PSI (Palestinian Standards Institute and NGOs.)</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Signing of MOU with MoA.</li> <li>TWW working group identified.</li> <li>Crops for the pilot project were identified covering 30 dunums.</li> <li>One-pager of the project's proposed interventions for TWW completed.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>SOW of implementer completed.</li> <li>Environmental Assessment in progress.</li> <li>Crops for pilot project have increased to cover 140 dunums</li> </ul>	<ul style="list-style-type: none"> <li>Participants increased their awareness of the importance of using treated wastewater in agriculture. The study tour provided them with guidelines regarding irrigation techniques, sanitation control and sustained quality. Most participants accepted the idea of using treated wastewater in the Palestinian Territories and are ready to use the treatment plant being constructed in Nablus.</li> </ul>
<b>Saline Water Demonstration</b>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Four units of the Aqua4D water treatment system installed. This will enable the plant to be irrigated with treated saline water in the Jordan Valley.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>The fifth unit of the Aqua4D water treatment system ordered and installed.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of Saline Water new technology will have major long-term benefits to the agriculture industry.</li> </ul> <p><u>Q1/FY2</u></p> <ul style="list-style-type: none"> <li>Area adopting new technology for <i>Nakheel Palestine Co.</i>: 23 dunums/ 2.3 hectares. For <i>Abd Al Malek Jaber</i> (5<sup>th</sup> unit): 3 dunums.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>Initial results showed 30% increase in yield of bell peppers and fresh herbs.</li> </ul>
<b>Upgrading of Nurseries Facilities</b>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Completed Global GAP (GG) Analysis on 3 agriculture nurseries. This is the first phase in Global GAP implementation to meet international standards.</li> </ul> <p><u>Q1/FY2</u></p> <ul style="list-style-type: none"> <li>STTA (Short Term Technical Assistance) consultant completed grafting training for three nurseries.</li> <li><i>Al-Juneidy</i> and <i>Ata Abu Rub Nurseries</i> identified as partners.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>First batch (35,000 seedlings) of grafted watermelon from <i>Al Juneidy Nursery</i> (value \$35,000 USD) were delivered to Jordan Valley farmers.</li> <li><i>Al Juneidy Nursery</i> also delivered 20,000 seedlings of grafted tomatoes, 13,000 seedlings of grafted cucumber, and 5,000 seedlings of grafted eggplants with a total value of 25,000 USD to the Jordan Valley.</li> <li><i>Ata Abu Rub Nursery</i> upgraded 6 dunums of greenhouses in compliance with GG requirements.</li> </ul>	<p><u>Q1/FY2</u></p> <ul style="list-style-type: none"> <li>First batch of grafted watermelon seedlings from <i>Al Juneidy Nursery</i> were delivered to Jordan Valley farmers with a value of \$23,000USD.</li> <li>Two improved products: watermelons and tomatoes.</li> <li><i>Al Juneidy Nursery</i> has 72 dunums/ 7.2 hectares as area assisted by adopting new technology.</li> <li>Five Jobs created at <i>Al Juneidy Nursery</i></li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li><i>Ata Abu Rub Nursery</i> has 6 dunums/0.6 hectares as area assisted by adopting improved technology.</li> <li>As a result of the grafting training, <i>Ata Abu Rub Nursery</i> increased its local sales by \$324,324 and <i>Al Juneidy Nursery</i> increased its local sales by \$60,000.</li> <li><i>Ata Abu Rub Nursery</i> improved 30 products (12 vegetables and 18 fresh herb seedlings) and has 4 new products.</li> <li><i>Al Juneidy Nursery</i> has 2 new products: 2 types of watermelon.</li> </ul>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<b>Upgrading Accredited Laboratory for Fresh Produce</b>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Compete identified the labs with the best short term potential to obtain ISO 17025 certification. The GAP analysis against ISO17025 was completed.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>• Completed GAP analysis against ISO17025 for the Scientific Center for Food and Drug Analysis Lab.</li> <li>• RFQ submitted.</li> <li>• Vendor winners identified.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>• Announced RFQ winners and resubmit RFQ for GCMS equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting tests in accordance with ISO 17025 will comply with customer needs, specific market requirements as well as reducing costs and time.</li> </ul>
<b>Packaging and Labeling</b>	
<ul style="list-style-type: none"> <li>• The project is collaborating with <i>LibanPack Packaging Center</i>, a nonprofit private sector association in Lebanon, to support the creation of a qualified team and system to assist food-processing companies to increase their competitiveness and market access.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Signed a contract with PFIU</li> <li>• 16 products will be redesigned and have been nominated</li> <li>• 24 company owners, food experts, designers will be trained.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>• Four PFIU employees went on fact-finding tour to <i>Libanpack</i> (Lebanon) in October 2012.</li> <li>• PFIU conducted an awareness workshop following their return from <i>Libanpack</i>.</li> <li>• PFIU/Compete technical staff were trained in Lebanon from December 11-14 on technical aspects of packaging and labeling at <i>Libanpack</i> training center.</li> <li>• Two workshops were conducted with Al Najah National University and Islamic University to engage senior students in the student Starpack Contest through PFIU.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>• Preparation for international expert visit (package assessment and training).</li> <li>• 3 trainings were conducted to demonstrate the <i>Libanpack</i> model with a total of 37 participants.</li> <li>• <i>Libanpack</i> redesigned packaging of Al Salam French fries.</li> <li>• 8 Palestinian design students participated in the Starpack Contest and one winner was identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Building association-led capacities in export packaging, labeling and market requirements.</li> </ul> <p><u>Evaluation / Packaging &amp; Labeling Workshop</u></p> <ul style="list-style-type: none"> <li>• The majority of participants rated the overall assessment of the course 3.75 out of 5. Most participants found the trainer’s method and delivery as good and professional. Participants rating are as follows:</li> <li>• In regards to the trainer’s standard of delivery, 5 out of 5 was given by 17% of participants, a 4 out of 5 was given by 50% of participants, a 3 out of 5 was given by 28% of participants, and a 2 out of 5 was given by 5% participants.</li> <li>• In regards to the trainer’s response to questions, 5 out of 5 was given by 39% of participants, a 4 out of 5 was given by 33% of participants, and a 3 out of 5 was given by 28% of participants.</li> <li>• In regards to the trainer’s knowledge of the subject, 5 out of 5 was given by 50% of participants, a 4 out of 5 was given by 44% of participants, and a 3 out of 5 was given by 6% of participants.</li> <li>• In regards to the trainer’s management of exercise, 5 out of 5 was given by 17% of participants, a 4 out of 5 was given by 50% of participants, and a 3 out of 5 was given by 28% of participants.</li> <li>• In regards to participants’ opportunity to take part, 5 out of 5 was given by 22% of participants, a 4 out of 5 was given by 50% of participants, and a 3 out of 5 was given by 28% of participants.</li> <li>• In regards to course handouts and notes, half of the participants (50%) rated their content and ease of understanding as very good (4 out of 5). Many participants (28%) rated the content and ease of understanding as good (3 out of 5) and a few participants (22%) rated them as excellent (5 out of 5).</li> <li>• The majority of participants (72%) would recommend PFIU training events a lot. Some participants (17%) would moderately recommend PFIU training events and a few participants (11%) would recommend PFIU training events a great deal.</li> <li>• The majority of participants (67%) indicated that the event was extremely relevant to their organization. Many participants (28%) determined that the event was</li> </ul>

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Achievements	Impact
	very relevant to their organization and a few participants (5%) stated that the event was moderately relevant.
Aquaculture Assessment	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Identified a consultant to conduct an assessment to perceive the future outlook of the aquaculture sector by analyzing water resources as well as other resources available to support a cultured fish value chain</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Visited <i>Al-Sabi</i> Nursery in Qalqilya to look into the use of aquaponic systems as a viable means of irrigation. <i>Al Sabi</i> Nursery recently installed this system and has been using it to irrigate 1/10 of its young seedlings.</li> <li>Extension Agents and farmers completed. Aquaculture Assessment workshop with the MoA</li> <li>Assessment completed and final report submitted by consultant.</li> <li>Potential beneficiaries identified.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>Meeting preparations with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>A revitalized pond – fish sector will meet domestic demand, contribute to integrated water management improvements and potentially grow to serve export markets.</li> </ul>
FAM Trips	
<ul style="list-style-type: none"> <li>FAM Trips (in-ward buyer missions) to be started as a follow-up of the trade shows organized in the summer of 2012.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Key buyer from <i>Kam Trade Russia</i>, visited olive oil, sea salt, fresh herbs and date producer in the West Bank.</li> </ul>	<p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>Pre negotiation for Russian Export for fresh herbs. First shipment of fresh herbs was exported to Russia. Preparations for first shipment of dates to Russia in January.</li> </ul> <p><u>Q2 /FY2</u></p> <ul style="list-style-type: none"> <li>First shipment of dates was exported to Russia in January.</li> </ul>
Updates for Other Agribusiness Activities in the Work Plan	
<ul style="list-style-type: none"> <li><i>Agriculture Information Call Center (Develop a central call unit for providing daily technical and marketing information.): Received proposal from MoA and will finalize SOW with ICT department and MoA finalized (May 15).</i></li> <li><i>Produce Distribution Hub (Establish a distribution hub for fresh produce in target markets that will directly link local value chains to growing international markets.): Prefeasibility study for distribution hub in Dubai during Gulfood completed.</i></li> <li><i>Upgrade Grape Sector (Upgrade Palestinian grape farms to produce high quality seedless grapes at competitive prices.): Meeting preparations with stakeholders and vetting of partners in process.</i></li> <li><i>Upgrade Guava Sector (Upgrade Palestinian guava farms to produce high quality guavas at competitive prices): Awaiting proposal for packing house (End of April).</i></li> <li><i>Upgrading Packing Line of West Bank Salt Company (Support Palestinian producer of Dead Sea gourmet salt to meet international quality/food packaging standards and access new international markets) Received proposal.</i></li> <li><i>Traceability Software (Develop a traceability software system that allows registered products to be traced back to the registered farm or packing house and to be traced forward to the direct customers): Reviewing resubmitted proposal.</i></li> <li><i>Date Pollen Facility (To start and/or upgrade date pollen facilities in Palestine to balance male and female date trees in order to achieve productivity potentials): Awaiting proposal (End of May).</i></li> <li><i>Capacity Building for the MoA Veterinary Services (VS) Staff (Enhance knowledge and skills of the VS staff in different fields): Compliance to announce RFQ (April 14).</i></li> <li><i>Capacity Building for the MoA Plant Protection Services Staff and Fresh Herb Agronomists (Enhance knowledge and skills of the plant protection staff in different fields). Compliance to announce RFQ (April 14) Awaiting training proposal from MoA. (End of May)</i></li> <li><i>Capacity Building for Date Firm Staff and Date Farmers and cost share equipment (Enhance knowledge and skills of the date producers' technical staff in different fields): Awaiting training proposal from Date Cooperative (End of May).</i></li> </ul>	

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>Export Manager for Hire (Hire an overseas agent/export manager to find a niche for and sell Palestinian products and services in target markets): <b>Planning of Export Manager for Hire Services Program in coordination with AmCham. Compliance preparing grant for AmCham. (April 20).</b></li> <li>Introduce New Crops to the Palestinian Agriculture Sector (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): <b>Cost shared irrigation system and sprayer with two potato/carrot farmers, delivery of carrier line to Mowafaq Daraghmeh.</b></li> </ul>	

## Lessons Learned

*A participatory approach* - Throughout the planning and designing of sector activities, particularly the Reuse of Treated Waste Water activity, several meetings took place with our stakeholders from the public and private sectors to address appropriate interventions for USAID Compete project. This participatory approach identified the needs of the stakeholders as part of the planning project and highlighted the activities that address all issues of concern.

## TOURISM

### Progress toward Indicators

The following chart outlines key achievements, impact and evaluation of Tourism activities during the period of January 1, 2013 to March 31, 2013.

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>Market Analysis - Digital Marketing Capacity</li> <li>Digital Marketing Seminar Conference &amp; Workshop</li> <li>Digital Tourism Demo for Social Media Conversion</li> <li>Web Clinics</li> </ul>	
<ul style="list-style-type: none"> <li>Palestinian tourism should achieve “effective digital presence and sales capacity” to create a strong market level competitive advantage.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Review, analysis and assessment of digital framework, 39 websites and media tools were conducted in order to know where the sector currently stands in terms of digital prowess.</li> <li>Digital framework developed that can effectively exploit the digital chain and route to market.</li> <li>Three seminars undertaken as a result of the assessment - 70 members of tourism industry &amp; 25 of ICT sector trained.</li> <li>National Tourism Working Group, HLITOA, and AHA gained an understanding of the value of digital tourism, social media for tourism and reaching and converting international markets through social media.</li> <li>Consultant hired.</li> <li>Strategic plan and vision for digital conferences and workshop developed.</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the most critical areas of need for the tourism sector in terms of tools and capacity requirements.</li> <li>Reaching target markets and takes advantage of the digital environment to promote their business increase demand, convert bookings.</li> <li>Growing tourism numbers and highlighting development opportunities for the ICT sector.</li> <li>Enabling the organizations to better utilize the website to achieve their goals.</li> <li>Another 8 websites and media tools were conducted in order to know where the sector currently stands in terms of digital prowess.</li> </ul>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• Three workshops implemented in Ramallah, Jerusalem and Bethlehem</li> <li>• Two hotels trained on Social Media Conversion</li> <li>• One tour operator in training.</li> <li>• Facebook offers developed for one hotel to demonstrate implementation and efficacy of social media. YouTube and Twitter account set up. Splash page recommended to encourage check-in and likes to support leaderboard page.</li> <li>• Meeting with ISP "Internet Service Provider "to support location check-in and likes to support leaderboard page.</li> <li>• As a result of the Ramallah seminar further web clinics will be undertaken.</li> </ul> <p><u>Q2 / FY2</u></p> <ul style="list-style-type: none"> <li>• 47 pre-selected websites have now undergone the web clinic</li> </ul>	
	<ul style="list-style-type: none"> <li>• Market Profiles Implementation</li> <li>• Destination Brand Development</li> <li>• Trade Shows Participation</li> <li>• HILTOA/AHA Development Support</li> </ul>
<ul style="list-style-type: none"> <li>• 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 Territories, route to market, prospects and development opportunities.</li> <li>• Develop a country brand strategy based on research, analysis and market needs; the strategy focuses on developing country brand messages customized to various markets/segments.</li> <li>• Support the participation of a selected number of Palestinian ICT companies for tourism to attend these critical events.</li> <li>• Support will focus on increasing member services, expanding product offerings, and directly engaging with international travel buyers. Through development of HILTOA/ AHA websites, participation in road shows.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• National Tourism Working Group, HLITOA, and AHA gained an understanding of the value of targeted market research to identify the markets with the highest potential for tourism growth.</li> <li>• Deadlines set for identification of target markets by HILTOA and AHA.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• Extensive research samples were provided on 10 international markets to HLITOA and AHA. Accordingly; HLITOA/AHA agreed to research three international destinations based on their highest potential for tourism growth and nominate key target markets to create market profiles.</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance in strategic decision making and key market access of the most lucrative potential markets.</li> <li>• This helps build a country's image and, undertaken correctly, will ensure that image is consistent. It is even more imperative that the industry as a whole communicates 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. Delivery of clear and consistent messages on tourism products and experiences that truly represent the Palestinian experience will result in a more compelling proposition to the target market and support an increase in sales of Palestinian firms and an increase in expenditure by tourists.</li> <li>• Opportunity for the Palestinian ICT sector to tap into a rapidly growing global market. This will directly impact increased exports, expanded sales, and job creation in the Palestinian digital tourism sector.</li> <li>• HLITOA/AHA providing better services to their members and business partners. Destination supported to increase the value of tourism, leading to higher sales and more investment in the tourism sector.</li> </ul>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<u>Q2 / FY2</u>	
<ul style="list-style-type: none"> <li>USAID Compete is working on a new grant to HLITOA covering the expenses of industry participation in two trade shows (South East Asia and Latin America), including pre-show market access research to be carried out by HLIOTA staff.</li> </ul>	
Support Bethlehem Master Plan Implementation through Signage Activity	
<ul style="list-style-type: none"> <li>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. Signage to and between the extensive numbers of tourism sites was highlighted as a key need to raise awareness of sites and how to get there.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Initial plan agreed upon to implement 100-120 signs in phases in collaboration with the Bethlehem Chamber of Commerce (BCCI).</li> <li>Conducted kick-off workshop.</li> <li>Finalized implementation plan for Bethlehem signage project.</li> <li>Signed grant with BCCI.</li> <li>Developed sign specification.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>Developed draft sign location map.</li> <li>Stakeholder group review of exact sign location in finalized throughout three municipalities.</li> <li>MoTA briefed on plans following full review.</li> <li>Branded directional sign dimensions and design finalized.</li> <li>RFQ directional signs published - proposal to be evaluated and service provider to be contracted by 10 December</li> <li>RFQ informative/welcoming signs to be issued mid-December</li> <li>Comprehensive presentation developed as guideline for service providers and to expedite stakeholder approval.</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>Total of 179 signs across Bethlehem Governorate installed.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the value of tourism to the local economy and to local communities.</li> </ul>
Undertake Hotel Classification Model Review	
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Increase of Palestinian tourism products and services that offer the highest potential to offer the best return on investment.</li> <li>Increase in tourism numbers, length of stay and average expenditure per visitor.</li> </ul> <p><u>Evaluation of Soft Skills Training</u></p> <ul style="list-style-type: none"> <li>The majority of participants (96%) strongly agree that the training content is of high quality. A few participants (4%) slightly agree that the training content is of high quality.</li> </ul>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Official Palestinian Hotel Classification Committee established.</li> <li>• Implementation Plan agreed upon.</li> <li>• Official TOR for Hotel Classification Committee approved.</li> <li>• Full quality standards agreed upon.</li> <li>• MoTA Hotel Classification Unit Head appointed and team in recruitment.</li> <li>• Institutional capacity building in hotel classification for MoTA and AHA undertaken and in process.</li> <li>• Hotel classification model agreed upon.</li> <li>• Study tour to Jordan conducted.</li> <li>• Assessor training plan delivered.</li> <li>• Pilot project plan delivered.</li> <li>• Launch date set.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• Pilot project undertaken and finalized</li> <li>• Criteria and quality standards agreed and finalized.</li> <li>• Assessors recruited.</li> <li>• Assessor technical and practical training finalized.</li> <li>• Post launch implementation plan developed.</li> <li>• Sustainability plan in development</li> <li>• Website TOR developed</li> <li>• Assessor - soft skill training in planning</li> <li>• Hotel classification manual developed and designed in Arabic/English</li> <li>• Hotel Classification System Launched</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>• Held a soft skills training for the hotel classification assessors on March 25-27, 2013 in Bethlehem. The soft skills training included communication techniques, problem solving/conflict management in the inspections process, preparing and delivering feedback report to hotel management team, and other skills that are necessary to carry out a proper inspection and essential for building the assessors' capacity</li> <li>• Reviewed the manuals for printing in English and Arabic.</li> </ul>	<ul style="list-style-type: none"> <li>• Most participants (87%) strongly agreed that the training content and subjects were clear and easy to follow. Some participants (13%) slightly agree that the content and subjects were clear and easy to follow.</li> <li>• Most participants (96%) strongly agree that the information they gained in the workshop will help them in their current role and/or position. A few participants (4%) slightly agree that it will help them in their current role and/or position.</li> <li>• Most participants (87%) strongly agree that the leader communicated appropriately and effectively. A few participants (13%) slightly agree that the leader communicated appropriately and effectively.</li> <li>• The majority of participants (92%) strongly agree that the leader was open to questions and led discussions effectively. A few participants (8%) slightly agree that the leader was open to questions and led discussions effectively.</li> <li>• Most participants (75%) indicated that the format of the training (set-up, location, scheduling, etc.) was excellent. Many participants (25%) said that the format of the training was good.</li> <li>• Most participants (87%) rated that the leader was excellent in being well organized in presenting the training. Some participants (13%) said that the leader was good in presenting the training.</li> <li>• Most participants (67%) rated that the degree of usefulness of the subject matter covered for future use was excellent. Some participants (29%) rated that the degree of usefulness was good and a few participants (4%) said that the degree of usefulness of the subject matter covered for future use was fair.</li> <li>• The majority of participants (83%) rated the training as excellent. Some participants (17%) rated the training as good.</li> </ul> <p><u>Aspects of this training that could be improved in the future</u></p> <ul style="list-style-type: none"> <li>• Participants suggest adding a practical section to the training in order to enhance their skills.</li> <li>• Participants recommend dividing the attendants into more sector-specific groups.</li> <li>• Participants suggest improving time management.</li> <li>• Participants suggest focusing more on teamwork.</li> </ul> <p><u>What did you like best about the training?</u></p> <ul style="list-style-type: none"> <li>• Workshop content and presentation.</li> <li>• Leader's experience, educational background, and control.</li> <li>• Topics regarding time management and communication.</li> <li>• Interaction between leader and participants.</li> <li>• Method of motivating the audience.</li> </ul> <p>All participants agreed that they would recommend</p>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
	<p>this training to their colleagues and business relations as the training presented new, useful material and helped them gain experience and know-how, which improved their skills. The skills they learned are also required for working groups. Moreover, the training was useful, clear, and encouraging to all participants.</p> <p><u>Participant Recommendations</u></p> <ul style="list-style-type: none"> <li>• To involve the leader in providing more trainings in the hospitality sector in order to efficiently upgrade skills and knowledge.</li> <li>• To offer more advanced courses and trainings in the future.</li> </ul>
<b>Site Renovation Analysis and Prioritization</b>	
<ul style="list-style-type: none"> <li>• A taskforce group was established to select priority sites with high tourism potential to ensure the visitor experiences that these sites can offer in the immediate future.</li> <li>• A wide portfolio of business development factors must 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. Priority interventions were identified for 5 sites.</li> </ul> <p><u>FYI</u></p> <ul style="list-style-type: none"> <li>• RFPs and SOW developed for quick impact interventions on 5 sites.</li> <li>• Working group workshop conducted to prioritize sites to be renovated.</li> <li>• MoTA agreed to handle licensing for specialized tour guides.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• EDF for directional signs submitted</li> <li>• Following pre-contract award meeting, contract developed for Burqin engineering works.</li> <li>• Hisham's Palace SOW and RFP developed for advertising</li> <li>• Hisham's Palace - designation of responsibilities with MoTA to ensure effective design development</li> <li>• Technical specifications for directional signs finalized, RFP developed for both Bethlehem and West Bank and advertised.</li> <li>• Civic Map plans developed to cover Sabastiya, Burqin, Taybeh, Bethany and Jenin - to cover 90% of the 18 sites highlighted by tourism working group.</li> <li>• Agreement to use MoTA digitized maps for civic signs</li> <li>• SOW for map production developed.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>• MOT/DACH representatives, MIDMACK Engineering and Consulting Company and USAID Compete Conservation and Environment consultants are currently reviewing plans, including the design to fix the Burqin Church sewage system.</li> <li>• Hisham's Palace Interpretation and Museum Rehabilitation: Partners Input Matrix as well as</li> </ul>	<ul style="list-style-type: none"> <li>• Bethlehem Master Plan is a critical component of the sector strategy to develop Palestinian tourism.</li> <li>• Increased tourism numbers, length of stay, and average expenditure per visitor.</li> </ul>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p>summary of each partners' role was prepared and presented at the MOTA/DACH Task Force meeting with MOTA/DACH and University of Chicago.</p> <ul style="list-style-type: none"> <li>• Directional Signs for Tourism Attractions: Ready Systems was awarded and signed the contract to design, produce and install 32 direction signs for the Burqin, Sabastiya, Taybeh and Bethany.</li> <li>• Civic Location Maps: SOW using base maps to provide user-friendly city maps available for panels, brochures and ICT applications in 10 cities and towns is ready (Jenin, Burqin, Sabastiya, Nablus, Taybeh, Ramallah, Bethany, Jericho, Bethlehem and Hebron). RFPs are being prepared.</li> <li>• Interpretation Films: SOW for providing interpretation and introductory films to be provided for the Information Centers at Sabastiya and Balata is ready. RFPs are being prepared.</li> <li>• Hiking Trails: Based on an approach paper prepared in February, two trails were visited to identify potential interventions as well as possible partners and stakeholders.</li> </ul>	
<p><b>Know Your Market to Grow Your Market Seminar</b></p>	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• National Tourism Working Group, HLITOA, and AHA gained an understanding of the value of targeted market research to identify the markets with the highest potential for tourism growth.</li> <li>• Deadlines set for identification of target markets by HILTOA and AHA.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• HLITOA and AHA agreed that they require assistance to develop a strategic plan on opening up of key markets that offer the best potential for conversion based on research.</li> <li>• HLITOA/AHA agreed to nominate two initial target markets based on research.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>• Received/reviewed HILTOA Proposal.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the capacity and skills of Palestinian tourism professionals to develop and expand markets with the highest potential for the Palestinian Territories.</li> <li>• Provide critical market information to Palestinian firms operating in the tourism sector.</li> <li>• Increase sales for Palestinian firms.</li> </ul>
<p><b>Finalize Hospitality School Plan</b></p>	
<ul style="list-style-type: none"> <li>• To build upon the research previously undertaken and leverage opportunities already highlighted under previous USAID projects, a hospitality school feasibility study school is required. This entails a GAP assessment on the requirements to increase the volume and availability of service level staff within the labor force; enhance the skills and services of the service industry in the provision of professional training in the most appropriate environment that matches industry standards; and finally increasing the attractiveness of hospitality careers to Palestinians.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• GAP Analysis for hospitality school</li> <li>• Training modules for in-service staff prioritized and sourced.</li> <li>• Draft Hospitality School Implementation Plan under review.</li> </ul> <p><u>Q1 FY2</u></p> <ul style="list-style-type: none"> <li>• AHA approved training program, participate</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the volume and availability of service level staff within the labor force.</li> <li>• One training course was developed and delivered through the USAID- established hospitality school.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>• 2 new courses developed (CHS and TRAC).</li> </ul> <p><u>Evaluation of Soft Skills Training</u></p> <ul style="list-style-type: none"> <li>• Many participants (43%) indicated that the training was extremely organized and another 43% stated that the training was very organized. A few participants (14%) said it was somewhat organized.</li> <li>• The majority of participants (57%) determined that the information presented at the training is very useful. Many participants (29%) said that the information was extremely useful and a few participants (14%) stated that the information presented was moderately useful</li> <li>• Most participants (43%) said that the trainer</li> </ul>

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p>throughout and promote to members</p> <ul style="list-style-type: none"> <li>• In-Service Training commenced with train-the-trainer</li> <li>• Hotel assessments agreed with AHA for early 2013.</li> <li>• Supervisor, housekeeping, front desk and food &amp; beverage training booked early 2013.</li> <li>• Trainees registered and approved by AHLA.</li> <li>• Training materials procured</li> <li>• Training implementation contract developed</li> <li>• Train-the-trainer program completed.</li> <li>• All Trainees completed AHLA-EI exam, passed and certified</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>• Supervisor training delivered in Jericho, Ramallah, Jerusalem and Bethlehem.</li> <li>• Request for registration distributed for TRAC program.</li> <li>• Diyafa conducted the In-service Hospitality Training Program in four main cities in the West Bank. 87 hotel supervisors from food and beverage, housekeeping and reception departments were trained and passed the exam to become Certified Hotel Supervisors "CHS".</li> <li>• TRAC (Train Retain Assess Certify) training started with the participation of 230 hotel employees working at front desk, housekeeping and food &amp; beverage department. Trainings were held in Jerusalem, Bethlehem and Jericho.</li> </ul>	<p>was very effective in delivering subject information. Many participants (29%) showed that the trainer was extremely effective in delivering subject information. Some participants (21%) stated that the trainer was moderately effective and a few participants (7%) indicated that the trainer was slightly effective in delivering subject information.</p> <ul style="list-style-type: none"> <li>• The majority of participants (64%) rated that the time allowed for their questions to be answered was about the right amount. Some participants (29%) indicated that the presenter allowed much too much time and a few participants (7%) said that the presenter allowed somewhat too much time.</li> <li>• 86% of participants found "Orientation and Training" as the most useful session. Another 86% of participants found "Leadership" as the most useful, while 86% of participants found "Handling Problems and Conflicts" as most useful. 79% of participants found "You as a Supervisor" as most useful. Another 79% of participants found "Improving Employee Performance" as the most useful sessions. "Motivation and Team Building" was indicated as the most useful by 71% of participants, while "Staffing and Scheduling" was found the most useful by 57%. Half (50%) of participants determined that "Effective Communication/Time Management" as the most useful session.</li> <li>• The majority of participants (72%) were extremely willing to apply what they have learned from this training. 14% of participants were very willing and 14% of participants were moderately willing to apply what they have learned from the training.</li> <li>• Most participants (71%) said that their skills improved a lot because of the training. Some participants (29%) stated that their skills improved a great deal.</li> <li>• Most participants (57%) believe that the training will help them a lot in their future career. Many participants (43%) believe that the training will help them a great deal in their future career.</li> <li>• All the participants agreed that the training prepared them to take the CHS exam.</li> </ul> <p><u>Participant Recommendations</u></p> <ul style="list-style-type: none"> <li>• To extend the workshop providing more sessions for participants in order to efficiently upgrade their skills and training.</li> </ul>
<b>Tourism Image Bank</b>	
<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Development of the image bank.</li> <li>• Image bank library requirements have been developed and agreed upon.</li> <li>• Library framework to present quality images that promote the destinations, products and experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of quality images to support the sector to compete internationally both online and offline.</li> <li>• Increase the sales of Palestinian firms.</li> </ul>

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USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p>of the destination has been developed.</p> <ul style="list-style-type: none"> <li>• Hosting solution developed.</li> <li>• TOR for design and development of online digital library.</li> <li>• RFP developed for photographers to populate image library.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• Evaluation of bids received from photographers undertaken</li> <li>• More information requested</li> <li>• Project to be split between two photographers.</li> <li>• Contract in development for photographers to populate image library.</li> </ul> <p><u>Q2 / FY2</u></p> <ul style="list-style-type: none"> <li>• Selected Photographers to be contracted in April.</li> </ul>	
Facebook Application for Tourism	
<ul style="list-style-type: none"> <li>• An opportunity exists for a fully functional Facebook (FB) Application that 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.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Consultant is hired.</li> <li>• Platform and pro forma developed.</li> <li>• Plan for the full development of application including content and training developed.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• Content under development.</li> <li>• Sites, attractions and locations being developed across the entire destination</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the engagement between the ICT sector and the tourism sector and open up a new service for the local company to sell locally initially and potentially internationally.</li> </ul>
Updates for Other Tourism Activities in the Work Plan	
<ul style="list-style-type: none"> <li>• Palestinian/ Israeli Tour Development Support (Support the development of a multi - destination initiative strategy): <b>Reviewing the submitted proposal, exploring options for possible interventions.</b></li> </ul>	

## Lessons Learned

*Site renovation* – after continued site visits it is clear that implementation plans need to be open to modification based on site visits to understand how tourists and the local community interact with the site. For tourists visiting a site like Burqin Church there is no option for them to stay in the area, spend money or otherwise contribute to the local economy. The tourism team has learned to remain flexible to adapt implementation plans based on these insights to ensure that interventions are tailored to the needs of the local community and are created to yield the most impact.

## ICT

### Progress toward Indicators

The following chart outlines key achievements, impact and evaluation of ICT activities during the period of January 1, 2013 to March 31, 2013.

TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT USAID COMPETE PROJECT Q2/FY2	
Achievements	Impact
PDF Project with Progindeer	
<ul style="list-style-type: none"> <li>A new contract was signed between <i>PDF</i> and <i>Progindeer</i> to create a well-trained, qualified workforce that would position <i>Progindeer</i> to contract 25% of PDF's R&amp;D budget and generate new, highly skilled job openings.</li> </ul>	<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Jobs created: 5</li> <li>Export increased: 2%</li> </ul> <p><u>Q1/ FY2</u></p> <ul style="list-style-type: none"> <li>Hired new 2 employees.</li> <li>Export increased: \$25,092USD</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>Sales: \$38,000USD</li> </ul>
Palestinian Business Innovation Center	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>Inspiring young Palestinian entrepreneurs at the first ever Hi-Tech Hub Event. This event has been designed as monthly gatherings of developers, web designers, entrepreneurs, students, academics and investors who are interested in contributing to a more vibrant start-up community.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>Launched the second Hi-Tech Hub Event on Nov 29, 2012</li> </ul> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>PNB Event: USAID's Compete Project sponsored Partners for a New Beginning (PNB) project to host "The Palestinian Entrepreneurship Sector: Analysis, Planning and Coordination Meeting". 75 people including donors, the venture capital industry in addition to participants representing the banking and financial, government and education sectors attended the event.</li> </ul>	<ul style="list-style-type: none"> <li>Provided a forum to connect, innovate, lead and listen to a global line up of speakers share experiences and advice about breaking into international markets with an innovative tech idea.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Palestinian startup <i>Ma3lomeh</i>, a winner of USAID Compete's Hi-Tech Hub, was invited to participate at the "Start-Up Turkey" (<a href="http://www.startupturkey.com">www.startupturkey.com</a>) event on February 15 by Palestinian techpreneur Abdul Malik Jaber.</li> </ul>
Apple iOS Mobile Development Center of Excellence	
<ul style="list-style-type: none"> <li>The Apple iOS Development Center of Excellence, owned by Infinite Tiers, partnered with USAID Compete to develop deep knowledge in agile technologies and mobile applications – especially for Android and Apple applications.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>The center hired 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 software applications demanded both internationally and locally.</li> <li>The center has produced 2 new products featured on the Apple Store.</li> </ul> <p><u>Q1 /FY2</u></p> <ul style="list-style-type: none"> <li>Two new interns were hired bringing the total number of employees to 14.</li> </ul>	<ul style="list-style-type: none"> <li>Develop deep knowledge in agile technologies and mobile applications – especially for Android and Apple applications</li> <li>Enable a local branch of US based company to develop local resources in mobile applications.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Sales: \$102,940 USD</li> </ul>

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
H+W Sales Force Cloud Computing	
<ul style="list-style-type: none"> <li>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.</li> </ul> <p><u>Q1/FY2</u></p> <ul style="list-style-type: none"> <li>Grant was signed October 4, 2012 (delayed due to vetting: submitted June 20, 2012; approved Aug 24, 2012.)</li> <li>Employment and training started for 13 employees.</li> <li>Training milestones are finished.</li> </ul>	<p><u>Q1/FY2</u></p> <ul style="list-style-type: none"> <li>New Markets accessed (Denmark and Germany).</li> <li>Jobs Created: 1.</li> <li>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.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Sales: \$28,000</li> <li>2 new applications.</li> <li>New employees: 2 males, 1 female.</li> </ul>
Oracle Training Center	
<ul style="list-style-type: none"> <li>USAID Compete is supporting an Oracle Training Initiative activity geared towards strengthening the technical capacity of Palestinian companies working in the oracle domain by helping in providing capacity building in subjects like Seibel</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>USAID Compete organized training at Oracle University in Israel and supported nine web developers from Palestinian ICT firms to participate in the training.</li> </ul>	<ul style="list-style-type: none"> <li>Developing skilled human resources in key Oracle technologies and supporting Palestinian outsourcing service providers to land jobs in the outsourcing industry is the prime focus of this activity. This would help the beneficiaries to work on international and regional projects on this technology.</li> </ul> <p><u>Evaluation / Oracle Training</u></p> <ul style="list-style-type: none"> <li>The majority of participants (57%) stated that the training was very organized. 29% of participants indicated that the training was moderately organized and a few participants (14%) said that it was slightly organized.</li> <li>Most participants (86%) determined that most of the objectives of the training were met. A few participants (14%) said that about half of the objectives were met.</li> <li>Many participants (29%) rated that the information presented at the training was moderately useful to their company and 29% of participants indicated that the information was slightly useful. Some participants (28%) said that the information presented was very useful to their company and a few participants (14%) said that the information presented at the training was extremely useful.</li> <li>The majority of participants (57%) said that their skills have improved a lot. Many participants (43%) stated that their skills improved a moderate amount.</li> <li>The majority of participants (57%) said that the information presented at the training was very organized. Many participants (43%) stated that the information was moderately organized.</li> <li>Most participants (72%) rated that they felt very comfortable to ask questions. A few participants (14%) said that they feel extremely comfortable to ask questions and a few (14%) indicated that they were moderately comfortable to ask questions.</li> <li>Many participants (43%) determined that the trainer was moderately experienced in the subject. 29% of participants rated that the trainer was slightly experienced in the subject and 28% of participants evaluated the trainer as very experienced.</li> <li>Most participants (57%) rated the trainer was moderately skilled in the subject. Many participants (29%) said that the trainer was very skilled in the subject and a few participants (14%) indicated that the trainer was slightly skilled.</li> <li>Many participants (29%) said that the training was</li> </ul>

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
	<p>slightly better than their expectations. However, 29% of participants said that the training was slightly worse than their expectations. Some participants (28%) rated the training as was somewhat better than their expectations and a few participants (14%) indicated that the training met their expectations.</p> <ul style="list-style-type: none"> <li>The majority of participants (57%) were moderately satisfied with the training and many participants (43%) were slightly satisfied with the training.</li> </ul>
<b>Diaspora Linkage</b>	
<p>This activity aims to build bridges between Palestinian Diaspora worldwide and the ICT sector in West Bank and Gaza. The U.S has been selected as a pilot country for this activity.</p> <p><u>Q1/FY2</u> Grant Agreement signed on Nov 11th.</p> <p><u>Q2/FY2</u> Finishing a trade mission to the U.S. for advertising the network, setup of a cloud based system to facilitate communications between Palestinian Companies and entrepreneurs and Diaspora, and the creation of foundation groups that will serve as mentors and facilitators of flow of ideas, mentorship and possibly business deals.</p>	<p>This activity is expected to attract a minimum of 10 Palestinian expatriates to invest in the Palestinian Territories.</p>
<b>Solidify Multinational Partnerships</b>	
<ul style="list-style-type: none"> <li>This activity will continue to support Palestinian software houses to partner with international based companies (not necessarily first tier ones such Microsoft or Intel) but with a focus on European and Arab Gulf market. Furthermore:</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Signed Grant Agreement with Jaffa for INTEL project.</li> <li>Signed Grant Agreement with ArtTech for Brain Games.</li> <li>Signed Grant Agreement with ASAL for INTEL project.</li> </ul>	<ul style="list-style-type: none"> <li>This intervention aims to solidify the ICT sector's position as a reliable partner and maintain the momentum achieved so far.</li> <li>This activity will support the achievement of new contracts, job creation and exports.</li> <li>This initiative would encourage companies to open branch offices in Palestinian cities other than Ramallah to ensure new resources are hiring (especially females) who have difficulties moving to Ramallah for social/family reasons.</li> </ul>
<b>Seed Fund for Start-up Companies</b>	
<ul style="list-style-type: none"> <li>One of the major impediments to the development of entrepreneurship eco-system is the lack of a seed fund that can support new startups and help them expand their ideas into prototypes with distinct services to the market. Compete addresses this gap by mitigating the risk associated with creating the fund through covering costs of the operational part of the project for one year.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Budget negotiated, start date set for June 2013.</li> </ul>	<ul style="list-style-type: none"> <li>The Seed Fund is a necessary step to create a pipeline of startup companies that are attractive to venture capital investment.</li> </ul>
<b>Updates for Other ICT Activities in the Work Plan</b>	

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>Business and Technical Skills Development (A Series of Capacity Building Programs in Business and Technical Skills addressing GAPS in the Market to bring tailored business course for the software industry to help understanding new global trends and adapt their businesses to better position them in the regional/global map: <b>Finished one round of the Mini-MBA with Kellogg Recanati: the program started on January 13, and finished on March 14 2013. 33 Palestinian middle managers, GMs and entrepreneurs attended the course.</b></li> <li>Microsoft Research Center: <b>Compete provided a grant to ASAL company to train necessary human resources in the Palestinian areas able to work with Microsoft R&amp;D projects. The grant will eventually create needed Palestinian talent to open a full-service Microsoft R&amp;D center in the Palestinian Territories.</b></li> <li>Export Manager Export Manager for Hire (Palestinian IT software houses have managed to penetrate specific international markets but on a limited scale. One of the reasons is that the sales cycle for IT products and solutions are long and might take more than six months to conclude. Compete is offering the opportunity to use the services of an Export Manager/ Oversees Agent to penetrate specific markets whether to sell Palestinian products or obtain outsourcing contracts especially in the markets of the Arab Gulf countries, Saudi Arabia and USA): <b>In Planning.</b></li> <li>Cross-Sector Technology Program for Finance, Tourism, Agro, Stone &amp; Marble Sectors (Diffuse I Technology in each sector): <b>On-Going.</b></li> </ul>	

## Lessons Learned

*Mini-MBA lessons* – Not surprisingly, tailoring the course to the participants had an impact on the success of the course. Since most of the participants were from the software industry, the ICT team worked closely with the professors and the organizers, course by course, session by session to adapt the content to the technology savvy participants who are keen on improving their operations and to better understand global trends.

## STONE AND MARBLE

### Progress toward Indicators

The following chart outlines key achievements, impact and evaluation of Stone & Marble activities during the period of January 1, 2013 to March 31, 2013.

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
Trade Show Participation	
<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>The project supported the participation of 2 companies at the Marmomacc Trade Show (Verona, Italy), in order to attract stone buyers, establish market linkages, and gain knowledge about recycling technologies.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>Attended 'Big 5' Trade Show (Dubai, UAE) with 2 companies participating: <i>Next Step</i> represented second tier producers and <i>Verona Group</i> represented 5 stone producers.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>The project supported <i>Verona Marketing Group</i></li> </ul>	<p><u>FY1</u></p> <ul style="list-style-type: none"> <li>2 companies participating as a soft launch for group marketing activities.</li> <li>21 containers were ordered with a value of \$250,000 USD</li> <li>3 new markets accessed: India, Algeria, and Indonesia.</li> </ul> <p><u>Q1/ FY2</u></p> <ul style="list-style-type: none"> <li>518 containers sold (during and after Marmomacc and Big 5 Trade Shows) with a value of \$5,247,000 USD.</li> <li>2 major new markets accessed: Iraq and Canada.</li> <li>Jobs Created: 13 from <i>Verona Marble and</i></li> </ul>

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<p>Company to attend the Vitoria Stone Fair in Brazil.</p>	<p><i>Industrial Investments Co.</i></p> <p><u>Q2/ FY2</u></p> <ul style="list-style-type: none"> <li>• <i>Verona Co.</i> sold around \$592,000 USD as a result of Vitoria Stone Fair.</li> <li>• <i>Verona Co.</i> sold \$28,500 USD as a result of Big 5 trade show.</li> <li>• <i>Verona Co.</i> sold \$152,000 USD as a result of Marmomacc.</li> <li>• 1 new market accessed for <i>Verona Co.</i>: Russia.</li> <li>• 1 new market accessed for <i>Al Waleed Co.</i>: Korea.</li> <li>• 1 new female employee hired for <i>Al Waleed Co.</i></li> </ul> <p><u>Evaluation / Vitoria Stone Fair in Brazil.</u></p> <ul style="list-style-type: none"> <li>• Verona Marketing Group represented 11 companies at the trade show.</li> <li>• The company evaluated the communications prior to the trade show, the preparations, the support at the trade show, and organization as very good.</li> <li>• The company met 120 business leads at the trade show and made 8 potential customers. It sold 63 containers to the Brazilian, the United States, Russian, Italian, and Chinese, markets.</li> <li>• The percentage of sales from displayed slabs by the represented companies was 15-30%. The company indicated the positive impact from group marketing and product representatives and has future plans to increase group marketing efforts.</li> </ul> <p><u>Recommendations / Vitoria Stone Fair in Brazil.</u></p> <ul style="list-style-type: none"> <li>• The company noted that they benefitted from the participation and recommended more space.</li> </ul>
<p>Form Partnership with Specialized Marketing Firms</p>	
<ul style="list-style-type: none"> <li>• Linking Palestinian manufacturers with international buyers and investors is essential for reaching global competitiveness and increasing exports.</li> <li>• Group and Specialized Marketing activities will assist Palestinian companies in reaching global markets, developing promotional materials and products that meet international standards and provide continuous market intelligence.</li> <li>• USAID Compete is supporting and facilitating the development of group and specialized marketing consortiums to represent second tier stone and marble producers.</li> </ul> <p><u>FY1</u></p> <ul style="list-style-type: none"> <li>• Identified a total of 2 joint marketing companies interested in representing stone and marble producers.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>• <i>Next Step</i> participated at the <i>Dubai Big 5</i> trade show.</li> </ul>	<ul style="list-style-type: none"> <li>• Link global buyers with Palestinian producers.</li> <li>• Provide firms with access to creative marketing materials that will support export development.</li> <li>• Export growth.</li> </ul>
<p>Filter Press Evaluation and Maintenance</p>	

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>An assessment of all filter press machines cross-sector was conducted; 67 filter presses were identified that require fixing, maintenance and/or upgrade.</li> </ul> <p><u>Q1 / FY2</u></p> <ul style="list-style-type: none"> <li>The evaluation of all filter presses across the sector was completed (86)</li> <li>Details regarding the cost to fix and upgrade existing filter presses were analyzed (86)</li> <li>23 filter presses in the Hebron Industrial Zone (HIZ) require maintenance</li> <li>52 filter presses across sector</li> <li>Coordinating with Union of Stone and Marble (USM) to vet the companies in starting from HIZ and moving cross-sector</li> <li>Procurement / Contract are in the final stages</li> <li>General Procurement Notice in the local newspaper for 7 days prior to awarding the contract</li> <li>Contract preparation in progress.</li> </ul> <p><u>Q2 / FY2</u></p> <ul style="list-style-type: none"> <li>RFP for Filter Press maintenance outside of the Hebron industrial zone, vetting companies, preparing the contract for maintenance;</li> <li>RFP for sludge new product development pre-feasibility submitted;</li> <li>Environmental expert Mr. Nazih Bandak and the stone and marble team conducted a site visits to four factories in the Hebron to address some of the environmental compliance concerns related to filter press activities.</li> <li>13 Palestinian Stone and Marble factories located in the Hebron Industrial zone will receive maintenance services as a first stage to fix all filter presses in the West Bank.</li> </ul>	<ul style="list-style-type: none"> <li>Enabling stone producers to transform slurry to sludge meet environmental requirements, recycle water and increase cutting tool lifecycle.</li> </ul>
Sludge New Product Development	
<ul style="list-style-type: none"> <li>As part of project efforts to support the sustainability and transformation of the Stone and Marble sector there has been a great focus on the sludge issue or more specifically the ability to transform slurry to sludge that has further economic value. Compete will conduct a feasibility analysis and assist in cost and financial planning for the production of new sludge-based products and processing production.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Pre-Feasibility studies submitted and review. Further letters with comments were sent out to all applicants.</li> </ul>	<ul style="list-style-type: none"> <li>This activity will attract investors interested in new product development using dry sludge. Activities will focus on targeting stone producers throughout the stone industry as potential investors. This program will be open to potential investors in other industries and potentially Palestinian expatriates.</li> </ul>
Filter Press Cost Sharing Cross-Sector Program	
<ul style="list-style-type: none"> <li>To provide an equal opportunity for stone producers to own filter presses to transform slurry to sludge, meet environmental requirements; recycle water and increase cutting tool lifecycle.</li> </ul> <p><u>Q2/FY2</u></p> <ul style="list-style-type: none"> <li>Working on the contract draft.</li> <li>Verify list of suppliers by official stakeholders.</li> </ul>	<p>This activity will enable stone producers to transform slurry to sludge, meet environmental regulations, and expand their income by engaging in new product development using sludge.</p>
Updates for Other Stone & Marble Activities in the Work Plan	

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE  
USAID COMPETE PROJECT Q2/FY2**

Achievements	Impact
<ul style="list-style-type: none"> <li>Export to Hire Program / Export Managers (Identify and hire international export managers linked to group marketing companies): <b>Awaiting companies to submit proposals.</b></li> <li>Recycling Technology (A local company will be collaborating with the Women Union to hire female employees and create new products): <b>Proposal will be submitted by May 23.</b></li> <li>PPU Stone Center (Training current and previous graduates on using new machines): <b>Meeting with PPU Stone Center will be conducted to discuss and plan for this intervention.</b></li> <li>PPU Stone Center (Graduate to Hire Program): <b>Meeting with PPU Stone Center will be conducted to discuss and plan for this intervention.</b></li> </ul>	

### Lessons Learned

Brazil is an important country for Palestinian producers to penetrate but difficult to reach in some aspects given imports are highly taxed. It is still worth entering the market especially for Palestinian companies that have experience in the export business.

A movement to solve the sludge issue is in the early stages in Brazil and provides opportunities for collaboration. For example, Brazil producers are relying on regulation to facilitate industry change. A similar but modified approach could conceivably be applied across the Palestinian stone sector.

## CROSS-CUTTING INDICATORS

USAID Compete works across the Agribusiness, Tourism, ICT and Stone & Marble sectors to find opportunities to encourage gender equality and support youth innovation.<sup>18</sup> While Stone & Marble exemplifies a more traditional manufacturing industry with limited numbers of women and youth, the Tourism, ICT and Agribusiness sectors show encouraging signs of efforts to reduce gender gaps. Over the last quarter there were several workshops and trainings with a youth and gender component.

### Youth Initiatives

The ICT and Tourism sectors typically exhibit a younger workforce in contrast to those of Agribusiness and Stone & Marble. This is exemplified by the high percentages of youth involved in Tourism and ICT workshops and trainings this quarter.

Tourism’s In-Service training activity aims to equip employees of the hospitality sector with skills training to meet international standards for the tourism industry: this quarter 65% (265) of the 412 TRAC training participants were youths. One quarter (18) of the 74 CHS trainees were youth.

The ICT team was involved with two trainings/programs and two events this quarter. In the Mini-MBA program and Oracle trainings there were a combined total of 39 participants, including 19 youths.

<sup>18</sup> Defined by USAID as age 14 to 29

This quarter USAID Compete supported two signature events under the broader Palestinian entrepreneurship and startup banner:

- PalDev – an event that brings in international experts with knowledge of new Microsoft technologies to disperse within the local community.
- Partners for New Beginnings – a U.S State Department initiative, this event was created to raise the profile of Global Entrepreneurship Week.

These events were supported but not implemented by USAID Compete. The vendor's sign-in sheet did not capture demographics like youth attendance; anecdotally it was clear there was a significant number of youth in attendance.

## Gender & Compete

Agribusiness held workshops and trainings and assisted producers to two international trade shows this quarter:

- Compete's Agribusiness team delivered a Packaging and Labeling workshop to 37 members of the agricultural community; 22% (8) of the attendees were women;
- 577 men and 72 women (total of 649) attended a series of 25 workshops between January and March 2013 organized to share results from the Olive Oil rollout;
- The project assisted 27 Palestinian producers to attend the *Fruit Logistica* and *Gulfood* trade shows this quarter; one woman attended each trade show.

This quarter the Tourism team delivered In-Service training for members of the hospitality sector in addition to assessor training to support the 2013 rollout of the new Palestinian Hotel Classification system:

- In-Service training for supervisors, managers and frontline staff is ongoing and expected to be complete by July 2013. A total of 412 participants received TRAC (Train Retrain Access Certify) training; 25% (104) of the participants were women. For CHS (Certified Hospitality Supervisor) training 16% (12) of the 74 participants were women.
- Soft skills assessors training completed this quarter for 24 professionals: 25% (6) were women.

The successful delivery of the Mini-MBA program was the key focus for Compete's ICT team this quarter:

- Three of the 30 MBA participants were women; 30% (11) were youths;
- At the Oracle Training in Tel Aviv one of the nine trainees was a woman;
- Almost half (23) of the 50 attendees at the Partners for New Beginnings (PNB) event were women.

## M&E ACCOMPLISHMENTS

During the second quarter of FY2, the Monitoring and Evaluation (M&E) team continued its efforts in capturing and evaluating performance data from project activities. This quarter, a

RIG (Regional Inspector General) performance audit from USAID was carried out to provide an independent assessment of the performance and management of USAID Compete's systems, programs, activities, and functions against objective criteria. The M&E team was the lead in this by preparing for the audit and gathering all required support documents for submission to the auditors. Other key accomplishments for the M&E team this quarter include:

- Continue opening and updating Compete activities and interventions on Geo-MIS, TraiNet and TAMIS;
- Developed new templates for action memos, vetting determination, data verification "Memo to the File" and STTA reports.
- Conducted with Compete technical staff numerous field visits and interviews across the West Bank to project beneficiaries to track the progress as a result of the project's assistance and capture the intended results against indicators;
- Attended workshops, training sessions and events organized by USAID Compete to assure proper implementation as well as getting participants' feedback and comments;
- Conducted eight online surveys to evaluate USAID Compete events and tradeshow;
- Worked closely with Component Leads and the technical staff to make sure that USAID regulations have been met;
- Working with Communications team to submit project progress reports;
- RIG performance audit.



**Compete M&E team meeting with Verona Company, Bethlehem**

### Lessons learned

After the RIG performance audit, the M&E team updated their system for verification of data to include additional templates and written procedures in order to improve the procedure of data collection.

Furthermore, the M&E team continues its high efforts in following up and tracking progress against indicators through attending workshops, survey evaluations, field visits, interviews, and intensive meetings with beneficiaries. A key lesson learned is that building strong relationships with beneficiaries and the technical team will help in monitoring improvement, meeting the project's objectives and responding positively to all USAID requirements.



**Compete M&E team at Al Juneidy Nursery, Nablus**

## **PROJECT HIGHLIGHTS**

The ensuing section contains highlights from select USAID Compete activities during the period of January 1, 2013 to March 31, 2013.

## QUARTERLY HIGHLIGHTS – IN-SERVICE TRAINING



In December 2012 USAID’s Compete Project supported the launch of a Palestinian Hotel Classification System to address quality and service standard gaps across the industry. While a star-system provides a framework for Palestinian owners to improve their hotel offering, service employees still lacked world-class training. USAID Compete, in cooperation with the American Hotel & Lodging Education (AHLA) Institute, the Arab Hotel Association and the Hospitality Management Consultants Group “Diyafa,” designed a three-phased program for the 650 tourism employees in the Palestinian Territories.

The first phase of the training was an AHLA “train-the-trainer” program delivered to select Diyafa participants who after extensive practical and theoretical training and testing received a Certified Hospitality Trainer (CHT) certificate. Those trainers then went on to deliver training to 74 supervisors of 29 Palestinian hotels who become Certified Hotel Supervisors (CHS). In the final phase, CHT’s trained 230 guestroom attendants, front desk representatives, and restaurant servers under the TRAC (Train Retrain Assess Certify) program. The CHS monitor the training of frontline employees to ensure they can provide ongoing training beyond the TRAC program.

Tamer Abu-Dayyeh, Assistant General Manager at the Ambassador Hotel in East Jerusalem, describes his experience in the Certified Hospitality Supervisors training: *“The fact that I was able to attend the training along with the food and beverage manager and the kitchen supervisor was very helpful. We had the chance to exchange information and learn from other participants’ experiences regarding problem solving. When the three of us finished the course I found that the communication between me and the two managers and between the managers and the staff they supervise was much smoother. I was able to see a complete change in attitudes – everyone seems to be more cooperative and understanding.”*

## QUARTERLY HIGHLIGHTS – MINI-MBA PROGRAM



Entrepreneur Amani Abu Teir, Mechatronics Engineer, Speaking at the Young Women's Entrepreneur Event in Ramallah, April 2013

On the first day of classes 30 Palestinian executives and managers piled into the classroom of Tel Aviv University like freshman students. For these business men and women though, this wasn't about sleeping in and getting good grades - this was about gaining critical management and business skills necessary to enhance their IT businesses to compete in global markets.

The Kellogg-Recanati Mini-MBA program (implemented by Lahav) for General Manager's, CEOs and middle management employees of Palestinian software companies from Ramallah, Jerusalem and Nablus took place over the last quarter. The program syllabus was specially tailored to leverage their business skills toward understanding marketing and planning strategies to expand services in the local market and penetrate international markets. Courses included Marketing the Age of Hyper Competition; Strategic Management of Company IP; and Leading teams effectively.

The course attracted a diverse range of participants from seasoned executives to software engineers, each bringing a unique perspective to the discussion.

Amani Abu Tier, a young entrepreneur who was a finalist at the November 2012 Hi-Tech Hub, had the following to say about the Mini-MBA program:

*"The Mini MBA Scholarship I received from USAID helped me develop my skill set and strengthen my role as a woman entrepreneur in society. My biggest achievement so far has been in inventing devices to teach Braille to blind children without requiring any teacher assistance."*

Though the Hi-Tech Hub wrapped up in March, the journey doesn't end here for the students. During the closing event Microsoft Israel committed to grant one Palestinian startup entrance to a four-month business acceleration program at *Microsoft Israel*, and possibly the opportunity to pitch their startup at a future Silicon Valley event. USAID's John Crihfield signaled continuing support to the Microsoft acceleration program as well as consideration for future Mini-MBA activities like a cross-sector program.

## QUARTERLY HIGHLIGHTS – GLOBAL EXPOSURE FOR AGRIBUSINESS



Palestinian Fresh Booth at Fruit Logistica, Berlin, February 2013



Palestinian Agribusiness continues to reach new markets through participation at global food trade shows. This quarter the USAID Compete Ag team assisted Palestinian producers to participate at *Fruit Logistica* Berlin and *Gulfood* in Dubai.

### *Gulfood 2013, February 25-28, Dubai*

Six leading Palestinian exporters and aggregators of fresh and processed products attended the Gulfood 2013 trade show in Dubai. The four day tradeshow attracted over 4,200 exhibitors and 80,000 visitors and the Compete supported Palestinian stand welcomed Minister of Agriculture H.E Waleed Assaf from Ramallah. USAID Compete and Paltrade initiated a complete revamp of the typical booth layout that help facilitated key meetings between the Palestinian exhibitors and major Gulf distributors such as Del Monte, Mirak Group and Fresh Fruit Company, who are key players to the retail, catering and wholesale GCC markets. Preliminary results include contracts for hundreds of thousands of dollars' worth of olive oil, flavored chips, Medjoul dates, fresh herbs and traditional products. New export markets in South Africa, Balkan countries, India, Pakistan and Australia have expressed interest in Palestinian fine foods and gourmet products such as pickled almonds and za'tar.

### *Fruit Logistica, Feb 5-8, Berlin*

The three-day *Fruit Logistica* trade fair in Berlin ended well for Palestinian exhibitors with the *Emirates Delights Company* shipping their first containers of dates this week to two major importers met at the fair. The first container will be shipped to the Turkish market and the second container to a major Russian retailer with 3000 retail units around the country with a value of \$110,000 USD. Palestinian exhibitors from the fair are now in pre-negotiations with major importers to close contracts. *Fruit Logistica* remains an important strategic meeting place to connect with major importers and exporters across the industry.

*"Trade shows continue to be one of the best market linkage tools available to Palestinian producers. Gulfood and Fruit Logistica are specialized trade shows – targeting processed and fresh foods separately – which make it more valuable for smaller producers struggling to compete in global markets,"* says Imad Kamhawi, Agribusiness Sector lead, USAID Compete.

## COMMUNICATIONS AND OUTREACH

During this quarter the Communications team carried out media outreach activities to continue and expand its efforts to maintain dialogue and positive perception in the media and other channels around USAID support of sustainable economic development in the Palestinian Territories.

USAID Compete sector activities were covered by the following media outlets:

- *Newspapers*: Al-Quds Newspaper, Alayyam News, Al Hayyat Al Jadideh
- *News agencies*: Wafa News agency (2 times), Maan News agency (4 times), PNN News Agency (2 times)
- *News webpages*: alwatanvoice.com
- *TV coverage*: Israeli Channel 1, Israeli Channel 2, Wattan TV, Maan Mix TV
- *YouTube*: Olive Oil Demo

On February 19 Al Nasher Public Relations Company (USAID PR contractor) organized a press tour in cooperation with USAID Compete's Communications team to draw media attention to USAID's interventions in the West Bank and highlight the success of this intervention and its effect on the lives of Palestinian farmers. The tour included a visit to USAID's Compete olive oil roll out demos of supplementary irrigation, including a visit to a demo plot in the village of Asira to highlight the increased yield and enhanced quality of olive oil production. Three news agencies – Wafa News Agency, Maan Mix TV and Watan TV – participated in the tour and produced the following reports:

- Watan: [http://www.wattan.tv/new\\_index\\_video\\_desc.cfm?id=a5285580a5483228](http://www.wattan.tv/new_index_video_desc.cfm?id=a5285580a5483228)
- Wafa: <http://www.wafa.ps/arabic/index.php?action=detail&id=148558>

Media coverage represents an alternative measure of impact, as it is responsible for positioning the project and telling the story of its social, human, and economic impact. Press releases were issued to cover the activities that took place this quarter (see Annex).

### Online

Compete is focused on creating an online presence to reach people interested in learning more about how USAID works with the Palestinian private sector and the individuals sectors. In March the Communications team launched the USAID Compete project website: <http://www.competeproject.ps> The Communications team worked closely with a local Palestinian web design firm to build the website, which includes videos, photo galleries, success stories as well as activity and sector descriptions.

### Events

This quarter the team worked with the Agriculture team to finalize the preparations for tradeshows in Berlin and Dubai (February 2013), including booth concept/design and marketing booklets for the two shows.

PR and Branding support for technical teams:

- *Fruit Logistica* Trade Show: booth design and booklet
- *Gulfood 2013* Trade Show: booth design and booklet

- Mini-MBA: panel session and graduation ceremony

Production of video content:

- 2 minute video about Grafting training (Agribusiness)
- 2 minute video about Aquaculture (Agribusiness)
- 2 minute video about Fresh Herbs (Agribusiness)
- 2 minute video about In-Service training (Tourism)
- 5 minutes video demonstrating the use of the new Aqua 4D Technology to treat the salinity of water in the Jordan Valley (Agribusiness)
- Coordinating with i-Connect film producer to customize videos

## Reporting

As a key vehicle to communicate project progress, impact and evaluation, the Communications team works closely with the M&E and technical teams to produce meaningful weekly, monthly, quarterly and annual reporting. During this quarter, the team produced 9 weekly reports, two monthly reports and a quarterly report.

The Communications team wrote two success stories this quarter to highlight achievements in the Agribusiness (Fresh Herbs Association) and Tourism (Hotel Classification) sectors.

## ISSUES THAT MAY INHIBIT OR ENHANCE PERFORMANCE

During the January - March 2013 period, the USAID Compete team continued to strengthen its capacity to manage the dynamic balance or “praxis” between supporting innovative product, service, and enterprise development activities with the demands of strong program, finance and compliance management expected by USAID/USG authorities.

Market and enterprise development by definition entails taking risks, and at the core of the Compete project is its ability of off-set some of the risk to the Palestinian business sector with the careful use of technical assistance, training, and cost-sharing grants for investment. We are witnessing success ranging from new market penetration (Brazil), new service delivery (Hotel Classification / In-service Training), to application of new technology (magnetized water) without jeopardizing US tax payers funds, environmental standards, and the ever-present security issues of Mission Order 21.

Nevertheless maintaining this dynamic balance will require a continuing and close relationship between Compete senior management and the management of USAID/WBG that includes the “front office”, the private enterprise office, and especially the ability of the Mission’s supervisory support offices being in tune with the goals and objectives of the Compete Project.

## SUBCONTRACTS AND GRANTS

During the second quarter of the second year of the project (January 1, 2013 - March 31, 2013), the Compliance and Grants team continued to work closely with the technical staff to ensure an agile and streamlined implementation of technical activities performed in a manner compliant with USAID regulations and the special requirements of the Mission.

### Achievements during Q2

Activity procurement continued, including design services for tourism sites, registration for trade shows, and event management.

Two (2) grants totaling \$1,012,552 were executed during the quarter with an additional 6 in the concept/negotiation phase.

The Compliance and Grants team worked closely with the Finance team to complete the monthly SubAward Reporting as required under Mission Notice 2009-WBG-11.

During this quarter, 170 new requests for vetting were submitted to USAID for individuals and organizations. Eligibility/Ineligibility Notices for 143 of the outstanding requests were received.

DAI's Technical and Administrative Management Information System (TAMIS) for the Compete Project continued to be customized based on feedback on the user experience, including a follow up trip to the project office by the Bethesda-based TAMIS programmer. This system provides a centralized repository of project documentation and traceability of activity development, execution, monitoring, and evaluation.

The USAID West Bank and Gaza Partner Contracted Audit (PCA) program of the first year of the project was completed by El Wafa Company for Financial Consulting & Accounting Services and submitted to the Regional Inspector General in Cairo.

The periodic compliance review related to Mission Order 21 was conducted by USAID in the last week of March.

### Goals and Future Activities

The Compliance and Grants team will continue to focus on supporting the technical components to implement an effective and compliant project. In Q3, the Compliance and Grants team anticipates supporting international trade shows, third country participant training, and major technical assistance to the Stone & Marble industry encompassing large equipment procurement and a maintenance program for existing equipment.

The Compliance and Grants team will work in coordination with the Monitoring & Evaluation team to perform site visits to grantees, pilot projects, and other project sites and events to resolve any compliance issues that may arise. In addition, the team will support the USAID Partner Contracted Audit and the IG Performance Audit.

## ANNEXES

### Media Monitoring Report

USAID Compete activities gained press coverage from local outlets and at times in regional specialized media outlets this quarter. The following report details media coverage from the three press releases that were produced this quarter.

**Event/initiative:** Supervisor Certified Trainer Training

**Sector:** Tourism

**Date:** 29/1/2013

**Media Coverage:**

<http://maannews.net/arb/ViewDetails.aspx?ID=560593>

<http://pnn.ps/index.php/local/42290-عقد-سلسلة-دورات-تدريب-بيئية-للعاملين-في-الفنادق-في-اربعة-مدن-رئيسية>

<http://www.alquds.com/pdfs/pdf-docs/2013/1/31/page24.pdf>

<http://www.alhayat-j.com/newsite/newspaper/index.php>

**Event/initiative:** Announcing the results of the Olive Oil Demo

**Sector:** Agribusiness

**Date:** 4/2/2013

**Media Coverage:**

<http://maannews.net/arb/ViewDetails.aspx?ID=562054>

<http://pnn.ps/index.php/economy/42869-الإعلان-عن-نتائج-مشروع-الري-التكميلي-لأشجار-الزيتون>

<http://www.alhayat-j.com/pdf/2013/2/4/page12.pdf>

**Event/initiative:** Increasing Income from Olives

**Sector:** Agribusiness

**Date:** 19/2/2012

**Media Coverage:**

[http://www.wattan.tv/new\\_index\\_video\\_desc.cfm?id=a5285580a5483228](http://www.wattan.tv/new_index_video_desc.cfm?id=a5285580a5483228)

<http://www.wafa.ps/arabic/index.php?action=detail&id=148558>

**Event/initiative:** The Palestinian Entrepreneurship Sector: Analysis, Planning and Coordination Meeting

**Sector:** ICT

**Date:** 27/2/2013

**Media Coverage:**

<http://maannews.net/arb/ViewDetails.aspx?ID=569763>

<http://www.al-ayyam.com/pdfs/28-2-2013/p26.pdf>

[http://www.wattan.tv/new\\_index\\_hp\\_details.cfm?id=a9786381a337748&c\\_id=17](http://www.wattan.tv/new_index_hp_details.cfm?id=a9786381a337748&c_id=17)

<http://www.alwatanvoice.com/arabic/news/2013/02/27/366170.html>

<http://www.wafa.ps/arabic/index.php?action=detail&id=149092>

**Event/initiative:** Channel One (in Arabic) and Channel two (in Hebrew) reports on the USAID Compete Mini-MBA program for Palestinian Executives at Tel Aviv University

**Sector:** ICT

**Media Coverage:**

<http://www.youtube.com/watch?v=ZYeB-oUIGVw>

<http://www.mako.co.il/news-channel2/Economy-Newcast/Article-85515eb2bc5bc31004.htm>