



PROMOTING INDUSTRIAL ZONES AND INVESTMENT MOBILIZATION
USAID WB/G SO1: EXPANDING ECONOMIC OPPORTUNITIES
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**International Organization for Standardization (ISO) and Process
Capability Audit (Final Report)**

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TO THE

USAID MISSION TO THE WEST BANK AND GAZA
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I. PIEFZA Mission Status

This section provides a point-by-point analysis of PIEFZA's organizational responsibilities under its Law, proposes performance metrics for each point, and identifies missing ISO-required processes. Note that the metrics identified here are general in nature, and are further refined in the individual Process Flowcharts, which include specific measurements to assess process capability.

PIEFZA Legal Responsibilities

Mandate:

Supervise industrial estates and promote industrial estates and free zones locally and internationally with the aim of **attracting investment**. Develop regulations relating to financial, administrative and technical matters inside these estates and free zones.

Analysis: PIEFZA is not now actively meeting its mandate due to the prevailing political situation. PIEDCO, the only industrial estate developer/operator, has only been able to collect a small portion of the Tennant/Investor fees for the past two-and-a-half years. As a result, both organizations' sales/promotion function is currently dormant. PIEDCO's Director General is willing and able to "sell" when the time comes (and is well aware of the markets to target), but sees no real sales opportunities at this time.

Metric: Sales-based metrics are not indicative of performance at this time.

Legal:

Palestinian Industrial Estate and Free Zone Law in November 1998. Under this law, PIEFZA was established with full independent legal status and was designated to be the "One Stop Shop" for investors at the industrial estate and industrial free zones. List of One Stop Shop "products" or "outputs" or "services" include: Permitting, Registration and Commercial Records, "No Objection Letters, Industrial Estate/Industrial Free Zone Certificates, etc.

Analysis: The classic definition of a One-Stop-Shop cannot be met because the implication is that "barriers to success will be removed through personal advocacy." PIEFZA is at 75 percent in terms of the processes being in place to reach "start-up" quickly and efficiently. Processes can be improved to shorten cycle time. However, even if these process improvements are pursued, Tennant/Investor still faces impossible conditions on the Israeli side that include damaged goods, VIP exclusion from Gaza, shipments being held "for security purposes" and much worse. Even if the One-Stop-Shop were at 100 percent, the Tennant/Investor would still fail because of high "costs of passage."

Metric: PIEFZA can only control processes on the Palestinian side of Karni/GIE.

Funding:

PIEFZA's financial resources derive from the general budget of the PA, fees collected from licenses granted for industrial estates/industrial free zones, grants and loans provided by donor organizations, and any other revenues of financial penalties collected in the operation of industrial estates.

Analysis: International funding is stalled due to the political situation; fees cannot be collected due to the political situation.

Metric: PIEFZA has limited options for working towards financial self-sufficiency.

Board:

11 members, seven from various Palestinian Authority (PA) Ministries, and four representatives of the private sector, including two representing the developers and two representatives of the chambers of commerce and industry and industrial federation. PIEFZA's Board must endorse the PIEFZA work plan.

Analysis: Board meetings are not held according to a regular schedule, but on an ad hoc basis (until recently, the board did not meet for an extended period of time). Their original PIEFZA work plan was approved years ago.

Metric: The Board has not played a strong role at critical points during the political crisis.

PIEFZA's Specific Activities:

1. The preparation of a comprehensive general policy for the establishment and development of industrial estates and industrial free zones in West Bank/Gaza.

Analysis: The Policy is not comprehensive because "sales" is missing. The concession agreement (between PATICO and PIEFZA) does not address the division of responsibility for sales and promotion.

Regarding VAT and Taxes (policy for establishment and development), these processes are outside PIEFZA's control. The VAT Refund Process is upside down – the PIEFZA trail is littered with examples of companies who cannot get VAT refunded because the PA has no money. PIEFZA cannot be accountable for this situation.

Metric: Difficult to apply to PIEFZA alone.

2. Submission of proposals, plans and recommendations (for the creation of new IE/FZ's) to the Council of Ministers (The Cabinet) regarding the establishment, development and management of any industrial estate or industrial free zone in West Bank/Gaza.

Analysis: Promotional campaigns or programs, treaties or major funding proposals, or suggested new Industrial Estates or Free Zones have to be approved by the Council of Ministers. It was not possible to research these approvals, but in reality, we know that at least the PIEFZA Board of Directors approved all of the above.

Metric: Threshold (financial) above which the Council of Ministers (the Cabinet) must approve plans and programs – and is it being followed.

3. Review of applications related to the establishment of industrial estate/industrial free zones for industrial projects and submission to the Council of Ministers of its recommendations.

Analysis: Same issue as point 2 above.

4. The granting of Industrial Estate/Industrial Free Zone Certificates to qualifying investors.

Analysis: Same issue as Tennant/Investor Facilitation Process.

Metric: 100 percent acceptance rate from the Subject Institutions, but as a “One-Stop-Shop” the process could be improved from the Tennant/Investor point of view to include increased “advocacy” and less “leg-work.” See the Process-by-Process Final Audit Report.

5. Development of industrial estates/industrial free zones, directly or through developers.

Analysis: Relatively simple to assess.

Metric: A customer satisfaction scorecard for PIEDCO by the Tennant/Investors.

6. Preparation of plans and programs related to the development and growth of industrial estates/industrial free zones.

Analysis: Some plans and programs regarding growth of the GIE have been creatively initiated but destroyed by the political crisis (see “Funding,” above.) Plans for more IE/FZ’s have been developed but not implemented.

Metric: Adapt work plan (see Board issues above)

7. Establishment of public facilities required by the industrial estates/industrial free zones, directly or by a third party.

Analysis: Off-Site Facilities such as the water treatment plant at GIE are done, but there are other “public facilities” related to Information Technology for example, that are appropriate, but we do not know if they are possible (for example, high-speed access). Regarding PIEFZA itself, the Marketing Department has no access to international telephone lines - yet the target investors are almost exclusively international.

Metric: Documented on-going resource utilization review.

8. Determination of fees and collection stipulations for services provided by PIEFZA to industrial estates/industrial free zones, in accordance with the law.

Analysis: Done in accordance with the schedules developed by the Board of Directors.

Metric: Collection process and revenue.

9. Subscription (signing) of contracts and agreements, and acceptance of subsidies and donations in accordance with the provisions described.

Analysis: They are signed – but we do not know if the Council of Ministers is in the decision-making, notification, or approval cycle.

10. Approval of the annual public budget of PIEFZA and submission to the appropriate authorities for ratification.

Analysis: The PA Budget is restricted to daily expenses only – there are no funds for developing or upgrading “Promotional” programs. All of this must now come from donors.

Metric: Council of Ministers role in trying to provide Donor Funds; General Director role.

11. Selection of developers and subscription (signing) of contracts with them.

Analysis: The Selection Process has only been engaged once – with, in the end, a “sole source” award.

Metric: Quality of developer; compliance with contractual responsibilities.

12. Control the performance and development of industrial estates/free industrial zones and publish pertinent reports.

Analysis: MIS dutifully produces all requested reports. The report that is missing is the report on these Activities, plus Mandate, Legal, Funding, and Board “performance.” The Board of Directors is wholly responsible for reviewing the responsibilities of PIEFZA on a *regular basis* and to consider/re-consider the performance in light of the current political/financial realities.

Metric: Reports (Operational Statistics from “Site Operations”) designed to assess performance in consideration of financial and political realities.

13. Subscription (*signing*) of local and regional agreements with respect to any of the issues identified in this law.

Analysis: All required signatures seem to be in place. The issue remains, unfortunately, that many of the agreements signed are ignored/revoked by Israel, or given “a pass” by both PIEFZA and PIEDCO to face reality in the current situation.

Metric: Difficult to apply with any consistency.

II. Process-By-Process Analysis

- Current Situation Analysis
- ISO Analysis
- Suggestions for Improvement

NOTE: The expression often repeated below that “there was no process” means that in ISO terms, there were no documented and controlled processes. There were instances of “documented generalized steps”, but no processes.

One Stop Shop:

Tenant/Investor Service Facilitation Current Situation:

- Given an operating definition of “One Stop Shop” (personal and direct intervention to overcome all barriers to permits and agencies; dramatically foreshortened cycle times for agency approvals, high-level and personal advocacy;) the One Stop Shop operates at 75 percent. Per “The Agreement”, PIEFZA is supposed to be “hands-off” PIEDCO and the Permit-Issuing entities. However, there is a monthly Saturday Morning meeting (to facilitate, not to interfere) hosted by PIEFZA Operations and the Director General, for the Tenant/Investors, Security, and PIEDCO. Minutes are maintained.
- The initial “process” existed in the form of a table listing the Steps, Documents, Cycle-Time and Comments that are believed to have been used to drive the workflow of the MIS. However, when we flowcharted The Process, the Process Owner had great difficulty “connecting the dots”, which means he knew the steps well but did not have a process.
- There is no Corrective Action/ Improvement process to respond to issues raised by the monthly Saturday meeting in a structured way.

(With regard to ISO 9001:2000: This process, with the “real-time” changes [a documented process v. steps – and other changes] made during the audit process – complies with the standard if and when a “Customer Requirements Capture Document” is put in place).

Tenant/Investor Service Facilitation suggested improvements:

- In a standard private business, Public Relations/Marketing/Sales would host this meeting. It is difficult to see how Marketing can do their job receiving only verbal results of these meetings.
- The PA/PADICO Agreement/implementation should be changed to allow mutually beneficial interaction between PADICO and PIEFZA. PADICO is likely to welcome any changes that result in more Tenant/Investors.
- Any new Tenant/Investor is going to “talk to the present Tenant/Investors” before “investing”, so there should be a formal “Customer Satisfaction” capture document (a survey.)
- A “Customer Requirements Capture Document” should be put in place.
- PIEFZA could shorten the cycle time by submitting the Request Letter(s) to the Companies Registry and Israeli Institutions in person instead of having the Tenant/Investor do it. There are several examples like this where the Tenant/Investor is doing the legwork instead of PIEFZA.

Customs and Tax Process (the tax-break approval process) Current Situation:

NOTE: This is related to One Stop Shop– but is broken-out separately because of its complexity.

- This process is well understood, partly because law drives it very exactly. We were able to document a very straightforward process that seems logical and effective.
- The Process-Owner is particularly knowledgeable.
- The Customs and Tax “dispensations” are based on capital equipment investment.
- VAT is reimbursed based on the Customs determinations.
- The PIEFZA Board is required to approve these recommendations (it is required to meet every month, but does not. It does not appear that the number of meetings and the “due diligence” (for example, allowing a situation where there is no Sales Process to exist/continue) is sufficient to achieve PIEFZA’s goals.)

With regard to ISO 9001:2000: This process, with the “real-time” changes [a documented process v. steps – and other changes] made during the audit process – complies with the standard.

Customs and Tax Process suggestions for improvement:

- Same as the Facilitation Process – re-draw the Agreement.
- The VAT Refund Process is upside down– the PIEFZA trail is littered with examples of companies who cannot get VAT refunded because the PA has no money.

Permitting Process (Environmental) Current Situation:

- This process is owned -by the same person as Investor Service – the same comments as One Stop Shop apply. This is part of that process – but is broken-out as a separate step due to its complexity.
- The Tennant/Investor is required to hire a consultant to respond to many of the *same issues* “other Tennant/Investors” have already hired consultants to respond to.
- A second Process includes Permits for Developers.

With regard to ISO 9001:2000: This process, with the “real-time” changes [a documented process v. steps – and other changes] made during the audit process – complies with the standard.

Permitting Process Suggestions for Improvement:

- Same as the Facilitation Process – re-draw the Agreement to permit more advocacy and intervention from PIEFZA.
- PIEFZA could maintain an “Environmental Library” of current and past Applications so that new Applicants are able to save money on consulting fees by being able to provide their consultants with up-to-date information on existing conditions.

Post-Environmental Approval Process (Registration and Operating Permits) Current Situation:

- This process is owned -by the same person as Investor Service – the same comments as One Stop Shop apply.
- Same lack of advocacy issues as One Stop Shop (this is part of that process – but is broken-out at a separate step due to its complexity.)

With regard to ISO 9001:2000: This process, with the “real-time” changes [a documented process v. steps – and other changes] made during the audit process – complies with the standard.

Post-Environmental Approval Process Suggestions for Improvement:

- PIEFZA could shorten the cycle time by submitting the Final Letter of Recommendation to the Companies Registry in person instead of having the Tennant/Investor do it. There are several examples like this where the Tennant/Investor is doing the legwork instead of PIEFZA.

Promotion and Marketing Current Situation:

- Even if new Tennant/Investors were to join the Gaza Industrial Estate (GIE) – the risk of failure is high. PIEDCO recognizes this, and even though they claim (credibly) that they “know exactly who to call” – they are not calling because they cannot deliver on the “promises made.”

The “promises made” are that investors in the GIE will have free access, priority special handling of your goods, priority movement of personnel and vehicles – and the One-Stop-Shop will act as an advocates to make this happen.

The PA, PIEFZA, PADICO – no one can deliver these promises. Current Tennant/Investors are barely hanging on. What new investor will engage in a project where the best they can expect is “survival” (if even that.)

It was stated several times that “PIEFZA cannot fail because it is a government agency -- even if there were no tenants – everyone’s job is secure.” While it’s true their role is not selling (by Agreement,) the PIEFZA Board of Directors should still be accountable for the failure of any IE/FZ.

Looking to the future, when Tennant/Investors *can* prosper:

- PIEFZA’s “mission statement” *does not require* PIEFZA to do Sales.
- PIEDCO’s concession (contract) *does not require* “The Developer” to do sales so PIEFZA only “*encourages*” (or did a long time ago) them to sell. One would have to stretch the legal obligation under the Agreement beyond legal interpretation to conclude that The Developer has any obligation to sell. Any obligation to “get on the phone and sell” to new, potential Tennant/Investors is vague and “by implication only.”
- The requirement is not in PIEDCO’s *parent company’s* contract either.
- There appears to be no feedback from people who travel around the world to seminars, conferences, and workshops. No Trip Reports.

- There is only a requirement for “making of strategic plans” – there is no requirement for execution. The Plan is mostly “visit international conferences” – and this is done by senior management or ministers – without/with little feedback to Marketing.
- The vast resources already existing from previous USAID funded consultants regarding “market development” is almost un-used, and generally “not available” (for example, the Diasporas List and the Prospective Investor Profiles – hundreds of pages.)
- Marketing does not know *if* the other Ministries are promoting PIEFZA/GIE or not – nor *how*. If Marketing goes on a trip there is no “trip report.” No feedback.
- Prospects who look into investing then decide not to Invest are not interviewed regarding “why” so “improvement” of Marketing/Sales (there is no Sales) is at least best described as “difficult.”
- It is the opinion of Marketing that “selling” would not work because no one would invest in GIE (or West Bank/Gaza) at this time.

With regard to ISO 9001:2000: Marketing is not an ISO Process. But if it were, the PIEFZA process would fail due to lack of feedback, “capture documents” (for example Trip Reports) and “necessary and subsequent actions” being taken and documented. Being forbidden by contract to “sell” – there is no “customer” for this process. Further, the requirement to “determine customer requirements” [what international investors are looking for] is not met (see the flowchart).

Promotion and Marketing Current Suggestions:

- Re-define the PA-PADICO Agreement to designate responsibility for sales”.
- For future IE/FZ’s - Hire a true, qualified, and experienced Sales Person/Team with a proven track record in highest-level international sales. When the time is right - Get them on the phones. (Interviews both inside PIEFZA/PIEDO and outside, indicate that “active sales” is not a Palestinian business tradition. It is more “here we are . . .”)
- When the time is right get International Telephone lines, get the Diaspora List and the Profiles and get on the phones.
- Provide more incentives (unfortunately we have no knowledgeable, proven ideas for a situation like this - Israel’s uncontrolled ability to cause failure at any time.)
- Provide a “better face” to the facilities (think Singapore.)
- Document Customer Satisfaction.
- Provide (if/as it makes sense) improved/advanced services.
- Study and take action based on the EC “Industrial Park Development Guide.”

Information Technology Operations Current Situation:

- The systems are very new – with most of the value-add being to One Stop Shop – but without a process (One Stop Shop Process), it is not possible (until now) to develop a workflow so that events are enabled and appropriately driven by Oracle. The System is “presumed-good” unless it is proven “not capable” through utilization. Everyone needs to use the system.
- It is fair to say that One Stop Shop, Building Licensing, Correspondence Archiving, and Marketing are the only entities that actually use the MIS capabilities – probably because it is new (our opinion is that Directorates should have been this “slow period” to be much more pro-active,) but without a “workflow” it is difficult to define “use.” Marketing is aware of resources that could be entered into the database/workflow and used to great advantage, but has not done this because (we think) it is “too close” to Selling.

- During the current “slow period” we would have expected that every functional group would have spent their time “loading” the database in MIS so that when things pick-up, they are competent users with a proven (or ready to be proven) series of interconnected work-flows.
- The new software that allows “an issue to remain open until the issue owner closes it” is very clever but as of this report, not enabled. Like all other applications related to MIS, it will be a few months before its value is known, but the idea is very sophisticated and makes sense technically and operationally.
- The internal memo means (peer-to-peer or colleague-to-colleague) on the intranet will not be available for some time. However, it has the possibility of reducing cycle times and at the same time increasing group (shared) knowledge.
- PIEFZA’s seemingly expensive and punitive agreement with their Internet Service Provider (ISP) restricts Intranet use to from 8-10 am and from Noon to 1400.

With regard to ISO 9001:2000: Information Technology Operations is not an ISO Process. What is required is a documented method of backing-up data. This is in place, therefore this Directorate is in general compliance with the standard. We have observed appropriate documentation of failures/fixes.

Information Technology Operations Suggestions for Improvement:

- The suggestion is actually for the Directorates: Get all your data into the MIS system and do it now. The Directorates need to be told in the clearest terms: “do not be found on the wrong side of this issue.”

The Web Site Current Situation:

- The Web Site is not updated. It is dormant. While it is newly built, it still needs continuous updating. New information is available and should be loaded.
- There is no “update schedule” to which the Directorates must respond.
- There are many “buttons” which are empty.
- This activity is negatively impacted by the ISP agreement.

With regard to ISO 9001:2000: Web -Site Operations is not an ISO Process unless the organization (PIEFZA) was an Internet Service Provider or a Website Design company.

The Web Site Suggestions for Improvement:

- The suggestion is actually for the Directorates: Get all your data into the Website and do it now.

Communications Archival Current Situation:

- It is a true culture shock for use to see such a strict “chain-of-custody” methodology –this is usually reserved for specialized industries such as Medical Implants or Environmental Remediation world, where risks are much higher. Even the Germans gave up on this approach a decade ago!
- Almost all correspondence goes to/through the Director General. This process is far too convoluted to describe in text (see flowchart).

- The “incoming files” and the “outgoing files” are totally separate and, even worse, separated by Ministry, Tennant/Investor – etc. If one wants to “follow an issue” one has to research file-to-file without knowing how the last document was categorized.
- Understanding of a single issue through a review of the correspondence can be very difficult.
- There is no “Controlled Change Process” for procedures because there were no procedures.

With regard to ISO 9001:2000: The “process records retention” criteria are not met because there have been no Processes. The Correspondence Records are kept, and except for a “revision number” system, the requirements of the standard regarding correspondence are generally met. Regarding “Process Document Control” – the standard is wholly not met.

Communications Archival Suggestions for Improvement:

- If this is a cultural issue, we have no suggestions.
- If this were an operational preference issue, the Director General would need to test the value of increasing his reliance on the competence of his people and being less central to all correspondence.
- The “Issue open/Issue Closed” proposed MIS solution would be a great help if it were viable and would actually be used (v. available but unused.)

Project Planning and Engineering Current Situation:

- Very competent and knowledgeable regarding taking Projects through the World Bank Process without problems.
- The Process is highly developed – they only need to capture it as classic “Project Management” Phase-by-Phase.
- What they do is prepare the base knowledge so that if a new project were to be approved (or a major development at GIE) and then, assist in hiring a consultancy who performs feasibility studies, names the developer and oversees construction. The bulk of their work is “up front.”

With regard to ISO 9001:2000: The “Quality Planning Process” criteria are generally met now and this “process” seems to generally comply with the standard “verbally”, but needs to be elevated to “documented process” with the completion of the consultant-provided “Project Development Cycle Matrix” or any other means Engineering might feel more appropriate.

Project Planning and Engineering Suggestions for Improvement:

- It is true that there is insufficient work to do these days, and the danger of “shutting-down for a period” is that you might not be able to return to this level of competency easily with new people later.
- The best way to demonstrate “Project Management Competence” is to start down the road of a true documented process.
- Engineering needs to begin immediately to, as appropriate, use the MIS workflow process and enter their data into the system.

Consultant Evaluation and Engagement (this is almost identical to “Service and Contractor Evaluation and Engagement” - classic “Supplier Qualification.”) Current Situation:

- This is a well-developed mental process and the participants did a good job of creating a draft flowchart in advance.
- This process does not currently use the services/advantages of MIS.

With regard to ISO 9001:2000: Now that this process is documented [see flowchart], it generally complies with the standard .

Consultant Evaluation and Engagement Suggestions for Improvement:

- Begin to use the MIS System and help develop a workflow.

Selection and Qualification of Service Providers/Contractors Current Situation:

- This is a well-developed mental process and the participants did a good job of creating a draft flowchart in advance.
- This process does not currently use the services/advantages of MIS.

With regard to ISO 9001:2000: Now that this process is documented [see flowchart], it complies with the standard.

Selection and Qualification of Service Providers/Contractors Suggestions for Improvement:

- Begin to use the MIS System and help develop a workflow.

Site Operations and Export/Import Operations Current Situation:

- Investor Services and Permitting works for Operations (!)
- The Operations Directorate gathers the data regarding labor-hours, facilities usage and import/export data and provides that to Investor Services and Permitting for data entry (!).
- This data is reviewed again on an annual basis to look for trends that may be of use to the Director General, PIEDCO, or other Directorates.
- Site Operations also is the go-between with the City for Tennant/Investor water, electricity and telephone lines.
- Site Operations is the principle Directorate in initiating the Israeli Permit and Visa Processes.

With regard to ISO 9001:2000: This process, with the “real-time” changes [providing a documented process] made during the audit process – generally complies with the standard.

Site Operations and Export/Import Operations Suggestions for improvement:

- ISP needs to be part of the “governance” level of PIEFZA, not the “operations” level. ISP pushes paper and Customer Satisfaction in the front-end of the Tennant/Investor process. Operations should push paper and Customer Satisfaction “after the fact.” PIEFZA needs only one ISP – but needs an Operations Directorate at each IE/FZ.

- As a matter of reality, the Israeli “export” side is such a disaster that even PIEDCO does not feel it is fair to prospective Tennant/Investors to “sell” to them. The Export Process, by definition, fails to deliver on the “basic promises” of PIEFZA and PIPA.
- Site Operations should enter all the various data directly into MIS instead of having ISP do it. This is a terrible waste of talent and money.
- ISP should take the Israeli Permit issues to the Ministry level instead of Site Operations.

Incentives Planning Process Current Situation:

- This process receives requests from all concerned parties – PIEFZA, PIEDCO, Israel, and the Tennant/Investors.
- The PIEFZA Board of Directors approves all Incentives except those originally granted by Law (which are available to all Tennant/Investors.)
- The track record is excellent regarding having PADICO, Palestinian Ministries and the Israelis approve Incentives.

With regard to ISO 9001:2000: This process is not required by ISO, but if it were, the “capture documents” (capture of Incentives Requests, Minutes of Meetings, and Board of Director’s responses) would need tightening-up. Otherwise, this generally complies with the intent of the standard now that it is documented (see flowchart).

Incentives Planning Process Suggestions for Improvement:

- Tighten-up the capture documents related to Incentives Requests, Minutes of Meetings, and Board of Director’s responses.
- The documentation related to “Israeli Refusals” of Incentive Requests should be analyzed formally so that a strategy might evolve from the history pattern of refusals. Maybe nothing could be learned, but even ISO requires “learning from experience.”

Developing Fees and Rates Current Situation:

- In this process Directorates (or the Director General) receives requests for Rate and Fee information from all concerned parties – PIEFZA, PIEDCO, and the Tennant/Investors.
- The Directorates perform a study to determine the basis for the Fees and Rates, forwards that to the DG and thence to the PIEFZA Board of Directors.

With regard to ISO 9001:2000: This process is not required by ISO, but if it were, it generally complies with the standard now that it is documented (see flowchart).

Developing Fees and Rates Process Suggestions for Improvement:

- No recommendations – this process is adequate.

Maintenance (off-site water treatment and power) Current Situation:

- There is no daily, weekly, or monthly check-sheet system even to capture “observed data” meter (e.g. pressure and flow) readings or “observed condition” of items like belts and consumables. A memo format is used so the data that *is* captured is inconsistent and insufficiently detailed to take all necessary and subsequent actions.

- There is no “maintenance form” so the data that *is* captured is inconsistent and insufficiently detailed to take all necessary and subsequent actions.
- There is no schedule that is based on actual experience. All maintenance is done according to the original equipment manufacturer’s manuals.
- Without a “maintenance form,” information about the tools used, the consumables used, and the parts -used is unstructured and cannot be used to predict equipment failure.
- The process owner has a great deal of experience with presumed-good operating units of well-good companies so we were surprised that he has no system in place to predict equipment failure nor to ensure “checks” were made and worst – “actual readings” of feedback meters of all types is not captured in any form.

With regard to ISO 9001:2000: This process, with the “real-time” changes [a documented process v. steps – and other changes) –made during the audit process still does not comply with the standard principally due to lack of “capture documents” and “necessary and subsequent activities based on hard data” – without hard data you cannot demonstrate that you are learning from experience, a.k.a. documented cases of continuous improvement

Operations Maintenance Suggestions for Improvement:

- Immediate introduction of structured capture documents for “checks” and another for actual maintenance done.
- Commence gathering data from those capture documents and analyzing that data for trends and savings.

Building and Licensing Current Situation:

- There is no building so no licensing is needed although construction may start on the 2nd & 3rd phase at any time – even while the GIE is not producing new Tennant/Investors.
- However, the flowchart one of the people prepared demonstrates that the process is very well understood. The person even made a version of the process “from the Tennant/Investor View”- surprisingly good.

With regard to ISO 9001:2000: This Process complies with the standard as soon as the record retention aspects are added to the flowchart.

Purchasing Current Situation:

- There are no issues with purchasing itself.
- The committee that names new suppliers does not always include technical competence. (This is not a current major issue except to the persons involved – the system works now.)

With regard to ISO 9001:2000: This Process generally complies with the standard as soon as the record retention aspects are included.

Purchasing Suggestions for Improvement

- Perhaps the Technical Directorate personnel should be in charge of buying “anything technical” or any “technical service”.

Human Resources Current Situation:

- There is no record of “actual process training.” Even though, like any other company, there are “how we do it” training opportunities.
- People are expected to have each and every skill required upon hiring, and in fact the written process (PA Process) does not formally (documented) allow for hiring the best people, only the people with the best CV in the specific core technical areas.
- During “performance reviews” training for career path is unknown.

With regard to ISO 9001:2000: This Process generally complies with the standard except that the requirement for “periodic training needs assessment and plan”.

Human Resources Suggestions for Improvement:

- Long term improvement would be to formally change the current PA process to state, for example: “Nothing herein is to block hiring the best possible candidate after taking into account all applicants’ total capabilities.”
- Initiate “Periodic Training Needs Assessments” – including career path enhancement.

Finance Current Situation:

- This is not an ISO Process, but in any event, the process seems to work to standard practice.

With regard to ISO 9001:2000: Finance is outside the bounds of ISO. However, on its merits, this process generally complies with the precepts of the standard .

Security – The contract says PIEDCO does this – but PIEFZA is doing it.

Receiving/Warehouse – This seems to be a non-issue from conversations held – it is only for “office purchases” and “maintenance fittings” and appears to generally comply with the standard except of course, it is not documented.

Control of Customer Owned Material – PIEFZA does not do this, and so this would be “exclusion to ISO.” – see site operations import/export.

III. Missing ISO Clause Requirements

(Quality Manual) – There is no Quality Manual because there were (almost) no Processes. A Quality Manual may now be written, but other priorities are now more important.

(Management Responsibility [Management Review]) – There is no Management Review Meeting to review the following:

- FOLLOW-UP ACTIONS FROM EARLIER MANAGEMENT REVIEWS
- PROCESS PERFORMANCE
- CUSTOMER FEEDBACK
- STATUS OF PREVENTIVE AND CORRECTIVE ACTION
- PLANNED CHANGES THAT COULD AFFECT THE QMS
- RECOMMENDATIONS FOR IMPROVEMENTS
- PROCESS RELATED IMPROVEMENTS TO MEET CUSTOMER REQUIREMENTS
- RESOURCE NEEDS IDENTIFIED
- ADEQUACY AND EFFECTIVENESS OF THE SYSTEMS

and for each item above:

WHAT ARE YOU MEASURING,
HOW ARE YOU MEASURING IT,
WHERE ARE YOU GOING THIS YEAR,
WHERE ARE YOU TODAY,
AND A CONTINUOUS IMPROVEMENT CASE.

(Quality System Structure [master list of documents]) – There is no master list because there were no processes.

(ISO Internal Auditing) – With (formerly) no procedures to audit, auditing to the requirements of the standard is not possible. The consultant believes that initiating an ISO Internal Audit process would only further frustrate the organization, and should not be put in place at this time. There are far more pressing issues.

(Control of Process Records/Documents [ISO Document Control]) – PIEFZA did not have Procedures, so with the exception of “capture documents” (generally not used) there was nothing to control. There needs to be a Process Documentation procedure.

(ISO Required Key Process Interactions) The “Processes Required to result in the Products” is not what ISO wants, A flowchart (or other documents) with the key process, the support processes and interactions – the relationships between the processes – and their inputs and outputs is required.

(ISO “Non-Conformity” Process) “Non-Conformity” includes “situations” as well as ISO’s original intent: Non-Conforming Product. This would include such things as receiving the wrong parts for a Reverse Osmosis Machine, taking action on the wrong revision of an agreement, and taking action to require a consultant or contractor to correct a situation.

(ISO Calibration) This includes any monitoring or measuring instrument used for, for example, ensuring that water pressure and flow, electrical current and voltage are “as required” to provide the promised services. This is a small but required activity for PIEFZA.

(ISO Quality Planning) This Clause is fully and properly responded to by all of the planning and permitting activities and does not need to be a separate process.

(ISO Quality Policy) There needs to be a statement by the Board and the Director General that tells all employees and “customers” what the value system is at PIEFZA. The example below is typical, and very good:

It is the policy and the commitment of the

Management and Employees of PIEFZA that we:

- Maintain excellence in the quality of IE/FZ’s
- Maintain high integrity and good relations with regard to:
 - Ministries
 - Developers
 - Consultants
 - Tennant/Investors
 - Neighboring communities and nations
- Develop appropriate Employee skills and foster a commitment to competence.
- Ensure continuous improvement through the establishment, measurement, and review of our Management System.

IV. Detailed Process Descriptions in Flowchart Form

The following Processes are included in detailed flowchart form:

- PIEFZA Process Matrix
- Project Planning and Implementation Cycle
- Tenant/Investor Service Facilitation
- Customs and Tax Process
- Export-Import Operations
- Permitting Process for Tenant/Investors
- Permitting Process for Developers
- Post Environmental Approval Process
- Correspondence Chain of Custody
- Project Management
- Qualification and Procurement for Consultants
- Qualification and Procurement for Services
- Site Operations
- Creating Incentives
- Developing Fees and Rates
- Off-Site Facilities Maintenance
- Off-Site Operations
- Purchasing Process
- Site Promotion, Targeting, and Marketing
- Customer Requirements Capture Document

Each Process Flowchart contains:

- Links to all related processes
- Proposed metrics to measure the *effectiveness* of that process
- All forms and other documents related to that process
- All Process Records related to that process
- Identification of the Process Owner and Revision Status

PIEFZA Processes Matrix

Deliverable/"Product" (Legally Mandated)	1st Process	2nd Process	3rd Process	4th Process	5th Process	6th Process	7th Process	Result	N/Yr
1. The preparation of a comprehensive general policy for the establishment and development of industrial estates and industrial free zones in	IE/FZ Law Review Process	Policy Recommendation Process	Regulations Recommendation Process					IE/FZ Laws/ Policies/ Regulations Up-	1
2. Submission of proposals, plans and recommendations to the Council of Ministers regarding the establishment, development and management of any industrial estate or industrial free zone in Palestine.								Strategic IE/FZ Development Proposal Submitted Annually	1
3. Review of applications related to the establishment of industrial estate/industrial free zones for industrial projects and submission to the Council of Ministers of its recommendations.	IE/FZ Application Process							Individual IE/FZ Development Proposal Submitted Annually	1
4. The granting of Industrial Estate/Industrial Free Zone Certificates to qualifying investors.	Marketing Palestine IE/FZ Process (Promotion & Marketing)	(Investor Application Process)	Developer/Investor Agreement Assistance Process	(Environment Permit Process)	(Technical Permit Process)	(Company Registration Assistance Process)	(Investor Certificate Granted)	New Tenant/ Investor Created	
5. Development of industrial estates/industrial free zones, directly or through developers.	(IE/FZ Planning Process)	IE/FZ Site Engineering Survey Process	Leaseholder/Developer Concession Agreement Process (supplier/contractor Qualification)	Off-Site Infrastructure Funding Agreement Process	Off-Site Infrastructure Planning and Implementation Process	On-Site Infrastructure Plan Approval Process (bids & proposals)	Off-Site Construction Monitoring Process (Contract Management)	New IE/FZ Created	<1
6. Preparation of [incentives] plans and programs related to the development and growth of industrial estates/industrial free zones.	Incentives Planning Process (Creating Incentives)	Investment Customs and Tax Classification Confirmation (customs & Tax process)	Property Non-Confiscation Process	Businessman ID Card (BMC) Process (Customer Service)	Export/Import Facilitation Process (Customer Service)	Marketing Palestine IE/FZ Process (marketing, Investor targeting and site promotion)	Freedom of Money Transfer Process	Number of Investors Increases Annually	
7. Establishment of public facilities required by the industrial estates/industrial free zones, directly or by a third party.	See 5.5 (Maintenance operations)							Public Facilities Established for IE/FZ	
8. Determination of fees and collection stipulations for services provided by PIEFZA to industrial estates/industrial free zones, in accordance with the law.	Cost Analysis Process (Developing Fees & Prices)	Price Setting Process	(billing & Invoicing)	Collections and Agreement Analysis Process				Fees/ Collections Determined and Up-Dated Annually	1
9. Subscription of contracts and agreements, and acceptance of subsidies and donations in accordance with the provisions described.	IE/FZ Planning Process	Proposal Preparation Process	Donor Negotiation Process	Funds Accounting Report Process	Funds Performance Report Process			New/Renewed Funding Sources	
10. Approval of the annual public budget of PIEFZA and submission to the appropriate authorities for ratification.	Operating Expenses and Efficiency Trends Analysis Process	Budget Request Process						PIEFZA Annual Public Budget Approved	1
11. Selection of developers and subscription of contracts with them.	(Application Process)	(Environment Permit Process)	Developer Certificate Issued					New Developer Created	
12. Control the performance and development of industrial estates/free industrial zones and publish pertinent reports.	IE/FZ Performance Review Process	Site Operations Review Process (IE/FZ site operations)	Annual Operations Permit Process (Operation Permit)	Annual Performance Report Process	(Correspondence Archival)			IE/FZ Performance Improves Annually	
13. Subscription of local and regional agreements with respect to any of the issues identified in this law.	Current Agreements Review Process	Potential Benefits and Opportunities Review Process	New/Modified Agreement Process					Local/ Regional Agreements Up-Dated Annually	1
Note: (****) are existing processes									

Project Planning and Implementation Cycle

730-01-02

Program Name:

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5	PHASE 6
New Site Planning or, Major Modifications to Existing Site	Site Selection and Feasibility Study	Developer Selection and Engagement	Final Design, Agreements and Permits	Construction Phase	Post Construction Phase
<i>Design In</i>	<i>Design-Out</i>		<i>Design Verification</i>		<i>Design Validation</i>

Phase Exit Criteria

	FEASIBILITY				
<p><u>General</u></p> <input type="checkbox"/> Market Requirements Binder (a controlled table of contents incl: e.g. Competitive Literature and News Articles Internal Rate of Return Footprint IE/FZs Features Cost/Price Target Site Tennant/Investor Costs Site Features Market Data/Statistics) <p><input type="checkbox"/> Sales Ready Date</p> <p><input type="checkbox"/> Groundbreaking Date</p> <p><input type="checkbox"/> Available for Occupancy Date</p> <p><input type="checkbox"/> Site Description</p> <p><u>Technical Directorate</u></p> <input type="checkbox"/> Preliminary Engineering Study (cost estimates, infrastructure, preliminary master plan) <input type="checkbox"/> Engineering Study (infrastructure requirements) <input type="checkbox"/> Identification of Specific Technology, if any – related to targeted industries grouped by category, e.g. textile, chemical, manufacturing <p><input type="checkbox"/> Preliminary Engineering Report</p> <p><input type="checkbox"/> PIEFZA Approval</p> <p><input type="checkbox"/> PNA Approval</p> <p>CONTROL METHOD</p> <p><input type="checkbox"/> Funding Institution Approval</p>	<p><u>General</u></p> <input type="checkbox"/> Project Plan/Schedule <p><u>Resource Provision</u></p> <input type="checkbox"/> Submit Report(s) requested by Funders <p><u>Technical Directorate</u></p> <input type="checkbox"/> Guidance to Consultants <input type="checkbox"/> Guidance to Permits <input type="checkbox"/> Guidance for Regulatory Applications <input type="checkbox"/> Infrastructure Deliv. 1 <input type="checkbox"/> Infrastructure Deliv. 2 <input type="checkbox"/> Consultant Deliverable 1 <input type="checkbox"/> Consultant Deliverable 2 <input type="checkbox"/> Consultant Deliverable 3 <input type="checkbox"/> Consultant Deliverable 4 <p><u>Sales</u></p> <input type="checkbox"/> Sales Deliverable 1 <input type="checkbox"/> Sales Deliverable 2 <input type="checkbox"/> Sales Deliverable 3 <p><u>Developer Selection</u></p> <input type="checkbox"/> Developer Requirements <input type="checkbox"/> Developer Short List <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <p><u>Marketing</u></p> <input type="checkbox"/> Marketing Deliverable 1 <input type="checkbox"/> Marketing Deliverable 2 <input type="checkbox"/> Marketing Deliverable 3 <p><input type="checkbox"/> PIEFZA Approval</p> <p><input type="checkbox"/> PNA Approval</p> <p>CONTROL METHOD</p> <p><input type="checkbox"/> Funding Institution Approval</p>	<p><u>General</u></p> <input type="checkbox"/> Project Plan/Schedule <p><u>Resource Provision</u></p> <input type="checkbox"/> Submit Report(s) requested by Funders <p><u>Marketing</u></p> <input type="checkbox"/> Marketing Deliverable 1 <input type="checkbox"/> Marketing Deliverable 2 <input type="checkbox"/> Marketing Deliverable 3 <p><u>Sales</u></p> <input type="checkbox"/> Sales Deliverable 1 <input type="checkbox"/> Sales Deliverable 2 <input type="checkbox"/> Sales Deliverable 3 <p><u>Technical Directorate</u></p> <input type="checkbox"/> Guidance to Consultants <input type="checkbox"/> Guidance to Permits <input type="checkbox"/> Guidance for Regulatory Applications <input type="checkbox"/> Infrastructure Deliv. 1 <input type="checkbox"/> Infrastructure Deliv. 2 <input type="checkbox"/> Consultant Deliverable 1 <input type="checkbox"/> Consultant Deliverable 2 <input type="checkbox"/> Consultant Deliverable 3 <input type="checkbox"/> Consultant Deliverable 4 <p><u>Developer Selection</u></p> <input type="checkbox"/> Negotiate Agreement with Developer <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <p><u>Activity</u></p> <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <p><input type="checkbox"/> PIEFZA Approval</p> <p><input type="checkbox"/> PNA Approval</p> <p>CONTROL METHOD</p> <p><input type="checkbox"/> Funding Institution Approval</p>	<p><u>General</u></p> <input type="checkbox"/> Project Plan/Schedule <p><input type="checkbox"/> Lessons Learned</p> <p><u>Resource Provision</u></p> <input type="checkbox"/> Submit Report(s) requested by Funders <p><u>Marketing</u></p> <input type="checkbox"/> Marketing Deliverable 1 <input type="checkbox"/> Marketing Deliverable 2 <input type="checkbox"/> Marketing Deliverable 3 <p><u>Sales</u></p> <input type="checkbox"/> Sales Deliverable 1 <input type="checkbox"/> Sales Deliverable 2 <input type="checkbox"/> Sales Deliverable 3 <p><u>Technical Directorate</u></p> <input type="checkbox"/> Guidance to Consultants <input type="checkbox"/> Guidance to Permits <input type="checkbox"/> Guidance for Regulatory Applications <input type="checkbox"/> Infrastructure Deliv. 1 <input type="checkbox"/> Infrastructure Deliv. 2 <input type="checkbox"/> Consultant Deliverable 1 <input type="checkbox"/> Consultant Deliverable 2 <input type="checkbox"/> Consultant Deliverable 3 <input type="checkbox"/> Consultant Deliverable 4 <p><u>Activity</u></p> <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <p><input type="checkbox"/> PIEFZA Approval</p> <p><input type="checkbox"/> PNA Approval</p> <p>CONTROL METHOD</p> <p><input type="checkbox"/> Funding Institution Approval</p>	<p><u>Marketing</u></p> <input type="checkbox"/> Marketing Deliverable 1 <input type="checkbox"/> Marketing Deliverable 2 <input type="checkbox"/> Marketing Deliverable 3 <p><u>Sales</u></p> <input type="checkbox"/> Sales Deliverable 1 <input type="checkbox"/> Sales Deliverable 2 <input type="checkbox"/> Sales Deliverable 3 <p><u>Technical Directorate</u></p> <input type="checkbox"/> Guidance to Consultants <input type="checkbox"/> Guidance to Permits <input type="checkbox"/> Guidance for Regulatory Applications <input type="checkbox"/> Infrastructure Deliv. 1 <input type="checkbox"/> Infrastructure Deliv. 2 <input type="checkbox"/> Consultant Deliverable 1 <input type="checkbox"/> Consultant Deliverable 2 <input type="checkbox"/> Consultant Deliverable 3 <input type="checkbox"/> Consultant Deliverable 4 <p><u>Activity</u></p> <input type="checkbox"/> 6666 <input type="checkbox"/> 6666 <input type="checkbox"/> 6666	

Phase Definitions

An analysis on “what’s going on in the marketplace – which niche are we identifying?” Develop and Approve The Business Case Market Requirements Document	The MRD is picked-up by Mechanical Engineering and as the specifications are developed, those specifications are used to drive all other activities in each phase.	Prototypes are tested internally to the Alpha Plan driven by Engineering/Quality, and then externally according to the Beta Plan driven by Marketing – resulting in the Alpha Report and the Beta Report that drive corrective actions and continuous improvement.	Develop the processes and procedures that allow the verification of Administrative Processes e.g. Order Entry, Manufacturing processes, and the development/implementation of the Customer training process. Customer Training Product Launch Staging/First Customer Ship (FCS)	Continuous Improvement as an on-going process - - Customer Feedback “Service Support” feedback – “Maintenance Releases” Field Failure Analyses ----- Work with the Customers to ensure a smooth migration to the “new product” and provide for continuing support for the existing product.
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ONE STOP SHOP

Permits and Visa's, Registration/
Commercial Records, and Customs Issues,
Requests for Subsidies

ISP
Directorate

Facilities Issues
received directly by
Operations

Permitting (initial
Applications)

Whoever receives input
transfers (telephone) or
refers (personal contact)
Tennant to T/I Facilitation

Is contact person
Tennant/Investor
Facilitation?

Maintenance
751-0X

PIEDCO

Permitting
Process
723-01

No

Voice or
Document Input?

Referral or transfer
to Customer Service

Voice or Personal
Input

Documented Input

NOTE: ISP enters "issues, inputs and
outputs" into MIS "Investor Tracking
Database" so that the status of
Tennant/Investor Issues and
Applications can be known and
tracked through various query reports

Investor
Tracking
Database

Tennant/Investor
Requirements
Capture
721-02-01

Process
Record

T/I Facilitation captures
the conversation on the
Requirements Capture
Document

T/I Facilitation review the
input and determine initial
course of action

Process
Record

Appropriate
Application Form(s)
721-02-0XXX

Process
Record

Permit Issues
(e.g.: **Israel-related
Permits, and Visa's**)

A Tennant/Investor
may contact the
Operations Directorate
(OD)

Registration and Commercial Records
Issues
(e.g. New Company Registration, and
Commercial Record for "branches")

Customs Issues

Operations Director assists in the
completion of the form(s), checks-out
the information, approves and stamps -
then sends to DG for signature

T/I Facilitation reviews request to
ensure the necessary information is
correctly reported and that the
information is complete

Customs
Process
751-0X

Approved Forms and Letter given to ISP

T/I Facilitation reviews documents to
ensure the necessary information is
correctly reported and that the
information is complete

No - T/I
Facilitation
obtains additional
information from T/I

Complete and
Accurate?

Includes validating
the "requestor"
as being authorized

No - T/I
Facilitation
obtains additional
information
from OD

Not
Yet

Complete and
Accurate?

Includes validating
the "requestor"
as being authorized

Complete and
Accurate

T/I Facilitation typically
issues a letter to the Subject
Institution referring to the
existing Agreements

NOTE: ISP enters "issues, inputs
and outputs" into MIS "Investor
Tracking Database" so that the
status of Tennant/Investor Issues
and Applications can be known
and tracked through various query
reports

Approved
Application

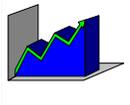
Signed
Request Letter

T/I Facilitation sends
letter to the Minister of
Industry and Trade, who
sends-on to Ministry of
Civil Affairs, who works
with Israeli Institutions

The approved
Permit(s) are returned
through the same
channels

Accepted by
Institution?

Process Measurement
Letters rejected by
Institutions for being
incomplete or in error



Validated
Permit

Controlled
Document

Validated
Document(s)

Process
Record

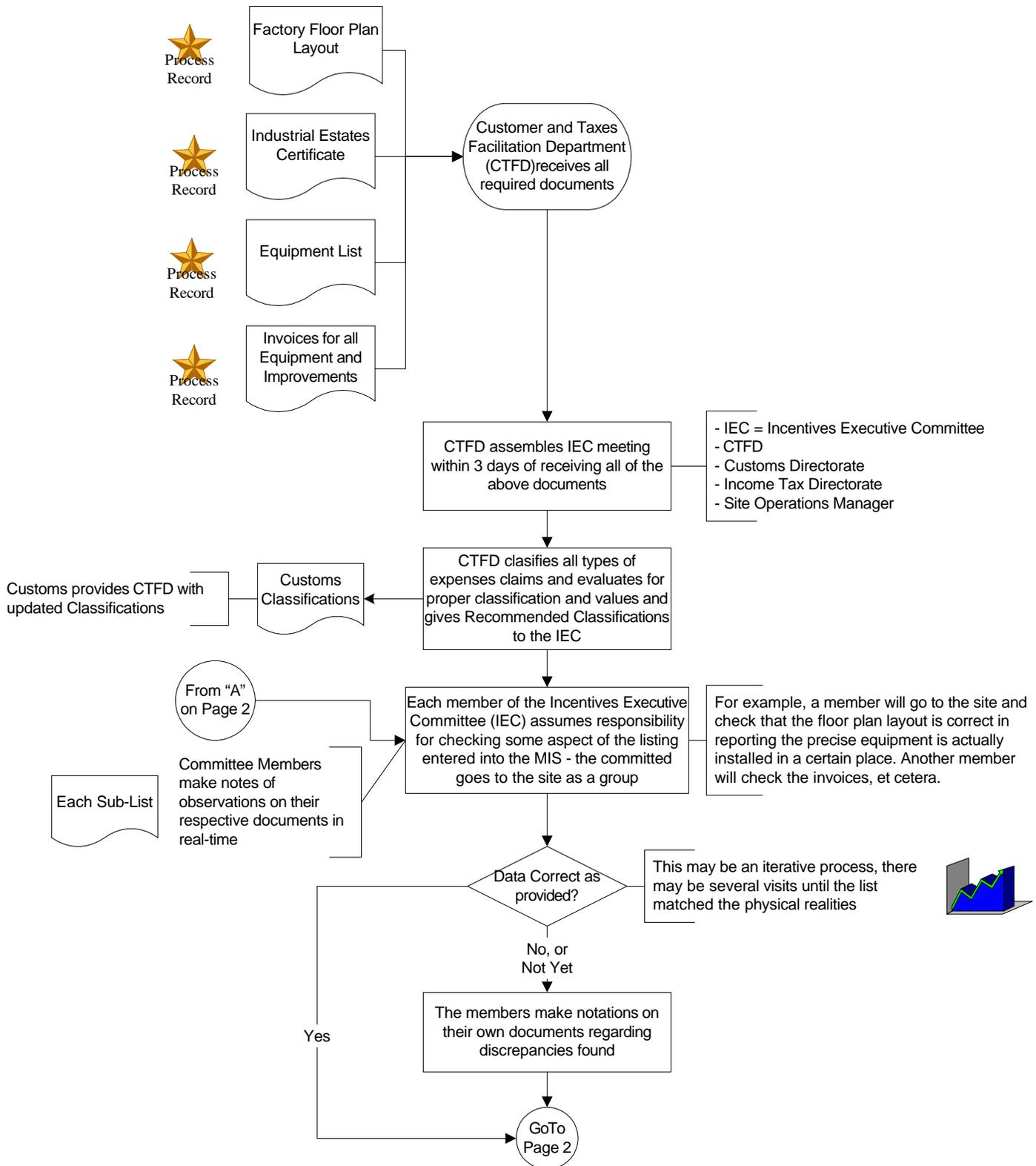
T/I brings the Registration and
Commercial Records to T/I
Facilitation who places them in
their T/I File

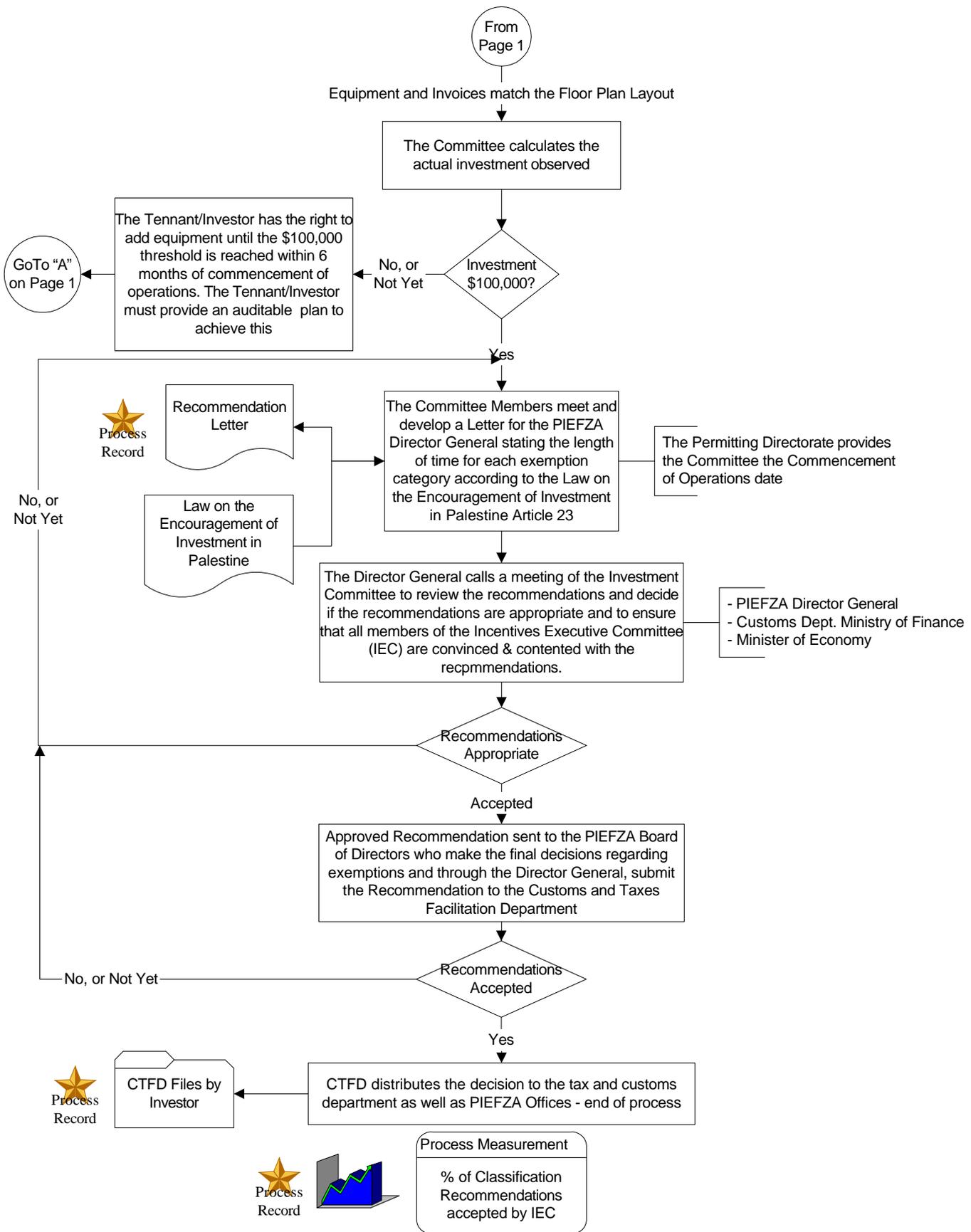
Tennant/Investor File
maintained by
Facilitation

T/I Facilitation gives the Validated
Permit to the Operations Directorate
who passes-on Permit to the Tennant/
Investor

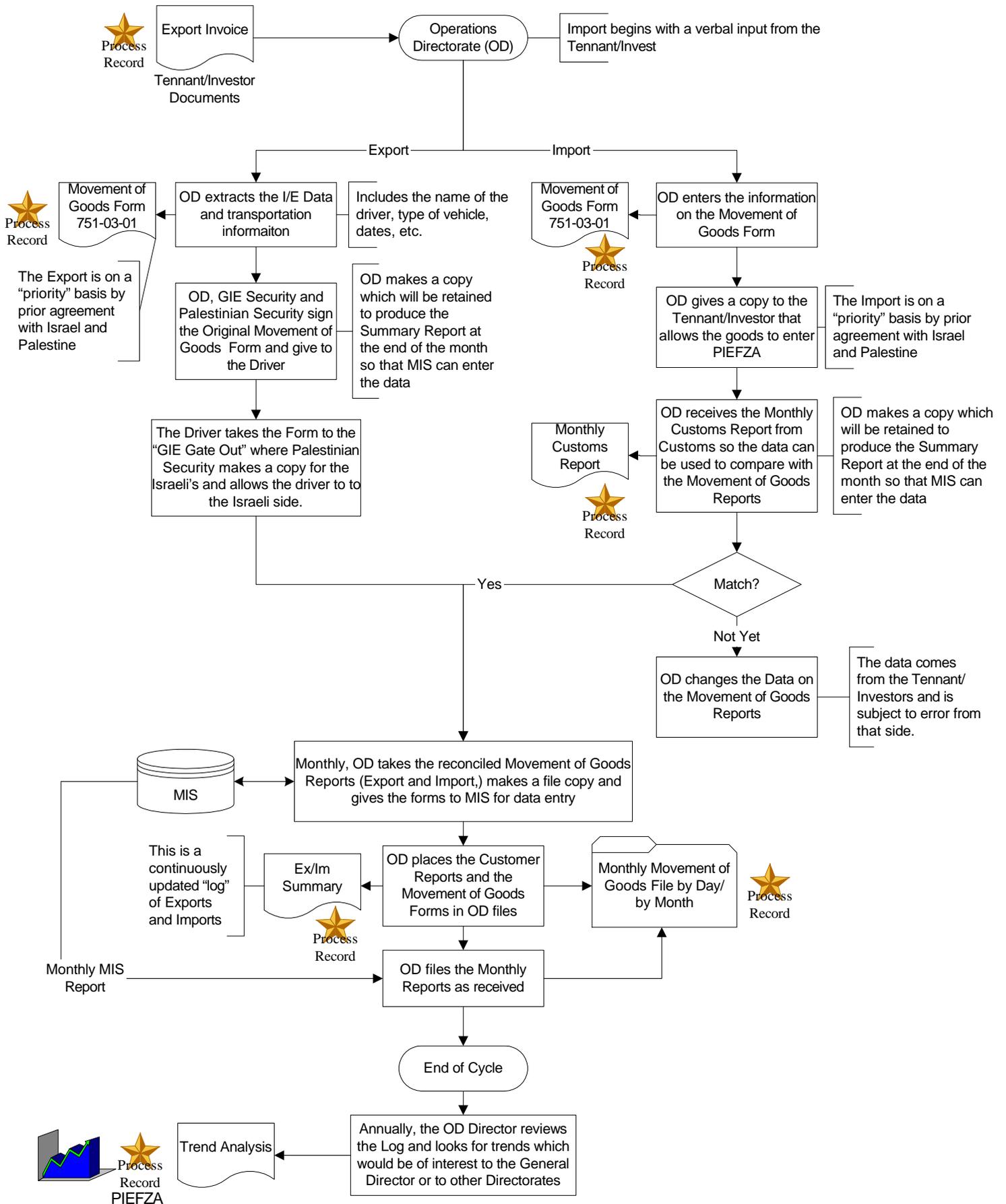
Records Retention

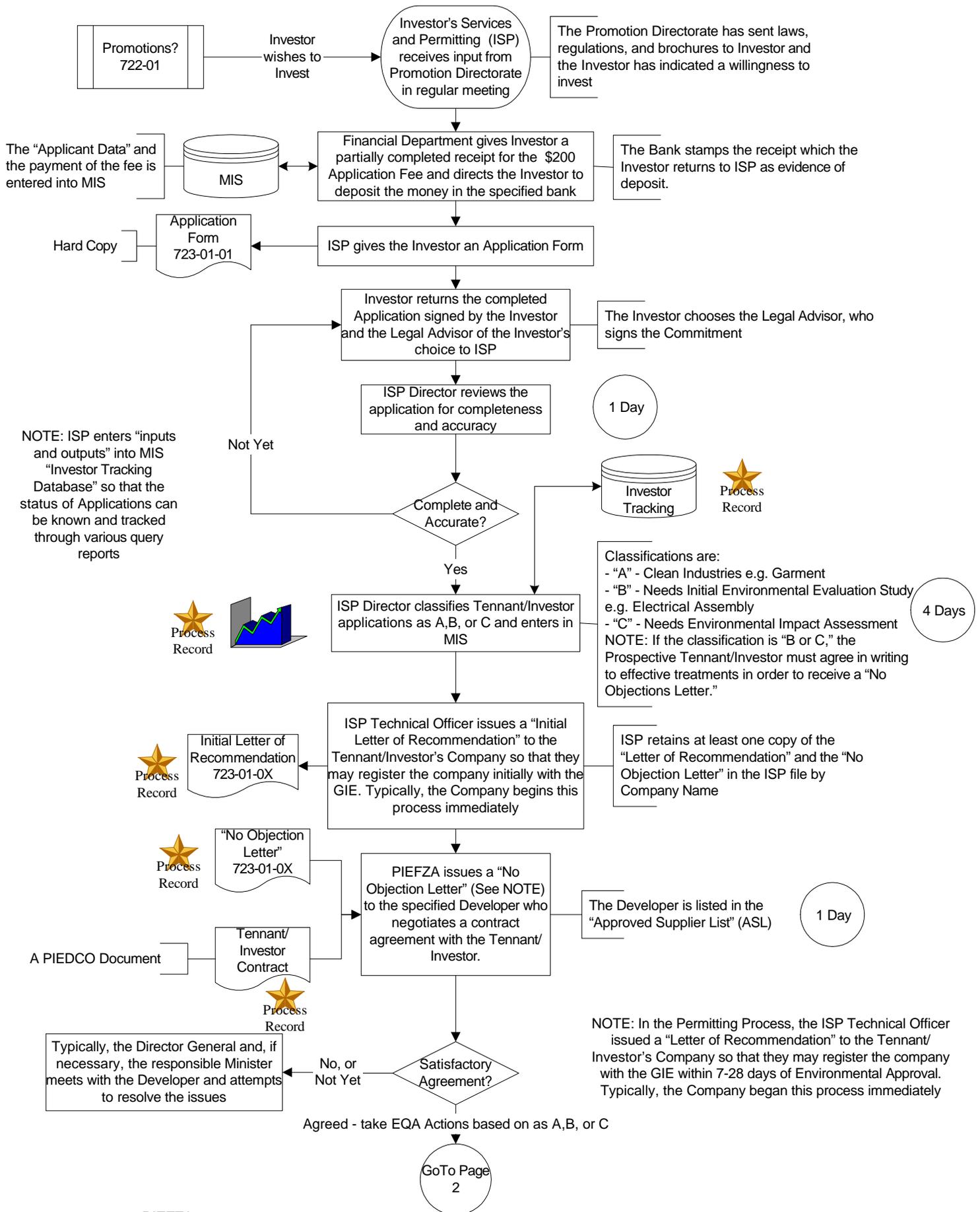
PIEFZA

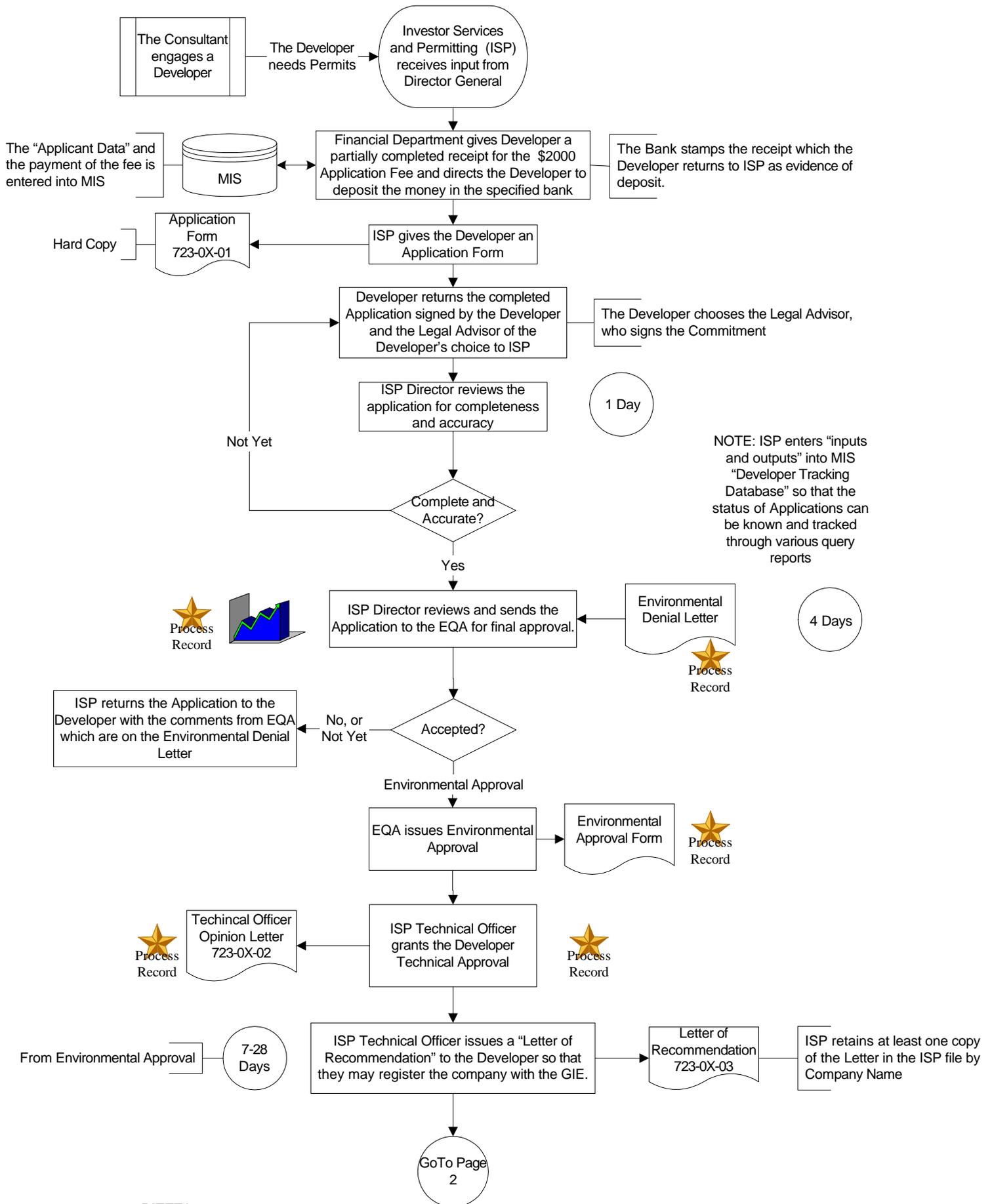




PIEFZA







PIEFZA

From Page 1



ISP Developer File

Developer File to the Board

ISP gives the Developer File to the PIEFZA Director General who forwards it to the PIEFZA Board of Directors

15 Days Max.

Consultant and Developer work to resolve issues and re-engage the process at the step identified by the Board, the Director General, or ISP as appropriate

No, or Not Yet

PIEFZA Board Approves?

Approved



IE/FZ Developer Certificate 723-0X-02

ISP issues the Developer an "IE/FZ Developer Certificate" upon payment of an \$8,000 fee.

The Certificate is valid forever. The Bank stamps the receipt which the Developer returns to ISP as evidence of deposit.

15 Days Max.

A PIEDCO Document



Copy of Site Map(s) File

Building Licensing Department discusses Site Map(s) and other requested information with the Civil Defense and Ministry of Labor for their opinions

Developer Tracking Database

NOTE: ISP enters "inputs and outputs" into MIS "Developer Tracking Database" so that the status of Applications can be known and tracked through various query reports

Approved?

Approved



IE/FZ Operation Certificate 723-0X-03

ISP issues the Developer an "IE/FZ Operation Certificate" upon payment of an \$8,000 fee. This must be renewed yearly

The Bank stamps the receipt which the Developer returns to ISP as evidence of deposit.

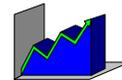
A PIEDCO Document

ISP files documents

Copies saved by ISP in the Developer/Operations File



Developer Planning with PIEFZA Building Department Oversight



Process Measurement

% of ISP approved Applications approved by The Board, EQA, Civil Defense, and Labor

PIEFZA

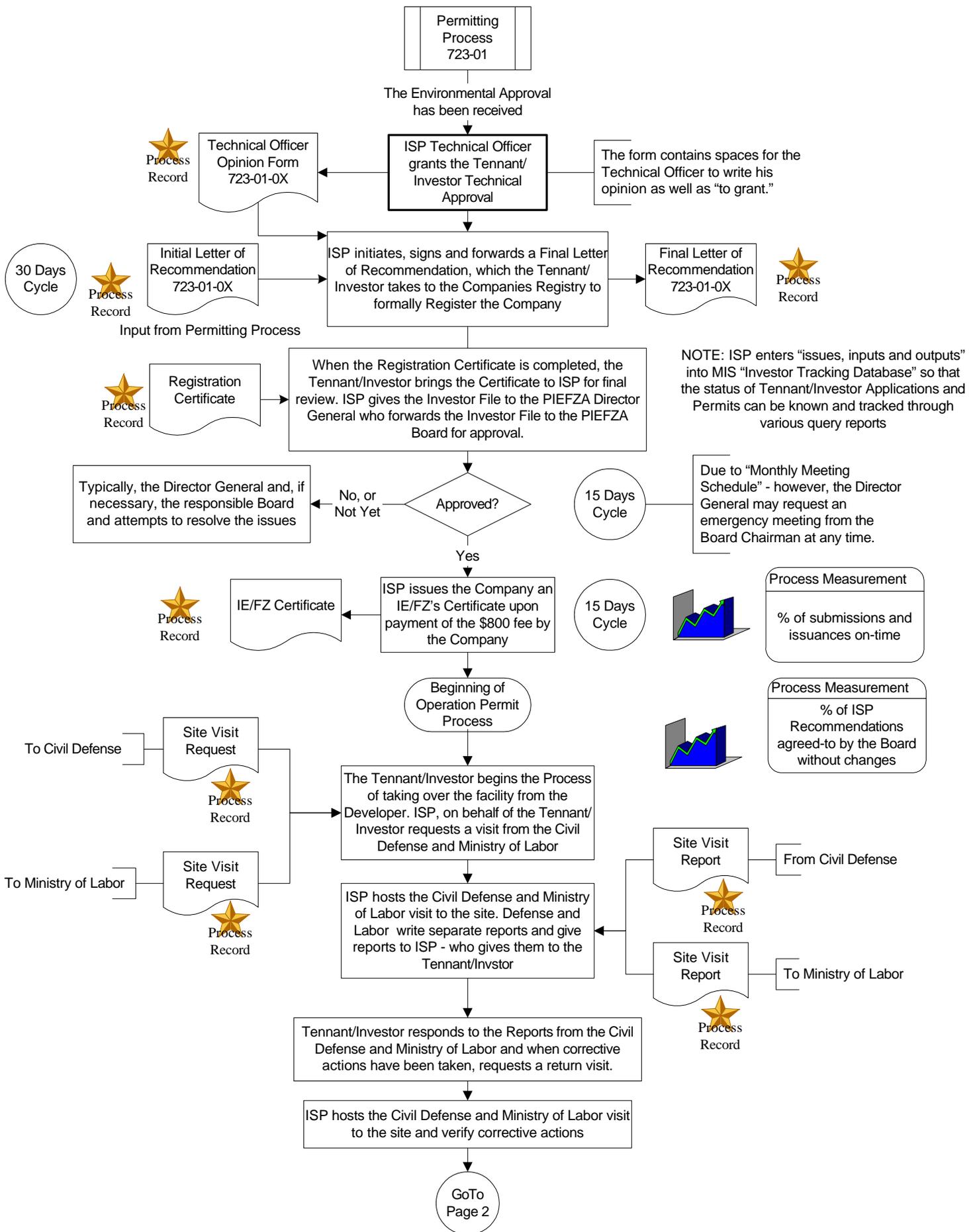
723-0X Rev. 0

Process Owner: Mahmud Erhim

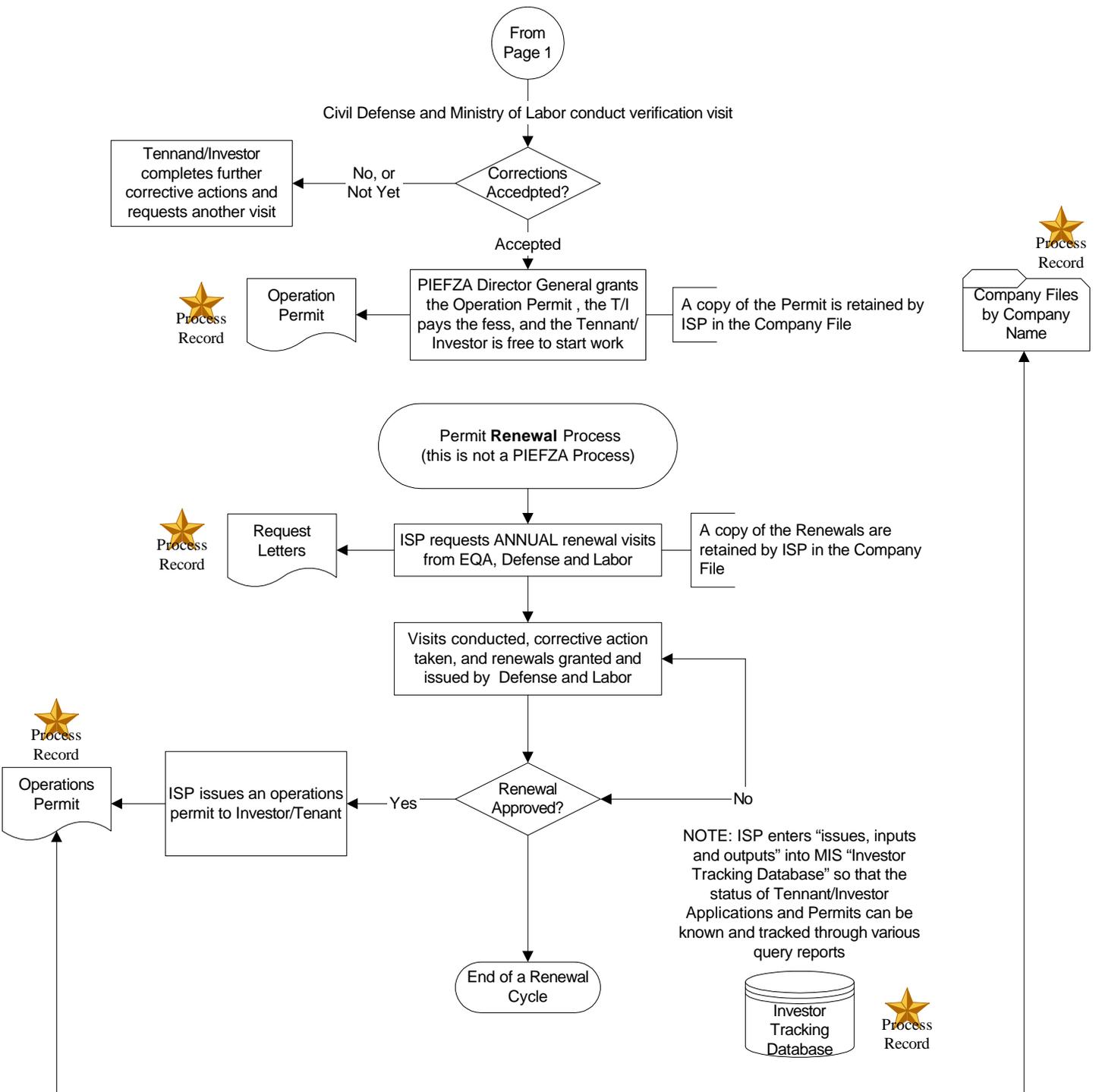
Permitting Process for Developers

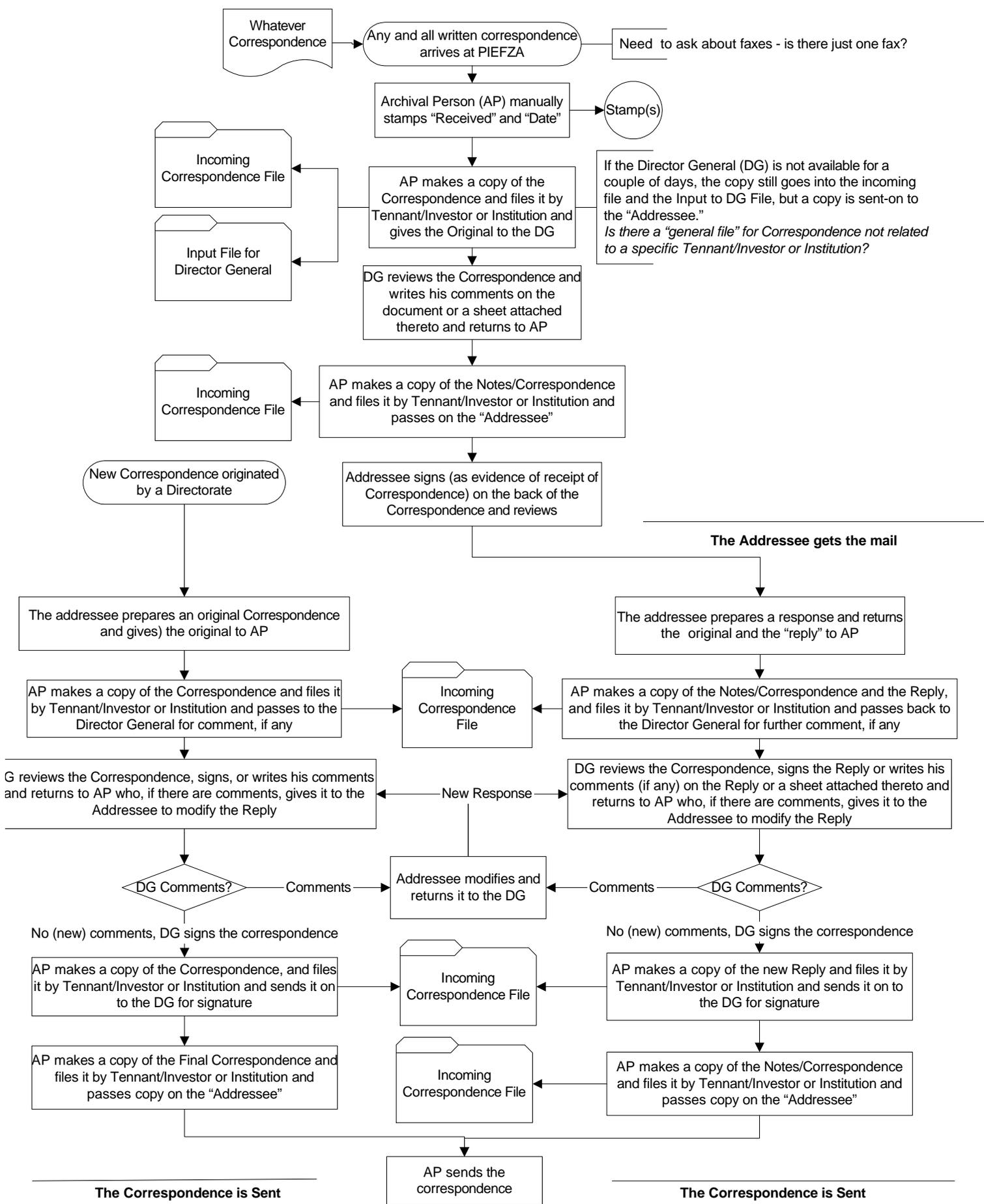
Page 2 of 2

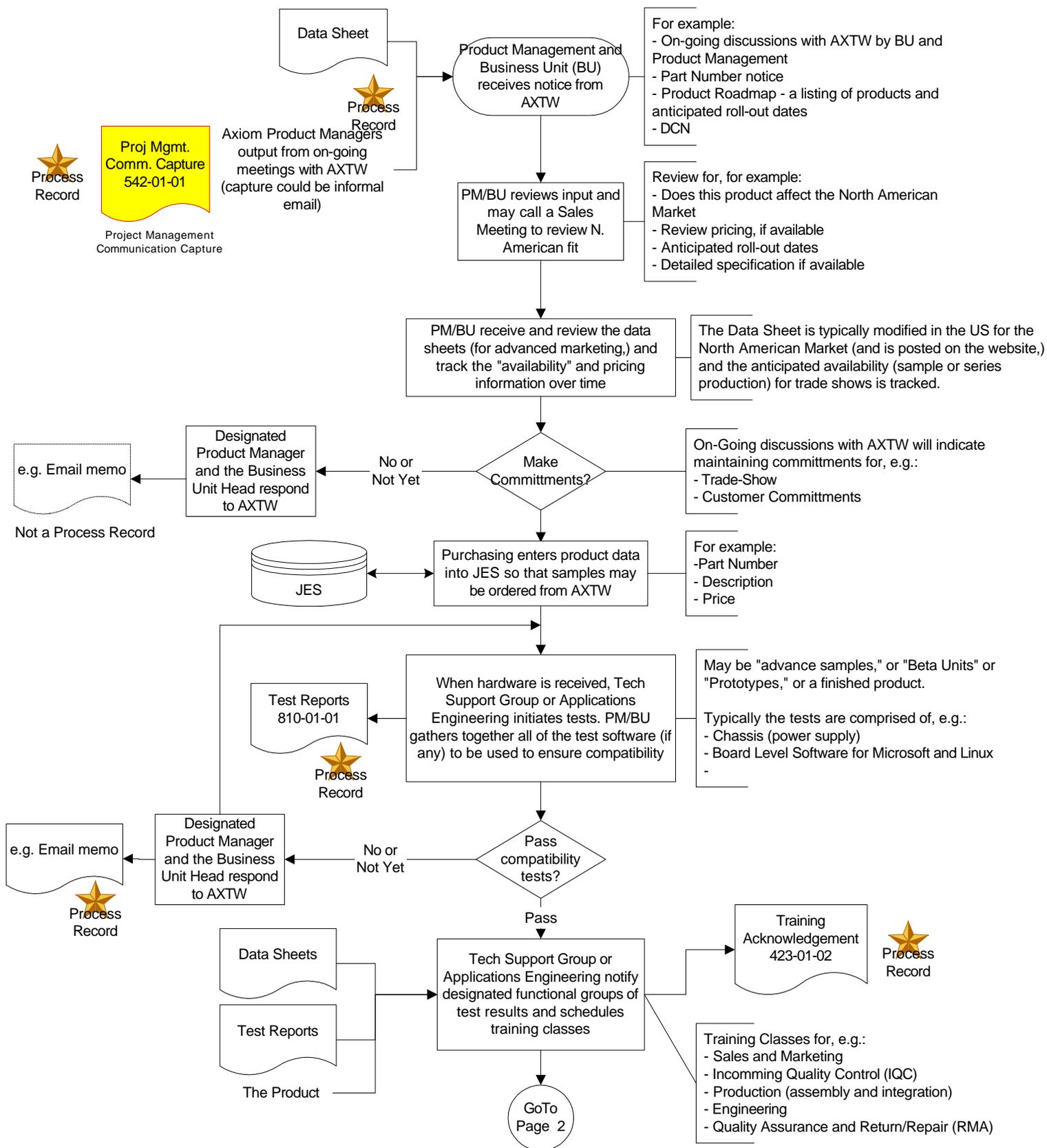
Permitting Process-Developers
OII.vsd



PIEFZA







From Page 1

Tests Passed

Marketing releases "News Flash"

This is not an item of ISO focus, but some details should be provided to be consistent.

PM/BU Manager checks to ensure the price is still current

End of Cycle



- Reviewed for, for example:
- On-Time introductions
 - Completeness of introductions
 - Completeness of information from AXTW
 - Training issues
 - Timeframe (cycle time at AXUS)

Periodically, PM/BU review the results of the PM Process for continuous improvement

This is not an item of ISO focus, but some details should be provided to be consistent.

Capture Document

Not a controlled document

See Yaping re: HR Goals form

Update Checklist etc?

PM/BU determines if, for example, the Product Launch Checklist needs to be revised or some other aspect of the Program Management Process needs improving.

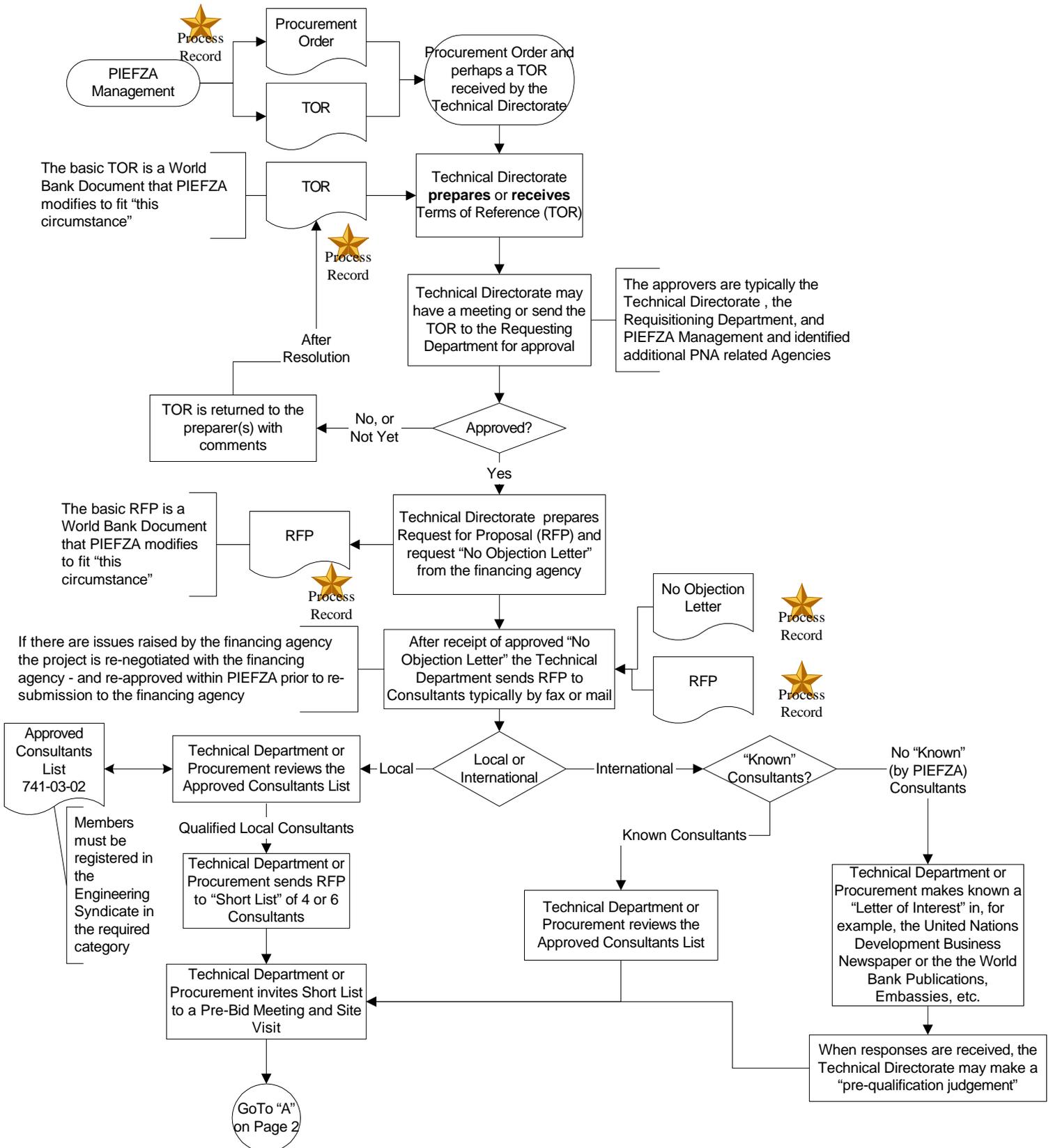
End of Process

QO#:

QO#:

QO#:

QO#:



PIEFZA

Short List invited to Site Meeting

During or after the Meeting, the Technical Department responds in writing to Questions raised, if any

Technical Response

Short List sends in their responses to the RFQ

Financial Response

Over World Bank threshold?

The Technical Proposal is sent independently to the World Bank for approval prior to sending the Financial Response

Less than threshold

Receiving Committee Report 741-04-02
Process Record

The "Receiving Committee" opens the responses and ensures they are "within the time limit" and that both the Technical and Financial Responses are included in two separate envelopes

Receiving Committee also ensures responses meet all the regulations of "tendering" of, for example, banks and other participating agencies, if any

Technical Department and Procurement evaluate responses and sends acceptable responses to the QCBS criteria/method of selection or other if more appropriate

Other Criteria are, for example:
- Quality based
- Single Source

Process Measurement
Acceptability of selected Contractor's performance

Eval. Committee Report 741-04-03
Process Record

Acceptable responses are passed-on to the Evaluation Committee for approval

Evaluation Committee may consist of, for example:
- Technical Department
- Finance
- Requesting Organizing

This is a long-term evaluation based on performance data gathered by the Technical Directorate during the life-cycle of the Contract



The Evaluation Committee selects the "best bidder" and requests a "No Objection Letter" from (typically) the World Bank

If the World Bank "objects" - it usually is related to a "transparency issue" or that the choice of the Evaluation Committee did not reflect the "best bidder."

Objection

Bank sends "No Objection Letter" back to the Director General

Bank Objects?

No Objections

"Standard Contract"

Technical Department negotiates contract with winning bidder

A World Bank Form

At specified intervals, the Contractor reports "Performance to Schedule" to the Technical Department which the Technical Department uses as an input to MIS as "Consultant Performance"

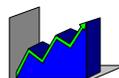
For Example:
- Milestones On-Time
- Responsiveness to Questions
- Payment of **their** sub-contractors
- Cleanliness of job-site
- Material is what PIEFZA specified
- On-time every day
- Relationship with other Sub-Contractors
- Courtesy to PIEFZA, PIEDCO, and Tennant/ Investors
- Quality of Work
- Acceptability of **their** Permits
- Accuracy of estimates (financial)

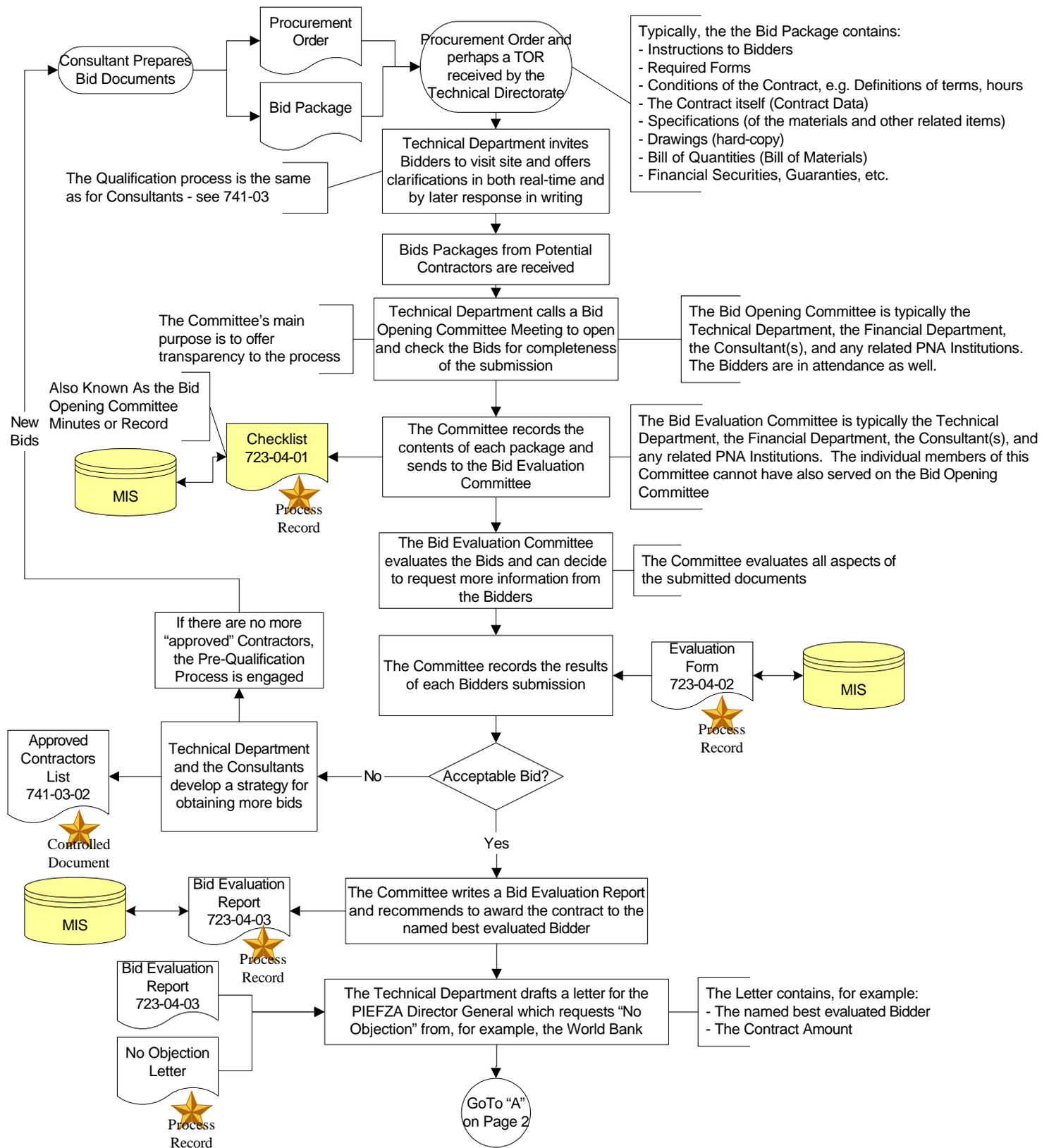


PIEFZA

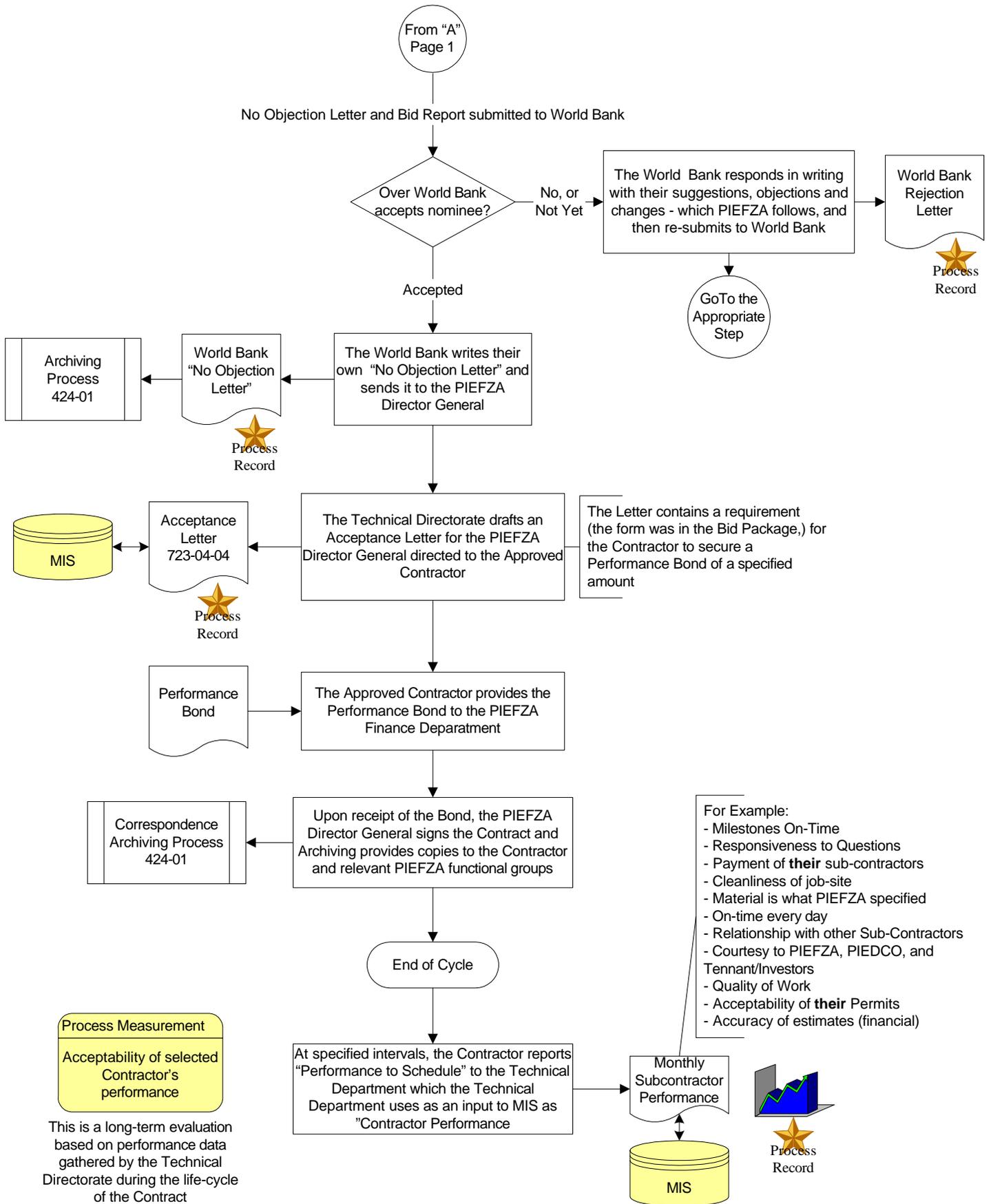
Monthly Subcontractor Performance

Process Record





PIEFZA



PIEFZA

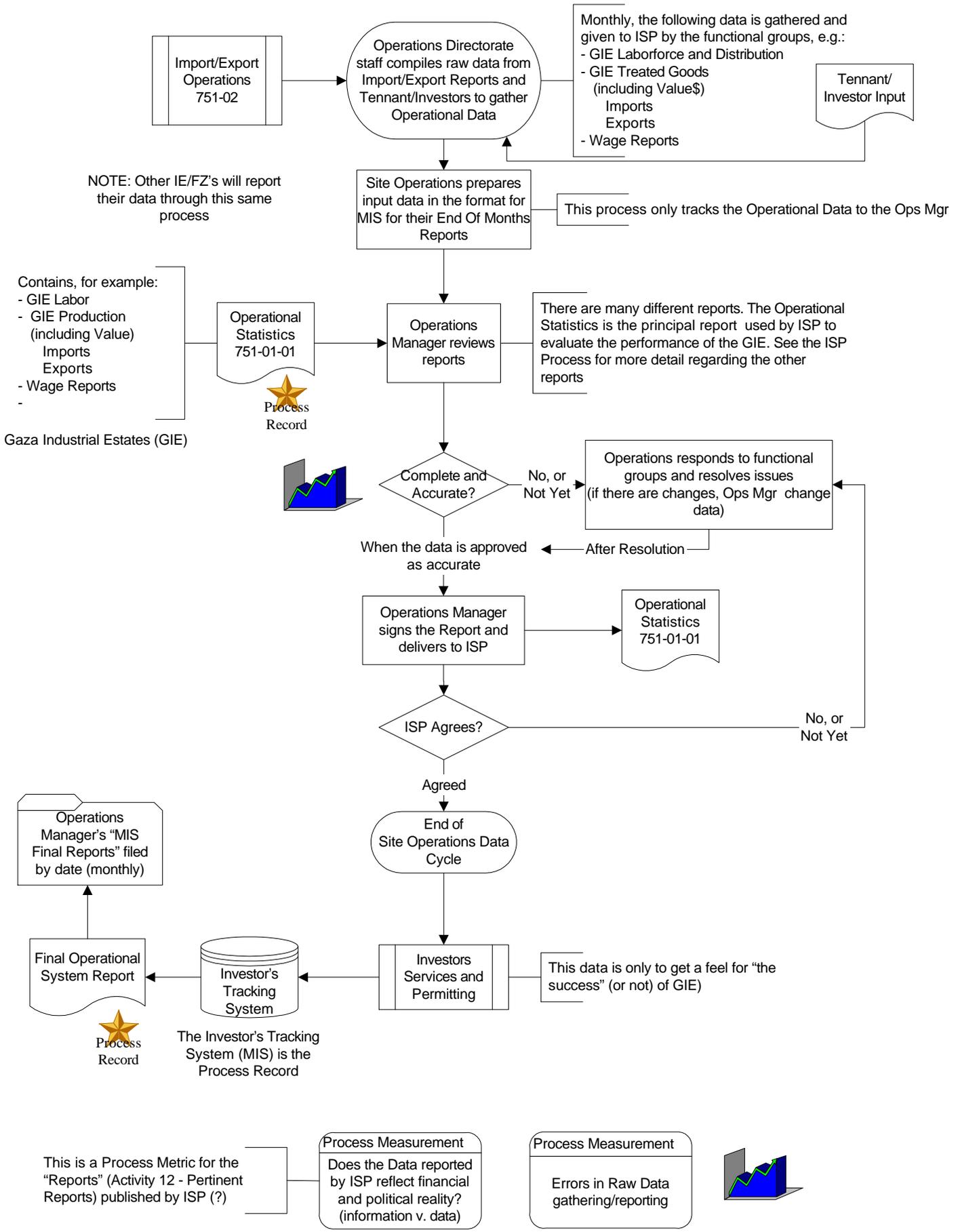
741-03 Rev. 0

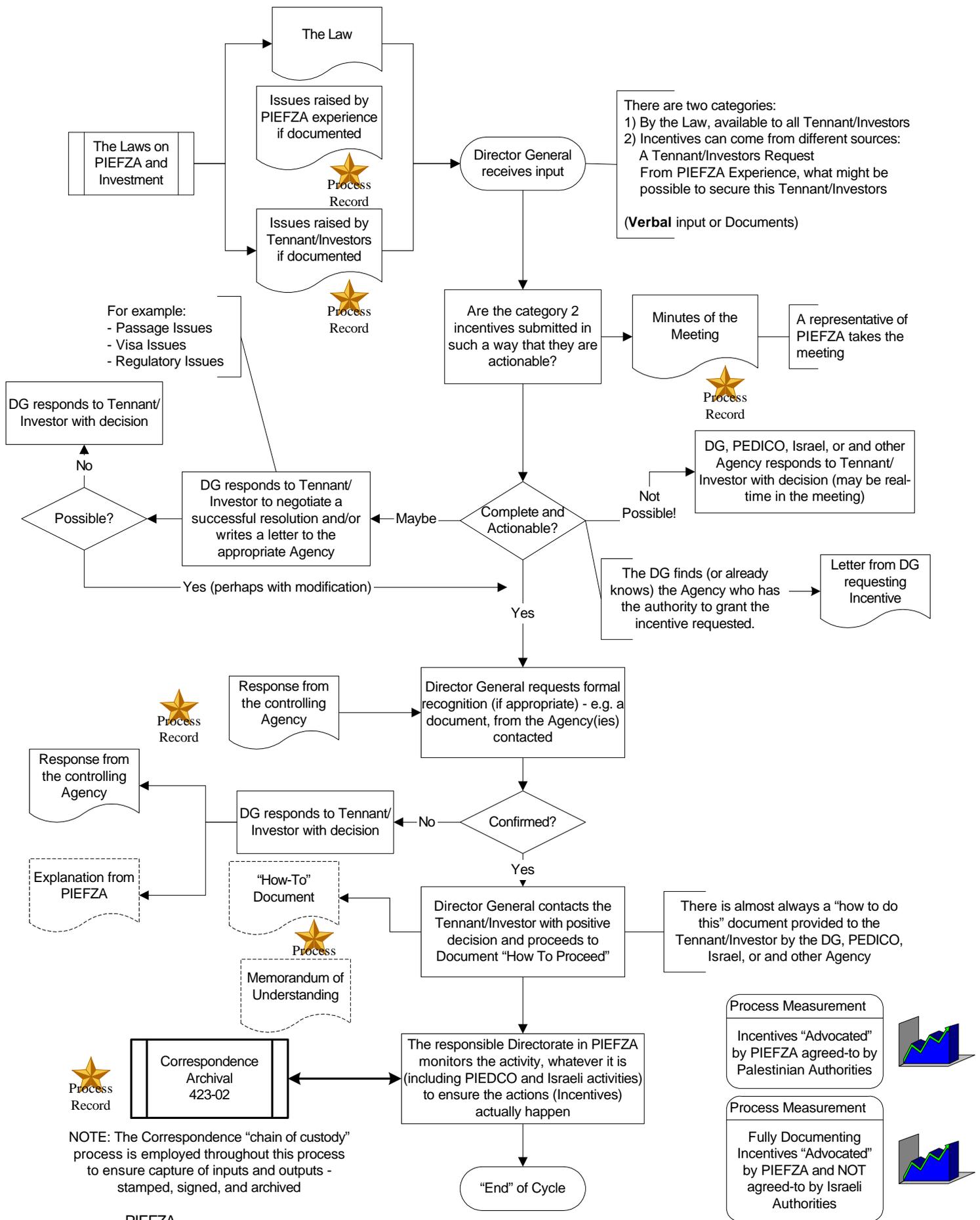
Process Owner: Ismail Ahmed Abu-El-Ola, Baker Thabet

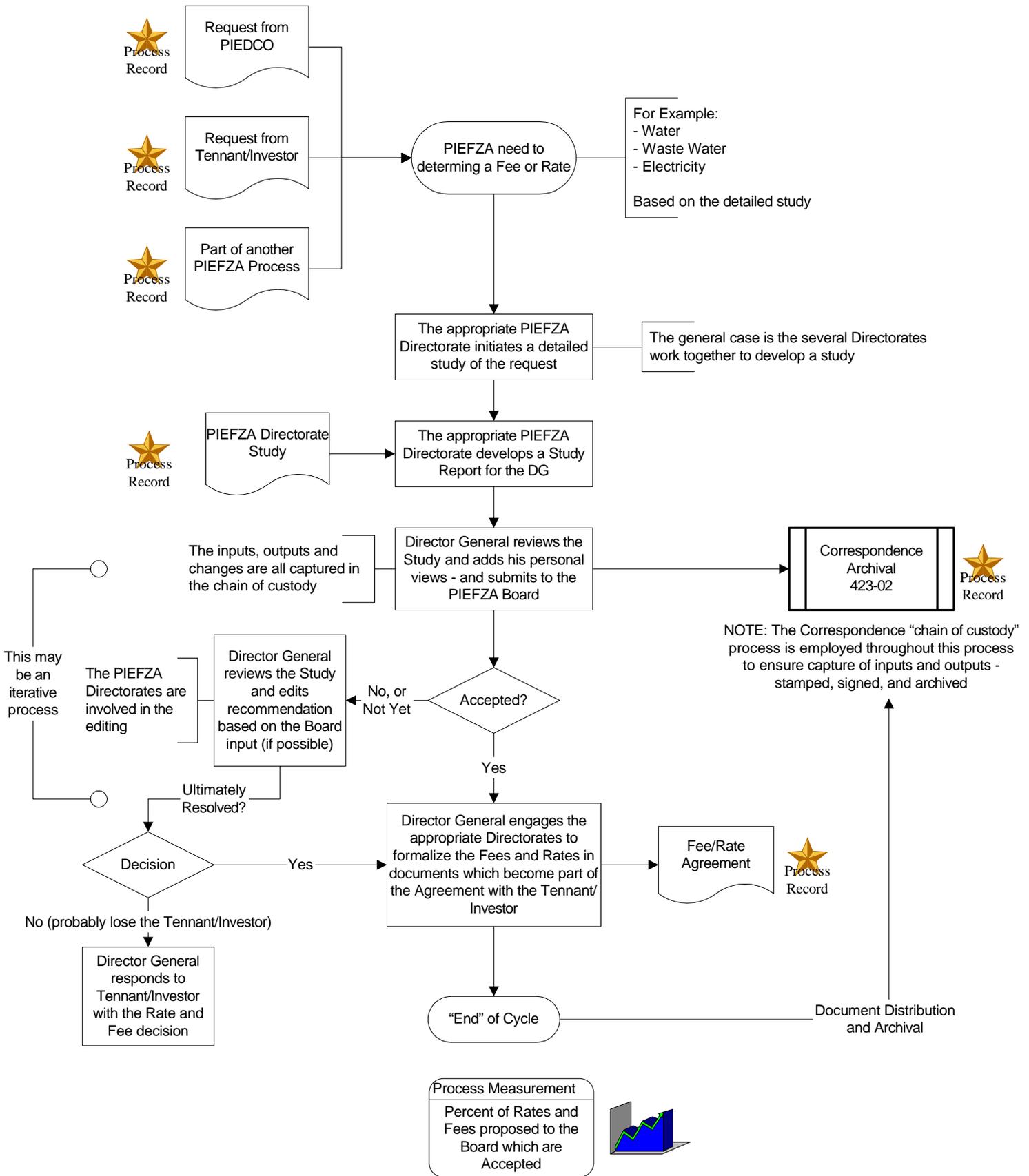
Qualification and Procurement for Services

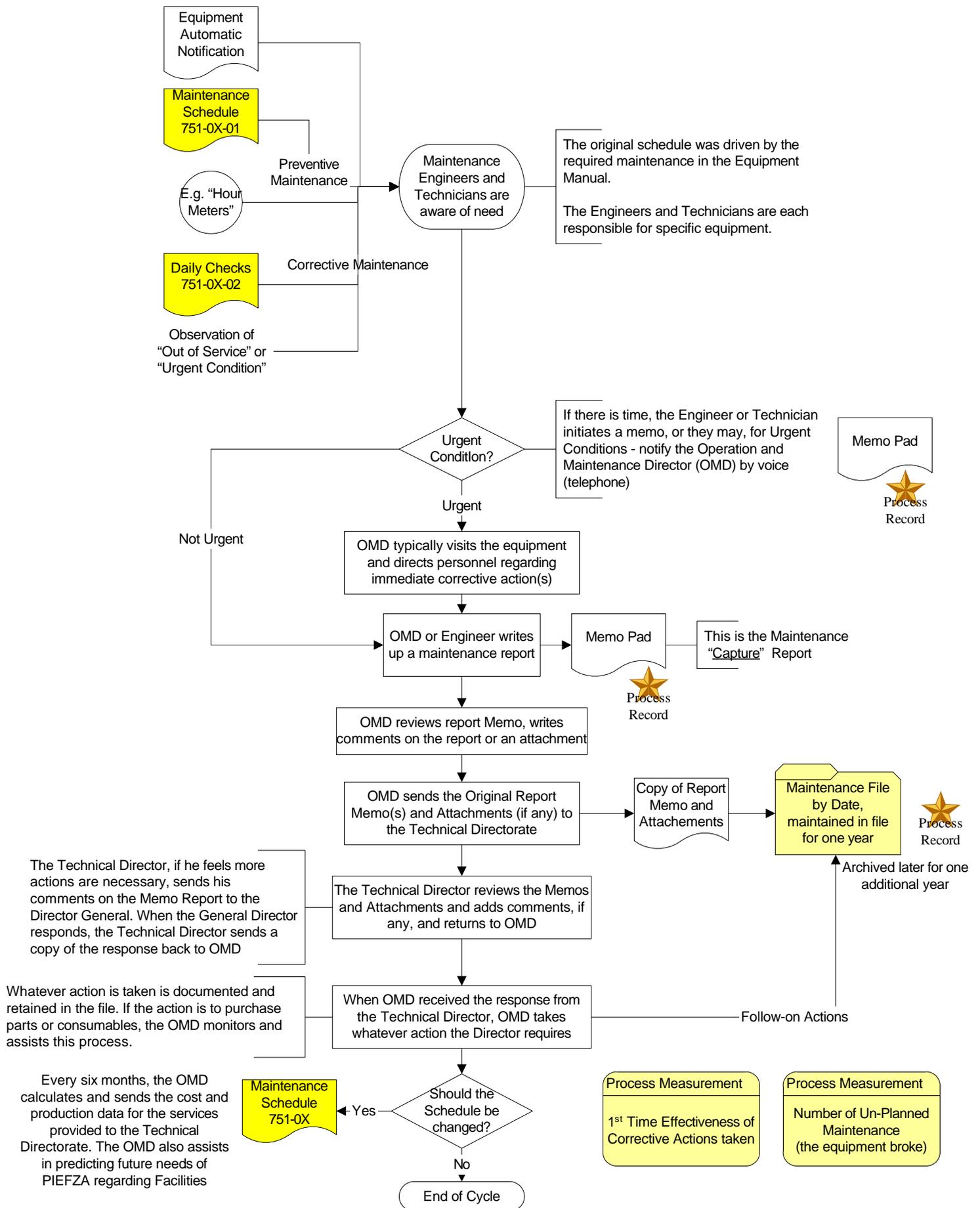
Page 2 of 2

Contractor Evaluation and Engagement QIL v.s.d









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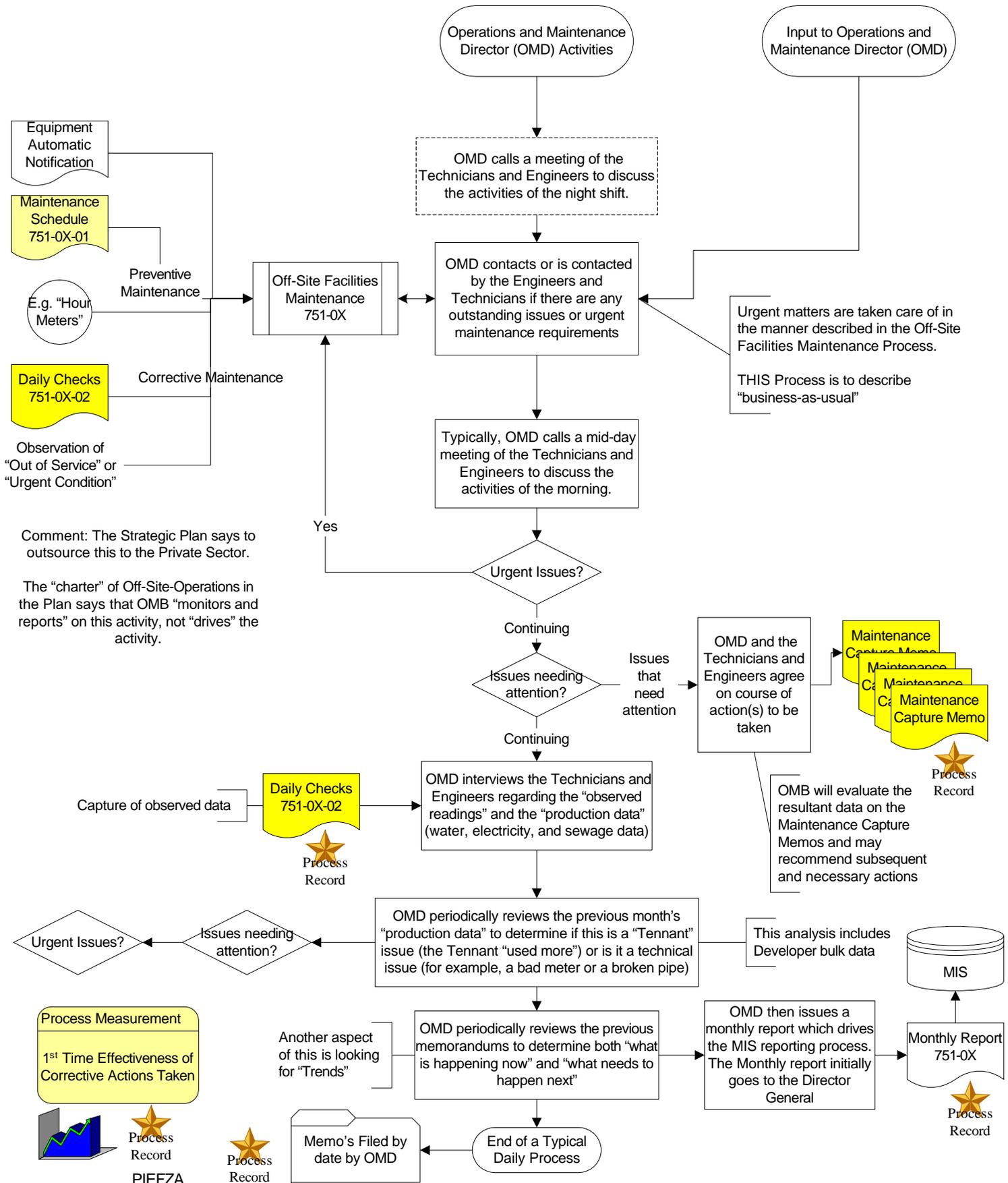
751-0X Rev. 0

Process Owner: Emad El Masri

Off-Site Facilities Maintenance

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Off-Site Facilities Maintenance
QII.vsd



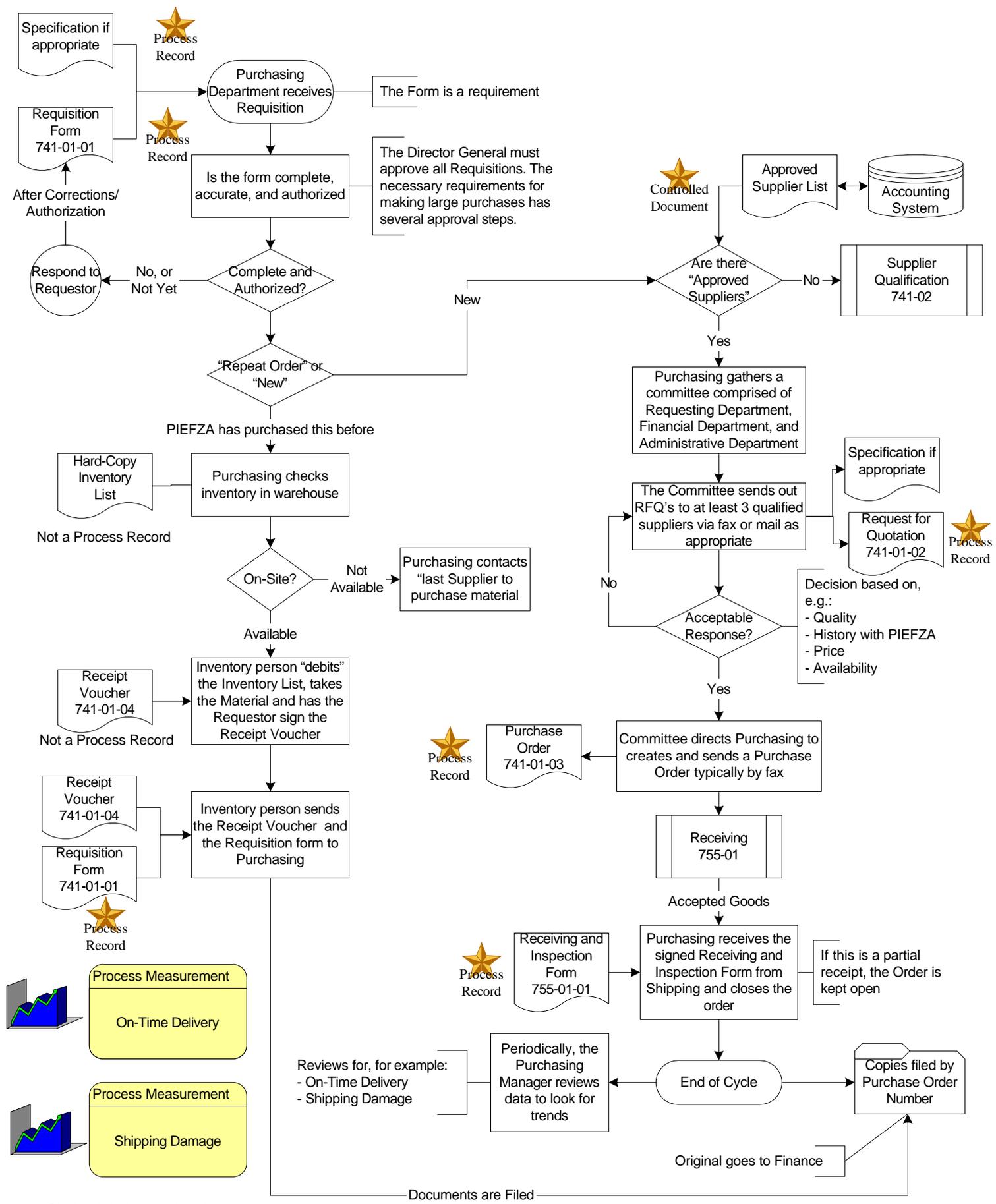
Comment: The Strategic Plan says to outsource this to the Private Sector.

The "charter" of Off-Site-Operations in the Plan says that OMB "monitors and reports" on this activity, not "drives" the activity.

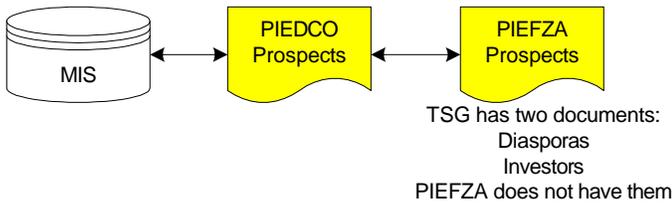
Urgent matters are taken care of in the manner described in the Off-Site Facilities Maintenance Process.
THIS Process is to describe "business-as-usual"

OMB will evaluate the resultant data on the Maintenance Capture Memos and may recommend subsequent and necessary actions

This analysis includes Developer bulk data

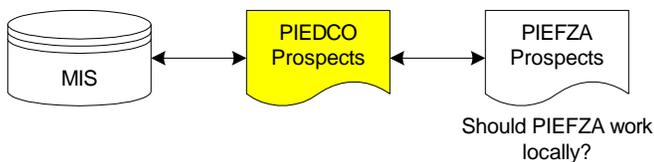


- Activities, for example:
Attend or "cause to be attended":
- Workshops
 - Exhibitions
 - International donor conferences
 - Build relationships with other FTZ's
 - Build relationships with e.g.: World Bank, EU (*bmo* Ministries - Planning/International Cooperation) and GD
 - Coordinate Int'l Training Courses for PIEFZA Staff
 - Looks for opportunities to finance PIEFZA activities and for Tennant/Investor support
 - Coordinating Tennant/Investor interests *bmo* Projects to e.g. finance new IZ's (typically a grant)



- Activities related to "image building", for example:
- Attend Activities put on by a wide variety of others
 - Seminars
 - Workshops
 - Forums
 - Work with other institutions:
 - Palestinian NGO's and Institutions
 - Universities
 - Labor and Trade Unions
 - Ministries
 - Businessmen
 - Targeted Investors

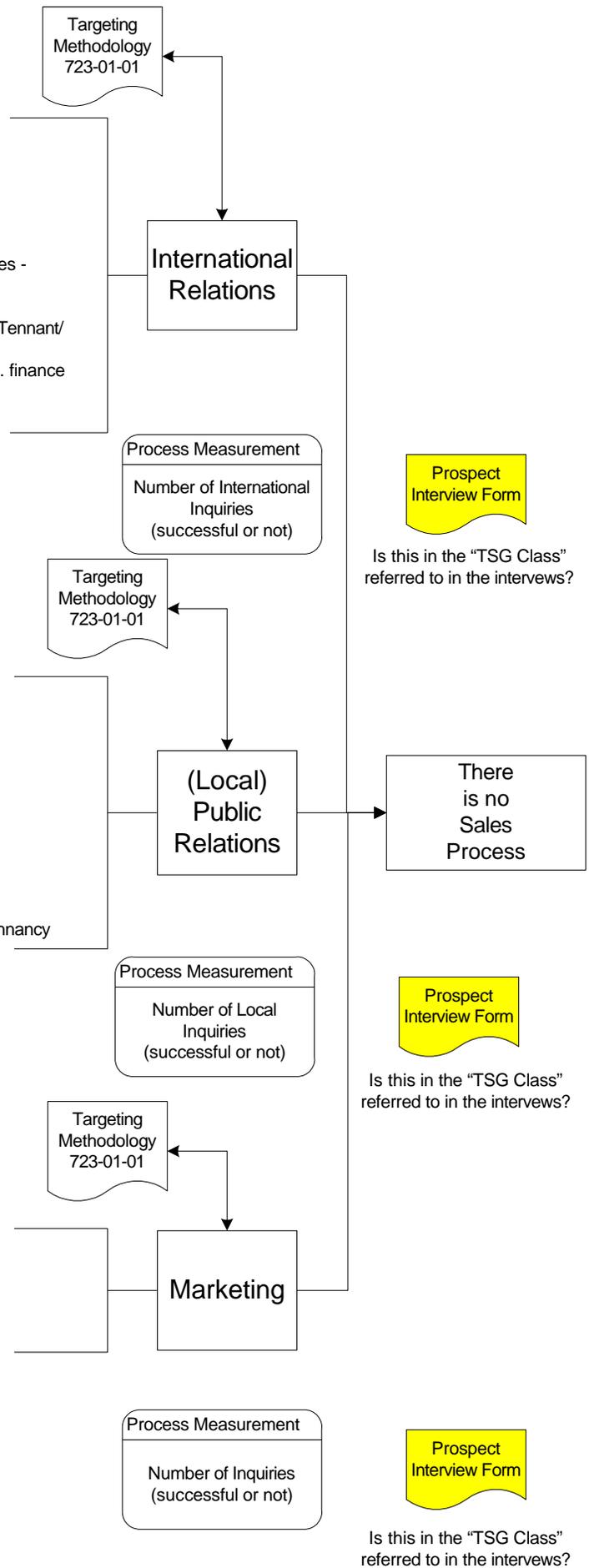
Markets and Promotes GIE - provides Applications for Tennancy



- Activities or "closer to closure", for example:
- Encourage people to go to the Workshops
 - Develops Promotional Materials
 - Develop Web Site
 - Attending Conferences



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Customer Requirements Capture

(COMPLETE ONLY THE FIELDS WHICH RELATE TO *THIS* TENNANT/INVESTOR
CONTACT/ISSUE AS YOU FEEL APPROPRIATE)

	Tenant/Investor Contact #//Date
Tenant/Investor Name: Address:	Contact Name: Phone: Fax:
Alternate Contact: Phone:	Time/Date of Initial Contact:
<u>Company</u> Contact Person:	Time/ Date of Second Contact:
Email Address:	Time/Date of Third Contact

General Notes and Comment Capture

Action/Resolution Description

Credit Given:	Documents issue resolved:	Corrective or Continuous Improvement case opened - #	Personal Visit:
Tenant/Investor's Problem Statement (in their words):			
<i>What is the Issue/Subject?</i> <input type="checkbox"/> Permits Issue <input type="checkbox"/> Facility Issue <input type="checkbox"/> Customs Issue <input type="checkbox"/> Registration or Commercial Records Issue <input type="checkbox"/> Poor Response from PIEDCO <input type="checkbox"/> Poor Response from PIFEZA <input type="checkbox"/> Accounting Problem <input type="checkbox"/> Other: _____		<i>What Does the Tenant/Investor Want to Do?</i> <input type="checkbox"/> PIEFZA immediate follow-up <input type="checkbox"/> PIEDCO immediate follow-up <input type="checkbox"/> Submit Required Documents <input type="checkbox"/> Make General Complaint <input type="checkbox"/> Make an Application (prospective T/I's) <input type="checkbox"/> Receive a Credit <input type="checkbox"/> Other: _____	
What does the Tenant/Investor expect us to do? (e.g. Updates or other actions)			
<i>What did we Promise the Tenant/Investor?</i> <div style="text-align: right;">By: Date:</div>		<i>Action Taken to Satisfy Tenant/Investor</i> <i>(necessary and subsequent actions must be documented)</i> <div style="text-align: right;">By: Date:</div>	

Effectiveness Assessment

Tenant/Investor Responded to By:	Responding Date:
Was the Tenant/Investor Satisfied? YES NO	
Comments:	