



USAID | **WEST BANK/GAZA**
FROM THE AMERICAN PEOPLE

Compete Project Quarterly Report

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COMPETE PROJECT QUARTERLY REPORT

April 1, 2014 – June 30, 2014

DAI

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ACRONYMS AND ABBREVIATIONS

AHA	Arab Hotels Association
B2B	Business to Business
CGSP	Certified Gold Service Professional
CIBER	Competitiveness Impact of Business Environment Reform
COP	Chief of Party
DQA	Data Quality Assessment
EU	European Union
FY1	Fiscal Year One of the USAID Compete Project
FY2	Fiscal Year Two of the USAID Compete Project
Geo-MIS	Geographical Management Information System
GlobalGAP	Global Good Agricultural Practice
HLITOA	Holy Land Incoming Tour Operators Association
ICT	Information and Communications Technology
iOS	Internet Operating System
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoTA	Ministry of Tourism and Antiquities
MoU	Memorandum of Understanding
NSFT	National Association for Specialty Food Trade
PCARD	Palestinian Center for Agricultural Research & Development
PITA	Palestine Information Technology Association
PMEP	Performance Monitoring and Evaluation Plan
PPIS	Plant Protection Inspection Service
PPSQ	Plant Protection safety and Quality
PSI	Palestine Standards Institute
FY3/Q2	Second quarter of USAID Compete Project Fiscal Year 2014
RFP	Request For Proposal
RFQ	Request for Quotations
SME's	Small and Medium Enterprises
SOW	Scope of Work
TAMIS	Technical and Administrative Management Information System
USAID	United States Agency for International Development
USDA	United States Department for Agriculture

EXECUTIVE SUMMARY

Driving industry growth through innovation

“Innovation is the process of translating an idea or invention into a good or service that creates value or for which customers will pay.” (Source: *businessdictionary.com*)

USAID through the Compete Project is a catalyst for change and innovation with the Palestinian private business. Compete in partnership with the private sector recognizes that growth of investments leading to new jobs must deploy the best productivity enhancing technology and machinery combined with an innovative product and service offer to buyers; while staying profitable.

The economic environment for Palestinian enterprises is “high cost versus high value” as an adjunct within the Israeli economy as determined by the parameters of the “Paris Protocol”. This reality presents many opportunities as well as challenges for Palestinian enterprises to compete in international markets that must be focused on driving industry growth through innovation.

Throughout this report covering April – June 2014, we attempt to illustrate how USAID through Compete partners with the Palestinian private sector to harness innovation in new technologies, manufacturing processes, and most importantly in management and technical skills to profitably compete in world-wide product and service delivery markets.

➤ **Agribusiness**

- Procuring equipment effectively enables companies to expand their exports and meet the terms of forward contracts.
- Improving quality of produce by supplying new technologies under cost share initiatives assists farmers to reach new markets.
- Hosting major international companies in a field visits to Palestinian companies facilitates expansion of profitable partnerships.
- Providing technical assistance support and procuring equipment through cost sharing initiatives enables local companies to meet international standards to increase competitiveness in both local and global markets.
- Supporting the implementation of groundbreaking green technologies encourages sustainability and addresses long standing limitations on agricultural development to increase productivity and create greater employment.

Supporting successful participation in trade shows improves the global image of Palestinian products, helping individual producers to access new buyers in new markets.

➤ **Tourism**

- Encouraging diversity in tourism products in the West Bank that attracts FITs (free and independent travelers) as well as Israeli and Arab- Israeli visitors.
- Innovations in urban rehabilitation and site renovation are contributing to developing world-class Palestinian tourist destinations ensuring destinations provide a high quality visitor experience.
- Improving hotels and hospitality services through applying quality star ratings of the Palestinian Hotel Classification System contributes to attracting international tourists and providing a better visitor experience.

- Creating unique cultural events successfully attracts high numbers of visitors across a range of demographics and generates high revenues for local service providers.

➤ **ICT**

- Innovations to support a positive entrepreneurial environment are being created through Compete to maximize the benefits of programs such as the Leaders acceleration program for Palestinian startups.
- Developing innovative partnerships with local companies as with Al-Dawliah to send Palestinian startups to participate in major regional events such as the ArabNet Digital Summit in Dubai builds local capacities, improves the global image of Palestinian products and helps companies access new markets.
- Bridging gaps in the sector by developing local initiatives such as IbdAA, a new technology transfer company, initiated through a partnership with four major Palestinian universities creates sustainability and facilitates the commercialization of research and development to local and international markets.
- Promoting skills development through participation in world-renowned programs such as the Microsoft Accelerator program in Herzliya, Israel.
- Increasing relationships between Palestinian software companies and Israel-based Multinationals, SMEs and startups is a gateway to innovation built by USAID through Compete.

➤ **Stone and Marble**

- Compete has signed innovative cost-sharing agreements with four Palestinian investors to prepare full feasibility investment studies to develop new sub-industries and profitable products from stone waste.
- Leading-edge Palestinian producers of traditional stone products are increasing export offer by teaming with high-tech decorative stone producers to offer full turnkey full project solutions with the support of Compete.
- Compete continues its support to firms that established specialized marketing departments linked to investments in new technologies that supports successful participation in key trade shows in the USA, Italy and Dubai– transformative innovation in a traditional industry!

Driving growth through innovation is the core business DNA for successful Palestinian enterprise. The reader is invited to share in the story of how USAID through the Compete project partners and promotes innovation in the Palestinian Territories.

KEY ACCOMPLISHMENTS

AGRIBUSINESS

Driving Export Growth – USAID, through the Compete Project, helped to procure equipment and cooling rooms for new packing lines at two Palestinian companies: Tubas Company for Packaging and Marketing and Green Qalqilya Company, enabling the companies to expand their exports and meet the terms of forward contracts; both companies serve as agricultural aggregator, formed with leadership from USAID. Tubas



5kg bags of washed carrots ready for market at Tubas Company's new packing line.

Company successfully exported the first shipment of carrots processed and packed at their new potato and carrot packing line, and Green Qalqilya exported the first shipment of Palestinian fruit off the packing line to Jordan. This is the first shipment of carrots under a forward contract between Palestinian company Al Forat Farms and Jordanian company Al Ashqar for 400 tons of washed and sorted carrots in 5 kg bags, valued at \$228,000; the contract was facilitated by the Compete Project to drive export growth. USAID helped procure the packing line equipment to improve export quality and quantity.

Enhancing Quality– Through the Compete Project, USAID is partnering with 35 Palestinian grape farmers to increase the production of high quality seedless grapes in the West Bank in order to access new markets and increase exports. Prior to this activity, 600 dunums of grapes



USAID Mission Director Dave Harden picks grapes with Palestinian farmers in Al Jiftlik.

were grown in open fields, contain seeds, and were sold only in local and Israeli markets. USAID, through the Compete Project is supplying net covers to the farmers that will improve grape production over 450 dunums, covering 73% of grapes farms; the nets will improve the quality of the produce, enabling farmers to reach export markets. The farmers are building the frames to support the nets as their cost share in this initiative.

Building Partnerships –USAID is working with Palestinian farmers and agribusiness companies to increase Palestinian agriculture exports by expanding partnerships with international food processing companies. The project’s agribusiness team hosted Ben & Jerry’s in a field visit to Palestinian companies Canaan Fair Trade and Emirates Delights. USAID hopes to facilitate a partnership between Ben & Jerry’s and the Palestinian companies, enabling Ben & Jerry’s to expand its source of fair trade ingredients (date paste and tahini from Emirates Delights and almonds from Canaan) and strengthening or introducing new high-value crops among Palestinian farmers.

Facilitating Value Chain Development – USAID representatives attended the inaugurations of both the Scientific Center for Food and Drug Analysis and Al Juneidy Nursery in Nablus.



USAID, through the Compete Project provided technical assistance to the Scientific Center for Food and Drug Analysis to perform a gap assessment of lab accreditations, microbiology analysis and pesticide residue analysis, as well as cost sharing equipment that will allow the lab to food safety ISO 17025 certification. At Al Juneidy Nursery, USAID facilitated trainings in modern grafting techniques, and assisted with procuring seedling equipment to ensure the nursery had the capabilities to provide quality grafted seedlings at competitive prices, compliant with GlobalGAP standards, enabling the nurseries to compete in both the local and global markets. Previously Palestinian farmers have relied on imported seedlings—upgrading Palestinian nurseries ensures they are able to meet demands for quality seedlings, driving sales and job opportunities for Palestinians. USAID Mission Director Dave Harden attended the inauguration of the nursery and the science lab.

USAID’s Dave Harden at the opening of the Scientific Center for Food and Drug Analysis

Investing in New Technologies-USAID is supporting innovations that increase the variety and quality of local produce with export potential. USAID gave its official approval for the Environmental Assessment (EA) supporting treated water reuse for agricultural purposes in the north of the West Bank. The approval gives the green light for the implementation of a project aiming at introducing irrigation with wastewater from two new treatment plants; the Nablus Sewage Treatment Facility and the Jenin Wastewater Treatment Plant. The project will not only enable environmental sustainability in the area, but also creates significant opportunity to introduce new crops with export potential.

International Trade Show–Canaan Fair Trade Company is expanding their access to international and niche markets by exhibiting at specialized international trade shows. With assistance from USAID, Canaan exhibited its range of specialty foods at the Fancy Food tradeshow event in New York City from June 29th to July 1st. Canaan exhibited a range of locally sourced organic goods refined mostly by women’s cooperatives including; olive oils, spreads, and dried Middle Eastern specialties like Zaatar, Freekeh, and Maftoul. Fancy Foods is North America’s largest specialty food and beverage event, with more than 2,400

exhibitors from 80 countries participating, the trade show generates new export contracts between Canaan Fair Trade and buyers in the American market.

TOURISM

Developing Destinations – USAID’s partner the Holy Land Incoming Tour Operators Association (HLITOA) completed the second study tour with local tour operators to Bethlehem, Bethany and Jericho, sites where USAID is implementing interventions to improve the visitor experience. As part of these tours, HLITOA had the participating tour operators complete a survey analyzing the most important interventions. Results showed that tour operators considered public sanitation facilities and directional signage as the most important USAID interventions related to ensuring a quality visitor experience.

Supporting Equitable Tour Options – As part of their strategy to increase tourism in the West Bank, USAID, through the Compete Project, is partnering with the think tank Israel-Palestine: Creative Regional Initiatives (IPCRI) to develop a diverse and professional new tourism product in the West Bank. Since the project began in February 2014, five tours were conducted, three in Ramallah, and one in Jericho and Bethlehem with 161 participants (68% of them Israelis). This project boosts the Palestinian economy by hiring Palestinian guides, eating in Palestinian restaurants, paying entrance fees to museums and tourist attractions, and providing each tour’s participants the opportunity to buy Palestinian products.

Developing Palestinian Tourism Destinations – The re-opening of Hishams Palace and its museum in Jericho highlighted the importance and success of USAID’s site renovation activities, aimed at improving Palestinian tourist destinations to draw in more tourists. The overall aim of the Hishams Palace site renovation was to ensure an informative and enjoyable visitor experience. The interpretation and displays were designed to enhance the site and provide a memorable understanding of its cultural significance. The site renovation encompassed a wide scope of the work, including interior design, renovation of the artifact display and museum interpretation panels, retrofit of showcases, lighting, and ventilation improvements site, electrical and mechanical engineering and graphic design. USAID and the Palestinian Ministry of Tourism & Antiquities held a joint press conference to raise awareness about site renovation and urban rehabilitation activities throughout the West Bank.



Dave Harden at the opening of the renovated Hishams Palace and Museum, Jericho

Hotel Classification –Twenty eight hotels have been given their quality star rating according to the Palestinian Hotel Classification System developed with support from USAID.

Supporting Quality Standards –With support from USAID, six Palestinian hotels have qualified for the Property Gold Quality Service Certificate, four in Jerusalem and one in Bethlehem and Jericho. One hundred and eighty hotel employees participated in the Gold Service Professional Course and passed the exam—strengthening the tourism industry’s ability to deliver a positive tourist experience in the West Bank.

Increasing Tourism –USAID partnered with the public and private sectors to organize the Jericho Arts Festival to attract more visitors to the city of Jericho; USAID’s support of the festival emphasizes sustainability through business and economic benefits to stakeholders, increasing revenues over four weekends in the non-pilgrimage season. The Jericho Arts Festival officially opened on May 1 with remarks from the Mayor of Jericho, the Governor of Jericho and the Jordan Valley, the Palestinian Minister of Tourism and Antiquities, and by USAID Mission Director Dave Harden. The festival presented a variety of musical, cultural and interactive events over four weekends, in addition to a bazaar featuring Palestinian specialty food and handicrafts. In the third weekend, Competitions in Innovation in the areas of gaming and mobile application development were held; about forty Palestinian youth participated in the competitions, presenting their products to over 200 people; a panel of judges selected the top three winners in each category. Topping off the last weekend, USAID partnered with Jeep to sponsor a 4*4 Rally, which drew a large crowd. The Jericho Festival successfully brought 140,000 visitors to the city, increasing revenues by approximately \$9m.

Concerts at the Jericho Arts Festival entertained visitors to Jericho



Enhancing Visitor Experiences-USAID is promoting tourism in the Bethlehem region, in the historic city of Bethlehem and the nearby towns of Bethany and Burqin by implementing

renovation projects in key sites to improve the experiences of visitors to the area. The projects focus on both renovating important public historical sites and establishing facilities for tourists. USAID through the Compete project has already completed its first intervention in Bethlehem under the contract “The Establishment of Tourist Facilities in Bethlehem” which renovated public toilets that are now managed by the Bethlehem Municipality. The CCHP (Center for Cultural Heritage Preservation) who implements the project signed a contract to implement the rehabilitation of the Qattan and Bus Station Stairways in Bethlehem city. The CCHP is also advertising locally for proposals to renovate King David Street in the heart of the old city of Bethlehem, a street connecting two of the most important streets there; Street Star Street and Manger Street, which lead to the Church of the Nativity-one of the most important historical and religious sites in the world. The first renovation for the ancient town of Bethany is also on the way, with the official request for proposals circulating to create street furnishings and a tourist entrance to the town. Requests for proposals are also in circulation to start the renovation of the Arab Women’s Union Building Gallery, Restaurant and Giftshop in Bethlehem.

Supporting Quality Standards-Following on from the classification of hotels according to star ratings, a series of eight training modules outlined by the American Hotel & Lodging Association-Education Institute (AHLA-EI) were provided to hotel staff of all levels and sectors, from supervisors to administrators, housekeeping and food and beverage executives. The trainings form a necessary step in sustaining quality levels and ensuring consistent guest satisfaction. At the completion of the trainings the Diyafa Hospitality Management Consultants who implemented the trainings submitted its final report. The report showed positive results across the board and in particular for the Guest Service Gold trainings where 300 participants from 11 hotels from around the country attended.

ICT

Accelerating Startups – The eZone Mini Tech Park officially opened with a discussion panel



representing the major donors of the project, including USAID, the American Consulate General in Jerusalem, Mercy Corps, the Palestinian Welfare Association, DFID and Palestine for a New Beginning. USAID, through the Compete Project in the West Bank is partnering with Palestinian organization Leaders to operate eZone, a shared space for entrepreneurs designed to create an entrepreneurial environment that will help to maximize the benefits of Leader's acceleration program for Palestinian startups.

US Consulate General, Michael Ratney participated in the panel discussion for the eZone opening.

announced the second wave of investment in decided to invest \$250,000 in three startups following the pitching event that took place in Jerusalem in early April; the event was attended by about 120 people, including Palestinians, Israelis and internationals, among them industry leaders, foreign diplomatic representatives, and investors from the region and abroad. USAID West Bank/Gaza Mission Director Dave Harden gave the key note speech, highlighting the innovation of Palestinian entrepreneurs, and seven Palestinian startups pitched their ideas to the audience. USAID, through the Compete Project, is partnering with Arabreneur to encourage angel investing in Palestinian startups through a seed fund; Arabreneur also helps to accelerate the selected startups through access to their office facilities and mentorship.

Promoting Startups Internationally – Through the Compete Project, USAID partnered with Al-Dawliah Investments (already working in partnership with USAID to run the angel investor seed fund Arabreneur) to send five Palestinian startups to participate in the next ArabNet Digital Summit in Dubai, the hub for Arab digital professionals and entrepreneurs to connect and learn. The startups will pitch their businesses and products in front of investors, and a crowd of about 1000 visitors. Road shows like the ArabNet Summit enable Palestinian startups to connect with new investors and expand into new market

Driving Innovation and Economic Growth – “Ibdaa”, a new technology transfer company, initiated through USAID’s partnership with four major Palestinian universities, incorporated in April, registering with the Palestinian Ministry of Economy. Ibdaa will facilitate commercialization of R&D to local and international markets, and help the private sector address market problems and capture opportunities through innovation and creativity, laying the groundwork for more robust R&D in the Palestinian Territories. Both universities and the private sector use R&D to generate new solutions to market problems, increase industry performance, and add value to the market through supporting the introduction of new



Board members and USAID Compete Project Staff at the launch of Ibdaa

products; through Ibdaa, USAID is helping to bridge the academia-industry gap and strengthen Palestinian R&D.

Developing Business Relationships – USAID through Compete Project is working to increase relationships between Palestinian software companies and Israeli Multinationals, SMEs and startups. To that end, in cooperation with the Israeli Chief Scientist Office (a department in the Israeli Ministry of Economy charged with developing the Israeli IT industry), USAID organized a B2B event in Tel Aviv with Palestinian and Israeli IT companies. The event included keynote remarks by USAID West Bank/Gaza Mission Director, Dave Harden, and the President of Intel Israel, Mr. Mooly Eden, and leading multinational companies provided testimony confirming the professionalism and skills of Palestinian IT companies.

USAID’s Dave Harden and Ghassan Al Jamal at the launch of the event



Supporting Mentorship for Startups – USAID partnered with Palestinian-American company ConnectME to implement the first Palestinian StartUp Cup, which just concluded its first six-month program; seven new Palestinian startups made it to the final round. Startup Cup’s focus on building sustainable businesses by educating entrepreneurs on the

universals of designing a viable business model, including accelerated go-to-market strategies, customer development, bootstrap funding techniques, team development, and

revenue generation fits right into USAID's vision to strengthen the competitiveness and export potential of the Palestinian ICT sector.

Promoting Startups Internationally-Arabreneur is continuing their innovative work with USAID to build a high quality entrepreneur culture promoting unique Palestinian startup ventures. USAID through the Compete project supported Arabreneurs participation at the Arabnet Show in Dubai. Five Palestinian startups successfully pitched their initiatives to investors and showcased their products, with several receiving leads for future investments from Gulf based investors and generating new client bases. To further showcase their initiatives, they participated at a formal dinner with 60 top CEOs from the Gulf region, making a positive impression which was reported in regional media outlets.

Driving Skill Development – 'Aidbits', a Palestinian startup that specializes in developing innovative approaches to project Monitoring and Evaluation practices for donors, successfully graduated from the renowned Microsoft Accelerator program in Herzliya, Israel. The program delivers much sought after training and mentoring to increase the success of young companies by providing comprehensive end-to-end support to high-potential startups. Through the program 'Aidbits' acquired new sets of skills that allow them to tremendously change their business operations especially in terms of branding, marketing strategy and sales. The impact of the training was made quite clear in their participation in Dubai's ArabNet Conference in June where they were also named coolest startup. .

Closing the Skills Gap –A USAID initiative with the Palestinian Information Technology Association (PITA) implemented specialized training program to improve the employability prospects of young University graduates. PITA implemented an industry specific training course designed to give access to the vital skills blocking Palestinian graduates from obtaining work. The program trained high potential students over a period of 1 year and reported that 33 of its 50 trainees successfully attained long term employment contracts.

STONE AND MARBLE

Improving Marketing – Palestinian stone company Al-Waleed has established a marketing department in Jordan. Prior to USAID interventions with Palestinian stone companies to improve the image of “natural stone from the Holy Land”, marketing was almost nonexistent in the sector. Al-Waleed established their marketing department after participating in Marmomacc 2012 (a trade show in Italy) with support from USAID through the Compete Project, where they hired a full time marketing coordinator to help the company reach out and follow-up with potential customers. The project’s stone team visited the newly established marketing department to get a clearer picture of Al-Waleed’s operations, discuss their strategy, and observe the small but consistent impact that is happening.

Turning Waste into Profit – USAID, through the Compete Project signed contracts to partner with four Palestinian investors to prepare a full feasibility study for the development of new profitable products from stone waste. This feasibility study will outline the exact cost-benefit analysis of new product development, assisting the investment partners in developing a solid business plan that will drive investment in the Palestinian stone industry, triggering an increase in sales and employment. Two of the investors and their local consultants traveled to Europe, in addition to India and Turkey to meet with manufacturers, machine manufacturers, consultants and experts in the field to learn more about the feasibility of establishing a Palestinian factory to manufacture new products from the stone waste, enabling them to move to the next phase of the study, looking at knowledge transfer, market and financial analysis, best locations and the competitiveness of the project.

Trade show Participation – The Holy Land Stone Group and the Jerusalem Stone Group participated at Coverings trade show in Las Vegas with support from USAID through the Compete Project. The two participating companies have shown great improvement in their trade show participation and improving the image of Palestinian stone in the global markets by exhibiting their products with innovative and attractive displays, and building strong business relationships with buyers and engineers, which will ultimately increase exports and drive job growth within the Palestinian stone sector. The Holy Land Stone Group reported signing deals for \$150,000 in the first three days, and Jerusalem Stone Group signed deals for \$85,000 and made four additional big sales leads. Following on from the successes achieved last year at the Marmomacc trade show in Verona, USAID through the Compete project is supporting the attendance of four companies at the Trade Show later this year. The Marmomacc International Trade Fair for Stone, Design and Technologies, held at the end of September is one of the leading Trade Shows in the world for the industry and a vital hub for companies looking to increase exports and international market linkages.



The Holy Land Stone Group meets with prospective clients at their booth in the Coverings 2014 Trade Show in Las Vegas

USAID through the Compete project reserved space at and an advertising package to exhibit at the Marmomacc trade show in Verona. Marmomacc, which is held in the last week of September this year, is one of the leading Trade Shows in the world for the industry.

ALL SECTORS

Private Sector Investment Leveraged - Since the beginning of Compete Project in the West Bank the M&E team has worked to capture the value of capital investments from our partners leveraged as a cost share of the project activities. As of June 30, 2014, private sector investment for the four sectors has reached a total of 38.9million USD:

- \$18,100,846 in the Ag Sector
- \$5,235,000 in the Stone & Marble
- \$8,441,900 in the ICT sector
- \$7,178,713 in the Tourism sector*

*Investments as a result of meeting Hotel Classification Standards are likely to be substantial, increasing this number significantly.

PROJECT HIGHLIGHTS

This section contains highlights from select USAID Compete activities during the period of April 1 to June 30, 2014.

QUARTERLY HIGHLIGHTS – Al Waleed Stone Company Launches into the Global Market



Al Waleed Stone factory in the West Bank.

“USAID shares the risk with Palestinian companies, pushing them out of their traditional comfort zones to learn, advance and grow—to see what is possible and take a leap of faith. USAID’s support shortens the time it takes for them to reach their peak, from where they take off.”

- Hanna Rabah, Stone & Marble Sector Lead, USAID Compete Project in the West Bank

“Working with USAID-Compete helped us understand how international markets work and gave us strategies to access them. Taking part in the trade shows especially put us on the right track to move forward with our business by opening up to new markets and creating consistent sales through four new contracts.”

- Hasan Deriyea, Stone Company

The stone industry in the West Bank has traditionally been dominated by small, family-run businesses, selling large stone blocks or slabs locally or to Israel. Al Waleed Stone Company is a good example of that. Hasan Deriyea established Al Waleed in 1960, buying, cutting and selling stone locally; in 1979 his kids joined the business, expanding slightly with a small factory. Under the management of Hasan’s son Waleed, the family business slowly bought more quarries, expanding their production capacity, but still sold only basic items, with only occasional and sporadic exports outside the local region.

The West Bank is home to a wealth of quality hard limestone and marble, with colors unique to the area. USAID recognized the vast potential represented by this natural resource and began working with stone companies to increase capacity to produce value-added and more finished materials—steps that would increase exports and create more job opportunities to support the Palestinian economy.

USAID approached Al Waleed Stone and invited them to attend the world-renowned Marmomacc 2012 Trade Show in Italy, with support from USAID for their participation. The Marmomacc show is a major showcase highlighting the best production traditions and innovation on an international scale, with many initiatives promoting the special features of natural stone and the expressive potential of stone materials in architecture and design. Al Waleed was impressed and saw the potential for their own growth into larger markets. Through participation in the tradeshow, Al Waleed Stone made contacts in Korea, Iraq, the Emirates, Saudi Arabia, Kuwait and Qatar.

Participating in Marmomacc 2012 launched Al Waleed into another realm of stone production. They invested \$70,000 in specialized finishing machines to make value-added products, and where previously they relied on word-of-mouth advertising; they expanded with a small office in Jordan, with a showroom, and hired a full-time marketing manager who devised an active marketing strategy. From occasional sporadic exports they, they now have nearly 20 consistent clients placing orders from countries around the world. And they have already begun construction on a complete production facility in Al Ain, Dubai, with a large showroom to display their products, investing \$2.5 million in the expansion of their business in the Gulf region. USAID showed Al Waleed Stone the possibilities, and in just two short years the company is a real competitor in the global stone and

QUARTERLY HIGHLIGHTS – Jericho Arts Festival



Kids participate in activities at the Jericho Arts Festival



Peter Yarrow, of Peter Paul & Mary takes the stage at the Jericho Arts Festival.

Tourism represents one of the largest industries in the global economy, and Palestinian tourist destinations, like Jericho, have exceptional potential to integrate into global markets.

“Through art, culture and food: we are driving economic opportunity at the Jericho Arts Festival—the newest festival in the oldest city on earth,” says Dave Harden, USAID West Bank/Gaza Mission Director.

USAID supported the first Jericho Arts Festival alongside partners in the public and private sectors as part of its focus on increasing domestic and international tourism. Jericho’s position as the oldest city on earth provides great potential for sustainable tourism activated by the festival through a series of innovative multi-cultural, interactive and sporting events. The Festival was a huge success, bringing 140,000 visitors to the city, with a 42% increase in Arab Israelis from the year before. The festival generated over \$9 million in revenues and over \$2 million from visitors staying in Jericho overnight.

The festival ran from April 24th through May 24th over four consecutive weekends to maximize attendance and featured a combination of unique events to appeal to a wide range of audiences. Events ranged from musical performances in oriental, pop and classical genres, to a film festival and a range of hiking tours to explore the natural beauty of the area.

Supporting local business, innovation and creativity was also a focus of the festival, with the event also featuring a bazaar exhibiting Palestinian specialty food and handicrafts from more than 20 companies and associations. Competitions in Innovation were held in the areas of gaming and mobile application development with about forty Palestinian youth participating in the competitions and presenting their products to over 200 people; a panel of judges selected the top three winners in each category.

As the Palestinian population has a very young demographic, the festival also featured a variety of events designed for children and families including drama sketches by Al Qafleh, a local theatre and interactive activities with clowns and artists. The film festival also held outdoor screenings over three days featuring films for kids and families.

To conclude the festival and celebrate the success of the events, USAID partnered with Jeep to sponsor a 4*4 Rally, which proved to be a very popular event in itself.

QUARTERLY HIGHLIGHTS – Hishams Palace



Hisham's Palace Archeological Site in Jericho.

“Hishams Palace Site Interpretation and Museum Renovation project, aimed to ensure visitors have an informative and enjoyable experience, and gain a memorable understanding of the cultural significance of Hishams Palace. USAID’s support contributes to the development of Jericho as an appealing tourism destination in the West Bank by increasing the number of attractions, like Hishams Palace, available to visitors, taking into account the whole visitor experience.”

–Mira Stephan, Site Rehabilitation Manager, USAID Compete Project

USAID, through the Compete Project, coordinates with public and private community stakeholders to develop internationally recognized Palestinian tourist destinations. The significant archeological site of Hishams Palace in Jericho boasts the remains of a magnificent palace from 8th century CE, with a mosque, bathhouse, water fountains and spectacular mosaic floors. The site was founded during the first half of the eighth century CE in the period of the reigns of the Umayyad (early Islamic) rulers Hisham Ibn Abd al-Malik and his Nephew al-Walid II. Impressive architecture, elaborate mosaics, and ornamental stucco work are all major features of the site.

Hishams Palace plays an important role in Palestinian history, as well as the history and legacy of the early Islamic world. The site is visited by a large proportion of Palestinian school children and there is a strong sense of community interest and civic pride in Jericho. The star window from the palace and the tree of life mosaic feature prominently in marketing for Palestinian tourism, and a combination of the gazelles and star window make up the official logo for Jericho’s Municipality. Unfortunately, the museum had been closed due to inadequate display cases and interpretation for visitors.

USAID partnered with the Palestinian Ministry of Tourism and Antiquities (MOTA) and the Oriental Institute of University of Chicago, (which has significant excavation and archaeological research to contribute), to renovate the museum at Hishams Palace, engaging local firms Midmac and Al Nasher on the design of the interpretive panels and museum displays. The result is a remarkable archeological site with attractive display cases and interpretive panels that not only enhance the visitor experience, but ensure the preservation of the historical artifacts.

The partnership between USAID, the experts from the University of Chicago and local design firms has proven to be an excellent model of cooperation, ensuring the requirements of displaying historical artifacts are met, while creating an attractive display for tourists.

Hishams Palace, officially opened for visitors on May 28, 2014, is expected to pull in increasing numbers of visitors to Jericho and other Palestinian destinations.

UPDATE ON COMPONENT B

Component B is a core part of the Compete work plan targeting assistance in developing Palestinian Business Support Organizations (BSOs). The Palestinian business environment has a strong presence of business, industry and professional associations that not only work as lobbyists with the government to protect the interest of their members but also as platforms on which to organize market access initiatives for their members. USAID, through the Compete Project, works with dynamic and representative BSOs to enhance their current direct market opening activities in the four priority sectors of Agribusiness, Tourism, ICT and Stone& Marble.

AGRIBUSINESS

USAID, through the Compete Project supports the design and implementation of an operational traceability system by **M.A.K. International** for the fresh export produce sector following international best practices. The farmers are being trained on applying this system resulting in increased transparency and trust among stakeholders along the value chain. Dissemination of the software is facilitated through partnerships with the fresh producers and packers groups. This activity will increase product standards, provide strong brands and good perceptions; it is a key success factor for the export of fresh produce. In partnership with USAID, M.A.K. organized an event celebrating the success of over 50 Palestinian companies in achieving international certificates in fields such as quality, food safety, environment, occupational health, and social accountability. M.A.K. International has been working since 1998 to ensure compliance and achieve international certification. Certification with internationally recognized standards ensures Palestinian companies are competitive in global markets.

USAID is working to enhance Palestinian production practices by supporting the upgrading of the **Scientific Center for Food and Drug Analysis** in Nablus so they are able to conduct tests in accordance with international standards (ISO 17025) and in compliance with customer's needs and specific market requirements. USAID's assistance in developing domestic capacity in product residue testing and microbial testing makes the Scientific Center for Food and Drug Analysis the first Palestinian laboratory capable of conducting these tests. The Centre is owned by four PhD experts in the field; Dr.Yahya Faidi, Dr. Mohammad Masri, Dr. Mohammad Mosmar and Dr. Ismail Masri who will provide workshops to current and potential customers to update them on the uses and benefits of the latest technologies and tests available for their produce. The upgrading of facilities will reduce the cost of testing and the risk of delayed test results, as well as promoting best practices in the packaging and labeling of Palestinian products.

The Compete Project works with nurseries in the West Bank to ensure a local supply of high quality seedlings for the Palestinian agricultural industry. The nursery of Mr. Ata Abu Al Rub, the **Ata Abu Al Rub Nursery** in Jenin is now implementing Global GAP standards with support from USAID, and is finalizing the internal and external audits to achieve the Global GAP certifications to meet international standards and raise the quality and image of Palestinian products.

Through the Compete Project, USAID supported the formation of two aggregator companies in the agribusiness sector: the **Tubas Company for Marketing and Packaging** and the **Green Qalqilya Company**. The Green Qalqilia Company is working to aggregate the produce of 300 small farmers while the Tubas Company is working to aggregate the produce of 10 farming companies and 30-40 individual farmers. To further facilitate the aggregation

and enable the companies to meet the terms of their forward contracts, both companies have established packing houses with support from the Compete Project, and are now exporting high volume amounts of high quality produce in industry standard packaging to meet export standards which successfully complete the value chain.

The Compete Project worked with the **Al Juneidy Nursery** to upgrade their facilities, enabling them to provide quality grafted and fresh herbs seedlings at reasonable prices. Working with Palestinian nurseries like Al Juneidy ensures that Palestinian farmers have a local source for seedlings, whereas prior to the intervention, most fresh herbs and grafted seedlings were sourced from Israeli nurseries. The intervention helped facilitate the necessary know-how and technology transfer to enable the nurseries to perform modern grafting techniques which works to increase the quality and sustainability of local produce and creates a base from which local producers can access local, regional and international markets. Seedling equipment (seedling line, tray washer with fan drier, soil mixer, and thermal screen shade net) was procured to comply with international standards to also enable export to other markets, including the Israeli market. Supporting the nursery to adopt the GlobalGAP (Good Agricultural Practices) system, USAID Mission Director Dave Harden attended the official re-opening of Al Juneidy Nursery after the new equipment was installed and operational.

The agriculture sector is supporting nine farmers grouped in seven locations; Al Auja, Bardalah, Tubas, Qalqilya, Tammoun, Jenin and Tulkarem, to become Kosher certified to expand their exports to Israel, particularly during the Jewish “Shmita” year (Sabbath year in which Jewish fields lie fallow) starting September 2014. The Compete Project is working with Rabbi Yousef Minsky to help Palestinian companies meet the requirements for Kosher certification. Rabbi Minsky has visited three companies so far to inspect their facilities and made recommendations to help them obtain the Kosher Certificate. More Palestinian companies will be visited by Rabbi Minsky as soon as he receives a permit to enter Area A of the West Bank. Meetings to develop the initiative are still ongoing.

ICT

Through the Compete Project, USAID partnered with **Al Dawliah Investments** to send five Palestinian startups to attend ArabNet Digital Summit in Dubai, a major event for digital professionals and entrepreneurs in the Middle East where startups can take part in workshops, forums and present their initiatives to investors and press. Five Palestinian startups pitched their businesses to investors, were featured in press from the Gulf Cooperation Council (GCC) region, received leads for investments from GCC investors and generated new client bases. The Palestinian Startup ‘AidBits’ which received funding through the first seed investments initiated through the Compete Project was also named the coolest startup at the Summit. The Compete Project is also partnering with Al Dawliah Investments to support **Arabreneur**, a regional seed fund network, that seeks to create an enabling ecosystem for young Arab entrepreneurs by providing budding entrepreneurs with capital investment, first-class facilities, and seasoned mentors to grow and accelerate their companies and get their product to market. Arabreneur hosts pitch events on a quarterly basis and in April 2014 partnered with USAID and Startup Bootcamp, the largest European network of accelerators, to organize the Second Angel Pitching Event at the Notre Dame Center in Jerusalem. Arabreneur showcased seven new promising Palestinian startups for the Arabreneur Venture Fund and other angel investors interested in new investment opportunities. Three of the Palestinian startups that pitched at the event in Jerusalem received combined investments of US\$300,000 which was announced at the ArabNet Digital Summit 2014 held at the Palm in Dubai. These include ‘Sooshef’, an online platform that allows aspiring chefs to find and

customize recipes based on the ingredients they have, ‘Jobreneur’, a cloud-based platform that offers talent pool in the MENA region with access to online consultancy assignments in international markets, and ‘Imagry’, a mobile image recognition platform that enables users to search through images that are hyperlinked to the vendors’ online portals. The organization’s third cycle of investments is scheduled for September 2014 in partnership with SeedStars World and Startup Bootcamp.

The **StartUp Cup** is a global entrepreneurship program of locally-driven business model competitions. Through the Compete Project, USAID is partnering with Palestinian-American Company ConnectME to operate the Palestinian StartUp Cup, cultivating a strong mentoring community for Palestinian startups to ensure the sustainability of startups and increase collaboration among business leaders, government officials, and business service providers to create a more robust ecosystem for startups to flourish. The Palestinian StartUp Cup wrapped up its first six month business model competition; seven promising startups graduated with strong business models.

USAID, through the Compete Project, is also supporting **Leaders**, a Palestinian non-profit accelerator that builds the capacity of Palestinian youth to create startups. The activity enabled Leaders to establish “E-Zone,” a fully equipped co-working space for entrepreneurs, to complement their “Fast Forward” acceleration program, which provides mentorship and coaching for young entrepreneurs and financial assistance to launch companies. Currently four Palestinian companies are benefitting from the program, and Leaders opened another round for applications for interested startups in Ramallah in July.

TOURISM

USAID, through the Compete Project, is supporting the development of the **Holy Land Incoming Tour Operators Association (HLITOA)**, one of the main stake holders in the Palestinian tourism industry with a membership of about 50 Palestinian tour operators. Currently HLITOA is engaging with Palestinian tour operators to promote the inclusion of more Palestinian destinations in their tourist packages. To ensure Palestinian areas receive more focus from tour operators, the company organized two field visits for more than 15 Palestinian Tour Operators to new sites developed recently by USAID’s Compete project with a particular focus on the cities of Bethany, Jericho and Bethlehem. To assist tour operators in developing these new products, HLITOA has also developed guidelines and an industry standard toolkit based on market profiles. The toolkit includes an overview of global trends and HLITOA’s market profiles, as well as a checklist to build new products, tips to promote the new products and resources for further learning.

The Compete Project partnered with the **Arab Hotel Association (AHA)** to establish the Palestinian Hotel Classification System “Follow the Star”. So far, a total of 28 hotels have been fully classified, and another 50 hoteliers have adopted the system and are currently renovating their hotels in light of the assessment results. The AHA will continue to work with the Classification joint committee which includes the Ministry of Tourism to achieve their goal of classifying all Palestinian hotels within a year.

USAID through the Compete project is also working with the AHA to implement a cleanliness assessment program for thirteen hotels, contracting PalClean to assess and make recommendations for hotels to ensure standards of cleanliness are met, supporting hotels in

achieving a higher star rating and enhancing visitors' experience at the hotels. So far, thirteen hotels have been assessed.

Further partnerships to develop the Palestinian tourism sector are underway with AHA and HLITOA to establish a Palestinian Hospitality School in Jericho. AHA and HLITOA have already established a non-profit company that will manage the school once it is finished. Currently AHA and HLITOA are working with Palestinian contractors to draft the design of the four star hotel that will serve as the hospitality school in Jericho, and are completing the required assessments for the project to move forward.

Diyafa, a highly regarded Palestinian hospitality consultancy firm, is the local partner implementing a series of in-service training to enhance the quality of service in the hospitality sector. Diyafa conducted the final Gold Service Professional Course for 300 hotel employees from 11 hotels around the country. Once completed, the hotels will be qualified for the Property Gold Quality Service Certificate—strengthening the tourism industry's ability to deliver a positive tourist experience in the West Bank.

STONE & MARBLE

The Stone & Marble team works closely with the **Union of Stone & Marble (USM)**, the representative of the industry, to provide new services to their members especially in the marketing field which is a major gap in the industry. USAID through Compete project will support USM to create a specialized department to implement marketing activities to highlight the Palestinian Stone brand, raise awareness of Palestinian stone internationally, and provide tailored services to build marketing capacity at the factory level.

The Compete Project supported three Palestinian investors to hire local consultants to complete a full feasibility study to develop new products from stone sludge. This will provide invaluable experience for the local consultants and develop this type of consulting service in the West Bank.

SUMMARY OF PROGRESS BY SECTOR

AGRIBUSINESS

Progress Toward Indicators

The following chart outlines key achievements, impact and evaluation of Agribusiness activities during the period of April 1, 2014 to June 30, 2014.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

Organize and Upgrade Fresh Herbs Sector	
<p><i>Description</i></p> <ul style="list-style-type: none"> • Create a fresh herbs organization to adapt a protocol of best practices in order to satisfy international market standards and USDA-APHIS requirements. • Upgrade fresh herb facilities to comply with Integrated Pest Management systems (IPM) and USDA requirements. • Establish a packing house for fresh herbs in the Jordan Valley. 	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • New technologies delivered (PSM system) Established the first modern Palestinian chive farm; Palestinian farmer Abu Mansour received the fully computerized irrigation system called Plant Self-Management (PSM), purchased with support from USAID, to install in his newly completed state-of-the-art greenhouse; • Official opening of the modern chive farm. • Installed two cooling rooms for Sami Abu Mansour's modern chive farm to lengthen the shelf life of fresh produce, and ensuring that quality goods reach the market. <p><u>Jasmine Co.</u></p> <ul style="list-style-type: none"> • 100 % of GlobalGAP system developed. • GlobalGAP work training is ready and delivered to the Company Staff. • Jasmine has already started planting & herbs production & started implementing the whole system on their farm. • All the required modification on the farm was clarified for the farm manager and company. • In addition, 2 training courses (basic food hygiene & GlobalGAP) were delivered. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Jasmine is Global GAP Certified. 	<ul style="list-style-type: none"> • One unified voice with strong bargaining powers. • Enforcing quality competitiveness standards. • Protect the Palestinian Territories' existing fresh herb market share and will increase subsector competitiveness by instituting best practice IPM approaches. • Higher productivity and lower cost /dunum. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Increase in exports by 111,500 USD for <i>Jasmin Co.</i> • An increase of 30 dunums under new technology for <i>Daraghmeh Co.</i> • 16 new male workers for <i>Daraghmeh Co.</i>, 11 are youth <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Increase in exports by 2,005,157 USD for <i>JannetAdan Co.</i> • Two new products were introduced for <i>JannetAdan</i>: Lavender and Estevan • Increase in exports by 250,000 USD for <i>Daraghmeh Co.</i> • 1 new product was introduced for <i>Daraghmeh Co.</i>: Basil • 2 market accessed for <i>Daraghmeh Co.</i>: Ireland and Belgium • Increase in exports by 85,428 USD for <i>Jasmin Co.</i> 2123 dunums area under improved management practices(MBA Program)
Produce Distribution Hub	

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USAID COMPETE PROJECT FY3/Q3**

<p><i>Description</i></p> <p>Support for market research and a feasibility study as the first steps toward establishing a distribution hub for fresh produce in target markets to directly link local value chains to growing international markets.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Following the completion of a comprehensive legal due diligence and technical assessment for a Marketing Intelligence and Distribution Hub Company (MIDHC) in Dubai, the project's agribusiness team in coordination with Equity Law conducted a dissemination workshop, attended by 21 participants, to present the findings to the main Palestinian exporters to the Gulf markets from the following sub-sectors: <ul style="list-style-type: none"> Fresh Herbs Sector Date Sector Fresh Produce Sector Olive Oil Sector Traditional Products Sector Meat and Dairy Sector Nuts Sector Awaiting a response from the interested companies to submit a request for a full business plan on a cost share basis. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Received a proposal from six companies expressing their interest in the hub and requesting support and funding on the legal registration and on establishing a feasibility study with more detailed business plan with regard to establishment of operations for the hub in the UAE. 	<ul style="list-style-type: none"> A distribution facility will provide a local market presence to store, aggregate and distribute products –fresh produce, dates, and fresh herbs – to control quality and better serve international customers. These efforts will extend the reach of partner marketing efforts; connect our partners to new markets, and result in increased export production areas and export volumes produced with commensurate increases in sales, incomes and employment.
Upgrade Grape Sector	
<p><i>Description</i></p> <p>Upgrade 15 Palestinian grape farms, which vary from 1 to 70 dunums, to produce high quality seedless grapes at competitive prices. The Compete Project will provide technical assistance as well as cost share upgrading inputs with grape farms to include insect netting for grapes.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> 323,063 m2 of 459,072 m2insect net has been delivered and installed which covers around 300 dunums of seedless grapes. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> To date 90% of the net covers have been procured and installed at the grape farms. 	<ul style="list-style-type: none"> Along with improved precocity and yields, seedless grape varieties are more competitive and so will increase international market share for Palestinian producers. This activity introduces new production technologies; and will grow sales into new markets.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

<ul style="list-style-type: none"> • A meeting was held with 12 farmers from Jiftlik, Bardalah, and Al Nasareah, who represent 70% of the seedless grape farmers in the West Bank, to discuss future work in upgrading the grape sector. • The farmers agreed to prioritize investing in new technologies to upgrade farms including: modern irrigation systems, new seedling varieties, refrigerators in each location and new net and greenhouses. • A new contract was signed to support farmer Ahmad Zaki Al Areedy to plant new varieties of trees and installing a new hanging system for growing grapes on his 76 dunum farm which is located on the Arraba plains of Jenin. 	<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • 372 dunums area under new technology. <p><u>FY3/Q3</u></p> <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Increase in sales by 1,661,786 USD as a result of the netting. • 145 dunum area under new technology
Upgrade Guava Sector	
<p><i>Description</i></p> <p>In partnership with 36 guava and avocado producers, Compete is providing financial assistance to establish a packing line with washing, packaging, storing, grading and cooling facilities.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Installed two cooling rooms for the Green Qalqilya Company and their new guava and avocado packing house. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Guava and avocado packing line equipment installed. • Green Qalqilya employees trained on packing line equipment. 	<ul style="list-style-type: none"> • These activities will introduce new production technologies to the guava subsector, improve and diversify products, and increase income by expanding into new markets. • In August 2013, the producers registered their packing house company which will act as an aggregator for the export produce. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • A value of \$2,165,917 of guava and avocado exports were sent to Jordan. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • The two cooling rooms will improve the export quality of Palestinian produce. • Increase in exports by 19,155 USD. • Increase in local sales 59,280 USD. • 15 new workers, 12 of them are youth.
Traceability Software	
<p><i>Description</i></p> <p>Support the design and implementation of an operational traceability system (developed by the Palestinian ICT sector) for the fresh export produce sector following international best practices in order to increase product standards:</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Software TOR published and submitted for 	<ul style="list-style-type: none"> • This activity is vital for Palestinian products and services to meet international standards and

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

<p>quotation <u>FY3/Q3</u></p> <ul style="list-style-type: none"> M.A.K. International Training and Certification services IT consultant is developing the evaluation Matrix that will be used to evaluate the technical offers submitted by the companies 	<p>specifications.</p> <ul style="list-style-type: none"> Supports an increase in exports of both new and improved Palestinian products and services that are dependent on reliable food safety traceability systems. The capability to deploy this new technology will contribute to growing exports, incomes, and employment. This system, resulting in increased transparency and trust among stakeholders along the value chain.
<p>Date Sector</p>	
<p><i>Description</i></p> <ul style="list-style-type: none"> Create long-term sustainability and open new markets through the adoption of international quality standards. Date Pollen Facility – Start/upgrade date pollen facilities in the West Bank; presently 90% of date pollen is brought from Israel through cost sharing of inputs required for the simple technology required to capture and distribute date pollen. Capacity Building for Date Firm Staff and Date Farmers and cost share equipment to raise knowledge and competence of the workforce to improve date quality and increase export produce to high value markets. 	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u> Delivered lab equipment for Nakheel.</p> <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> 3 Dates' companies (Emirates Delights, Qitaf, Al-Wadi) accepted the new designs of their packages. 	<ul style="list-style-type: none"> Increase the competitiveness of Palestinian products in international markets through meeting food safety standards; With GlobalGAP and ISO 22,000, BRC Certification, Nakheel Palestine demonstrates adherence to food safety and quality standards to fulfill market requirements; consumers can rest assured that the food has been sustainably produced, adhering to health, safety, and environmental standards, and increasing their marketability. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> An increase in area of 1300 dunums under production for Nakheel Palestine. <p><u>FY3/Q3</u></p> <p>Qitaf Export</p> <ul style="list-style-type: none"> Three improved products for <i>Qitaf</i> <p>1 new worker for <i>Nakheel Palestine</i>.</p>
<p>Meat and Dairy Sector</p>	
<p><i>Description</i></p> <p>Upgrade Meat & Dairy facilities to maintain current markets in East Jerusalem and to open new export links.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>Al- Mahareeq Slaughter House</u> <u>FY3/Q2</u></p>	<ul style="list-style-type: none"> Preserve current market share; Remain competitive in East Jerusalem;

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

<ul style="list-style-type: none"> • 100% of ISO22000 system development has been accomplished & implementation has been initiated after the issuance of system procedures; • Completed the internal audit; • Conducted the initial external audit; • <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • It is expected the final external audit will be conducted during on 23 -24, July, 2014. 	<ul style="list-style-type: none"> • Improve the productivity and quality of meat and dairy products; • Compliant with ISO 22000 food safety requirements.
<p>Trade Show Participation</p>	
<p><i>Description</i></p> <p>Assist Palestinian food processors to exhibit their products at international trade shows in order to attract product buyers, enter into negotiations and receive export orders.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Five Palestinian companies showcased Palestinian fresh agricultural products in Fruit Logistica Trade Show 2014 in Berlin, which was attended by 60,000 visitors from 140 different countries. • Six Palestinian firms exhibited their products at Gulfood in Dubai, the largest exhibition of food products in the Middle East with over 4200 exhibitors and 77,609 buyers. • Canaan Fair Trade participated at Fancy Food Show 2014- San Francisco and Natural Products Expo West 2014- L.A. During both shows, Canaan's US team held several meetings with potential retailers and distributors as well as Whole Food Market Grocery Category manager to finalize listing the 'ShajaraTayyeba' olive oil product for Autoshop all Whole Foods Stores across the country. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Canaan Fair Trade participated at Fancy Food Show 2014- New York City from June 29th to July 1st. Fancy Foods is North America's largest specialty food and beverage event, with more than 2,400 exhibitors from 80 countries participating, the trade show generates new export contracts between Canaan Fair Trade and buyers in the American market. 	<ul style="list-style-type: none"> • Enable Palestinian food producers to meet face-to-face with international buyers, showcase their products, enter into negotiations and better understand regulations for operating in a global marketplace; • Open and maintain market linkages, market information and support current distributors of Palestinian specialty foods; • Capture new market leads and buyers, create direct sales, and expand market penetration. • Improving the image and exposure of Palestinian products in global markets. <p><u>FY3/Q2</u></p> <p>Participating in international trade shows enabled Palestinian companies to expand their reach into international markets, which resulted in:</p> <ul style="list-style-type: none"> • Expansion to Morocco for <i>Emirates Delight</i>. • 3 markets accessed for <i>Daraghmeh Co</i>: Moscow, Vienna, and Switzerland. • 7 new products for <i>Canaan Fair Trade</i> • 1 improved product for <i>Emirates Delight</i>. • 4 new hires for <i>Canaan Fair Trade</i>, 2 of them are female and 3 youth. • 19 new male workers for <i>Agripal</i>, 14 of them are youth. • 1 international contract with Russian Co. for <i>Daraghmeh Co</i>. <p>Initial indicators of successful export expansion include:</p> <ul style="list-style-type: none"> • Through <i>Fancy Food show</i>, <i>Canaan Fair Trade</i> expanded their product portfolio with Whole Foods Market, and exported products with a total value of \$52,464.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

	<ul style="list-style-type: none"> • Through <i>Gulfood show, Canaan Fair Trade</i> exported products with a total value of \$23,665 and a total of \$102,000 for <i>Emirates Delights</i>; • Through <i>Fruit Logistica show, Emirates Delights</i> exported products with a total value of \$100,000, \$179,451 for <i>Daraghmeh Co.</i> and \$361,238 for <i>Agripal</i>. • Through <i>Moscow World Food show, Daraghmeh Co.</i> exported products with a total value of \$55,000. <p><u><i>Fancy Food Trade Show Impact</i></u></p> <p>In both Fancy Food trade shows, Canaan booth noticeably heavy traffic, with roughly 200-250 leads of varying types from each show, approximately 120 leads per show, this includes national accounts, media, retailers, etc. After following up with these leads, some efforts were translated into sales and the company is still following up others.</p> <p><u><i>Fruit Logistica Trade Show – Berlin, February 5-7, 2014</i></u></p> <ul style="list-style-type: none"> • Participants evaluated the assistance provided by both the Compete Project and PalCircles as good or very good. • 75% agreed the show was very organized to extremely organize; • All participants agreed that the learning outcomes of the show were achieved. • 75% agreed said that participation in the show was very useful; • 100% agreed that their skills improved as a result of participating in the show. • The participants made a total of 55 business leads, and met a total of 19 potential customers during the trade show. <p><u><i>Gulfood Trade Show – Berlin, February 23-27, 2014</i></u></p> <ul style="list-style-type: none"> • Participants evaluated the assistance from both the Compete Project and Pal Trade as good to very good. • 83% agreed that participating in the tradeshow was very useful for their companies. • All participants agreed that their marketing skills improved, 50% said they improved a great deal. • Half of the participants said they would participate in Gulfood in the future without donor assistance. • The participants made a total of 511 business leads, met 345 potential customers, and made 49 deals during the trade show. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Increase in exports by 150,000 USD for <i>Emirates Delight</i>. • 1 new market accessed for <i>Emirates Delight</i>:
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**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

	<p>Malaysia</p> <ul style="list-style-type: none"> • 1 new product introduced by Emirates Delights; dates with chocolate. • Increase in exports by 17,211 USD for <i>Jibrini CO</i>. • 1 contract with a company in Iraq for <i>Jibrini Co</i>. • 1 new market accessed for <i>Jibrini Co</i>: Iraq • 3 new markets accessed for Nakheel Palestine: New Zealand, Lebanon and Poland. • 2 new products were introduced for <i>Jibrini Co</i>: Ayran and Processed cheese. • 5 new products were introduced for <i>West Bank Salt</i>: Merlot, Aromatic salt and organic rosemary, enriched night cream Dead Sea, hands and nails cream, luxury bath salts. • 2 contracts for <i>Canaan Fair Trade</i>
Forward Contracting	
<p><i>Description</i></p> <p>Link Palestinian value chains to international and domestic markets with long-term contracts to avoid major price fluctuations and supply shortages.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Tubas Company for Packaging and Marketing successfully exported the first shipment of carrots processed and packed at their new potato and carrot packing line to Jordan. • Installed four cooling rooms for Tubas Company for Packaging and Marketing for their new potato and carrot packing house, <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Carrot and potato packing line operational. • The project's agribusiness team hosted Ben & Jerry's in a field visit to Palestinian companies Canaan Fair Trade and Emirates Delights. USAID hopes to facilitate a partnership between Ben & Jerry's and the Palestinian companies, enabling Ben & Jerry's to expand its source of fair trade ingredients (date paste and tahini from Emirates Delights and almonds from Canaan) and strengthening or introducing new high-value crops among Palestinian farmers. 	<ul style="list-style-type: none"> • Forward contracts can increase competitiveness, increase export performance and improve country image (brand and origin) recognition, this will help to avoid major price fluctuations and help sustain a consistent supply flow in response to the market's needs. • A contract was signed between Top Field Co., Al Forat Co. and a farmer, Mohammad Basheer Daraghmeh with Al Ashqar in Jordan. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • A contract was signed between Top Field Co. and Zein Co. in Saudi Arabia with a total value of \$456,281. • A contract was signed between Top Field and Haj Omar in Israel with a total value of \$1,081,657. • A contract was signed between Top Field Co. and Wael Ibrahim in Qalqilia with a total value of \$1,096,286. • A total of exports of \$125,000 for Al Forat Co. • Sales to local market for Al Forat Co. by \$3000. • 22 new hires, all youth and 3 of them are females. • Sales to local market for Al Salam Co. by \$7,666. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • A contract was signed between <i>Al Furat</i> and <i>Al Ashqar</i> in Jordan with a total value of 225,575 USD

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	<ul style="list-style-type: none"> • A contract was signed between <i>Al Furat</i> and <i>Al Ashqar</i> in Jordan with a total value of 230,838 USD. • A contract was signed between <i>Al Furat</i> and <i>Al Balad Al Amin</i> in Kuwait with a total value of 100,000 USD. • Increase in local sales for <i>Al Furat</i> by 390,000 USD. • A contract was signed between <i>Top Field</i> and <i>Al Ashqar</i> with a total value of 115,419 USD. • A contract was signed between <i>Top Field</i> and <i>Al Balad Al Amin</i> in Kuwait with a total value of 100,000 USD. • Increase in local sales for <i>Top Field Co.</i> by 86,000 USD. • 1 introduced product for <i>Top Field</i>: sweet potatoes • 1 new market accessed: Kuwait • 4 new workers for <i>Al Salam Co.</i> all of them are youth. • 22 new workers for <i>Tubas Company</i> for Packaging and Marketing.
Reuse of Treated Waste Water Demo (TWW)	
<p><i>Description</i></p> <p>Build awareness and support for the reuse of TWW for agriculture to address the inadequate water supply. Study tours focus on the exchange of technical knowledge and the study of models to be replicated in the West Bank.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Addressing USAID comments on EA. • Organized a field visit to Nablus on March 24, 2014 for USAID Deputy Assistant Administrator Alina L. Romano ski and USAID West Bank/Gaza Mission Director David Harden to visit the TWW project in Nablus. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • USAID approved the Environmental Assessment (EA) supporting treated water reuse for agricultural purposes this week. The approval gives the green light for the implementation of a project aiming at introducing irrigation through treated wastewater from two new treatment plants; the Nablus Sewage Treatment Facility and the Jenin Wastewater Treatment Plant. In addition to enhancing environmental sustainability, the project also creates a significant opportunity to introduce new crops with export potential. 	<ul style="list-style-type: none"> • Transfer knowledge of how to use the TWW; • Provide additional sources of irrigation water by making use of the TWW from the Nablus waste water plant; • Increase awareness of the importance of using TWW 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 that is being constructed in Nablus. • The project aims to irrigate 200 dunums in Nablus and 100 dunums in Jenin to start with, and a long term plan to irrigate more than 2,000 dunums of farmland in the areas around the wastewater treatment plants.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

Saline Water Demonstration	
<i>Description</i> Conduct several pilot tests that use a Swiss technology (magnetically treated water) to enable the use of saline water for irrigation	
Achievements	Impact
<u>FY3/Q2</u> <ul style="list-style-type: none"> SOW Preparations for procuring passive magnetic equipment's to farmers (up to 8 farmers). 	<ul style="list-style-type: none"> Introduction of new saline water technology will have major long-term benefits for the agriculture industry; Increase productivity, quality, export volumes and competitiveness of Palestinian produce. 13 farmers expressed interest and are willing to cost share magnetic saline equipment. An additional 8.5% of value in price due to improved dates grades
Upgrading of Nurseries Facilities	
<i>Description</i> Upgrade and qualify Palestinian nurseries in order to provide high quality grafted and fresh herb seedlings at reasonable prices.	
Achievements	Impact
<u>FY3/Q2</u> Ata Abu Rub Nursery : <ul style="list-style-type: none"> 100 % of GlobalGAP system development had been accomplished. The implementation phase has been started. 	<ul style="list-style-type: none"> Transfer knowledge of grafting systems; Address market needs, and adapting to soil conditions through grafting. <i>Ata Abu Rub Nursery</i> increased its local sales by \$230,000. Improved products. <ul style="list-style-type: none"> <i>Ata Abu Rub Nursery</i>: 2 new products were introduced: Green tea and Lemon grass. Jobs created: <ul style="list-style-type: none"> 1 new hire for <i>Ata Abu Rub Nursery</i> 11 new hires for <i>Juneidi Nursery</i> with 5 females and 4 youth.
<u>FY3/Q3</u> <ul style="list-style-type: none"> Inauguration of Al Juneidi Nursery. Ata Abu Rub Nursery : <ul style="list-style-type: none"> Global Gap System still under implementation. The new agronomist under on-job training regarding the GlobalGAP. Internal audit course had been accomplished and conducted for the Nursery Agronomist 	
	<u>FY3/Q2</u> <ul style="list-style-type: none"> Sales to local market for <i>Ata Abu Rub Nursery</i> by \$127,676. 4 new kinds of flowers were developed for <i>Juneidi Nursery</i>: Gerbera, Carmel, Angelina and Geranium. 1 new product developed for <i>Ata Abu Rub Nursery</i>: Asparagus. 2 new male workers for <i>Ata Abu Rub Nursery</i>- both are youth. 12 new workers for <i>Juneidi Nursery</i>, 2 of them are female and 4 male are youth.
	<u>FY3/Q3</u> <ul style="list-style-type: none"> Increase in Exports for <i>Atta Abu Rub</i> with a value of 231,429 USD.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

	<ul style="list-style-type: none"> • Increase in local sales for Atta Abu Rub Nursery with a value of 232,087 USD. • 3 new products introduced for Atta Abu Rub Nursery: Brosh, Feckos, and Liquorice. • Increase in local sales for Juneidi Nursery with a value of 292,126 USD. • 3 new workers at Juneidi Nursery, 2 of them are youth. • 353 dunums for watermelon under new technology Increase in sales for watermelon by 3,031,000 USD.
Packaging and Labeling	
<i>Description</i>	
<ul style="list-style-type: none"> • Create a qualified team and system with the PFIA to assist food-processing companies to upgrade and improve their packaging and labeling capabilities for improved market access. • Upgrade packing line of West bank Salt Co. to improve market access and penetration. 	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • PO signed with the vendor to deliver equipment for Al Aqaba Women’s Cooperative. The equipment includes an herb drying machine, cutting machine, packaging line and wrapping machine. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • 3 Dates’ companies (Emirates Delights, Qitaf, Al-Wadi)accepted the new designs of their packages. <p><u>Aqaba Women’s Cooperative.</u></p> <ul style="list-style-type: none"> • Modified the designs, still working on getting some professional pictures to finalize them during July. • The next step will depend on receiving the machines, as they are in the shipping process. However, designs will be prepared as a final version for print. 	<ul style="list-style-type: none"> • Increase the competitiveness, compliance and market access of the Palestinian food processing sector by building association-led capacities in export packaging, labeling and market requirements, leading to growing exports, incomes and employment. • The packages of 13 products have been redesigned. • Upgrading equipment – will support their ability expand their exports and to meet the requirements of vendors selling their products.
Upgrading Accredited Laboratory for Fresh Produce	
<i>Description</i>	
Upgrade and accredit Palestinian private sector laboratories to conduct tests according to international standards (ISO 17025) that comply with customers’ needs, specific market requirements, and enable firms to take immediate corrective action when required.	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • 20 machines out of 23 were delivered to the laboratories while the rest of the equipment will be delivered very soon “ Awaiting security check” 	Conducting tests in accordance with ISO 17025 will comply with customer needs, specific market requirements as well as reducing costs and time.

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

<p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Inauguration of the Scientific Center for Food and Drug Analysis. 	<p><u>FY3/Q3</u></p> <p>The center has the capability to provide new tests on food and feed products</p>
<p>Introduce New Crops and Technologies to the Palestinian Agriculture Sector</p>	
<p><i>Description</i></p> <p>Provide new technology and/or support new product development for a range of partners.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Al Forat Farms harvested the first crop of broccoli in the Palestinian Territories from a 10 dunum demo plot <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Announced three RFQs to proceed with activities aimed at introducing new crops and technologies : <ul style="list-style-type: none"> ➤ A contract was signed with NETAFIM, a supplier specializing in equipment for strawberry farms to assist strawberry farmers in Jenin and Tulkarem by procuring PVC canals, polystyrene containers, computerized irrigation system, and soilless culture. The strawberry farmers' cost share includes the strawberry seedlings, irrigation system, and installation of hanging system and accessories. ➤ To ensure the full implementation of the new technologies, a consultant has been hired to follow up with the strawberry farmers and provide on the ground technical support. ➤ Planting new varieties of fruit trees with high export potential in Jenin, helping farmers to procure 1200 seedlings of several different varieties of trees, irrigation pipes, a hanging steel system for growing grapes, an irrigation pool, and netting for the grapes. ➤ Introducing high value mangos, by partnering with farmers in Tulkarem to procure 336 mango seedlings, an irrigation system, fencing to protect the new trees, and technical assistance. 	<p>Import substitution of processing vegetables with commensurate growth in employment and incomes</p> <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> 2 new products were introduced for <i>Top Field Co.</i> classic eggplant, and Tamar potatoes. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Will help to increase the export potential in the Palestinian agriculture industry.
<p>Export Manager for Hire for Several Companies</p>	
<p><i>Description</i></p> <p>Hire an export manager for companies that have demonstrated a clear competitive advantage and access to international markets:</p>	

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

Achievements	Impact
<p><u>FY3/Q2</u> <u>Canaan</u></p> <ul style="list-style-type: none"> • Participation in Winter Fancy Food Show January 19-21, 2014 in San Francisco; • Participation in Expo West LA March 6-9, 2014; • Listing and supplying the Organic EV olive oil (ShajaraTayyeba) to Whole Food Market (WFM) national wide – Auto ship listing; • Retailer recruitment through all channels, including trade shows, and national target lists (ongoing); • Demo group recruitment /training/management for national coverage. • New distribution development nationally and with specialty regional distributors (ongoing) • Broker development- West Coast, Rocky Mountain regions (ongoing) • Promotion planning (ongoing) • Demo Planning/coordination/follow up (ongoing) • Marketing materials development (ongoing) • Advertisement placement • World Fair Trade Day (WFTD) Program management and participation (ongoing) <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Canaan Fair Trade participated at Fancy Food Show 2014- New York City from June 29th to July 1st. 	<ul style="list-style-type: none"> • Increase exports of selected companies and their farmers <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • As a result of <i>Whole Foods Market, Canaan Fair Trade</i> exported products with a total value of \$113,616. <p><u>FY3/Q3</u></p> <p>As a result of Whole foods Markets, the Export Manager as well as the Fancy Food Shows activities, Canaan Fair Trade secured a total export of \$1,907,079 US.</p>
FAM Trips	
<p><i>Description</i></p> <p>FAM Trips:Familiarize Palestinian exporters with international market demands through targeted Familiarization Study Tours (FAM tours); invite key buyers to visit and build business relationships with local producers.</p>	
Achievements	Impact
<p><u>FY3/Q2</u> <u>Grant with Palestinian American Chamber of Commerce:</u></p> <ul style="list-style-type: none"> • It was decided to delay the FAM Visit activity till after the Export Manager component is implemented to give the identified Export Managers time to build relations with US buyers and distributors interested in businesses with Palestinian Companies. • The Compete agribusiness team organized a meeting between the USAID trade project and 25 agricultural aggregators to explore the possibility of establishing a program offering logistical 	<p>FAM trips –including inward “buyer airlifts”- will facilitate critical link between international market makers and local agricultural value chains, thus increasing export opportunities and country image as a source for quality agriculture products.</p>

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

<p>assistance and special arrangements for Palestinian agribusiness exporters at the crossing points with Israel.</p>	
<p>Updates for Other Agribusiness Activities in the Work Plan</p>	
<ul style="list-style-type: none"> ➤ Capacity Building for Date Firm Staff and Date Farmers and cost share equipment to raise knowledge and competence of the workforce to improve date quality and increase export produce to high value markets : ➤ Lab location is being prepared by Nakheel Company. ➤ With support through the Compete Project Nakheel Company is working with Palestinian design company Zoom to redesign the packaging of their dates. ➤ <p>TOR for Water Project Designs : Recruit a water expert to develop the terms of reference for company to assess the feasibility of six water projects designed to enhance access to water in Area C:</p> <ul style="list-style-type: none"> ➤ Contracted a consultant to assess the feasibility of six proposed agricultural water projects. The analysis showed that all of these projects are economically feasible. ➤ Israeli Authorities have approved irrigation projects in different parts of Area C ➤ The TOR for the design of 5 water projects and one road project is prepared; two of the water projects were announced and received price offers. The rest of the TORs are expected to be announced by the end of June. <p>Expanding Exports – The Compete agribusiness team organized a meeting between the USAID trade project and 25 agricultural aggregators to explore the possibility of establishing a program offering logistical assistance and special arrangements for Palestinian agribusiness exporters at the crossing points with Israel. The meeting was a good opportunity for the agribusiness companies to give feedback to the trade project concerning impediments they face at the Israeli border.</p> <p>Adopt International Standards: Assist Palestinian producers, processors and service providers to adapt an appropriate mix of global standards to increase the competitiveness of their products and services:</p> <ul style="list-style-type: none"> ➤ National Carton Industry Company: 90% of ISO9001 system development has been accomplished & trail implementation process has been initiated in preparation for the final system procedures & documents. ➤ In 2013 and FY3/Q3 with GlobalGAP certification, Thimar Co. exported a total value of \$2,328,156, and increased land under cultivation by 180 dunums, adding 10 new male workers(6 of them are youth). ➤ In FY3/Q3 Nakheel exported a total value of \$570,888 USD. ➤ Celebration of “Palestinian Quality Stars” with MAK International: Through the Compete Project, USAID partnered with M.A.K International to organize an event celebrating the success M.A.K international has achieved in partnership with the USAID in supporting Palestinian companies to obtain international certificates in fields such as quality, food safety, environment, occupational health, and social accountability. Over 50 certified companies from different sectors including health, trade, education, and agriculture were recognized for their compliance and achieving international certification through assistance from USAID since 1998. ➤ Jasmine Co. is Global Gap Certified <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> ➤ Ata Abu Rub Nursery <ul style="list-style-type: none"> i. Global Gap System still under implementation. ii. The new agronomist under on-job training regarding the GlobalGAP. iii. Internal audit course had been accomplished and conducted for the Nursery Agronomist ➤ Al Mahareeq : <ul style="list-style-type: none"> ▪ It is expected the final external audit will be conducted during on 23 -24, July, 2014. 	

**TABLE 2: ACHIEVEMENTS, IMPACT AND EVALUATION OF AGRIBUSINESS
USAID COMPETE PROJECT FY3/Q3**

- National Carton Industry Company :
 - 100% of 9001 system development had been accomplished and full issuance for the system had been accomplished and under implementation; system implementation process is under control and follow up.

-The rest of the training will be conducted next month as well the internal audit.

Lessons Learned

During the Israeli Shmita year (Sabbath year when Israeli land lies fallow), Israeli nurseries do not have tree seedlings available for sale because there is no market in Israel to plant new seedlings. Therefore, for the upcoming interventions that require fruit tree seedlings, the project must be sure to procure them before Shmita begins in September 2014; this is a unique situation that you will not find elsewhere in the world.

When procuring equipment, we should always send the beneficiary to confirm that it is the correct type of machine to do the job they want. We were able to prevent procuring the wrong machine when we sent representatives from Al Aqaba Women's Cooperative to China to see the machinery and learn how it worked before it was delivered, and they realized that they had ordered a cutting machine, but actually wanted a crushing machine.

TOURISM

Progress Toward Indicators

The following chart outlines key achievements, impact and evaluation of Tourism activities during the period of April 1, 2014 to June 30, 2014.

TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM USAID COMPETE PROJECT FY3/Q3	
<ul style="list-style-type: none"> • Develop Market Profiles for Priority Destinations • Design and Implement a Destination Branding and Marketing Campaign • Organize West Bank –Focused Road Shows in Key Markets • Increase Visibility of Tour Operators and Palestinian Destinations on the Internet 	
<p><i>Description</i></p> <ul style="list-style-type: none"> • Develop market profiles for key source markets and key niche markets to improve access and product development for Palestinian tourism businesses. • Develop three destinations brand strategies based on research, analysis and market needs as well as to develop a set of branding guidelines for the use of destination brands and to train tourism sector players on how to use them effectively. • Support the competitive participation of Palestinian tour operators with innovative products in three key trade shows. Additionally, provide financial and organizational support for the organization of one Palestinian-focused roadshow at each of these trade events. • Build HLITOA’s internal capacity to manage and generate revenue from the developed Facebook leaderboard and two new web-enhanced applications so that key market segments are properly targeted. 	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • HLITOA presented four market profiles to its members and stakeholders in the tourism industry. The market profiles covered faith tourism markets in the US, Brazil and Mexico, and introduced a new market for Palestinian tour operators: adventure tourism. • HLITOA submitted their draft Tourism Market Roadshow Strategy to capitalize on opportunities for HLITOA members and their partners to meet outbound tour operators from target markets and conduct B2B meetings. • HLITOA, started site visits with Palestinian tour operators to get feedback from the tour operators on the completed and planned rehabilitation of specific Palestinian tourist destinations, and develop a commitment from the tour operators to incorporate these sites into their tours. This quarter, the first site visit included a visit to the Burqin Church, walking a small segment of the Abraham Path, and visiting Jarar Palace. • The Jericho Arts Festival was launched the last weekend in April and completed on May 24th; with USAID is partnering with the public and private sectors to organize the month-long festival. 	<ul style="list-style-type: none"> • Specific market intelligence to enable and support strategic market access contributes to increased sales for Palestinian firms. • Contribute to increasing destination awareness among key market segments and support an increase in sales for Palestinian firms. • HLITOA members’ enhanced e-marketing presence will result in increased bed nights from key source markets as well as increased sales for supported Palestinian firms. • Assist in strategic decision making and for the first time enable targeting the most lucrative potential markets. • The Palestinian tourism industry will use a unified message to increase awareness of the Palestinian territories as a tourist destination, and shift perception to accurately represent Palestinian tourist destinations. • Delivery of clear and consistent messages on tourism products that represent the Palestinian experience resulting in a more compelling proposition to the target market, and increase sales of Palestinian firms and increase tourists’ expenditures in Palestinian areas. • Enable HLITOA/AHA to provide better services to their members and business partners,

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM
USAID COMPETE PROJECT FY3/Q3**

<p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> HLITOA has developed guidelines and a toolkit based on their market profiles to assist tour operators in developing new products. The toolkit includes an overview of global trends, HLITOA's market profiles, as well as a checklist to build new products, tips to promote the new products and resources for further learning. Preparation are under way for the following 1 tradeshows : <ul style="list-style-type: none"> - ATTA Summit : October 2014 - CULTOUR : December 2014 	<p>particularly through the four market profiles HLITOA is developing.</p> <ul style="list-style-type: none"> The destination brand supports Palestinian tour operators to organize road shows, actively sell new destinations and sites developed in collaboration with the Compete Project, as well as improve the digital presence of Palestinian tour operators. Increase sales and bring more investments in the tourism sector. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> HLITOA expanded its activities through an MOU signed with Solomon's Pools Tourism Project to include Solomon's Pools in official Palestinian tourism programs. This indicates that HLITOA has succeeded in garnering the trust of the tourism industry to promote and organize activities for the benefit of the industry. The roadshows are useful for connecting with target media, churches, religious leadership organizations, faith leaders, and other influencers in the key target markets. <p><u>FY3/Q3</u></p> <p>The Jericho Festival successfully brought 23,000 visitors to the city, increasing revenues by approximately \$ 1,161,126.</p> <ul style="list-style-type: none"> - Percentage increase in number of bed nights as a result of Jericho festival: 26%.
Hotel Classification	
<p><i>Description</i></p> <p>Develop and implement a mandatory hotel classification system in the Palestinian Territories to ultimately support an increase in tourist numbers, length of stay and average expenditure per visitor.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> To date, 13 hotels are now fully classified according to the standards of the new Palestinian Hotel Classification System. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> 28 hotels have been given their quality star rating according to the Palestinian Hotel Classification System developed with support from USAID. 	<ul style="list-style-type: none"> The system provides assurance of the highest quality possible for the amounts paid by tourists, increasing the credibility of Palestinian products and services. Increase in number of tourists, length of stay and average expenditure per visitor. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Ritz Hotel / Jerusalem has received the AWARD OF EXCELLENCE 2014 from TRIP ADVISOR As a result of Hotel Classification: <ul style="list-style-type: none"> ❖ Bethlehem Hotel hired 7 new employees, 5 of them are youth ❖ Ritz Hotel hired 3 new male employees all of them are youth ❖ Angel Hotel hired 3 male employees all of them are youth

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM
USAID COMPETE PROJECT FY3/Q3**

	Nativity Bells hired 7 employees with 1 female and 5 youth.
<ul style="list-style-type: none"> • Restoration/Upgrading of Archaeological Sites and Development as Key Attractions in Priority Destinations • Urban Planning, Zoning and Beautification at Priority Destinations • Improve Physical Access to Priority Destinations by International Visitors • Development of Visitor Interpretation Centers at Key Sites in Priority Destinations • Provide Commercially Viable Access to Reservation Systems for Small Palestinian Hotels 	
<p><i>Description</i></p> <p>USAID, through the Compete Project, has undertaken a targeted plan for site development as part of the strategy to develop world-class tourism destinations. In effect, archaeological and cultural products, particularly those related to sites of religious significance, constitute the main pull factor for international visitors to the region. The project will focus its historic/archaeological restoration and upgrading activities on adding value to sites already in use or those that could be leveraged by the private sector to increase visitor volume and length of stay. Activities under the destination development include:</p> <ul style="list-style-type: none"> • Upgrade and beautify priority sites to be functional and attractive to visitors and locals alike. • Facilitate the access of international visitors to overcome challenges particular to the Palestinian destinations, including transportation, checkpoint and road access. • Upgrade visitor information centers to link potential consumers with the range of businesses and attractions catering to their needs. In addition, existing museums and archaeological sites need better interpretation to enhance the visitor’s experience. • Fund the expansion of a local online reservation system (Yamsafer) to expand its services to small and medium hotels in our priority destinations. The project will support the development of market-based, commercial relationships between the reservation systems and the hotels and will facilitate the system’s connection to international reservation engines thus maximizing the visibility of Palestinian hotels. 	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • CCHP urban rehabilitation project launched. • CCHP has begun substantive work on the project: <ul style="list-style-type: none"> ➢ Signed a contract with Palestinian company Ali Abu Dayah and Bross for contracting to rehabilitate public sanitation facilities as well as to improve the street lighting in Bethlehem, ensuring adequate services for tourists. ➢ Submitted a concept design for the restoration of a historic building; ➢ Submitted a design for street lights in strategic locations in Bethlehem; ➢ Conducted its first community meeting with stakeholders in Bethany to introduce the interventions they will be conducting as part of their sub-contract with the Compete Project. ➢ CCHP signed a contract with “Al Aziz Company for Construction and Contracting” for the rehabilitation of Dar Khater (Hosh Abu Jarour) in Bethlehem. 	<ul style="list-style-type: none"> • Improve Bethlehem’s northern entrance • Link potential consumers with the range of businesses and attractions catering to their needs • Improve the access of international visitors to overcome challenges particular to the Palestinian destinations, including transportation, checkpoint and road access. • Increase tourism sales, length of stay, and average expenditures per visitor. • Adding value to our destinations and facilitating sales by the private sector. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • This project will ensure key tourists sites are updated to enhance the visitor experience drawing more visitors and increasing length of stay. <p><u>FY3/Q3</u></p> <p><u>Hishams Palace Site Interpretation, Museum Rehabilitation:</u></p> <ul style="list-style-type: none"> • The overall aim of the Hishams Palace site

**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM
USAID COMPETE PROJECT FY3/Q3**

<p>➤ Advertised RFP for Rehabilitation of Qattan Stairway and Bus Station Stairway projects in Bethlehem.</p> <p><u>FY3/Q3</u></p> <p>➤ CCHP advertised the RFP for the “Rehabilitation of King David Street” in Bethlehem. The importance of rehabilitating this street lies in the fact that it is located within the old core of Bethlehem and is considered an important street connecting Star Street with Manger Street</p> <p>➤ CCHP signed a contract with “AlShaheq for Contracting” to implement the Rehabilitation of Qattan and Bus Station Stairways project in Bethlehem.</p> <p>➤ CCHP completed its first intervention in Bethlehem under its contract “The Establishment of Tourist Facilities in Bethlehem”.</p> <p><u>Hishams Palace Site Interpretation, Museum Rehabilitation:</u></p> <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • MOTA approved the design of the museum display cases; • Signed a contract with Palestinian company Al Nasher to deliver and install museum show cases at Hishams Palace • RFPs for Hishams Palace Historic site and museum renovation were advertised in local newspapers. • Organized a site visit to Hishams Palace for prequalified contractors bidding on the contract for the museum renovations. The visit gave the contractors a chance to view the site and fully understand the requirements before submitting their tenders. • Signed a contract with “The Armenian Ceramics-Balian Ltd” for the delivery and installation of ceramic outdoor interpretation panels at Hishams Palace in Jericho. • Signed a contract with Palestinian company Al Nasher to deliver and install indoor interpretation panels for the museum at Hishams Palace in Jericho to ensure a quality visitors’ experience. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Signed a contract with Palestinian company New Dimension for the museum renovations • Hishams Palace re- opened “The site renovation encompassed a wide scope of the work, including interior design, renovation of the artifact display and museum interpretation panels, retrofit of 	<p>renovation was to ensure an informative and enjoyable visitor experience.</p> <p><u>Rehabilitation of Tourist Facilities in Bethlehem</u></p> <p>Rehabilitation of Tourist Facilities in Bethlehem included demolishing works, concrete and masonry works, electrical and mechanical work, tiling, plastering, painting, partitions installation, and proper ventilation. This project was completed and had been officially handed over to Bethlehem Municipality for operation and management.</p>
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**TABLE 3: ACHIEVEMENTS, IMPACT AND EVALUATION OF TOURISM
USAID COMPETE PROJECT FY3/Q3**

<p>showcases, lighting, and ventilation improvements site, electrical and mechanical engineering and graphic design”; USAID and the Palestinian Ministry of Tourism & Antiquities held a joint press conference to raise awareness about site renovation and urban rehabilitation activities throughout the West Bank.</p> <p><u>Burqin Church Sewage System:</u></p> <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> The church was re-opened in an official ceremony on March 13. 	
<p>Hospitality School</p>	
<p><i>Description</i></p> <p>To further institutionalize quality service and standards in the hospitality sector, USAID, through the Compete Project, is working with the Arab Hotel Association to establish a Palestinian Hospitality School to increase the skills and availability of well- trained service staff within the labor force; this includes comprehensive in-service training for front and back of house hospitality staff currently working in hotels.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> The contractor submitted four technical deliverables: the conceptual design converting an existing building in Jericho into a functioning 4 star hotel to serve as a hospitality school, a structural investigation and assessment, detailed survey assessment and assessment of the site condition, as well as the budget for equipping the first 40 (of 80) hotel rooms. <p><u>FY3/Q3</u></p> <p>The contractor had submitted detailed seismic structural reports to meet the required safety measures, and detailed structural design.</p>	<ul style="list-style-type: none"> The school will raise industry standards and the attractiveness of careers in the hospitality sector. Increase employment over the life of the project.
<p>Support Development of Hotel Services and Quality Standards</p>	
<p><i>Description</i></p> <p>Assist hotels in raising standards and hiring the appropriate number of staff to meet newly introduced hotel classification requirements.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> 110 hotel managers that participated in the in-service training graduated in a ceremony attended by USAID Mission Director Dave Harden. The graduation recognizes their breadth of knowledge and experience in the hospitality industry. These in-service trainings contribute to improving services provided by the Hospitality Sector, and in 	<ul style="list-style-type: none"> Raise the level and availability of service level employees. Indirectly raise the exports in the tourism sector. The training offers an opportunity to improve services provided by the hospitality sector, and in particular supports the service and quality standards across the sector in line with the new

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<p>particular to support the service and quality standards across the sector in line with the new Hotel Classification system.</p> <ul style="list-style-type: none"> • Three training courses, the Certified Hospitality Housekeeping Executive (CHHE), the Certified Gold Service Professional (CGSP), and the Certified Food and Beverage Executive (CFBE) trainings were conducted. <p><u>FY3/Q3</u> Pal Clean</p> <ul style="list-style-type: none"> • Completed the hotel assessment for 13 hotels • Developed a draft manual. • Front line staff theoretical training completed for 3 hotels <p>In-Service training:</p> <ul style="list-style-type: none"> • In-service training for hotels completed; eleven Palestinian hotels have qualified for the Property Gold Quality Service Certificate, four in Jerusalem and one in Bethlehem and Jericho. 300 hotel employees participated in the Gold Service Professional Course where 297 passed the exam—strengthening the tourism industry’s ability to deliver a positive tourist experience in the West Bank. 	<p>Hotel Classification System.</p> <p><u>Certified Hospitality Administration (CHA) Evaluation, December 16 – 21, 2013</u></p> <ul style="list-style-type: none"> • 13 participants of the CHA course completed this survey. The participants agreed the pre-workshop materials were good to very good; • A strong majority agreed the format of the workshop was good or very good. • Over 2/3 agreed that the workshop flowed well, and all agreed the instructor’s presentation skills were good or very good. • Learning outcomes were achieved, the content of the workshop was good, and the materials were appropriate. • The instructor had strong teaching abilities and was able to engage the interest of the participants, and the group participation ratio was average to very good. <p><u>Certified Rooms Division Executive “CRDE” Workshop Evaluation, November 24 – 28, 2013</u></p> <ul style="list-style-type: none"> • 12 participants of the CRDE workshop completed this survey. • All participants agreed that the training met their expectations and that they will apply what they learned. • The majority indicated that objectives were well defined and met and that the material was useful, while all agreed that the content was well organized. • Regarding the instructors, participants agreed that the trainers were knowledgeable, with high quality instruction and met all the training objectives. <p><u>Certified Food and Beverage Executive (CFBE) Workshop Evaluation, March 1 – 5, 2014</u></p> <ul style="list-style-type: none"> • 14 participants of the CFBE course completed this survey. Overall, the survey presents a positive picture of the CFBE course. • 91% of participants agreed the content of the training was good or excellent • 82% agreed that the training objectives were met. • 73% agreed that the trainer was experienced or very experienced. • 91% said the content was clear and easy to follow, and all participants agreed that they would use the information in the future.
<p>Improve Signage and Visitor Mobility at Priority Destinations</p>	
<p><i>Description</i></p> <ul style="list-style-type: none"> • Finalize the production and installation of civic maps and information panels at key points throughout our destinations’ main distribution centers: Bethany, Bethlehem, Nablus, Jericho, Burqin, and Sabastiyeh. • Support two ongoing private sector initiatives intended to create a Hop-on Hop-off Tour Bus in Nablus and 	

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Bethlehem, which could become a catalyst for distributing visitors and increasing expenditure in those destinations.	
Achievements	Impact
<p><u>FY3/Q2</u> <u>Civic Maps</u></p> <ul style="list-style-type: none"> Conducted a site visit with the contractor and Nablus Municipality and agreed upon the number and location of the maps within Nablus. The SOW for the civic maps has been modified, reducing the number of cities that will receive civic maps from 10 to 7. <p><u>FY3/Q3</u> <u>Civic Maps</u></p> <ul style="list-style-type: none"> The contractor completed the maps design and content development for Nablus, Jenin, Bethany, Taube, Burqin and Sabastiyeh. The contractor also provided an open source electronic file which will be handed over to the municipality for any future changes or updates that might be necessary on the maps, Also as next phase and through a new contract, Compete will work with the municipalities and village councils on installing the civic maps in different location in each city and village. <p><u>Hop-off Tour Bus in Bethlehem</u></p> <ul style="list-style-type: none"> Design phase is completed 	<ul style="list-style-type: none"> Improve signage and mobility will contribute to increase length of stay and expenditure by visitors to priority destinations.
Attract Anchor Private Investment to Priority Destinations	
<i>Description</i> Work more closely with the private sector to attract large anchor investments that could become game changers for bringing the project's priority destinations to the next level.	
Achievements	Impact
Planning phase	<ul style="list-style-type: none"> Anchor investment will result in increased arrivals from key source markets, additional sales for local suppliers, increased employment and a more competitive Palestinian tourism product.
Trail Development at Priority Destination	
<i>Description</i> Develop and launch two trails and begin phase one development of a third trail to contribute to expanded tourism offerings in the West Bank and to support the Palestinian tourism sector in attracting the soft adventure tourism market	
Achievements	Impact
<u>FY3/Q2</u>	Expanded tourism offerings in the West Bank and to

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<ul style="list-style-type: none"> Rozana has completed phases one and two of the work plan, including route scouting and engaging communities in establishing lodging and food options along the Abraham Path between Nablus and Jenin. Abraham’s Path Initiative introduced Palestinian Rozana staff to GIS technology and methods for developing and mapping the trails. Rozana conducted two training workshops for community members <ul style="list-style-type: none"> Hospitality training: 38 Women Association members were trained on food safety and housekeeping topics; 5-day guide training (3 days in the field, 2 days theory) course with 16 participants that covered an introduction to wild plants & wildlife, local history, culture and architecture in addition to first aid. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Rozana had completed all works related to community outreach, guides and hospitality training’s, route testing, and outreach inbound tour operators. Abraham’s Path Initiative (API) in partnership with Rozana was able to successfully meet the benchmarks set out in the work plan. The below deliverables have been met : <ul style="list-style-type: none"> Online Guidebook materials (including site descriptions ,people portraits and practical information) The published Jenin area atlas (including detailed maps and turn –by- turn walking instruction Marketing materials for tour operators Thorough route, day stage and accommodation analysis performed during a thorough walk of the five day trail. 	<p>support the Palestinian tourism sector in attracting the adventure tourism market.</p> <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Abraham’s Path was featured in the National Geographic Cover Story for the April issue, listed as number one in an article called “10 of the Best New Walking Trails.” The story highlights the “sense of immersion” that is part of the experience, particularly the “welcoming home stays”. The Abraham Path Initiative obtained a two-year grant from the World Bank, to further develop the Abraham Path/Masar Ibrahim in the West Bank, complementing the work being done through the USAID grant. The grant from the World Bank focuses on investment in people and institutions, path development, marketing development and action research regarding rural tourism and trekking in the West Bank. <p><u>FY3/Q3</u></p>
<p>Support Sales of Equitable and Regional Tours into the West Bank</p>	
<p><i>Description</i> Expand tourism product offerings; extend tourism outside of key hubs, and encourage Israeli/Palestinian joint business development.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Breaking Bread Journeys (BBJ), offering joint Palestinian/Israeli Tours continues their ongoing market research and business development, participated in Vakantiebeurs 2014, a trade show 	<ul style="list-style-type: none"> This activity will directly contribute to increases in sales and average lengths of stay. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> This project (IPCRI) boosts the Palestinian

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<p>in the Netherlands – with more than 1,400 exhibitors, one of the most important touristic consumer events in the world.</p> <ul style="list-style-type: none"> • BBJ participation in the Germany Road Show, which included a radio interview with Das Reiseradio (broadcast direct to tour operators across Germany), meetings with over 10 tour operators, and leads with two tour groups. • BBJ have also successfully confirmed two group bookings resulting from their participation in the World Travel Market in London last November. • Signed a grant agreement to support a new initiative that the organization Israel-Palestine: Creative Regional Initiatives (IPCRI) is undertaking to develop a new type of tourism targeted to Israeli citizens, and their family and friends and independent tourists to bring them to major cities in the West Bank through tours focusing on historical, religious, cultural and political narratives as well as day-to-day aspects of Palestinian society <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Partnered with the Israel-Palestine: Creative Regional Initiatives (IPCRI) to develop a diverse and professional new tourism product in the West Bank. Since the project began in February 2014, five tours were conducted, three in Ramallah, and one in Jericho and Bethlehem with 161 participants (68% of them Israelis). <p><u>Joint Tourism Initiative/ Breaking Bread Journeys</u></p> <ul style="list-style-type: none"> • Participation in both the NTA and New York Times Travel • Conducted site visits for two US tour operators within the Palestinian Territories so they could understand the tourism product that is offered • Website Design and Tracking: Created regular blog content for the website as well as daily postings via Facebook, Twitter and Pinterest. • Developed market research framework • 	<p>economy by hiring Palestinian guides, eating in Palestinian restaurants, paying entrance fees to museums and tourist attractions, and providing each tour’s participants the opportunity to buy Palestinian products.</p> <p><u>Testimonials from Participants:</u></p> <ul style="list-style-type: none"> • Keep doing this important work • Very mix of scenes and information • Eye opening and very informative • Very encouraging • Wonderful experience <p><u>Joint Tourism Initiative</u></p> <ul style="list-style-type: none"> • Over 150 leads. • Received excellent testimonials • Breaking Bread Journeys attracted high profile media attention
<p>Value-Chain Development at Priority Destinations</p>	
<p><i>Description</i></p> <ul style="list-style-type: none"> • USAID through the Compete project in the West Bank is implementing a destination-focused approach to support growth of the tourism sector, developing internationally recognized products to act as the pull factor for international, regional visitors and domestic tourism. A destination can be a city, a region, or even a country. • Support local small businesses that are able and willing to offer services such as restaurants, gift shops and interactive tourism experiences. • Renovation of the Arab Women Association building to create a Gallery where visitors and tourists would gain a greater awareness, understanding and education about the history, culture, heritage and faith of 	

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Palestine, and Bethlehem in particular.	
Achievements	Impact
<p><u>FY3/Q2</u></p> <p><u>Renovating and Equipping Bethlehem Gallery</u></p> <ul style="list-style-type: none"> • Signed an MOU with the Holy Land Christian Ecumenical Foundation (HCEF) to oversee construction to better equip the Bethlehem Gallery Center (formerly named Museum) for visitors. • HCEF has submitted three deliverables, including the business plan, tender documents for the construction works, procurement of systems & equipment. <p><u>FY3/Q3</u></p> <p>Compete project had revised the final tender documents and advertised - as a first stage- the tender of the construction works “Rehabilitation of Arab Union Building: Gallery, Restaurant and Giftshop”.</p>	<ul style="list-style-type: none"> • Expanded tourism offerings developed in a manner that ensures community benefit and expands investment at the priority destinations will lead to improved visitor experiences, increased tourism arrivals, and increased sales for supported businesses. • Visitors recognize the destinations as desirable geographical units they wish to visit. • Developing Jericho as a distribution hub for visitors, leveraging its position as the gateway to the Palestinian Territories from Jordan and the ease of access from Israel through Route 1.
Updates for Other Tourism Activities in the Work Plan	
<p>Tourism Image Bank – Ensure the availability of quality images to support the sector to compete internationally both online and offline:</p> <ul style="list-style-type: none"> • Nearly 450 professional photos are uploaded for tourism image bank on Pinterest and Flickr sites. 	

Lessons Learned

It is important to coordinate with the M&E team even in the design phase of activities. The M&E team can help to ensure all the administrative steps are completed and the required documents are prepared in order for implementation of the activity to proceed.

After months of working with municipalities and key stakeholders on informative civic maps, the project has handed over ownership of the maps to the municipalities. It had become clear that the maps require updates on a continuous basis, and giving ownership to the municipalities, enables them to make changes and updates as they happen, rather than always going back to the Compete Project for changes.

The model used to develop Hishams Palace into a quality museum and archeological site has proven to be very beneficial to ensuring the highest quality visitor experience at the site. Cooperation between the researchers (Chicago University’s Oriental Institute) and the designers (Palestinian company Al Nasher) on creating the interpretative panels and displays, ensures the best result, with accurate information presented in a clear and attractive way for visitors. It is also important to recognize that transferring and summarizing the information from the researchers into a concise and visitor-friendly text takes some time, and future interventions should plan for this time.

ICT

Progress Toward Indicators

The following chart outlines key achievements, impact and evaluation of ICT activities during the period of April 1, 2014 to June 30, 2014.

TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT USAID COMPETE PROJECT FY3Q3	
Multinational Partner Development Program	
<i>Description</i> Assist Palestinian software houses to partner with international companies, leveraging capacity and knowledge gained through these partnerships to ensure Palestinian IT companies meet international market standards.	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Palestinian Startup AidBits started the Microsoft acceleration program in February in Netanya, Israel for 3 months, where they received mentoring from top Microsoft employees as well as other industry leaders in Israel. • Palestinian company Jaffa Net signed a new agreement with Israeli startup Head Top. This is the first partnership of its kind in which Jaffa Net received 20% equity. • Preparations are underway to launch activities of the Israel Business Development program which aims to increase partnerships between Palestinian and Israeli ICT companies • H&W MENA officially opened the first-ever female led software development center in Hebron, employing nine female software developers (all graduates from Polytechnic University and Hebron University), and a female supervisor. Currently, the team is working towards certification in Salesforce.com technology; once certified, they will start to work on projects for H+W Germany and many other companies <p><u>FY3/Q3</u></p> <p>H+W Hebron Office :</p> <ul style="list-style-type: none"> • Completing Salesforce Developer's guide • Conducting training session to Hebron staff to improve their skills as well as to support their capabilities to prepare them to the Salesforce Developer exam. <p>Al Tariq Oman Project:</p> <ul style="list-style-type: none"> • Systems have been developed • Ministry system has been submitted • MEDC system has been submitted and 	<ul style="list-style-type: none"> • Through these partnerships and licensing arrangements, Palestinian partners can join in the bidding process of these multinational companies to implement projects not only in the West Bank, but also in the Arab region and Israel; increasing exports and employment. • This intervention aims to solidify the ICT sector's position as a reliable partner and maintain the momentum achieved so far; supporting new contracts, job creation and exports; • This initiative encourages 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. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Aid Bits will gain new skills that will have a direct impact on the startup's operations and will pitch in front of international investors from the globe. • Jaffa Net secured a contract with a new internal INTEL group called iSES with 3 additional engineers were assigned to the project. • Jaffa Net will be the technical arm of the Israeli startup, with expected revenues of \$2 Million USD in 2 years. • In addition to the cultural impact in the city of Hebron, USAID has successfully showcased the availability of software engineers in areas outside Ramallah, this will help in scaling up the ICT industry for the future, it is expected that other software companies will follow HW and open in areas outside Ramallah • Exports increased by 116,535 USD for iConnect • Exports increased by 52,500 USD for Exalt • Exports increased by 25,329 USD for Fanar Soft • 3 new hires for iConnect, 2 female and 1 male are youth

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
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<p>Al Tariq Libya Project</p> <ul style="list-style-type: none"> • The system almost has been accomplished • Old data has been migrated • Staff member already hired in Libya and started his duties • Signed partnership agreement with Barq Libya to provide support and market Al Tariq products in Libya. 	<ul style="list-style-type: none"> • 7 new hires for Exalt, 6 male and 1 female are youth • 7 new hires for H+W Germany, 7 female, all youth. • 1 new contract for Exalt with NDS, Cisco Video Technologies. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Based on the success of Platform Enablement Test Suite “PETS” and with the assistance they received from USAID through the Compete Project, Intel contracted Jaffa.Net recently a new project (SCS). • Furthermore, Jaffa.Net is in advance stage of discussion with Intel to start a new project • Since the start the PETS project, Jaffa.Net’s engagement with Intel was increased by 60%. • In addition, Jaffa.net overall employment was also increased by 35%. • During their work with Intel PETS project, Jaffa Net’s team gained more and more new skills and great experience in different areas. • Not only that, but also due to the fact that Jaffa.Net became an experienced outsourcing provider to Intel, and in order to be ready to scale with hi-tech infrastructure, Jaffa.Net invested more than 1 million US\$ by buying a new premises. • Intel is continuing the PETS project with Jaffa.Net <p><u>Aid Bits</u></p> <p>Through Microsoft acceleration program, ‘Aidbits’ has acquired new sets of skills that allow them to tremendously change their business operations especially in terms of branding, marketing strategy and sales. The impact of the training was made quite clear in their participation in Dubai's ArabNet Conference in June 2014 where they were named coolest startup.</p> <ul style="list-style-type: none"> • Exports increased by 127,500 USD for H+W Mena • Exports increased by 16,920 USD for Exalt Technologies • Exports increased by 27,935 USD for Fanar Soft • Exports increased by 145,643 USD for Jaffa Net • 2 new contracts for H+W Mena • Exports increased by 123,200 USD for Al Tariq Software • Expansion in Libya for Al Tariq Software 2 new contacts with Libya and Oman for Al Tariq Software.
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**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
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	<p><u>Grant to Asal for Intel Project</u></p> <ul style="list-style-type: none"> • The grant helped improve the experience of ASAL team and build technical and communication skills • It enabled to build and strengthen relations between two parties (ASAL and Intel) • Had a significant impact on the continuity of the relationship and cooperation that can be expressed from the testimony that ASAL got from Alon Peleg “Program Manager at Intel Israel: “ASAL brings a lot of engineering experience to the project they run. This reflects the way they run the project, plan and deliver with high quality “. ASAL’s engineers showing high level of commitment, implement agility execution and bring high value to PTM projects across programs. ASAL groups picking up new projects fast, deliver on time, and are open for feedbacks”.
<p>Palestinian Business Innovation Center</p>	
<p><i>Description</i></p> <p>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.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <p>Accelerating Startups :Leaders/ E-zone</p> <ul style="list-style-type: none"> • Three startups graduated from Leader’s acceleration program “Fast Forward” ready for investment with strong products and business models. • E-Zone was established with a grant from USAID through the Compete Project. • Leader’s held its second selection event, choosing four teams (out of 15) to enter the acceleration program and benefit from EZone: FeeKash, Ustaz, iPush, and Sofrty. <p>Startup Cup</p> <ul style="list-style-type: none"> • Startup Cup selected seven (out of 16) finalist startups that will participate in the final mentorship stage in the Startup Cup program before graduating. A group of judges made up of representatives from the Palestinian IT community and Startup Cup made the final selection. 	<p><u>FY3/Q2</u></p> <p><u>E-Zone:</u></p> <ul style="list-style-type: none"> • A total of 6 startups created: FeeKash, Fadfid, eJameya, Asfar “Zoorna”, SeenLab and Sufraty • 1 new male hire at EZone. • Number of employment opportunities created at startups:17, 10 male and 2 female are youth • \$94,000 startup capital raised by youth. <p><u>Startup Cup (Connect Me)</u></p> <ul style="list-style-type: none"> • Startup Cup aligns with USAID’s strategy to create an enabling environment for a strong entrepreneurial eco-system. • 2 new hires for ConnectME, 1 male and 1 female youth. • 6 startups created: 3T, Palovina, Rainbow Colors, Sukkar Cake, CBS, Tadweer and Baladna. <ul style="list-style-type: none"> ➤ Rainbow Colors and CBS are startups started by youth.

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<p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> E-Zone officially opened to accelerate startups. Startup Cup final celebration <p>E-Zone</p> <ul style="list-style-type: none"> E-Zone officially opened to accelerate startups. 9 new companies have been hosted at e-Zone. Conducted two technical events Conducted four entrepreneurship events 	<p>➤ \$179,225 startup capital raised by youth.</p> <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Startup Cup- 3 winners <p>E-Zone</p> <ul style="list-style-type: none"> 1 startup was created: Indiepush 3 new employees were hired at Indiepush 5 startups developed products at e-zone: Appiatech, Cube, Store-e, ATB and Pinch Point.
<p>Cross-Sector Technology Program Financial Sector</p>	
<p><i>Description</i></p> <p>Introduce the game-changing Payment Gateway solution to the Palestinian market in partnership with regional and local businesses, in addition to supporting employee training initiatives and facilitating necessary partnerships with local banks, and building awareness of its application across a variety of businesses.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Launch event planned for May 7th 2014 <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Launch event postponed to the next quarter; upon the request of Middle East Payment Services “MEPS”. 	<ul style="list-style-type: none"> The payment gateway will enable local companies, including startups and SMEs, to engage in e-commerce.
<p>Cross-Sector Technology Program Tourism Sector</p>	
<p><i>Description</i></p> <p>Introduce digital tourism into the Palestinian market, beginning with the selection and qualifying of ICT partners to build and support solutions for the tourism industry through the development of websites, Facebook applications, booking and reservation platforms, and systems integration with key tourism organizations.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Facebook Application for tourism being handed over to HILTOA. 	<ul style="list-style-type: none"> New business opportunities developed between ICT and tourism sector; Capacity built in ICT sector to serve local market needs for international business; Demand for digital tourism created; Exports and employment expanded.
<p>Export Manager –Market Expansion Program</p>	
<p><i>Description</i></p> <p>Support an Export Manager/Overseas Agent to penetrate specific markets to sell Palestinian products or obtain outsourcing contracts especially in the Gulf, Saudi Arabian and North American markets.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Al Andalous software has achieved 8 business deals; 3 in KSA and 5 in Iraq. 	<ul style="list-style-type: none"> Palestinian IT exports increased Employment increased New markets established

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

<p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Al Andalous Software Company has achieved 4 business deals, 3 in KSA and 1 in Iraq 	<ul style="list-style-type: none"> Palestinian IT sector positioned as advanced industry <p>FY3/Q2</p> <ul style="list-style-type: none"> Exports increased by 70,900 USD for Al Andalous Software. Al Andalous Software signed 2 new contracts in KSA and Iraq <p>FY3/Q3</p> <ul style="list-style-type: none"> Andalous Software Company signed 3 additional contracts US\$65,000 in the Kingdom of Saudi Arabia. In addition the company also signed several maintenance contracts in Irbil, Iraq worth US\$7500 1 new employee was hired at Al Andalous Software Company.
<p>Microsoft IT Academy</p>	
<p><i>Description</i></p> <ul style="list-style-type: none"> Enable educational institutions to offer market-need driven trainings on fundamental technology skills and relevant technical courses to efficiently meet the IT sector’s skill demand. The ITA will initially be launched in one Palestinian university as a pilot project but will implement the Training of Trainers model to promote future sustainability 	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> As part of Competes’ initiative to bridge the gap between academia and the IT industry, 29 participants completed the mobile software development component of Microsoft IT Academy program Preparations are underway for further training on Apple iPhone and Google Android mobile software development set to start early April with 60 participants. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Android and Apple iOS 7 Training are completed Preparations are underway for a Mobile Apps Boot Camp, a short, intensive, 2-day training to be held in Sebastiya in the Northern West Bank. Ninety certified phone programmers from four Palestinian Universities (AAUJ, An Najah University, Al Quds University and PPU) who have graduated from the Microsoft IT Academy, will develop mobile applications for multiple devices such as iPhone/iPad, Android, Windows Phone 	<ul style="list-style-type: none"> The Microsoft IT Academy (ITA) activity will offer industry-leading technology skills to efficiently meet the IT sector’s skill demand. It will allow educational institutions to offer market-need driven trainings on fundamental technology skills and relevant technical courses to students, faculty and staff who are interested in pursuing a career in IT. <p><u>FY3/Q2</u></p> <p><u>Microsoft Certified Phone Developer Training, Microsoft IT Academy, January 1 - March 29, 2014</u></p> <ul style="list-style-type: none"> 29 participants completed the evaluation; The training content was largely judged to be good or excellent, and the majority of participants agreed that the content was clear and easy to follow. The most useful courses were: “Fundamentals of XAML and Microsoft expression blend” and “Introduction to web development with Microsoft visual studio 2010”; Over 70% agreed that the format of the training was good to excellent, and 97% said they would use the knowledge gained in the future.

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
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	<ul style="list-style-type: none"> • Participants said the knowledge gained would help develop their career path or contributed to their personal development. • The top two answers how participants would apply the knowledge gained were: 1) as an asset to their university, and 2) transfer the knowledge to other university students. • Overall, 97% of participants were satisfied with the MCPD training. <p><u>FY3/Q3</u></p> <p style="text-align: center;"><u>Android Training</u> <u>May 2014</u></p> <p style="text-align: center;">Summary of Findings</p> <ul style="list-style-type: none"> • Eighteen participants in the Android training completed this survey. Overall, the survey presents a positive picture of the workshops. 95% of participants said the content was good or excellent; and 84% agreed that the subject matter was clear and easy to follow. The Training of Trainers section and Android Application Development “Basics” were tied as the most useful courses. 83% said the trainer was experienced or very experienced. One area for improvement was the format of the training, which 60% said was fair or poor. All participants agreed they would use the knowledge gained in the future; most participants said the training would help them develop their career path, to create a startup or transfer the knowledge to university students. 94% said they were satisfied with the overall Android Training program. <p>Do you have any comments to make the program more successful in the future?</p> <ul style="list-style-type: none"> ➤ Should be held in a close location; ➤ Take more time for advanced topics; ➤ Use more competition in the training of trainers section; ➤ In the training the trainer section, force the students to implement it for the other student with the help of the trainer; ➤ It would be better to skip the java basic s training and go directly to the advanced java as it is more related to Android; have the basics as a pre-requisite; ➤ Focus more on an introduction to Android concepts before starting coding; ➤ Many simple examples is better than few complex ones; ➤ Reduce the length of time of the lecture; ➤ Make the training optional, not obligatory, in order to target the people interested in the program; ➤ The training should be scheduled during a more
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**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

	<p>flexible time, perhaps during vacation, rather than when there is lots of work pressure.</p> <p style="text-align: center;"><u>Apple iOS7 Training</u> <u>April 2014</u></p> <p style="text-align: center;">Summary of Findings</p> <p>➤ Twenty-eight participants Apple iOS7 training completed this survey. Overall, the survey presents a positive picture of the workshops. All of the participants agreed the content of the training was good or excellent and 93% agreed that the content was clear and easy to follow, and all participants agreed that they would use the information in the future. Participants said that iOS7 Application Development “Basics” was the most useful course. 89% agreed that the trainer was experienced or very experienced and the majority of participants were satisfied with the format of the training. Most participants said the training would help them develop their future career, and some said they would use the knowledge to start their own business. 75% of participants said they would transfer the knowledge gained through the course to university students; 14 % said they would use the knowledge to create a startup; and 11% said they would work to change the academic curriculum to include this knowledge. Overall 97% were satisfied with the Apple iOS7 training program.</p> <p style="text-align: center;">Any comments to make the training more successful?</p> <p>➤ Increasing the duration of training, use the best and latest devices.</p> <p>➤ The participants should have similar levels of knowledge in the field of “object-oriented programming.”</p> <p>➤ We used a VM (virtual machine) to run Apple Operating System on Windows PCs, I think using Apple computer lab is a must for such a training course.</p> <p>➤ It was very useful and really the trainer was excellent.</p> <p>➤ Deliver the TOT within the first two lectures, in order to make colleagues more active.</p> <p>➤ Choose more suitable time of year (summer maybe).</p> <p>➤ Topics should be more organized and a complete app should be built during the course. The structure and topics were scattered and not stitched together as they should have been.</p> <p>➤ Overall we took a lot of topic not as much as we</p>
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**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

	<p>hoped but enough to get me started in training this course at my institute. The instructor gave all he could in the amount of time he had and I believe he gave all the things he knew.</p> <ul style="list-style-type: none"> ➤ Thank you, I hope there will be more training courses oriented to intermediate to advanced levels in mobile computing. • This Boot Camp is the teams’ resource to enter the business world of mobile apps and the soon to be established Mobile Apps Tech Community.
Gaming Animation Industry Development	
<p><i>Description</i> Capitalize on the Palestinian ICT geographic location and highly skilled ICT workforce to enter into the gaming and animation industry.</p>	
Achievements	Impact
<ul style="list-style-type: none"> • In Design phase 	<ul style="list-style-type: none"> • New skills developed in the Palestinian ICT sector • Export and employment increased • New multinational partnerships created
Business and Technical Skills Development	
<p><i>Description</i> Identify and engage private companies, introduce case competition programs, and support an Executive Development (“Mini-MBA”) series in cooperation with leading U.S and Israeli universities for course content tailored for private ICT sector needs.</p>	
Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Employability Program: this program is designed to help young engineers to find jobs in tech companies in West Bank, by providing training on niche technologies and internships with ICT companies. • 49 participants completed the PITA Employability Program, and successfully obtained either an internship or long term employment. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • USAID through the Compete project signed a program grant with the Palestinian Internship Program, a registered NGO in the US, to organize a unique ten week internship for ten young people at Israeli hi-tech companies based in Jerusalem and Tel Aviv with companies including Intel and 	<p><u>FY3/Q2</u></p> <p><u>PITA Employability Program, Business and Technical Skills Development, October, 2013</u></p> <ul style="list-style-type: none"> • Overall, the evaluation of the employability program is positive. • About 75% agreed the program was well organized, and 92% agreed that the subjects covered in the training were valuable. • The top three most useful technical topics were: web application development, software development, and database development and maintenance, the most useful non-technical topic was communication. • About ¾ believed there was just the right amount of time for questions, and 92% said the materials were clear and useful. • 71% have been able to use the skills they acquired and 55% are enrolled in an internship program.

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

<p>Google.</p> <ul style="list-style-type: none"> The Palestinian Information Technology Association (PITA) who implemented the specialized training program designed to improve the employability prospects of young University graduates reported that 33 of its 50 trainees successfully attained long term employment contracts. 	<ul style="list-style-type: none"> 81% are satisfied with the employability program and 90% recommend it for new graduates, indicating that the employability program gave fresh graduates additional skills and experience, interview practice and insight into current needs in the market. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Twenty-five recent computer science graduates have landed long-term employment, and 30 have been placed in internships after completing the employability program managed by the Palestinian IT Association (PITA)
<p>Seed Fund for Start-up Companies</p>	
<p><i>Description</i> Support risk-sharing associated with a “Seed Fund” for startup companies. This fund is a fundamental element in creating a pipeline of startup companies with the potential to attract venture capital investment</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Second pitching event planned for April 7th., to be followed by investment in 3-4 startups <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Arabreneur held its second pitching event. Arabreneur announced investment in three more startups, bringing the total number of startups supported through Arabreneur to seven. Announced the 3rd call for applications from potential Palestinian startups. Five Palestinian startups participated in the ArabNet Digital Summit in Dubai, the hub for Arab digital professionals and entrepreneurs to connect and learn. The startups pitched their businesses and products in front of investors, and a crowd of about 1000 visitors. 	<ul style="list-style-type: none"> The Seed Fund is a necessary step to create a pipeline of startup companies that are attractive to venture capital investment; Startups will be able to receive investments in the range of 50K-150K and benefit from the portfolio of business services Arabreneur has developed for startups. This is in addition to a regional and international business acceleration network that will add value in terms of international exposure for these startups. Arabreneur invested in four startups with a total of \$440,000 (\$80,000 to \$150,000 per startup). The pitching event also generated interest among several other investors outside the Arabreneur circle—all of the startups that participated in the Arabreneur pitching event were approached by different investors including banks, leading to more than 30 pitching sessions for the participating startups. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Arabreneur Venture Fund decided to invest \$340,000 in three startups. Road shows like the ArabNet Summit enable Palestinian startups to connect with new investors and expand into new markets. The injection of the first investment in the four selected companies from the first round started to show progress on the four companies as shown below : <ol style="list-style-type: none"> AidBits <ul style="list-style-type: none"> Arabreneur facilitated AidBits acceptance to the

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

	<p>Microsoft Ventures Accelerator and was the first and only Palestinian company to be accepted to this program.</p> <ul style="list-style-type: none"> • AidBits also enhanced the team by hiring 5 new employees to fill the position of a Front-End Developer. • ‘Aidbits’ has acquired new sets of skills that allow them to tremendously change their business operations especially in terms of branding, marketing strategy and sales. The impact of the training was made quite clear in their participation in Dubai's ArabNetConference. • Aidbits signed an agreement with Care International and Première Urgence. <p>2.Karaz</p> <ul style="list-style-type: none"> ▪ Karaz enhanced the team by hiring a full time Marketing Manager and two freelancers for content creation. ▪ Karaz created a blog and working on enhancing the English and Arabic website with content. • Karaz signed an MOU with Web Teb, a Palestinian startup that provides health content, originally created with the help of a pool of experts, also have partnerships with international organizations like Mayo-Clinic. • On the technical side, Arabreneur helped Karaz to immigrate to Amazon Web Services. • Karaz hired 4 employees to fill the position of Developer and content creator. <p>3.Fariqak.com</p> <ul style="list-style-type: none"> ▪ Fariqak.com was selected to participate in the spring 2014 Blackbox Connect powered by Google for Entrepreneurs, which took place in Silicon Valley in the period from March 17th to the 28th, getting a lot of experience and exposure. • Fariqak is in the process of building a partnership with Arabia CELL for SMS billing. <p>4. Edu-Nation</p> <ul style="list-style-type: none"> • Edu-Nation expanded their Sales & Marketing team in Jordan, KSA, Iraq, Australia, Canada and Egypt. • Education hired 12 employees to fill the position of front-end developers • Education signed an agreement with Ibn-Khaldun Education Co. in Saudi Arabia and Modern American School in Jordan. • 150,000 USD capital raised by youth for Education. • 2 new markets accessed by startups: Jordan and Saudi Arabia. • A new startup was established : Jobreneur • Jobreneur hired 4 employees • 5 new startups developed products at Arabreneur:
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**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

	Blue Engine, Prunestate, Mobibox, isurface and Social Dice.
Tech Transfer Company	
<i>Description</i> Support the creation of a company that will facilitate the relationship between the private sector and the universities, this company will then channel R&D projects between both parties, and lay down the foundation for R&D in the Palestinian territories.	
Achievements	Impact
<u>FY3/Q2</u> <ul style="list-style-type: none"> Study tour to Amman and Dubai for TTC called “Ibdaa”, complete. The study tour was conducted to explore existing modules of research oriented institutions and look at examples of most successful R & D entities. Ibdaa has selected a General Manager, signifying an important milestone in the development of the technology transfer company. The GM will be responsible for the launch of Ibdaa, run the first round of projects, and manage the relationships between the partner universities and the private sector, as well as follow-up with the Ibdaa board. <u>FY3/Q3</u> <ul style="list-style-type: none"> Ibdaa”, a new technology transfer company, initiated through USAID’s partnership with four major Palestinian universities, incorporated in April, registering with the Palestinian Ministry of Economy. 	<ul style="list-style-type: none"> Academia/industry gap bridged Employment increased Number of startups increased New markets accessed through the development of new products Understanding of the value and application of R&D increased in Compete sectors and partner Palestinian universities <u>FY3/Q2</u> <ul style="list-style-type: none"> This tour will help lay the groundwork for launching the TTC in the Palestinian Territories; in particular <u>FY3/Q3</u> <ul style="list-style-type: none"> Ibdaa will facilitate commercialization of R&D to local and international markets, and help the private sector address market problems and capture opportunities through innovation and creativity.
Start Up University	
<i>Description</i> Support high level training and mentoring in business management for startup enterprises and entrepreneurs to ensure their competitiveness for investment.	
Achievements	Impact
<ul style="list-style-type: none"> Activity on-Hold 	<ul style="list-style-type: none"> Local mentoring programs enhanced Support provided to entrepreneurs and workforce Operations of private sector companies improved New pipeline of startups introduced to the market
Microsoft Research Center	
<i>Description</i>	

**TABLE 4: ACHIEVEMENTS, IMPACT AND EVALUATION OF ICT
USAID COMPETE PROJECT FY3Q3**

Based on the success of the USAID-sponsored Microsoft Research center- Israel incubation Project at PICTI, Microsoft is expanding the project to include more Palestinian employees who will work out of the ASAL company office in Ramallah. To ensure that the project goes forward, Compete will provide a cost-sharing grant to ASAL to off-set risks to Microsoft Israel.

Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> The Project has been concluded from USAID side in Q2, the project was a success in terms of employment and exports, new teams have been opened, and new skills obtained by the engineers, 	<ul style="list-style-type: none"> The grant will eventually create needed Palestinian talent to open a full-service Microsoft R&D center in the Palestinian Territories.

Updates for Other ICT Activities in the Work Plan

Diaspora Linkage: This activity aims to build bridges between Palestinian Diaspora worldwide and the ICT sector in West Bank and Gaza .The USA has been selected as a pilot country for this activity.

- Increase in exports for *Progineer Technologies* of 54,148 USD.

Lessons Learned

Boosting the entrepreneurship eco-system requires working with multiple partners in order to make an effect in the desired window of time; this eco-system is multi-layered and has a lot of variables in its value chains, it is not possible for a project to effect significant change on its own.

The ICT team has proof that focused outsourcing partnerships leads to significant growth. USAID helped Jaffa Net secure a partnership with INTEL, and have managed to increase the size of the their project with INTEL dramatically in the past year, even opening up additional projects in addition to the USAID intervention. The key ingredient for success was Jaffa Net's focus on niche software development topics that INTEL was asking for; the partnership has resulted in a sustainable increase in number of employees assigned to the INTEL projects, and opens up doors for additional job creation; all of this of course translates to an increase in exports.

STONE AND MARBLE

Progress toward Indicators

The following chart outlines key achievements, impact and evaluation of Stone & Marble activities during the period of April 1, 2014 to June 30, 2014.

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

Trade Show Participation
<p><i>Description</i></p> <p>Assist Palestinian producers to participate at leading trade shows to enable opportunities to learn about new equipment, technology advances, and attract buyers and distributors.</p>

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

Achievements	Impact
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • Preparations continue for the participation of Palestinian companies at the Coverings Tradeshow, taking place in Las Vegas, Apr 29- May 21. The project’s stone team is coordinating with the Coverings contractors regarding booth design, quality booth construction, logistics, shipping products and with the participating companies / marketing consortiums to make sure developed marketing materials meet the targeted market and required information is been prepared in advanced. • Verona for Marble and Industrial Investment, Palestinian company located in Bethlehem, signed a cooperation agreement with Tresorelle Company, an international company located in Italy, with two main branches in Taiwan and US. This will establish a mutual commercial office between the two companies. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Al-Waleed Stone continues to develop their marketing vision where they expanded their existing office in Jordan to include a small showroom. • Al-Waleed Stone also started their new intervention of expansion into the Gulf market. Their current investment includes renting space in Al-Ain Industrial City to establish a future show-room, offices and a finishing production line down the road. We will keep a close eye on their progress and provide support in the upcoming year to nurture their growth. • Participation at the Coverings trade show in Las Vegas took place the last week of April. Participation includes Holy Land Stone Group exhibiting and emphasizing more decorative items by Fonoon and a second participant Al-Omraniyeh Company which specializes in exterior decorative elements. • Preparations began and are underway for the Marmomacc trade show in Verona which is held in the last week of September this of year. Competes’ intervention will include exhibitors and walkers whom will focus on investments increase, new product development, new technology. 	<ul style="list-style-type: none"> • Participating in international exhibitions enable Palestinian stone and marble producers to learn about new equipment, technology advances and to expand their international networks for new business opportunities. • Supporting export ready SME’s with new products will increase exposure to international markets, develop long term relationships with buyers which will lead to an increase in exports, market penetration and employment. <p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> • The main goal of the agreement between Palestinian company Verona and Italian company Tresorelle is to market natural Palestinian stone and marble extracted from Verona’s quarries. • This marketing process is a mutually advantageous and profitable agreement. The agreement includes: 1) that Tresorelle buys \$150,000 worth of Verona products; and 2) Tresorelle markets and sells the products of Verona to other customers. • This is considered as an opening agreement and other agreements between the two companies are expected, enabling Verona company to reach Tresorelles 45 branches with Palestinian marble exports • Cooperation between Verona Company and the following local companies: <ul style="list-style-type: none"> ➢ Fairoz Co. ➢ Maher Mefreh. ➢ Nazeh Al Shrabati. ➢ Al-Rashdoon CO. ➢ AL-Sohba CO. ➢ AsrafShehada <p><u>FY3/Q2</u></p> <p>In addition to meeting significant potential customers and making promising business leads, and increased marketing presence of “natural stone from the holy land”, some initial indicators of increased exports and sector growth as a result of trade shows include;</p> <ul style="list-style-type: none"> • Increase in Exports for <i>Al Waleed Co</i> of 135,511.5 USD as a result of <i>Verona Marmomacc and Big 5 tradeshow</i> • 5 new male hires, 4 of them are youth • Increase in exports for <i>Holy Land Stone Group</i> of <ul style="list-style-type: none"> ➢ 564,500 USD as a result of <i>Verona Marmomacc tradeshow</i> ➢ 590,500 USD as a result of <i>Dubai Big 5 tradeshow</i> ➢ 270,000 USD as a result of <i>Brazil Vitoria Tradeshow</i>

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

	<ul style="list-style-type: none"> ➤ 164,500 USD as a result of <i>Coverings tradeshow</i>. ➤ 2 new markets accessed: South Korea and Malaysia. • Increase in exports for <i>Al Omraniya Group Company for Jerusalem Stone</i> of 85,714 USD as a result of <i>Dubai Big 5 tradeshow</i>. • 3 new hires, 1 male and 1 female are youth <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> • Palestinian stone company Al-Waleed has established a marketing department in their Jordan operations. Prior to USAID interventions with Palestinian stone companies to improve the image of “natural stone from the Holy Land”, marketing was almost nonexistent in the sector; Al-Waleed established their marketing department after participating in Marmomacc 2012 (a trade show in Italy) with support from USAID through the Compete Project. <p style="text-align: center;"><u><i>Coverings Trade Show 2014</i></u> <u><i>April 29 – May 2, 2014</i></u> <u><i>Analysis of Evaluation Survey</i></u></p> <p style="text-align: center;"><u>Summary of Findings</u></p> <p>The Coverings Trade Show presented an opportunity to participating stone companies to learn and expand their exports. Participating companies reported about 30 business leads, with interest from USA, Mexico, Brazil, Columbia, India and China. The companies reported an estimated future sales value of \$1 million as a result of the trade show. Two of the three companies plan to participate in Coverings next year without assistance from USAID, illustrating their growing independence. Participants reported various lessons learned, in particular to secure a better booth location and to improve their marketing strategies and materials. They also learned that beyond tiles and slabs, there is a strong market in the US for custom built pieces, including fire places and wash basins. To capitalize on what they learned the companies plan to increase marketing and to have more finished, value-added products. The companies also plan to branch out into more unique offerings, including pairing Palestinian natural stone with olive wood or Palestinian stained glass. In the future, companies recommend that USAID focus their assistance on helping companies improve their marketing and to help procure specialty finishing machines to expand product lines</p> <p>Participants Recommendations :</p> <ul style="list-style-type: none"> • Focus on marketing technique, onsite and tele-communication marketing; • Conduct workshops on international marketing to enhance the companies’ marketing team; • Support hiring a marketing manager; • Continue support to trade shows;
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**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

	<ul style="list-style-type: none"> • Assist in procuring specialty machines. <p>Participants Lessons learned :</p> <ul style="list-style-type: none"> • Booking a better location to attract more potential customers attention, • Preparing more precise and well researched mass marketing plans • Registering as early as possible to secure a good location • Reaching out to potential buyers before exhibition start • Designing a movable booth to be used in several exhibitions • Improve and increase marketing <ul style="list-style-type: none"> ➤ 1,726,030 USD for <i>Holy Land Group</i> as a result of <i>Verona Mamrmomacc, Dubai Big 5, USA Coverings and Brazil Vitoria Tradeshows.</i> ➤ 68,733USD for <i>Al Omraniya Group for Jerusalem Stone</i> as a result of <i>Dubai Big 5 tradeshow.</i> ➤ 171,790 USD for <i>Al Waleed Co.</i> as a result of <i>Dubai Big 5 tradeshow</i> ➤ 1,526,500 USD for <i>Sharabati Co. for Marble and Stone</i> as a result of <i>Verona Marmomacc and Dubai Big 5.</i> ➤ <i>1 new market accessed for Verona Stone and Marble Co: Vietnam</i> ➤ <i>2 new markets accessed for Fonoon Co.: Jordan and USA.</i> ➤ <i>6 new workers for Verona Stone and Marble Co, 3 of them are youth.</i> ➤ <i>3 new workers for Fonoon Co., 2 of them are youth.</i> ➤ <i>2 new workers for Al Omraniya Group for Jerusalem Stone.</i> ➤ <i>1 new worker for Sharabati Co. for Marble and Stone.</i>
Filter Press Evaluation and Upgrading	
<p><i>Description</i></p> <p>Facilitate proper maintenance and upgrading of filter presses to increase their overall effectiveness; produce higher quality products; extend the lifecycle of cutting tools; comply with environmental regulations, and capture slurry produced during the cutting process.</p>	
Achievements	Impact

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Maintenance of 16 filter presses have been successfully completed and activity completed. 	<ul style="list-style-type: none"> Enabling stone producers to transform slurry to sludge to meet environmental requirements, recycle water and increase cutting tool lifecycle. Will increase effectiveness, higher quality products are produced, short the lifecycle of cutting tools, recycle water for the stone producers, comply with environmental regulations and capture all slurry produced during the cutting of stone
<p>Sludge New Product Development</p>	
<p><i>Description</i></p> <p>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 conducted a pre-feasibility analysis and will be assisting potential investors in developing a comprehensive sludge new product full feasibility study “business plan” to develop further interest, trigger investments in new products that could be produced from slurry/sludge.</p>	
<p>Achievements</p>	<p>Impact</p>
<p><u>FY3/Q2</u></p> <ul style="list-style-type: none"> Conducted two investor workshops, attended by 59 people, targeting potential investors in the West Bank, inviting them to learn more about the completed pre-feasibility study, inspect the product line developed from dry sludge, and pick up applications for the USAID grant supporting investment in the full feasibility study. Received 8 applications from potential investors interested in undertaking a "Full Feasibility Study" of new products that could be produced from stone waste "sludge". The project’s stone team met with three shortlisted potential beneficiaries that applied for the grant funding a full feasibility study on developing new products from stone waste to provide clarification, answer questions, and discuss the requirements for awarding the grant. <p><u>FY3/Q3</u></p> <ul style="list-style-type: none"> Compete signed 4 grants with investors to perform a full feasibility study regarding sludge new product development. This intervention will allow investors to understand what type of investment, know how, knowledge transfer, type of equipment and markets which will help expedite investments and establish manufacturing facilities. Results of these full feasibility studies will be presented in private presentations with USAID and Compete. 	<ul style="list-style-type: none"> 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 The new products offer business opportunities for Palestinian stone producers and interested investors.
<p>Filter Press Cost Sharing Cross-Sector Program</p>	

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

Description

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.

Achievements	Impact
"This activity has been put on indefinite hold pending success in a change in approach to support the transformation of the industry in-terms of sludge/slurry. The focus has moved with USAID through Compete partnering with 3-5 investment groups to finalize full feasibility business plans that utilized sludge/slurry in new product manufacturing facilities"	<ul style="list-style-type: none"> • 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.

Updates for Other Stone & Marble Activities in the Work Plan

- **International Show Rooms and Hubs:**Support the establishment of up to 3 international show rooms or hubs under a cost share model. The project will use strict selection criteria to identify participating companies. Through this activity, the companies will also identify an export manager for hire to increase the net value of the activity's goal to attract international buyers and increase sustainable exports
- Compete Project is preparing the scheme and will announce the activity by mid May 2014.
- **Sludge Processing Factory and New Product Development:**This activity support potential investors though advanced sample product development, including field visits to Italy to investigate new technology and meet with experts in the field. Upon receiving significant additional funding, Compete would pursue Phase 3, which will include supporting the establishment of a processing facility.
- The Compete Project announced moving into phase two of this activity which involves investors to conduct full feasibility studies targeting product development from dry sludge.
- 8 investors / companies submitted proposals to undergo the sludge new product full feasibility study March 6th, 2014
- Grant agreements signed with four Palestinian investors for full feasibility studies to develop new products from stone waste.
- **Union of Stone and Marble – Industrial Modernization & Promotional Unit:** Support the establishment of a service unit at the Union of Stone & Marble that will provide stone producers with marketing support, BMS, and administration/HR services. This activity will include support for upgrading IT management systems.
- Meetings took place with the executive staff at the Union of Stone & Marble (USM) to discuss the establishment of new services within the USM for stone producers. The services will include administrative support, financial support, marketing support and other services, with a focus on "Marketing Development" and "Marketing Support to Reach Global Markets". The Compete Project is conducting a detailed economic analysis to ascertain the sustainability of this new service.
- **Trade Shows and Group Marketing:** Support export-ready SME's (either individually or through a Group Marketing consortium) that will provide direct opportunities for Palestinian manufacturers to meet with major international buyers, project investors and building agencies.
- Compete Project started preparations for participation in Coverings Trade Show in Las Vegas at the end of April.
- **New Product Development Targeting Women:**
- Support stone producers with new product development and manufacturing using residual stone. This

**TABLE 5: ACHIEVEMENTS, IMPACT AND EVALUATION OF STONE & MARBLE
USAID COMPETE PROJECT FY3/Q2**

will include the recycling of odd-shaped stones produced during manufacturing into new products while building production lines where women employees are involved in either management or operations.

- The Compete Project started preparations for this activity during the second quarter of 2014.
- The Compete Project is accepting proposals for creative ideas related to design and product development with special consideration to hire female employees.

- The Compete Project is supporting a new Palestinian company Fonoon—Arts of Carved Stone in Bethlehem. Leading members of the group marketing consortium (supported by Compete) observed at recent tradeshows the need for specialty stone production (such as outdoor decorative items, sculptures, mosaics and tiles), and established Fonoon to meet this gap with an initial investment of \$ 2 million. Fonoon has applied to Compete for a grant to support hiring a predominantly female team, including designers, Auto-CAD engineers, technical and mechanical engineers, marketing managers and an administrative staff. An international export manager will follow in either the Gulf or US market to facilitate an increase in exports. The company will be the first of its kind in a state of the art facility, and the first stone company to hire predominantly female staff in a traditionally male-dominated industry.
- Compete signed a small grant with Fonoon as phase 1 to support 3 new women employee’s salaries for the next 4 months. This will help off-set the risk and provide an opportunity for women employees to enter the stone industry. Compete will keep a close eye on this type of essential development and will look into providing additional support.

Lessons Learned

When booking space at tradeshows it is extremely important to identify the most desirable locations and to reserve these spots well in advance in order to be among the elite, well-known companies and for higher visibility among tradeshow attendees.

After the field visits in various countries (Italy, Turkey, India, Spain), it is apparent that the most expertise and top technology in the field of developing products from stone waste is in Italy. Thus, it is recommended that Palestinian investors for new product development pursue relationships or develop cooperation with the Italian industry to achieve best results, with top of the line technology and know-how.

SUMMARY OF PROGRESS TOWARD INDICATORS

The following table is a report of all indicators specified in the PMP for the period of April 1, 2014 to June 3, 2014.

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
4.5.2	Agricultural Sector Productivity	4.5.2-36	OP Indicator	Agri	Value of exports of targeted agricultural commodities as a result of USG assistance	Decimal	35,926,562	FY12	\$20,000,000	\$6,628,811	\$6,965,134	\$6,543,920	\$21,500,000	\$23,000,000
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	20	4	8	7	20	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	6	1		2 ¹	4	2
4.6.2	Private Sector Capacity	4.6.2-C02	OP Indicator	Tourism	Percent of hotels adopting nationally-adopted, USAID-introduced hotel classification	Percentage	100	FY12	70%		10%	17% ²	90%	100%

¹Work began in the 4th quarter of FY2. The Abraham Path (90% complete), Burqin Church (now 100% complete), Hishams Palace (100% complete), Establishment of Tourist Facilities (100% completed); hence, the impact of these interventions will be captured in FY2014. The project is now progressing as planned.

² Per Palestinian Tourism Regulations, all hotels have adopted the classification system. More than 60% of hotels have been visited and assessed by the hotel classification committee and to date 28 have been fully classified. However, some hotels need to renovate or refurbish to achieve standards, which can take 1 year. Hence, the Ministry is planning to final mandatory classification within FY2014.

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
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	\$6,000,000	\$882,011	\$1,810,726	\$3,529,054	\$6,500,000	\$7,500,000
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C05	OP Indicator	Agri	Number of hectares under improved technologies or management practices as a result of USG assistance	Integer	0	FY12	10000 dunums 1000 hectares	2550 dunums 255 hectares	1882 dunums, 188 hectares	2621 dunums 262.1 hectares ³	1000 dunums 100 hectares	1000 dunums 100 hectares
4.5.2	Agricultural Sector Productivity	4.5.2-C02	OP Indicator	Agri	Number of new or improved Palestinian products produced by assisted Palestinian agribusiness firms	Integer	0	FY12	50	27	15	18	20	20
4.5.2	Agricultural Sector Productivity	4.5.2-7	OP Indicator	Agri	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	Integer	N/A	FY13	200	90	21	84	200	200
4.2.2	Trade and Investment Capacity	4.2.2-C02	Management Indicator	Agri	Percent increase in exports of assisted Palestinian agribusiness firms	Percentage	35,926,562	FY12	56%	18%	19%	18%	56%	56%
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	8%	7%		1%	8%	8%
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	7%	7%	6%	10%	10%	10%

³Will continue capturing the area under water projects, forward contracting, fresh herbs, Guava, Grapes, etc...

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
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	29%	4%	9%	17%	35%	35%
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	7%	4%	4%	6%	7%	7%
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	20%	3%	6%	12%	23%	23%
4.2.2	Trade and Investment Capacity	4.2.2-C08	Management Indicator	Agri	Number of new markets accessed by assisted Palestinian agribusiness firms	Integer	7.00	FY12	4	1	4	8	1	1
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	5	2		3	1	1
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	5	3	2	3	1	1
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	10	3	3	9	10	10

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
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	10%			⁴	5%	7%
4.5.2	Agricultural Sector Productivity	4.5.2-C01	Management Indicator	Agri	Percent increase in sales of assisted Palestinian agribusiness firms	Percentage	103,000,000	FY12	29%	8%	8%	10%	25%	25%
4.5.2	Agricultural Sector Productivity	4.5.2-C03	Management Indicator	Agri	Percentage increase in area under cultivation for export crops (hectares)	Percentage	360	FY12	25%	46%			25%	25%
4.5.2	Agricultural Sector Productivity	4.5.2-C06	Management Indicator	Agri	Number of new agribusiness contracts executed with international buyers/firms for Palestinian products or services	Integer	0	FY12	15	4	3	8	15	15
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	9%	7%		26% ⁵	10%	11%
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C01	Management Indicator	Agri	Percent increase in employment of assisted Palestinian agribusiness firms	Percentage	1,690.00	FY12	10%	4%	5%	3%	10%	10%
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	4%	0.22%		2% ⁶	5%	5%
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	25%	4%	11%	24%	25%	25%

⁴ Four markets have been identified. The results will be seen in nine months from the launch of the activities.

⁵ Ministry of Tourism and Antiquities data reveals an increase of 31% between April-May, 2013 and April-May, 2014.

⁶ Delay in implementing the adopted hotel classification due to renovation issues and heavy investments by hoteliers have impacted the current growth in hiring at this stage. It is expected to achieve good results within six months as a result of targeting selected markets.

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
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	13%	2%	2%	3% ⁷	13%	14%
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	4	4	3		10	10
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	10	1		⁸	10	10
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C09	Management Indicator	ICT	Number of new Information and Communication Technology (ICT) start-up companies established	Integer	0	FY12	15	4	8	2 ⁹	20	20
GND-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	24%	36%	4%	18%	25%	25%

⁷Two projects targeting women and employment have not launched yet. We expect employment after activity implementation.

⁸Targeting four new markets based on the profiles prepared by HLITOA; the number of companies targeting these markets electronically is expected to increase within nine months of completing the market profiles and branding activities.

⁹⁹More startups will come in the 4th quarter.

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
4.6.2	Private Sector Capacity	4.6.2-C03	Management Indicator	All Sectors	Number of assisted private sector organizations and private sector service providers receiving USG assistance	Integer		FY13	15	6	1	24	5	5
4.6.2	Private Sector Capacity	4.6.2-C04	Management Indicator	All Sectors	Number of new services provided by targeted business service providers and business service organizations to targeted sectors by the Compete Project	Integer		FY13	4	11	10	12	5	5
4.7.3	Strengthen Micro-Enterprise Productivity	4.7.3-C11	Management Indicator	All Sectors	Percentage increase in number of firms that received services from business service organizations and business service providers as a result of USG assistance	Percentage		FY13	10%	3%	1%	5%	12%	12%
4.2.2	Trade and Investment Capacity	4.2.2-C15	Management Indicator	All Sectors	Percentage increase in revenues of business service organizations from new services delivered to their members as a result of USG assistance	Percentage		FY13	20%	24%	25%	63%	25%	20%
MEP0 040	Strengthen Micro-Enterprise Productivity	MEP0 040	Management Indicator	ICT	Number of business started by youth with USG assistance, disaggregated by sex of founder.	Integer		FY14	10		6	1 ¹⁰	10	10
MEP0 041	Strengthen Micro-Enterprise Productivity	MEP0 041	Management Indicator	ICT	Total number of start-up capital raised by youth	Integer		FY14	120,000		\$273,225	\$49,425	250,000	350,000

¹⁰More startups will come in the 4th quarter.

PE Code	PE Name	Indicator Code	Indicator Type	Sector	Indicator Name	Indicator Format	Baseline Value	Starting Fiscal Year	Planned Value for FY3	Actual Value for FY3/Q1	Actual Value for FY3/Q2	Actual Value for FY3/Q3	Planned Value for FY4	Planned Value for FY5
MEP0 042	Strengthen Micro-Enterprise Productivity	MEP0 042	Management Indicator	All Sectors	Number of youth gaining employment or better employment as a result of participation in USG-funded program	Integer		FY14	113	74	100	111	120	130
MRP0 039	Strengthen Micro-Enterprise Productivity	MRP0 039	Management Indicator	ICT	Number of businesses started by youth with USG assistance that are still in operation one year later, disaggregated by sex of founder	Integer		FY14	8			11	5	5
6.3.1	Gender	6.3.1 C	Management Indicator	All Sectors	Increase in exports and/or sales by women-owned businesses and cooperatives as a result of U.S. Government assistance in the Agribusiness, Stone and Marble, and Tourism sectors.	Percentage		FY14				12		
6.3.1	Gender	6.3.1 D	Management Indicator	ICT and Tourism	Number of women participants in training and capacity building courses that improve skills in the ICT and Tourism sectors.			FY14		162	120	97		
4.2.2	Trade and Investment Capacity	4.2.2-C15	Management Indicator	Tourism	Economic impact as a result of festivals/events activities organized/ supported under the tourism sector across the West Bank by USAID through the Compete Project						\$6,055,622	\$1,161,126		

¹¹ It has not yet been a full year since startups were established; cannot measure this indicator yet.

¹² This indicator was set based on the Gender strategy and will be captured during FY14.

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 innovation¹³. 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 & Gender

This quarter the ICT sector held seven workshops or events to encourage business development; to close the skills gap and to support startups:

- The IBDA Registration Workshop was held on April 13, 2014 with 18 participants, all of whom were male.
- The Microsoft IT Academy held the Android Training Session on April 10, 2014 with 28 participants, seven of whom were female youths, and 14 who were male youths.
- The Microsoft IT Academy held the IOS7 Advanced Application Development on April 10, 2014 with 30 participants, 6 of whom were female youths, and 16 male youths.
- The B2B Event to develop Israeli-Palestinian business relationships was held on April 9, 2014 with 34 participants, two of whom were female, one of them youth, and three male youths.
- The 2nd Arabreneur Pitching Event was held on April 6, 2014 with 78 participants, 18 of whom were female (three female youth) and nine were male youths.
- Gaming and Mobile Apps Development at the Jericho Festival on May 8, 2014; 190 people attended, 48 of whom were female; 105 of the males and 46 of the women were youth;
- StartUp Cup Closing Ceremony on May 25, 2014; 45 people attended, 15 were female; of the attendees 16 were youth.

The Agribusiness sector held one event to celebrate achievements in quality of Palestinian products:

- MAK Celebrating Palestinian Quality Stars on May 8; 83 people attended, 18 were female and 11 were youth.

The Tourism sector held two workshops or events:

- Guest Services Gold- Ramallah, at the Movenpick Hotel on May 14; 57 people attended, 3 were female; of the males 32 were youth;
- Guest Services Gold- Ramallah at the Caesar Hotel on May 22; 18 attended, 2 were female and 15 were youth.

¹³ Defined by USAID as age 14 to 29

Gender Strategy Implementation

In November 2013, the Compete Project produced a Gender Strategy aimed at promoting and advancing gender equality and participation among women in the Palestinian Territories. The Compete Gender Strategy rests on four pillars:

- Pillar #1: Promote the success of women in business in the Palestinian Territories, especially those operating within Compete Project sectors.
- Pillar #2: Identify new entry points for women within the Project's four value chains.
- Pillar #3: Encourage private sector support for the economic participation of women through financial and technical cost share models and incentives.
- Pillar #4: Expand efforts to increase the full participation of women in training and capacity building programs.

While gender integration is incorporated throughout all Compete Project interventions on an ongoing basis, this section describes the specific activities that took place throughout the month in line with these four pillars within each of the four sectors.

This quarter, under the first pillar, the Compete Project continued working with Al Aqaba Women's Cooperative to support their ability to expand their market reach. The project is working to procure packing equipment for the women's cooperative; in May the technician from Al Aqaba traveled to China with support from the Compete Project to be trained on the new equipment.

Under pillar two, the project's stone team is in continuing discussions with Palestinian company Foonon-Arts of Carved Stone to support hiring women, identifying design as an entry point for women in the industry.

M&E ACCOMPLISHMENTS

Monitoring progress and evaluating results is an on-going process to determine whether or not an activity is progressing towards its intended results. The project's M&E team continued to play a critical role in capturing and evaluating performance data from project activities. Below are the key accomplishments for the M&E team during this quarter:

- Attended the data quality assessment "DQA" refresher training provided by USAID DAI to improve our skills in this regard;
- Led a Data Quality Assessment "DQA" to ensure that the Compete Project has met USAID DQ standards in accordance with ADS 203.3.5.1. by preparing for the audit and gathering all required support documents for the auditors;
- Facilitated a Compliance Review of the Compete Project with regard



M&E team verifying C.G.S.P training, May 2014

to Mission Order No. 21 under the new protocols. The review process covered the period of March 1, 2013 – March 31, 2014;

- Conducted a series of field visits and interviews across the West Bank with project beneficiaries to track progress and capture the intended results, as well as to assure data quality;
- Conducted four online surveys to evaluate events and tradeshows organized by the Compete Project;
- Continued opening and updating USAID activities and interventions through the Compete Project in the West Bank on Geo-MIS, TraiNet and TAMIS;
- Worked closely with component leads and the technical staff to make sure that USAID regulations are met;
- Worked with the communications team to submit project progress reports; and
- Continued to capture data on Private Sector Investment Leverage.

Lessons Learned

Attending the USAID DQA training has had a great effect on improving the skills and knowledge of M&E team; it was clear that more knowledge in this area will reflect positively and significantly on M&E performance.

COMMUNICATIONS AND OUTREACH

During this quarter the communications team highlighted major activities of USAID Competes' four sectors and issued seven press releases announcing workshops and program launches, and program successes gaining press coverage from local outlets and at times in regional specialized media.

The following local and regional print and online media covered Compete activities (see Annex):

- *Newspapers:* Al-Quds Newspaper, Al-Ayyam News, Al-Hayyat Al Jadideh
- *News agencies:* Wafa News agency, Maan News agency, PNN News Agency, Shasha Raya Press, Ekhbaryat News Agency, Shfa Palestine News Network;
- *News webpage's:* Al Iqtisadi, Al Wasat Today, Al Watan Voice, Baladna, Hurriyat News Network, Panet.co.il, Sama News, Shasha News, Zamn Press, Al Bawaba, Arab Crunch, Mob Outlook 76, Donia Al Watan;
- *International:* Los Angeles Times Travel, Travel Weekly, New York Times

Online

The team has focused on ensuring regular updates and continued improvements to the project's website to make the site more dynamic and user-friendly. This quarter the team made some changes to ensure compliance with USAID branding guidelines. During this quarter 3,267 visits were logged at the site from 57 different countries.

Events

This quarter there were four events held that the Communications Team worked with the technical teams to organize and promote. Promotional activities included brochures, roll ups, banners, photography and so forth for the following events:

- Arabreneur Pitching Event, April 6, 2014
- EZone Opening, April 8
- B2B Event in Tel Aviv, April 9
- Jericho Arts Festival, Weekends, April 24 – May 24
- Coverings Trade Show in Las Vegas (stone), April 29 – May 2
- M.A.K. Celebration, May 8
- StartUp Cup Closing, May 25
- Hishams Palace Opening and Press Conference, May 28

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 17 weekly reports, two monthly reports and a quarterly report.

The Communications team wrote four success stories this quarter to highlight achievements in the Agribusiness sector, called *Farmers Invest for Growth, Expanding Profits from Local to Global*; and *Exceeding All Expectations*; and the Tourism sector, called *Better Institutions to Expand Palestinian Tourism*.

SUBCONTRACTS AND GRANTS

During the fourth quarter of the third year of the project (April 1, 2014 through June 30, 2014), 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 Q4 of FY3

Procurement for project activities continued, including agricultural inputs for strawberry farmers, lychees, and mangoes. The final installation of a guava and avocado packing line in Qalqilya was completed. The exterior and interior works for Hishams Palace renovation were completed. The procurement team worked with the Communications Team to execute the Jericho Festival through procurements for publicity, event management, a film festival, several competitions related to ICT, and bands. Grants for full feasibility studies of new sludge products were implemented. The initial procurement for a Web Based Food Safety and Traceability Solution was conducted.

Twelve (12) grants totaling \$300,443 were executed during the quarter with an additional 3 in the concept/negotiation phase.

The Compliance and Grants team worked closely with the Finance team to complete the monthly Sub Award Reporting as required under Mission Notice 2009-WBG-11 as well as the annual Compliance Review in relation to our Sub Award Reporting and Vetting. In addition, we worked with two subcontractors and a grantee to guide them through the Partner Contracted Audit process while undergoing our own audit fieldwork.

During this quarter, 220 new requests for vetting were submitted to USAID for individuals and organizations. Eligibility/Ineligibility Notices for 249 outstanding requests were received.

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. The Partner Contracted Audit for DAI as a prime contractor as well as the audits of two subcontractors and one grantee will be finalized during this quarter as well. In Q4, the Compliance and Grants team anticipates supporting the finalization of the procurement of the Traceability Solution and a potato peeling machine for Al Salam Investment Group, and support to grantees participating at the Marmomacc trade show in Italy (Stone & Marble).

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.

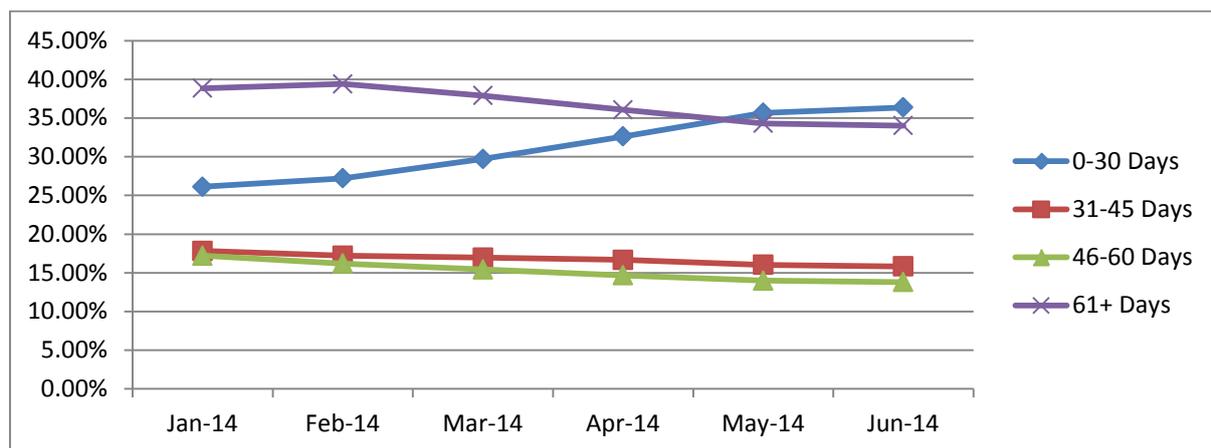
ISSUES THAT MAY INHIBIT OR ENHANCE PERFORMANCE

Vetting

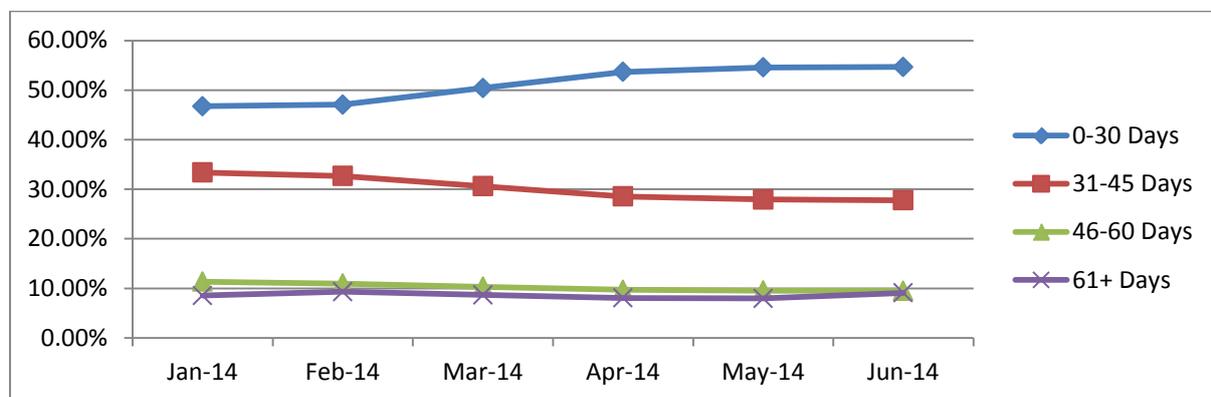
Engagement in a partnership-like relationship with established as well as start-up Palestinian companies is the surest method for USAID to help build a growing economy with job opportunities for young people that could result in a lasting and peaceful Palestinian society in the Near East. Underpinning these potential partnerships is the willingness and success in adhering to Mission Order 21 in a timely business-like manner.

The Q2 of the calendar year saw a continued positive trend first revealed in first three months of 2014 with marked improvement in the processing of vetting applications for Mission Order 21. As seen below the trajectory for rapid vetting has crossed a threshold where for the first time more companies have received vetting with 30 days compared to those that take 60 day or more.

NETTING ANALYSIS – COMPANIES
COMPETE PROJECT January 2014 – June 2014



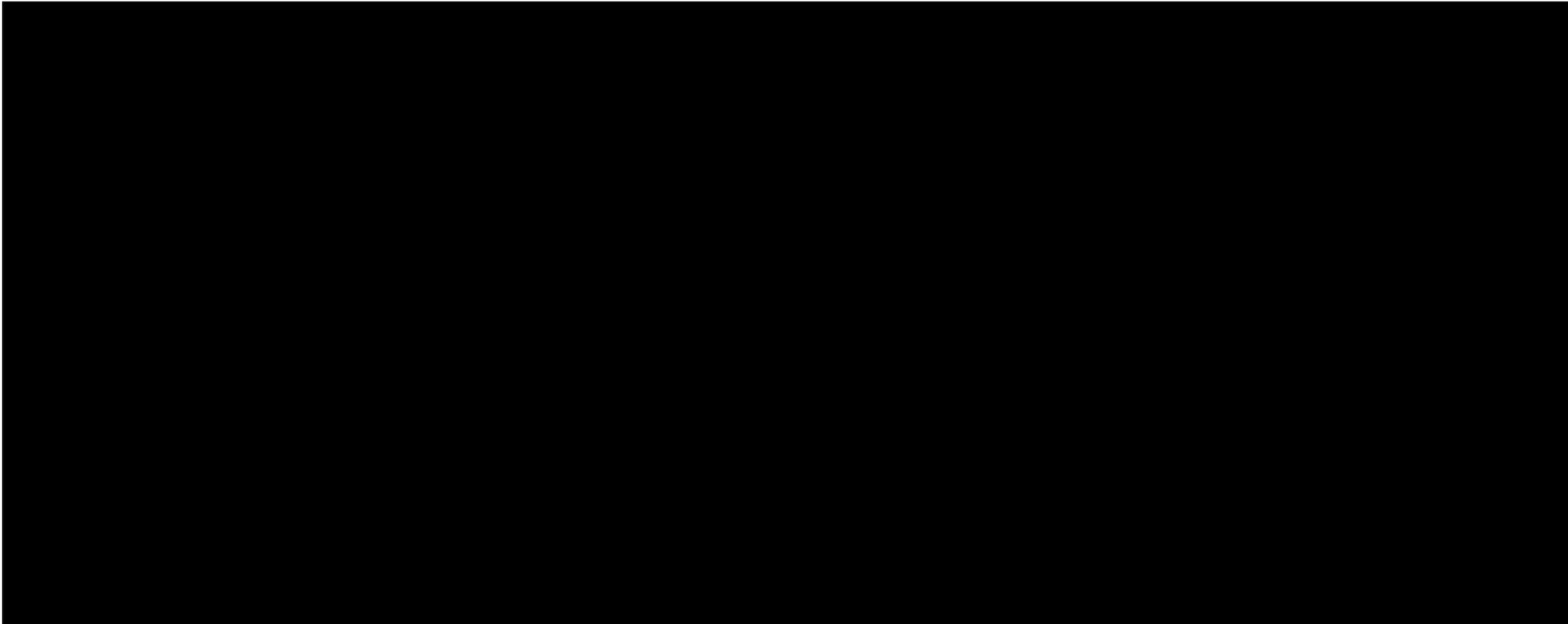
NETTING ANALYSIS – INDIVIDUALS
COMPETE PROJECT January 2014 – June 2014



FINANCIAL SUMMARY

The financial summary for Quarter 3, FY3 of the USAID West Bank and Gaza Compete Project is provided in the table below.

Current Obligation	Obligation Spent	Obligation Remaining	Per Cent Obligation Spent	Per Cent Obligation Remaining
\$29,763,000	\$23,036,827	\$6,726,173	77%	23%



LEVEL OF EFFORT CHART
(Person months)

Item	Contract Budget Base Period			Inception to Date (June 2014)		Contract Budget Base Period				
	Person Months per Year	Number of Individuals	Total Person Months	Number of Individuals	Total Person Months	Year I	Year II	Year III	Total	Total Remaining
Long Term Professional Employees	12	14	168	18	349	168	168	168	504	155
Short Term Consultants	12	-	60		170	60	60	60	180	10
Direct Home Office Support	-	-	-		8	10	5	7	22	14

ANNEXES

Annex : Media Monitoring Report

