

**Ministry of National Economy  
Palestinian Authority**

**Project for Business Development Service  
(BDS) Enhancement for MSMEs  
in Palestine**

**Completion Report  
(No. 2)**

**May 2017**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**PADECO Co., Ltd.**

IL
JR
17-42



### Location Map of the Project Sites



Legend: ● Project Office ● Training Implementation Sites

Source: Project Team (Map: CIA The World Fact Book)

## Project Activity Photos



Baseline Survey



1<sup>st</sup> Technical Committee Meeting



Demonstration Seminar (Ramallah)



BDS Training: Lecture



BDS Training: OJT (1) Corporate Diagnosis



BDS Training: OJT (2) Analysis and Proposal Development



BDS Training:  
OJT (3) Presentation to OJT model company



1<sup>st</sup> batch BDS Training Certification Ceremony



3<sup>rd</sup> Study in Japan (Visit to SME Support, Japan)



2<sup>nd</sup> JCC (Mid-term Review)



Follow-up Activity for OJT Model Companies



Consultation OJT for JAIP Tenant Companies



3<sup>rd</sup> Third Country Training Program (Malaysia)



Training of Trainers (TOT) Trial Lecture/Open Seminar



4<sup>th</sup> JCC (Terminal Evaluation)



Project Result Sharing Ceremony  
“Toward Service Provision of BDS”

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## **Abbreviations**

AFD	Agence Française de Développement (French Development Agency)
AP	Action Plan
BDS	Business Development Service
BTC	Belgian Technical Cooperation (Belgian Development Agency)
BP	Business Plan
CCIAs	Chambers of Commerce, Industry and Agriculture
C/P	Counterpart
CPD	Continuous Professional Development
FPCCIA	Federation of Palestinian Chambers of Commerce, Industry & Agriculture
F.O.	Field Office (of MONE)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
IMC	Industrial Modernization Center
JAIP	Jericho Agro Industrial Park
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
NE	National Expert
MONE	Ministry of National Economy
MSME	Micro, Small and Medium Enterprises
OJT	On the Job Training
PA	Palestinian Authority
PCM	Project Cycle Management
PALAC	Palestine Accreditation Unit (extra-ministerial bureau of MONE)
PDM	Project Design Matrix
PFI	Palestinian Federation of Industries
PIEFZA	Palestinian Industrial Estates and Free Zone Authority
PUMP	Palestine Upgrading and Modernization Program (by AFD)
R/D	Record of Discussion

SIDA	Swedish International Development Cooperation Agency
TC	Technical Committee
TOT	Training of Trainers
WB	World Bank
W/P	Work Plan
WS	Workshop



## **1. Background and Purpose of the Project**

### **1.1 Introduction**

Micro, small and medium enterprises employing fewer than 20 persons (hereinafter referred to as “MSMEs”), totaling 110,000 in number, contribute significantly to the economy of Palestine in terms of the number of enterprises (99% of all enterprises), employment (87% of all workers) and value added (estimated to be approximately 24% of GDP excluding the agriculture sector). The imminent issue is to further develop those MSMEs, which is of great importance to the social and economic development of the Palestine Authority (hereinafter referred to as “PA”) for it to become a self-sustainable nation. On the other hand, the current unemployment rate of over 20% is very high and is steadily getting worse. MSMEs are not well organized and many of them are family owned or individually owned with insufficient management skills and business orientation. Financing and capital formation are limited and production capacity is often underutilized. These factors have hindered the growth and promotion of MSMEs.

In addition, the market in Palestine is limited to mostly a domestic one and many enterprises have expressed the need for overseas expansion and external markets. Many Palestinian enterprises are aware of the importance of business training, business advice and consultation in terms of marketing and quality improvement. Demands for such services have gradually been increased. However, at the moment, the quality of those business trainings and advising services is low and limited while the cost is very high, which is unattractive to the MSMEs. This poor service market has also hindered the development and promotion of MSMEs.

Consequently, the PA requested technical cooperation for the Project and the Government of Japan accepted the request. JICA conducted a Detailed Planning Survey in June 2012 and subsequently both sides agreed on the outline of the Project that is R/D (Record of Discussion) in June 2013. This JICA support project is intended to develop the Business Development Service (BDS) system by developing experts who can provide high quality services for marketing and quality/productivity improvement and so on. The Project is named “Project for Business Development Service (BDS) Enhancement for MSMEs” (herein after referred to as “Project”) and had been implemented since October 2013.

### **1.2 Goal, Purpose and Outputs of the Project**

The Project purpose was to develop the BDS System that will train the local experts who provide the services for various business management issues such as marketing and quality/productivity improvement (hereinafter referred to as “National Expert (NE)”). The outline of the project is shown in Table 1-1.

**Table 1-1: Goal, Purpose and Outputs of the Project**

<b>Project narrative Summary</b>	<b>Objectively verifiable Indicators</b>
<b>Overall Goal:</b> MSMEs enjoy the high-quality Business Development Service (BDS) in Palestine.	1) 100 enterprises get BDS by the National Experts who are fostered under the Project. 2) BDS providers developed by the National Experts increase by 30. 3) More than 70% of companies respond that the services provided by the National Experts are satisfactory.
<b>Project Purpose:</b> The framework that the National Experts deliver the BDS for MSMEs is established.	1) Thirty (30) National Experts <sup>1</sup> who complete the training courses provided by the Project are fostered. 2) Five (5) NEs per module are trained by TOT. 3) Annual plans by MONE, FPCCIA, and PFI are approved by each decision board. 4) Unified BDS consultant quality standards are approved by MONE, FPCCIA and PFI.
<b>Outputs:</b> 1. Management Structure for the Project is in place. 2. National Experts who provide BDS services to MSMEs are developed. 3. Consultation Action Plans for providing BDS to MSMEs are developed. 4. Plans to further develop BDS providers are developed.	1-1) The project management guideline is approved by JCC. 1-2) Establishing TC is approved by JCC. 2-1) Sixty (60) attendants (total number) take BDS training courses. 2-2) Technical Proficiency Standards for consultants in each subject and those for the trainer are formulated. 2-3) Fifty (50) trainees (80% of 60 trainees) complete each module with a grade of at least B- based on the above standards. 3-1) Consultation Action Plan, which provides the detailed framework (system) for provision of BDS to MSMEs, is approved by JCC. 3-2) Coordinating staff members are assigned in the BDS units of MONE, FPCCIA and PFI. 3-3) The regular meeting among the assigned coordinating staff is held to follow-up the progress of the Consultation Action Plan. 4-1) An Action Plan to further develop BDS providers after completion of the Project has been developed and approved by JCC. 4-2) Resource allocation plan to further develop BDS providers is discussed.

Note: Updated contents based on the PDM (Ver. 1.0) revised in March 2016 (Appendix 1 (3))

### 1.3 Scope of the Project

#### (1) Duration of the Project

The duration of the project was three and a half years (42 months) spanning from October 2013 to March 2017. The project was scheduled to have two phases: the 1<sup>st</sup> phase was from October 2013 to March 2015 and the 2<sup>nd</sup> Phase was from June 2015 to September 2016. The 2<sup>nd</sup> Phase was extended, however, for six months based on the suggestion by the Terminal Evaluation, and the activities were finished in March 2017.

#### (2) Project Sites

The Project activities were conducted in the West Bank of Palestine Authority (mainly in Hebron, Nablus, Bethlehem and Ramallah).

<sup>1</sup> National Expert (NE) in the latest PDM (Ver. 1.0) is defined as the trainee who have received an assessment result of either "B-" (70/100 points) or above for all four of the modules (NE-General) OR "A" (95/100 points) for at least one specific module (NE-XXX specialist) through the BDS training (Lectures, OJT, and follow-up OJT sessions).

### **(3) Counterpart Personnel and Organizations**

- 1) Implementation Agencies (Counterparts: C/Ps)
  - (a) MONE (Ministry of National Economy)
  - (b) FPCCIA (Federation of Palestinian Chambers of Commerce, Industry and Agriculture)
  - (c) PFI (Palestinian Federation of Industries)
  - (d) CCIAAs (Chambers of Commerce, Industry and Agriculture)
  - (e) IMC (Industrial Modernization Center, PFI)<sup>2</sup>
  - (f) Unions under PFI
- 2) Beneficiaries
  - (a) Direct Beneficiaries (Target of Technical Transfer)  
National Expert Candidates who participated in the BDS training (Staff Members in the Counterpart Organizations)
  - (b) Indirect beneficiaries  
MSMEs in Palestine (See Table 4-12 Target number)

### **(4) Responsible Personnel (Project Management) in the PA Side**

- (a) Project Director: Director General for Industry and Natural Resources, MONE<sup>3</sup>
- (b) Deputy Project Director: Director of the Protection of National Products Department, MONE<sup>4</sup>
- (c) Project Manager: Director General, Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA)
- (d) Project Manager: Director General, Palestinian Federation of Industries (PFI)

## **1.4 Implementation Structure of the Project**

The Joint Coordination Committee (JCC) and Technical Committee (TC), which consist of counterpart personnel, were established for smooth operation of the Project on the PA side. JCC, which is chaired by the MONE Minister's adviser<sup>5</sup>, is to be a final decision making body to facilitate inter-organizational coordination and is to be the body responsible for the Project. The TC consists of Director-level personnel from counterpart organizations such as MONE, FPCCIA, and PFI to facilitate the Project activities and manage matters arising during the Project. National Expert (NE) candidates are selected and developed in the Project among the counterpart organizations such as chambers, IMC and unions. Those chambers and unions are, on one hand, seen as beneficiaries, and on the other hand, as counterpart organizations which dispatch the NE candidates. The indirect beneficiaries are MSMES and enterprises in industrial estates, especially those enterprises which plan to build factories in the Jericho Agro Industrial Park (JAIP), which has been supported by the Government of Japan and JICA. The Project established the cooperation between the concerned parties related to JAIP such as those enterprises and the Palestinian Industrial Estate and Free Zone Agency (PIEFZA)<sup>6</sup>.

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<sup>2</sup> IMC is one of the PFI's divisions in the organizational chart but there was neither staff nor facility as of March 2017.

<sup>3</sup> Current Director General for Industry and Natural Resources, Eng. Manal Farhan, was promoted to Deputy Minister in January 2017 but she continued in the position since no successor has been assigned, and she remained as the Project Director.

<sup>4</sup> It is noted that the description of Deputy Project Director in R/D is "Director of Private Sector Development Department" but due to the limited involvement of the member, this position was taken over by the Director of the Protection of National Products Department.

<sup>5</sup> Minister's adviser attended the 1<sup>st</sup> JCC in June 2014 only and left MONE, and no successor has been assigned as of March 2017.

<sup>6</sup> PIEFZA is the responsible authority to develop and supervise industrial estates including JAIP. This Project collaborated with "the Project for Strengthening of Incentive Services and Management Function of Jericho Agro-

The JICA Project Team consists of training experts who mainly conducted various training sessions for the NE candidates and coordinators who support the training implementation and manage the Project. The project activities were implemented in close collaboration with the counterpart organizations.

The outline of the implementation structure is shown in Figure 1-1.

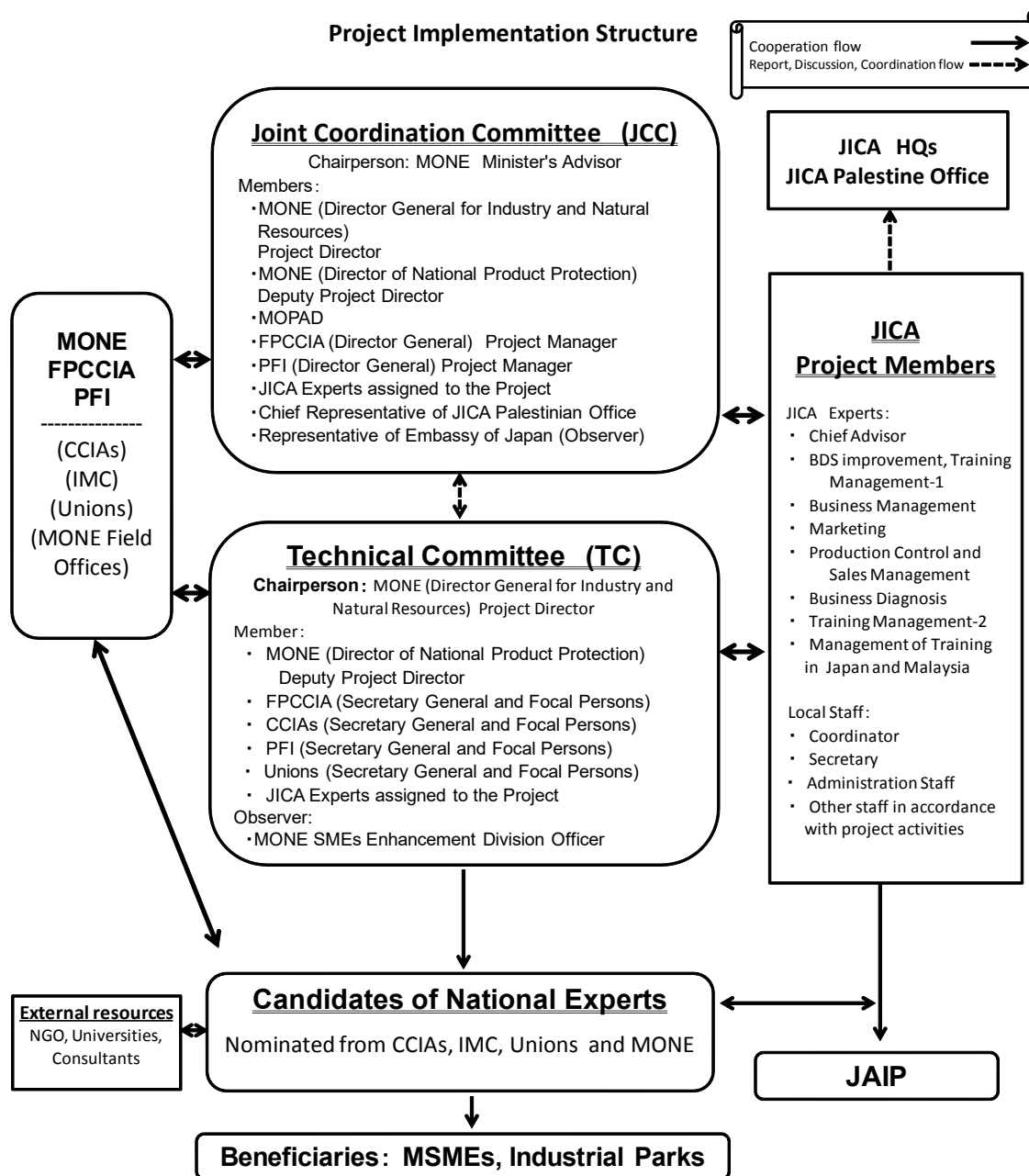


Figure 1-1: Project Implementation Structure

Industrial Park” by JICA, especially in terms of assisting the enterprises which have tenant agreements in the JAIP as target OJT companies.

## **1.5 Revision History of PDM**

The Project Design Matrix (PDM) at the beginning of the project (Ver. 0.0) still contained undecided target numbers for some indicators (decrypted as XX). Based on the result of the Baseline Survey implemented from October to December 2013, the quantitative basis of the target numbers was confirmed in the 2<sup>nd</sup> TC meeting in January 2014 and then the revised PDM (Ver. 0.1) which includes the numbers for the indicators was approved in the 1<sup>st</sup> JCC held in June 2016.

The next and the last revision of the PDM was made in March 2016, following the suggestion of the Mid-term Review implemented in December 2015 that the NE should include not only the trainees who have completed all of the modules but also those who have gone through single module with excellent performance, considering the project purpose to provide consultation service independently to companies. To reflect this, the definition of NEs was modified and indicators of the overall goal of the PDM were revised to be realistic numbers. Further, the name of the “Outreach Action Plan” (Output 4) was changed to “Plans to Further Develop BDS Providers” so that the description fits the latest situation. These changes were reflected in the PDM (Ver. 1.0).

All versions of the PDM are attached as Appendix 1. In this report, achievement of project outputs and outcomes will be assessed and reported based on the indicators of the latest PDM (Ver. 1.0).



## 2. Inputs of the Project

### 2.1 Japanese Experts

The assigned man-months (M/M) for Japanese experts are shown in Table 2-1 and the actual assignment schedule is presented in Figure 2-1.

**Table 2-1: Japanese Experts and Cumulative Man-Months (M/M)**

No.	Name	Field	Phase 1 (Oct. 2013– Mar. 2015)	Phase 2 + Extension (Jun. 2015– Mar. 2017)	Total M/M (Days)	Responsibility
<b>Assignment in Palestine</b>						
1	Ryoichi Ozawa	Chief Advisor	5.10 (153)	4.13 (124)	9.23 (277)	Overall project direction and management
2	Chikako Kasai (Phase 1)	BDS Improvement, Training Management	3.40 (102)		3.40 (102)	BDS provision system development, BDS training planning and management
3	Mitsuhiro Mukaiyama	Business and Financial Management	3.20 (96)	0.53 (16)	3.73 (112)	Lecturer on Module A: Financial management
4	Ryo Fujimoto (Phase 2)	Business and Financial Management		5.10 (153)	5.10 (153)	Ditto.
5	Shinobu Fujita	Marketing	2.97 (89)	7.83 (235)	10.80 (324)	Lecturer on Module B: Marketing
6	Mitsuo Tamada	Production Control and Sales Management	4.13 (124)	6.47 (194)	10.60 (318)	Lecturer on Module C: Production & Sales Management and D2: Corporate diagnosis (production management)
7	Tetsuo Fukuyama	Business Diagnosis	3.77 (113)	3.40 (102)	7.17 (215)	Lecturer on Module D1: Business Diagnosis
8	Megumi Shiota (Phase 1)	Coordinator/ Business Diagnosis Assistant	1.00 (30)		1.00 (30)	Project coordinator
9	Chikako Kasai (Phase 1)	Third-country training management	1.00 (30)		1.00 (30)	Management of the training in Malaysia
10	Kaori Tanaka (Phase 2)	BDS Improvement, Training Management-1		2.37 (71)	2.37 (71)	BDS provision system development, BDS training planning and management
11	Kazutoshi Machida (Phase 2)	Training Management-2		12.67 (380)	12.67 (380)	BDS training planning and management, Project coordinator
12	Kazutoshi Machida (Phase 2)	Third-country training management		0.47 (14)	0.47 (14)	Management of the training in Malaysia
<b>Subtotal</b>			<b>24.57</b>	<b>42.97</b>	<b>67.54</b>	
<b>Assignment in Japan</b>						
1	Ryoichi Ozawa	Chief Advisor	0.10 (2)	0.00	0.10 (2)	Same as the above
2	Chikako Kasai (Phase 1)	BDS Improvement, Training Management	0.10 (2)	0.00	0.10 (2)	Same as the above
3	Mitsuhiro	Business and Financial	0.40	0.15	0.55	Same as the above

No.	Name	Field	Phase 2 + Extension		Total M/M (Days)	Responsibility
			Phase 1 (Oct. 2013– Mar. 2015)	(Jun. 2015– Mar. 2017)		
	Mukaiyama	Management	(8)	(3)	(11)	
4	Ryo Fujimoto (Phase 2)	Business and Financial Management		0.10 (2)	0.10 (2)	Same as the above
5	Shinobu Fujita	Marketing	0.40 (8)	0.25 (5)	0.65 (13)	Same as the above
6	Mitsuo Tamada	Production Control and Sales Management	0.40 (8)	0.15 (3)	0.55 (11)	Same as the above
7	Tetsuo Fukuyama	Business Diagnosis	0.60 (12)	0.25 (5)	0.85 (17)	Same as the above
8	Chikako Kasai	Training in Japan Management	2.00 (40)	0.00	2.00 (40)	Planning and management of the training in Japan
9	Kaori Tanaka (Phase 2)	BDS Improvement, Training Management-1		0.00	0.00 (0)	Same as the above
10	Kazutoshi Machida (Phase 2)	Training in Japan Management		1.36 (27.26)	1.36 (27)	Planning and management of the training in Japan
<b>Subtotal</b>			4.00	2.26	6.26	
<b>Total</b>			<b>28.57</b>	<b>45.23</b>	<b>73.80</b>	

Field	Name	First Phase																		MM	
		Year	Year 2013			Year 2014									Year 2015			Days	First Phase		
		Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan	Feb	Mar
Chief Advisor	Ryoichi Ozawa	Plan	■ (14)	■ (30)	■ (30)			■ (40)					■ (30)			■ (30)		■ (30)		174	5.80
		Actual	■ (6)	■ (27)	■ (12)	■ (12)	■ (12)	■ (25)	■ (6)	■ (8)				■ (26)	■ (26)			■ (13)	■ (30)		153
BDS Improvement, Training Management	Chikako Kasai	Plan	■ (14)	■ (30)							■ (30)				■ (30)					104	3.47
		Actual	■ (11)	■ (28)			■ (28)							■ (10)	■ (10)			■ (25)			102
Business and Financial Management	Mitsuhiro Mukaiyama	Plan					■ (42)						■ (27)			■ (17)				86	2.87
		Actual							■ (42)	■ (42)	■ (42)				■ (28)	■ (28)		■ (26)			96
Marketing	Shinobu Fujita	Plan						■ (42)					■ (27)			■ (17)				86	2.87
		Actual					■ (34)	■ (34)						■ (18)	■ (18)		■ (37)				89
Production Control and Sales Management	Mitsuo Tamada	Plan						■ (42)								■ (49)				91	3.03
		Actual						■ (35)	■ (35)					■ (23)	■ (23)		■ (66)				124
Business Diagnosis	Tetso Fukuyama	Plan					■ (15)	■ (54)	■ (54)				■ (54)	■ (54)			■ (17)			140	4.67
		Actual						■ (32)	■ (32)					■ (35)	■ (35)		■ (27)	■ (27)	■ (19)		113
Coordinator/ Business Diagnosis Assistant	Megumi Shiota	Plan	■ (14)	■ (14)																28	0.93
		Actual	■ (11)	■ (19)																	30
Third Country Training	Chikako Kasai	Plan								■ (16)									■ (16)	32	1.07
		Actual											■ (16)	■ (16)					■ (14)	30	1.00
In Palestine Sub-total (Plan)																				741	24.71
In Palestine Sub-total (Actual)																				737	24.57

Figure 2-1: Expert Assignment Chart for Phase 1 (1/2)

Field	Name	First Phase																			MM								
		Year	Year 2013			Year 2014												Year 2015			Days	First Phase							
		Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		Palestine	Japan						
Chief Advisor	Ryoichi Ozawa	Plan	10/15																						2		0.10		
		Actual	(1)																							2		0.10	
BDS Improvement, Training Management	Chikako Kasai	Plan	10/15																							2		0.10	
		Actual	(1)																							2		0.10	
Business and Financial Management	Mitsuhiro Mukaiyama	Plan																									8		0.40
		Actual																									8		0.40
Marketing	Shinobu Fujita	Plan																									8		0.40
		Actual																									8		0.40
Production Control and Sales Management	Mitsuo Tamada	Plan																									8		0.40
		Actual																									8		0.40
Business Diagnosis	Tetso Fukuyama	Plan																									12		0.60
		Actual																									12		0.60
Training in Japan	Chikako Kasai	Plan																									40		2.00
		Actual																									40		2.00
																					In Japan Plan Sub-total (Plan)		80		4.00				
																					In Japan Plan Sub-total (Actual)		80		4.00				
																					<b>Palestine &amp; Japan Total (Plan)</b>				<b>28.71</b>				
																					<b>Palestine &amp; Japan Total (Actual)</b>				<b>28.57</b>				

Figure 2-1: Expert Assignment Chart for Phase 1 (2/2)

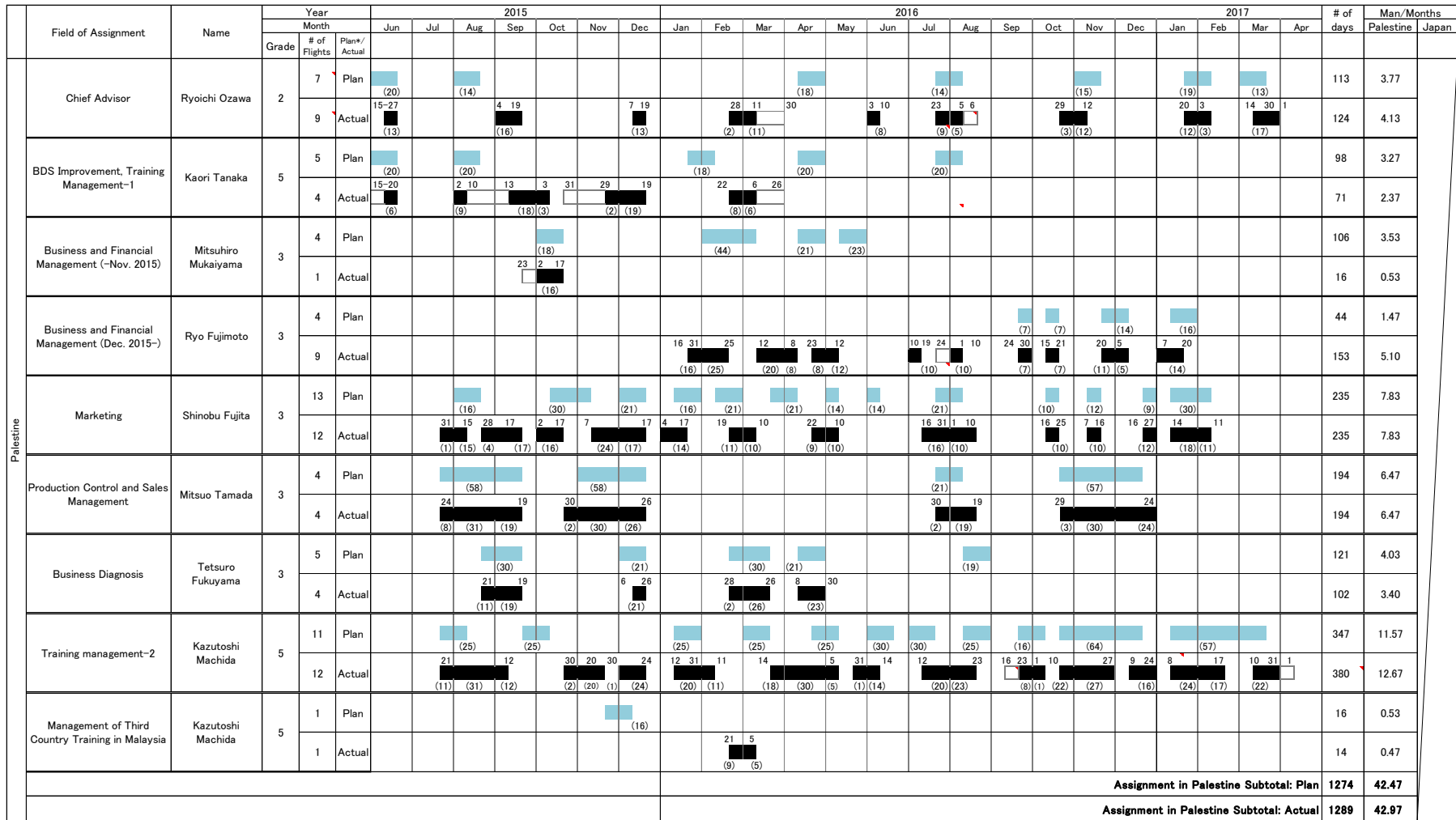


Figure 2-2: Expert Assignment Chart for Phase 2 (1/2)

Field of Assignment	Name	Year		2015												2016												2017				# of days	Man/Months	
		Month	# of Flights	Plan*/ Actual	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Palestine	Japan					
																														Grade				
Chief Advisor	Ryoichi Ozawa	2	Plan																									1		0.05				
				Actual																										0		0.00		
BDS Improvement, Training Management-1	Kaori Tanaka	5	Plan																									1		0.05				
				Actual																									0		0.00			
Business and Financial Management (-Nov. 2015)	Mitsuhiro Mukaiyama	3	Plan																									3		0.15				
				Actual																									3		0.15			
Business and Financial Management (Dec. 2015-)	Ryo Fujimoto	3	Plan																									2		0.10				
				Actual																									2		0.10			
Marketing	Shinobu Fujita	3	Plan																									5		0.25				
				Actual																									5		0.25			
Production Control and Sales Management	Mitsuo Tamada	3	Plan																									3		0.15				
				Actual																									3		0.15			
Business Diagnosis	Tetsuro Fukuyama	3	Plan																									5		0.25				
				Actual																									5		0.25			
Management of Training in Japan	Kazutoshi Machida	5	Plan																									40		2.00				
				Actual																									27.26		1.36			
																												<b>Assignment in Japan Subtotal: Plan</b>				60		3.00
																												<b>Assignment in Japan Subtotal: Actual</b>				45.26		2.26
<b>Total</b>																												<b>Total Assignment: Plan</b>						<b>45.47</b>
																												<b>Total Assignment: Actual</b>						<b>45.23</b>

\*Plan includes the additional assignments by the 3 times of contract renewals on 18 Nov. 2015, 02 Mar. 2016 and on 23 Sep. 2016  
 Legends: Assignment Plan Actual Assignment Another JICA Project Assignment Non-billable Assignment

Figure 2-2: Expert Assignment Chart for Phase 2 (2/2)

## 2.2 Local Staff Members

The local staff and consultants listed below had been hired to support the project activities. In addition to this list were an Arabic – English interpreter for training and local consultants as lecturer for basic trainings and text material development.

It is noted that one coordinator in Ramallah was assigned in December 2015 to replace two part-time training assistants in Nablus and Hebron, due to the relocation of the training venue to Ramallah only in consideration of the security situation since October 2015. Though the training in Bethlehem was restarted in March 2016, the project had managed the training implementation with the full-time training assistant in Ramallah till the end of the project.

**Table 2-2: Project Local Staff Members**

	<b>Name</b>	<b>Position</b>	<b>Employment Period</b>	<b>Type of Employment</b>	<b>Responsible Duty</b>	<b>Location</b>
1	Ms. Nora Hamdan	Coordinator	Nov. 2013 – Apr. 2014	Full-time	Training plan and implementation support, stakeholder coordination	Ramallah
		Senior Coordinator	May 2014 – Mar. 2015	Full-time	Training plan and implementation support, stakeholder coordination, supervision of administrator	
2	M. Fuad Rayyan	Action Plan Coordinator	Aug. 2015 – Nov. 2015	Part-time (three days a week on average)	Facilitation of BDS action plan development	Ramallah
		Senior Technical Program Specialist	Nov. 2015 – Dec. 2016	Part-time (three days a week on average)	Facilitation of BDS action plan development, monitoring and evaluation of project activities (interview/questionnaire survey to NEs and OJT companies etc.)	
3	Mr. Salah Swalmeh	Senior Coordinator	Sep. – Dec. 2016	Part-time (one days a week on average)	Facilitation of BDS action plan development	Ramallah
4	Ms. Sabrein Nassar	Administrative Assistant	Nov. 2013 – Apr. 2014	Full-time	Training implementation support and administrative tasks	Ramallah
		Project Administrator	May 2014 – Mar. 2015	Full-time	Training implementation support and administrative tasks	
		Supervising coordinator/ Project Administrator	Jun. 2015 – Mar. 2017	Full-time	Training implementation support, supervision of training assistants and promotion material development	
5	Mr. Imran Abushkhaidem Mraish	Training Assistant (Hebron)	Jun. 2015 – Oct. 2015	Part-time (Training period)	Training implementation support in South region (Hebron and Bethlehem)	Hebron

Name	Position	Employment Period	Type of Employment	Responsible Duty	Location
6 Mr. Sohaib Wasfi Daami	Training Assistant (Nablu)	Jun. – Oct. 2015	Part-time (Training period)	Training implementation support in North region (Nablu)	Nablu
7 Ms. Rasha Al Ghanem	Training Assistant (Ramallah)	Dec. 2015 – Feb. 2017	Full-time	Training implementation support in Ramallah and administrative tasks	Ramallah
8 Mr. Basem Abu Muhsen	Driver	Apr. 2014 – Mar. 2015 Jun. 2015 – Feb. 2017	Full-time	Driving and maintenance of the project car	Ramallah

### 2.3 Counterparts (C/Ps)

The C/Ps of the project are shown in Figure 1 as the members of the C/P organizations. The list of the members of the Technical Committee is shown below.

**Table 2-3: List of C/P Names (TC Members)**

(As of March 2017)

Name	Organization	Title	Remarks
Ms. Manal Farhan	Ministry of National Economy (MONE)	Director General for Industries and Natural Resources	Project Director
Mr. Zeyad F. AbdelRahmn	Ministry of National Economy (MONE)	Director of National Product Protection and Technical Committee Secretariat	Ag. Deputy Project Director
Mr. Nihad Alqudsi	Ministry of National Economy (MONE)	Director General for Business Development	Deputy Project Director (Transferred to another position in Sep. 2014; no successor to the position)
Mr. Khader Dharagma	Ministry of National Economy (MONE)	Head of SME Enhancement Division	Joined the division in Mar. 2016
Ms. Maysa Abu Ajeenah	Ministry of National Economy (MONE)	Industrial Engineer, SME Enhancement Division	Moved from PFI H.Q. to MONE in Oct. 2014 TC member from MONE BDS unit since Mar. 2016
Mr. Jamal Jawabreh	FPCCIA	FPCCIA Secretary General	Project Manager
Mr. Akram Hijazi	FPCCIA	FPCCIA PR Manager	
Mr. Riyadh Hweidah	FPCCIA	Research and Development Division	Joined FPCCIA in August 2016
Mr. Ayman H. Almimi	FPCCIA)	BDS Unit Manager, RCCIA	Replaced Mr. Salah Swalmeh in May 2016
Mr. Jawad Sayyed Al-Herbawi	FPCCIA	CEO, Hebron CCIA	
Mr. Isam Abu Zaid	FPCCIA	General Manager, Nablu CCIA	Replaced Mr. Nameer Khayyat in Feb. 2014
Mr. Fadi Hedmi	FPCCIA	General Manager, Jerusalem CCIA	
Dr. Odeh Shehadeh	PFI	Secretary General, PFI H.Q.	Project Manager
Ms. Alaa Breik	PFI	PFI Programs and Projects Officer	Production and Quality Manager of PUMP since May 2016
Mr. Maher Hushyesh	PFI	Executive Director General,	On leave to France for PhD



Name	Organization	Title	Remarks
		Stone and Marble Union	research from Feb. to Aug. 2017
Mr. Nasr Atyani	PFI	General Director, Food Industries Union	Replaced Fuad Al-Akra in Feb. 2014
Mr. Awad Abu-Ullaya	PFI	Executive Director, Pharmaceutical Industries Union	
Mr. Tariq Kittani	PFI	General Director, Paper Industries Union	Left the position in March 2014; no replacement
Mr. Jabra Mitwasi	PFI	Textile and Garment Union	

## 2.4 Budget Report

The total expenditure of the project is shown in the table below.

**Table 2-4: Project Total Actual Local Expenditures**

Item Categories	Unit: JPY		
	Phase 1 (2013. 10–2015. 3)	Phase 2 + Extension (2015. 6–2017.3)*	Total
1. Personnel Expenses 1 (salary for administrator)	6,414,313	13,977,179	20,391,492
2. Personnel Expenses 2 (remuneration for local consultant, lecturer and interpreter)	6,205,782	5,358,983	11,564,765
3. Vehicle-related (including driver salary, excluding project car purchase)	5,227,608	5,547,967	10,775,575
4. Venue Rental	1,222,043	3,016,796	4,238,839
5. Facility and Equipment Maintenance	26,456	408,061	434,517
6. Consumables	390,447	698,079	1,088,526
7. Travel and Transportation	4,318,116	10,022,556	14,340,672
8. Communication	129,903	400,995	530,898
9. Material Development (including translation)	3,823,658	2,482,617	6,306,275
10. Utilities	0	0	0
11. Miscellaneous (including catering for local training)	1,938,793	2,245,104	4,183,897
Rounding off, etc.	-119	-337	-456
<b>Total</b>	<b>29,697,000</b>	<b>44,158,000</b>	<b>73,855,000</b>

\*Amount for Phase 2 + Extension period is the expected number as of the end of March 2017.

## 2.5 Procurement of Equipment

The following equipment was purchased and utilized during the project period.

### 2.5.1 Donated Equipment (Project Vehicle)

JICA Palestine Office procured a vehicle (VW Transporter 7EB131) with insurance and it has been utilized by the project since April 2014 under an agreement document “Agreement on Use of the Donated Project Vehicles.” The project borne the cost for the driver, the fuel and maintenance including insurance and license renewal in line with the agreement. The vehicle is secured for use in the next phase of the project and to be handed over to MONE at the completion of the project.

## 2.5.2 Equipment Accompanied by Expert Dispatch

The equipment procured for the Project Office and Project Activities is listed below. These items are equipment accompanied by expert dispatch. In the second phase, two Multifunction Laser Printers were procured additionally to enhance the training administration in Hebron and Nablus. Also, one camcorder for PR material development has been procured through the proposal by the project team.

**Table 2-5: List of Equipment Accompanied by Expert Dispatch**

Purpose	Item	Qty	Specification	Delivery /Inspection date	Storage /Installation Place	Condition
Local Training	Notebook PC	10	Dell, Vostro 2521 i3, Windows 7, Microsoft Office Home and Business 2013	2014/4/8	Project office	Good
	Digital Camera	10	Canon, A4000 IS	2014/4/9	Project office	Good
Project Office	Laptop PC	3	Fujitsu, AH532-i3, Windows 7, Microsoft Office Home and Business 2013	2013/11/25 2013/12/04 2014/02/27	Project office	Good
	Photocopier	1	Toshiba, e-Studio 306SE	2013/12/1	Project office	Good
	Digital Camera	1	Canon, sx260 HS	2013/11/1	Project office	Good
	Camcorder	1	Sony, Movie 2.29 MP (16:9), Optical Zoom 30x	2015/12/8	Project office	Good
	Printer	2	HP, Laser Jet 200 Samsung 2540 Laser	2013/3/9	Project office	Good
	Multi-function Laser Printers	3*	HP 200 MFP 276N x 1, HP 125A x 2	2013/12/10 2015/8/3 2015/8/30	Project office (Training Venue during training)	Good
	Projector	1	Epson, EBX 18	2014/1/28	Project office	Good
	Intranet	1	Wireless LAN router	2014/4/8	Project office	Good

\* One had been already procured in the 1st phase and an additional two were procured in the 2<sup>nd</sup> phase.

### 3. Project Achievement

#### 3.1 Achievements of Project Objectives and Outputs

The following Table 3-1 shows a summary of the Project objectives versus outputs achieved in the Project period.

**Table 3-1: Achievements of the Project against Project Purpose and Outputs (March 2017)**

Overall Goal	Objectively verifiable Indicators	Outcomes
MSMEs enjoy the high-quality Business Development Service (BDS) in Palestine.	1) 100 enterprises get BDS by the National Experts who are fostered under the Project.  2) BDS providers developed by the National Experts increase by 30.  3) More than 70% of companies respond that the services provided by the National Experts are satisfactory.	1) Six companies by Ramallah CCI. Year 2016: two; Year 2017: four and another four expected in coming months. (Excluding 10 companies through AFD cluster project pilot cases and OJT companies during the project period.)  2) N/A. NEs who took TOT were assigned as lecturers of Basic BDS Training from Nov. 2016 – Jan. 2017 for more than half of the sessions.  3) The questionnaire format was drafted in January 2017. RCCI collected the first feedback in April 2017 from four companies that received basic service in Marketing.
Project Purpose	Objectively verifiable Indicators	Outcomes
The framework that the National Experts deliver the BDS for MSMEs is established.	1) Thirty (30) National Experts who complete the training courses provided by the Project are fostered.  2) Five (5) NE per module are trained by TOT.  3) Annual plans by MONE, FPCCIA, and PFI are approved by each decision board.  4) Unified BDS consultant quality standards are approved by MONE, FPCCIA and PFI.	1) 50 NEs in total are certified by the project. (NE-General: 21, NE-Specialists: 45; 16 persons are in common. Refer to Table 4-9 for the details.)  2) D1: 12, A: 2, B: 7, C & D2: 16 completed the TOT for each module. In addition, 14 NEs took the TOT General session.  3) Drafting of Plan for Year 2017-2018 was requested by Project Team to C/P but has not been approved by Board of Directors for each organization as official document and will be the task by next phase (approved at CEO level only).  4) Technical proficiency standards as consultant and as trainer for each field were formulated by the Project Team and were approved by MONE, FPCCIA and PFI in the 17 <sup>th</sup> TC meeting in July 2016. (Quality assurance system is discussed in the BDS Vision and Action Plan.)
Outputs	Objectively verifiable Indicators	Outcomes
<b>Output 1:</b> Management structure for the Project is in place.	1-1) The project management guideline is approved by JCC. 1-2) Establishing TC is approved by JCC.	1-1) Approved in the 1 <sup>st</sup> JCC in June 2014. 1-2) Approved in the 1 <sup>st</sup> JCC in June 2014.

<p><b>Output 2:</b> National Experts who provide BDS services to MSMEs are developed.</p>	<p>2-1) Sixty (60) attendants (total number) take BDS training courses.</p> <p>2-2) Technical Proficiency Standards for consultants in each subject and those for the trainer are formulated.</p> <p>2-3) 50 trainees (80% of 60 attendants) complete each module with more than B-score based on the above standards.</p>	<p>2-1) A total of 101 took BDS training courses (1<sup>st</sup> batch: 51, 2<sup>nd</sup> batch: 49, extension period: 17; among them 16 are in common). This number excludes the 23 participants of Basic BDS training for PIEFZA and chambers/unions junior staff from Nov. 2016 to January 2017.</p> <p>2-2) Formulated by the Project Team and approved by MONE, FPCCIA and PFI in 17<sup>th</sup> TC meeting at the July 2016.</p> <p>2-3) 68 persons (67% of 101 persons) complete at least one module with score of B- or above. This excludes the Basic BDS training from Nov. 2016 to January 2017.</p>
<p><b>Output 3:</b> Consultation Action Plans for providing BDS to MSMEs are developed.</p>	<p>3-1) Consultation Action Plan, which provides the detailed framework (system) for provision of BDS to MSMEs, is approved by JCC.</p> <p>3-2) Coordinating staff members are assigned in the BDS units of MONE, FPCCIA and PFI.</p> <p>3-3) The regular meeting of the assigned coordinating staff is held to follow up the progress of the Consultation Action Plan.</p>	<p>3-1) The BDS Vision was formulated following the suggestion by the terminal evaluation and the BDS Action Plan has been drafted in line with the Vision. The revised version which reflected the lessons learned from pilot cases of RCCI was proposed in the 5<sup>th</sup> JCC in March 2017 and was approved by C/P in April 2017.</p> <p>3-2) MONE SME enhancement division now has two staff members<sup>7</sup> after transfer of one from Ramallah F.O. in 2016. One senior officer (Mr. Riyadh Oweida, Research and Development Div.) was employed at FPCCIA and assigned to BDS project. He attended the BDS Vision development workshop in Oct. 2016 and TC meeting since Nov. 2016. No junior coordination staff member has been assigned. For PFI H.Q., one junior staff member (Ms. Rawan Shwaiki) has been hired for AFD - PUMP and she attended the BDS Vision presentation session in Nov. 2016. A TC member, Ms. Alaa Breik is to be the BDS unit manager at PFI.</p> <p>3-3) The project team prepared a guideline for MONE SME enhancement division so that the regular meeting of the assigned coordinating staff will be held, following the similar manner of TC.</p>
<p><b>Output 4:</b> Plans to further develop BDS providers are developed.</p>	<p>4-1) An Action Plan to further develop BDS providers after completion of the Project has been developed and approved by JCC.</p>	<p>4-1) According to the suggestion by the terminal evaluation, BDS Vision and Action Plan which includes Plan to further develop BDS providers was formulated in Nov. 2016. The project</p>

<sup>7</sup> One staff member (Ms. Maysa Nedal) is concurrently appointed as a coordinator for PUMP by AFD, the counterpart of which is IMC of PFI, where she works four days at MONE and one day at PFI per week on average (as of March 2017).

	4-2) Resource allocation plan to further develop BDS providers is discussed.	team supported the drafting of training plan for the 1 <sup>st</sup> year and the draft was presented in 18th TC meeting in Jan. 2017.
		4-2) Human and financial resource allocation for the activities for further develop BDS providers such as a travel allowance for trainees and remuneration for trainers were discussed at the 18th TC meeting in Jan. 2017 using the training guideline as a reference.

### 3.2 Materials Developed in the Project

Outputs achieved and materials developed during the project period are summarized in Table 3-2, and all the materials developed are listed in Table 3-3.

It is notable that Work Plan (W/P) No. 4 was originally due in May 2016 but the project team submitted it in March 2016 to reflect the recommendations of the Mid-term Review in December 2015 in the activities as early as possible. The draft was explained at the 3<sup>rd</sup> JCC in March 2016.

Submission of the Project Completion Report No. 2 (this report) was postponed from September 2016 to May 2017 as well, due to the extension of the 2<sup>nd</sup> Phase in line with the Terminal Evaluation.

**Table 3-2: Outputs and Materials**

Outputs	Materials
<b>Output 1:</b> Management Structure for the Project is in place.	<ul style="list-style-type: none"> <li>• Project Implementation Guideline*</li> </ul>
<b>Output 2:</b> National Experts who provide BDS services to MSMEs are developed.	<ul style="list-style-type: none"> <li>• BDS Training General Information (G.I.) for Trainees *</li> <li>• Text Materials for BDS Training Lecture</li> <li>• Text Materials for BDS Training OJT</li> <li>• Material presented for Demo Seminar and Open Seminar</li> <li>• Technical Proficiency Standard as Consultant*</li> <li>• Consultation Manuals for NEs (including SME Tool Kit)</li> </ul>
<b>Output 3:</b> Consultation Action Plans for providing BDS to MSMEs are developed.	<ul style="list-style-type: none"> <li>• BDS Vision and Action Plan 2017–2021 *</li> <li>• BDS Unit Guideline*</li> </ul>
<b>Output 4:</b> Plans to further develop BDS providers are developed.	<ul style="list-style-type: none"> <li>• BDS Vision and Action Plan 2017–2021</li> <li>• Technical Proficiency Standard as Trainer*</li> <li>• Training Implementation Guideline*</li> </ul>

\* Not specified as official technical deliverables in the Specific TOR in the contract.

**Table 3-3: List of Developed Materials**

<b>Title</b>	<b>Submission Month</b>	<b>Numbers / Language</b>
<b>Technical Deliverables</b>		
Lecture Text Material and Consultation OJT Text Material (for each module A, B, C, D1, D2) (1 <sup>st</sup> Phase Original Version]	March 2015	English or Arabic CD-ROM
Demo Seminar and Open Seminar Presentation Material (1 <sup>st</sup> Phase]	March 2015	English or Arabic CD-ROM
Lecture Text Material and Consultation OJT Text Material (for each module A, B, D1, C & D2) (2 <sup>nd</sup> Phase Revised Version]	May 2017	English or Arabic CD-ROM
Handbook or Instruction Manual (Consultation Manual) for NEs	May 2017	English or Arabic CD-ROM
Open Seminar Presentation Material (2 <sup>nd</sup> Phase)	May 2017	English or Arabic CD-ROM
<b>Reports</b>		
Inception Report (1 <sup>st</sup> Phase)	October 2013	1 in Japanese
Work Plan (W/P) (Draft - No. 0)	October 2013	5 in Japanese
Work Plan (W/P) No. 1	December 2013	20 in English, 5 in Japanese
Project Progress Report No. 1	September 2014	20 in English, 5 in Japanese
Work Plan (W/P) No. 2	October 2014	20 in English, 5 in Japanese
Project Completion Report No. 1	March 2015	20 in English, 5 in Japanese CD-ROM (English, Japanese)
Inception Report (2 <sup>nd</sup> Phase)	June 2015	1 in Japanese
Work Plan (W/P) No. 3	June 2015	20 in English, 5 in Japanese
Work Plan (W/P) No. 4	February 2016	20 in English, 5 in Japanese
Project Progress Report No. 2	May 2016	20 in English, 5 in Japanese
Project Completion Report No. 2	May 2017	20 in English, 5 in Japanese CD-ROM (English, Japanese)

## **4. Project Activities**

This chapter details each activity undertaken to achieve the project objectives during the Project period.

### **4.1 Project Tasks**

The project activities were conducted based on the tasks in PDM. Table 4-1 summarizes each task and the schedule of activities. The list of project activities is attached as Appendix 3.

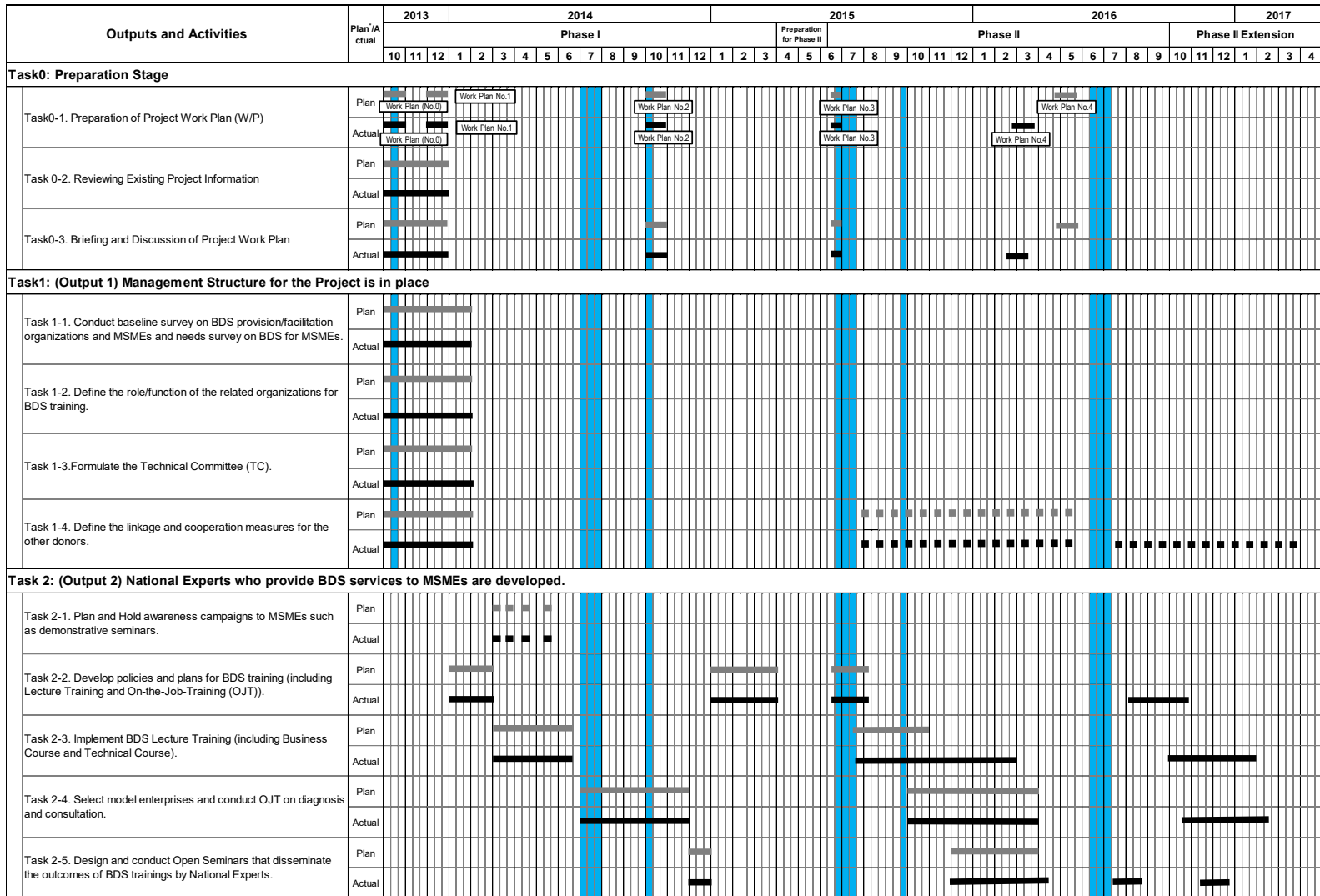
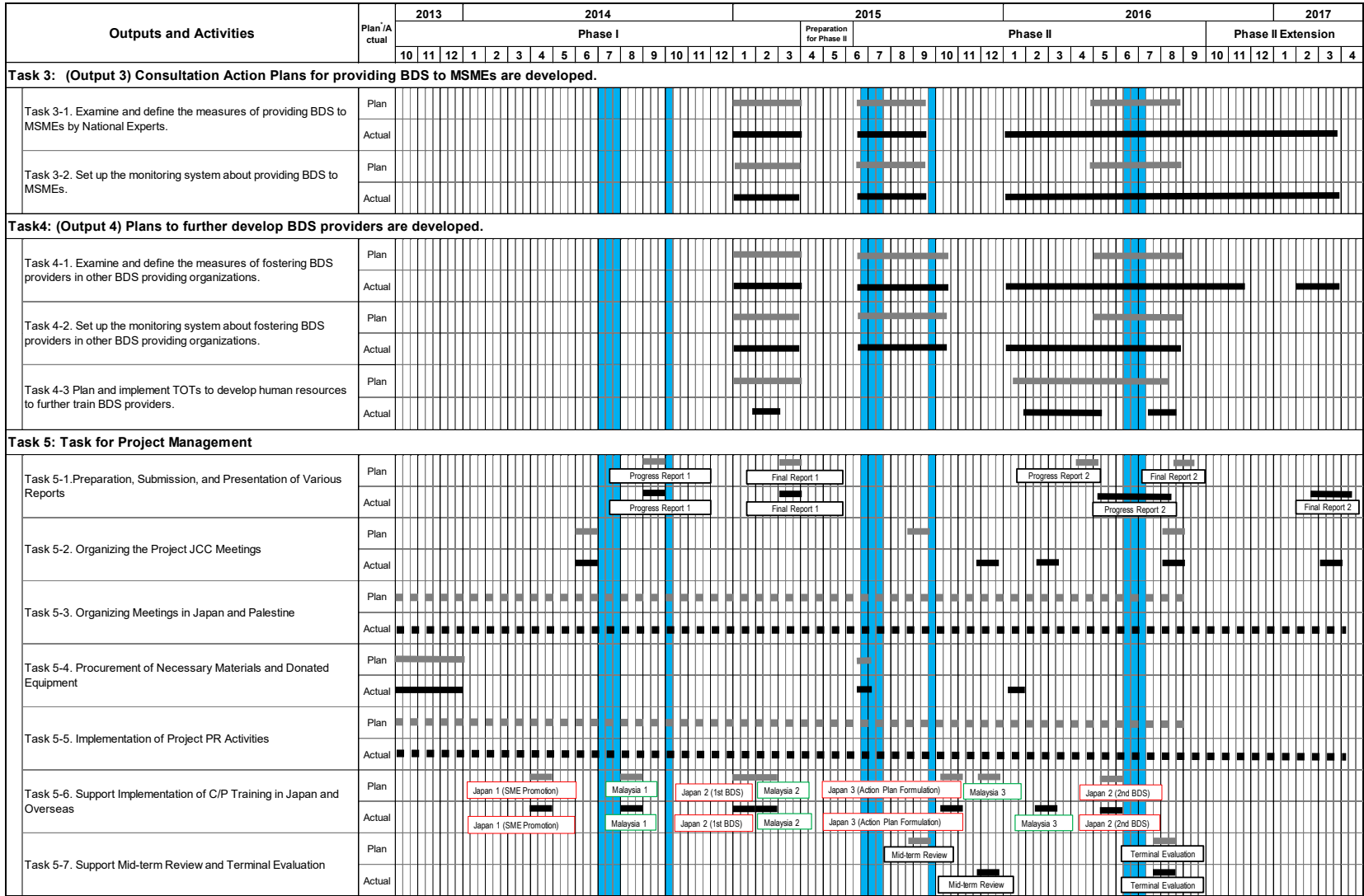


Figure 4-1: Actual Work Schedule (1/2)





**Figure 4-1: Expert Assignment Chart for Phase 2 (2/2)**

## **4.2 Major Activities of Each Phase**

As an introduction, the main activities of each phase are shown in this section. The actual schedule of the activities, mainly the BDS training program, is attached as Appendix 5.

### **4.2.1 Major Activities of Phase 1 (Oct. 2013 – Mar. 2015)**

In the 1<sup>st</sup> phase, the major activities are as follows: establishment of the project implementation structure (particularly setting up the Technical Committee), conducting the baseline survey, promotion of BDS by demo seminars in various locations, and the planning and implementation of the 1<sup>st</sup> batch BDS training.

Securing an ample preparation period before the actual beginning of the training program, the project team encouraged relevant counterpart organizations to nominate NE candidates as trainees by promotion to all the stakeholder institutions during the baseline survey and formulation and confirmation of the training procedure including the General Information (G.I.).

### **4.2.2 Major Activities of Phase 2 (Jun. 2015 – Aug. 2016)**

In the 2<sup>nd</sup> phase, one of the primary activities was implementation of the 2<sup>nd</sup> batch BDS training with better management by making use of the lessons learned in the 1<sup>st</sup> batch BDS training such as the issue of huge difference of participants' background and knowledge level. MONE Field Officers were added to the participants list and assessment criteria called technical proficiency standards and evaluation procedures were newly formulated and applied to the actual training.

Another main activity was an OJT follow-up sessions to further improve the quality of NEs certified in the 1<sup>st</sup> batch training and to promote making a positive impact at the OJT model companies. In addition, the consultation OJT for existing NEs targeting the tenant companies of JAIP started from the early stage of the phase to indirectly support the tenants in collaboration with JAIP project.

Furthermore, the discussion of the action plans development for consultation provision and production of more BDS providers had been prioritized and tackled by C/P members. The 3<sup>rd</sup> study tour to Japan in October 2015 became the starting point of the active discussion.

### **4.2.3 Major Activities of Phase 2 Extension Period (Sep. 2016 – Mar. 2017)**

Following the recommendations of the Terminal Evaluation, the project was extended for six months and formulation of the mid- to longer-term BDS Vision was developed through the participatory process, and action plans were re-formulated in a way that stakeholders have greater ownership of it and feasible contents by reflecting the experience of the pilot service provision cases of RCCIA.

Training for MONE field officers in the production management area was implemented as well, with a larger number of the participants, to ensure a sufficient number of NEs in each governorate. Also, aiming to strengthen the BDS provision system, Basic BDS Training was planned and implemented for PIEFZA staff members and chamber/union junior staff members.

## **4.3 Joint Coordinating Committee (JCC)**

Though the whole project period, JCC meetings were held five times. The overview of the JCC meetings is shown in the table below. The minutes of each meeting are attached as Appendix 2.

**Table 4-1: JCC Results**

No.	Date	Venue	No. of participants	Agenda
1 <sup>st</sup> JCC	10 Jun. 2014	Meeting Room, MONE	12	<ul style="list-style-type: none"> <li>Approval of the Project Implementation structure and project guideline</li> <li>Review of the progress of the preparation of the 1<sup>st</sup> BDS Training</li> <li>Discussion of Work Plan (W/P) No.1 for 1<sup>st</sup> phase activities</li> <li>Adoption of the non-registered PDM indexes</li> </ul>
2 <sup>nd</sup> JCC	17 Dec. 2015	Meeting Room, MONE	18	<ul style="list-style-type: none"> <li>Review of the outcomes of project 1<sup>st</sup> phase and first half of the 2<sup>nd</sup> phase activities</li> <li>Sharing the output of the 3<sup>rd</sup> Study in Japan (BDS Action Plan Development)</li> <li>Sharing the result of the Mid-term Review and recommendations</li> </ul>
3 <sup>rd</sup> JCC	01 Mar. 2016	Meeting Room, MONE	14	<ul style="list-style-type: none"> <li>Revision of PDM to reflect the recommendations of the Mid-term Review</li> <li>Discussion of Work Plan No. 4 (activity plan of latter half of the 2<sup>nd</sup> phase in consideration of the Mid-term Review)</li> </ul>
4 <sup>th</sup> JCC	04 Aug. 2016	Movenpick Hotel, Ramallah	15	<ul style="list-style-type: none"> <li>Review of the outcomes of the 2<sup>nd</sup> phase of the project</li> <li>Sharing the result of the Terminal Evaluation and the recommendations to the project</li> <li>Discussion on the project activities during the extension period</li> </ul>
5 <sup>th</sup> JCC	26 Mar. 2017	Meeting Room, MONE	9	<ul style="list-style-type: none"> <li>Review of the outcomes of extension period activities and progress of the recommendation of the Terminal Evaluation</li> <li>Discussion and approval of the final version of the BDS Vision and Action Plan Confirmation of the activities of C/P organizations during the gap period until next phase starts</li> </ul>

#### 4.4 Activities in Each Output

Project activities were implemented in line with the Work Plan, which was drafted according to the set of activities defined in the PDM. Activities in each output are reported in the following sections.

##### 4.4.1 Result of Activities for Output 1 “Management Structure for the Project Is in Place” (Task 1)

- Task 1-1 Conduct a baseline survey on BDS provision/facilitation organizations and MSMEs and needs survey on BDS for MSMEs.
- Task 1-2 Define the role/function of the related organizations for BDS training.
- Task 1-3 Formulate the Technical Committee (TC).
- Task 1-4 Define the linkage and cooperation measures for the other donors.

**(1) Task 1-1: Conduct a baseline survey on BDS provision/facilitation organizations and MSMEs and a needs survey on BDS for MSMEs**

The Baseline survey was conducted from October 2013 to December 2014 to grasp the following subjects.

- Current situation of BDS provision/facilitation organizations
- Current situations of MSMEs and conditions where these MSMEs operate
- MSMEs' needs for BDS at the macro level

In addition, the questionnaire survey results were analyzed for consultation needs at the time of demonstration seminars, and this supplemental information completes the Baseline Survey Report (September 2014). Moreover, the information of the Baseline Survey was used to finalize unfixed indicators. Those quantified indicators were finalized at the 1st JCC in June 2014.

**(2) Task 1-2: Define the role/function of the related organizations for BDS training**

The role/function of the concerned organizations for BDS training were discussed and the Project Guideline with the implementation structure was adopted by the 3rd TC meeting (January 2014), and approved by the 1st JCC (June 2014). Minutes of the Meeting for the JCC are attached as Appendix 2.

**(3) Task 1-3: Formulate the Technical Committee (TC)**

The Technical Committee (TC) was formulated in December 2013 as the organization responsible for project implementation. The Director General for Industry and Natural Resources of MONE, as the project director chaired the TC. The TC is composed of directors and other personnel from MONE, FPCCIA and PFI. The Roles of the TC are to manage the project as well as to decide project activities. Four Working Groups (WGs)<sup>8</sup> were formulated as TC WGs.

The TC meetings have been held on a bimonthly basis for sharing information on the progress of the project, addressing the issues identified and getting approval for upcoming major project activities. Table 4-2 shows the summary and main agenda for the TC meetings during the whole project period. The project team has presented regular progress reports and supported the agenda preparation and advised on the major issues.

The project team has been trying to facilitate the transfer the secretarial function of TC meetings to the monitoring body of BDS secretariat stipulated in the BDS Vision and Action Plan by inviting staff members of the MONE SME enhancement division as observers, for example.

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<sup>8</sup> These four WGs are: "Expansion WG" for practical strategy and planning for the national expansion, "PR WG" for PR strategy and implementation, "Donor WG" for collaboration mechanisms with other donor projects and "Training WG" for discussion of training materials, and modules.

**Table 4-2: TC Meeting Results**

No.	Date	Venue	No. of participants	Main Agenda
1st	9 Dec. 2013	Caesar's Hotel Ramallah Al- Masyoun	21	<ul style="list-style-type: none"> <li>• Work Plan No. 1 adopted</li> <li>• Project Guideline adopted</li> <li>• Selection of TC WG members</li> <li>• PDM Workshop</li> </ul>
2nd	29 Jan. 2014	MONE Meeting Room	15	<ul style="list-style-type: none"> <li>• Presentation of Baseline Survey Report</li> <li>• Guidelines for Trainees adopted</li> <li>• Report by the TC WG</li> </ul>
3rd	25 Feb. 2014	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• Explanation of the Training Program</li> <li>• Planning of the demonstration seminars and launching ceremony</li> <li>• Recruitment guidelines</li> </ul>
4th	8 Apr. 2014	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• TC WG action plan drafted</li> <li>• Confirmation of Trainees Guidelines</li> <li>• Malaysia Study Planning</li> </ul>
5th	12 May 2014	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• TC WG Report</li> <li>• Comments on the trainings</li> <li>• Malaysia Study Planning</li> </ul>
6th	9 Jun. 2014	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• Presentation to the JCC meetings</li> <li>• TC WG reports</li> <li>• Report on the Study in Japan and presentation</li> </ul>
7th	7 Sep. 2014	MONE Meeting Room	12	<ul style="list-style-type: none"> <li>• Report of the first training in Malaysia (TCTP)</li> <li>• Report on the BDS training (lecturing sessions)</li> <li>• The BDS training (OJT) session</li> </ul>
8th	16 Dec. 2014	MONE Meeting Room	9	<ul style="list-style-type: none"> <li>• Report on the open seminars</li> <li>• The second training in Japan</li> <li>• The manual development workshop</li> </ul>
9th	4 Mar. 2015	MONE Meeting Room	9	<ul style="list-style-type: none"> <li>• National Expert Forum</li> <li>• Recruitment for the 2<sup>nd</sup> Phase</li> <li>• 2<sup>nd</sup> Phase Training program</li> </ul>
10th	17 June 2015	MONE Meeting Room	11	Discussion on the draft of W/P No.3
11th	11 Aug. 2015	MONE Meeting Room	9	<ul style="list-style-type: none"> <li>• Consultation and approval of updated W/P No. 3</li> <li>• Management of Phase 2 and preparation of upcoming activities                             <ul style="list-style-type: none"> <li>➢ Study in Japan</li> <li>➢ Study in Malaysia</li> <li>➢ Preparation for Action Plan WS in Sep. 2015</li> <li>➢ Survey for the Mid-term Review mission</li> <li>➢ PR activities</li> </ul> </li> </ul>
12th	30 Oct. 2015	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• Orientation for 3<sup>rd</sup> Study in Japan</li> <li>• Discussion on Consultation and Outreach Action Plan</li> </ul>
13th	09 Dec. 2015	MONE Meeting Room	14	<ul style="list-style-type: none"> <li>• Schedule of the Mid-term Review mission</li> <li>• Sharing of draft action plan developed in 3<sup>rd</sup> Study in Japan</li> <li>• Follow-up of short-term action plan</li> <li>• Nomination of 3<sup>rd</sup> Study in Malaysia</li> </ul>
14th	03 Feb. 2016	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• Sharing of the results of the Mid-term Review</li> <li>• Explanation of the draft of the revised PDM</li> <li>• Preparation of nomination of 4<sup>th</sup> Study in Japan</li> <li>• Explanation on 3<sup>rd</sup> Study in Malaysia</li> <li>• Sharing of status of Action Plan development</li> </ul>
15th	11 Apr. 2016	MONE Meeting Room	10	<ul style="list-style-type: none"> <li>• Nomination of participants of 4<sup>th</sup> Study in Japan</li> <li>• Plan of TOT and Trainer Certification</li> <li>• Certification ceremony of 2<sup>nd</sup> batch BDS Training (NE-General &amp; Specialist)</li> <li>• Sharing the discussion of the Action Plan</li> </ul>

No.	Date	Venue	No. of participants	Main Agenda
16th	08 Jun. 2016	MONE Meeting Room	12	<ul style="list-style-type: none"> <li>• Formulation Working Group (Consultation Fee system and NE certification)</li> <li>• Progress Report and Explanation of Activity Plan</li> <li>• Certification of NE – Specialist from 1<sup>st</sup> batch BDS Training</li> <li>• Assessment of TOT</li> <li>• NE directory development</li> <li>• Draft of Action Plans</li> </ul>
17th	26 Jul. 2016	MONE Meeting Room	11	<ul style="list-style-type: none"> <li>• Progress Report</li> <li>• Confirmation of List of NE-Specialist</li> <li>• Confirmation of Technical Proficiency Standards for Consultation and for Trainer in each area</li> <li>• Draft of NE directory</li> <li>• Toward finalization of Action Plans</li> </ul>
18th	30 Jan. 2017	MONE Meeting Room	13	<ul style="list-style-type: none"> <li>• Progress Report of activities during extension period</li> <li>• Proposal of first annual training plan in the action plan</li> <li>• NE list to be published at renewed website and NE directory</li> <li>• Design of renewed website and contents</li> <li>• Introduction of BDS unit guideline for BDS unit of CCIA/union</li> </ul>

**(4) Task 1-4: Define the linkage and cooperation measures for the other donors.**

The project team has been exchanging information and ideas continuously with MONE and other donor agencies to seek possible collaboration and demarcation of activities. Overview of projects by other donor agencies (donor mapping) are shown in Appendix 4.

In the 1<sup>st</sup> Phase, collaboration of this project and those of other donor agencies were discussed and, regarding the SME policy, MONE formulated direction of utilization of NEs.

In the 2<sup>nd</sup> Phase, mainly at the time of the mid-term review and the terminal evaluation, the project team has been exchanging information and ideas continuously with MONE, which initiates the coordination with other donor agencies. The project team had direct meetings with German Corporation for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit: GIZ), French Development Agency (Agence Française de Développement: AFD) and Belgian Technical Cooperation (BTC) as well, especially on the possibility of effective utilization of nurtured NEs in other donors’ programs by their programs.

Major new projects of the other donors are the following. GIZ launched a Technical and Vocational Education and Training (TVET) program setting FPCCIA as its main counterpart in the second half of 2015. AFD initiated the Pilot Upgrading and Modernization Program (PUMP) in May 2016 with PFI designated as the counterpart. AFD’s Cluster Project has been conducted since 2013 and Swedish International Development Cooperation Agency (SIDA) (and its major contractor NGO, We Effect) is considering to take over the activities of the project as the main component of their upcoming program from June 2017.

The project team has been facilitating the dispatching of nurtured NEs to these programs. In fact, one of the NE Marketing Specialists contributed to the Shoe and Leather Cluster in Hebron of the Cluster Project as a trainer in Marketing. These utilizations of NEs will lead to quality seminars for the beneficiary companies of the Cluster Project and at the same time become a good opportunity for NEs to accumulate experience as trainers (with remuneration) and identify possible clients. Therefore, the project team is hopeful that these practices will be expanded

further.

In the extension period, multiple meetings were held with BTC' business startup and incubators support (BSIS) project. The project intends to set criteria and certify the business advisors in Palestine for their program and MONE asked the JICA project team to coordinate well with their activities. The project team was invited to a workshop on sharing the results of comparative study on certification of business advisors and the way forward and one of the local staff members attended the event. The JICA project team requested collaboration in this area and the utilization of NEs with BTC in their activities.

#### 4.4.2 Result of Activities for Output 2 “National Experts who Provide BDS Services to MSMEs Are Developed” (Task 2)

Task 2-1 Plan and hold awareness campaigns to MSMEs such as demonstrative seminars.  
 Task 2-2 Develop policies and plans for BDS training, including lecture training and On-the-Job-Training (OJT).  
 Task 2-3 Implement BDS lecture training (including Business Course and Technical Course).  
 Task 2-4 Select model enterprises and conduct OJT on diagnosis and consultation.  
 Task 2-5 Design and conduct Open Seminars that disseminate the outcomes of BDS training by National Experts.

##### (1) Task 2-1: Plan and Hold Awareness Campaigns to MSMEs such as Demonstrative Seminars.

At the commencement of the 1<sup>st</sup> batch BDS training from March to May 2014, a series of demonstration seminars by the JICA experts were held to increase the awareness of the MSMEs, and recruitment of trainees for BDS training. The venues for the demonstration seminars were in three regions, Ramallah, Hebron, and Nablus. The demonstration seminar was designed to be a half day long, taking 4 to 6 hours.

In the seminars, the JICA experts, in general principles, presented the basic concepts in their training modules, and showed their significance and relevance to the MSMEs in Palestine, and introduced useful and practical case studies. The result of the demonstration seminars is shown in the below table.

**Table 4-3: Demonstration Seminars Results**

Demonstration Seminars		Number in attendance		
Module	Subject	Date	Venue	
B	Marketing	2 Mar. 2014	Ramallah	54
		4 Mar. 2014	Nablus	40
		3 Mar. 2014	Hebron	62
C, D2	Production Management	20 Mar. 2014	Ramallah	17
		24 Mar. 2014	Jenin	19
		26 Mar. 2014	Hebron	33
D1	Corporate Diagnosis (Strategic Management)	13 Apr. 2014	Ramallah	8
		16 Apr. 2014	Jenin	5
		17 Apr. 2014	Hebron	20
A	Financial Management	25 May 2014	Ramallah	25
		27 May 2014	Tulkarem	22
		29 May 2014	Hebron	54
Total				359

## **(2) Task 2-2: Develop policies and plans for BDS training (including Lecture Training and OJT).**

BDS Training consists of five modules, namely A (Business and Financial Management), B (Marketing), C (Production and Sales Management), D (Corporate Diagnosis), and the combination of modules A, B and D1 is called a “Business Course” and that of modules C and D2 a “Technical Course”. Each module has two modes of training: a lecturing part and On-the-Job Training (OJT) part, which includes company diagnosis and advisory service. The lecturing part and OJT part were planned to have with a length of seven days each.

### Development of Training Plan for each phase

In the 1<sup>st</sup> Phase, the training program was developed by the JICA experts prior to the training, making use of materials used in the past which were modified taking into consideration the interview results and opinions learned in the demonstration seminars. Together, a guideline for trainees (General Information: G.I.) was developed for their information. Furthermore, an evaluation sheet for monitoring the training was developed.

The training plan for 2<sup>nd</sup> Phase was formulated by updating and modifying that of the 1<sup>st</sup> Phase. The schedule and contents of the training such as curriculum and text materials were developed by reflecting the lessons learned during the 1<sup>st</sup> Phase. For example, the five consecutive training days in a week were avoided to enable trainees to catch up on their regular duty, making Module A with the focus on the practical part, and implement greater combination of Module D2 Diagnosis and C actual Kaizen implementation support. Three complementary sessions called pre-course (Logical Thinking, Report Writing and Basic Accounting) were newly introduced to fill the knowledge gap among the participants.

In the 2<sup>nd</sup> Phase, three major training sessions were added to the activities. The first one is the follow-up session of OJT of the 1<sup>st</sup> batch BDS training model companies to further improve the level of NEs certified in the 1<sup>st</sup> batch and to facilitate creating a positive impact through the business advisory service from trainees. Secondly, additional consultation OJT for JAIP tenant companies was planned in collaboration with the JICA JAIP project for improvement of skills and accumulation of experience of NEs and to facilitate the tenant companies to start the actual operation. Third, Training of Trainers (TOT) sessions were developed for each module with a length of two weeks targeting those who have completed each module in the 1<sup>st</sup> and 2<sup>nd</sup> batch BDS trainings in order to secure further development of BDS providers.

Operational changes were introduced in the 2<sup>nd</sup> Phase as well such as announcing the recruitment, inauguration, training implementation, and graduation ceremony in an integrated manner. The recruitment of the trainees was started early enough to identify committed participants. In the 2<sup>nd</sup> batch, invitation were sent to broader stakeholders and promoted participation of MONE field officers. NE candidates from Gaza were also included in the target trainees.

In the extension period, following the suggestions made by the terminal evaluation, training for MONE field officers in production management was planned with larger number of participants. The training period was reorganized integrating Modules C and D2. The curriculum and schedule were modified to 10 days from 14 days each for lectures and OJT. These modifications will be utilized in the future BDS training as well.

In addition, Basic BDS training was developed for PIEFZA staff to support the JAIP project. The training curriculum was drafted with an intension to use it in the future as a pre-course for four areas (Basic Business Management, Basic Marketing, Basic Production Management and Basic Financial Management) with the length of three days each before standard BDS training



in each module and junior staff members from chambers and industry unions were invited as well. In the Basic Business Management course, business game software “GoVenture CEO” was adopted as an introductory exercise covering broad topics in the business (the first utilization was in the TOT session of Module A in April 2016). For the Basic BDS Training, as much as NEs who took TOT were assigned as lecturer to perform their teaching skills as trainers and accumulate more experience.

The training schedule during the extension period was drafted in such a way that training is three days a week at most by extending the total period of training in order to mitigate the negative influence on their original duties at affiliated organization.

#### Selection of Target Trainees

In the 1<sup>st</sup> Phase, it was assumed that there were good NE candidates who have MBA degrees, etc. in the chambers and industry unions. As such, the focus of the recruitment was targeted to these organizations. The project allowed industry unions which do not have many full-time staff members to invite company staff managers on the condition that the company agrees to ensure the company employee will provide the service as NE for (semi-) public purposes. (The roles were assumed as the following three: (i) act as in-house consultant in the company, (ii) contribute to other industries as NE (to avoid service provision to competitors), and (iii) act as trainer).

In the 2<sup>nd</sup> Phase, most of the candidates from chambers and unions were had already been nominated and participated in the 1<sup>st</sup> batch of the training, the project promoted MONE staff members (from headquarters and field office) as well to join in the BDS training.

In the extension period, even more MONE field officers were invited to the additional production management training since the participants from MONE in the 2<sup>nd</sup> batch showed good performance and commitment and they are expected to contribute to the expansion of service provision to all of the governorates in the West Bank including those who have neither big chambers nor industry unions.

#### Assessment of Trainees

In the 1<sup>st</sup> Phase, the assessment of trainees was made based on attendance rate, result of the final examination following the lectures, observed skills applied in the OJT and the final presentation to the client company. And the finally, those who completed all of the modules were invited to the interview of Japanese experts and were certified as NE by an overall assessment considering not only the outcome of the training but also the commitment to continuous learning and service provision (expected contribution).

In the 2<sup>nd</sup> Phase, however, the definition of NEs was changed to include trainees who get an excellent score in at least one module in addition to those who have completed all of the modules following the recommendation of the Mid-term Review of the project (refer to the next section), and a technical proficiency standard was developed for each module. These assessment criteria were adapted to the 2<sup>nd</sup> batch of training. The major change was to focus on pure individual competency at the timing of training, omitting the factors of commitment included in the 1<sup>st</sup> batch, and the overall score was calculated with full score of 100 (six alphabetical grades — A, B+, B, B-, C, D — are given to the participants) using the new assessment sheets developed in December 2015. These grades were given to the participants at the 2<sup>nd</sup> batch graduation ceremony from 24 April 2016.

At the same time, assessment of 1<sup>st</sup> batch trainees was conducted again with the new assessment criteria. After confirmation at TC, these additional NE certificates were given to the 1<sup>st</sup> batch participants who have received a score with satisfactory conditions.

Although, in the assessment criteria, the attendance rate (80% or more in principle) remained as one of the conditions, which has nothing to do with pure individual competency itself, the project team provided a complementary session in some cases for those who were absent for some days due to their busy schedule of original duty despite their high ability. And if the result was satisfactory, they were also certified as NE.

In the extension period, assessment was done in the same manner for the production management training targeted for MONE field officers and certified as NE. Regarding the Basic BDS training, those who had attendance rate of at least 70% and took an examination on the last day (or assignment submitted by the deadline) with a satisfactory score were given the certificate of completion of the basic training for each module.

#### Modification of the Definition of National Experts and its Certification Criteria

From the beginning of the project, it has been a challenge for ensuring the quality of NE that the stakeholders had not been able to share a common understanding of the definition of National Expert. To address this and reach a shared understanding, at the onset of the 2<sup>nd</sup> Phase of the project, first the condition of certification of NE was documented after discussion among Palestine C/P organizations, Project Expert team and JICA (Palestine office and headquarters) and acknowledged by three parties in 11<sup>th</sup> TC meeting minutes in August 2015. According to this new condition<sup>9</sup>, 2<sup>nd</sup> batch BDS training was conducted after announcing the new conditions for NEs to the participants.

According to the suggestion in the Mid-term Review in December 2015, it was confirmed in the 3<sup>rd</sup> JCC in March 2016 that not only those who completed all of the modules with a satisfactory score but also those who have received an excellent score for at least one module are qualified for NE certification as NE-XX Specialist. On the other hand, the existing NE title is renamed to NE-General. The confirmed new condition for NEs includes two cases: (i) either those who have achieved a score of 70 or above (grade: B- or above) for all the modules (NE-General = Professional SME consultant) and/or (ii) those who have completed at least one module with 95 or above (grade: A) (NE-Specialist). With this change, the expression of “Business Course” (combination of Modules A, B, and D1) and “Technical Course” (combination of Modules C and D2) were abandoned. Even though, the combination of Modules C (Production and Sales Management) and D2 (Corporate Diagnosis: Production Management) is still relevant and cannot be regarded as separate expertise, trainees has not been certified as NE (Production Management Specialist) unless they have completed both components with the necessary score.

### **(3) Task 2-3: Implement BDS Lecture Training (including Business Course and Technical Course)**

The training was implemented in accordance with the training schedule developed with some modification based on the availability of trainers and the latest security situation. The actual training schedule implemented is shown in Appendix 5.

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<sup>9</sup> 1) Lectures on BDS (attendance and exam), 2) Business diagnosis and advisory OJT (attendance and final presentation), 3) Confirmation of Outcome of the Training by Japanese Experts (Interview). Item 3) in fact has been applied for those who have the capability and commitment but lack the attendance rate by complementary lectures and additional exams.

The lecture sessions were conducted for about one to two weeks based on the syllabus developed during the preparation period. In the training session, group exercise, a visual learning resource was used as well to help the understanding of the participants. In the lecture, theory on consultation, practical methods were taught and various diagnostic and advisory formats, which are helpful for consultation, were provided and trained participants to be equipped with the knowledge and skills necessary to have effective OJT afterwards.

In the 2<sup>nd</sup> Phase, the training materials and texts, and lecture process were revised based on the lessons gained from the training delivered in the 1st Phase. These revised texts are submitted as technical deliverables at the end of the project. In addition, in the extension period, lectures on production management for 17 MONE field officers were conducted in November 2016. The result overview of the lecturing sessions is shown in the table below. Please refer to Appendix 6 for the details of each session.

**Table 4-4: BDS Training (Lecture) Results**

Phase	Subject	Region	Date	Venue	No. of participants	No. that completed	
Phase I	A	North	2014/6/1-9	Nablus	12	8	
		South	2014/6/11-19, 10/21-23	Hebron	13	13	
	D1	South	2014/4/21-28	Hebron	18	11	
		North	2014/5/14-21	Nablus	14	8	
	B	Marketing	South	2014/3/9-17	Hebron	15	8
			North	2014/3/19-27	Nablus	19	5
C	Production Management	South	2014/3/30-4/7	Bethlehem	19	14	
		North	2014/4/9-17	Ramallah	17	8	
D2	Corporate Diagnosis (Production Management)	South	2014/4/29-5/8	Ramallah	15	8	
		North	2014/8/20-29	Bethlehem	18	14	
Phase II	A	North	2015/10/5-7, 11-13 & 2016/1/31-2/1	Nablus (Day 1-6) Ramallah (Day 7-8)	9	7	
		South	2016/2/1-3, 8-11	Ramallah	8	7	
	D1	North	2015/8/23-25, 30, 9/1-3	Nablus	15	8	
		South	2015/9/6-8, 14-17	Ramallah	10	10	
	B	Marketing	North	2015/8/3-6, 11-13	Nablus	12	10
			South	2015/10/5-7, 12/6-9	Hebron Ramallah (Day 4-7)	14	10
C	Production Management	North	2015/8/9-10, 16-20	Ramallah	11	8	
		South	2015/7/26-28, 8/3-6	Bethlehem	9	9	
D2	Corporate Diagnosis	North	2015/9/6-8, 14-17	Ramallah	8	7	
		South	2015/08/23-25, 31, 9/1-3	Bethlehem	9	9	
Phase II Extension	C & D2	Production Management & Corporate Diagnosis	-	2016/11/1-3, 9, 10, 14, 16, 17, 23, 29 (10 days)	Ramallah	17	17

Note: "No. of participants" indicates those who attended at least one day of the lectures; "No. that completed" are those who have completed with a score of 70 or above for the lectures and OJT as a whole (refer to Table 4-8 as well).

The pre-course was introduced for the first time in the 2<sup>nd</sup> Phase to fill the gap between current knowledge and the basic knowledge required to ensure a satisfactory level of understanding in the respective modules provided by the Project. The table below shows a summary of the result. The details of each session are attached as Appendix 6.

**Table 4-5: 2<sup>nd</sup> batch BDS Training - Summary of Pre-course Training**

Topics	Date	Venue	No. of participants
Logical Thinking and Report Writing	29-30 Sep. 2015	Ramallah (MONE hall)	23
Basic Accounting	3-4 Oct. 2015	Ramallah (MONE hall)	9

In the extension period, short introductory Basic BDS training for PIEFZA was organized for November 2016 to January 2017 for four areas with a length of three days each. More than half of the lecture sessions were given by NEs who took TOT. Chamber and industry union junior staff members also joined in the training. As a trial for future introductory Basic Training contents, a one-day wrap up session of the four basic courses was held in February 2017 by Japanese experts on the topic of logical thinking. The table below shows a summary of the result. The details of each session are attached as Appendix 6.

**Table 4-6: Basic BDS Training (Lecture) Results**

Subject	Date	Venue	No. of NEs who gave lectures*	# of participants	No. that completed**		
					PIEFZA	CCIA /PFI	Total
Basic Business Management	2016/11/16, 17, 22	MONE Hall, Ramallah	2	Day 1: 27 Day 2: 22 Day 3: 22	6	9	15
Basic Production Management	2016/12/4, 5, 6		6	Day 1: 17 Day 2: 15 Day 3: 18	2	9	11
Basic Marketing	2016/12/19, 21, 22		1	Day 1: 20 Day 2: 20 Day 3: 17	3	10	13
Basic Financial Management	2017/1/15, 16, 17		2*	Day 1: 16 Day 2: 15 Day 3: 12	2	9	11
Logical Thinking	2017/2/5		-	5	-	-	-
Total					13	37	50
Total (Actual)					7	16	23

\* One lecturer was Mr. Isam Abu Zaid, General Manager of Nablus CCIA, who was not certified as NE but has an appropriate background in accounting.

\*\* Those who attended at least 70% of the sessions and passed a written examination/assignment.

#### **(4) Task 2-4: Select model enterprises and conduct OJT on diagnosis and consultation**

During the project period, OJT model companies were selected and OJT was implemented for the 1<sup>st</sup> batch and 2<sup>nd</sup> batch of BDS training, Production Management training for MONE field officers. In addition, after the training, further OJT follow-up session were conducted for those who received the NE title, to make yet another improvement in their skills, and for those who failed to receive the NE title to reach the level of NE certification. Consultation OJT for JAIP tenant companies was also carried out.

##### Selection of OJT model enterprises

The selection of OJT companies was made by the JICA experts, making visitations and conducting interviews mainly on questions prepared in advance for the companies introduced by the C/P organizations as well as the companies which showed interest in the demo seminars

and open seminars. JICA experts have selected the companies by overall diagnosis considering the appropriateness.

The project team briefed the OJT companies well regarding the project and purpose of the training during the selection process and made acceptance letters and Non-disclosure agreements (NDA) with the companies. Since some OJT companies in the 1<sup>st</sup> Phase have withdrawn from OJT due to their changing needs over the period, etc., selection criteria was made clearer after the 2<sup>nd</sup> Phase (for example, companies where the acquired knowledge and tools can be applied in a straightforward manner can expect a greater positive impact, and trainees can accumulate success cases, or trainees have some relationship with the company and can expect serious service provision etc.).

Over the whole project period, 33 model companies were selected for OJT in total. By region where the OJT was implemented, 12 companies in Ramallah, five from Bethlehem, nine from Hebron and seven from Nablus were selected (excluding those Japanese experts who visited as candidates but were not selected). The list of OJT model enterprises is shown in the table below.

**Table 4-7: BDS Training OJT Companies List****Phase1 (April 2014 - March 2015) OJT Companies**

No.	Company Name*	Line of Business	Engaged Modules	Nablus	Hebron	Bethlehem	Ramallah
1	Nablus Soap	Olive Oil Soap	B	1			
2	<b>Allesco</b>	Electrical Engineering (distribution switchboard)	C&D2	1			
3	Al Rajeh Co	detergent company	C&D2	1			
4	<b>Abu Ein Co</b>	Aluminium kitchenware	C&D2				1
5	Bassamco	Metal containers for trucks	C&D2				1
6	Reema Tissues	Tissue Paper	B				1
7	Al Raed Cosmetics	Cosmetics (functional)	D1			1	
8	Suhail and Saheb	Stone and marble	B			1	
9	Abu Mazen rest	Restaurant, hotel and catering	B, D1		1		
10	Al Haram	Plastic Case for food industry	D1, A		1		
11	Petro Pal	Mineral Lube oil	D1, A, B		1		
12	Electrode	Wires cables	A		1		
13	Eagle flix	Abrasive manufacturer	C&D2		1		
14	<b>New Tosseti</b>	Leather shoe manufacturer	C&D2		1		
15	Royal Textile	Textile	D1, A		1		
16	Arab Eastern Diaper co	Diaper	A, D1	1			
17	Al Moasera co	Stone processing	C&D2				1
<b>TOTAL</b>				<b>17</b>	<b>4</b>	<b>7</b>	<b>3</b>

**Phase 2 (June 2015 - August 2016) OJT Companies**

No.	Company Name*	Line of Business	Engaged Modules	Nablus	Hebron	Bethlehem	Ramallah
1	<b>Tech Plast</b>	plastic container for medicine and water	C&D2				1
2	<b>Paper Pal</b>	Photocopy Paper	C&D2				1
3	<b>Al Amin Furniture</b>	furniture	C&D2, B				1
4	<b>Sadaqa Co</b>	detergent manufacturer	C&D2, B				1
5	<b>Rukab icecream</b>	icecream	B				1
6	<b>Jaafar Sweets</b>	Arabic sweets	B				1
7	Al Arz Ice Cream	icecream	D1	1			
8	Izhiman Company	Food (Chocolate, Nuts, Coffee, etc.)	D1				1
9	Pharmacare	pharmaceutical	D1, A				1
10	Beit Jala Pharmaceutical	pharmaceutical	A			1	
<b>TOTAL</b>			<b>10</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>8</b>

**Phase 2 Extension Period (September 2016 - March 2017) OJT Companies**

No.	Company Name*	Line of Business	Engaged Modules	Nablus	Hebron	Bethlehem	Ramallah
1	<b>Maayah Furniture</b>	furniture	C&D2				1
2	<b>Kplast</b>	Plastic Bottles	C&D2	1			
3	<b>Arab Rural Development (Yanabee Water)</b>	Mineral Water	C&D2	1			
4	<b>Plasto Pal</b>	Plastic Products	C&D2		1		
5	<b>Arja Textile (Additional OJT case)</b>	Textile	C&D2				1
6	<b>Lady fine (Additional OJT case)</b>	Sanitary Products	C&D2		1		
<b>TOTAL</b>			<b>6</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

**Total number of OJT companies: 33**

※ Companies in bold are those for which the service provision by NEs is being done regularly as of March 2017.

In the above OJT companies, one company (PaperPal) is also a JAIP tenant. For the JAIP tenant companies, additional consultation OJT was conducted for 14 companies (Table 4-10).

**Result of BDS Training (OJT) for NE candidates**

Same as for the lectures part, OJT was conducted by each module. The schedule of OJT is shown in Appendix 5 and the details of each OJT session are shown in Appendix 6.

Although there are some variations by module, the OJT for each module spans seven days which comprises one day of an introductory session on the steps how to carry out consultation,

around two days of company visits, around three days of analysis and presentation development, and one day for a final presentation to the client company. For each module, a Japanese expert conducted OJT for 8 to 15 trainees (in North region and South region each), dividing participants into groups with three to four members each, and conducted OJT in groups. Thus, there needs to be two to three companies for each session, and there are many cases in which the same companies were selected for multiple modules.

Regarding the company visit, Japanese experts always accompanied the visits by arranging the schedule of each group. Modules A, B and D1 focus on the diagnosis and basic proposal and the implementation support of the proposal is out of the scope. For modules C and D2, the group conducted mainly the diagnosis and development of the Kaizen Master Plan in Module D2 first and next implemented actual suggestions such as 5S in module C with the instruction by Japanese experts in cooperation with the client companies.

The outline of the OJT results is shown in the below table.

**Table 4-8: BDS Training (OJT) Results**

Phase	Subject	Region	Date	Venue	No. of participants	No. that completed	
Phase I	A	Financial Management	North	2014/10/12–20	Nablus	8	8
		South	2014/10/26–11/3	Hebron	13	13	
	D1	Corporate Diagnosis (Strategic Management)	South	2014/9/4–14	Hebron	11	11
			North	2014/9/15–23	Nablus	9	8
	B	Marketing	South	2014/9/21–29	Hebron	12	8
			North	2014/11/23–12/1	Nablus	6	5
	C	Production Management	South	2014/11/23–12/1	Bethlehem	14	14
			North	2014/10/28–11/5	Ramallah	8	8
	D2	Corporate Diagnosis (Production Management)	South	2014/8/31–9/8	Ramallah	10	8
			North	2014/11/12–20	Bethlehem	14	14
Phase II	A	Financial Management	North	2016/3/14–17, 20–22, 4/5	Ramallah	9	7
		South	2016/3/27–29, 31, 4/4–6	Bethlehem	8	7	
	D1	Corporate Diagnosis (Strategic Management)	North	2016/3/1–4, 6–9	Ramallah	9	8
			South	2016/03/14–17, 20–22, 24	Ramallah, Bethlehem	10	11
	B	Marketing	North	2015/11/22–26, 29, 12/1	Ramallah	10	10
			South	2016/1/5–6, 10–14	Ramallah	10	10
	C	Production Management	North	2015/11/16–19, 22–24	Ramallah	8	8
			South	2015/11/14–17, 20–22	Ramallah	9	9
	D2	Corporate Diagnosis	North	2015/11/2–5, 8–10	Ramallah	8	7
			South	2015/11/30, 12/1, 3, 6–9	Ramallah	9	9
Phase II Extension	C & D2	Production Management & Corporate Diagnosis	-	2016/11/30, 12/1, 7–8, 13–15, 18–20 (10 days)	Ramallah, Nablus, Hebron	17	17

Note: “No. of participants” indicates those who attended at least one day of OJT sessions, “No. that completed” are those who completed with a score of 70 or above for the lecture and OJT as a whole (refer to Table 4-4 as well).

### Assessment of Trainees and Certification of NE

In line with the procedures described in the “Assessment of Trainees” and “Modification of the Definition of National Experts and its Certification Criteria” parts in the previous section, after the OJT session, overall assessment of the trainees was conducted and those who have met the conditions were certified as National Expert (NE).

In the 1<sup>st</sup> Phase, after the seven days of OJT, as a special wrap-up for each training module, wrap-up training and final assessment were implemented in December 2014, bringing together the eligible participants and all of the Japanese experts. The contents were the follow-up of OJT and instruction on final report development, and the final assessment and interview of trainees. The session was organized for five days for each module in the two regions. After the final session, the NEs were certified by overall assessment of evaluation of lectures and OJT and the interview in the final session, the practice of the old definition of NE and assessment criteria.

In the 2<sup>nd</sup> Phase, the assessment was done with a full score of 100 using the new assessment sheet based on the technical proficiency standard for each module developed after the Mid-term Review, and those qualified for NE-General and NE-Specialist were certified. At the same time, the re-assessment of 1<sup>st</sup> batch trainees by the new assessment sheet was carried out and the grade was updated.

Although there was no ceremony for NE certification in the original plan, as a PR event, the certification ceremony was held on 02 March 2015 for the 1<sup>st</sup> batch and on 24 April 2016 for the 2<sup>nd</sup> batch.

In the extension period, the assessment for the projection management training for MONE field officers was conducted in the same way for the 2<sup>nd</sup> batch with new criteria, and all 17 participants were certified as NE-Production Management Specialist.

The number of certified NEs throughout the project is 21 NE-General and 44 NE-Specialist and, excluding the overlaps, 50 individual NEs were certified. The table below illustrates the number of NEs by field of expertise, timing of certification, affiliated organization, and region (working and residential). The details of training by individual participants such as modules completed, its grades, and certified title can be found in the Trainee Master list (Appendix 8).



**Table 4-9: Number of Certified National Experts (NEs) by Field, Timing, Organization, and Region**

(1st and 2nd Phases + Extension Period)								
By Organisation	NE-General	NE-Specialist*	By Working Region	NE-General	NE-Specialist*	By Residential Region	NE General	NE-Specialist*
<b>FPCCIA (CCIAs):</b>	<b>8</b>	<b>10</b>	<b>West Bank</b>	<b>18</b>	<b>44</b>	<b>West Bank</b>	<b>18</b>	<b>44</b>
Ramallah Chamber	3	3	Ramallah	4	15	Ramallah	3	12
Jenin Chamber	0	1	Nablus	1	4	Nablus	1	5
Hebron Chamber	3	6	Jenin	1	2	Jenin	1	3
South Hebron Chamber	1	0	Tulkarm	0	2	Tulkarm	0	1
Gaza Chamber	1	0	Tubas	0	1	Tubas	0	1
<b>PFI (Unions):</b>	<b>10</b>	<b>11</b>	Qalailia	0	1	Qalailia	0	2
Pharmaceutical	3	5	Jerusalem	1	2	Jerusalem	2	2
Leather	1	0	Jericho	0	2	Jericho	0	1
Wood and Furniture-Gaza	1	1	Bethlehem	5	6	Bethlehem	2	4
Chemical-Gaza	1	0	Hebron	6	9	Hebron	9	13
Textile	1	1	<b>Gaza Strip</b>	<b>3</b>	<b>1</b>	<b>Gaza Strip</b>	<b>3</b>	<b>1</b>
Stone and Marble	2	1	<b>Total</b>	<b>21</b>	<b>45</b>	<b>Total</b>	<b>21</b>	<b>45</b>
Others (BWF, Traditional Industries)	1	3	(Total Personnels)	<b>50</b>		(Total Personnels)	<b>50</b>	
<b>MoNE:</b>	<b>3</b>	<b>24</b>						
Ramallah	0	8						
Jericho	0	2						
Jenin	1	1						
Hebron	1	3						
Bethlehem	0	1						
Qalqilya	0	1						
Tulkarm	0	2						
Jerusalem	1	2						
Tubas	0	1						
Nablus	0	3						
<b>Total:</b>	<b>21</b>	<b>45</b>						
(Total Personnels)	<b>50</b>							

By Title	Phase1	Phase2	Extension Period	Total
<b>NE- General</b>	8	10	3	<b>21</b>
<b>NE-Specialist*</b>	11	12	22	<b>45</b>
A (Financial Management)	5	0	0	<b>5</b>
B (Marketing)	0	2	4	<b>6</b>
D1 (Strategic Management)	3	1	0	<b>4</b>
C&D2 (Production Management)	6	12	23	<b>41</b>
(Total Personnels newly became NE)	<b>12</b>	<b>16</b>	<b>22</b>	<b>50</b>

\*Those who get excellent grade (95 or above) for at least one module.  
16 out of 21 NE-General are NE-Specialist as well.

In the 2<sup>nd</sup> phase, four trainees from Gaza strip were invited to take the training course and three of them were certified as NE General by completing all of the modules. Gaza CCI has been very active in Kaizen promotion since the completion of 2<sup>nd</sup> batch BDS training, and two seminars on Kaizen were implemented from April to May 2016 to disseminate the knowledge gained in the training. The project team provided technical support to this initiative. (There was a plan to dispatch the officer in MONE SME Enhancement Division to one of the events but this was not realized due to a postponement of the event.)

Since June 2016, it became almost impossible to invite Gaza trainees to the West Bank due to the policy change on the Israel side regarding the border crossing permit. So that collaboration and support for NEs in Gaza and development of new NEs remain as a challenge in the future.

Also, certified NEs from MONE field office have some challenges. Although they are familiar with the real situation of companies as they make regular visits for inspection purposes, their original duty and ethical codes as a regulator have some limitation during the service provision. For example, they may need to focus on corporate diagnosis and Kaizen implementation. In any case, the supervision of Project Director Ms. Manal of MONE on BDS provision by the field officers of all of the governorates will become the foundation of the development of various institutional supports to MSMEs.

#### Follow-up to OJT Model Companies

Although OJT ends with a seven-day session as official BDS Training, the project conducted a follow-up for the trainees as a project activity in order to secure continuous learning of NEs and accumulate good practices.

After some period of time, the Japanese experts provided NEs who have completed the module with a one-day brush-up lecture and follow-up visit to the OJT companies. (For selected committed active OJT teams, the Japanese expert asked the NEs to submit a visitation report by email and made suggestions to them even while the expert was away from Palestine.) There are cases, however, in which the low participation rate for the lecture and difficulty in visiting some companies when the trainees had not continued the follow-up support to the companies. From the latter half of the 2<sup>nd</sup> Phase, another purpose of the OJT follow-up was added: to provide an opportunity for those who were good but needed a little more effort to be certified as NE by making extra assignments. If they made further improvements in their knowledge and skills, they were re-assessed and, if satisfactory, Japanese experts gave them NE certification.

This activity has been helpful to raise the awareness of the company side on the service contents and its benefits to the company, and to consider the possibility for cost sharing, which is of great importance for the development of a sustainable system, package development including follow-up of implementation support for the suggestions proposed. Also, how to exhibit good practices and things to note when providing the service with an actual price scheme (scope of service with and without a fee) became clearer.

#### Securing and Measuring the Impact of BDS Provision through OJT

After the OJT, the project team conducted a questionnaire survey of the participating OJT companies to get feedback on the satisfaction level for the service, qualitative/quantitative impact and willingness to pay for the consultation services in exchange. The interview movie has been also collected for the purpose of appealing to potential client companies in the future. Detailed promotion activities are described in Section 4.4.5.

### Support to the JAIP Tenant Companies through Consultation OJT

From the 2<sup>nd</sup> Phase, consultation OJT for JAIP tenant companies were implemented as a collaboration activity with JAIP project in order to facilitate the beginning of commercial operation of the firms that made a tenant agreement.

Adding to PaperPal shown as one of the OJT companies of 2nd batch BDS training, the project has provided BDS to other companies in JAIP since September 2015. Those supports are provided as a part of the OJT program with the topics such as business plan development to facilitate business start-ups, marketing strategy development, and productivity improvement in an existing factory of the investing company outside JAIP. Japanese experts in charge of these OJT programs have been additionally assigned to cover the program. A seminar in collaboration with the JAIP Project was organized on 31 August 2015, to explain the program and grasp the needs of the JAIP companies; based on this seminar and further discussion with the JAIP Project, the JAIP OJT companies have been selected.

As for the area of marketing, the support was originally planned to stop at basic and specific marketing strategy development, further support in the implementation phase has been provided, with the additional dispatches of the Japanese expert for continuous supervision of NEs.

In the extension period, in the process of selecting the new beneficiary companies, the project team carried out extra collaboration with the BDS and Promotion Team of PIEFZA. In the case of two companies (FMH and NESCO), the field of service was changed to better meet the needs of the companies.

The list of beneficiary companies and the summary of the results are shown in below table.

**Table 4-10: Summary of Results of Consultation OJT for JAIP Tenant Companies**

No.	JAIP Tenant	Support Area	Period	No. of Meetings (as of Mar. 2017)	Progress
-	PaperPal (as normal OJT of BDS training)	Production Management	Nov. 2015–Dec. 2016	7 8 Nov. 2015 (Diagnosis and Kaizen Master plan)	<ul style="list-style-type: none"> <li>Suggested productivity improvement of their factory in Bir Nabara by Organization chart/work specification, 5S, 7waste, visualization, standardized production process</li> <li>Kaizen Master Plan was presented in Nov. 2015 and implementation of the plans (Kaizen awareness workshop, QC activity, etc.) has been supported.</li> <li>Advised on various topics for the new factory in JAIP.</li> </ul>
1	Rihana Trade and Investment Company	Marketing	Sep. 2015 –Feb. 2017	9 28 Feb. 2016 (Basic Strategy) 8 May 2016 (Specific Strategy)	<ul style="list-style-type: none"> <li>The Team proposed a basic marketing strategy with a “Deep and Focus” concept. It also proposed a specific strategy in May 2016.</li> <li>Specific strategy proposed: value creation by shape of potato cut, volume of package, package design and flavor, etc.</li> <li>Implementation support continued.</li> </ul>

No.	JAIP Tenant	Support Area	Period	No. of Meetings (as of Mar. 2017)	Progress
2	Choice	Marketing	Sep. 2015– Feb. 2017	<b>16</b> 7 Dec. 2015 (Basic Strategy) 29 Feb. 2016 (Specific Strategy) Early Jan. 2017 (New Product Development)	<ul style="list-style-type: none"> <li>• The Team proposed a basic marketing strategy with “Value Addition and Step by Step Development”.</li> <li>• Provided advice for each product, introduced partners (Pharmacare plc).</li> <li>• Provided advice on production equipment.</li> <li>• Specific strategy proposed: (1) New product developed will be used for test marketing as sample; (2) 4P development for baby product; (3) Another new product will be a joint product using special formula and positioned as skin cleaner rather than wet tissue;</li> <li>• Joint product development agreed between Choice and Pharmacare plc early January 2017.</li> </ul>
3	Afaq Palm Dates	Marketing	Sep. 2015– Mar. 2016	<b>4</b> 10 Dec. 2015 (Basic Strategy) 1 Mar. 2016 (Specific Strategy)	<ul style="list-style-type: none"> <li>• The Team proposed a basic marketing strategy: “Domestic and Overseas Parallel Strategy”.</li> <li>• <b>Consultation was terminated because the company withdrew from JAIP.</b></li> </ul>
4	FMH Industrial & Trade	Marketing	Oct. 2015– May 2016	<b>5</b> 27 Feb. 2016 (Basic Strategy) 5 Mar. 2016 (Specific Strategy)	<ul style="list-style-type: none"> <li>• The Team proposed a basic marketing strategy: “Value Addition” and “Expansion of Products Lineup”</li> <li>• <b>Consultation was terminated because the company preferred support for production management area more.</b></li> </ul>
		Production Management	Dec. 2016– Feb. 2017	<b>2</b> 18 Dec. 2016 (Diagnosis report)	<ul style="list-style-type: none"> <li>• The Team proposed diagnosis report and recommendation of possible Kaizen.</li> </ul>
5	Dead Sea Secret (DSS)	Marketing	Oct. 2015– Nov. 2016	<b>8</b> 13 Dec. 2015 (Basic Strategy) 5 Mar. 2016 (Specific Strategy)	<ul style="list-style-type: none"> <li>• The Team proposed a basic marketing strategy: “Branding”.</li> <li>• Provided advice on sample production, packaging, and market behavior.</li> <li>• Advice on formulation of soap to use special herb, using OEM from Japan for cosmetics</li> <li>• <b>Consultation was stopped because the company did not receive phone call (started using another consultant) since Dec. 2016.</b></li> </ul>

No.	JAIP Tenant	Support Area	Period	No. of Meetings (as of Mar. 2017)	Progress
6	EcoPal	Marketing	Oct. 2015– Aug. 2016	5 14 Dec. 2015 (Basic Strategy) 6 Mar. 2016 (Specific Strategy)	<ul style="list-style-type: none"> <li>The Team proposed a basic marketing strategy: “Detailed Marketing” and “Differentiation &amp; Awareness Creation”.</li> <li><b>Consultation was suspended because the company withdrew from JAIP.</b></li> </ul>
7	Nesco “Moon Valley”	Business Plan	Dec. 2015– Mar. 2016	5	<ul style="list-style-type: none"> <li>Confirmed and analyzed basic management strategy.</li> <li>The company could not catch the harvest season in 2016 and their need to implement the business plan is reduced.</li> </ul>
		Marketing	Oct. 2016– Feb. 2017	4 07 Feb. 2017 (Basic Strategy)	<ul style="list-style-type: none"> <li>Basic Strategy to make the most of the strength on logistics specializing in Date palm was proposed.</li> </ul>
8	Ostry	Marketing	Oct. 2016– Feb. 2017	4	<ul style="list-style-type: none"> <li>Basic Strategy “Penetration by low cost operation” to be proposed in the week of 24<sup>th</sup> April 2017.</li> </ul>
9	Saltley	Marketing	Nov. 2016– Feb. 2017	1	<ul style="list-style-type: none"> <li>Made first interview on 12<sup>th</sup> Nov. 2016.</li> <li>2<sup>nd</sup> meeting was postponed due to unavailability of the client and went on hold.</li> </ul>
10	Siba Co.	Business Plan	Dec. 2015– May 2016	2	<ul style="list-style-type: none"> <li>Confirmed and analyzed basic management strategy. The company’s needs lie in marketing, not in business plan development; consultation terminated.</li> </ul>
11	Kingdom Dates Co.	Business Plan	Dec. 2015– Mar. 2016	1	<ul style="list-style-type: none"> <li>Confirmed and analyzed basic management strategy. Less interest in consultation service; terminated.</li> </ul>
12	Super Johar	Business Plan	Dec. 2015– Mar. 2016	2	<ul style="list-style-type: none"> <li>Confirmed and analyzed basic management strategy. The company stopped their investment in JAIP; consultation terminated.</li> </ul>
13	Artistic	Business Plan	Oct. 2016– Jan. 2017	3	<ul style="list-style-type: none"> <li>Made information collection interview and suggested cost accounting system in general (details to be proposed and followed up in the next phase.</li> <li>The company intends to leave JAIP if PRIDE grant is not allocated.</li> </ul>
14	Al-Bayan	Business Plan	Dec. 2016– Jan. 2017	2	<ul style="list-style-type: none"> <li>Made information collection interview and introduced service by NE.</li> <li>Actual service is to be proposed and followed up in the next phase.</li> </ul>

As a result of this activity, NEs with high competence got great opportunities to grow further by accumulating practical experience such as implementation of multiple consultation cases in

parallel and long-term support from strategy development to support of the realization of the proposal.

For JAIP tenant companies, the consultation OJT might not directly facilitate the start of commercial operation because there are some factors out of the scope of the consultation case, for example, on-site infrastructure development of industrial park-like electricity supply with proper conditions, and selection for the PRIDE grant and the timing of its disbursement. The possibility for the success of the business, however, must have been enhanced to some extent for those who have accepted the consultation service by identifying the various business challenges and getting suggestions to address the challenge, and for those who continued to the end by receiving continuous support for the materialization of the suggested strategy.

On the other hand, some Japanese experts insist that, as long as the service provision is free of charge, both the client side and NE side lack incentive to get serious; The client does not tend to take the proposal seriously and the NE side tends to lose the incentive to make much effort unless they really appreciate the experience itself. From the end of this phase of the project onward, it is suggested that the service provision to JAIP tenant companies would be more effective if they are integrated in the unified service provision system in the West Bank (applying the same price scheme with scope of service for free and with a fee). The results of the consultation cases were shared with PIEFZA in February 2017.

**(5) Task 2-5: Design and Conduct Open Seminars that Disseminate the Outcomes of BDS Training by National Experts.**

During the project period, 16 times open seminars were held, inviting the local MSMEs for the promotion of BDS.

In the 1st Phase, the seminars were planned and organized as an opportunity for BDS training participants (NE candidates) to present their training outcome. They were also made use of for recruitment of new participants for 2nd batch BDS training and looking for the candidates of OJT companies. The contents of the seminars were the introductory lectures by Japanese experts in each field and presentation of the results of the OJT consultation case by the representative trainees.

In the 2nd Phase, the Japanese experts and C/P organizations confirmed the output of the training in seminars and the project promoted the outcome, tried to arouse demand of MSMEs and facilitate manifestation of the consultation needs. According to the analysis of the feedback from the participants, it turned out that more in-depth lectures for each module were expected by a substantial number of participants. The project tried to meet this demand by making the trial lectures of some TOTs, which have richer contents in each topic, open to staff members of SMEs after April 2016.

In the extension period, the seminars were organized in areas where the seminars had not taken place by then, such regions as Jenin and Nablus. In addition, three open seminars on the topic of financial management were planned and held in November 2016 in collaboration with the Bank of Palestine (BOP). With this event, the Project could diversify the participants and the Project utilized it for building relationships with broader stakeholders related to the development of MSMEs.

The summary results of the open seminars are shown in the table below.

**Table 4-11: Open Seminar Results**

Phase	Date	Topics	Venue	No. of participants	No. of NE presenters
Phase I	2014/12/09	All of the four subjects	Bethlehem	45	3
	2014/12/10	All of the four subjects	Ramallah	25	3
Phase II	2015/12/02	Marketing & Production Management	Ramallah	80	5
	2015/12/22	Production Management	Bethlehem	22	5
	2016/02/24	Marketing	Bethlehem	44	2
	2016/03/23	Strategic & Financial Management	Ramallah	23	2
	2016/04/07	Financial Management	Bethlehem	22	1
	2016/04/13	Strategic Management	Bethlehem	27	2
	2016/7/18–21, 25–28, 31, 8/1	Marketing (as part of TOT)	Ramallah	16	9
	2016/08/09	Production Management (as part of TOT)	Ramallah	71	9
	2016/08/17	Production Management (as part of TOT)	Bethlehem	60	5
	Phase II Extension	2016/11/14,16	Marketing (with Jenin CCI)	Jenin	Day 1: 20 Day 2: 15
2016/11/28		Financial Management (with BOP)	Nablus	36	1
2016/11/29		Financial Management (with BOP)	Ramallah	10	1
2016/11/30		Financial Management (with BOP)	Hebron	11	1
2016/12/15		Production Management (with Nablus CCI)	Nablus	29	1
Total				541	51 (Actual: 24)

#### 4.4.3 Result of Activities for Output 3 “Consultation Action Plans for Providing BDS to MSMEs Are Developed” (Task 3)

Task 3-1 Examine and define the measures of providing BDS to MSMEs by National Experts.  
Task 3-2 Set up the monitoring system about providing BDS to MSMEs.

During the project period, plans for providing BDS to MSMEs in Palestine (Consultation Action Plan) have been discussed and a final version was proposed in the last JCC held on 26 March 2017 and approved in April 2017. The development process and the result are described in this section.

The Project Outputs in PDM have Consultation Action Plan and a plan to further develop BDS providers separately. These two plans, however, are closely related (for example, the definition of “satisfactory” of the indicator of overall goal “More than 70% of companies respond that the services provided by the National Experts are satisfactory” in the Consultation Action Plan is related to quality, and the number of NEs to be stated in the plans to further develop BDS providers) and the Action Plans were developed in the integrated form.

##### (1) Task 3-1: Examine and Define the Measures of Providing BDS to MSMEs by National Experts.

###### Activities during 1<sup>st</sup> Phase and 2<sup>nd</sup> Phase

During the 1<sup>st</sup> Phase, in principle, discussion of the Action Plans (Output 3 and Output 4) did not get into detail since the focus of the project was on nurturing the individual NEs, and

activities were limited to simple workshops in Ramallah and Bethlehem on the theme in December 2014.

In the 2<sup>nd</sup> Phase, certified NEs were actually developed in the 1<sup>st</sup> Phase and consideration of service provision has started. First, draft target numbers of companies to provide service, role-sharing among organizations, a distribution plan of target numbers were drafted during the 3<sup>rd</sup> Training in Japan in October 2015 in the Action Plan Formulation in which main C/P members participated.

In the Mid-term Review in December 2015, however, the necessity of further materialization of resource allocation and service provision was recommended and detail consideration has been started. The project conducted a study with the MONE SME enhancement division on main topics such as the roles of BDS units of chambers and industry unions which are expected to be the window for the service provision, for the selection criteria for prioritized companies to provide service, incentives for NEs to provide service (allocation rate of the consultation fee between organization and individual NE, for example), and effective NE certification scheme (initial certification and renewal) and the accreditation of the certification. In the TC meeting, what kinds of options there are was presented and which one among the options to adopt was discussed (refer to “Support for the establishment of certification system of NE” in the next section as well).

With respect to the Action Plan as a whole, the project team prepared and presented the preliminary draft in March 2016 based on the discussions up until then, and discussion was expected to progress but little feedback was made regarding the draft. To cope with the situation, Mr. Salah Sawalmeh, former General Manager of RCCI, who left his position at the end of April 2016, was invited as facilitator (first on a voluntary basis and in the extension period as senior coordinator with remuneration) to facilitate the gathering of input from TC members and NEs. This contributed to a better process in formulating the action plan by improving the draft to include necessary components and making it more realistic and with ownership by the Palestine side.

In May 2016, a post-training survey for NEs certified in the 1<sup>st</sup> and 2<sup>nd</sup> batch of BDS training was conducted to determine the recognition of NEs of their preparedness for service provision and challenges to actual service delivery. In July 2016, questionnaire survey to OJT companies was implemented. The results of these surveys were prepared and utilized in making the action plan down to earth.

Furthermore, a result-sharing ceremony entitled “Toward Service Provision of BDS” was planned and organized in August 2016 to create an opportunity for the various stakeholders to exchange opinions and discuss the way forward.

#### Activities during Extension Period

##### **a) Development of BDS Vision**

Following the recommendation of the Terminal Evaluation in July 2016, the project team supported the C/P to make a mid- to long-term vision on BDS provision to make the action plan with high relevance which is in line with the upper level SME policies.

As a practical step, a two-day BDS vision development workshop was planned thoroughly with TC members and the contents were carefully prepared. The workshop was held on 12 and 13 October in Ramallah. The full program of the workshop is shown in Appendix 9. The workshop gathered main C/Ps at the same time in the same room, active discussions in Arabic were



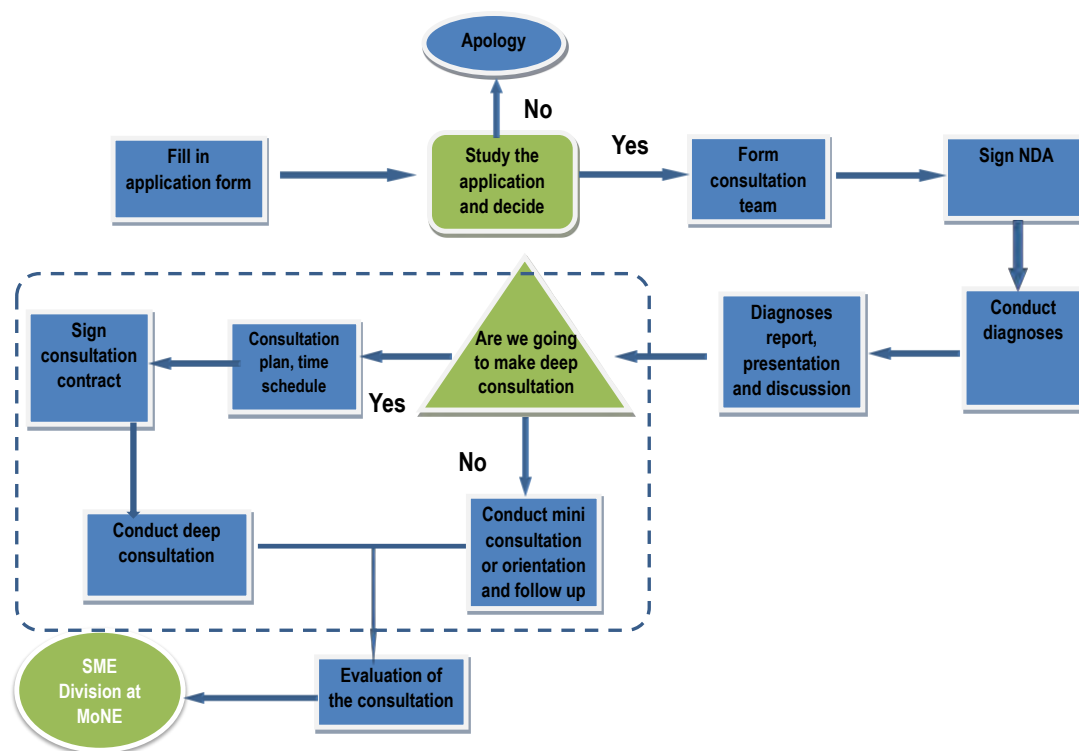
generated through the effective facilitation by the project team and Mr. Salah of the former RCCI as facilitator.

Based on the result of the workshop, the project team supported the C/Ps to draft the actual BSD Vision and Acton Plan and the Project Director presented the draft to the JICA Headquarters mission on 10 November 2016. Furthermore, the Arabic version of the draft was distributed to TC members to collect feedback on the draft from diverse stakeholders. From December 2016, discussion on the remaining topics such as price scheme has been tackled further and opinions have been exchanged among stakeholders.

**b) Reflection of lessons learned from the pilot implementation of BDS provision**

In line with another suggestion by the Terminal Evaluation, the Project team supported the pilot implementation of BDS provision and reflected lessons learned from the experience in the BDS Vision and Acton Plan.

Regarding the pilot BDS provision, since RCCI has a team of three active NEs (including Mr. Salah Sawalmeh, former general manager) and one of the most active BDS providers, the project team mainly supported the chamber during the extension period. Ramallah CCI developed a service menu and a flow chart of the consultation process that RCCI would like to offer to their member companies in August 2016 and the Project team supported RCCI to realize this way of service provision.



**Figure 4-2: Flowchart of Consultation Service by Ramallah CCI**

The RCCI and the project team tested the effectiveness in the actual trial case with various patterns. In particular, in the current situation with a limited number of NEs, operation of “cross dispatch” of NEs (dispatching NEs from different organizations to BDS providers who received the request to meet the needs of company; for example, sending an NE from the pharmaceutical industry union to Ramallah CCI) was considered well.

The following are the detailed support provided to RCCI.

- Implementation of a five-day seminar on Marketing for member companies in October 2016
- Format development related to service provision<sup>10</sup>
- Technical advice on the pilot consultation case for the four companies that attended the seminar in October 2016 and requested the service provision (Scope Systems Co. for accounting software to SMEs, Sabaa Co. for skin care, Bait Al Tabiaa for juice, oil, and medical herbs, Holifeel for candles). On 22 and 25 January 2017, Basic Marketing Strategies were presented to the client companies.
- Support for the three OJT companies (Rukab Ice Cream and Jaffa Sweets for marketing and Abu Ein for production management), consultation follow-up and trial to make it service with a fee. Rukab Ice Cream expressed willingness to pay in the amount of US\$200 per day for Specific Marketing Strategy development in February 2017, and the service is to be provided from April 2017.

The following are the insights obtained through the pilot activities in Ramallah.

- In October 2016, a training session on marketing for membership companies gathered 14 participants even though it was implemented with a fee of 300NIS for five-day lectures. This indicates that there is a need for training with in-depth contents and many companies are willing to pay some amount for this. Although the seminar with a fee has been the regular service by the chamber, the practical knowledge and skills acquired in the BDS training might have increased the value of the training.
- Among the participants of the above marketing training in October 2016, four companies applied for the consultation service (free of charge at first), indicating that training session can be utilized as promotion method to receive consultation request.
- Regarding operations of “cross dispatch” of NEs, the Project team proposed that the BDS provider who seeks cross dispatch (e.g. RCCIA) get approval from the federation (e.g. the Secretary General of PFI) and member industry union (e.g. the General Manager of Pharmaceutical union), providing example format as shown in the Attachment 20 of BDS unit guideline. However, the Palestinian side expressed reluctance to introduce complex procedures and insisted to keep as simple as possible. The adoption was up to RCCI and they did not use the sample format by March 2017. On the other hand, when the cross dispatch is made, as the NE does not belong to BDS-providing organization, it was observed that the report to the BDS unit from NEs tend to be insufficient. Therefore, it is important for the BDS unit to ask dispatched NE to write and submit simple visitation report (example format is shown in Attachment 6 of BDS unit guideline).
- With respect to the format on the service provision, these should be prepared in Arabic in the end as the English proficiency of MSMEs is limited. The Arabic translation of the major formats were done by the project team and attached in the BDS unit guideline. The number and contents of the formats should be revised regularly as succinct as possible to minimize the administrative burden of the BDS unit members.
- Although it is not sure whether the four companies that received mini consultation ask for deep consultation with a fee, at least three OJT companies expressed request and willingness to pay for the service with a fee after some follow up visits. Thus, the current fee level (US\$200 per day) seems to be within the reasonable range and the

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<sup>10</sup> Mainly, “Management Consulting Service Implementation Guidelines” (<http://www.idec.or.jp/keiei/k-con.pdf>) of the Yokohama Industrial Development Corporation (IDEC Yokohama) was referred to as resource material. IDEC Yokohama was one of the visiting institutions in the 3<sup>rd</sup> Study in Japan in October 2015.

factors for willingness to pay may be heavily affected by the impression of the NEs in charge during the OJT and follow-up visits whether they can actually bring benefit. It turned out that the development of service provision plan (Attachment 23 of BDS unit guideline) with client companies appears to be one of the biggest challenges for the BDS unit and NEs as there has been no case that actually reached written agreement up to March 2017.

- Regarding the distribution of the consultation fee, the TC members have agreed that the chambers/unions will receive fee first and they pay 70% to NE retaining 30% with them, though there has not been any actual case. It was confirmed at RCCI that there is no need to collect withholding tax from NEs. To fully disseminate the service provision with a fee, further details should be cleared such as: 1) Whether payment should be made to consultation team or individual NEs with the amount agreed in advance 2) Advance payment should/can be made by the client company 3) How much can be invoiced in case the service provision is terminated before completing the original work plan.
- Coordinators of TVET program by GIZ joined the Basic BDS training sessions and exhibited high commitment to the training. Though their main duty is for TVET and the contract expires in three years, they are expected to be hired by each chamber after the contract of GIZ program according to FPCCI. Therefore, these TVET coordinators will be able to contribute to the BDS provision as well for such tasks as promotion and administrative works first and possibly to NE-General in future.

### Finalization of BDS Vision & Action Plan

By reflected these results, the final version of the BDS Vision and Action Plan was proposed in the last JCC in March 2017 and approved in April 2017. From the BDS Vision and Action Plan, the summary of the vision is shown in Figure 4-2 and major target numbers of the Consultation Action Plan are shown Table 4-12. The complete BDS Vision and Action Plan is attached as Appendix 10.

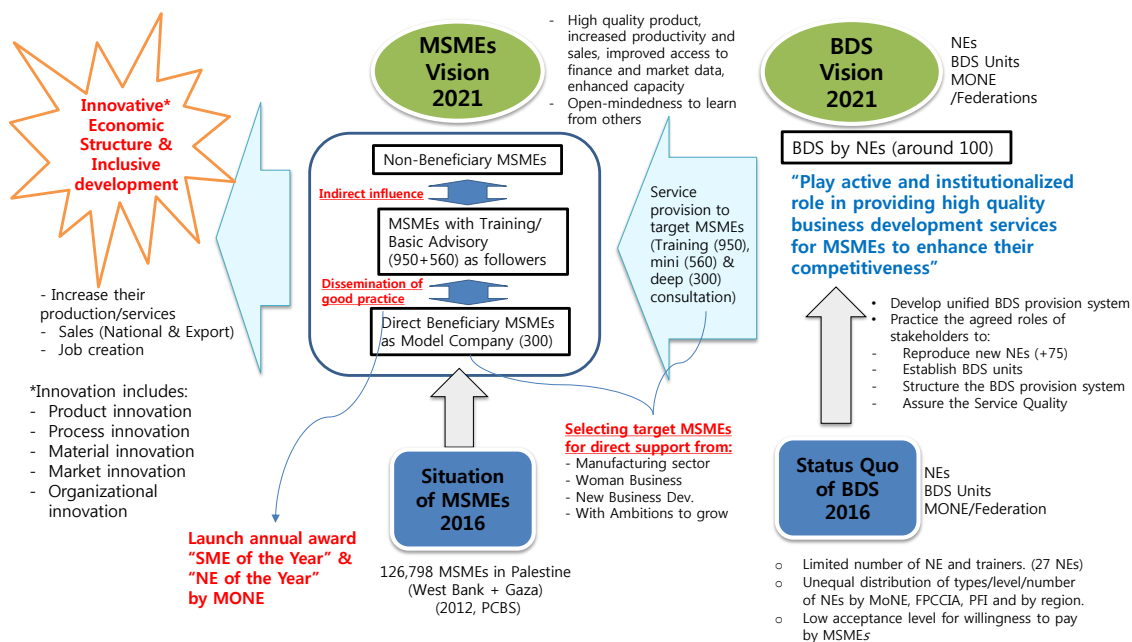


Figure 4-3: Summary of Mid- to Long-term Vision for BDS Provision

**Table 4-12: Major Target Numbers of Consultation Action Plan**

Year	Mini Consultations*	Deep Consultations*	Training companies
2017	80	40	150
2018	95	50	170
2019	110	60	190
2020	125	70	210
2021	150	80	230
<b>Total</b>	<b>560</b>	<b>300</b>	<b>950</b>

\* In the BDS Vision and Action Plan, “Mini Consultation” is described as simple diagnosis and presentation of quick suggestion free of charge (assuming five to eight hours of assignment of NEs) and “Deep Consultation” as in-depth diagnosis, analysis and the detailed proposal with a fee (US\$200 per day for small company and US\$100 for micro company; actual assignment hours vary according to the Work Plan).

Separately from the above Action Plan, a guideline for BDS unit managers of BDS providers, which will implement the action plans, was developed by the project team by March 2017.

## (2) Task 3-2: Set Up the Monitoring System for Providing BDS to MSMEs

The project team supported the development of the monitoring system for the BDS provisions for MSMEs in the post project period. The concrete activities are shown below.

- In connection to the contents of the monitoring methods in the consultation action plan, the draft of the monitoring form was developed together with the Ramallah CCI for their pilot cases. Based on this, unified monitoring methods are expected to be developed and disseminated among the BDS providers by the BDS Committee. If NEs submit reports using this format to BDS units and then the BDS units to MONE, the impacts at the company level brought by the consultation could be tracked but proper support would be required in the future.
- The format of the questionnaire was prepared for getting the feedback on the level of satisfaction of companies, which is one of the indicators of the Overall Goal in the revised PDM. The first feedback was collected in April 2017 by Ramallah CCI.
- Regarding the monitoring structure, while MONE managed to transfer one staff member to the BDS unit of MONE (SME enhancement division; now two staff members in the division), FPCCIA assigned one senior staff member for BDS (concurrent) in October 2016. PFI is going to assign Ms. Alaa Briek as BDS coordinator and she will be responsible for the monitoring role.
- The planned activities were presented in TC meetings and the discussion was reflected to the action plan.

The project team has considered the system such that NEs submit a consultation service provision report through the NE log-in function in the project website. In this case, monitoring coordinators of MONE, PFI and FPCCIA are expected to monitor the progress with this website. But the idea was not adopted and it was agreed to monitor by paper and email for the time being, leading by MONE (Headquarter and Field Offices), which will be the secretariat of BDS Committee. In relation to this, the guideline for MONE SME enhancement division was developed at the end of the project.

### 4.4.4 Result of Activities for Output 3 “Plans to Further Develop BDS Providers Are Developed” (Task 4)

Task 4-1	Examine and define the measures of fostering BDS providers in other BDS-providing organizations.
Task 4-2	Set up the monitoring system about fostering BDS providers in other BDS-providing organizations.

Task 4-3 Plan and implement TOTs to develop human resources to further train BDS providers.
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**(1) Task 4-1: Examine and Define the Measures of Fostering BDS Providers in Other BDS-Providing Organizations.**

The target number set in the Overall Goal of PDM (that is, 30 NEs, confirmed in the 1<sup>st</sup> JCC in June 2014) is aimed to be nurtured by NEs who received a trainer certificate during the project. To achieve this, the project has been facilitating the plans to further develop BDS providers (NEs) including the role-sharing of C/P organizations.

The plan to nurture BDS providers more and expand the coverage of the service provision to the whole West Bank area was originally called “Outreach Action Plan” but was renamed “Plan To Further Develop BDS Providers” in accordance with the recommendations by the Mid-term Review in December 2015.

As for the process of the development of the plan, during the 3<sup>rd</sup> Study in Japan (Action Plan Formulation) in October 2015, draft target numbers for the plan were set (number of NEs to be developed and number of trainers). Next, these numbers were reconsidered in the BDS vision setting workshop in October 2016. Also, a training implementation guideline was developed by the project team. Furthermore, a sample annual training plan was drafted and presented in the 18<sup>th</sup> TC meeting in January 2016. These were reflected to the final version of the BDS Vision and Action Plan. The final version of the plan to further develop BDS providers is attached as Appendix 10, the same as the Consultation Action Plan. The relevant target numbers are shown in the table below.

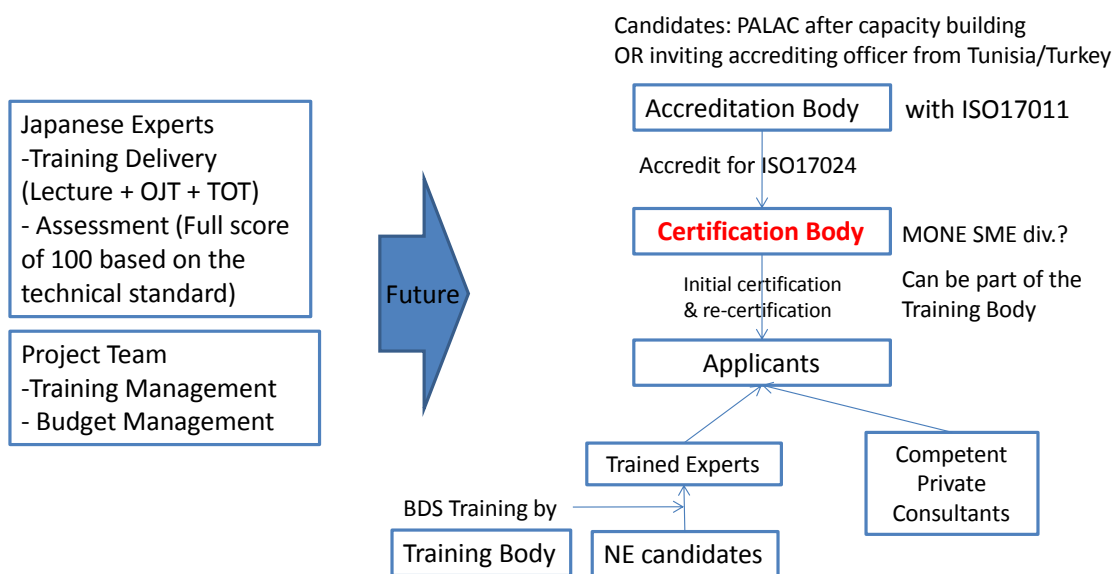
**Table 4-13: Major Target Numbers of the Plan to Further Develop BDS Providers**

Year	Target Number	Actual No. of participants	Potential Trainees
2017–2018	15 NEs (10 specialists and 5 generalists)	30 applicants for the four modules	- Chambers and unions, MONE, PIEFZA - Other employees in related projects - Universities - Fresh MBA holders with some related experience - Department managers at SMEs
2018–2019	15 NEs (10 specialists and 5 generalists)	30 applicants for the four modules	- Same as 1st year
2019–2020	15 NEs (10 specialists and 5 generalists)	30 applicants for the four modules	- Same as 1st year + Individual local consultants
2020–2021	15 NEs (10 specialists and 5 generalists)	30 applicants for the four modules	- Same as 1st year + Individual local consultants
2021–2022	15 NEs (10 specialist and 5 generalists)	30 applicants for the four modules	- Same as 1st year + Individual local consultants
<b>Total</b>	<b>75 (50 specialists and 25 generalists)</b>	<b>150</b>	

Human and financial resource allocation (remuneration for trainers, accommodation allowance, transportation allowance) for the training implementation were discussed in the 18<sup>th</sup> TC meeting in January 2017 but the details remained as a challenge to be addressed.

Support for the establishment of a certification system for NEs

At the beginning of the project, certification of NEs was assumed to be done by the project based on assessments by Japanese experts. After the discussion during the 3rd Study in Japan in October 2015, MONE has become interested in the accreditation of the NE certification process by the government. Even though it was not included in the original Work Plan, the project supported MONE SME enhancement division to make a preliminary study on the accreditation process of NE certification owing to the active request by MONE and the relation with the Plan to further develop BDS providers. The result is reported in the 15th TC meeting in April 2016. Part of the output is shown in table below.



**Figure 4-4: Example of Future Certification Process of NEs (Establishment, Operation of Certification Body and Accreditation by Accreditation Body)**

In principle, for an accreditation, it is necessary that certification activities of a certain title be carried out by a certification body initially, and then the certification body will be assessed whether it satisfies the relevant ISO standard (ISO 17024:2012 Conformity assessment — General requirements for bodies operating certification of persons) and it will be accredited if it meets the standard. However, the Palestinian Accreditation Unit (PALAC, an extra-ministerial bureau of MONE) is not entitled to do it because it has not acquired the necessary ISO standard (ISO/IEC 17011:2004 Conformity assessment – General requirements for accreditation bodies accrediting conformity assessment bodies). Therefore, it turned out that either PALAC should acquire ISO 17011 or an assessor from a relevant accreditation body abroad with ISO 17011 (such as Tunisia or Turkey) should be invited to Palestine to conduct the accreditation process. This takes a long time, so the TC members agreed to make it a mid- to longer-term issue and to not seek ISO accreditation in the short term.

On the other hand, with this consensus kept unchanged, whatever preparation possible was started in MONE and documents such as General Information, Text Materials, and the Technical Proficiency standard were shared with PALAC. In addition, the project team introduced to TC members initial and renewal certification criteria for similar titles such as “SME consultant certified by Ministry of Economy, Trade and Industry (METI) of Japan”, “Professional Engineer, Japan” and “Six Sigma Black Belt” as resource materials for desirable certification criteria in the future (Appendix 11). However, the possibility of PALAC’s

acquisition of ISO17011 lost momentum because the person in charge in PALAC left the organization in 2016. Consequently, the support from the project on this issue was suspended.

After a while, it turned out that the BSIS project by BTC conducted a small study from November 2016 to March 2017 on the criteria for registering as a business advisor, which has some parts in common. The project team introduced the activities of the JICA project and exchanged opinions through meetings and participation in the workshop organized by BTC. The progress of the study and activity on accreditation by BTC will be reported to MONE.

## **(2) Task 4-2: Set Up the Monitoring System about Fostering BDS Providers in Other BDS-Providing Organizations**

The project team has been supporting the formulation of monitoring system for the progress of the Plan to further develop BDS providers (NEs) by MONE, FPCCIA and PFI. In principle, the monitoring body by the three C/P organizations is going to monitor the training activities of the NEs who received trainer certificate by the TOT of project activity.

The monitoring system was put into the BDS Vision and Action Plan as well. In addition, the project team presented the Training Implementation Guideline which includes a monitoring function and it was finalized in March 2017 based on the comments gathered.

## **(3) Task 4-3: Plan and Implement TOTs to Develop Human Resources to Further Train BDS Providers**

### Consultation Manual Development Workshop

As part of the TOT, seven-day consultation manual development workshop was held in Ramallah in February 2015. The event was for the development of technical deliverables as well. The workshop includes the following objectives and gathered together eight NEs and by submission of assignment by email, nine NEs completed the session.

- 1) Lecture on consultation methods and how to develop manuals by a Japanese Expert on business diagnosis and a local trainer
- 2) Exercise of development of a) seminar materials for the companies, b) a consultation implementation manual, and c) supplemental documents for company management
- 3) Development of the SME Tool Kit, which covers the basics of business operation and procedures for the companies (co-work of NEs and the project team)

### Planning and Implementation of Training of Trainers (TOT)

The Training of Trainers (TOT) for NEs nurtured by the 1<sup>st</sup> and 2<sup>nd</sup> batch of BDS training was planned and conducted in order to further develop BDS providers in the post project period.

The design of TOT for each module as the project activity was done mainly by Japanese experts and was implemented by modules. The assessment was made using the technical proficiency standards for the trainers for each module, which were newly developed before TOT and approved in the TC meeting in July 2016. Nevertheless, the certification was issued not for each module separately but as a whole after conducting all of the TOT modules as some of the components of the trainer for each module are in common.

Although the trainer proficiency standard includes instructional design (ID) skills and interactive lecturing, TOT was mainly on the lecture part by practicing the material development and trial lecture session due to time limitations. By and large, TOT on the OJT part is about the supervision of consultation cases, and it was limited to preliminary consideration during this project period. Thus, the development of trainer certification criteria on the OJT part will be a

task for the next phase of the project.

At the time of two modules of TOT were conducted, the project received a strong request by multiple NEs to organize the General TOT session which covers instructional design (ID) and interactive lecturing methods. To meet the demand, the project team planned and held two days of General TOT sessions in July 2016 by local expert, the Chairman of Palestine Trainers Association, even though it was not included in the Work Plan.

The summary of each TOT session is shown in table below. The details of each session can be found in Appendix 6.

**Table 4-14: Summary of TOT Results**

Subject	Venue	Date	No. of participants	No. of certified trainers	
A	Financial Management	Bethlehem	25 Apr. 2016 - 11 May (11 days)	8	2
D1	Strategic Management	Bethlehem (Day 5,6 Ramallah)	10-21 Apr. 2016 (9 days)	12	12
B	Marketing (Preparatory Session)	Ramallah	2, 3 May 2016 (2 days)	9	-
	Marketing (Trial Lecture & OJT planning)	Bethlehem	18-21, 25-28, 31 Jul., 01 Aug. 2016 (10 days)	8	7 (C: 35 or above)
C & D2	Production & Sales Management (North)	Ramallah	2-3, 7-9 Aug. 2016 (5 days)	9	9
	Production & Sales Management (South)	Bethlehem	10-11, 14-15, 17 Aug. 2016 (5 days)	7	7
-	TOT General session	Ramallah	17, 24 Jul. 2016 (2 days)	Day 1: 15 Day 2: 18	-

#### 4.4.5 Project Promotion Activities

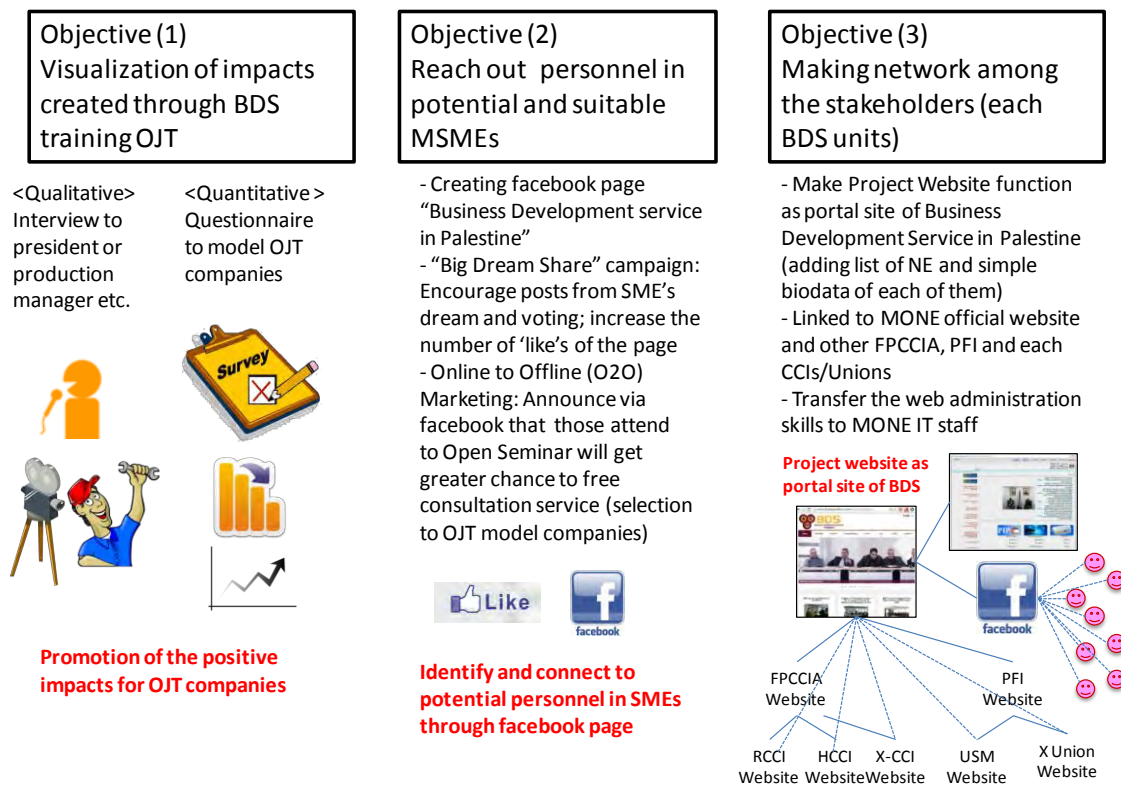
Throughout the whole project period, the project team has made efforts for effective promotional activities in order to make the purpose, contents of activities and outcomes of the project understood broadly and properly by the general public in Palestine, neighboring Middle East countries and Japan.

In the 1<sup>st</sup> Phase, the principles of the promotional activities, concrete activity contents, which media to use and how to use that media were discussed in the TC PR working group, and the following activities were carried out.

- Developed project website (<http://www.bdspalestine.com/>), which has a training aid feature such as a log-in function for registered trainees, and generated a project logo
- Developed project brochure, Kaizen T-shirt, 5S Wall Poster and 2015 Calendar
- Issued two volumes of the Project Newsletter (Issue No.1 and No.2) (uploaded to the project website)
- Conducted open seminars as part of the PR activities

In the 2<sup>nd</sup> Phase, since the service provision of NEs started gradually, the project team implemented promotional activities strategically to further facilitate the manifestation of the needs of the companies. The promotion strategy set out includes (i) Visualization of impacts created through OJT sessions in BDS training, (ii) Reaching out to specific individuals in potential and suitable MSMEs, and (iii) Strengthening the network among stakeholders (BDS providers, and individual NEs) (Figure 4-4).





**Figure 4-5: Project Promotion Strategy**

Actual activities implemented are as follows.

Visualization of impacts at OJT model companies created through BDS Training

Qualitative and quantitative impacts at OJT companies created by OJT were analyzed through the questionnaire and interview survey of the OJT companies and actively used in the various promotional tools such as Facebook page, website and NE directory. By these efforts, the project team aimed to facilitate the MSME's understanding on benefits BDS by NEs can bring forward.

Interview videos of selected OJT company CEOs and managers were shot and edited for future uploading to Facebook page and the website especially to visualize the qualitative positive impact at the companies. These outcomes should be utilized fully for promotion as the actual service provision cases accumulate.

Reaching out to personnel of MSMEs suitable for service provision

In February 2016, the project team created a Facebook public page (Business Development Service in Palestine), which is very popular among the Palestinian people, for the marketing tools of BDS for MSMEs of not only members of chambers or industry unions but also non-members. The page was used for the announcement of open seminars, posting the results of project training and seminars implemented with many photos of the participants, and uploading simple learning tip slides in each field of expertise, and some videos of seminars. So far, 871 likes have been obtained (as of 17 March 2017) and the page contributed to raising the awareness of BDS by companies.

In addition, in collaboration with chambers and industry unions, the project organized many

open seminars and open TOT trial lecture sessions and created opportunities for promotion of the service by NEs for membership companies. The project team supported the BDS providers each time so that these seminars would become a good matching site for the MSMEs and the service offered by NEs in the future.

#### Strengthening of network of BDS providers (BDS portal website development)

The project website was renewed in March 2017 to make it a portal website of BDS in Palestine rather than a mere project website, in order to function as unified platform for chambers and industry unions, which will function as the windows of service provision to local MSMEs (<http://www.bas-pal.com/>). Gradually, it is expected that the portal website will be linked to the existing websites of chambers and unions.

Furthermore, a booklet titled “National Expert Directory” was developed in March 2017 and distributed in April 2017 (both printed version and digital data uploaded to the new website). The booklet introduces the certified individual NEs with their educational background, work experience and strong area of expertise in order for the companies to identify potential service providers and to seek the service and to know the actual first window to apply for the service in her/his own local area.

At the end of the project, administration of the renewed website and Facebook page was handed over to the administrator of the post-project period (C/P staff of MONE SME Enhancement division).

#### Others

In the 2<sup>nd</sup> Phase and the Extension Period, following other promotional activities were implemented.

- Developed new brochure for project introduction (February 2016)
- Issued four volumes of Newsletter (Issue No.3, No.4, No.5 and No.6) (uploaded to the project website and Facebook page)
- Developed and distributed promotional goods (April 2016)  
5S T-shirts (New design), mugs with learning tips on BDS (Financial Management: Break-Even point, Marketing: Ansoff Growth Matrix, Business Strategy: SWOT, Production Management: 7 wastes), and ring notebooks and memo pads were developed and distributed to OJT model companies and participants of open seminars. These goods were given to each BDS unit and individual NEs intended to be utilized for their own promotion of the service.
- Result-sharing ceremony (August 2016)  
At the last period of the original project period when most of the training including TOT had been finished, result-sharing ceremony entitled “Toward Service Provision of BDS” was held on 04 August 2016 and 51 participants from TC members, NEs, OJT companies and other donor project experts were gathered to discuss the way forward on how to start actual service provision.

#### **4.4.6 Cooperation to JETRO Seminars**

In the 2<sup>nd</sup> Phase and the extension period, the Project team supported Japan External Trade Organization (JETRO) Tel Aviv office and JICA Palestine office to organize seminars for Japanese subsidiary companies in Europe and Middle East to introduce business environment of Palestine.

First, Mr. Fukuyama, Business Diagnosis expert, was dispatched to Germany and presented a lecture “Possibilities of Palestinian Enterprises” for 30 minutes at a seminar on Palestine held at Düsseldorf Chamber of Commerce and Industry on 11 March 2016. According to the organizer JETRO Tel Aviv office, around 25 participants attended the event and two to three expressed interest on the business with Palestinian companies.

Second, three-day study mission for Japanese company managers on the business environment in Palestine was conducted from 23 to 25 November 2016 and around 10 participants joined the program. The Project team introduced two companies for site visits (Pharmacare plc from Pharmaceutical industry and Arab Industrial Co. from chemical industry, whose CEO is one of the participants of the 2<sup>nd</sup> Study in Japan of the Project). In addition, three Japanese experts gave short presentation on 24 November 2017 on the features of Palestinian business environment and the companies for three points of views: production issues, financial matters and Fair Trade products for 45 minutes in total.

#### **4.5 Overseas Training (Study in Japan and Third-Country Training)**

In this project, Study in Japan was conducted four times and Third-Country Training in Malaysia was conducted three times for C/P members as part of the technical transfer to them.

##### **(1) Study in Japan**

The Study in Japan was conducted four times as planned. The outline of each training is shown in the text and table below.

- In the 1<sup>st</sup> Study in Japan, “SME Promotion” mission for the high-ranking officers in the C/P and JCC members, visits to SME promotion agencies in Japan and recipient companies enabled them to have a better understanding of the Japanese model. Consequently, some study results are incorporated in the SME Policy development in MONE.
- In the 2<sup>nd</sup> Study in Japan mission on “BDS Training”, the practical applications of BDS in Japan are introduced and studied through visits to the companies and lectures from the consultants. As a result, the participants got a better understanding of the Japanese case, and motivation for application of the Japanese model is enhanced.
- In the 3<sup>rd</sup> Study in Japan “BDS Action Plan Development” was conducted for six major TC members for two weeks. The learning and discussion among the participants became the basis for the development of Action Plans (Output 3, 4).
- In the 4<sup>th</sup> Study in Japan, “BDS Training” for 11 excellent NEs (and NE candidates) of mainly the 2<sup>nd</sup> batch BDS training was a two-week program similar to the 2<sup>nd</sup> training. The training led to the further quality improvement of the NEs (and NE candidates).

**Table 4-15: Outline of Study in Japan**

	<b>1<sup>st</sup> Training</b>	<b>2<sup>nd</sup> Training</b>
Course Title	SME Promotion	BDS Training
Duration	6–19 April 2014	19–30 January 2015
Participants	A total of five inclusive of JCC members and CP members	A total of nice selected National Expert Candidates. (while one was absent)
Place and venue	JICA Tokyo and surrounding areas	JICA Tokyo and surrounding areas along with the Osaka area
Objective	Contribute to capacity development with understanding of the Japanese models and experiences of SME development	Contribute to the enhancement of BDS provision and facilitation.
Learning Objective	<ol style="list-style-type: none"> <li>1. Understand the roles and activities of MSES support organizations (top, on-site, local) and consider ways to apply similar approaches.</li> <li>2. Understand the BDS methods (for business improvement and guidance) offered to Japanese MSMEs and consider possible applications.</li> </ol>	<ol style="list-style-type: none"> <li>1. Study the cases, in which Japanese MSMEs were able to improve their businesses, and consider using these examples as benchmarks for MSMEs in Palestine.</li> <li>2. Learn about the methods and consultation services used to improve Japanese MSMEs and consider approaches that can be applied in Palestine.</li> <li>3. Learn about the roles and activities of Japanese MSME support organizations and personnel and consider how they can be applied in Palestine.</li> </ol>
	<b>3<sup>rd</sup> Training</b>	<b>4<sup>th</sup> Training</b>
Course Title	BDS Consultation/Outreach Action Plan Development	BDS training
Duration	12-23 October 2015	16-27 May 2016
Participants	A total of six inclusive of JCC and TC members	A total of 11 mainly from excellent trainees from 2 <sup>nd</sup> batch BDS training
Place and venue	Tokyo and surrounding areas	Tokyo and surrounding areas
Objective	Draft and fine-tune the roadmap developed in Action Plan WS in 30 September 2015 to enhance the functionality of the Consultation/Outreach action plans for the coming years.	Learn from the services used for enhancement of BDS prevision and facilitation in Japan.
Learning Objective	<ol style="list-style-type: none"> <li>1. Gather information related to the outreach programs implemented by similar Japanese SME promotion organizations, including information on the fostering consultants by Japanese SME promotion organizations and educational institutions, and apply the findings.</li> <li>2. Gather information on fostering consultants at educational institutions, etc. to understand how to build the knowledge base for soliciting customers and promoting consultation services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Study cases of successful Japanese SMEs and consider application of experience for MSMEs in Palestine.</li> <li>2. Learn methods for consultation services used by Japanese MSMEs and consider approaches applicable for Palestine.</li> <li>3. Learn the roles and activities of Japanese MSME support organizations and personnel and consider how they can be applied in Palestine.</li> </ol>

## (2) Third-Country Training (Implementation by Subcontract)

The Study missions were conducted three times in Malaysia as planned. The training itself was subcontracted to the implementation organization, Malaysia Productivity Corporation (MPC). This was designed for the members of the counterparts that do not send trainees for the advocate BDS training course. The examples from Malaysia were introduced through interviews with the companies and SME development agencies, especially on the application of Kaizen within the companies. In the 3<sup>rd</sup> Training in Malaysia conducted in February 2016, lectures on

benchmarking, which is becoming relevant in Palestine as well, was included because one participant was from the MONE SME enhancement division.

In addition, in terms of the subcontract assessment, MPC proved to be efficient, cost-effective and well-planned, capable of being recognized as the implementation organization for the kind of training mentioned, based on the trainees’ assessment and pre-contract selection inquiries, and owing to the fact that the second training is being conducted with the lessons learned in the 1st training. The 3<sup>rd</sup> training was conducted yet more effectively, realizing the request for the addition of lectures on preferred topics and company visits.

**Table 4-16: Outline of Third-Country Training (Malaysia)**

	<b>1<sup>st</sup> Training</b>	<b>2<sup>nd</sup> Training</b>	<b>3<sup>rd</sup> Training</b>
Course Title	Kaizen Promotion Study in Malaysia	Kaizen Promotion Study in Malaysia	Kaizen Promotion Study in Malaysia
Duration	18–29 August 2014	2–14 February 2015	22 February – 4 March 2016
Participants	A total of five inclusive of C/P members	A total of four inclusive of C/P members (one was absent)	A total of 10 inclusive of C/P members (Two cancelled due to failed border crossing to Jordan)
Place	Kuala Lumpur, Malaysia		
Objective	To contribute to the study on SME Promotion and Kaizen application as development tools in Malaysia	To contribute to the study on SME Promotion and Kaizen application as development tools in Malaysia	To contribute to the study on SME Promotion and Kaizen application as development tools in Malaysia
Learning Objectives	<ol style="list-style-type: none"> <li>1. Learn about the MSME promotion programs implemented in the third country.</li> <li>2. Learn about the concepts and approaches to implementing MSME promotion programs.</li> <li>3. Learn about specific measures, including training programs, taken by BDS providers and mediators in the third country.</li> </ol>	<ol style="list-style-type: none"> <li>1. Learn about the MSME promotion programs implemented in the third country.</li> <li>2. Learn about the concepts and approaches to implementing MSME promotion programs.</li> <li>3. Learn about specific measures, including training programs, taken by BDS providers and mediators in the third country.</li> </ol>	<ol style="list-style-type: none"> <li>1. Learn about the MSME promotion programs implemented in the third country.</li> <li>2. Learn about the concepts and approaches to implementing MSME promotion programs.</li> <li>3. Learn about specific measures, including training programs, taken by BDS providers and mediators in the third country.</li> </ol>

#### **4.6 The Implementation Status of the Recommendation from the Terminal Evaluation**

The Terminal Evaluation conducted in July 2016 suggested that although a certain number of NEs had been nurtured, the project should be extended for half a year because the system development of BDS provision in a sustainable manner was still only partially developed. The following table introduces the result of the terminal evaluation based on the Five-Criteria for evaluation by the Development Assistance Committee (DAC).

**Table 4-17: Summary of Result of the Terminal Evaluation**

<b>Evaluation Criteria</b>	<b>Evaluation Results</b>
Relevance	High. Policies of Palestine and Japan; needs of the target group
Effectiveness	Moderate. Action plans to establish a sustainable framework for BDS delivery requires further work.
Efficiency	Moderate. Outputs 1 & 2 achieved; 3 & 4 require further work.

<b>Evaluation Criteria</b>	<b>Evaluation Results</b>
Impact	Not yet assessed.
Sustainability	Low. Further work required in all aspects.

In particular, the evaluation mission made following recommendations for the issues the project team should address in order to achieve the Output 3 and Output 4.

- Meet the conditions for the completion of the action plans development
  - The Action Plans should contain a clear mid- to long-term vision for provision of BDS to MSMEs by the NEs
  - (Output 3) Actual flows and system of service provision and role sharing of three C/P organizations (MONE-Field Office, CCIA, and union) should be clearly stipulated in the Consultation Action Plan by reflecting the lessons learned from pilot BDS provision by the NEs with the collaboration of the three C/P institutions.
  - (Output 4) “Plans to further develop BDS providers” needs target resource pool of NE candidates and measures to ensure the financial resources for the trainings should be discussed in a concrete and realistic way and to be reflected in the plan.
- Training for MONE field officers.
- Balance two aspects: 1) the public service nature of BDS by NEs, and 2) BDS quality assurance and sustainability.
- Standardization of BDS provided by the NEs and setting clear packages of services with a proper price scheme.

The status of the progress of activities to address these issues is shown in the following sections.

#### **4.6.1 Conditions for Completing the Action Plan Development**

##### **(1) The Action Plans Should Contain a Clear Mid- to Long-Term Vision for Provision of BDS to MSMEs by the NEs**

As already described in 4.4.3(1) in detail, a BDS Vision-setting Workshop was organized gathering all of the major C/P members on 12 and 13 October 2016 and a clear mid- to long-term BDS vision was formulated. Role-sharing of three C/Ps is also described with clarity. The Vision had been presented at board meetings of the three C/Ps by the project director and managers. Regarding the title of the action plan, C/P members agreed to call it, with the vision, “BDS Vision and Action Plan”.

##### **(2) Lessons Learned from Pilot BDS Provision by the NEs Should be Incorporated in the Action Plans**

This point has been already described in 4.4.3(1) in detail. Through the pilot cases mainly at RCCI, lessons have been acquired in various formats required in the process, service provision flow, challenges of dispatching NEs to other C/P line organizations, realistic service scope for free and with a fee, and steps to receive actual payment from the client companies. These were reflected to the BDS Vision and Action Plan. Among the formats, two types of agreement format, namely the one with the service provider and the one between the service provider and NE(s), were developed and included in the BDS unit guideline.

##### **(3) Detailing of “Plans to Further Develop BDS Providers”**

Detailed in section 4.4.4(1), the draft annual training plan and training implementation guideline was developed by the project team and proposed to the TC members. The contents of the training and the target trainees are reflected in the Action Plan. Topics on the human and financial resources for the training implementation (remuneration of lecturers—NEs who took TOT, travel allowance and accommodation cost for trainees, etc.) were discussed in the 18<sup>th</sup> TC

meeting but this did not lead to any conclusion and it remained on the agenda for the gap period and next phase.

Another topic carried over to the next phase is the detailed study on the training body (relationship to the certification body, and sustainable management practice cost-sharing among stakeholders, and financial resource allocation, etc.) and the training implementation structure (facility and management issues such as training planning, assignment of trainers, and recruitment of participants). In relation to that, the project showed the candidate partner in 5.3.1 (6) as the collaboration with similar BDS providers would be effective.

#### **4.6.2 Training for MONE Field Officers**

Stated in section 4.4.2(3) and (4), training was conducted for MONE field officers in production and sales management (Modules C and D2) with 10 lecture days and 10 OJT days and a total of 17 participants who achieved excellent assessment results and were certified as NE Specialists. From now on, these NEs who belong to MOEN F.O. are expected to take a leading role in establishing a service provision team and system in each governorate. Moreover, these field officers are expected to provide diagnostic service themselves, and the project team is hopeful that they will actually start the activity promptly and be good examples, initiated by the SME Enhancement division.

#### **4.6.3 Proper Price Scheme for BDS Provision by NEs**

The initial price scheme was agreed and set by TC members after a review of the cases of Japan, the recognition of market price by C/Ps and NEs, affordability of MSMEs, and actual feedback from OJT companies by means of the questionnaire survey. The price is just an initial plan and is to be revised regularly (for example, annually) in consideration of actual feedback.

As what micro companies can afford is very limited, there is high possibility that NEs will favor small or medium-sized companies, where they can expect service provision with a larger consultation fee. Therefore, to ensure the unbiased service provision to MSMEs, it is suggested to make a certain number of cases of micro enterprises compulsory for NE certification renewal, together with price setting that makes the provider side sustainable. Also, there needs to be some supervisory/regulatory measures by MONE as a policy incentive to realize desirable distribution of beneficiary companies (by size, sector, and region).

It is preferred to have thorough research on the actual market price of the fee for local private consultants, a questionnaire survey of existing membership companies of FPCCIA and PFI, cost share rate of similar supports by other donors, and accumulation of feedback from the clients regarding actual service provision. Especially, an important implication possibly obtainable from the willingness to pay of medium-sized companies may hold key findings regarding the financial sustainability of the system.

#### **4.6.4 Standardization of BDS Provided by the NEs**

The project team developed sample material on a standard service package for each field, which contains service content, expected required period and benefits as well as the price scheme. The BDS committee is expected to make use of the material for promotion and regulatory purposes. Regarding the quality assurance of the service, it would be no problem for the scope of service that is free of charge. However, service provision for a fee has challenges because there is a very limited number of NEs qualified to take on the supervisory role to assure the quality.

## **5. Measures, Lessons Learned and Recommendations**

### **5.1 Measures which Have Been Taken in the Project**

In order to achieve the Project Outputs effectively and efficiently, the following measures have been taken.

#### **5.1.1 Maintain a Broader Target for C/P and Technical Transfer**

At the beginning of the project, there was very limited information on how many good NE candidates there are in each organization. In this kind of situation, the project team invited various major chambers and industry unions as TC members, and believed that the approach was effective with uncertainty whether the project can secure sufficient number and quality of NE candidates. As a result, the project team was able to identify relatively proactive organizations. This broadened the possible countermeasures the project and TC can take to address various managerial challenges. Furthermore, the connection with diverse stakeholders was established such as with Business Women's Forum (BWF) and private banks (for example, Bank of Palestine).

In terms of individual NE candidates, the project allowed the invitation of company managers from membership companies of industry unions since the number of the full-time staff members of each industry union was very few. Furthermore, MONE H.Q. staff members and field officers were invited for the 2nd batch of the BDS training. These trials led to the identification of a broader human resource pool not limited to the Chamber and Industry union staff members.

#### **5.1.2 Flexible Arrangement of Training Curriculum and Training Venue**

There were limitations on the needs of MSMEs with respect to the relevant field of consultation and the extent of details of advice in the inception period of the project. As such, the topic and contents level for each module (A, B, C, D1, D2) were set with some flexibility to change from the original expectations. Through the implementation of 1<sup>st</sup> batch BDS training in the 1<sup>st</sup> Phase, it turned out that there were very different knowledge levels and backgrounds among trainees. To cope with this, complementary sessions before the BDS training (pre-course) on "Logical Thinking", "Report Writing" and "Basic Accounting" were added to the curriculum for the 2<sup>nd</sup> batch BDS training. In addition, the contents of Module D1 (Corporate Diagnosis: Business Strategy) and D2 (Corporate Diagnosis: Production Management) were reorganized and the revision was made to improve the consistency of Module C (Production and Sales Management) and Module D2. The contents of Module A were revised as well to make it more practical. These elaborations led to the increased satisfaction of the training participants.

Regarding the training venue, it was decided flexibly to ensure the security of the experts as the security situation in Palestine has been unstable. The BDS training was implemented following the agreement on the venue made at the beginning of the project. That is, organizing in two regions in North and South and FPCCIA provided venues (North: Nablus CCI hall, South: Hebron CCI) for the business course (A, B, D1); on the other hand, PFI secured venues (North: Ramallah – the project rented a hall next to RCCI as there are no venues owned by PFI – and South: Union of Stone and Marble in Bethlehem) for technical courses (C, D2). Nevertheless, due to a change in travel regulations by JICA due to the security concern since October 2015, the venues for 2<sup>nd</sup> batch business courses (A, B, D1) and TOT were relocated to Ramallah, except for the first few days of the Module B - South and Module A – North lecture sessions. To adapt to these change, local training assistants were restructured from the originally two staff members at Ramallah for 1<sup>st</sup> Phase, to one at Ramallah and one in the northern and southern region each in the first half of 2<sup>nd</sup> Phase, and then back to two staff members in Ramallah in the



latter half of the 2<sup>nd</sup> Phase. Had it not been for these relocations, smooth implementation of the training would have not achieved.

### **5.1.3 Modification of the Definition of National Experts (NEs)**

On the issue of the definition of National Experts (NEs), it has been modified in line with the progress of the discussion among stakeholders regarding what kind of roles NEs should bear and with what kind of criteria should the NEs be certified. At an early stage of the project in the 1<sup>st</sup> Phase, the criteria were set forth as a) attendance rate, b) final written exam/proposal to the company, and c) presentation in an open seminar. Since c) has little to do with the competency of the trainees, assessment of the 1<sup>st</sup> batch training was made omitting c) and instead adopting the “expected contribution as NE” including the commitment of the individual trainee.

In the beginning of the 2<sup>nd</sup> Phase, however, an opinion was expressed that the assessment of pure competency is most important, and that the NE can contribute to the consultation to companies if she/he obtained an excellent score for one specific area, and not necessarily have to complete all of the modules. Thus, the project team documented the technical proficiency standard for each field for the assessment criteria of NEs, and these were applied to the evaluation of 2<sup>nd</sup> batch trainees with a full score of 100. Furthermore, a new title, NE-Specialist (score of 95 or above for at least one module), was added to the definition of NE in addition to the original NE (NE-General; score of 70 or above for all the modules). In accordance with this change, the definition and target number in the PDM have been updated.

By these modifications of the definition of NE, shared understanding of its role had been nurtured.

## **5.2 Lessons Learned in the Project**

The project ended successfully owing to the measures the team has introduced, and more importantly thanks to the commitment by the C/P agencies, and Project director and Project managers in the Project. And with the effective recommendations made during the mid-term review and terminal evaluation mission and the additional activities in the extension period, the project has achieved the expected outcome. On the other hand, there were some issues in relation to the Project Implementation, and the issues for the way forward. Those issues are expected to be well managed in the subsequent Project. Herein are the lessons learned in the Project which can be carried forward to the next phase of the Project.

### **5.2.1 Interest Among the Organization Towards the BDS System Inclusion Is Not Equal**

It is noted that the C/P organizations, unions and CCIAs under the FPCCIA and PFI are not unanimously interested in the introduction of the BDS system, very proactive in some of the C/P organizations and less so in some of the C/P organizations, that better serve the member companies. The Project is intended to encompass all the stakeholders at its onset, and did some promotion to all the stakeholders, though.

One of the proactive and positive counterparts, Ramallah CCIA, shows that the commitment of the top of the organization is secured, and made clear the significance of the introduction of the BDS service, consultations to the member companies as one of the strategic instruments to increase the number of members as well as income generation to the organization. These factors have enabled the staff members to continue the development and/or renovation of BDS services with sincerity and a positive stance, which can be commended.

On the other hand, while efforts are made by both federations, the lack of the interest is affected by the views and policies of chairmen, and executive directors of each union and chamber, and a majority of the organizations are well behind in the introduction, so that there were continued and persistent efforts and promotional occasions and tools to be used, which may influence those persons and get them actively engaged. This will help mainstream the new BDS system.

### **5.2.2 Working Group Is to be Managed by Proactive Persons; Otherwise the Expected Results Cannot be Realized**

It is observed that almost all working groups (WGs) are not functioning well, the WGs in the TC, and a WG which is leading the design of the fee structure to the consultation. It is also noted that the main factor for the lack of performance is an insufficient number of staff members to tackle the actual tasks.

It is also noted that the shortage of staff members is also attributable to the non-recruitment policy of the Government due to the revenue shortage, although the majority comes from the donors, and also to the replenishment of staff only by the retirement or transfer. Although the staff in the MONE is increased (one additional staff was employed in 2015 — she is also a coordinator to the AFD PUMP — and two more were transferred to the SME Unit in MONE), it is also noted that the absolute number of staff members is low relative to the tasks expected in the SME Unit leading to the realization of the comprehensive BDS system development as a leading organization that includes functions such as overseeing the development of the BDS system, and promotional activities, as well as managing the BDS training for NE. It is also noted that there is a shortage of staff members in the BDS unit in the FPCCIA and PFI, although they have reinforced the staff members not on a permanent employment basis, but project term employment basis.

It is also stated that the reasons for the nonfunctioning WGs, especially in the TC where many WGs were formulated for technical matters, is lack of staff members to work on the practical tasks and activities under the WG leaders who are appointed from among the TC members consisting of MONE directors, the executive directors of the unions and chambers. Those leaders who are busy in the organizations cannot handle those on his/her own. Those tasks are then substituted by the Project and local consultants/coordinators. Therefore, promotion, planning and implementation of trainings, and internal monitoring and evaluation of the project activities, while well conducted are not transferred well to the C/P staff members in terms of skills to conduct these activities.

### **5.2.3 Three Important Conditions for the NEs**

It is noted that certain prerequisites to be trained to be NEs to sustain the expected services for NEs after the training are: **a) individual competencies eventually evaluated based on the technical standards set out, b) individual commitment, and c) relevance to the NE's original TOR in the organizations** (especially the goal and objectives of the organizations). There are few NE candidates, however, who meet all these conditions and various measures are required to secure these conditions as much as possible.

And it can be generalized that the members in the unions and chambers meet the qualifications b) and c), but no experiences in the business fields have led to the growth of the competencies within the training programs. Therefore, they need more consultation experiences under the supervision of the leading NEs. On the other hand, the enrolled company employees under the union's recommendation meet a) and b), but there are certain constraints preventing them from working as a consultant to a competitor company in the same sector, and also the full understanding of their consultations is needed by the company and union to serve the SMEs

outside their company work as an obligation. Also, some good links to the company goals by their consultations should be reasonably made, while such cases were lacking related to their consultations in the Project. To sustain their services, the accommodation of incentives and measures to both companies and NEs should be developed, especially in the next Project, in which many more NE candidates are expected to enroll from those unions because not many are expected in the CCIAAs.

It is also observed that the MONE staff members, eventually accommodated in the Project are like the ones from unions, having the qualifications a) and b). However, due to the recent measure by the Government to prohibit government officials from having side jobs may discourage the NEs from participating in the consultations with no fees expected. Some of the measures are to be created by the MONE to clarify the job description of NE from MONE, in which the Kaizen support to the SMEs on a regular and time-set basis are to be set out, and also make it standard work in addition to the inspection of the companies. Also required is to have a cost-sharing measure imposed on SMEs which also is seen as income generation activity to MONE and its NEs whereby this measure and system will help NEs to motivate with rewards.

It is also noted that the inclusion of private consultants to NE training and certification is expected in order to rationalize the private practices, and also to increase the number of NEs who serve to SMEs. It is highly likely that those meet a), and c), but less so for b) because lack of monetary incentive to the quasi-public BDS activities in the West Bank, and so measures to motivate those might be required, along with clear selection procedures.

#### **5.2.4 Proximity is an Important Factor**

In Palestine, uncertainty in terms of the safety and planned operation needs consideration; the trainings can be cancelled or delayed due to the closure of checkpoints. This really has affected the trainees' wellbeing in terms of stress and time anxiety. Actually, constant participants in the TC meetings are limited to those stationed in Ramallah.

Moreover, the trainees have had a hard time working on the OJT companies away from their home offices, and have had difficulties in attending the necessary and timely meetings and follow-up activities that enable them to better serve the OJT companies. This necessitates the consideration of having OJT companies near the trainees. This issue is to be true to the actual consultations where the vicinity is mandatory, rather than the compensation measures such as transport and accommodation allowance provision that are applied in the training in the Project.

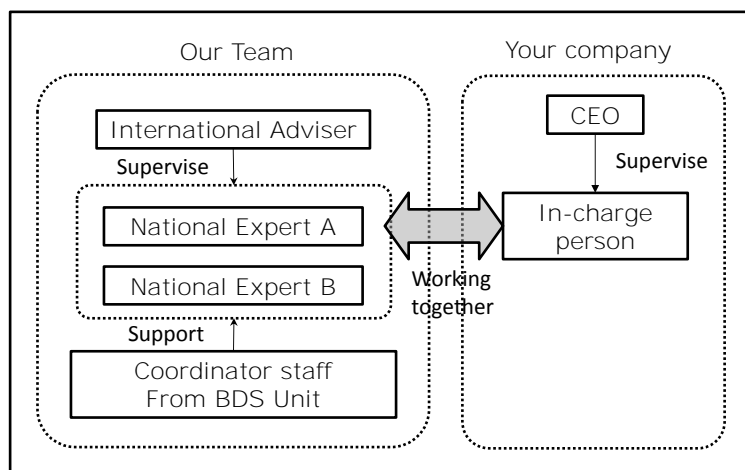
To cope with the physical barriers in the training, new training methods using the ICT such as the utilization of Skype, based on the understanding that there is a stable supply of electricity and high level of Internet use. However, for the actual consultation OJT which requires face-to-face communications, information collection, and sharing of recommendations, it is notable that there is still a limitation.

#### **5.2.5 Palestinian Companies Do Not Appreciate Well How to Make the Most of Consultation services**

It is noted that the level of the readiness or responsiveness to receive third-party recommendations and advice are not rooted well in the management style of the MSMEs in Palestine, and this is observed in the OJT sessions involving the companies and company owners in which not many owners accept and apply reasonable recommendations. This leads to the criteria when identifying the company owners who accept changes in management style and methods.

It is also noted that still prevailing in the mind of the company owners is that the main reason to make a request for consultation is merely and narrowly to outsource the service to document the application with a certain evidence of the feasibility study for the purpose of receiving the donor grants.

In particular, it is not well understood by company owners that the party that will actually implement the recommendation made by consultants is the company itself. This is also the case for the NEs, and some misunderstand that they are responsible for the implementation as well. Therefore, there should be proper guidance at the beginning that it is up to the company owner whether to accept the recommendation by consultants and the implementation and its outcome is their own responsibility, and the consultants need to agree on the TOR with the client before starting the actual support. Furthermore, it is important to let the company line managers (marketing manager, production managers, and so on) appreciate the suggestions and encourage them to execute the plan. In that sense, as depicted in Figure 5-1 below, the structure of the project is better to be included in the agreement document in order to enhance the likelihood of successful service provision.



**Figure 5-1: Virtual Project Team Structure for a Consultation Case**

Similarly, the notion that the consultation is worth the money is not yet well articulated in the MSMEs, because it takes some time to realize fruitful results such as profit increase and cost reduction in monetary terms under the suggested strategies and plans. According to the feedback survey of the OJT companies, it is evident that there is reluctance especially in the OJT sessions for owners to pay consultation fees without tangible benefits. Promotion of the usefulness of the consultation needs to be further made by accumulating the good practices with a sound impact.

On the other hand, it is noted that fees can be charged for good training to show the benefits to the participants, as evidenced by the piloting group training in Ramallah — one week training with a fee of 300 NIS charged to the participants — so that the knowledge development is seen as reasonable by the companies, and some participating companies show interest in receiving the consultation after the training. This can be one of the applicable methods to increase awareness of the usefulness of the knowledge of the subject matter of, for instance, marketing, and then the consultations are applied for by the companies. The development of common language between the companies and consultants in the group training is also useful for subsequent consultation provided to participating companies.

The fee level of the consultation has been agreed upon among the C/Ps, which itself is a good result of the Project, and yet needs updating in due course by conducting local, regional and

international surveys on the fees of this kind supporting to the SMEs, which should show a variety of fee structures depending on the consultation subjects and levels and the capabilities and experiences of the consultants.

### **5.2.6 There Is a Limitation for Micro Enterprises for BDS Provision for All the Subjects**

In view of the accumulated experiences in the OJT sessions, while policy relevance of the support to micro companies are high in terms of inclusive development, it is noted that some BDS subjects such as implanting strategic management and financial management has limited impact on the micro enterprises. Those subjects are most needed in the medium companies that need diversification and/expansion, and also sustainability of the company. However, micro companies do not possess financial and accounting data, nor have the intention to disclose financial data, so a road map with certain numbers cannot be developed.

Production management and marketing may be applicable to and understandable by the micro and small companies, and those subjects can be a starting point for comprehensive consultation to cover all four subjects. It is also noted that the company needs a rationale for marketing and have greater chance to benefit from consultation to boost sales volume and profit if consultation cover the upstream management strategy, evident in the consultation OJT practices to the JAIP tenants where companies tend to simply think that marketing is just a sales channel development for the products, and so have an old-fashioned marketing concept. It is also noted that production management and Kaizen usage may reach a limit concerning micro companies that use primitive production methods. Therefore, a different approach to micro companies could be taken if we do address the needs of micro enterprises.

### **5.2.7 Many Experiences Are Required for NEs to Be Able to Give Consultation Independently**

The Project starts with the understanding that the training program consisting of seven days of lectures and seven days of OJT for five modules (A, B, C, D1, D2), and a NE title can be awarded when the five modules are passed with a certain score, and some can receive the award of attending specific subjects. Here, it is assumed that qualified NEs can work better than the current low level of the private consultants in Palestine.

However, in the Project, the approach has changed to accommodate the needs of many consultation exercises to put forward professional suggestions and get more understanding of the consultation methods to reach a solution for clients as professional consultants. And in the second phase many OJT opportunities are provided for the NEs, both 1<sup>st</sup> batch NEs and 2<sup>nd</sup> batch NE candidates, to complete the consultation process including follow up of implementation of proposal, especially in marketing. In addition, in order to maintain the motivation of the trainees to make follow up, NE specialists can be qualified with a number of OJT exercises with longer time period as part of training before initial certification as NE Specialist.

As for the NE General who acquires knowledge and skills for all the subjects to serve as the business advisor to make a quick diagnosis and suggestion and guide the client for further consultation, another set of awarding criteria can be set out with their role redefined, mainly preliminary corporate diagnosis and related advice. In principle, as shown in Figure 5-2, it is expected that NE-General will make a preliminary diagnosis and suggestion, then identify the field of consultation most needed the client for refer to further consultation by NEs who are good at the theme. NE- Specialist, on the other hand, will tackle on the detailed diagnosis and propose actual solutions to address identified challenges of the client with a consultation fee.

In the future, it is worth considering the idea of adding higher certification title such as “Senior NE” with condition of at least three to five cases of actual consultation with a fee to promote continuous efforts of NEs and localize quality assurance and the assessment process, which has been supported by the project team.

### **5.2.8 Consultation to JAIP Tenants Is Challenging and Needs More Consideration**

In the second phase of the Project, the consultations to the selected JAIP tenants are introduced to the trainees as additional OJT exercises. This enables the NE and NE candidates to have opportunities to experience and improve their capability. However, this has resulted in uneven upgrading for all participants. This would be partly because the assignment of NEs was done prioritizing the result, that is promote tenant companies to start actual operation, rather than the effectiveness as training especially in detailed proposal level.

For the JAIP tenants, the intervention by the Project is expected to accelerate their factory development and speed up the process to commercial operation. However, there are some issues: a) the recommendations may have instead delayed their factory development due to recommendations affecting investment decisions, b) grant availability may have affected the decision of JAIP factory development that led to the suspension of the consultation. This means that it is more challenging to provide consultation to JAIP tenants because of their investment-based approach, rather than new business model based approach.

In the subsequent support to the JAIP from the BDS project, it is suggested that attention should be paid to the identification of companies who may be interested in investment in JAIP as well, not only those who have made tenant agreement with JAIP Company. Those companies most probably need solutions on diversification, expansion and new business development with a comprehensive consultation, and can be identified through the consultation need identification developed in the Project, and forwarded to PIEFZA and JAIP Company through the channel of FPCCIA and Jericho CCIA.

### **5.2.9 Importance of Support to the Self-development of Action Plans and Guidelines by the C/P**

In the Project, some guidelines and manuals are drafted by the Project team due to the shortage of staff members that can work on these. However, during the extension period, the two-day action plan workshop to create a BDS vision and define major goals and activities was held in which all the necessary stakeholders, while they are busy, are involved with sound preparation by the team. This ensured ownership and clarity for the action plan, because they have developed it on their own. A combination of the piloting in Ramallah also helped clarify practical particulars in the BDS action plan and the BDS unit guideline. Hence, it is noted that the staff members among C/P are to be involved from the start of the Project, which is an obligatory arrangement by the C/Ps, and will develop the necessary documents on their own with strong encouragement and technical support by the Project team.

## **5.3 Recommendations for the Way Forward**

The following recommendations are presented based on the lessons learned in the previous section with the expected next phase of the project in mind.

### **5.3.1 General Items**

#### **(1) Shift to comprehensive BDS provision capacity development from BDS system development**

The notion of “capacity” in the international development discourse is to a) ensure the capacity development in various layers: individual, organizational, and institutional; and b) ensure the sustainability. The notion also includes the viewpoint that organic integration of those layers will improve the level of the performance and would be better for the description in the project purpose in the PDM of next phase.

Just as the human resources are limited, which hinders the sustainable functions from executing as the lack of resources in the BDS committee to manage the system and BDS units in all the unions and CCIAAs which work for the day-to-day operation will hinder the sustainability, unless good-quality manpower, especially in the secretariat office for the BDS committee is secured to manage a certain level of NEs, and system of BDS provision that was developed.

Therefore, it is significant to reinforce the C/P staff members to which the technical transfer for quality improvement is made by the Project team, so it is suggested that the Palestinian side ensures the securing of manpower by means of transfers and making changes in the job description of the unit and also, in busy times, assign new staff members on a temporary basis by making requests to donor agencies or ministries and other organizations (or assign the staff members of different departments for the support). This kind of clear and drastic measure is needed. It is also suggestive for consideration to assign some local coordinators who are hired by the project team over a few years stationed in the FPCCIA and PFI at the beginning of next phase of the Project.

#### **(2) Promote healthy competition among the NEs and organizations**

As noted, there are two divides among the C/P organizations, positive and less focused for the BDS provisions, and in order to achieve good results in relation to the targets in the Action Plan, it is suggested to focus more on the positive organizations, instead of making efforts to equalize its application. The assumption is that this will create a benevolent cycle to achieve good results and present examples that can be copied by less positive organizations.

In addition, the NEs who have made some contributions and results should be rewarded for the certification (initial and renewal certification) with award schemes by the BDS Committee which also includes presenting to SMEs such awards as “SME of the Year” for model companies to show cases of the BDS provision. This is an implementation of the measures stated in the BDS Vision and Action Plan.

#### **(3) Consistency of the target NE candidates, training contents and expected roles after certification**

The training program needs to be improved to accommodate the needs of the trainees such as having intermittent training days (two to three days in a week) rather than training continuously for a week. In addition, competencies for the required NEs are to be redefined based on the required job specification expected for the NEs after the training, the selection of the NE candidates; and the text materials are to be revised as well. In this sense, it is suggested to have selection criteria that ensure the three conditions or prerequisites of the NEs stated in the previous section.

It is also suggested to add two certification titles: a) for higher-level NEs, a “Senior NE” certificate for those who will work under the proper quality assurance approach, and will be able

to update the technical standards; and b) a certificate for BDS Unit coordinators who will be able to implement good coordination of the BDS provision.

In the BDS unit in a respective union or CCIA, it is suggested that for senior NEs, advanced BDS training be offered, and for BDS coordinators, basic BDS training be offered. As for the basic BDS training, it is an expansion of the pilot training for PFEIZA and BDS units held from November 2016 to January 2017. This training is also suggested to be set as compulsory for all the trainees in the standard BDS training program, which enables leveling off of the background of trainees and gauging the commitment of the participants. This is illustrated in Figure 5-2.

Target Selection & Needs Assessment	Training & Assessment	Role After Certification
<ul style="list-style-type: none"> <li>- Chamber Staff</li> <li>- Union Staff</li> <li>- MONE Field Officers</li> <li>- Department Managers</li> <li>- MBA Graduates with actual work experience at private company</li> <li>- University lecturer</li> <li>- Private consultants</li> <li>- Bank staff</li> </ul>	<div style="text-align: center;"> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">TOT</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Advanced BAS training</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Actual 3-5 Deep Consultation cases with supervision</div> </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>Senior NE</b> <ul style="list-style-type: none"> <li>- Deep consultation (supervision by Japanese experts)</li> <li>- Trainer</li> </ul> </div>
	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">BAS training (Score with 95 or above for a specific module)</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">NE-General who undertook actual deep consultation should be regularly assessed and promoted to Specialist if she/he reach 95 or above</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>NE - Specialist</b> <ul style="list-style-type: none"> <li>- Mini consultation</li> <li>- Deep consultation (under supervision of Senior NE for quality assurance)</li> <li>- Trainer (those who took TOT)</li> </ul> </div>
	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">BAS training (Score with 70 or above for all the modules)</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>NE -General</b> <ul style="list-style-type: none"> <li>- Initial Diagnosis</li> <li>- Mini consultation</li> <li>- Deep consultation (under NE- Specialist)</li> </ul> </div>
<ul style="list-style-type: none"> <li>- Chamber Staff</li> <li>- Union Staff</li> <li>- MONE Field Officers</li> </ul>	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 0 auto;">Basic BAS training (All modules)</div>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <b>BAS Coordinator</b> <ul style="list-style-type: none"> <li>- Identify client and receive application</li> <li>- Report to BAS manager and MONE H.Q.</li> </ul> </div>

**Figure 5-2: Selection of NE Candidates, Training Contents and Expected Roles**

**(4) Alliance with other new organizations to expand the number of NEs**

In the Project, the recruitment of NE candidates has been mainly targeted to the C/P organizations, unions, CCIAs, and MONE. It is obvious in the next phase that those organizations will still remain as the main pool for recruitment of NE candidates. In addition, to follow the suggestion by the Mid-term Review Mission, and considering that the pool of staff members seems to have been exhausted, other sources for the NEs should be sought. The following table shows the candidate organizations.

**Table 5-1: Organizations for NE Candidates**

Organizations	Pros/Cons	Features
Banking and financial institutions	Pros	The funding issue is the most important one for financial management consultation. The establishment of firm and credible relations with the financial institutions for SME promotion is significant in terms of promotion of the financial management consultation. The participation in the training by staff members of the financial institutions contributes to smooth consultation practices for NEs through networking development. For those participants from the financial institutions, the consultation knowledge of business management and those issues in the company will be significant in loan appraisal practices for the



Organizations	Pros/Cons	Features
		financial institutions.
	Cons	Rigid perspectives of the companies embedded in the SME credit system, and rigid supply-oriented practices in the financial institutions will hinder the capacity development of those trainees.
Private consultants	Pros	The current private-sector consultants are recognized in the Project as low-level service providers to the SMEs in terms of quality and affordability, which has been confirmed on several occasions. Nonetheless, it is also evident that those consultants are somehow active and useful to serve SME clients, so that the inclusion of private-sector consultants is an option if they agree to follow ethical rules and regulations that are to be developed in the current BDS system. Being freelance, they adopt flexible service provisions to the consultations in time management. This could apply to MBA graduates as well who would take up the consultant profession.
	Cons	In the training, discipline cannot be controlled given the nature of freelancing and nonexistence of supervising organizations. It is therefore wise to open up an opportunity to them when national certification system and its accreditation are close to operation.
SME owners and managers	Pros	The awareness is increased when training is conducted for the companies, which results from a good understanding of the services provided by the NEs. The common languages enhanced in those subject fields enable NEs to conduct smooth and effective services. The training itself can be a platform where issues expressed related to management problems confronting companies will be heard and better understood by NEs.
	Cons	There are some cons as with the private consultants. In the post-training, in addition, the use of those NEs is limited to consultation occasions where there is neither conflict of interests, nor breach of confidentiality vis-a-vis consultations in the same sector.
University lecturers	Pros	It is expected that, in the post-training, the university lecturer can deliver high-quality services to the SMEs by supplementing the practical OJT and actual experiences with theoretical understanding. This also serves the latent needs and interests of the lecturers who want to provide a new practical methodology rather than an academic one through BDS training. They can manage their time effectively between rather fixed lecturing and consultations, which will give space to flexibility except for in exam periods. This arrangement may lead to a partnership arrangement with universities where there is a module unit exchange for students as well as post-MBA information and knowledge enhancing.
	Cons	Current teaching practices may not directly guarantee the lecturer of becoming a consultant because current lecturing practices in the university may hinder the full understanding of new knowledge and methods taught in the training, which is especially the case for senior lecturers who are too knowledgeable regarding conventional theories. Additional evidence of conducting research on SMEs, and/or work experiences in SMEs may be highly necessary.

The list of possible categories for expanded NEs is included in the BDS Vision and Action Plan. In the recruitment phase, it is necessary to conduct additional assessment to look into the “Cons” described in the above table, and regarding sufficient orientation for checking on the prerequisite three elements for NEs. It is also an option to charge training fees for those who do not intend to follow ethical rules and regulations and public service oriented obligations in the post training, or those who are only interested in the subject matter. These may be the cases for the private-sector consultants and persons in large to medium companies.

## **(5) Services devoted to the customers**

The customer-oriented consultation service packages should be elaborated on, which will derive from the customer views and benefits, changing the current practice stems from a supply side and training viewpoint; like asking for what packages we can offer suits to your needs for the company to acquire tangible benefits and at the same time to solve management issues rather than do you need our financial management services, for instance out of four training subjects (Financial Management, Strategic Management, Marketing and Production Management). It is also true that Kaizen is not a common and popular word, and is foreign to those who hear it for the first time, so some promotion and presentation of the word had better be made to enable customers to understand the benefits that Kaizen can offer the companies.

It is also suggested that good-practice documents or post-consultation video interviews be made that record the qualitative and quantitative benefits and impact that the companies have accrued over the OJT consultations.

In addition, some indicators should be standardized, referring to the examples of the impact indicators available in Japan like the ones that are necessary to meet the grant schemes that are to be presented in the application under the New Business Promotion Act in Japan: a) Total Value Addition<sup>11</sup> or value addition per person, and b) Increase rate of ordinary profit. Somehow expected outcomes should be clearly mentioned in the introduction and promotion of the four fields, such as a 200% increase in turnover in the Marketing, and so on. Anyway, these can be also used for the evaluation of the BDS Project and policy/program evaluation supporting the BDS Project in Palestine.

## **(6) Training body for the implementation of BDS trainings**

It is noted that the BDS committee is to govern the training to produce the next NEs, which is cited in the Action Plan. However, as its workability is dependent on the BDS Committee secretariat that lacks manpower, and there is uncertainty that the technical transfer can be made in terms of the training to develop a sustainable capacity in training program development, the implementation and monitoring of the quality training, and mostly the evaluation of the NEs developed cannot be met with the current arrangement. It is suggested that the technical transfer should be made based on identified current and best training institution and or partnering institutions of this kind which can offer the training in the next phase of the Project.

Currently, the recruitment of banking sector staff members is under discussion, and the training mechanism developed by the Palestinian Banking Institute (PBI) supported by Palestine Monetary Authority (PMA), where mainly the employees of the member banks in the Association of Banks in Palestine (ABP) are trained, might be one of the partnering institutions of the training. In addition, in order to sustain the training, some measures are to be considered to raise funds such as by recycling the consultation fees and revenue support by the concerned parties.

In addition, sticking to “self-development” in training material development could have room for improvement at least during the initial period. For some topics, such as Marketing Strategy, it is difficult to teach the basics, since the essence of the topic is hard to grasp, but other topics like accounting, which is the foundation of financial management advisory, the basics are conventional content. In order for the Japanese experts to focus on the advanced and applied

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<sup>11</sup>Total Value Addition is defined as (Operating Profit + Personnel Expenses + Depreciation). This functions as a composite indicator as well which captures the contribution to salary/employment increase by Personnel Expenses and that of facility/equipment investment by Depreciation.

topics and consultation OJT, utilization of pre-made text materials and exercises on basic topics or collaboration with private training institutions could be an effective measure.

#### **(7) Collaboration with other donor institutions**

The NEs are qualified and eligible as trainers and consultants to support the SME development projects and programs that are currently under way, in collaboration with the donor agencies, and then they will be able to accumulate many experiences in those projects. Those projects are the PUMP Project by AFD and Cluster Project by SIDA, which is taking over the previous phase by AFD. TVET coordinators, while junior staff members, in all CCIAs assigned under the German agency support on a two-year contract basis, will be able to take on some tasks for BDS as BDS coordinators in all the CCIAs. Those are expected to be hired after this assignment as permanent staff members in CCIAs so that it is suggested that the training schemes for both BDS providers as NEs and full-fledged BDS coordinators.

#### **(8) Change the abbreviation; BDS to BAS**

Business Development Service, which is internationally known terminology with BDS as its abbreviation, has been used in the Project to describe the services by the NEs for MSMEs. However, in order to make more appropriate the services in the Palestinian context, it is suggested that the overall term of this service be changed, at the right time, to Business Advisory Service (BAS). This is because BDS is often mistaken or confused for the Boycott, Divestment, and Sanctions (BDS) movement, a political movement to refuse to buy Israeli products. On the Israeli side, a law is now under discussion which will prevent individuals supporting the BDS movement from entering Israel. With these matters, this is a measure to avoid unnecessary confusion and implications.

### **5.3.2 Specific Items**

#### **(1) Way forward to realize the Action Plan**

Herein the following suggestions are made to further define overall and specific activities for realization of the planned five-year BDS Vision and Action Plan. These suggestions are intended to state the way forward to achieve certain numbers stated in the BDS Vision and Action Plan.

#### Proactive Implementation of the Action Plan by the Three Parties

It is understandable and absolutely necessary to build up and sustain the BDS system to achieve the targets and, in practical terms, to maintain the continuation of three-party collaboration pivoting around the proactive BDS Committee and its secretariat office of the SME Unit in MONE. The leadership role is to be enhanced, which also leads to strengthen the management for all concerned stakeholders. It is also expected that JICA TA support in the next project will focus and reinforce the system.

Common themes to be considered additionally for all three parties are also illustrated as follows:

- 1) As an instrument for better access to finance for SMEs and needed SME investment promotion to the financial institutions, the collaboration mechanism linking BDS and the financial sector is to be enhanced by the efforts of the three parties. The mechanism is developed to reach a win-win situation for both SMEs and financial institutions, and some linking tools are to be a) joint seminar and training for SMEs and staff members in the financial institutions, b) supporting funds developed to induce the consultations by NEs like Kaizen to SMEs and also prioritized loan arrangements once consultations are

completed, and so on. Three parties are expected to initiate the discussions with the financial institutions.

As for better access to the market, it is understandable to work out additional instruments on the current mechanism targeted by the existing organizations, and it is suggested to consider capacity development for the NEs to work on the B-to-B matching, domestically, regionally, and internationally, which is relevant in the Palestine context with its relatively rigid market situation. This necessitates the situation survey and the making of a list of willing companies (to meet criteria such as those that are ready to accept third parties' view and to partner with other companies, and also those that have the potential for the foreseeable magnitude of impacts) and also promotion activities to induce those companies. Additionally, local growth potential will be assessed based on surveys of local industry, and it is also necessary to make a networking system in those localities in collaboration with other donors.

- 2) In addition to the increase of NEs, it is now more important to ensure the quality and capability improvement of the NEs by setting out a professional learning system for the NEs, that is, Continuous Professional Development (CPD). This can be achieved through the review and update of the technical standards and, at the same time, the establishment of the evaluation and appraisal system of the NEs. The training materials that are revised and updated in terms of the effectiveness and usefulness in achieving a certain level are to be jointly taught by local trainers with accumulated local cases and Japanese experts who will support the capacity development of those trainers and will eventually step back. Also, the number of local trainers should increase in a time horizon among the NEs.

There is a need to focus on other measures, that is, a) consultation teams are formulated to upgrade the level of NEs to senior NE with accumulated experiences, and the management capacity for consultations is developed. This also relates to the backing up of higher-level NEs, saleable and independently workable to lower-level NEs, b) information sharing through the mass media and SNS communications, and also regular campaigns of both BDS and NEs. Those are already tested in the piloting cases, which need more organization.

The roles and functions for the respective organizations are also suggested, as follows:

MONE: It is suggested that the policymaker's position to set out the principles and policies, and guide the industrial sectors as a whole be maintained. It is of significance to institute the BDS system both on the MONE as well as for the overall BDS system. With the resources of the service provisions being available, incentive schemes must be set out for both companies and NEs. (This includes legalization and administrative procedures.) In principle, the BDS system is to be mainstreamed with the endorsement in the industrial policy which also promotes the restructuring and renovation of the SMEs, and also with some allocation of the sources being secured that promote further the quality and quantity of the BDS system. As far as the quality is concerned, the accreditation system needed attention, and in the long run the accreditation should be instituted in the MONE. Last but not least, MONE staff members in charge of BDS continue to be catered for in order for them to become the information and operation hub of the BDS system.

FPCCIA: It is expected to continuously make clear the needs of the member companies and also promote the use of BDS to the member companies. Additionally, new service domains are always being sought for new BDS items such as themes for new business model development, business diversification and management innovation, and identification of those who will embark on those domains; a list of the companies to which BDS is more effective is

also being developed. It is also necessary to create an environment for positive members such as networking among those member companies and also to promote new businesses among those companies.

PFI: Clarification of the policy promoting the BDS to all the unions under its umbrella is expected, along with developing support for the willing unions that operate the BDS system. It is also expected to cover the technical wing and technical advisors, experts, and engineers who can advise on technical matters. For instance, jointly with the NEs (production management, for instance) these technical experts can work together on efficient and productive production planning and factory design and improvement and development, and also for operation improvements through Kaizen application. This is to be a needed intervention in the member companies, and may lead to the new business model and product development in a technical-led approach.

It is also stated that capacity of the unions management teams are to be developed in line with BDS provisions.

#### Highlighting Activities for the Overall Objective in the next Phase of the Project

To achieve the targets in those indicators, it is of the utmost importance to select the more benefitted MSMEs and stabilize the consultation fees of NEs. This means activities to identify demand-driven companies: a) companies expressing the need for management improvement to surge turnovers, like management improvement and management innovation, and also with some monetary demand, b) companies with investment in mind and also for grant applications, and c) companies who have a clear need for consultations for specific subjects (marketing and Kaizen for instance).

Similarly, various consultation packages should be pursued which meet the demand of the companies at various stages of growth: a) accelerated growth in the growth sector, b) partnering and alliances (B-to-B matching as well), and c) upgrading needs for management improvement and innovation. This also means to work in consociated consulting covering four subjects rather than only one individual subject.

For the search regarding demand and specifying of companies, there are several ways to accommodate these in line with the experience in the piloting in the Project: a) interested companies are to be identified in the seminar, and group training on various subjects, b) companies suggested by the MONE Field Officer upon their corporate diagnosis exercises, c) regular counseling exercise in the BDS Unit in unions and CCIAs, and d) setting out of some presentation opportunities on best practices combined with the recommendations by the positive companies.

As for the environment development, it requires the development of the information sharing system and database, and systematization of the BDS unit (Promotion and Implementation) in its operation, and also systematization of the NE consultations. The development plan should be included in the annual policy and planning by the BDS Committee.

## **(2) Recommendations to the JICA supporting the next Phase of the Project**

The implementation of the next phase of the current project is confirmed but, by the end of the next phase, comprehensive capacity development in BDS provision is necessary to ensure a sustainable system after the end of next phase without JICA's support. The following are suggested for the next phase of the project.

- 1) In terms of institutionalization, support for the study and analysis for the establishment of

- sustainable BDS provision system.
- 2) In terms of the operation, proactive development of the sustainable implementation flows by the C/P organizations themselves through facilitation and planning of the necessary WSs to develop procedures.
  - 3) Model company development with a combination of four subjects and its synthetization.
  - 4) Develop a training program for the further capacity development of the capable NEs with the CPD program; especially, system to develop senior NEs (and also advanced TOT).
  - 5) Technical advising on the factory planning, production planning and engineering on the specific sectors.
  - 6) Develop an ICT-related system for both effective consultation and MSMEs in the post consultation system development that sustains the effects of the consultation as well as utilization in the BDS providers for more efficient service provision.
  - 7) Leveling off the capacity of NEs and support to eliminate environmental constraints for the NEs.
  - 8) Introduction of Japanese models as part of B-to-B matching, and development of innovative companies (such as health care equipment and food supplements).
  - 9) Joint seminars with both Japanese and local NEs directly on the MSMEs in the four targeted regions (Ramallah, Hebron, Nablus and Jenin).

# **Appendices**





# **Appendix 1**

## **Revision History of PDM**



## Appendix 1: Revision History of Project Design Matrix (PDM)

### (1) PDM Ver. 0.0

Project Name: Project for Business Development Service (BDS) Enhancement for MSMEs Project Period: 2013-2016 (3 years) Date: June10, 2013  
 Target Area: West Bank of Palestinian Territory Project Site: West Bank (e.g. Ramallah, Hebron and Nablus etc.) Ver. 0.0

Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
Overall Goal: MSMEs enjoy the high-quality Business Development Service (BDS) in Palestine.	1) <b>XX (number)</b> enterprises get BDS by the National Experts who are fostered under the Project. 2) BDS providers developed by the National Experts increase by <b>XX (number)</b> . 3) Degree of satisfaction of MSMEs provided BDS by National Experts increases.		
Project Purpose: The framework that the National Experts deliver the BDS for MSMEs is established.	1) Fifteen (15) National Experts who complete the training courses provided by the Project are fostered. 2) The Outreach Action Plans are approved by the Technical Committee (TC). 3) The Consultation Action Plans are approved by TC.		<ul style="list-style-type: none"> <li>The PA's policy direction on MSME development is not considerably changed.</li> <li>The Palestinian economy does not get drastically worse under the influence of international political and economic situation.</li> </ul>
Outputs: 1. Management Structure for the Project is in place. 2. National Experts who provide BDS services to MSMEs and trainings for other BDS providing organizations* are developed. 3. Consultation Action Plans*for providing BDS to MSMEs are developed. 4. Outreach Action Plan(s)* for fostering BDS providers in other BDS providing organizations are developed.	1- 1) The project management guideline is approved by JCC. 1-2) Establishing TC is approved by JCC. 2-1) <b>XX</b> (total number of attendants) take BDS training courses. 2-2) Trainees deliver lectures in Open Seminar 3-1) Consultation Action Plans include measures of providing BDS. 3-2) Consultation Action Plans include assigning staff in charge of monitoring system about providing BDS to MSMEs. 4-1) Outreach Action Plan(s) include measures of fostering BDS providers in other BDS providing organizations. 4-2) Outreach Action Plan(s) include assigning staff in charge of monitoring system about fostering BDS providers.		<ul style="list-style-type: none"> <li>The National Experts fostered under the Project do not quit.</li> </ul>

<p><b>Activities</b></p> <p><u>For Output 1:</u>  1-1: Conduct baseline survey on BDS provision/facilitation organizations and MSMEs and needs survey on BDS for MSMEs.  1-2: Define the role/function of the related organizations for BDS training.  1-3: Formulate the Technical Committee (TC).  1 4: Define the linkage and cooperation measures for the other donors.</p> <p><u>For Outout2:</u>  2-1: Plan and Hold awareness campaigns to MSMEs such as demonstrative seminars.  2-2: Develop policies and plans for BDS training (including Lecture Training and On-the-Job-Training (OJT)).  2-3: Implement BDS Lecture Training (including Business Course and Technical Course).  2 4: Select model enterprises and conduct OJT on diagnosis and consultation.  2-5: Design and conduct Open Seminars that disseminate the outcomes of BDS trainings by National Experts.</p> <p><u>For Output3:</u>  3-1: Examine and define the measures of providing BDS to MSMEs by National Experts.  3-2: Set up the monitoring system about providing BDS to MSMEs.</p> <p>For Output 4:  4-1: Examine and define the measures of fostering BDS providers in other BDS providing organizations.  4-2: Set up the monitoring system about fostering BDS providers in other BDS providing organizations.</p>	<p><u>Inputs [The Japanese Side]:</u></p> <ul style="list-style-type: none"> <li>• Dispatch of JICA experts</li> <li>• Equipment provision</li> <li>• Training of Counterpart Personnel in Japan and/or third countries</li> <li>• Local cost for implementation</li> </ul>	<p>Input [The PA side]:</p> <ul style="list-style-type: none"> <li>• Counterpart Personnel</li> <li>• Office spaces for the JICA experts</li> <li>• Local cost for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperative relationship among the concerned parties is not lost.</li> <li>• Budgetary allocations of the concerned organizations are not reduced further.</li> </ul> <p><u>Precondition:</u></p> <ul style="list-style-type: none"> <li>• Condition of safety is not deteriorated.</li> </ul>
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Note: Other BDS providing organizations mean CCIAAs, IMC and Unions which will not participate the training courses in the Project.

Consultation Action Plans mean action plans on providing BDS to MSMEs by National Experts in CCIAAs, IMC and Unions.

Outreach Action Plan(s) mean action plan(s) on providing BDS training to other BDS providing organizations by National Experts in CCIAAs, IMC and Union

**(1) PDM Ver. 0.1**

Undecided target numbers for some indicators (shown as XX) were agreed based on the result of the baseline survey and PDM Ver. 0.1 is approved in the 1<sup>st</sup> JCC in June 2016 as shown below.

Project Name: Project for Business Development Service (BDS) Enhancement for MSMEs    Project Period: 2013-2016 (3 years)    Date: June10, 2014  
 Target Area: West Bank of Palestinian Territory    Project Site: West Bank (e.g. Ramallah, Hebron and Nablus etc.)    Ver. 0.1

Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
Overall Goal: MSMEs enjoy the high-quality Business Development Service (BDS) in Palestine.	1) <b>540 (number)</b> enterprises get BDS by the National Experts who are fostered under the Project. 2) BDS providers developed by the National Experts increase by <b>30 (number)</b> . 3) Degree of satisfaction of MSMEs provided BDS by National Experts increases.		
Project Purpose: The framework that the National Experts deliver the BDS for MSMEs is established.	1) Fifteen (15) National Experts who complete the training courses provided by the Project are fostered. 2) The Outreach Action Plans are approved by the Technical Committee (TC). 3) The Consultation Action Plans are approved by TC.		<ul style="list-style-type: none"> <li>The PA's policy direction on MSME development is not considerably changed.</li> <li>The Palestinian economy does not get drastically worse under the influence of international political and economic situation.</li> </ul>
Outputs: 1. Management Structure for the Project is in place. 2. National Experts who provide BDS services to MSMEs and trainings for other BDS providing organizations* are developed. 3. Consultation Action Plans*for providing BDS to MSMEs are developed. 4. Outreach Action Plan(s)* for fostering BDS providers in other BDS providing organizations are developed.	1- 1) The project management guideline is approved by JCC. 1-2) Establishing TC is approved by JCC. 2-1) <b>60</b> (total number of attendants) take BDS training courses. 2-2) Trainees deliver lectures in Open Seminar 3-1) Consultation Action Plans include measures of providing BDS. 3-2) Consultation Action Plans include assigning staff in charge of monitoring system about providing BDS to MSMEs. 4-1) Outreach Action Plan(s) include measures of fostering BDS providers in other BDS providing organizations. 4-2) Outreach Action Plan(s) include assigning staff in charge of monitoring system about fostering BDS providers.		<ul style="list-style-type: none"> <li>The National Experts fostered under the Project do not quit.</li> </ul>

<p><b>Activities</b></p> <p><u>For Output 1:</u>  1-1: Conduct baseline survey on BDS provision/facilitation organizations and MSMEs and needs survey on BDS for MSMEs.  1-2: Define the role/function of the related organizations for BDS training.  1-3: Formulate the Technical Committee (TC).  1 4: Define the linkage and cooperation measures for the other donors.</p> <p><u>For Outout2:</u>  2-1: Plan and Hold awareness campaigns to MSMEs such as demonstrative seminars.  2-2: Develop policies and plans for BDS training (including Lecture Training and On-the-Job-Training (OJT).  2-3: Implement BDS Lecture Training (including Business Course and Technical Course).  2 4: Select model enterprises and conduct OJT on diagnosis and consultation.  2-5: Design and conduct Open Seminars that disseminate the outcomes of BDS trainings by National Experts.</p> <p><u>For Output3:</u>  3-1: Examine and define the measures of providing BDS to MSMEs by National Experts.  3-2: Set up the monitoring system about providing BDS to MSMEs.</p> <p>For Output 4:  4-1: Examine and define the measures of fostering BDS providers in other BDS providing organizations.  4-2: Set up the monitoring system about fostering BDS providers in other BDS providing organizations.</p>	<p><u>Inputs [The Japanese Side]:</u></p> <ul style="list-style-type: none"> <li>• Dispatch of JICA experts</li> <li>• Equipment provision</li> <li>• Training of Counterpart Personnel in Japan and/or third countries</li> <li>• Local cost for implementation</li> </ul>	<p>Input [The PA side]:</p> <ul style="list-style-type: none"> <li>• Counterpart Personnel</li> <li>• Office spaces for the JICA experts</li> <li>• Local cost for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperative relationship among the concerned parties is not lost.</li> <li>• Budgetary allocations of the concerned organizations are not reduced further.</li> </ul> <p><u>Precondition:</u></p> <ul style="list-style-type: none"> <li>• Condition of safety is not deteriorated.</li> </ul>
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Note: Other BDS providing organizations mean CCIAAs, IMC and Unions which will not participate the training courses in the Project.

Consultation Action Plans mean action plans on providing BDS to MSMEs by National Experts in CCIAAs, IMC and Unions.

Outreach Action Plan(s) mean action plan(s) on providing BDS training to other BDS providing organizations by National Experts in CCIAAs, IMC and Union

**(1) PDM Ver. 1.0**

Reflecting the revision points suggested by the Mid-term Review, PDM Ver. 1.0 was approved in 3<sup>rd</sup> JCC in March 2016 as shown below.

Project Name: Project for Business Development Service (BDS) Enhancement for MSMEs      Project Period: Oct. 2013- Sep. 2016 (3 years)      Date: 01 March, 2016  
 Target Area: West Bank of Palestinian Territory      Project Site: West Bank (e.g. Ramallah, Hebron and Nablus etc.)      Ver. 1.0

Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
Overall Goal: MSMEs enjoy the high-quality Business Development Service (BDS) in Palestine.	1) 100 enterprises get BDS by the National Experts who are fostered under the Project.  2) BDS providers developed by the National Experts increase by 30.  3) More than 70% of companies answer the services provided by the National Experts are satisfactory.	1) Diagnosis reports, submitted proposals, and proposal implementation reports 2) Reports by MONE, PFI, FPCCIA 3) Questionnaire to the client MSMEs	
Project Purpose: The framework that the National Experts deliver the BDS for MSMEs is established.	1) Thirty (30) National Experts <sup>1</sup> who complete the training courses provided by the Project are fostered. 2) 5 NE per each module are trained by TOT. 3) Annual plans by MONE, FPCCIA, and PFI are approved by each decision board. 4) Unified BDS consultant quality standards are approved by MONE, FPCCIA and PFI.	1) Assessment result of BDS training by the project 2) Assessment result of TOT 3) Board meeting minutes 4) JCC minute	<ul style="list-style-type: none"> <li>▪ The PA's policy direction on MSME development is not considerably changed.</li> <li>▪ The Palestinian economy does not get drastically worse under the influence of international political and economic situation.</li> </ul>

A1-5

<sup>1</sup> The National Experts (NE) in this PDM is defined as the trainee who have got the assessment result of either B- (70/100 points) or above for all of the 4 modules (NE (General)) OR A (95/100 points) for at least one specific module (NE (XXX specialist)) through the training (Lecture, OJT and follow-up OJT sessions).

Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
<p>Outputs:</p> <ol style="list-style-type: none"> <li>1. Management Structure for the Project is in place.</li> <li>2. National Experts who provide BDS services to MSMEs are developed.</li> <li>3. Consultation Action Plans* for providing BDS to MSMEs are developed.</li> <li>4. Plans to further develop BDS providers are developed.</li> </ol>	<ol style="list-style-type: none"> <li>1- 1) The project management guideline is approved by JCC.</li> <li>1-2) Establishing TC is approved by JCC.</li> <li>2-1) 60 (total number of attendants) take BDS training courses.</li> <li>2-2) Technical Proficiency Standards for consultants in each subject and those for the trainer are formulated.</li> <li>2-3) 50 (80% of 60 persons) trainees complete each module with more than B- score based on the above standards.</li> <li>3-1) Consultation Action Plan, which provides the detailed framework (system) for provision of BDS to MSMEs, is approved by JCC.</li> <li>3-2) Coordinating staff are assigned in the BDS units of MONE, FPCCIA and PFI.</li> <li>3-3) The regular meeting among the assigned coordinating staff is held to follow-up the progress of the Consultation Action Plan.</li> <li>4-1) An Action Plan to further develop BDS providers after completion of the Project has been developed and approved by JCC.</li> <li>4-2) Resource allocation plan to further develop BDS providers is discussed.</li> </ol>	<ol style="list-style-type: none"> <li>1-1) Minutes of JCC and attachment</li> <li>1-2) Minutes of JCC and attachment</li> <li>2-1) Project completion report</li> <li>2-2) Technical deliverables submitted</li> <li>2-3) Assessment result of BDS training by the project</li> <li>3-1) JCC minute</li> <li>3-2) Board meeting minutes</li> </ol> <p>or reports reflecting these assignments</p> <ol style="list-style-type: none"> <li>3-3) Meeting minutes</li> <li>4-1) Minutes of JCC and attachment</li> <li>4-2) Minutes of JCC and attachment</li> </ol>	<ul style="list-style-type: none"> <li>• The National Experts fostered under the Project do not quit.</li> </ul>



Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
<p>Activities</p> <p><u>For Output 1:</u></p> <p>1-1: Conduct baseline survey on BDS provision/facilitation organizations and MSMEs and needs survey on BDS for MSMEs.</p> <p>1-2: Define the role/function of the related organizations for BDS training.</p> <p>1-3: Formulate the Technical Committee (TC).</p> <p>1 4: Define the linkage and cooperation measures for the other donors.</p> <p><u>For Outout2:</u></p> <p>2-1: Plan and hold awareness campaigns to MSMEs such as demonstrative seminars.</p> <p>2-2: Develop policies and plans for BDS training (including Lecture Training and On-the-Job-Training (OJT).</p> <p>2-3: Implement BDS Lecture Training (including Business Course and Technical Course).</p> <p>2 4: Select model enterprises and conduct OJT on diagnosis and consultation.</p> <p>2-5: Design and conduct Open Seminars that disseminate the outcomes of BDS trainings by National Experts.</p> <p><u>For Output3:</u></p> <p>3-1: Examine and define the measures of providing BDS to MSMEs by National Experts.</p> <p>3-2: Set up the monitoring system about providing BDS to MSMEs.</p> <p><u>For Output 4:</u></p> <p>4-1: Examine and define the measures of fostering BDS providers further.</p> <p>4-2: Set up the monitoring system about fostering BDS providers further.</p> <p>4-3: Plan and implement TOTs to develop human resources to further train BDS providers.</p>	<p><u>Inputs [The Japanese Side]:</u></p> <ul style="list-style-type: none"> <li>• Dispatch of JICA experts</li> <li>• Equipment provision</li> <li>• Training of Counterpart Personnel in Japan and/or third countries</li> <li>• Local cost for implementation</li> </ul>	<p>Input [The PA side]:</p> <ul style="list-style-type: none"> <li>• Counterpart Personnel</li> <li>• Office spaces for the JICA experts</li> <li>• Local cost for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperative relationship among the concerned parties is not lost.</li> <li>• Budgetary allocations of the concerned organizations are not reduced further.</li> </ul>

Project narrative Summary	Objectively verifiable Indicators (Numerical targets to be set by the baseline survey)	Means of Verification (Monitoring Method)	Important Assumptions
			<u>Precondition:</u> <ul style="list-style-type: none"> <li>• Condition of safety is not deteriorated.</li> </ul>

Note: Consultation Action Plans mean action plans on providing BDS to MSMEs by National Experts in CCIAs, IMC, Unions and MONE (mainly various Field Office) based on a certain mechanism agreed by MONE, FPCCIA and PFI.  
 Plans to further develop BDS providers mean HRD Plans, providing BDS training by National Experts in CCIAs, IMC, Unions and MONE.

## **Appendix 2**

# **Minutes of the JCC Meetings**



## **Appendix 2: Minutes of the JCC Meetings**

### **(1) Minute of the 1<sup>st</sup> JCC Meeting**

#### ***First JCC Meeting for Project BDS for MSMEs Enhancement***

#### **Minutes of Meeting**

**Date: 10 June 2014**

**Time: 9:30–11:00**

**Venue: Ministry of National Economy (MoNE) 5<sup>th</sup> Floor**

**Attendees:** (See Appendix 1)

**Agenda:** (See Appendix 2)

- I. Call to Order
- II. Member Introduction
- III. Chairperson's Welcome Remarks
- IV. Project Brief and Activities by the Technical Committee
- V. Presentation on the Project
- VI. Discussion on Project Activities
- VII. Closing Remark

#### **I. Call to order-Chairperson's Welcome Remark**

The meeting commenced at 9:30 with an opening welcome from Mr. Abdel-Jabbar from MoNE. Mr. Abdel-Jabbar reiterated MoNE's appreciation and gratitude for the Government of Japan and JICA for their continuous support to the Palestinian people in general and to MoNE in specific. Mr. Abdel-Jabbar went briefly over the agenda and the topics to be discussed.

#### **II. Member Introduction**

Mr. Abdel-Jabbar welcomed all members to the 1<sup>st</sup> JCC Meeting and introductions were made from each individual.

#### **III. JICA Chairperson's Welcome Remarks**

Mr. Tanaka made welcome remarks and went briefly over the agenda. Reiterated how the Japanese government is in support of the Palestinian economy through peace and prosperity.

#### **IV. Project Brief and Activities by the Technical Committee**

Mr. Fadel initiated the meeting with a presentation of an overview of the project. In his presentation he went over the main objectives of the project and the goals that have been set as benchmarks to be obtained.

#### **V. Presentation on the Project**

Dr. Ozawa gave a brief presentation on the progress of the project, any issues faced, updates of project, and ultimate goals. In his presentation he included, outputs, project implementation structure, policies of the project, and tasks. Mr. Abdel-Jabbar made a remark about maintaining National Experts after the completion of the course; how they can be maintained after the

project? Dr. Ozawa explained that the project will monitor the first batch of National Experts, but afterward organizations (such as CCIA and PFI) may have an oversight as to how to proceed with contractual procedures.

Mr. Nour asked a question concerning joint training with Japanese Experts and local Experts. Dr. Ozawa answered that there will be supplementary courses with local consultants at the end of the program. There may be local consultants assisting with the lectures in the upcoming years, but this issue should be raised with Technical Committee Members.

Mr. Abdel-Jabbar asked what is the progress of the 15 National Experts. Have they been identified? The 15 National Experts will be selected by the end of next year. The National Experts that finish all the courses will be given the title “Professional National Expert”. The selection criteria for the National Experts were stipulated in the MoU, and at least 15 will be selected from those who completed all courses.

## **VI. Discussion on project Activities**

Mr. Abdel-Jabbar commended the donor coordination between the JICA and other organizations. He mentioned World Bank’s work in regards to the BDS baseline survey. Mr. Abdel -Jabbar would like to have a unified BDS providers list with World Bank, DFID and JICA and discuss cooperation with each organization. It was suggested that having one BDS list can be used in the BDS strategy being prepared under the World Bank Project. Mr. Abdel-Jabbar mentioned how having coordination can have long terms benefits for the project. Mr. Abdel-Jabbar asked for the approval of stated task that will compile a BDS list. All members approved.

Mr. Abdel-Jabbar asked about the training topics, how were they identified and proposed to add project cycle management and communication skills and management.

Mr. Nazeeh asked if there are any manuals for training materials. Or training guide? Dr. Ozawa answered that the JICA project will develop training manuals in English and Arabic. The next work plan will show that the manuals will be developed jointly with Palestinian National Experts. Mr. Nazeeh stated that the Federation of Chamber of Commerce of Industries and Agriculture and Palestinian Federation of Industries should have the manuals as an institution. Dr. Ozawa added that the ownership can be worked out by discussion by Technical Committee Members.

Mr. Nour expressed an interest in Project Cycle Management such as self-employed projects as a topic to be taught during the training program. Dr. Ozawa stated that this may be an additional lecture as a supplementary course.

Mr. Nour also mentioned that there should be more quantitative indicators to judge the success of the project. Dr. Ozawa stated that JICA will have an assessment team will come in February of 2015 and assess the project. Their assessment may redefine qualitative and quantitative indicators.

Then, Dr. Ozawa reviewed the Project PDM indicators, specifically the role of the 15 National Experts. Mr. Nazeeh asked; what is the best way to keep and sustain the National Experts? Dr. Odeh mentioned that local consultants should be part of the pool of candidates. Mr. Abdel Jabbar stated that this is not a fair selection criterion and in order to have a satisfactory pool, candidates only from FCCIA and PFI staff must be selected because the goal of the project is to build the capacity of the local staff at FCCIA and PFI to be able to provide the basic consultancy services for the MSMEs who could not afford to pay for consulting firms. At a later stage, special arrangement can be done to train the staff members of the consulting firms.

Dr. Ozawa also mentioned that the indicator for total number of attendees should be 80 over two years. Out of the 80 course participants, 15 will become National Experts over the course of two years. The number of enterprises that will be benefited from the Experts will be 540 enterprises in total over the course of 3 years after the project is completed. So, each individual from the National Experts (15) should give a consulting once per month or 12/year. As an indicator over three years each National Expert should train one new trainee per year for a period of three years. All members approved the numbers as discussed.

Mr. Abdel-Jabbar suggested that for the TC committee a time frame should be established for the National Experts, when they will graduate, when they will accomplish ToT and consulting. Mr. Abdel-Jabbar mentioned that the progress reports will be produced twice a year, the first will be given at the end of September. The progress report will be sent by email before the next meeting for comments in JCC.

## **VII. Adjournment-Closing Remarks**

Mr. Abdel-Jabbar thanked everyone for their participation.

The next Joint Council Committee meeting will be held in September. The exact date has yet to be identified. Meeting was adjourned at 11:30.

## Appendix

### Appendix 1: Attendee List

<b>Name</b>	<b>Organization</b>
Hasan Abdel-Jabbar	Chairperson-Minister's Advisor (MoNE)
Nazeih Mardawi	Representative for FPCCIA
Ihab Yasin	Director of Private Sector Development Department (MoNE)
Amer Nour	Director General-Economic Sector Planning MOPAD
Zeyad Fadel	Director General of National Product Production (MoNE)
Izumi Tanaka	Chief Representative JICA
Dr. Odeh Shehadeh	General Director PFI
Keiko Honda	Representative of Japanese Embassy
Dr. Ryoichi Ozawa	Team Leader Project BDS JICA
Nora Hamdan	Senior Coordinator JICA
Raed Hammouri	Program Coordinator JICA
Sabri Nasser	Project Administrator JICA Project Team

### Appendix 2: Agenda of the 1<sup>ST</sup> JCC meeting

Date: 10 June 2014

Time: 9:30–11:30

Venue: Ministry of National Economy, Ramallah, Al Masyoon, 5<sup>th</sup> floor

<b>Time Allocation</b>	<b>Contents</b>	<b>Person in charge</b>
9:00 - 9:20	Registration	---
9:30 - 9:40	Introduction of the Members	Members
9:40 - 9:50	Chairperson's Welcome Remarks	Chairperson
9:50 - 10:00	Address by Chief Representative, JICA Office	JICA Chief Representative
10:00 - 10:10	Project Brief and Activities by the Technical Committee	Project Director
10:10 - 10:30	Presentation on the Project a) WORKPLAN , Progress up to April and plan up to March 2015 b) Introduction of Project PDM	JICA Project Team
10:30 - 10:45	Coffee & Snack Break	---
10:45 - 11:20	Discussion on project activities ; a) Adoption of the non-registered PDM indexes b) Comments on the Project activities and implementation structure c) Suggestions to be addressed by the Technical Committee	(Members)
11:20 - 11:30	Closing Remarks	Chairperson



## **(2) Minute of the 2<sup>nd</sup> JCC Meeting**

### **2nd JCC Meeting for Project BDS for MSMEs Enhancement Minutes of Meeting**

**Date:** 17<sup>th</sup> Dec 2015

**Time:** 12:00 – 13:30

**Venue:** Ministry of National Economy (MoNE), 5<sup>th</sup> Floor

**Attendees:** (See Appendix 1)

**Agenda:** (See Appendix 2)

- VIII. Call to Order
- IX. Chairperson's Welcome Remarks
- X. Address by Deputy Chief Representative , JICA office
- XI. Report on the Project Activities
- XII. Presentation on the results of Mid- Term review
- XIII. Discussion
- XIV. Closing Remark

#### **I. Call to order**

The meeting commenced at 12:00, with an opening speech by Ms. Manal Farhan.

#### **II. Chairperson's Welcome Remarks**

Ms. Manal showed appreciation to the government of Japan, JICA and the review mission for their support.

#### **III. Address by JICA Chairperson**

Mr. Shinichi Deputy Chief Representative JICA Office started with welcome note to the attendance and explained JICA efforts targeting reinforcement of the governmental capacity and supporting economic advancement.

Regarding the BDS project, Mr. Shinichi on more detailed level talked about the project goal which is not only graduating NE in the project four training areas but also to develop a sustainable BDS system. And he also considered the mid-term review mission as a good chance to work on this.

#### **IV. Reports on the Project Activities**

Dr. Ozawa gave a brief presentation on the project period, participants, Beneficiaries, and explained the scope of the project which lies in training the NE and development of Action plan (Consultation and Outreach AP). Dr. Ozawa introduced the PDM indicators ver0.0 and reviewed the project progress due date.

As for NE, the progress report indicates a good number expected NE to be graduated at the end of the project. Dr. Ozawa also showed the distribution of the OJT companies served in Phase 1 and 2. And introduced the JAIP collaboration beneficiaries' number in phase 2 which is 11 companies (as of Dec. 2015) who received consultations in the fields of marketing strategy and business plan development.

As for the AP framework, a table was introduced reflecting the output of the Action Plan (AP) training visit in Japan showing the C/P framework till the year of 2018.

Voices from the OJT companies were shared with the attendances through a video interview with two OJT Companies in Ramallah.

Dr. Ozawa discussed the issues and way forward till the end of the project focusing on the TOT and AP development which will assure the project sustainability through AP implementation.

The presentation material by Dr. Ozawa is attached hereby (attachment 1).

## **V. Presentation of the results of Mid-Term Review Mission**

Mr. Susumu Katsumata made introduction to the mission report, and Dr. Hiroko Tanaka presented the results of midterm mission. The presentation material by Dr. Tanaka is attached hereby (attachment 2).

Dr. Tanaka emphasized on the objectives of this review and explained the methods of the evaluation which utilize the DAC/ OECD criteria for evaluating development assistance. The mission focused on the relevance, effectiveness and efficiency, as for the Impact and sustainability, it is too early to be assessed at this stage but positive signs are appearing such as BDS units creation in some of CCIAAs.

Dr. Tanaka presented the results of the review, confirming the importance of this project which support Human resource development of BDS providers, and showed satisfactory level of the achievements of the outputs based on the indicators. As for the project purpose particularly in term of BDS provision system development, it is currently on going and the mission recommended to accelerate the progress by implementing concrete actions to develop such a system.

Dr. Tanaka presented the review mission recommendation:

- 1) As to the outreach AP for further HR development of BDS providers, some points have been discussed and efforts made in the training visit in Japan in Dec. 2015. As it is necessary to broaden the pool of HR beyond the C/P organization members, potential BDS provider's pool should include excellent participants of each module, not inclusively NEs.
- 2) The suggestions on 'NE' redefinition of NE and finalizing technical standards for assessment of trainees in coordination with accreditation unit in MoNE were made.
- 3) Necessary measures to accelerate achievement of project purpose should be taken. Action plan should contain all details, arrangements and measures, making best use of project participants' expertise.
- 4) The team requested to revise some elements of PDM ver0.0 to reflect reality of the project.

## **VI. Discussion and remarks**

Dr. Odeh Shehadeh – PFI, thanked Dr. Hiroko Tanaka for the presentation and recommendations, and shared some inquiries regarding the evaluation criteria, such as whether there is any deviation of the project and how to assess the relevance, sustainability and impact.

Dr. Tanaka has replied that for accreditation system, coordination should be taken place with MoNE soon, and for opening the pool of BDS Provider to include private consultancy service providers.

Ms. Manal elaborated to the accreditation system coordination and explained that MoNE accreditation unit will take the lead and coordinate with all C/Ps. As for NE re-definition, Ms.

Manal insisted on taking into consideration all expertise of the project participant each in their best field.

Mr. Jamal Jawabreh - FPCCIA, followed that sustainability of the project depend on the efforts in marketing of these services and chambers shall implement BDS units and take this role in promotion.

As for broadening the pool of BDS providers to include private consultant after evaluating their capabilities, Ms. Manal emphasized to have professional criteria for those who will provide BDS for MSMEs.

## **VII. Closing remarks**

Ms. Manal thanked all the participants of this meeting and especially for the review mission team. Dr. Ozawa encouraged the C/Ps to continue their efforts to support BDS Enhancement in Palestine.

Meeting ended at 13:30 and followed by signing of the mid-term review mission's report.

## Appendix

### Appendix 1: Attendee List

Name	Organization
Ms. Manal Farhan	Director General of Industry and Natural Resources, MoNE, Project Director
Mr. Ziyad Fadel	Director of National Product Protection Department, MoNE
Ms. Eina Ueno	Representative, JICA
Mr. Jamal Jawabreh	FPCCIA
Dr. Odeh Shehada	Secretary General , PFI
Mr. Akram Hijazi	PR Manager, FPCCIA
Mr. Jalal Makharza	FPCCIA
Ms. Alaa B. Briek	Projects and Programs Officer, PFI
Mr. Noguchi Shinichi	JICA Palestine
Ms. Asala Zagha	Representative of Japan
Dr. Hiroko Tanaka	JICA Mission ,Consultant
Mr. Susumu Katsumata	JICA Mission, Consultant
Mr. Hidekazu Tanemura	JICA Mission, Consultant
Dr. Ryoichi Ozawa	Chief Advisor, JICA BDS Project
Dr. Kaori Tanaka	BDS Improvement / Training Management Expert, JICA BDS Project
Mr. Kazutoshi Machida	Training Management Expert, JICA BDS Project
Mr. Fouad Rayyan	Project Senior Coordinator, JICA BDS Project
Ms. Sabrein Nassar	Supervising Coordinator and Admin., JICA BDS Project

### Appendix 2: Agenda

Time Allocation	Content	Person in Charge
11:40 – 12:00	Registration	
12:00 – 12:10	Chairperson's welcome remarks	Chairperson
12:10 – 12:20	Address by Chief Representative, JICA Office	JICA Chief Representative
12:20 – 12:40	Report on Project Activities a) Report on Action Plan Training in Japan b) Progress and issues	Project Director Team Leader
12:40 – 13:10	Presentation on the Results of Mid-Term Review a) Results of Mid-Term Review b) Recommendations/ Instructions for the Project	Mid-Term Review Mission
13:10 – 13:20	Discussion	Members
13:20 – 13:30	Closing Remarks	Chairperson

### **(3) Minute of the 3<sup>rd</sup> JCC Meeting**

#### **3<sup>rd</sup> JCC Meeting for Project BDS for MSMEs Enhancement Minutes of Meeting**

**Date:** 1<sup>st</sup> March, 2016

**Time:** 8:30 – 10:00

**Venue:** Ministry of National Economy (MoNE) 5<sup>th</sup> Floor

**Attendees:** (See Appendix 1)

**Agenda:** (See Appendix 2)

1. Call to Order
2. Chairperson's Welcome Remarks
3. Address by Chief Representative, JICA Office
4. Project Brief and Activities
5. Presentation on the project documents
6. Discussion on the project activities WP 4, PDM, AP.
7. Discussion
8. Closing Remarks

#### **I. Call to Order**

VIII. The meeting commenced at 8:30, with an opening speech by Ms. Manal Farhan Project Director.

#### **II. Chairperson's welcome remarks**

IX. Ms. Manal showed satisfaction on the project progress and emphasized its importance and now seeking for future cooperation in project extension to build on the results project has attained so far.

#### **III. Address by Chief Representative, JICA Office**

X. Ms. Mitsui started her speech by introducing Mr. Naoto Mukai from JICA H.Q. and then pointing on MoNE role in the project especially for the coordination to establish a BDS system, Ms. Mitsui addressed Gaza KAIZEN workshop where it comes as an individual appreciated initiative by Gaza Chamber. And also mentioned the necessity to have effective PR strategy to share the impact of the project, its success and various activities.

XI. At the end of her speech Ms. Mitsui stressed the point that JICA will be a good partner as long as C/Ps keeps the good work.

#### **IV. Project Brief and Activities**

XII. Ms. Manal presented the project fact sheet (outputs till Jan 2016) to the JCC members, including main outputs

- Participant number
- Engaged OJT Company who hosted and received consultation
- And challenges. Mainly to build the capacity of the SME Unit under the industrial development directorate in MoNE. For further details please refer to the attached Fact sheet.

## **V. Presentation on the project documents**

XIII. Dr. Tanaka introduced the PDM v1.0 taking into consideration all the suggestions and comments made earlier on v0.0, through a brief presentation Dr. Tanaka covered the PCM method used, Goal and Purpose, major points of change are on the indicators.

- Targeted number of consultation to be delivered to companies in the first three years after the project ends are changed to 100.
- NE number is doubled 30 instead on 15, due the change of NE definition.
- 5 trainees to be trained by ToT for each module.
- The three C/Ps are to develop annual plans and to be approved by each decision board and the C/Ps coordinators are to meet regularly.
- Technical Proficiency Standards for consultants in each subject and for the trainers are formulated.

A discussion raised by Dr. Odeh Shehadeh, that the IMC is functional and operating several projects currently and the PFI approach is toward the IMC development not establishing BDS unit in each union.

Ms. Manal in her reply to Dr. Odeh, that BDS can be within the IMC, Mr. Jamal Jawabreh also agreed on this structure as of BDS units in chambers are under the SME departments extending thoughts to that the chambers has established 3 BDS units so far and 9 other units will be for training purposes, also Dr. Odeh recommends the effort to be focused on firm level not only organizational level with appreciation to this project outputs through period of implementation.

## **VI. Discussion on the project activities Work Plan No.4, PDM, AP.**

XIV. Dr. Ozawa confirmed the JCC members' approval on revised PDM and elaborated to main elements of Work Plan No.4 till the end of the project.

- Training for 2<sup>nd</sup> phase participant with technical standards are developed and graduation ceremony is expected to take place on April 2016.
- After that TOT to be implemented
- Consultation to JAIP Project tenant companies
- Study in Japan in mid May 2016, list of trainees to be provided for selection.
- Drafted AP to be provided to C/Ps, tuition fees and system structure to be detailed and agreed by C/Ps.
- Certification and Accreditation system development
- Terminal evaluation in June/July 2016.

## **VII. Discussion**

Comment raised over the subject of tuition fees, Mr. Jamal Jawabreh doesn't encourage the tuition fees but for consultation it can be done with minimal fees and depending on company size and the case itself and explained the cost sharing agreement between FPCCIA and Bank of Palestine for the new registered members and their current negotiation to decrease the interest rate, Ms. Shoko Hanzawa – RoJ mentioned that RoJ now is communicating with BOP and thus she request all C/Ps to share the updates regarding BOP communications, and to unify the efforts in this case.

Mr. Naoto Mukai from JICA HQ. Commented on the project outputs where the current performance is satisfactory, but the main core of the project is the Human Resource development and sustainability thus he advised on establishing a mechanism and strengthen

the system and to share performance results and make clear outputs of the consultation through plans showing effect and success, and recommended to increase the beneficiaries during the remaining project period, and advised Project director to consider submitting a request to JICA for extending the work in another project.

Ms. Manal on this end suggested promoting the Business Development Services through

- Making a success stories presented by companies benefited from OJT and consultations to encourage other interested companies.
- Unified brochure about the BDS in coordination with C/Ps.

### **VIII. Closing remarks**

Ms. Manal thanked all the participants of this meeting asked the C/Ps to continue on the action plan implementation.

## Appendix

### Appendix 1: Attendee List

Name	Organization
Ms. Manal Farhan	Director General of Industry and Natural Resources, MoNE, Project Director
Ms. Yuko Mitsui	Chief Representative, JICA Palestine
Ms. Eina Ueno	Representative, JICA
Mr. Raed Hammouri	JICA, Ramallah Office
Mr. Jamal Jawabreh	Secretary General ,FPCCIA
Dr. Odeh Shehada	Secretary General , PFI
Mr. Akram Hijazi	PR Manager, FPCCIA
Ms. Alaa B. Briek	Projects and Programs Officer, PFI
Ms. Shoko Hanzawa	Representative, RoJ
Mr. Naoto Mukai	Representative, JICA Head Quarter
Dr. Ryoichi Ozawa	Chief Advisor, JICA BDS Project
Dr. Kaori Tanaka	BDS Improvement/Training Management Expert, JICA BDS Project
Mr. Fouad Rayyan	Project Senior Coordinator, JICA BDS Project
Ms. Sabrein Nassar	Supervising Coordinator and Admin., JICA BDS Project

### Appendix 2: Agenda

Time Allocation	Contents	Person in charge
8:20 - 8:30	Registration	
8:30 - 8:35	Introduction of the Members	Members
8:35 - 8:40	Chairperson's Welcome Remarks	Chairperson
8:40 - 8:45	Address by Chief Representative, JICA Office	JICA Chief Representative
8:45 - 9:00	Project Brief and Activities by the Technical Committee	Project Director
9:00 - 9:15	Presentation on the Project documents c) WORKPLAN d) Revised PDM	JICA Project Team
9:15 - 9:25	Coffee & Snack Break	---
9:25 - 9:40	Discussion on the project activities: d) Comments on the Work Plan and Revised PDM e) Action Plan finalization f) Suggestions	(Members)
9:40 - 10:00	Closing Remarks	Chairperson



## **(4) Minute of the 4<sup>th</sup> JCC Meeting**

### **4<sup>th</sup> JCC Meeting for Project BDS for MSMEs Enhancement Minutes of Meeting**

**Date:** August 4<sup>th</sup> 2016

**Time:** 10:00 – 11:00

**Venue:** Movenpick Hotel, (-2) meeting room

**Attendees:** (See Appendix 1)

**Agenda:**

1. Call to Order
2. Chairperson's Welcome Remarks
3. Presentation on the Results of the Terminal Evaluation review mission
4. Discussion
5. Signing of the Minutes of Meeting (M/M)
6. Closing Remarks

#### **I. Call to Order**

The meeting commenced at 10:00, with a welcome note by Dr. Ozawa who welcomed the Terminal Evaluation Mission and then followed by an opening speech by Ms. Manal Farhan Project Director.

#### **II. Chairperson's welcome remarks**

Ms. Manal started with thanking JICA for the support, the terminal evaluation mission for their comments and recommendations and also thanked the counterpart for their cooperation, Ms. Farhan showed satisfaction on the project outputs and emphasized its importance to build a real coordination between private and public sector, and stay focused on the work to be done in phase 2; the phase of real implementation where enterprise can feel the benefit of the project. At the end Ms. Farhan introduced the mission to present their report.

#### **III. Presentation on the results of Terminal Evaluation Review Mission**

Dr. Hiroko Tanaka -Evaluation Consultant presented the objectives and methods for the evaluation and the results based on DAC criteria. The result showed high relevance; moderate effectiveness and efficiency since outputs 3 and 4 (Action Plans development) require further work to assure sustainability; Impact is yet to be assessed; and Sustainability require further work in all aspects with counterpart organizations.

Dr. Tanaka presented the mission recommendations:

**Recommendation 1:** Extension period of 6 month to develop clear mid- to long-term vision for provision of BDS, it shall include and reflect the lessons learnt from pilot BDS provision by NEs and training of MoNE field officers.

**Recommendation 2:** Nature of BDS provided by the NEs shall serve mid to long term vision, Services offered by the NEs shall be accessible to MSMEs since it is designed to serve the public needs with balancing the quality and sustainability vs. the price of this services.

**Recommendation 3:** Standardization of BDS provided by the NEs, the definition of ‘the packages of services’ and level of training requirements must be clear, to avoid any potential conflict of interest with private consultant firms.

Here Ms. Momoko Suzuki (the mission’s deputy team leader) explained the structure for extension of phase 1, Ms. Suzuki focused on the pilot BDS activities (RCCIA for example) to conduct actual BDS with resource allocation if needed, and to finalize the fee system to make a standardized operation and unified BDS delivery system (define the services, clarify the level of training for NEs, clarify fee system, differentiate the service from the private consulting firms) and then incorporate the other governorates. So in phase 2, BDS system can expand to other governorates, and improve the quality of NEs (they will be more experienced with OJT) and ToT to reproduce BDS providers.

Ms. Manal agreed and cleared that the C/P will set a clear vision to develop action plan and strategies.

Mr. Hiroyuki Tomita (Mission Team Leader) commented on his willingness to check the drafted action plan and BDS vision in his next visit to Palestine on Oct-Nov 2016. And since phase 2 is not approved he would like to submit his recommendations by then.

In her reply Ms. Farhan confirmed the willingness to organize a one day workshop to identify vision, strategic objectives and deliverables for the Action Plan development.

**IV. Discussion**

Dr. Odeh asked about the status of Gaza participation within the next phase, Ms. Suzuki explained that in Phase 2 plan Gaza shall be included (referring 1<sup>st</sup> slide of the Mission Report - Annex 4 “Suggested follow-up activities”) but first C/P shall focus on designing the Action Plan in the extension period of phase 1 to reflect the lesson learnt from one governorate.

**V. Signing Minutes of Meeting (M/M)**

The members confirmed the approval on the report and signed the M/M.

**VI. Closing remarks**

Ms. Manal thanked all the participants of this meeting asked the C/Ps to continue cooperation on development of the action plan.

## Appendix

### Appendix 1: Attendee List

<b>Name</b>	<b>Organization</b>
<b>Ms. Manal Farhan</b>	Director General of Industry and Natural Resources, MoNE, Project Director
<b>Ms. Yuko Mitsui</b>	Chief Representative ,JICA Palestine
<b>Mr. Hiroyuki Tomita</b>	Director for Private Sector Development, Industrial Development and Public Policy Department, JICA
<b>Ms. Momoko Suzuki</b>	Deputy Director, Team 2, Private Sector Development Group, Industrial Development and Public Policy Department, JICA.
<b>Dr. Hiroko Tanaka</b>	Evaluation Consultant
<b>Ms. Mariko Senda</b>	Representative, JICA
<b>Mr. Raed Hammouri</b>	JICA, Ramallah Office
<b>Mr. Akram Hijazi</b>	PR Manager, FPCCIA
<b>Dr. Odeh Shehada</b>	Secretary General , PFI
<b>Mr. Firas Farsakh</b>	MOPAD
<b>Dr. Ryoichi Ozawa</b>	Chief Advisor, JICA BDS Project
<b>Mr. Kazutoshi Machida</b>	Training Management Expert, JICA BDS Project
<b>Mr. Mitsuo Tamada</b>	Production Management Expert-JICA BDS Project
<b>Mr. Fouad Rayyan</b>	Project Senior Coordinator, JICA BDS Project
<b>Ms. Sabrein Nassar</b>	Supervising Coordinator and Admin., JICA BDS Project

### Appendix 2: Agenda

<b>Time Allocation</b>	<b>Contents</b>	<b>Person in charge</b>
9:50 10:00	Registration	---
10:00 10:05	Chairperson's welcome remarks	Chairperson
10:05 10:40	Presentation on the Results of the Terminal Evaluation review mission	Terminal Evaluation Mission
10:40 10:50	Discussion	Members
10:50 10:55	Singing of the Minutes of Meeting	Project Director Head of the review mission
10:55 11:00	Closing Remarks	Chairperson

## **(5) Minute of the 5<sup>th</sup> JCC Meeting**

### **5<sup>th</sup> JCC Meeting for Project BDS for MSMEs Enhancement Minutes of Meeting**

**Date:** Sun, 26<sup>th</sup> March 2017

**Time:** 13:30 – 15:00

**Venue:** Ministry of National Economy (MONE), Meeting Room (5<sup>th</sup> floor)

**Attendees:** (See Appendix 1)

**Agenda:**

1. Call to Order
2. Chairperson's Welcome Remarks
3. Address by Chief Representative, JICA Office
4. National Experts Directory
5. BAS Vision and Action Plan 2017-2021
6. Project Completion Report
7. Activities of gap period
8. Closing Remarks

#### **I. Call to Order**

The meeting commenced at 13:30, with a welcome note by Dr. Ozawa who welcomed the attendees and then followed by an opening speech by Ms. Manal Farhan, Project Director.

#### **II. Chairperson's welcome remarks**

Ms. Farhan started with thanking JICA for their support, also thanked the counterparts for their cooperation, and welcomed them to the last meeting of this phase.

Ms. Farhan introduced enthusiastic feedbacks from National Experts of MoNE Field Officers on the service provision and she indicated MoNE's next-step preparation, where SME division will take the lead in service provision, starting from promotion of NE's services to SMEs and then providing actual diagnostic services. And she added that MoNE has lots of things willing to achieve and MoNE is appreciating JICA's support.

#### **III. Address by Chief Representative, JICA Office**

Ms. Yuko Mitsui started her speech with congratulating Ms. Manal for her new position as deputy minister. And then presented JICA's commitment to support future activities of Phase II, which is now under discussion, and stressed the necessity of counterpart organizations' support and cooperation to make comprehensive activities happen.

#### **IV. National Experts Directory**

Project team distributed the National Experts Directory which will be one of the promotion tools to be facilitated by NEs and counterpart organizations in the gap period.

A minor error was identified in the meeting and the modifications is to be done in coming week and final version of NEs directory distribution (vol.1) will be distributed before project ends.

**V. BAS Vision and Action Plan 2017-2021**

Mr. Machida presented the latest BAS Vision & Action Plan and highlighted the changes to reflect the lesson learned from the pilot cases, and explained the updates of expected number of NEs to 125 in total and that of each governorate in a way that it is proportionate to the distribution of number of business entities in each governorate. The project team welcomes comments on the changes made by email before final approval and signature by three counterparts. **(Final version was approved on 19 April 2017 and e-signature added to the commitment page.)**

Discussion was raised by Ms. Manal for the change of abbreviation of “BDS” to “BAS” (business advisory service), where the new term is not expressive of actual the services and should be mainly targeting MSMEs with clear terms. “BDS for SME” is suggested by Ms. Manal but JICA still expressed concern on the use of abbreviation BDS. Service for Business Development (SBD) is proposed by the project team but no conclusion has been made. The alternative expression and abbreviation of BDS is to be discussed continuously in the next phase planning process. Meanwhile, the JCC members agreed to start with “BAS” for the renewed website and NE directory for the time being.

**VI. Project Completion Report**

Dr. Ozawa presented project results, lesson learnt and suggestion to be included in the project completion report.

Major suggestions are as follows. Firstly, selection criteria of NE candidate for phase II should take the three conditions into consideration, namely (a) commitment, (b) qualification and (c) relevance to the vision and mission of his/her organization. Secondly, to provide basic training for junior staff to support the implementation of BAS services through the BDS units and making it as prerequisite for taking the standard training to mitigate the knowledge gap among trainees and assess the commitment as well. Thirdly, to create upper level title such as “senior NE” for purpose of quality assurance in service provision and NE reproduction.

The project team then explained the need for reaching out broader stakeholders to secure the enough resource pool for NE and suggested the bank association as one of the partner. Ms. Manal agreed to invite bank staff as NE candidate and recommended to include more topics related access to finance to the training curriculum in next phase.

**VII. Activities of gap period**

More focus on promotion and publicity of NEs, MoNE will start with promoting recruitment of next phase.

**VIII. Discussion**

Dr. Odeh mentioned the involvement of Gaza in Phase II, Ms. Mitsui commented that JICA will do the design for next phase and this matter will be considered with the limitation of the latest border crossing availability.

## Appendix

### Appendix 1: Attendee List

Name	Organization
<b>Ms. Manal Farhan</b>	Deputy Minister/Acting Director General of Industry and Natural Resources, MoNE, Project Director
<b>Ms. Yuko Mitsui</b>	Chief Representative, JICA Palestine
<b>Ms. Mariko Senda</b>	Representative, JICA Palestine
<b>Mr. Akram Hijazi</b>	PR Manager, FPCCIA
<b>Dr. Odeh Shehada</b>	Secretary General, PFI
<b>Mr. Riyad Owieda</b>	Economic Consultant, FPCCIA
<b>Dr. Ryoichi Ozawa</b>	Chief Advisor, JICA BDS Project
<b>Mr. Kazutoshi Machida</b>	Training Management Expert, JICA BDS Project
<b>Ms. Sabrein Nassar</b>	Supervising Coordinator and Admin., JICA BDS Project

### Appendix 2: Agenda

Time Allocation	Contents	Person in charge
13:15    13:30	Registration	---
13:30    13:35	Chairperson's welcome remarks	Chairperson
13:35    13:40	Address by Chief Representative	
13:40    13:50	National Experts Directory	
13:50    14:15	BAS Vision and Action Plan 2017-2021 <ul style="list-style-type: none"> <li>- Price scheme</li> <li>- RCCIA pilot case lesson to be reflected</li> </ul>	
14:15    14:30	Project Completion report – Lessons Learned and suggestions part	
14:30    14:45	Discussion	Members

**Appendix 3**  
**Project Activity List**  
**(Oct. 2013 – Mar. 2017)**





## Appendix 3: Project Activity List (Oct. 2013 – Mar. 2017)

### I. Meeting

#### (1) JCC

No.	Contents	Date	No. of participants
1.	1 <sup>st</sup> JCC	Jun. 10, 2014	12
2.	2 <sup>nd</sup> JCC	Dec. 17, 2015	18
3.	3 <sup>rd</sup> JCC	Mar. 1, 2016	14
4.	4 <sup>th</sup> JCC	Aug. 4, 2016	15
5.	5 <sup>th</sup> JCC	Mar. 26, 2017	9

#### (2) Technical Committee Meeting

No.	Contents	Date	No. of participants
1.	1 <sup>st</sup> TC Meeting	Dec. 9, 2013	21
2.	2 <sup>nd</sup> TC Meeting	Jan. 29, 2014	15
3.	3 <sup>rd</sup> TC Meeting	Feb. 25, 2014	10
4.	4 <sup>th</sup> TC Meeting	Apr. 8, 2014	10
5.	5 <sup>th</sup> TC Meeting	May. 12, 2014	10
6.	6 <sup>th</sup> TC Meeting	Jun. 9, 2014	10
7.	7 <sup>th</sup> TC Meeting	Sep. 8, 2014	12
8.	8 <sup>th</sup> TC Meeting	Dec.16, 2014	9
9.	9 <sup>th</sup> TC Meeting	Mar. 4, 2015	9
10.	10 <sup>th</sup> TC Meeting	Jun. 17, 2015	11
11.	11 <sup>th</sup> TC Meeting	Aug. 11, 2015	9
12.	12 <sup>th</sup> TC Meeting	Sep. 30, 2015	10
13.	13 <sup>th</sup> TC Meeting	Dec. 9, 2015	14
14.	14 <sup>th</sup> TC Meeting	Feb. 3, 2016	10
15.	15 <sup>th</sup> TC Meeting	Apr. 11, 2016	10
16.	16 <sup>th</sup> TC Meeting	Jun. 8, 2016	12
17.	17 <sup>th</sup> TC Meeting	Jul. 26, 2016	11
18.	18 <sup>th</sup> TC Meeting	Jan. 30, 2017	13

### II. Seminars

#### (1) Demo Seminars

Module	Field	Date	Venue	No. of participants
B	Marketing	Mar. 2, 2014	Ramallah	54
		Mar. 4, 2014	Nablus	40
		Mar. 3, 2014	Hebron	62
C, D2	Production Management	Mar. 10, 2014	Ramallah	17
		Mar. 24, 2014	Jenin	19
		Mar. 26, 2014	Hebron	33
D1	Corporate Diagnosis (Strategic Management)	Apr. 13, 2014	Ramallah	8
		Apr. 16, 2014	Jenin	5
		Apr. 17, 2014	Hebron	20
A	Financial Management	May 25, 2014	Ramallah	25
		May 27, 2014	Tulkarem	22
		May 29, 2014	Hebron	54

## (2) Open Seminars

Phase	Date	Topics	Venue	No. of participants	No. of NEs presented
Phase I	2014/12/09	All of the 4 Subjects	Bethlehem	45	3
	2014/12/10	All of the 4 Subjects	Ramallah	25	3
Phase II	2015/12/02	Marketing & Production Management	Ramallah	80	5
	2015/12/22	Production Management	Bethlehem	22	5
	2016/02/24	Marketing	Bethlehem	44	2
	2016/03/23	Strategic & Financial Management	Ramallah	23	2
	2016/04/07	Financial Management	Bethlehem	22	1
	2016/04/13	Strategic Management	Bethlehem	27	2
	2016/7/18-21, 25-28, 31, 8/1	Marketing (as part of TOT)	Ramallah	16	9
	2016/08/09	Production Management (as part of TOT)	Ramallah	71	9
	2016/08/17	Production Management (as part of TOT)	Bethlehem	60	5
Phase II Extension	2016/11/14,16	Marketing (with Jenin CCI)	Jenin	Day 1: 20 Day 2: 15	1
	2016/11/28	Financial Management (with Bank of Palestine)	Nablus	36	1
	2016/11/29	Financial Management (with Bank of Palestine)	Ramallah	10	1
	2016/11/30	Financial Management (with Bank of Palestine)	Hebron	11	1
	2016/12/15	Production Management (with Nablus CCI)	Nablus	29	1
Total				541	51 (Actual:24)

## III. Trainings

### Lecture

#### (1) BDS Training

Phase	Topics	Region	Date	Venue	No. of participants	No. of Completed participants	
Phase I	A	Financial Management	North	2014/6/1-9	Nablus	12	8
		South	2014/6/11-19, 10/21-23	Hebron	13	13	
	D1	Corporate Diagnosis (Strategic Management)	South	2014/4/21-28	Hebron	18	11
			North	2014/5/14-21	Nablus	14	8
	B	Marketing	South	2014/3/9-17	Hebron	15	8
			North	2014/3/19-27	Nablus	19	5
	C	Production Management	South	2014/3/30-4/7	Bethlehem	19	14
			North	2014/4/9-17	Ramallah	17	8

Phase	Topics		Region	Date	Venue	No. of participants	No. of Completed participants
	D2	Corporate Diagnosis (Production Management)	South	2014/4/29-5/8	Ramallah	15	8
			North	2014/8/20-29	Bethlehem	18	14
Phase II	A	Financial Management	North	2015/10/5-7,11-13 & 2016/1/31-2/1	Nablus (Day1-6) Ramallah (Day7-8)	9	7
			South	2016/2/1-3, 8-11	Ramallah	8	7
	D1	Corporate Diagnosis (Strategic Management)	North	2015/8/23-25, 30, 9/1-3	Nablus	15	8
			South	2015/9/6-8, 14-17	Ramallah	10	10
	B	Marketing	North	2015/8/3-6, 11-13	Nablus	12	10
			South	2015/10/5-7, 12/6-9	Hebron (Day1-3) Ramallah (Day4-7)	14	10
	C	Production Management	North	2015/8/9-10, 16-20	Ramallah	11	8
			South	2015/7/26-28, 8/3-6	Bethlehem	9	9
D2	Corporate Diagnosis	North	2015/9/6-8, 14-17	Ramallah	8	7	
		South	2015/08/23-25, 31, 9/1-3	Bethlehem	9	9	
Phase II Extension	C&D2	Production Management & Corporate Diagnosis	-	2016/11/1-3, 9, 10, 14, 16, 17, 23, 29 (10 days)	Ramallah	17	17

### (2) Pre-course for 2<sup>nd</sup> batch BDS Training

Topics	Date	Venue	No. of participants
Logical Thinking and Report Writing	Sep. 29-30, 2015	Ramallah	23
Basic Accounting	Oct. 3-4, 2015	Ramallah	9

### (3) Basic BDS Training for PIEFZA and CCIA/Union staff

Field	Date	Venue	No. of NEs lectured	No. of participants	No. of Completed participants		
					PIEFZA	CCIA	Total /PFI
Basic Business Management	2016/11/16,17,22	MONE Hall, Ramallah	2	Day 1: 27 Day 2: 22 Day 3: 22	6	9	15
Basic Production Management	2016/12/4,5,6		6	Day 1: 17 Day 2: 15 Day 3: 18	2	9	11
Basic Marketing	2016/12/19,21,22		1	Day 1: 20 Day 2: 20	3	10	13

Field	Date	Venue	No. of NEs lectured	No. of participants	No. of Completed participants		
					PIEFZA	CCIA	Total /PFI
				Day 3: 17			
Basic Financial Management	2017/1/15,16, 17		2*	Day 1: 16 Day 2: 15 Day 3: 12	2	9	11
Logical Thinking	2017/2/5		-	5	-	-	-
				Total	13	37	50
				Total (Actual)	7	16	23

## OJT

### (1) BDS Training

Phase	Topics	Region	Date	Venue	No. of participants	No. of Completed participants
Phase I	A	North	2014/10/12~20	Nablus	8	8
		South	2014/10/26~11/3	Hebron	13	13
	D1	South	2014/9/4~14	Hebron	11	11
		North	2014/9/15~23	Nablus	9	8
	B	South	2014/9/21~29	Hebron	12	8
		North	2014/11/23~12/1	Nablus	6	5
	C	South	2014/11/23~12/1	Bethlehem	14	14
		North	2014/10/28~11/5	Ramallah	8	8
	D2	South	2014/8/31~9/8	Ramallah	10	8
		North	2014/11/12~20	Bethlehem	14	14
Phase II	A	North	2016/3/14-17, 20-22, 4/5	Ramallah	9	7
		South	2016/3/27-29, 31, 4/4-6	Bethlehem	8	7
	D1	North	2016/3/1-4, 6-9	Ramallah	9	8
		South	2016/03/14-17, 20-22, 24	Ramallah, Bethlehem	10	11
	B	North	2015/11/22-26, 29, 12/1	Ramallah	10	10
		South	2016/1/5-6, 10-14	Ramallah	10	10
	C	North	2015/11/16-19, 22-24	Ramallah	8	8
		South	2015/11/14-17, 20-22	Ramallah	9	9
	D2	North	2015/11/2-5, 8-10	Ramallah	8	7
		South	2015/11/30, 12/1, 3, 6-9	Ramallah	9	9

Phase	Topics		Region	Date	Venue	No. of participants	No. of Completed participants
Phase II Extension	C&D2	Production Management & Corporate Diagnosis	-	2016/11/30, 12/1, 7-8, 13-15, 18-20 (10 days)	Ramallah, Nablus, Hebron	17	17

## (2) JAIP Tenant Consultation OJT

No.	JAIP Tenants	Support Area	Period	# of Meetings
-	PaperPal (as normal OJT of BDS training)	Production Management	Nov. 2015 - Dec.2016	7
1	Rihana Trade and Investment Company	Marketing	Sep. 2015 - Feb. 2017	9
2	Choice	Marketing	Sep. 2015 - Feb. 2017	16
3	Afaq Palm Dates	Marketing	Sep. 2015 - Mar.2016	4
4	FMH Industrial & Trade	Marketing	Oct. 2015 - May 2016	5
		Production Management	Dec. 2016 - Feb. 2017	2
5	Dead Sea Secret (DSS)	Marketing	Oct. 2015 - Nov.2016	8
6	EcoPal	Marketing	Oct. 2015 - Aug.2016	5
7	Nesco "Moon Valley"	Business Plan	Dec. 2015 - Mar.2016	5
		Marketing	Oct. 2016 - Feb. 2017	4
8	Ostry	Marketing	Oct. 2016 - Feb. 2017	4
9	Saltley	Marketing	Nov. 2016 - Feb. 2017	1
10	Siba Co.	Business Plan	Dec. 2015 - May 2016	2
11	Kingdom Dates Co.	Business Plan	Dec. 2015 - Mar.2016	1
12	Super Johar	Business Plan	Dec. 2015 - Mar.2016	2
13	Artistic	Business Plan	Oct. 2016 - Jan. 2017	3
14	Al-Bayan	Business Plan	Dec. 2016 - Jan. 2017	2

## TOT

Field	Venue	Date	No. of participants	No. of Completed participants	
A	Financial Management	Bethlehem	2016/4/25~5/11 (11 days)	8	2
D1	Strategic Management	Bethlehem (Day 5,6 Ramallah)	2016/4/10-21 (9 days)	12	12
B	Marketing (Preparatory session)	Ramallah	2016/5/2, 3 (2 days)	9	-
	Marketing (Trial Lecture session)	Bethlehem	2016/7/18-21, 25-28, 31, 8/1 (10 days)	8	7 (C: 35 or above)
C&D2	Production & Sales Management (North)	Ramallah	2016/8/2-3,7-9 (5 days)	9	9
	Production & Sales Management (South)	Bethlehem	2016/8/10-11, 14-15, 17 (5 days)	7	7
-	TOT General session	Ramallah	2016/7/17,24 (2 days)	Day 1: 15 Day 2: 18	-

#### IV. Workshops

No.	Contents	Date	No of participants
1.	Consultation Manual Development WS	Feb. 18-19, 22-26, 2015	11
2.	BDS Vision and Action Plan Development WS	Oct. 12-13, 2016	13

#### V. Overseas Study

##### (1) Study in Japan

No.	Contents	Date	No of participants
1.	1 <sup>st</sup> Study in Japan	Apr. 6-19, 2014	5
2.	2 <sup>nd</sup> Study in Japan	Jan. 19-30, 2015	9
3.	3 <sup>rd</sup> Study in Japan	Oct. 12-23, 2015	6
4.	4 <sup>th</sup> Study in Japan	May 16-27, 2016	11

##### (2) Study in Malaysia

No.	Contents	Date	No of participants
3.	1 <sup>st</sup> Study in Malaysia	Aug. 18-29, 2014	5
4.	2 <sup>nd</sup> Study in Malaysia	Feb. 2-14, 2015	4
5.	3 <sup>rd</sup> Study in Malaysia	Feb. 22- Mar. 4, 2016	10

#### VI. Certificate Ceremony and Result Sharing Workshop

No.	Country and Event Title	Date	Venue	No of participants
1.	Certification Ceremony for 1 <sup>st</sup> batch BDS Training	Mar. 2, 2015	Ramallah	75
2.	Certification Ceremony for 2 <sup>nd</sup> batch BDS Training	Apr. 24, 2016	Ramallah	60
3.	Project Result Sharing Workshop	Aug. 4, 2016	Ramallah	51

# **Appendix 4**

## **Other Donor Projects Overview**





## Appendix 4: Other Donor Projects Overview

### Private Sector Development – Donor Mapping

Development Partners (Donor)	Name of Program/Project	Term	Description
<b>GIZ (German)</b>	Private sector promotion programme	2010 to 2016	The programme takes account of the complex problems facing SMEs at both national and local levels, and operates in accordance with the Palestinian Authority's own development plans. It uses a multi-level approach to strengthen the self-help potential and competitiveness of the private sector (companies and their associations), particularly in terms of their lobbying and dialogue skills. It also works towards improving the regulatory, administrative and institutional conditions at both national and local levels. The programme is contributing to capacity development in the Ministry of National Economy and within the formal economy. In a pilot measure for the extension of German-Palestinian business relations (B2B), the programme uses targeted approaches to effect knowledge transfer and raise the international competitiveness of the Palestinian private sector. In Gaza, the programme concentrates on initiatives with short-term impacts as the unstable political situation makes medium or long-term planning very difficult. URL: <a href="https://www.giz.de/en/worldwide/18114.html">https://www.giz.de/en/worldwide/18114.html</a>
	TVET and employment promotion programme (TEP)	2015 - 2018	An integrated vocational training and labor market strategy is being implemented as part of the National Development Plan and the conditions for the continuous development are created. The new phase has started August 2015 and FPCCIA hired 9 TVET coordinators in each chambers in September 2016 and showed interest on assign BDS liaison function to them as well. <b>Project partners:</b> FPCCIA, Ministry of Education and Higher Education, Ministry of Labour. URL: <a href="http://www.tvet-pal.org/en">http://www.tvet-pal.org/en</a> <a href="https://www.giz.de/en/worldwide/37717.html">https://www.giz.de/en/worldwide/37717.html</a>
	Open Regional fund for MENA: Supporting the prosperity of SMEs as the engines of economic growth in the MENA Region	April 2015 – September 2016 (18 months)	The project to create a BDS unit at FPCCIA and 3 main chambers. The project is hosted at FPCCIA, and was implemented in cooperation with Amman Chamber of Industry (Jordan). Mr. Salah (ex. RCCI) supported the program as local expert and sbmitted report to GIZ in October 2016. Project documents were shared by GIZ to the JICA project member.

Development Partners (Donor)	Name of Program/Project	Term	Description
<b>Colone Chamber in Germany</b>	TVET partnership project TVET	October 2015-2017	<p>The first phase in the project is aimed to improve vocational training in Palestine through active cooperation between Business Membership Organizations and governmental institutions, as well as with companies and Vocational Education and Training Institutions. Through the adjustment of vocational training in order to serve the needs of the private sector, two objectives shall be reached: a) vocational students will improve their chances on the labor market through Dual System; b) the competitiveness and growth of SMEs will be strengthened. To ensure that, the TVET quality of Business Membership Organizations will be modernized and institutionalized in the long run. In order to reach that, vocational trainers will be qualified and curricula will be modernized in cooperation with chambers and umbrella organizations.</p> <p>Partners; FPCCIA and CCIAAs URL: N/A</p>
<b>AFD (French)</b>	PSD Cluster Project	2012 - Aug.2016 (The project extended to March 2017 and is succeeded by one component of SIDA's new program)	<p>The Palestinian Ministry of National Economy (MoNE), the contracting authority, in partnership with Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA) has received financing from the French Development Agency (AFD) to implement the Private Sector Development Cluster Project "PSDCP" in West Bank and Gaza (2012-2016). A Project Operational Unit (OU) has been established in the FPCCIA with a team of international and local experts to support Project implementation.</p> <p>The objective of the PSD cluster project is to strengthen the competitiveness of the local companies, and especially MSMEs, in order to increase their local market share and/or explore new markets for export through (1) support to the structuration of productive sectors/sub-sectors with high potential by the creation of linkages between the stakeholders of a same value chain on a defined territory through the cluster approach and (2) improvement of public-private dialogue. FPCCIA's role I is Project host, deployment of coordinators. The chosen clusters that the project will work with are:</p> <ul style="list-style-type: none"> <li>• Furniture Cluster in Salfit.</li> <li>• Stone &amp; Marble Cluster in North Hebron and Bethlehem.</li> <li>• Leather and Shoes Cluster in Hebron.</li> <li>• Date Palm Trees in Gaza</li> <li>• Tourism &amp; creative Arts Cluster in Jerusalem.</li> </ul> <p>URL: <a href="http://www.pal-cluster.ps/index.php">http://www.pal-cluster.ps/index.php</a></p>

Development Partners (Donor)	Name of Program/Project	Term	Description
	PUMP (Palestinian Upgrading and Modernization Program)	June 2016 - end of May 2019	<p>The goal of PUMP is to improve the competitiveness and sustainability of industrial companies with the Palestinian by building their capacity and efficiency in various fields, including technical and administrative and financial and marketing.</p> <p>The project will work on modernizing the SME companies in production management, international marketing, and financial management and for four sectors; Plastic, Food Processing, Chemical, and the sectors in Gaza. The project is hosted at PFI.</p> <p>As of March 2017, a total of 50 companies in those sectors are selected for further cost sharing modernization fields for each company that are supported by selected consultants.</p> <p>Partners: PFI (IMC), Paltrade, and FPCCIA  URL: <a href="https://www.facebook.com/pump.palestine/">https://www.facebook.com/pump.palestine/</a></p>
UNDP	Cluster	2014-	<p>The project targeting 2 clusters (in 2 areas that is not included in the AFD cluster project: Nablus and Bethlehem)</p> <ul style="list-style-type: none"> <li>• Furniture cluster, Nablus (hosted at Nablus CCIA)</li> <li>• Traditional industries, Bethlehem (hosted at Bethlehem CCIA)</li> </ul>
SIDA (Swedish International Development Corporation Agency)	Supporting to Palestine	Pipeline June 2017-2022	<p>SIDA is to commission WE EFFECT as a contractor to a new project that is aimed to reduce poverty in Palestine. As of March 2017, the project is being authorized by SIDA to cover the following components;</p> <ul style="list-style-type: none"> <li>• MSME and mainly cooperatives' business development/start-up support</li> <li>• Integration of value chain – take over the AFD-Clusters, adding 9 new clusters in agribusiness.</li> <li>• Export promotion – Collaborate with PalTrade</li> <li>• Policy Development Support; especially SME Policy and platform development</li> <li>• Institutionalization for policy tools.</li> </ul> <p>The detailed project design will be finalized later in 2017 (expected in June).</p>
DFID	Palestine Market Development Program (PMDP)	2013-2019	<p>The PMD Programme is a joint initiative of the UK Department for International Development (DfID) and the European Union (EU) developed in cooperation with PNA.</p> <p><b>improving the competitiveness of the Palestinian products and services by:</b></p> <ol style="list-style-type: none"> <li>1. Sharing the risk with the private sector to procure business services to develop new products and explore new markets (matching grants);</li> <li>2. Identifying and addressing the root causes of market failures within specific sectors;</li> </ol>

Development Partners (Donor)	Name of Program/Project	Term	Description
			3. Strengthening private sector investment through PIPA, train and place commercial representatives in key international markets and mobilize the Palestinian Diaspora. PMDP that is commissioned to DAI (Development Alternatives Incorporated) is aimed to improve market systems and improve the competitiveness of the Palestinian private sector, by improving private sector skills and innovation through technical assistance and matching grants; addressing market system failures in specific sectors through market analysis and facilitation; and strengthening trade and investment linkages with international markets in collaboration with key commercial representatives. PMDP is a follow-on to the Facility for New Market Development project (2008–2012) URL: <a href="http://www.pmdp.ps/">http://www.pmdp.ps/</a>
Arab Society Economic Fund Kuwait	With PFI	pipeline 2016	The fund agreed to fund implementing capacity building project for PFI and its IAs members for the year 2016 in the following areas: - Managerial aspects - Financial aspects - Technical aspects
WB	Government Services for Business Development (GSBD) Project	Ended 2014	The development objective of the Government Services for Business Development (GSBD) Project for West Bank and Gaza is to improve the ability of the Ministry of National Economy (MoNE) to deliver timely, efficient, and quality business development information, data and services to target beneficiaries, including to Micro, Small and Medium Enterprises (MSMEs), women business owners and other marginalized groups, to promote business development. Project Stopped in 2014. Final Report has been made public on 11 Dec. 2016. URL: <a href="http://projects.worldbank.org/P126586?lang=en">http://projects.worldbank.org/P126586?lang=en</a> <a href="http://documents.worldbank.org/curated/en/791191481788853928/GSBDP-FINAL-Report-2015">http://documents.worldbank.org/curated/en/791191481788853928/GSBDP-FINAL-Report-2015</a>
<b>EU support to the PRIVATE SECTOR, and TRADE in the OCCUPIED PALESTINIAN TERRITORY</b>			
	<b>Enhancement of the Business Environment in the Southern Mediterranean project (EBESM)</b>	2014 - 2017	EBESM project is a partnership between EU and the ten countries of the South European Neighbourhood (ENP-South) region. It aims to contribute to the improvement of the business enabling environment for MSME in the ENP-South region in line with EU best practices through the strengthening of the technical expertise and capacity of targeted public and private stakeholders. Additionally, the project aims at raising awareness and strengthening the policy dialogue around MSME development issues, including access to finance, in particular to give greater attention to SMEs as creators of employment.

Development Partners (Donor)	Name of Program/Project	Term	Description
			The project organized roundtable discussion in Ramallah on 8 February 2017 and the JICA project member attended the event. URL: <a href="http://www.ebesm.eu/posts/improving-access-to-finance-for-msmes-in-palestine">http://www.ebesm.eu/posts/improving-access-to-finance-for-msmes-in-palestine</a>
	<b>Trade diversification/competitiveness enhancement programme</b>	On-going	This Programme has 3 components: 1. The Trade Corridors facilitation Project 2. The National export Strategy 3. The Trade in Services Budget: €2.864 945 Period of implementation: 26 months Implementing Partner: PALTRADE
	<b>Gaza Private Sector Revitalisation Programme under the PMD Programme</b>	On-going	This component aims at supporting the Ministry of National Economy's "Gaza Economic Strategy". It will build on the tools and experience developed during the implementation of the DFID – WB FNMD Programme (Phase 1) and will be implemented as part of the above PMD programme
	<b>Support to the Palestinian Quality Framework</b>	On-going	The overall objective of the Modernization Programme is to protect the health and safety of Palestinian citizens, to ensure equity in trade, to enhance the competitiveness of Palestinian industries in local and export markets and to better integrate the Palestinian economy into the global economy through the modernization of the Palestinian Quality Infrastructure. The purpose of the EU Programme is to modernize and improve the Palestinian Quality Infrastructure in line with accepted international norms and standards.
	<b>EU Capacity Building Programme to the Ministry of National Economy in the Occupied Palestinian Territories</b>	May 2013 – May 2015	The overall objective of the project is to improve the Ministry of National Economy's institutional, organizational and human resources capacity, to carry out its mandate. Technical assistance and training will be provided to achieve the following results: - Implemented quality management system; - Established effective internal communication strategy/channels - Improved Human Resource Management System; -Improvement MoNE operational management practices with implementation of effective M&E system and internal audit procedures; - Developed MoNE human resources skills and competencies in generic Knowledge and in the area of Trade.
	<b>EU support to the Palestinian Ministry of National Economy for Trade Policy Formulation and WTO accession.</b>	On-going	The specific objectives of this contract are as follows: 1. To develop a comprehensive WTO strategy with proposed clear action plan for the short term (in the context of occupation with a de facto Customs Union)

Development Partners (Donor)	Name of Program/Project	Term	Description
			<p>and the longer term with a view to extracting the maximum concessions and preferences</p> <ol style="list-style-type: none"> <li>2. To strengthen and build the capacity of MoNE and trade related structures (NTF/ TAT/ SWGs) to revise trade related legislation, policies and agreements and to implement the WTO strategy through close involvement and capacity building actions during the above formulation process.</li> <li>3. To set up a <b>Consultative platform</b> as a sustainable forum to actively participate in the delivery and updating the above outputs.</li> </ol>
<b>European Palestinian Credit Guarantee Fund (co-financed by the KfW: €5 million and the EC: €20 million)</b>		On-going	<p>The European Palestinian Credit Guarantee Fund operates through local banks and provides guarantees for loans extended by these banks to SMEs both for capital expenditure and working capital.</p> <p>URL: <a href="http://www.cgf-palestine.com/">http://www.cgf-palestine.com/</a></p>
<b>Start-ups incubator Project (to be implemented by BTC, the Belgian Aid Agency) €3 million Status : pipeline</b>		2016-2018	<p>The Project commenced with the BTC and Leaders in Palestine as a main contractor to target the following results:</p> <p><b>Result 1:</b> improved the business enabling environment for start-ups through Institutional support and awareness campaign.</p> <p><b>Result 2:</b> increased number of entrants into incubation and the final number of successes through the provision of incubation support mechanisms. This component will focus on enhancing business support services to start-ups through 2 main interventions:</p> <ol style="list-style-type: none"> <li>1- Development of a skills enhancement scheme for national business consultants.</li> <li>2- Establishment of a Voucher Scheme</li> </ol> <p><b>Result 3:</b> Enhanced access to finance for MSMEs</p> <p>Actions will focus on development of specific schemes including a seed fund for start-ups and an "Angel Fund" with the main financial institutions and local affluent individuals or from the Diaspora to provide capital for business start-ups.</p> <p>As of March 2017, the project is targeted to around 120 incubatees in the 6 incubation centers* in Palestine in association with the universities and chambers, and as for the consultation to incubates, business advisor certification and training scheme is in place, and at the same time hiring business advisors and specialists for those centers.</p> <ol style="list-style-type: none"> <li>*1. Ramallah: eZone incubator at Leaders Organization</li> <li>2. Hebron: Palestine Polytechnic University incubator</li> <li>3. Bethlehem Business incubator (BBI)</li> <li>4. Nablus: Korean Palestinian IT Institute of Excellence at Al Najah University</li> </ol>

Development Partners (Donor)	Name of Program/Project	Term	Description
			5. East Jerusalem: Palestine Education for Employment incubator 6. Gaza: Business Technology incubator at the Islamic University URL: <a href="http://bsis.ps/">http://bsis.ps/</a>
<b>USAID</b>			
<b>Compete Project USIAD</b>		2012-2016	USAID's Compete Project is a five year program launched in mid-2012 that builds on the work of previous private-sector USAID projects in the West Bank and Gaza. Working closely with local partners and stakeholders, USAID Compete aims to strengthen the competitiveness and export potential of key sectors in the Palestinian economy with a particular focus on accelerated growth in the Agriculture, Tourism, ICT and Stone & Marble industries. Through targeted activities, innovative solutions to unique constraints, training and technical assistance, USAID Compete will target Palestinian firms with good potential for growth helping to expand the country's export revenues, increasing job opportunities that strengthen the Palestinian economy. URL: <a href="http://www.competeproject.ps/">http://www.competeproject.ps/</a> The project will be ended in 20 November 2016, and succeeding project may be formulated, and as of March 2017, it is known that USAID is now receiving some proposals from the stakeholders like PFI for SME capacity development.
<b>Welfare Association</b>			
<b>Launching the Business incubator at the Hebron Chamber</b>		2016	It's the first incubator of its kind in all the chambers in Palestine. The Incubator was launched in an official ceremony in May 2016. The incubator aims at serving and supporting youth entrepreneurs in Hebron area to implement their business ideas. This incubator is being supported by the BTC incubator project. URL: <a href="http://hebroncci.org/incubator/">http://hebroncci.org/incubator/</a>
<b>China</b>			
<b>Grant for a solar power project</b>			Xi Jinping announced \$7.6mn grant for a solar power project to improve Palestinians' well-being on 23 Jan. 2016. Source: <a href="http://english.pnn.ps/2016/01/23/chinese-president-xi-jinping-east-jerusalem-as-capital-of-palestinian-state/">http://english.pnn.ps/2016/01/23/chinese-president-xi-jinping-east-jerusalem-as-capital-of-palestinian-state/</a>
<b>Hebron Chamber cooperation with chamber of "Huangshi" and China Council for the Promotion of International Trade (CCPIT)</b>			Hebron Chamber was participating in a conference in China for chambers of commerce aligned in the "Silk Road" and has signed memorandum of cooperation with chamber of "Huangshi", and another memorandum with China Council for the Promotion of International Trade (CCPIT). The aim of the memorandums is to establish a strategic partnership to promote investments between the two sides.

Development Partners (Donor)	Name of Program/Project	Term	Description
<b>KOICA</b>	<b>Palestine Start-up Support (PaSS) Program</b>	May 2015 - 2018	<p>PASS Program aims to activate the start-up ecosystem in Palestine by building up university - industry collaboration, intensifying acceleration program, and improving investment environment. Duration of the program is four (4) years starting from 2015 till 2018, and 5.7 million USD is allocated for West Bank in cooperation with MTIT, while 1.3 million USD is allocated for GAZA strip in cooperation with UNRWA. Gaza component is called “GGateway”. The goal is that Gaza’s IT sector grows in volume and capacity, employing more graduates, through the establishment of an impact sourcing social enterprise, which delivers commercial IT projects. The PASS project and BTC incubation project have signed a MoU on the 9th of February, 2016 in order to facilitate opportunities for cooperation.</p> <p><b>URL:</b> <a href="http://www.koica.go.kr/english/resources/press_release/1321438_3453.html">http://www.koica.go.kr/english/resources/press_release/1321438_3453.html</a>  <a href="http://www.ggateway.tech/Page/Donors_and_Supporters">http://www.ggateway.tech/Page/Donors_and_Supporters</a></p>



**Appendix 5  
Actual Training Schedule  
Implemented**



## Appendix 5: Actual Training Schedule Implemented 2014

February						March						April						May						June						July					
	A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2
1	Sat					1	Sat	HL				1	Tue		B3			1	Thu				HL	1	Sun	N1			1	Tue					
2	Sun					2	Sun	R				2	Wed		B4			2	Fri				HL	2	Mon	N2			2	Wed					
3	Mon					3	Mon					3	Thu		B5			3	Sat				HL	3	Tue	N3			3	Thu					
4	Tue					4	Tue	N				4	Fri		HL			4	Sun				R3	4	Wed	N4			4	Fri					
5	Wed					5	Wed					5	Sat		HL			5	Mon				R4	5	Thu	N5			5	Sat					
6	Thu					6	Thu	H				6	Sun		B6			6	Tue				R5	6	Fri	HL			6	Sun					
7	Fri					7	Fri	HL				7	Mon		B7			7	Wed				R6	7	Sat	HL			7	Mon					
8	Sat					8	Sat	HL				8	Tue		HL			8	Thu				R7	8	Sun	N6			8	Tue					
9	Sun					9	Sun	H1				9	Wed		R1			9	Fri				HL	9	Mon	N7			9	Wed					
10	Mon					10	Mon	H2				10	Thu		R2	DJ		10	Sat				DP	10	Tue	HL			10	Thu					
11	Tue					11	Tue	H3				11	Fri		HL	AP		11	Sun				AJ	11	Wed	H1			11	Fri					
12	Wed					12	Wed	H4				12	Sat		HL	HL		12	Mon						12	Thu	H2			12	Sat				
13	Thu					13	Thu	H5				13	Sun		R3	R		13	Tue				N1	13	Fri	HL			13	Sun					
14	Fri					14	Fri	HL				14	Mon		R4			14	Wed				N2	14	Sat	HL			14	Mon					
15	Sat					15	Sat	HL	DJ			15	Tue		R5	N		15	Thu				N3	15	Sun			15	Tue						
16	Sun					16	Sun	H6	AP			16	Wed		R6			16	Fri				HL	16	Mon			16	Wed						
17	Mon					17	Mon	H7				17	Thu		R7/DP	HL		17	Sat				HL	17	Tue			17	Thu						
18	Tue					18	Tue	HL				18	Fri		AJ	HL		18	Sun				N4	18	Wed	postponed			18	Fri					
19	Wed					19	Wed	N1				19	Sat			HL		19	Mon				N5	19	Thu	DP			19	Sat					
20	Thu					20	Thu	N2	R			20	Sun			HL		20	Tue				N6	20	Fri	AJ			20	Sun					
21	Fri					21	Fri	HL	HL			21	Mon			H1		21	Wed				N7	21	Sat			21	Mon						
22	Sat					22	Sat	HL	HL			22	Tue			H2		22	Thu						22	Sun			22	Tue					
23	Sun					23	Sun	N3				23	Wed			H3		23	Fri				HL	23	Mon			23	Wed						
24	Mon					24	Mon	N4	N			24	Thu			H4		24	Sat				HL	24	Tue			24	Thu						
25	Tue		DJ			25	Tue	N5				25	Fri			HL		25	Sun				R	25	Wed			25	Fri						
26	Wed		AP			26	Wed	N6	HL			26	Sat			HL		26	Mon						26	Thu			26	Sat					
27	Thu					27	Thu	N7				27	Sun			H5		27	Tue				N	27	Fri			27	Sun						
28	Fri		HL			28	Fri		HL			28	Mon			H6		28	Wed						28	Sat			28	Mon					
						29	Sat		DP	HL		29	Tue				R1		29	Thu			HL	29	Sun			29	Tue						
						30	Sun		AJ	B1		30	Wed				R2		30	Fri			HL	30	Mon			30	Wed						
						31	Mon			B2									31	Sat				HL				31	Thu						

- Demo seminar
- Lecture
- OJT
- Open seminar

R=Ramallah  
H=Hebron  
N=Nablus  
B= Bethlehem

HL= Weekends&National Holidays, day-off of training

AP=Arrival in Palestine  
DP = Departure from Palestine  
DJ=Departure from Japan  
AJ=Arrival in Japan

2015

August					September					October					November					December					January					February													
	A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		
1	Fri					1	Mon			<b>R2</b>		1	Wed		<b>H6</b>			1	Sat	<b>HL</b>	<b>HL</b>			1	Mon		<b>N7</b>				1	Thu											
2	Sat					2	Tue			<b>R3</b>		2	Thu		<b>H7/DP</b>	<b>DP</b>		2	Sun	<b>H6</b>	<b>B1</b>			2	Tue							2	Fri							2	日		
3	Sun					3	Wed			<b>R4</b>		3	Fri		<b>AJ</b>	<b>AJ</b>		3	Mon	<b>H7</b>	<b>B2</b>			3	Wed							3	Sat							3	火		
4	Mon					4	Thu			<b>H1</b>	<b>R5</b>	4	Sat					4	Tue	<b>DP</b>	<b>B3</b>			4	Thu							4	Sun							4	水		
5	Tue					5	Fri			<b>HL</b>	<b>HL</b>	5	Sun			<b>Eid Al-Adha</b>		5	Wed	<b>AJ</b>	<b>B4</b>			5	Fri		<b>HL</b>	<b>HL</b>	<b>HL</b>					5	Mon						5	木	
6	Wed					6	Sat			<b>HL</b>	<b>HL</b>	6	Mon					6	Thu		<b>B5</b>			6	Sat	<b>DJ</b>	<b>HL</b>	<b>HL</b>	<b>HL</b>						6	Tue					6	金	
7	Thu					7	Sun			<b>H2</b>	<b>R6</b>	7	Tue					7	Fri		<b>HL</b>			7	Sun	<b>AP</b>								7	Wed						7	土	
8	Fri					8	Mon			<b>H3</b>	<b>R7/DP</b>	8	Wed					8	Sat		<b>HL</b>			8	Mon										8	Thu						8	日
9	Sat					9	Tue			<b>H4</b>	<b>AJ</b>	9	Thu			<b>DJ</b>		9	Sun		<b>B6</b>			9	Tue																9	月	
10	Sun					10	Wed			<b>H5</b>		10	Fri		<b>AP</b>			10	Mon		<b>B7</b>			10	Wed															10	火		
11	Mon					11	Thu			<b>H6</b>		11	Sat		<b>HL</b>			11	Tue		<b>HL</b>			11	Thu																11	水	
12	Tue					12	Fri			<b>HL</b>		12	Sun		<b>N1</b>			12	Wed		<b>R1</b>			12	Fri	<b>HL</b>	<b>HL</b>	<b>HL</b>	<b>HL</b>												12	木	
13	Wed					13	Sat			<b>HL</b>		13	Mon		<b>N2</b>			13	Thu		<b>R2</b>			13	Sat	<b>HL</b>	<b>HL</b>	<b>HL</b>	<b>HL</b>													13	金
14	Thu					14	Sun			<b>H7</b>		14	Tue		<b>N3</b>			14	Fri		<b>HL</b>			14	Sun																14	土	
15	Fri					15	Mon			<b>N1</b>		15	Wed		<b>N4</b>			15	Sat		<b>HL</b>			15	Mon																15	日	
16	Sat					16	Tue		<b>DJ</b>	<b>N2</b>		16	Thu		<b>N5</b>			16	Sun		<b>R3</b>			16	Tue																16	月	
17	Sun					17	Wed		<b>AP</b>	<b>N3</b>		17	Fri		<b>HL</b>			17	Mon		<b>R4</b>			17	Wed																17	火	
18	Mon					18	Thu		<b>DJ</b>	<b>N4</b>		18	Sat		<b>HL</b>			18	Tue		<b>R5</b>			18	Thu																18	水	
19	Tue					19	Fri		<b>HL</b>	<b>HL</b>		19	Sun		<b>N6</b>			19	Wed		<b>R6</b>			19	Fri	<b>HL</b>	<b>HL</b>	<b>HL</b>	<b>HL</b>												19	木	
20	Wed					20	Sat		<b>HL</b>	<b>HL</b>		20	Mon		<b>N7</b>		<b>DJ</b>	20	Thu	<b>DJ</b>	<b>R7/DP</b>			20	Sat	<b>HL</b>	<b>HL</b>	<b>HL</b>	<b>HL</b>												20	金	
21	Thu					21	Sun		<b>B2</b>	<b>N5</b>		21	Tue		<b>H3,4</b>		<b>AP</b>	21	Fri	<b>AP</b>	<b>AJ</b>			21	Sun																21	土	
22	Fri					22	Mon		<b>HL</b>	<b>N6</b>		22	Wed		<b>H5,6</b>		<b>B1</b>	22	Sat	<b>HL</b>	<b>HL</b>			22	Mon																22	日	
23	Sat					23	Tue			<b>N7</b>		23	Thu		<b>H7</b>		<b>B2</b>	23	Sun		<b>N1</b>			23	Tue			<b>DP</b>												23	月		
24	Sun					24	Wed		<b>H1</b>			24	Fri		<b>HL</b>		<b>HL</b>	24	Mon		<b>N2</b>			24	Wed			<b>AJ</b>												24	火		
25	Mon					25	Thu		<b>B4</b>	<b>H2</b>		25	Sat		<b>HL</b>		<b>HL</b>	25	Tue	<b>N3</b>		<b>DJ</b>		25	Thu	<b>DP</b>	<b>DP</b>		<b>DP</b>												25	水	
26	Tue					26	Fri		<b>B5</b>	<b>HL</b>	<b>HL</b>	26	Sun		<b>H1</b>		<b>B3</b>	26	Wed		<b>N4</b>		<b>AP</b>	26	Fri	<b>AJ</b>	<b>AJ</b>		<b>AJ</b>												26	木	
27	Wed					27	Sat		<b>B6</b>	<b>HL</b>	<b>HL</b>	27	Mon		<b>H2</b>		<b>B4</b>	27	Thu		<b>N5</b>			27	Sat																27	金	
28	Thu					28	Sun		<b>B7</b>	<b>H3</b>		28	Tue		<b>H3</b>		<b>B5</b>	28	Fri	<b>HL</b>	<b>HL</b>	<b>HL</b>		28	Sun																28	土	
29	Fri					29	Mon		<b>HL</b>	<b>H4</b>		29	Wed		<b>H4</b>		<b>B6</b>	29	Sat		<b>HL</b>	<b>HL</b>	<b>HL</b>		29	Mon																29	日
30	Sat					30	Tue		<b>DJ</b>	<b>HL</b>	<b>R1</b>	30	Thu		<b>H5</b>		<b>B7</b>	30	Sun		<b>N6</b>			30	Tue																30	月	
31	Sun					31	Fri		<b>AP</b>	<b>R1</b>		31	Wed		<b>HL</b>		<b>HL</b>							31	Wed																31	火	

A5-2

- Lecture
- OJT
- Open seminar

R=Ramallah      HL= Weekends&National Holidays, day-off of training  
 H=Hebron  
 N=Nablus  
 B= Bethlehem

AP=Arrival in Palestine  
 DP = Departure from Palestine  
 DJ=Departure from Japan  
 AJ=Arrival in Japan

Manual development workshop

2nd Study in Malaysia

2nd Study in Japan

Year 2015

April					May					June					July					August					September					October											
	A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2
1	Wed					1	Fri					1	Mon					1	Sat	AP	HL			1	Tue	J		N5	B5	1	Thu										
2	Thu					2	Sat					2	Tue					2	Sun	N	B			2	Wed	J		N6	B6	2	Fri	DJ	DJ								
3	Fri					3	Sun					3	Wed					3	Mon	N1	B4			3	Thu	J		N7	B7	3	Sat	Basic Accounting									
4	Sat					4	Mon					4	Thu					4	Tue	N2	B5			4	Fri		HL	HL	4	Sun											
5	Sun					5	Tue					5	Fri					5	Wed	N3	B6			5	Sat		HL	HL	5	Mon	N1	H1									
6	Mon					6	Wed					6	Sat					6	Thu	N4	B7			6	Sun	J		H1	R1	6	Tue	N2	H2								
7	Tue					7	Thu					7	Sun					7	Fri	HL	HL			7	Mon	J		H2	R2	7	Wed	N3	H3								
8	Wed					8	Fri					8	Mon					8	Tue	HL	HL			8	Tue	J		H3	R3	8	Thu	N	J								
9	Thu					9	Sat					9	Tue					9	Sun	N	R1			9	Wed	J		H	R	9	Fri	HL	HL								
10	Fri					10	Sun					10	Wed					10	Mon	N	R2			10	Thu	J		H	R	10	Sat	HL	HL								
11	Sat					11	Mon					11	Thu					11	Tue	N5	R			11	Fri		HL	HL	11	Sun	N4	J									
12	Sun					12	Tue					12	Fri					12	Wed	N6	R			12	Sat		HL	HL	12	Mon	N5	J									
13	Mon					13	Wed					13	Sat					13	Thu	N7	R			13	Sun	J		H	R	13	Tue	Postponed	Postponed								
14	Tue					14	Thu					14	Sun					14	Fri	DP	HL			14	Mon	J		H4	R4	14	Wed										
15	Wed					15	Fri					15	Mon					15	Sat	AJ	HL			15	Tue	J		H5	R5	15	Thu										
16	Thu					16	Sat					16	Tue					16	Sun		R3			16	Wed	DP		H6	R6	16	Fri	DP	DP								
17	Fri					17	Sun					17	Wed					17	Mon		R4			17	Thu	AJ		H7	R7	17	Sat	AJ	AJ								
18	Sat					18	Mon					18	Thu					18	Tue		R5			18	Fri			DP	DP	18	Sun										
19	Sun					19	Tue					19	Fri					19	Wed		R6			19	Sat			AJ	AJ	19	Mon										
20	Mon					20	Wed					20	Sat					20	Thu		R7			20	Sun					20	Tue										
21	Tue					21	Thu					21	Sun					21	Fri		HL	DJ		21	Mon					21	Wed										
22	Wed					22	Fri					22	Mon					22	Sat		HL	AP		22	Tue					22	Thu										
23	Thu					23	Sat					23	Tue					23	Sun			N1	B1	23	Wed																
24	Fri					24	Sun					24	Wed					24	Mon			N2	B2	24	Thu																
25	Sat					25	Mon					25	Thu					25	Tue			N3	B3	25	Fri					25	Sun										
26	Sun					26	Tue					26	Fri					26	Wed			N	B	26	Sat					26	Mon										
27	Mon					27	Wed					27	Sat					27	Thu			N	B	27	Sun					27	Tue										
28	Tue					28	Thu					28	Sun					28	Fri	DJ		HL	HL	28	Mon					28	Wed										
29	Wed					29	Fri					29	Mon					29	Sat	AP		HL	HL	29	Tue					29	Thu										
30	Thu					30	Sat					30	Tue					30	Sun	R		N4	B	30	Wed					30	Fri				DJ						
						31	Sun					31	Fri					31	Mon	DJ	HL			31	Mon					31	Sat				AP						

16

- Lecture ※Coloured but no indication of activities means no training days , and for hearing and transportation and material development
- OJT follow up on the 1t Phase companies
- OJT, Interim Presentation
- Final presentation, Evaluation, Open Seminar (OS)
- TOT (Training of Trainers)

R = Ramallah J=Consultation to JAIP company DJ = Departure from Japan  
 H = Hebron AP = Arrival in Palestine  
 N = Nablus DP = Departure from Palestine  
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A = Business & Financial Management (Mr. Mukaiyama/Mr. Fujimoto)  
 B = Marketing (Mr. Fujita)  
 C = Production Control & Sales Management (Mr. Tamada)  
 D1 = Corporate Diagnosis - Strategic Management (Mr. Fukuyama)  
 D2 = Corporate Diagnosis - Production Management (Mr. Tamada)

Year 2015													Year 2016																								
November					December					January					February					March					April												
	A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2		A	B	C	D1	D2	CT		A	B	C	D1	D2	CT		A	B	C	D1	D2
1	Sun				R	1	Tue	RN8			RB2	1	Fri					1	Mon	RN7				1	Tue	J	N1			1	Fri	HL					
2	Mon				R1	2	Wed	OS			OS	2	Sat					2	Tue	RH1				2	Wed	J	N2			2	Sat	HL					
3	Tue				R2	3	Thu	J			RB3	3	Sun					3	Wed	RH2				3	Thu	J	N3			3	Sun	B					
4	Wed				R3	4	Fri	HL			HL	4	Mon			DJ		4	Thu	RH3				4	Fri	HL	HL			4	Mon	B5					
5	Thu				R4	5	Sat	HL			HL	5	Tue			AP/RH		5	Fri	HL				5	Sat	HL	HL			5	Tue	B6					
6	Fri				HL	6	Sun	RH4			DJ	6	Wed			RB4		6	Sat	HL				6	Sun	J	N4			6	Wed	B7					
7	Sat				HL	7	Mon	RH5			AP	7	Thu			RB5		7	Sun	RH				7	Mon	J	N5			7	Thu	OS-B					
8	Sun				AP	8	Tue	RH6			J	8	Fri			RB6		8	Mon	RH4				8	Tue	J	N6			8	Fri	DP/AL			DJ		
9	Mon				J	9	Wed	RH7			J	9	Sat			RB7		9	Tue	RH5				9	Wed	DP	N7			9	Sat				AP		
10	Tue				J	10	Thu	J			J	10	Sun			RH3		10	Wed	RH6				10	Thu	AJ	DP/AG			10	Sun				B1		
11	Wed				J	11	Fri	HL			HL	11	Mon			RH4		11	Thu	RH7				11	Fri		DUS			11	Mon				B2		
12	Thu				J	12	Sat	HL			HL	12	Tue			RH5		12	Fri	HL				12	Sat	DL/AP			12	Tue				B3			
13	Fri				HL	13	Sun	J	R	J	J	13	Wed			RH6		13	Sat	HL				13	Sun	N		H	13	Wed				OS-B			
14	Sat				HL	14	Mon	J	RB1	J	J	14	Thu			RH7		14	Sun	J				14	Mon	N1		B1	14	Thu				B4			
15	Sun				J	R	15	Tue	J	RB2	J	15	Fri			HL		15	Mon	J				15	Tue	N2		B2	15	Fri				HL			
16	Mon				J	R1	16	Wed	DP	RB3	J	16	Sat			DL/AP	DP	16	Tue	J				16	Wed	N3		B3	16	Sat				HL			
17	Tue				J	R2	17	Thu	AJ	RB4	J	17	Sun			J	AJ	17	Wed	J				17	Thu	N4		B4	17	Sun				RB5			
18	Wed				J	R3	18	Fri		HL	HL	18	Mon			J		18	Thu	J				18	Fri	HL		HL	18	Mon				RB6			
19	Thu				J	R4	19	Sat		HL	HL	19	Tue			J		19	Fri	HL	DJ			19	Sat	HL		HL	19	Tue				B7			
20	Fri				HL	HL	20	Sun		B	J	20	Wed			J		20	Sat	HL	AP			20	Sun	N5		B5	20	Wed				B8			
21	Sat				HL	HL	21	Mon		B	J	21	Thu			J		21	Mon	J	R/H			21	Mon	N6		B6	21	Thu				B9			
22	Sun				RN1	R5	22	Tue		OS	J	22	Fri			HL		22	Mon	J	R/H			22	Tue	N7		B7	22	Fri			DJ	HL			
23	Mon				RN2	R6	23	Wed		R	J	23	Sat			HL		23	Tue	J	R/H			23	Wed	OS-R		OS-R	23	Sat	DL/AP			AP	HL		
24	Tue				RN3	R7	24	Thu		R	J	24	Sun			J		24	Wed	J	OS-H			24	Thu	N		B8	24	Sun	J	RH		J			
25	Wed				RN4	R	25	Fri		DP	DP	25	Mon			J		25	Thu	DP/AL	J			25	Fri	HL		DP	25	Mon	B1	RH		J			
26	Thu				RN5	R	26	Sat		AJ	AJ	26	Tue			J		26	Fri		HL			26	Sat	HL		AJ	26	Tue	B2	RH		J			
27	Fri				HL	HL	27	Sun				27	Wed			J		27	Sat		HL			27	Sun	B1			27	Wed	B3	J		J			
28	Sat				HL	HL	28	Mon				28	Thu			N		28	Sun		J			DJ	28	Mon	B2			28	Thu	B4	J		J		
29	Sun				RN6		29	Tue				29	Fri			HL		29	Mon		J			AP	29	Fri	B3			29	Fri	HL	HL		DP		
30	Mon				RN7		30	Wed				30	Sat			HL		30	Sat		HL				30	Wed	HL			30	Sat	HL	HL		AJ		
							31	Thu				31	Sun			RN6									31	Thu	B4										

A5-4

- Lecture
- OJT follow up on the 1st Phase companies
- OJT, Interim Presentation
- Final presentation, Evaluation, Open Seminar (OS)
- TOT (Training of Trainers)

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N = Nablus (RN=Ramallah for Nablus) DP = Departure from Palestine  
B = Bethlehem (RB=Ramallah for Bethlehem) AJ = Arrival in Japan  
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Year 2016

May							June							July							August							September									
	A	B	C	D1	D2		A	B	C	D1	D2	Other		A	B	C	D1	D2	Other		A	B	C	D1	D2	Other		A	B	C	D1	D2	Other	A&D1	B	C&D2	Other
1 Sun	HL	HL					1 Wed						1 Fri							1 Mon	J	R10	R	R			1 Thu										
2 Mon	B5	B					2 Thu						2 Sat							2 Tue	J	J	R1	R1			2 Fri										
3 Tue	B6	B					3 Fri						3 Sun							3 Wed	J	J	R2	R2			3 Sat										
4 Wed	B7	J					4 Sat						4 Mon							4 Thu	JCC&Result Sharing Seminar								4 Sun								
5 Thu	HL	J					5 Sun						5 Tue							5 Fri	HL	HL	HL				5 Mon										
6 Fri	HL	HL					6 Mon						6 Wed							6 Sat	HL	HL	HL				6 Tue										
7 Sat	HL	HL					7 Tue						7 Thu							7 Sun	J	J	R3	R3			7 Wed										
8 Sun	B8	J					8 Wed				TC		8 Fri							8 Mon	J	DP	R4	R4			8 Thu										
9 Mon	B9	DP					9 Thu						9 Sat							9 Tue	J	AJ	R5	R5			9 Fri										
10 Tue	B10	AJ					10 Fri						10 Sun	DL/AP						10 Wed	DP/AL		B1	B1		10 Sat											
11 Wed	B11						11 Sat						11 Mon	J						11 Thu			B2	B2		11 Sun											
12 Thu	DP/AL						12 Sun				Ramadan		12 Tue	J						12 Fri				HL		12 Mon				Eid Al-Adha							
13 Fri							13 Mon						13 Wed	J						13 Sat				HL		13 Tue											
14 Sat							14 Thu						14 Tue	J						14 Sun			B3	B3		14 Wed											
15 Sun							15 Wed						15 Fri	HL	DJ					15 Mon			B4	B4		15 Thu											
16 Mon							16 Thu						16 Sat	HL	AP					16 Tue			R/B	R/B		16 Fri											
17 Tue							17 Fri						17 Sun	J	J					17 Wed			B5	B5		17 Sat											
18 Wed							18 Sat						18 Thu	J	R1					18 Tue			DP	DP		18 Sun											
19 Thu							19 Sun						19 Tue	DP/AL	R2					19 Fri			AJ	AJ		19 Mon											
20 Fri							20 Mon						20 Wed		R3					20 Sat						20 Tue											
21 Sat							21 Tue						21 Thu		R4					21 Sun						21 Wed											
22 Sun							22 Wed						22 Fri		HL					22 Mon						22 Thu											
23 Mon							23 Thu						23 Sat		HL					23 Tue						23 Fri											
24 Tue							24 Fri						24 Sun	DL/AP	J					24 Wed						24 Sat	DL/AP										
25 Wed							25 Sat						25 Mon		R5					25 Thu						25 Sun	J										
26 Thu							26 Sun						26 Tue		R6			TC		26 Fri						26 Mon	J										
27 Fri							27 Mon						27 Wed		R7					27 Sat						27 Tue	J										
28 Sat							28 Tue						28 Thu		R8					28 Sun						28 Wed	J										
29 Sun							29 Wed						29 Fri		HL					29 Mon						29 Thu	J										
30 Mon							30 Thu						30 Sat		HL	DL/AP	DL/AP			30 Tue						30 Fri	DP/AL										
31 Tue													31 Sun		R9	R	R			31 Wed																	

AS-5

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**Year 2016**

**Year 2017**

October					November					December					January					February					March					April									
	A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other		A&D1	B	C&D2	Other
1	Sat				1	Tue		R1		1	Thu	J	R2		1	Sun					1	Wed		J			1	Wed					1	Sat					
2	Sun	Public Holiday				2	Wed		R2		2	Fri	HL	HL		2	Mon					2	Thu	J/R			2	Thu					2	Sun					
3	Mon				3	Thu		R3		3	Sat	HL	HL		3	Tue					3	Fri	HL			3	Fri					3	Mon						
4	Tue				4	Fri				4	Sun	J	P1		4	Wed					4	Sat	HL			4	Sat					4	Tue						
5	Wed				5	Sat				5	Mon	DP/AL	P2		5	Thu					5	Sun	P4			5	Sun					5	Wed						
6	Thu				6	Sun		H1		6	Tue		P3		6	Fri					6	Mon	J			6	Mon					6	Thu						
7	Fri				7	Mon		DJ/AP	B1/J1	7	Wed		R3		7	Sat	DL/AP				7	Tue	J			7	Tue					7	Fri						
8	Sat				8	Tue		J/R	R1(2)	8	Thu		R4		8	Sun	J				8	Wed	J			8	Wed					8	Sat						
9	Sun				9	Wed		J/R	R4	9	Fri		HL		9	Mon	J				9	Thu	J			9	Thu					9	Sun						
10	Mon				10	Thu		J/R	R5	Vision presen.	10	Sat		HL		10	Tue	J			10	Fri	DP			10	Fri					10	Mon						
11	Tue				11	Fri		HL	HL		11	Sun	Prophet's Birthday			11	Wed	J			11	Sat	AJ			11	Sat					11	Tue						
12	Wed				12	Sat		HL	HL		12	Mon		H/B5		12	Thu	J			12	Sun				12	Sun					12	Wed						
13	Thu				13	Sun		J/R	H2/B2		13	Tue		R5/J1		13	Fri	HL			13	Mon				13	Mon					13	Thu						
14	Fri				14	Mon		Jenin1	R6		14	Wed		R6		14	Sat	HL	DJ		14	Tue				14	Tue					14	Fri	Final Report Deadline					
15	Sat	DL/AP			15	Tue		DP			15	Thu		R7	OS-N	15	Sun	P1(A)	AP		15	Wed				15	Wed					15	Sat						
16	Sun	J	DJ		16	Wed	P1(D1)	AJ/Jn2	R7		16	Fri		DJ	HL		16	Mon	P2(A)	J		16	Thu			16	Thu					16	Sun						
17	Mon	J	AP/R1		17	Thu	P2(D1)		R8		17	Sat		AP	HL		17	Tue	P3(A)	J		17	Fri			17	Fri					17	Mon						
18	Tue	J			18	Fri					18	Sun		J	R8		18	Wed	J	J		18	Sat			18	Sat					18	Tue						
19	Wed		R2		19	Sat					19	Mon		P1	R9		19	Thu	J	J		19	Sun			19	Sun					19	Wed						
20	Thu	J	J		20	Sun	DL/AP		H3		20	Tue		J	R10		20	Fri	DP/AL	HL		20	Mon			20	Mon					20	Thu						
21	Fri	DP/AL	HL		21	Mon	J		B3/J2		21	Wed		P2	R3(1)		21	Sat		HL		21	Tue			21	Tue					21	Fri						
22	Sat		HL		22	Tue	J		R2(1)		22	Thu		P3	R3(2)		22	Sun		J		22	Wed			22	Wed					22	Sat						
23	Sun		J		23	Wed	J		R9	JETRO	23	Fri		HL	DP		23	Mon		J		23	Thu			23	Thu					23	Sun						
24	Mon		DP/R3		24	Thu	J		R2(2)	JETRO	24	Sat		J	AJ		24	Tue		J		24	Fri			24	Fri					24	Mon	Prophet's Ascension					
25	Tue		AJ		25	Fri	HL		HL	JETRO	25	Sun		J			25	Wed		J		25	Sat			25	Sat					25	Tue						
26	Wed		R4		26	Sat	HL		HL		26	Mon		DP			26	Thu		J		26	Sun			26	Sun					26	Wed				JCC		
27	Thu		R5		27	Sun	J		H4		27	Tue		AJ			27	Fri		HL		27	Mon			27	Mon					27	Thu						
28	Fri				28	Mon	BOP-N		B4		28	Wed					28	Sat		HL		28	Tue			28	Tue					28	Fri						
29	Sat			DJ	29	Thu	P3(D1) BOP-R		R10		29	Thu					29	Sun		J		TC			29	Wed						29	Sat						
30	Sun		AP		30	Wed	BOP-H		R1		30	Fri					30	Mon		J				30	Mon			30	Thu	Land Day			30	Sun					
31	Mon		R1(1)								31	Sat					31	Tue		R				31	Fri			Last day of Machida											

A5-6

- Lecture ※Coloured but no indication of activities means no training days, and for hearing and transportation and material development
- OJT follow up on the 1st and 2nd Phase companies/JAIP consultation
- OJT, Interim Presentation
- Open Seminar (OS)
- TOT (Training of Trainers)

- R = Ramallah
- J = Consultation to JAIP companies
- DJ = Departure from Japan
- A = Business & Financial Management (Mr. Fujimoto)
- H = Hebron
- P = PIEFZA staff/CCI&Union junior staff training
- AP = Arrival in Palestine
- B = Marketing (Mr. Fujita)
- N = Nablus
- DP = Departure from Palestine
- C = Production Control & Sales Management (Mr. Tamada)
- B = Bethlehem
- AJ = Arrival in Japan
- D1 = Corporate Diagnosis - Strategic Management (Mr. Fukuyama)
- HL = Weekend and Holidays
- L=London
- D2 = Corporate Diagnosis - Production Management (Mr. Tamada)



# **Appendix 6**

## **BDS Training Report Sheets**



# Phase 1\_ Module A Financial Management Report – North Area

**TRAINER :** MR.MUKAIYAMA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>June 1<sup>st</sup> – 9<sup>th</sup> 2014</b>	<b>OJT Part : Oct 12<sup>th</sup> -20<sup>th</sup> 2014</b>
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part : Participants: 12</b>	<b>OJT Part : 8  Completed :8</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> Management Control Issues in SMEs Why Do You Need Strategic Management Key Considerations in Strategic Management Management and Cash Flow Financial Analysis for Management Direct Costing and Financial Accounting Break Even Point (Cost - Volume - Profit) Analysis and Profit Margin How to Improve Management Issues Financially Resource Allocation Case 1: Budgeting Case 2: Segmentation for Performance Review Case 3: Cost Accounting Case 4: Cash Flow Management Contents of Business Plan Business Plan Reporting	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Nablus</b>	<b>OJT Part: Nablus</b>
<b>OJT COMPANIES :</b>	<b>Arab Eastern Co. Allesco (Al Alkhras Company)</b>	
<b>EVALUATION OF THE TRAINER :</b>	3.89	
<b>COORDINATOR COMMENTS :</b>	the OJT company refused to share all data , OJT should be in trainees cities	

## Phase 1\_ Module A Financial Management Report – South Area

**TRAINER :** MR.MUKAIYAMA  
**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures :</b> 11,12 June , 21-23 Oct 2014 <b>OJT Part :</b> 26 <sup>th</sup> Oct – Nov 3 <sup>rd</sup> 2014	
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 13 <b>Participant</b>	<b>OJT Part :</b> 13  <b>Completed :</b> 13
<b>CURRICULUMN</b>	<b>Lectures Part :</b> Management Control Issues in SMEs Why Do You Need Strategic Management Key Considerations in Strategic Management Management and Cash Flow Financial Analysis for Management Direct Costing and Financial Accounting Break Even Point (Cost - Volume - Profit) Analysis and Profit Margin How to Improve Management Issues Financially Resource Allocation Case 1: Budgeting Case 2: Segmentation for Performance Review Case 3: Cost Accounting Case 4: Cash Flow Management Contents of Business Plan Business Plan Reporting	
<b>DURATION</b>	<b>Lectures Part:</b> 7 days	<b>OJT Part :</b> 7 days
<b>PLACE :</b>	<b>Lectures Part:</b> Hebron	<b>OJT Part:</b> Hebron Bethlehem
<b>OJT COMPANIES :</b>	<b>Royal Textile – Bethlehem</b> <b>Petropal –Herbon</b> <b>Electrode –Hebron</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.36 lectures 4.31 OJT	
<b>COORDINATOR COMMENTS :</b>		

## Phase 1\_ ModuleB Marketing Report – North Area

**TRAINER :** MR.FUJITA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 19-28 Mar 2014</b>	<b>OJT Part : 32Nov – 1<sup>st</sup> Dec 2014</b>
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :19 Participant</b>	<b>OJT Part : 6 Completed :5</b>
		<b>NE General : 4 NE Specialist: 0 (3 of them in phase 2)</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> Belief system for marketer Logical thinking , logic tree Consulting presentation Tools of strategic analysis PEST, 5 forces model Marketing strategy scenario ranking/ marketing mix/ ABC analysis Positioning Mapping Ansoff Growth Matrix PPM SWOT Analysis Preparation for presentation	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Nablus</b>	<b>OJT Part: Nablus Ramallah</b>
<b>OJT COMPANIES :</b>	<b>Reema Tissues – Ramallah Olive Oil Soap – Nablus (Beit Forik)</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.38 lectures 4.91 OJT	
<b>COORDINATOR COMMENTS :</b>	Icebreaking games at start of each course can engage all participant in the course	

## Phase 1\_ Module B Marketing Report – South

**TRAINER :** MR.FUJITA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 9 – 17Mar 2014</b>	<b>OJT Part : 21<sup>st</sup> Sep- 30<sup>th</sup> Sep 2014</b>
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :15 Participant</b>	<b>OJT Part : 12 Completed :8</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> Belief system for marketer Logical thinking , logic tree Consulting presentation Tools of strategic analysis PEST, 5 forces model Marketing strategy scenario ranking/ marketing mix/ ABC analysis Positioning Mapping Ansoff Growth Matrix PPM SWOT Analysis Preparation for presentation	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Hebron</b>	<b>OJT Part: Hebron and Bethlehem</b>
<b>OJT COMPANIES :</b>	<b>Sohail and l Saheb Stone and marble co. in Behtlehem PetroPal –Hebron Abu Mazen restaurant and hotel - Hebron</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.67 lectures 5 OJT	
<b>COORDINATOR COMMENTS :</b>	NA	

# Phase 1\_ Module C Production Management Report – North Area

**TRAINER :** MR.FUJITA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 9-17 April 2014</b>	<b>OJT Part : Oct 26<sup>th</sup> – Nov 3<sup>rd</sup>,2014</b>
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :17 Participant</b>	<b>OJT Part : 8 Completed : 8</b> <b>NE General : 3</b> <b>NE Specialist: 4 + (Jane) in phase 2</b>
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- Overview of Production and Sales Management</li> <li>- Total Quality Management (TQM)</li> <li>- Total Productive Maintenance (TPM)</li> <li>- Comprehension test</li> <li>- Quality Control (QC) and QC 7 tools</li> <li>- Quality Assurance and Production Planning</li> <li>- Comprehension test</li> <li>- Kaizen (PDCA, SDCA cycle)</li> <li>- Kaizen (5S, 7 wastes, etc.)</li> <li>- Comprehension test</li> <li>- Toyota Production System (1)</li> <li>- Toyota Production System (2)</li> <li>- Comprehension test</li> <li>- Business Process Re-engineering</li> <li>- Supply Chain Management (SCM)</li> <li>- Comprehension test</li> <li>- Inventory and Cost Control</li> <li>- Sales Management and Logistics</li> <li>- Comprehension test</li> <li>- Customer Relationship Management (CRM)</li> <li>- Sales Force Automation (SFA)</li> <li>- Kaizen Master Plan Sheet (Exercise)</li> </ul>	
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Ramallah</b>	<b>OJT Part: Nablus Ramallah</b>
<b>OJT COMPANIES :</b>	<b>Abu Ein – Ramallah</b> <b>Bassamco – Ramallah</b> <b>Al Akhras “Allesco” – Nablus</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.64 lectures OJT 4.9	
<b>COORDINATOR COMMENTS :</b>	Explaining the training method for ojt companies in advance will make it easier	

# Phase 1\_ Module C Production Management Report – South Area

**TRAINER :** MR.FUJITA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 29 Mar – April 7<sup>th</sup>, 2014</b>	<b>OJT Part : 23 Nov – 1 Dec 2014</b>
<b>NUMMBER OF PARTICIPANTS</b>	<b>Lectures Part :19 Participant</b>	<b>OJT Part : 14 Completed : 14</b>
		<b>NE General : 8 NE Specialist: 4 + Baha in phase 2</b>
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- Overview of Production and Sales Management</li> <li>- Total Quality Management (TQM)</li> <li>- Total Productive Maintenance (TPM)</li> <li>- Comprehension test</li> <li>- Quality Control (QC) and QC 7 tools</li> <li>- Quality Assurance and Production Planning</li> <li>- Comprehension test</li> <li>- Kaizen (PDCA, SDCA cycle)</li> <li>- Kaizen (5S, 7 wastes, etc.)</li> <li>- Comprehension test</li> <li>- Toyota Production System (1)</li> <li>- Toyota Production System (2)</li> <li>- Comprehension test</li> <li>- Business Process Re-engineering</li> <li>- Supply Chain Management (SCM)</li> <li>- Comprehension test</li> <li>- Inventory and Cost Control</li> <li>- Sales Management and Logistics</li> <li>- Comprehension test</li> <li>- Customer Relationship Management (CRM)</li> <li>- Sales Force Automation (SFA)</li> <li>- Kaizen Master Plan Sheet (Exercise)</li> </ul>	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Bethlehem</b>	<b>OJT Part: Hebron</b>
<b>OJT COMPANIES :</b>	<b>Al Moasera New Tsseti Eagleflex</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.66 lectures OJT 4.67	
<b>COORDINATOR COMMENTS :</b>	Companies feedback was satisfying, they welcomed the work	



## Phase 1\_ Module D1 Corporate Diagnosis Report – North Area

**TRAINER :** MR.MUKAIYAMA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 12<sup>th</sup> -21<sup>st</sup> of May,2014</b>	<b>OJT Part : 15-22 Sep 2014</b> Mr. Fukuyama
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :14 Participant</b>	<b>OJT Part : 9</b>  <b>Completed : 8</b>
<b>CURRICULUMN</b>	Overview of Management Consulting Framework of Management Consulting Corporate philosophy Positioning differentiation Analysis tools CSF BPR	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Nablus</b>	<b>OJT Part: Nablus</b>
<b>OJT COMPANIES :</b>	Al Ghazal Co Arab Eastren Co Al Akhras co “ Allesco”	
<b>EVALUATION OF THE TRAINER :</b>	3.42 lectures 4.44 OJT (Mr. Fukuyama)	
<b>COORDINATOR COMMENTS :</b>		

## Phase 1\_ Module D1 Corporate Diagnosis Report – South Area

**TRAINER :** MR. FUKUYAMA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures :</b> 21 -28 <sup>th</sup> April,2014	<b>OJT Part :</b> 4 -14 Sep 2014 Mr. Fukuyama
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 18 <b>Participant</b>	<b>OJT Part :</b> 11  <b>Completed :</b> 11
<b>CURRICULUMN</b>	Overview of Management Consulting Framework of Management Consulting Corporate philosophy Positioning differentiation Analysis tools CSF BPR	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part:</b> 7 days	<b>OJT Part :</b> 7 days
<b>PLACE :</b>	<b>Lectures Part:</b> Hebron	<b>OJT Part:</b> Hebron and Bethlehem
<b>OJT COMPANIES :</b>	Abu Mazen Hebron Al Haram Hebronn Raed Cosmetics –Bethlehem	
<b>EVALUATION OF THE TRAINER :</b>	4. 58 lectures 4.8 OJT	
<b>COORDINATOR COMMENTS :</b>		

# Phase 1\_ Module D2 Production Management Report – North Area

**TRAINER :** MR. FUKUYAMA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 29 April – 8<sup>th</sup> of May, 2014</b>	<b>OJT Part:</b> 31 Aug – 8 <sup>th</sup> Sep, 2014 (Tamada)
<b>NUMBER OF PARTICIPANTS</b>	<b>Lectures Part : 15 Participant</b>	<b>OJT Part : 10 Completed : 8</b>
<b>CURRICULUMN</b>	<p>Framework for production diagnosis (1)</p> <p>Organization and management of production division</p> <ul style="list-style-type: none"> <li>Production planning</li> <li>Process management</li> <li>Operation management</li> <li>Quality management</li> </ul> <p>Framework for production diagnosis (2)</p> <ul style="list-style-type: none"> <li>Cost management</li> <li>Conditions of working place</li> <li>Equipment management</li> <li>Logistics</li> <li>Design management</li> <li>Production technologies</li> </ul> <p>5S checklist</p> <p>7Waste identification checklist</p> <p>PDCA and KPI (Key Performance Indicator)</p> <p>Visualization checklist</p> <p>Kaizen master plan sheet</p> <p>QC (Quality Control) Circle</p> <p>IE analysis for time, productivity and motion</p> <p>Kaizen cost benefit analysis</p>	<b>OJT Part :</b>
<b>DURATION</b>	<b>Lectures Part:</b> <b>7 days</b>	<b>OJT Part :</b> <b>7 days</b>
<b>PLACE :</b>	<b>Lectures Part:</b> <b>Ramallah</b>	<b>OJT Part:</b> <b>Ramallah Nablus</b>
<b>OJT COMPANIES :</b>	<b>Abu Ein Bassamco Al Rajeh Detergent</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.37 lectures OJT 4.9	
<b>COORDINATOR COMMENTS :</b>		

# Phase 1\_ Module D2 Production Management Report – South Area

**TRAINER :** MR.TAMADA

**COORDINATOR :** MS. NORA HAMDAN

<b>PERIOD</b>	<b>Lectures : 20<sup>th</sup> – 28<sup>th</sup> Aug,2014</b>	<b>OJT Part : 12<sup>th</sup> – 20<sup>th</sup> Nov 2014</b>
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :18 Participant</b>	<b>OJT Part : 14 Completed : 14</b>
		<b>NE General : 8 NE Specialist: 4 + Baha in Ph2</b>
<b>CURRICULUMN</b>	<b>Lecturing</b> Framework for production diagnosis (1) Organization and management of production division Production planning Process management Operation management Quality management Framework for production diagnosis (2) Cost management Conditions of working place Equipment management Logistics Design management Production technologies 5S checklist 7Waste identification checklist PDCA and KPI (Key Performance Indicator) Visualization checklist Kaizen master plan sheet QC (Quality Control) Circle IE analysis for time, productivity and motion Kaizen cost benefit analysis	<b>OJT Part :</b> • Briefing of the objective • Introduction of Team members to OJT company Interview with OJT Management Observation and Evaluation Observation and Evaluation Observation for Production Process Preparation for Diagnosis Report Presentation of Diagnosis Report
<b>DURATION</b>	<b>Lectures Part: 7 days</b>	<b>OJT Part : 7 days</b>
<b>PLACE :</b>	<b>Lectures Part: Bethlehem</b>	<b>OJT Part: Bethlehem and Hebron</b>
<b>OJT COMPANIES :</b>	<b>Al Moasera New Tosseti Eagle Flex</b>	
<b>EVALUATION OF THE TRAINER :</b>	4.78 lectures 4.67 OJT	
<b>COORDINATOR COMMENTS :</b>		

## Pre-Course: Accounting for non-Accountant

**TRAINER :** MR. RAED RAJAB

**COORDINATOR :** SOHAIB

<b>PERIOD</b>	4 &5 Oct 2015, (2 days)
<b>NUMBER OF PARTICIPANTS</b>	9 participants
<b>CURRICULUM</b>	<p>Introduction to accounting</p> <ul style="list-style-type: none"> <li>- Financial statement terms</li> <li>- Income statement</li> </ul> <p>Constructing and reading financial statement</p> <ul style="list-style-type: none"> <li>- Understanding linkage between financial statements</li> <li>- Definition of budget</li> <li>- Financial analysis exercise</li> </ul>
<b>DURATION</b>	2 days
<b>PLACE :</b>	Ramallah
<b>EVALUATION OF THE TRAINER :</b>	74% evaluated trainer as excellent in reference to qualification, presentation, attitude, method and handout
<b>COMMENTS FROM THE TRAINER</b>	<p>1. Commitment is essential among the attendees during the training, it important to strictly adhere to the time schedule and attendance.</p> <p>2. Accounting topics are mostly new concepts to many participants, many inquiries and questions I have received about developing training programs specifically about Costing from Managerial Accounting perspectives, Bookkeeping, Multiple Breakeven Point, and Capital Investment Analysis.</p> <p>3. The material is very comprehensive and it touches on many aspects that trainees will need to know. For those who did not attend, there is a need to replicate the course in the future.</p> <p>4. The technological tool using the financial Excel that taught in the course will be extremely helpful for trainees, which will complement the material and strengthen the knowledge base for participants.</p>

## Pre-Course: Logical Thinking and Report Writing

**TRAINER :** MR. NIDAL EWIEDAT

**COORDINATOR :** SOHAIB

<b>PERIOD</b>	Sep 29 <sup>th</sup> , Sep 30 <sup>th</sup> 2015 (2 days)
<b>NUMBER OF PARTICIPANTS</b>	20 Participants
<b>CURRICULUM</b>	<p><u>Day 1 // Logical Thinking</u></p> <p>Lecture (1)</p> <ul style="list-style-type: none"> <li>- What is logical thinking?</li> <li>- Methodologies (ex. MECE, So what/ Why so, Logic tree, RBM, others )</li> <li>- The link between logical thinking and performance improvement and decision making consultancies</li> </ul> <p>Lecture (2)</p> <ul style="list-style-type: none"> <li>- Translating methodologies into consultants' toolkits (Examples of applications, Log Frames, Problem tree analysis, charting, mapping, assessments and others).</li> <li>- Aligning toolkits to public, private and civil society sectors.</li> <li>- Make use of ways of thinking Hypothesis thinking, framework thinking</li> </ul> <p><u>Day 2 // Report Writing</u></p> <ul style="list-style-type: none"> <li>- Why good business writing matters?</li> <li>- Types of reports according to their usage (investment, policy drafting, research, Organizational development, mapping, scanning, others.).</li> <li>- External vs. internal reports</li> <li>- Situational reports, progress and final reports.</li> <li>- Identifying your readers and their priorities</li> <li>- Methodologies (Identification of targets, outline development, logical thinking, other techniques).</li> <li>- Quick wins/Do and Don'ts (writing style, wording, structure, information, templates, editing, etc)</li> <li>- Report design and outlay.</li> </ul> <p>Exercise - Draft three outlines for prospective international investor, current international development agency and internal efficiency report.</p>
<b>DURATION</b>	2 days
<b>PLACE :</b>	Ramallah
<b>EVALUATION OF THE TRAINER :</b>	81% of participant evaluated the trainer with highly satisfactory 19% indicated satisfactory only.
<b>COMMENTS FROM THE TRAINER</b>	<p>Trainees' levels can be divided into two levels, medium and advanced, with majority of participants classified as medium. For medium level, on the job training is an urgent need to have the opportunity to practice the full consulting cycle.</p> <ul style="list-style-type: none"> <li>• The training modules focused on building the participants' knowledge on specific topics (i.e. planning, production, finance, etc). However, there is a need to prepare the participants for the possibility of practicing consulting assignment that involve crosscutting areas of focus, interrelated problems and consolidated solutions. For that, there is a need to build their best practices bank on functional areas.</li> </ul>

## Module A Financial Management Report – North Area

**TRAINER :** MR.MUKAIYAMA  
& MR.FUJIMOTO

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	October 5, 6, 7, 11, 12, 13 /2015 & Jan 31 & Feb 01/2016	<b>OJT Part :</b> March 14,15,16,17,20,21,22 /2016
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> Participants: 9	<b>OJT Part :</b> Participants: 9 (Ayman took lecture in ph 1) <b>NE General : 5</b> <b>NE Specialist: 0</b>  <b>Completed 7</b> (including Ayman, where Bashar haven't joined OJT)
<b>CURRICULUMN</b>	<b>Lectures Part :</b> <b>Financial Management &amp; Management Control</b> by Mr. Mukaiyama and additional examples and daily tests by Mr. Fujimoto	<b>OJT Part :</b> <b>Financial Management &amp; Management Control</b> by Mr. Fujimoto
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days
<b>PLACE :</b>	<b>Lectures Part:</b> Nablus (Day 1 - 6) Ramallah (Day 7 - 8)	<b>OJT Part:</b> Ramallah
<b>OJT COMPANIES :</b>	- Pharmacare PLC ( Ramallah )	
<b>EVALUATION OF THE TRAINER :</b>	<b>4.25 out of 5</b>	
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Ramallah and due to the political situation which let us postpone the remaining 2 lectures from October /2015 to January 31 and Feb 01 2016</li> <li>- Most of the group members were satisfied by the training as the Overall average score was 4.2 out of 5</li> <li>- <b>OJT Co. Final Presentation was made on April 05/2016 as the chairman of the company was out of the country</b></li> <li>- Mr. Fujimoto was enthusiastic and had an excellent experience in delivery of the Ideas to trainees.</li> </ul>	

## Module A Financial Management Report – South Area

**TRAINER :** MR.FUJIMOTO

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	February 1,2,3 & 8,9,10,11 /2016	<b>OJT Part :</b> March 27,28,29,31 & April 4,5,6 /2016
<b>NUMBBER OF PARTICIPANTS</b>	Lectures Part : 8	<b>OJT Part :</b> 8 <b>NE General:</b> 5 Participants <b>NE Specialist :</b> 0  <b>Completed :</b> 7
<b>CURRICULUMN</b>	Lectures Part : Financial Management & Management Control	<b>OJT Part :</b> Financial Management & Management Control by Mr. Fujimoto
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days
<b>PLACE :</b>	<b>Lectures Part:</b> in Ramallah	<b>OJT Part:</b> Bethlehem
<b>OJT COMPANIES :</b>	- BeitJala Pharmaceutical ( Bethlehem)	
<b>EVALUATION OF THE TRAINER :</b>	<b>4.25 out of 5</b>	
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Ramallah an OJT Part was held in Bethlehem as the political situation got better and it is much closer to reach for the south group participants.</li> <li>- Overall average score was 3.8 out of 5</li> <li>- <b>2 Participants apologized to complete the OJT part ( Mr. Abdullah Abu Rayyan and Mr. Naser Jouilis , they don't have lecture evaluation neither.</b></li> <li>- OJT Company top Management was satisfied by the final presentation and asked for further cooperation, if any.</li> </ul>	



## Module B Marketing & Sales Report – North Area

**TRAINER :** MR. FUJITA

**COORDINATOR:** MR. SOHAIB DOMI

<b>PERIOD</b>	<b>Lecture Part</b> Aug 3,4,5,6,11,12,13 /2015	<b>OJT Part :</b> Nov 22,23,24,25,26,29 Dec 1 <sup>st</sup> /2015	
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 12 Participants	<b>OJT Part :</b> 10 Participant	<b>NE General : 0</b> <b>NE Specialist: 3</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> “An introduction to practical Marketing “. “Essential Marketing Consulting for Professionals”. “Procedures for Development of Specific Marketing “	<b>Completed 10</b> <b>OJT Part :</b> “Marketing Plan Development Manual”.	
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days	
<b>PLACE :</b>	<b>Lectures Part:</b> in Nablus	<b>OJT Part:</b> In Ramallah	
<b>OJT COMPANIES :</b>	-Rukab Ice cream, Ramallah -Amin Company, Ramallah		
<b>EVALUATION OF THE TRAINER :</b>	<b>4.78 / 5</b>	<b>4.9 /5</b>	
<b>COORDINATOR ( SUHAIB DOMI )</b>	2 haven't joined OJT session since it is in Ramallah (Mohammed Bazzar and Adnan Hania)		
<b>COMMENTS :</b>			

## Module B Marketing & Sales Report – South Area

**TRAINER :** MR. FUJITA

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	<b>Lectures Part :</b> October 5,6 &7/2015 and December 6,7,8 and 9 /2015	<b>OJT Part :</b> Jan 5,6,10,11,12,13 and 14 /2016
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 14 Participants	<b>OJT Part :</b> 10 Participants <b>NE General :</b> 6 <b>NE Specialist :</b> 0  <b>Completed 10</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> Marketing Strategic Planning Process by Mr. Fujita	<b>OJT Part :</b> Marketing Plan Development Manual by Mr. Fujita
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days
<b>PLACE :</b>	<b>Lectures Part:</b> 3 Days in Hebron and 4 days in Ramallah	<b>OJT Part:</b> Ramallah
<b>OJT COMPANIES :</b>	-Al Sadaqa Co - Jaafar Sweets	
<b>EVALUATION OF THE TRAINER :</b>	<b>4.2 out of 5</b>	
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Hebron and in Ramallah due to the political situation which let us postpone the remaining 4 lectures from October /2015 to January 2016</li> <li>- Most of the group Members were satisfied by the training as the overall average was around 4.2 out of 5.</li> <li>- <b>The reason behind the absence of some trainees to the sessions held in Ramallah and the OJT part as they were from Hebron City and they find it difficult to go to Ramallah to finish the training.</b></li> <li>- Some of the trainees suggested additional subjects to be taken into considerations in the future such as, Electronic marketing, Pharmaceuticals Marketing plans and True success stories.</li> <li>- <b>OJT Follow up sessions were held also and group members of south and north made final presentation as a follow up for the OJT Companies but as for Jaafar sweets Co. group members, it was postponed as all of the group members were out of the country and some couldn't attend due to Gaza participants permissions from the Israeli side but they made it in April 26/2016 and the client was satisfied.</b></li> <li>- Mr. Fujita methods are interesting and deliver Ideas smoothly.</li> </ul>	

## Module D1 Strategic Management Report – North Area

**TRAINER :** MR.FUKUYAMA

**COORDINATOR :** MS. RASHA  
( FOR OJT)

<b>PERIOD</b>	Lecture Part: August 23,24,25,30 /2015 & Sep. 1,2,3/2015	<b>OJT Part :</b> March 1,2,3,6,7,8,9 /2016
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 15 Participants	<b>OJT Part :</b> 9 NE Participants <b>General :4</b> <b>Completed 8</b> NE <b>Specialist:0</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> <b>Financial Management &amp; Management Control by Mr. Mukuyama and additional examples and daily tests by Mr. Fujimoto</b>	<b>OJT Part :</b> <b>Financial Management &amp; Management Control by Mr. Fujimoto</b>
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days
<b>PLACE :</b>	<b>Lectures Part:</b> in Nablus	<b>OJT Part:</b> in Ramallah
<b>OJT COMPANIES :</b>	<ul style="list-style-type: none"> <li>- Pharmacare PLC ( Ramallah )</li> <li>- Al Arz Ice Cream ( Nablus )</li> </ul>	
<b>EVALUATION OF THE TRAINER :</b>	<b>4.5 out of 5</b>	
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Nablus and due to the political situation which made it difficult to keep the OJT part in Nablus also, it was made in Ramallah instead.</li> <li>- 2 Participants switched in the OJT part to attend South group ( Waddah and Maher )</li> <li>- <b>One Participant (Medhat Nassar) was in study in Malaysia training during the OJT Period.</b></li> <li>- One Participant (Bashar Jomaa) was on a business trip when the OJT part took place and he is supposed to compensate.</li> <li>- <b>Two Female Participants ( Zainab and Inas ) were not able to attend the OJT part as it was held in Ramallah not in Nablus.</b></li> <li>- One participant (Mr. Maher Lubbada) had previous arrangements and he couldn't attend the OJT Part.</li> <li>- Most of the group members were satisfied by the training as the Overall average score was 4.2 out of 5</li> <li>- Some of the trainees suggested that the OJT part must be longer to get more benefits also they suggested to make the training in a place closer to the trainees and not on continuous training days basis.</li> <li>- Mr. Fukuyama average score of evaluation was 4.5 out of 5 which indicates that the trainees was satisfied with his attitude and way of lecturing.</li> </ul>	

## Module D1 Strategic Management Report – South Area

**TRAINER :** MR.FUKUYAMA

**COORDINATOR :** MS. RASHA ( FOR OJT)

<b>PERIOD</b>	Lecture Part: Sep. 6,7,8,14,15,16.17 /2015	<b>OJT Part :</b> March 14-17 & 20-22 &24 /2016
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 10 Participants	<b>OJT Part :</b> 10 Participants  NE General :4 NE Specialist:1
<b>CURRICULUMN</b>	<b>Lectures Part :</b> <b>Management Consulting</b>	<b>OJT Part :</b> <b>Management Consulting / OJT Guidance</b>
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days
<b>PLACE :</b>	<b>Lectures Part:</b> in Hebron	<b>OJT Part:</b> in Ramallah and Bethlehem
<b>OJT COMPANIES :</b>	<ul style="list-style-type: none"> <li>- Izhiman Company ( Chocolate, Nuts , Cofee, etc) ( Ramallah )</li> <li>- BeitJala Pharmaceutical (Bethlehem )</li> </ul>	
<b>EVALUATION OF THE TRAINER :</b>	<b>4.75 out of 5</b>	
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Hebron and due to the political situation which made it difficult to keep the OJT part in Hebron, it was made in Ramallah instead with some visits to Bethlehem to the OJT Co.</li> <li>- 2 Participants switched in the OJT part to attend South group ( Waddah and Maher ) they were registered in the North group</li> <li>- 2 Participant ( Duha Sharabati and Ala Amr ) was not able to attend the OJT part as it was held in Ramallah not in Hebron.</li> <li>- Most of the group members were satisfied by the training as the Overall average score was 4.1 out of 5</li> <li>- Some of the trainees suggested : <ul style="list-style-type: none"> <li>▪ to put a follow up plan for OJT companies for one year as quarter visits</li> <li>▪ make more interviews session to the company in the ojt</li> <li>▪ To take ToT Course</li> </ul> </li> <li>- Mr. Fukuyama average score of evaluation was 4.7 out of 5 which indicates that the trainees was satisfied with his attitude and way of lecturing.</li> <li>- NE specialist is Mr. Jabra who took lecture on Ph1 and finished OJT in Ph2</li> </ul>	

## Module C & D2 Report

### MODULE C & D2 REPORT, NORTH AREA SESSIONS

<b>TRAINER :</b> <b>COORDINATOR:</b>	Mr. Tamada Ms. Sabrein Nassar		
<b>PERIOD</b>	<b>Lecture Part</b> C: Aug. 9,10,16,17,18,19,20 /2015 D2: Sep. 6,7,8,14,15,16,17 /2015	<b>OJT Part :</b> C : 16-19, 22-24, Nov. /2015 D2: 2-5, 8-10 Nov/ 2015	<b>Open seminar</b> Dec 2 <sup>nd</sup> Open Seminar in RCCIA
<b>NUMBBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> C: 11 Participants  D2: 8 Participant	<b>OJT Part :</b> C: 8 Participant <b>Completed: 8</b>  D2: 8 Participant  <b>Completed: 7</b>	<b>NE General : 0</b> <b>NE Specialist: 5</b>   <b>NE General :0</b> <b>NE Specialist :5</b>
<b>CURRICULUMN</b>	<b>Lectures Part :</b> “Production and sales management” “Corporate diagnosis” “new approach in production quality management” “KAIZEN”	<b>OJT Part :</b> “ OJT for D2 & C_ Production Management	<b>Follow up material</b> “Sales management” “Business process re-engineering”
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days per C 7 Days per D2	<b>OJT Part :</b> 7 Days per C 7 Days per D2	
<b>PLACE :</b>	<b>Lectures Part:</b> in Ramallah	<b>OJT Part:</b> In Ramallah	
<b>OJT COMPANIES :</b>	-Tech Plast , Ramallah -Paper Pal, Ramallah - Birnabala		
<b>EVALUATION OF THE TRAINER :</b>	<b>C: 4.78 / 5</b>  <b>D2: 4.98/5</b>	<b>4.9 /5</b>  <b>5/5</b>	
<b>COORDINATOR (SUHAIB DOMI)</b> <b>COMMENTS :</b>	D2: 2 participant FROM Gaza couldn't attend the OJT in Ramallah, so they joined South OJT sessions. Another 2 participants joined OJT without attending the lectures and one of them got certified later after assignment.		

## Modules C& D2 Production Control & Sales Management & Production Management Report – South Area

**TRAINER :** MR.TAMADA

**COORDINATOR :** MS. RASHA (FOR OJT)

<b>PERIOD</b>	Lecture Part: C: July 26,27,28 & Aug.3,4,5,6 /2015 D2: Aug. 23,24,25,31 & Sep.1,2,3 /2015	<b>OJT Part :</b> C: Dec.14,15,16,17,20, 21,22/2015 D2: Nov.30 & Dec.1.3,6,7,8,9/2015	Open Seminar on 22d Dec. 2015
<b>NUMBER OF PARTICIPANTS</b>	<b>C Lectures Part :</b> 9 Participants	<b>OJT Part :</b> 9 Participants <b>Completion :</b> 9	<b>NE General :</b> 6 <b>NE Specialist:</b> 6
<b>CURRICULUMN</b>	D2 Lecture Part: 9 participant	D2 OJT :9 participant <b>Completion : 9</b>	
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- <b>Lectures Part :</b></li> <li>- <b>C:</b></li> <li>- Production &amp; Sales Management</li> <li>- Kaizen (Continuous improvement)</li> <li>- New approach in Production Quality Management</li> <li>- <b>D2:</b></li> <li>- Corporate Diagnosis (Production Management)</li> </ul>	<ul style="list-style-type: none"> <li>- <b>OJT Part :</b></li> <li>- Cluster Management and Strategic Alliance</li> <li>- OJT for D2 and C modules (Production Management) By : Mr. Tamada Dec.2015</li> </ul>	
<b>DURATION</b>	<b>Lectures Part:</b> 7 Days	<b>OJT Part :</b> 7 Days	
<b>PLACE :</b>	<b>Lectures Part:</b> C: in Bethlehem D2 : in Bethlehem	<b>OJT Part:</b> C: in Ramallah D2: in Ramallah	
<b>OJT COMPANIES :</b>	<ul style="list-style-type: none"> <li>- Al Amin Furniture ( Ramallah )</li> <li>- Al Sadaqa Co. (detergent) (Ramallah)</li> </ul>		
<b>EVALUATION OF THE TRAINER :</b>	<b>4.75 out of 5</b>		
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Lectures part held in Bethlehem and due to the political situation which made it difficult to keep the OJT part in Bethlehem, it was made in Ramallah instead.</li> <li>- 2 participant from Gaza joined D2 ojt part from North Group and have completed the course</li> </ul>		

## Module A Financial Management Report – ToT Sessions

TRAINER : MR.FUJIMOTO

COORDINATOR : MS. RASHA

<b>PERIOD</b>	April 25 - April 28 & May 2,3,4,8
<b>NUMBER OF PARTICIPANTS</b>	First Batch : 5                      Second Batch :3  <b><u>Total</u>        :        8</b> <b><u>Participants</u></b>
<b>CURRICULUM</b>	Youtube Videos ,Business Games and Internal presentations
<b>DURATION</b>	8 Days
<b>PLACE :</b>	Bethlehem , Union of Stones and Marble Venue
<b>OJT COMPANIES VISITS ( IF ANY)</b>	N/A
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- There should be 19 participants instead of 8 participants, but 11 participants apologized to take the ToT as they had full schedule at that time.</li> <li>- Trainer way of lecturing was exciting as he used visualized ways like Dragon den TV program videos.</li> <li>- Trainer Stimulates challenge between NEs in the training by using online business game ( Goventure ) for which we had to buy license through the game website : <a href="http://goventure.net/products/micro-business.html">http://goventure.net/products/micro-business.html</a> and Mohammad Zaatari was the best one with best results</li> <li>- license went to :</li> </ul> <p>1. Abdulhameed 2. Moheeb 3.Maher 4. Jabra 5. Mohammad 6. Ismail <b><u>and still we have 2 left</u></b></p>

## Module B Marketing Report – ToT Sessions

**TRAINER :** MR.FUJITA - LECTURERS : ZIYAD ABU ROB , HANAN ABU RUMILEH, MAHER HUSHAYESH, MEDHAT NASSAR, OSAMA OMARI, MAYSAA ABU AJEENEH , SALAH ODEH, AYMAN MIMI,  
**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	May 2 -3/2016 & July 18,19,20,21,25,26,27,28,31 and Aug 01/2016
<b>NUMBER OF PARTICIPANTS</b>	First Batch : 3 Participants      Second Batch :6 Participants  <b>Total : 9 Participants    final no. is 8 as Sawsan was out of the country</b>
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- Overview of specific strategy &amp; product strategy</li> <li>- Price Strategy</li> <li>- Promotion Strategy</li> <li>- STP</li> <li>- Strategic Planning</li> <li>- Basic Strategy</li> <li>- Market Analysis</li> <li>- Marketing Overview</li> </ul>
<b>DURATION</b>	<b>12 Days:</b> <ul style="list-style-type: none"> <li>- 2            Preparatory sessions</li> <li>- 7 Lectures</li> <li>- 3 OJT sessions</li> </ul>
<b>PLACE :</b>	<ul style="list-style-type: none"> <li>- Bethlehem , Union of Stones and Marble Venue ( 2 Days)</li> <li>- Ramallah Chamber Venue for 10 Days</li> </ul>
<b>OJT COMPANIES VISITS ( IF ANY)</b>	We had 3 OJT companies: <ul style="list-style-type: none"> <li>- Instrumed Co : Medical equipment Import and Trading ( Ramallah)</li> <li>- Scope Co. : IT Company (Ramallah)</li> <li>- House of Nature Co : Herbs and Natural juice Products ( Ramallah)</li> </ul>
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- First 2 Days of ToT were as preparatory sessions for the course.</li> <li>- We had 7 days f lectures and 3 days of OJT</li> <li>- RCCIA announced for a Marketing training course with fees in order to get audience for the ToT sessions and we had 16 participants who paid 200 NIS to attend the training course</li> <li>- Participants acted as Audience and they evaluated Lecturers who were from Project NEs</li> <li>- NEs prepared their own Material and supervised by Mr. Fujita</li> <li>- ToT sessions were divided according to each topic of Marketing</li> <li>- Overall average of the participants according to Audience evaluation was 4.49 out of 5 which is a high score indicates that they were satisfied with Lecturers performance.</li> <li>- Audience was divided into 3 Groups and each group chose one company from their own companies and they made the OJT sessions with final presentation for the basic strategy of the companies.</li> <li>- On the last day participants (Audience) received Certificates from RCCIA for attending Marketing Course.</li> <li>- Ms. Sawsan Abbasi did not attend the main training sessions as she had to travel outside the country.</li> </ul>



## Module D1 Strategic Management Report – ToT Sessions

**TRAINER :** MR.FUKUYAMA

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	April 10-14 & 17-21/ 2016
<b>NUMBER OF PARTICIPANTS</b>	First Batch : 7                      Second Batch : 5  <u>Total</u> :      12 <u>Participants</u>
<b>CURRICULUM</b>	1.10 Fundamentals for Trainer in Lecturing 2. ToT Lectures by Mr. Tetsuo Fukuyama, April 2016. 3. Open Seminar for trial Lectures Material prepared and presented by the NEs
<b>DURATION</b>	9 Days
<b>PLACE :</b>	- Bethlehem , Union of Stones and Marble Venue - Ramallah Chamber Venue for day 5 and day 6 . -Grand park hotel in Bethlehem Venue for the trial lectures open seminar on day 9
<b>OJT COMPANIES VISITS ( IF ANY)</b>	N/A
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- ToT sessions were divided according to each topic of the strategic management as the following :             <ul style="list-style-type: none"> <li>▪ Overview and Corporate Philosophy ( 2 days)</li> <li>▪ Positioning and Value ( 2 Days)</li> <li>▪ SWOT Analysis and Strategy ( 2 Days)</li> <li>▪ Critical Success Factors ( 2 days)</li> </ul> </li> <li>- Participants prepared internal presentation and some group members acted as audience for other group members to evaluate each other presentations and performance.</li> <li>- Overall average of the participants according to their evaluation to each other was 4.49 out of 5 which is a high score indicates that they were satisfied with each other performance.</li> <li>- A trial Lecture open seminar was held on day 9 (last day) , in which groups members acted as the lecturers and this time the audience contains of SMEs 28 representatives and they gave evaluation for each subject from the four subjects presented and the highest evaluation went to Positioning and Value.</li> <li>- Mr. Fukuyama handed the participants a presentation about the main skills that you should have to be good trainer besides the original material.</li> </ul>

## Module C&D2 Production Management& Sales Report – ToT Sessions (North & South Areas)

TRAINER : MR.TAMADA

COORDINATOR : MS. RASHA

<b>PERIOD</b>	<p>North Area : August 02-03 &amp; August 7- 8August 09+ trial lectures day</p> <p>South Area: Aug 10-11 &amp; Aug. 14- Aug15 &amp; Aug 17 ( trial lectures)</p>
<b>NUMBBER OF PARTICIPANTS</b>	<p>South Area :</p> <p>First Batch : 3    Second Batch : 6 ( North Area) First Batch : 4    Second Batch : 3 ( South Area)</p>
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- ToT Lecture By Mr. Tamada</li> <li>- ToT Reference Materials</li> <li>- Open Seminar for trial Lectures Material prepared and presented by the NEs</li> </ul>
<b>DURATION</b>	<p>5 Days for North Area 5 Days for the South Area</p>
<b>PLACE :</b>	<ul style="list-style-type: none"> <li>- Ramallah Chamber Venue for North Area group</li> <li>- Bethlehem , Union of Stones and Marble Venue for South Group</li> <li>- Ceaser Hotel Venue for the trial lectures open seminar on day 5 for North Area.</li> <li>-Orient Palace hotel in Bethlehem Venue for the trial lectures open seminar on day 5 for South Area.</li> </ul>
<b>OJT COMPANIES VISITS ( IF ANY)</b>	N/A
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- ToT Participants were divided into groups according to each topic of the Production management as the following : <ul style="list-style-type: none"> <li>▪ 5S</li> <li>▪ 7 wastes</li> <li>▪ TQM</li> <li>▪ Inventory Management</li> <li>▪ PDCA</li> <li>▪ BPR</li> <li>▪ TPS</li> </ul> </li> <li>- Participants prepared internal presentation and some group members acted as audience for other group members to evaluate each other presentations and performance.</li> <li>- Overall average of the participants according to trial lectures evaluation to the lecturers was 4.3 out of 5 for North area and 3.9 out of 5 for South Area which is a high score indicates that they were satisfied with each other performance.</li> <li>- A trial Lecture open seminar was held on day 5 (last day) , in which groups members acted as the lecturers and this time the audience contains of SMEs representatives and they gave evaluation for each subject from the Production Management subjects presented and the highest evaluation went to KAIZEN for North and South Areas both .</li> <li>- Mr. Tamada handed the participants a presentation about the main skills that you should have to be good trainer besides the original material.</li> </ul>

## Training of Trainers – General Topics

**TRAINER :** MR. WAHID JUBRAN

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	July 17 <sup>th</sup> and 24 <sup>th</sup> , 2016 (2 days)
<b>NUMBBER OF PARTICIPANTS</b>	Day 1: 15, Day 2: 18 (21 attended at least 1 day 14 attended both of the 2 days)
<b>CURRICULUM</b>	<p>Basics of instructional design Adult learning, ADDIE model, ARCS model. Training Needs Analysis (TNA) Training Design and Development (including curriculum and lesson plan development) Training Material Design and Development</p> <p>Training Delivery Positive learning environment, Classroom set-up, training methods. Facilitation Skills Facilitation Model, Energizers/ Icebreakers, Handling Difficult participants</p> <p>Training Evaluation Basics and Kirkpatrick's Four-Level Training Evaluation Model</p>
<b>DURATION</b>	2 days
<b>PLACE :</b>	Ramallah
<b>EVALUATION OF THE TRAINER :</b>	4.34
<b>COMMENTS FROM THE TRAINER</b>	This course needs more than 2 days implementation.
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	

## Modules C&D2 Production Control & Sales Management & Production Management Report – MoNE Staff

**TRAINER :** MR.TAMADA

**COORDINATOR :** MS. RASHA

<b>PERIOD</b>	<b>Lecture Part:</b> Nov.1,2,3,9,10,14,16, 17, 23, 29/2016	<b>OJT Part:</b> Nov.30, Dec1,7,8,13,14,15,18,19&20/2016	
<b>NUMBER OF PARTICIPANTS</b>	<b>Lectures Part :</b> 17	<b>OJT Part :</b> 17	<b>NE General:</b> 0 <b>NE Specialist:</b> 17
<b>CURRICULUM CONTENTS</b>	<ul style="list-style-type: none"> <li>- Overview of Production Management</li> <li>- Total Quality Management (TQM)</li> <li>- Quality Control (QC)</li> <li>- Production Planning</li> <li>- Kaizen (PDCA, 5S &amp;7 wastes)</li> <li>- Industrial Engineering (IE)</li> <li>- Toyota Production System (TPS)</li> </ul>	<ul style="list-style-type: none"> <li>- Production Method (Cell System)</li> <li>- Business Process Re-engineering (BPR)</li> <li>- Supply Chain Management (SCM)</li> <li>- Inventory Management</li> <li>- Kaizen Master Plan</li> <li>- Enterprise Diagnosis Report</li> </ul>	
<b>DURATION</b>	<b>Lectures Part:</b> 10 Days	<b>OJT Part :</b> 10 Days	
<b>PLACE :</b>	<b>Lectures Part:</b> Ramallah (MoNE)	<b>OJT Part:</b> Ramallah (MoNE)	
<b>OJT COMPANIES :</b>	<ul style="list-style-type: none"> <li>- Maayah Furniture (Ramallah)</li> <li>- Kplast (Nablus)</li> </ul>	<ul style="list-style-type: none"> <li>- Rural Development Co. (Yanabee water) in Nablus</li> <li>- Plastopal (Hebron)</li> </ul>	
<b>EVALUATION OF THE TRAINER : (OUT OF 5)</b>	4.78		
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- Most of the group members were satisfied by the training as the Overall average score was 4.68 out of 5</li> <li>- Some of the trainees suggested: <ul style="list-style-type: none"> <li>▪ To give financial support for the OJT Companies (for simple requirements)</li> <li>▪ To add budget for OJT companies to get them flipcharts, signs, etc.)</li> <li>▪ To give them longer time for the Implementation</li> <li>▪ To use JAIP companies as OJT companies</li> </ul> </li> <li>- Mr. Tamada average score of evaluation was 4.78 out of 5 which indicates that the trainees were satisfied with his attitude and way of lecturing.</li> <li>- Mr. Tamada Gave Participants daily short tests in addition to the final exam</li> <li>- Class had a high attendance rate which means a high level of commitment.</li> <li>- Follow up for OJT companies will be made in Jan. and Feb. 2017 and Mr. Ahmad Al Qinneh will be in charge of managing OJT visits and collecting Reports.</li> <li>- 17 Participants were certified as Production Management and Sales Specialists.</li> <li>- All participants were from MoNE Staff field office (Nablus, Jenin, Ramallah, Tulkarem, Jericho, Jerusalem, Bethlehem, Qalqilya and Hebron)</li> </ul>		

## Basic Business Management Course Report

**TRAINERS :**            **MR.MOHAMMAD  
ZAATARI     AND     MR.  
ABDULHAMEED SALEM**

**COORDINATOR :**        **MS. RASHA**

<b>PERIOD</b>	Nov.16,17 &22 /2016		
<b>NUMBBER OF PARTICIPANTS</b>	<b>Registered:</b> 33 Participants	<b>Attended:</b> Day1 : 27 Day 2 &3 : 22	<b>Certified:</b> 15 (PIEFZA: 6 CCIA/PFI: 9)
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- Go Venture Software ( Business game)</li> <li>- Strategic Management</li> </ul>		
<b>DURATION</b>	<b>Lectures Part:</b> 3 Days		
<b>PLACE :</b>	Ramallah , MoNE Venue Floor -1		
<b>EVALUATION OF THE TRAINER :</b>	<ul style="list-style-type: none"> <li>- <b>Mohammad Al Zaatari: 3.91 out of 5</b></li> <li>- <b>Abdulhameed Salem : 4.12 out of 5</b></li> <li>- <b>Overall average : 3.67 out of 5</b></li> </ul>		
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- First day and second day of the training was practical as participants played a business game (Goventure) and they compete in groups.</li> <li>- TVET Coordinators showed their commitment to the training.</li> <li>- In the last two days of the training PIEFZA Staff had urgent meetings this is why some of them did not show up again in the final 2 days .</li> <li>- A comprehensive test was given to the participants as part of the Assessment criteria.</li> </ul>		

## Basic Production Management Course Report

**TRAINERS :**         **MR. SALAH ODEH**                                 **MR. AYMAN MIMI**  
                          **MR. MOHAMMAD KHATIB**                         **MR. ZIEAD FADEL**  
                          **MR. REZIQA SAYYED**                                 **MS. MAYSA ABU AJEENEH**  
                          **MR. TAMADA**

**COORDINATOR :** **MS. RASHA**

<b>PERIOD</b>	Dec.04,05 &06 /2016																
<b>NUMBBER OF PARTICIPANTS</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 25%;"><b>Registered:</b></td> <td style="width: 25%;">34</td> <td style="width: 25%;"><b>Attended:</b></td> <td style="width: 25%;"><b>Certified:</b></td> </tr> <tr> <td>Participants</td> <td></td> <td><b>Day1 : 17</b></td> <td>11</td> </tr> <tr> <td></td> <td></td> <td><b>Day2:15</b></td> <td><b>(PIEFZA: 2</b></td> </tr> <tr> <td></td> <td></td> <td><b>Day 3 : 18</b></td> <td><b>CCLIA/PFI: 9)</b></td> </tr> </table>	<b>Registered:</b>	34	<b>Attended:</b>	<b>Certified:</b>	Participants		<b>Day1 : 17</b>	11			<b>Day2:15</b>	<b>(PIEFZA: 2</b>			<b>Day 3 : 18</b>	<b>CCLIA/PFI: 9)</b>
<b>Registered:</b>	34	<b>Attended:</b>	<b>Certified:</b>														
Participants		<b>Day1 : 17</b>	11														
		<b>Day2:15</b>	<b>(PIEFZA: 2</b>														
		<b>Day 3 : 18</b>	<b>CCLIA/PFI: 9)</b>														
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- TQM , QC , KPI</li> <li>- 5S , 7 Wastes ,Toyota Production System</li> <li>- Inventory Management, PDCA ,KAIZEN, Sales Management&amp; Logistics</li> </ul>																
<b>DURATION</b>	<b>Lectures Part:</b> 3 Days																
<b>PLACE :</b>	Ramallah , MoNE Venue Floor -1																
<b>EVALUATION OF THE TRAINER : OUT OF 5:</b>	<p>Mr. Salah Odeh :4.02  Mr. Ayman Mimi: 4.29  Mr. Mohammad Khatib :<b>3.83</b>      Mr. Ziead Fadel: 3.91  Mr. Reziq Sayyed:      4.03  Ms. Maysa Abu Ajeeneh:<b>4.43</b>  Mr. Tamada: 4.13</p> <p style="margin-left: 20px;">- <b>Overall Average :</b>  <b>3.7</b></p>																
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- An online test was given to participants as a part of the Assessment criteria.</li> <li>- We had participants from PIEFZA, Chambers, TVET Coordinators and PFI</li> <li>- Last session was practical for Ms. Maysa part which made it exciting and easy to understand</li> <li>- We used lecturers from project National Experts who prepared their own material supervised by the Japanese Expert Mr. Tamada.</li> <li>- Participants showed their interests in studying subjects into more detailed way like: Sales and Marketing, KAIZEN, Justin in time technique, 5S.</li> </ul>																

## Basic Marketing Course Report

**TRAINERS :**            **MR. FUJITA**                            **MR. ZIYAD ABUROB**

**COORDINATOR :** **MS. RASHA**

<b>PERIOD</b>	Dec.19,21 &22 /2016												
<b>NUMBBER OF PARTICIPANTS</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><b>Registered:</b> 38Participants</td> <td style="width: 25%;"><b>Attended:</b></td> <td style="width: 25%;"><b>Certified:</b></td> </tr> <tr> <td></td> <td><b>Day1 : 20</b></td> <td><b>13</b></td> </tr> <tr> <td></td> <td><b>Day2:20</b></td> <td><b>(PIEFZA: 3</b></td> </tr> <tr> <td></td> <td><b>Day 3 : 17</b></td> <td><b>CCIA/PFI: 10)</b></td> </tr> </table>	<b>Registered:</b> 38Participants	<b>Attended:</b>	<b>Certified:</b>		<b>Day1 : 20</b>	<b>13</b>		<b>Day2:20</b>	<b>(PIEFZA: 3</b>		<b>Day 3 : 17</b>	<b>CCIA/PFI: 10)</b>
<b>Registered:</b> 38Participants	<b>Attended:</b>	<b>Certified:</b>											
	<b>Day1 : 20</b>	<b>13</b>											
	<b>Day2:20</b>	<b>(PIEFZA: 3</b>											
	<b>Day 3 : 17</b>	<b>CCIA/PFI: 10)</b>											
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- <b>Marketing Overview</b></li> <li>- <b>Why Marketing Now</b></li> <li>- <b>2 Case Studies</b></li> </ul>												
<b>DURATION</b>	<b>Lectures Part:</b> 3 Days												
<b>PLACE :</b>	Ramallah , MoNE Venue Floor -1												
<b>EVALUATION OF THE TRAINER : OUT OF 5:</b>	<p>Mr. Fujita: 4          Mr. Ziyad Aburob: 4.63</p> <ul style="list-style-type: none"> <li>- <b>Overall Average : 4.11</b></li> </ul>												
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- We had participants from PIEFZA, Chambers, TVET Coordinators and PFI</li> <li>- Mr. Ziyad included many local examples which made it easier for the participants to understand.</li> <li>- Mr. Ziyad is one of the National experts of BDS project who prepared the Material by himself.</li> <li>- On the last day trainees worked on a case study we had 2 companies A and B , which is a part of the assessment criteria .</li> </ul>												

## Basic Accounting Course Report

**TRAINERS :**            **MR. FUJIMOTO**                            **MR. ISSAM ABUZAIID**  
                                 **MR. SALAH ODEH**

**COORDINATOR :** **MS. RASHA**

<b>PERIOD</b>	Jan.15,16 &17 /2017		
<b>NUMBER OF PARTICIPANTS</b>	<b>Registered:</b> 38Participants	<b>Attended:</b> Day1 : 16 Day2:15 Day 3 : 12	<b>Certified:</b> 11 (PIEFZA: 2 CCIA/PFI: 9)
<b>CURRICULUMN</b>	<ul style="list-style-type: none"> <li>- Bookkeeping</li> <li>- Exercises</li> <li>- Ratio Analysis</li> <li>- Cost Accounting</li> </ul>		
<b>DURATION</b>	<b>Lectures Part:</b> 3 Days		
<b>PLACE :</b>	Ramallah , Ankars Suites		
<b>EVALUATION OF THE TRAINER : OUT OF 5:</b>	Mr. Fujimoto: 4.28 Mr. Issam Abuzaid: <b>4.38</b> Mr. Salah Odeh : 4.22 - <b>Overall Average : 3.86</b>		
<b>COORDINATOR ( RASHA ) COMMENTS :</b>	<ul style="list-style-type: none"> <li>- We had participants from PIEFZA, Chambers, TVET Coordinators and PFI</li> <li>- Practical exercises included</li> <li>- A test was taken by the participants on the final day</li> </ul>		



## Business Problems Identification Session

**TRAINER :** MR. FUJITA

**COORDINATOR :** RASHA

<b>PERIOD</b>	5 <sup>th</sup> Feb. 2017
<b>NUMBER OF PARTICIPANTS</b>	4
<b>CURRICULUM</b>	Way of Thinking for Business Consultants 1. Logical Thinking 2. Logic Trees 3. Exercise
<b>DURATION</b>	4 hours
<b>PLACE :</b>	Ramallah
<b>EVALUATION OF THE TRAINER :</b>	NA
<b>COMMENTS FROM THE TRAINER</b>	NA



**Appendix 7**  
**Master List of OJT Model Companies**  
**for BDS Training**



## Appendix 7: Master List of OJT Model Companies for BDS Training

### (1) Phase 1 - OJT Company List

As of March 2017

Module A & D1/ Mr. Fukuyama, Mr. Mukaiyama						
City	Company Name	Line of Business	OJT result	Proposal	Follow-Up status	Impacts observed
Hebron	Al Harm Modern Company	Plastic Case for food industry	Report submitted	(D1) Produce new products for current and new clients Consideration: Variety of production, New client, Strengthen existing channels and expand the channels, Increasing productivity	No follow-up	-
Hebron	Abu Mazen	Restaurant, hotel and catering	Report submitted	(D1) Horizontal Expansion of hotel business. Opening a new branches in Palestinian cities to capitalize on the brand name "Abu Mazen". Marketing the special Sweets.	One Follow up visit Proposed Top Management Reporting System and example CSF to Abu Mazen Hotel	-
Hebron	Al Shark Electrode CO	Wires cables	Report submitted	(A) New investments & shift business to construction sector Consideration: Excellent location, Customer needs Decrease cost production, Variety of products layout	No follow-up	-
Hebron	PetroPal	Mineral Lube oil	Report submitted	(A) New Target Create new channels, Maximize Market share	No follow-up	-
Hebron	Royal Textile	textile	Report submitted	(A) Financial analysis of various ratios based on the available data (single year data of FY2012) (D1) Recommendation on market segmentation by Positioning of the business, SWOT analysis	No follow-up	-
Bethlehem	Raed Cosmetics	Cosmetics (functional)	Report submitted	(D1) CRM, CSF definition. 3 Strategies - To open small shops owned the company - To market products in Saudi Arabia - To sell standard items using the current distribution channels while the remaining items exhibit in their small shops	One Follow up visit Follow-up of 3 strategies proposed and further discussion on CSF	-
Nablus	Arab Eastern Co.	Diaper	Phase 1 submitted report	(D1) - Launching new products (sanitary napkins, baby wipes, facial tissue). - Establish marketing team (south area and Gaza). - Establish export office to expand exporting	No follow-up (company did not accept the proposal as they concentrate on short-term profit)	-
Nablus	Allesco co (Al AKHARAS Group)	Electrical Engineering (distribution switchboard)	Phase 1 submitted report	(D1) Add production line to meet increasing demand before completing the building of new factory and expand to Gaza, Jordan. Make contract with engineering consulting firm to recommend their product. (A) Discussed on inventory level and account receivable collection methods based on financial performance. Lack of data, financial plan not proposed.	No follow-up due to security condition	-

Module B/ Mr. Fujita						
City	Company Name	Line of Business	Status	Proposal	Follow-Up status	Impacts observed
Nablus	Nablus Soap	Olive oil soap	Phase 1 report submitted. Preparing for branding strategy.	Basic Marketing strategy on "Branding". Establish cosmetic centers, promotion to pharmacy doctors, and develop new products (body care cream etc.)	1 follow-up visit in phase 2 by Mr. Fujita and NE. Company showed interest for further continuation but stopped due to busy schedule for JAIP consultation.	-
Ramallah	Reema Tissues	Tissue Paper	Phase 1 report submitted	Basic Marketing strategy on "Market segment expansion". Product differentiation, high quality. Low price for from some products & high price for high quality products. Concentration on B2B promotion. New product development such as wet tissue and pocket tissue.	1 follow-up visit in phase 2 by Mr. Fujita and NE. Company showed interest for further continuation but stopped due to busy schedule for JAIP consultation.	Sales had increased but the causality (contribution of proposal) is not sure. New sales strategy was formulated and product development started in 2015.
Hebron	Petropal	Mineral Lube oil	Phase 1 report submitted	Basic Marketing strategy on "Market segment expansion". Expansion in existing market by better communication with customers and introduction of new business on car maintenance for ladies.	No follow-up	-
Hebron	Abu Mazen	Restaurant, hotel and catering	Phase 1 report submitted but cooperation. Stopped for this module as the company and trainees would like to focus on suggesntion of D1	Basic Marketing strategy on "Multiple shop". Franchise restaurant business utilizing the high recognition in local market and increase sales.	No follow-up	-
Hebron	Suhail & Saheb	Stone and marble	Phase 1 report submitted	Basic Marketing strategy on "Blue Ocean (New Value creation)". Introducing new technology and products and establish branch outside Palestine.	No follow-up	-

Module C & D2/ Mr. Tamada						
City	Company Name	Line of Business	Status	Proposal	Follow-Up status	Impacts observed
Hebron	Eagleflex	Abrasive manufacturer	Phase 1 submitted report for D2 but topped during Module C.	- 5S improvement - Optimization plan for the current production capacity.	<b>1 follow-up visit in phase 2 by Mr. Tamada only</b>	-
Hebron	New Tossetti	Shoe manufacturer	Phase 1 submitted report. In Phase 2, WS held and . Monthly QC circle started, periodical monitoring underway.	5S, Reduction of defect rate by fish borne analysis, advisory on factory relocation (layout reorganization of old factory and new factory)	Follow up visit + 1 workshop in phase 2 ( <b>2 Visits</b> ) + follow up in extension period ( <b>5 visits</b> )	1) 5S advanced (Layout change, flow of production smoothed, work-in-process inventory reduced). 2) QC circle instructed with QC 7tools.
Bethlehem	Al Moasera	Stone processing	Report submitted	- Develop inspection system and product and process standards - Training of workers - Adapt 5S and Visual Control System	No follow-up.	No advancement after Kaizen proposal.
Ramallah	Bassamco Co	Metal containers for trucks	phase 1 submitted report, high cooperation. Warehouse management (WM) continued in phase 2.	- 5S improvements - Organizational chart - safety improvement	1 Follow up visits done in phase 2	1) Significant improvement in WM (Warehouse facility streamlined, raw material supply time from warehouse to production facility reduced). 2) Work safety management, 5S, inventory control improved.
Ramallah	Abu Ein	Aluminium kitchenware manufacturer	phase 1 submitted report, high cooperation	Introduce templates to improve their works Implement KAIZAN at the production area and management area. Workshop about 5S to their employees	Follow up made in extension period ( <b>3 Visits</b> ) and company <b>requested BDS further consultation on new factory layout at the proposed new facility at their expenses.</b>	1) 5S improved (Layout changed partially; production line streamlined; work-in-process inventory reduced). 2) QC circle instructed. Production plan development to be instructed. 3) Productivity increased up to 30% ever since the management introduced employee award system in the middle of 2016. Mr. Ayman Mimi and Tamada attended award ceremony at Abu Ein in December, 2016.
Nablu	Allesco co (Al Akhras Group)	Electrical Engineering (distribution switchboard)	phase 1 submitted report, high cooperation	Improvement on organizational chart and production flow chart	Phase 2 visits were cancelled due to situation in Nablu. <b>1 visit by Mr. Tamada only in the extension period. Showed high interest to receive service in next phase.</b>	The management still seek our consultation for expansion of their production facility to increase their production capacity, since the demands for their products are expected to grow from now on. For instance, they supplied their products of electric distribution board to the company in JAIP, Jericho (FMH).
Nablu	Al-Rajeh	detergent company	phase 1 submitted report and presentation, no cooperation in phase 2	Improvement on Equipment management Pipes and cables, reduce waste on Motion and Waiting time.	No follow-up	-

**(2) Phase 2 and Extension Period - OJT Company List**

**As of March 2017**

Phase 2 Module A & D1/ Mr. Fujimoto and Mr. Fukuyama						
City	Company Name	Line of Business	Status	Proposal	Follow-up status	Impacts observed
Nablus	Al Arz Ice cream	Icecream Co.	Cooperative, visited by Mr. Fukuyama and team, proposal submitted for Mod-D1	Positioning of the business, SWOT analysis, strategies and CSF definition	No Follow-up	-
Ramallah	Pharmacare	Pharmaceutical	cooperation welcomed FROM COMPANY for both A & D1, visited by trainer and team in Phase 2, proposal submitted for Mod-D1 and A	Positioning of the business, SWOT analysis, strategies and CSF definition	No Follow-up (but group leader is an employee)	-
Ramallah	Izhiman Company	Chocolate, Nuts, Coffee, etc.	Cooperative, visited by Mr. Fukuyama and team, proposal submitted	Positioning of the business, SWOT analysis, strategies(Suggested expansion to Gaza before exporting to Europe) and CSF definition	No Follow-up	-
Bethlehem	Beit Jala Pharmaceutical	Pharmaceutical	cooperative, welcomed by company for both A & D1, visited by trainer and Team in Phase 2, proposal submitted Mod-D1 and A. (WS on TQM and QC circle was made on 30 August 2015 as well.)	Positioning of the business, SWOT analysis, strategies and CSF definition, Financial analysis (suggested direct costing by each product)	No Follow-up (but 2 group members are employee)	The company recognized the importance of the expansion to global market and has started contacting various possible business partners. (C&D2: 5S applied)
Phase 2 Module B/ Mr. Fujita						
City	Company Name	Line of Business	Status	Proposal	Follow-up status	Impacts observed
Ramallah	Al-Amin Furniture co.	Furniture	report submitted	Product diversification to realize excellent luxury space life (First class strategy) Develop new products for younger generation (Economy class strategy)	No follow-up for Marketing	-
Ramallah	Rukab Ice cream Company	Producing and selling Ice-creams & other beverages	report submitted	"Deep and Focus" Growth Strategies by using se the strong points to benefit from the opportunities.	2 follow-up visits made in extension period and working on Basic Strategy and, <b>asked for deep consultation with a fee</b>	-
Ramallah	Jaafar Sweets	Sweets	report submitted	<Differentiation strategy> Create place to increase satisfaction of customers (not only focus on products)	2 follow-up visits made in extension period and working on Basic Strategy and, <b>asked for deep consultation with a fee</b>	Applied some recommendation for the new branch design, opened in Ramallah in Autumn 2016. [Company's answer to questionnaire] (Qualitative) Better promotion ideas, eye opening for the weaknesses
Ramallah	Sadaqa co	Detergent manufacturer	report submitted	<Market expansion to other region in Palestine> Separate marketing department, market analysis, entering new markets in West bank	No follow-up for Marketing	[Company's answer to questionnaire] Hired marketing manager upon recommendation. Entered new markets.



Phase 2 Module C & D2/ Mr. Tamada						
City	Company Name	Line of Business	Status	Proposal	Follow-up status	Impacts observed
Ramallah	Tech Plast	Plastic container for medicine and water	cooperation welcomed , visited by trainer in Phase 2 , report submitted.	Improvement for production area, inventory, management & production division, workers Establishment of production planning at each work station.	- around 3 follow-up visits in phase 2 - another follow up by Hisham Khuffash in Extension Period (3 visits)	Introduced 5S with high motivation; advancement in parts, moulds, inventory control. The management is able to monitor the progress of production by production planning and inform customers of estimated delivery time of their products more accurately. [Company's answer to questionnaire] (Qualitative) smoother work after 5s in the workshop, packaging and labelling for ballets made the work faster. (Quantitative) increased productivity, minimized defect rate, productivity of a 25 kg raw material now makes higher quantity by rate 25%.
Ramallah	Paper Pal	Paper	cooperation welcomed, visited by trainer in Phase 2, report submitted	- Dividing the inventory space into three areas (raw material, finished products, defects). - Apply 5S and elimination of 7 wastes	- around 3 follow-up visits in phase 2 - finished Follow up in the extension as the company stopped working for a while (2 visits)	Introduced 5S; production line streamlined, warehouse management are advancing: First-in First out system with visualization.
Ramallah (for South group)	Al Sadaqa co	Detergent manufacturer	report submitted	5S, Standard operation procedures, demarcated corridor etc.	- around 3 follow-up visits in phase 2 -finished Follow up in Extension Period-(3 visits) by Abdul Abu Rayan	Introduced KAIZEN, and housekeeping activities, quality management and visualization. Improvement of inventory management through visualization. Employees motivations have been raised by KAIZEN activities and productivity has increased. [Company's answer to questionnaire] (Qualitative) at first it was hard acceptance for change, after that seen KAIZEN effects (Quantitative) Sales increased in 1st quarter of 2016, production increased.
Ramallah (for South group)	Al Amin co	Furniture	report submitted	Organization chart and work specification, 5S, 7waste, Visualization, Improve safety issues, Standardized production process, Kaizen awareness workshop, Set-up of QC circle	2 follow-up visits and workshop made in phase2 for Kaizen. 2 other follow up meeting held with the company and showed interest on financial management (costing) and to be supported in next phase.	KAIZEN workshop and 5S implementation in inventory. [Company's answer to questionnaire] (Qualitative) Inventory now clear and spacious. Easier to reach items.
Bethlehem	Arja Textile	Textile	to be analyzed by phase 1 trainees	KAIZEN 5S, 7 wastes. Management by Objectives (MBO) system, Business process flow	finished follow up in Extension period (4 visits)	Business process flow from order receipt to order entry to production division has been streamlined to prevent confusion in business processing.

Extension Period (from Sep.2016- March 2017) Module C & D2/ Mr. Tamada						
City	Company Name	Line of Business	Status	Proposal	Follow-up status	Impacts observed
Ramallah	Maayah Furniture	Wood and Metal Furniture	Cooperative, Diagnosis Report and KAIZEN Report submitted	KAIZEN: 5S, 7 wastes, Inventory Management for both Raw Materials and Finished products	3 follow up visits made in January - March 2017	Inventory areas for raw materials and finished products have been demarcated, so that the transports inside the factory have been eased.
Nablus	K-Plast	Plastic Bottles	Cooperative, Diagnosis Report and KAIZEN Report submitted	KAIZEN: 5S, 7 wastes. Reduction of work in process inventories	3 follow up visits made in January - March 2017	They have established Seiton board to keep the tools in order to eliminate wasteful time for searching. Storing moulds have improved, so that the set-up time caused by changing moulds have been reduced.
Nablus- Beta Village	Palestinian Rural Development Co. (Yanabee Mineral Water)	Mineral Water	Cooperative, Diagnosis Report and KAIZEN Report submitted	KAIZEN:5S, 7 wastes. Reduction of defects caused during bottle blowing process and labelling processes	3 follow up visits made in January - March 2017	5S activities have been implemented. The maintenance system for bottle blowing machine has been introduced.
Hebron	Plasto-Pal	Plastic Products	not that much cooperative, Diagnosis Report and KAIZEN Reports submitted	KAIZEN: 5S, 7 wastes Storing method of moulds	3 follow up visits made in January - March 2017	Small awareness workshop about safety condition was implemented. Other impact to be checked.
Hebron	Lady Fine (Additional case)	Sanitary Products	Analyzed by Bahaa Abu Sara in Extension Period (5 visits) Diagnosis Report and KAIZEN Reports submitted	KAIZEN: 5S, 7 wastes. Reduction of defects in wet tissue production line. Production planning at each work station. Setting metal shelves to store finished products	-	The management is now able to monitor production progress by production planning sheet at each work station and inform customers of estimated delivery time of their ordered products more accurately.

**Appendix 8**  
**Master List of Trainees for BDS**  
**Training**



Trainees Master List (BDS Training)

Ist Batch Trainees (October 2013-March 2015)

No.	ID	Picture	Name	Organization	Title	Address	Module A		Module B		Module C		Module D1		Module D2	Certification					Study in Malaysia			Study in Japan				Logical Thinking & Report Writing 29-30 Sep. 2015	Basic Accounting 4-5 Oct. 2015	Presentation at the Open Seminars	TOT General Session	JAIP Collaboration Consultation OJT							
							Assessment	ToT Assessment	Assessment	ToT Assessment	Assessment	ToT Assessment (C&D2)	Assessment	ToT Assessment		Assessment	Phase1 (old criteria)	Phase 1 Certified Title	Phase 2 Certificate	Phase2 extension Certificate	Phase2 NE-General	Phase2 NE-XX Specialist	Aug. 2014	Feb. 2015	Feb. 2016	Apr. 2014	Jan. 2015					Oct. 2015	May. 2016	Marketing	Strategic Management				
1	001		Ramzy Wael Zreineh	Bethlehem Chamber	Membership and services coordinator	Bethlehem	B						B			A,D1	Financial Management Consultant /Corporate Diagnosis Consultant																						
2	002		Fayrouz Abu Ghattas	FPCCIA	Deputy general director	Bethlehem																																	
3	003		Ra'fat Samih Safi	Chamber of Commerce North Hebron	Planning & Information Department	North Hebron																																	
4	004		Ehab Zaaqiq	North Hebron Chamber	Entrepreneurship and BD Officer	Hebron					A																												
5	005		Ahmad Musa Manasrah	Chamber of Commerce North Hebron	Public Relation Manager	Hebron																																	
6	006		Salah Musa Hussein	Ramallah Chamber	Manager of Trade Promotion Dep.	Ramallah																																	
7	007		Jawad Sayyed Herbawi	Hebron Chamber	CEO	Hebron	A	-			B		A		B	A,B,C,D1,D2	National Expert																						
8	008		Ismail D Sharif	Hebron Chamber	Public relation	Hebron	A	-	C		B		B		B	A,B,C,D1,D2	National Expert																						
9	009		Hanan Abu Rmeileh	Hebron Chamber	Director of studies and advocacy dept.	Hebron	B-		B+	B	B+		A		B+	A,B,C,D1,D2	National Expert																						
10	010		Muhammad Hussein	Hebron Chamber	Cluster animator	Hebron					A	A			A	C,D2	Technical Management Consultant																						
11	011		Alaa Ali Ahmad Amro	Hebron Chamber	Assistant manager of Vocational Training Department	Hebron	B-		N/A				B-			A, B	Financial Management Consultant / Marketing Consultant																						
12	012		Ahmad Hani Joher da'na	Hebron Chamber	Accountant	Hebron	B+				B-		B		B-	A,D1,C,D2	Technical Management Consultant /Financial Management Consultant /Consultant for corporate diagnosis																						
13	013		Ola saleh Sunnoqrot	Hebron Chamber	Assistance of Economic Activities registry Department	Hebron	B-				B-		B		B-	A,B,C,D1,D2	National Expert																						
14	014		Baha' H. R Abu Sara	Hebron Chamber	Financial Manger	Hebron	A				98		B-		98	A, B	Financial Management Consultant / Marketing Consultant																						
15	015		Majd Abu Sharkh	Chamber of Commerce South Hebron	General Director	Hebron																																	
16	016		Mohammad Jabarin	Chamber of Commerce South Hebron	Customer Services Officer	Hebron																																	
17	017		Mohmmad Ibraheem Hawandeh	Chamber of Commerce South Hebron	Head of Services Yatta and Samu	Hebron																																	
18	018		Muhammad Khader Al Battat	South Hebron	Studies department	Hebron																																	
19	019		Jalal Makharza	Chamber of Commerce South Hebron	CHAIRMAN	Hebron																																	
20	020		Ghassan Toumaizy	South Hebron	Head of department	Hebron	B-		C		B		B		B	A,B,C,D1,D2	National Expert																						
21	021		Mo'men Zbeidat	Chamber of Commerce Jericho	Training Department	Hebron																																	
22	022		Majduline Qara'in	Jerusalem	Projects assistant	Jerusalem																																	
23	023		Samer Hisham Omari	Jerusalem	Public relation	Jerusalem	C		B-				B-																										
24	024		Mai Hanini	Chamber of Commerce Jerusalem																																			
25	025	No Pic	Ashraf Makkawi	Chamber of Commerce Jerusalem		Jerusalem																																	
26	026		Jabra Mitwasi	PFI-Textile	Project coordinator	Bethlehem	B+	-	B		A	B+	A	-	A	A,C,D2	Technical Management Consultant/ Financial Management Consultant	B																					
27	027		Maher Hushaysh	PFI-Stone & Marble	Executive director	Bethlehem	A	-	B+	C	A		A	A	A	A,B,C,D1,D2	National Expert																						
28	028		Wesam Tarawh	PFI-Stone & Marble	Vice executive director	Bethlehem	B-		B		B+		B+	B+	B+	A,B,C,D1,D2	National Expert																						
29	029		Naim Barakat	PFI-Pharmacy/Jerusalem Pharmaceuticals Co. Ltd	Jerusalem Pharmaceuticals Co. Ltd	Ramallah																																	
30	030		Ola Al Rajabi	PFI-Metal & Engineering	Executive director						B-		B-		B-	C	Production and Sales Management Consultant																						


















































No.	ID	Picture	Name	Organization	Title	Address	Module A		Module B		Module C		Module D1		Module D2	Certification					Study in Malaysia			Study in Japan				Logical Thinking & Report Writing 29-30 Sep. 2015	Basic Accounting 4-5 Oct. 2015	Presentation at the Open Seminars	TOT General Session	JAIP Collaboration Consultation OJT					
							Assessment	ToT Assessment	Assessment	ToT Assessment	Assessment	ToT Assessment (C&D2)	Assessment	ToT Assessment		Assessment	ToT Assessment	Phase 1 (old criteria)	Phase 1 Certified Title	Phase 2 Certificate	Phase2 extension Certificate	Phase2 NE-General	Phase2 NE-XX Specialist	Aug. 2014	Feb. 2015	Feb. 2016	Apr. 2014					Jan. 2015	Oct. 2015	May. 2016	Marketing	Strategic Management	
124	203		Razan Sawalha	MoNE- Nablus	Head of Industrial Licensing	Nablus					A				A				C,D2		National Expert Production Management and Sales Specialist																
125	204		Saber Al Amleh	MoNE-Ramallah	Head of National Product support division	Ramallah																															
126	205		Rewaa Jallad	MoNE-Tulkarem	Head of food and chemical industries division	Tulkarem					A				A				C,D2		National Expert Production Management and Sales Specialist																
127	206		Sohail Hirzallah	MoNE- Ramallah	Chief of Industrial Licensing Department	Ramallah					A				A				C,D2		National Expert Production Management and Sales Specialist																
128	207		Walea Ramadan	MoNE- Ramallah	Industrial Engineer	Ramallah					A				A				C,D2		National Expert Production Management and Sales Specialist																
129	208		Ziyad Asa'ad	MoNE-Nablus	Head of construction industries division	Nablus					A				A				C,D2		National Expert Production Management and Sales Specialist																
130	209		Raed Abu Karsh	MoNE-Jericho	Head of Business Services unit	Jericho					A				A				C,D2		National Expert Production Management and Sales Specialist																
131	210		Naem Aref	MoNE-Jerusalem	Head of Industrial Licensing	Bethlehem					A				A				C,D2		National Expert Production Management and Sales Specialist																
<b>Participants for Study in Malaysia and Study in Japan Only</b>																																					
132	-		Basem Frechat	MoNE-Jenin	Director of Industry, Trade and National Resources																																X
133	-		Alaa Adili	Bethlehem Chamber of Commerce and Industry	General Director																															X	
134	-		Jamil sultan	FPCCIA	SME Development Officer																															X	
135	-		Mahasen Alzeer	PIEFZA	Interior Auditing Department Manager																															X	
136	-		Israa Mosa	South Hebron CCIA	Public Relation																															X	
137	-		Ali Muhanna	FPCCIA	Planning and SME Development Director																															X	
138	-		Lubna Bseso	PFI - Wood and Furniture industries Union, Gaza	Training and development officer																															Cancelled	
139	-		Rafiq Abu Daoud	Leather and Shoes Industries Union	Board member, PFLI																														X		
140	-		Hasan Abdul Jabar	MoNE H.Q.	Advisor to the Minister																															X	
141	-		Fadi Hidmi	The Arab Chamber of Commerce and Industry in Jerusalem	Director General, Senior Management																															X	
142	-		Nihad Qudsi	MoNE H.Q.	Director of the Private Sector Development																															X	
143	-		Odeh Zaghmouri	PFI	Secretary General																															X	
144	-		Bishara Jubran	Chemical Industry Union	Head																															X	

**Trainees Master List (Basic BDS Training)**

**as of 03 April 2017**

No.	ID	Picture	Name	Organization	Title	Address	Basic Business Management certificate (Nov. 2016)	Basic Production Management certificate (Dec. 2016)	Basic Marketing certificate (Dec. 2016)	Basic Accounting certificate (Jan. 2017)	Business Problem Identification Session (05 Feb. 2017)
<b>Basic Courses Participants</b>											
145	B-1		Mahasen Al Bargouti	PIEFZA	Audit Department Director & BDS Unit Leader	Ramallah	X	X	X		
146	B-2		Issa Abu Eram	PIEFZA	BDSP Working Group Member (IT Technician)	Ramallah					
147	B-3		Dana Al Balawi	PIEFZA	Administrative assistant	Ramallah			X		
148	B-4		Yosra Melhem	PIEFZA	BDS Unit Member and Administrative Assisstant	Ramallah					
149	B-5		Alaa Mlitat	PIEFZA	Legal Researsher / BDS Member	Ramallah					
150	B-6		Khaled Amleh	PIEFZA	Director of Jericho Agro-Industrial Park (JAIP)	Ramallah					
151	B-7		Ola Bargoti	PIEFZA	Director of Administration Dept. & Excutive Secretary of BOD	Ramallah					
152	B-8		Fadwa Azem	PIEFZA	DIRECTOR OF PLANNING AND STUDIES DEPARTMENT	Ramallah	X				
153	B-9		Taher Danon	PIEFZA	Project Director	Ramallah					
154	B-10		Nadem Abu Shamleh	PIEFZA		Ramallah					
155	B-11		Nehaya Hirzala	PIEFZA	Financial Director& Financial Working Group team leader	Ramallah	X		X	X	
156	B-12		Omar Abu Shanab	PIEFZA	Supplies Officer	Ramallah					
157	B-13		Mohamed Mustafa	PIEFZA	Head of budget department and member of FWG & coordinator of PRIDE core team	Ramallah					
158	B-14		Ibrahim Saif	PIEFZA	CEO Office Manager	Ramallah	X	X			
159	B-15		Shadi Shaheen	PIEFZA		Ramallah					
160	B-16		Waleed Adel Salamin	PIEFZA	Operation supervisor	Ramallah					
161	B-17		Rahma Hussein Zaghari	Jericho Agro Industrial Park	Administrative Assistant	Ramallah					
162	B-18-1		Iyad Alawnah	Jericho Agro Industrial Park Company	Accountant	Ramallah					
163	B-18-2		Raya Awajna	Jericho Agro Industrial park Company (JAIPCO)	Office Manager, BSD member	Ramallah	X				
164	B-19		Abrar Shawar	PIEFZA	Accountant	Ramallah	X			X	
165	B-20		Sura Daraghmeh	Tubas CCIA	TVET Coordinator	Tubas	X	X	X	X	
166	B-21		Bilal Abu Shaar	Tulkarm CCIA	TVET Coordinator	Tulkarm					
167	B-22		Ali Shehada	Qalqilya CCIA	TVET Coordinator	Qalqilya	X		X		X
168	B-23		Ahmad Shtaya	Salfeet CCIA		Salfeet					
169	B-24		Husam Iriqat	Jericho CCIA	TVET Coordinator	Jericho					
170	B-25		Wafa Masri	Jericho CCIA	Financial Manager	Jericho					
171	B-26		Reem Musleh	Jericho CCIA	Public Relations	Jericho					
172	B-27		Rafat Safi	North Hebron CCIA							
173	B-28		Haitham Moreb	North Hebron CCIA		Hebron					
174	B-29		Nisreen Abu Dnhash	North Hebron CCIA	Department of Finance.	Hebron				X	
175	B-30		Mohammed Shuaibi	Ramallah CCIA	TVET Cordinator	Ramallah	X	X	X		
176	B-31		Mohammed Taslak	Nablus CCIA	TVET Cordinator	Nablus	X	X		X	X
177	B-32		Majdi Qaoud	Hebron CCIA	TVET Unit Manager	Hebron			X		
178	B-33		Alaa Dodeen	South Hebron CCIA	TVET Cordinator	Hebron	X	X	X	X	X
179	B-34		Muhannad Yaish	Jerusalem CCIA	TVET Cordinator	Jerusalem		X			
180	B-35-1		Yazan Salameh	Jenin CCIA	TVET Cordinator	Jenin	X		X	X	X
181	B-35-2		Roula Salman	Bethlehem CCIA	TVET Coordinator	Bethlehem	X	X	X	X	
182	B-36		Ehab Awad	North Hebron CCIA	Entrepreneurship and BD Officer	Hebron					
183	B-37		Naimeh Foqaha	Tubas CCIA		Tubas		X		X	
184	B-38		Isra Mosa	South Hebron CCIA		Hebron					
185	B-39		Noura Rjoub	South Hebron CCIA		Hebron					
186	B-40		Fidaa Battat	South Hebron CCIA		Hebron					
187	B-41		Falasteen Abu Hmeid	South Hebron CCIA	Administration Dept.	Hebron					
188	B-42-1		Mohammad Hawamdeh	South Hebron CCIA		Hebron					
189	B-42-2		Basel Makhazeh	South Hebron CCIA	Internal Audit department	Hebron				X	
190	B-43		Rawan Shwika	PFI-Ramallah	Projects and Programs Coordinator	Ramallah			X		
191	B-44		Ibrahim Nassar	PFI-Hebron	Technology Transfer Manager, Pump project	Hebron					
192	B-45		Duha Sharabati	USM		Hebron					
193	B-46		Malek Jaber	USM-Nablus-	Coordinator- Nablus Branch	Nablus			X		
194	B-47		Bassam Abu Ghalyoun	PFI-Food Association	Accountant	Ramallah					
195	B-48		Ghada Breakai	PFI-Food Association	Project Coordinator	Ramallah			X		
196	B-49		Muhannad Ghaidan	PFI-Food Association	Accountant	Ramallah				X	X

**Appendix 9**  
**BDS Vision Setting Workshop**  
**Program**



**Program of the Workshop**

**As of 11<sup>th</sup> Oct 2016**

Part	Time	Session	Guiding Notes	Output	Methodology	Participants
<b>(Day 1)</b> <b>12 Oct 2016</b>  <b>Part 1</b>  <b>BDS</b> <b>Vision</b> <b>Setting</b>	<b>09:30-10:00 Registration</b>					
	10:00-10:30	<b>Session 1:</b> Opening remarks And Introduction about the purpose and scope, and expected outputs of the workshop.	<ul style="list-style-type: none"> <li>▪ Explain the exact purpose of the workshop, the methodology and dynamic of the workshop and the role of participants.</li> <li>▪ Focus on the need to come out with specific outputs of each session.</li> <li>▪ [Q.1]Expectations of the participants.</li> <li>▪ General comments of participants before start.</li> <li>▪ Ground rules of the workshop.</li> <li>▪ Agree upon the definition of key terms</li> </ul>	Participants clearly understand the purpose, and what are they going to do.	<b>Introduction and orientation by the facilitator.</b>	<b>All</b> (explain where the focus will be on C/Ps, and where it will be on NEs)
	10:30-11:30	<b>Session 2:</b>  Vision for MSMEs in 2021.	(Presentation of MSMEs statistics) <ul style="list-style-type: none"> <li>▪ <b>[Q.2]How do we want the MSMEs to be in 2021?</b></li> </ul>	Clear image of MSMEs in 2021		<b>All</b> (focus will be on C/Ps representatives)
	<b>11:30-11:45 Coffee Break (15 Min)</b>					
11:45-12:45	<b>Session 3:</b>  Discussing and developing scenarios for MSMEs towards achieving the vision.	<ul style="list-style-type: none"> <li>▪ <b>Analysis of the provision of services to MSMEs:</b> <ul style="list-style-type: none"> <li>○ [Q.3-1]Who need the service?</li> <li>○ [Q.3-2]The % of MSMEs who need the services?</li> <li>○ [Q.3-3]Which sectors?</li> <li>○ [Q.3-4]What kind of services: (training, mini consultation, deep consultation)</li> <li>○ [Q.3-5]How many should be reached out in 5 years</li> </ul> </li> </ul>	Clear scenario for each discussion point.	<ul style="list-style-type: none"> <li>▪ <b>Facilitated Group discussion (or sub groups)</b></li> <li>▪ <b>Presentations of group discussions (flipchart).</b></li> <li>▪ <b>Final output written on flipchart/white</b></li> </ul>	<b>All</b> (focus on both)	

Appendix 9: BDS Vision Setting Workshop Program

Part	Time	Session	Guiding Notes	Output	Methodology	Participants	
<b>(Day 1)</b> 12 Oct 2016  <b>Part 1</b>  BDS Vision Setting (Cont.)			<ul style="list-style-type: none"> <li>○ [Q.3.6]The role of the beneficiary companies play in the economy after getting the services?</li> <li>○ [Q.3.7] What kind of role these beneficiary companies play in the economy? (They will be model companies that will have an effect on the economy and will encourage other companies to request for such services.)</li> </ul>		board.		
	<b>12:45-13:00 Coffee Break (15 min)</b>						
	13:00-14:30	<b>Session 4:</b>  Understanding and developing the vision for BDS provision system for 2021.	<ul style="list-style-type: none"> <li>▪ <b>Where do we want to be in 2021 in terms of BDS provision system in Palestine?</b> <ul style="list-style-type: none"> <li>○ [Q.4-1]How the NEs are contributing to the Palestinian economy in 5 years?</li> <li>○ [Q.4-2]What are the types and minimum quality level of the services by NEs?</li> <li>○ [Q.4-3]What kinds of service package these NEs are providing in 2021?</li> <li>○ [Q.4-4]How the NEs are contributing to your organization in 2021 to ensure the sustainability of the BDS unit in your organization?</li> <li>○ [Q.4-5]Where these NEs are stationed?</li> <li>○ [Q.4-6]What kind of institutional structure gathering NEs in place in 2021?</li> </ul> </li> </ul>	Clear vision of BDS system for 2021 is set out and approved by all C/Ps.	<ul style="list-style-type: none"> <li>▪ <b>Facilitated Group discussion (or sub groups)?</b></li> <li>▪ <b>Presentations of group discussions (flipchart)</b></li> <li>▪ <b>Final output written on flipchart/white board.</b></li> </ul>	All  (focus on NEs)	
	<b>14:30 -15:30 lunch</b>						
	<b>End of day 1</b>						

Part	Time	Session	Guiding Notes	Output	Methodology	Participants	
<b>(Day 2)</b> 13 Oct 2016  <b>Part 2</b>  Draft Strategy & Action Plan Formulation	09:30-10:00	Recap of Day1	<ul style="list-style-type: none"> <li>▪ Presentation of soft data of the vision (if applicable)</li> </ul>			All	
	10:00-11:30	<b>Session 5:</b>  Develop strategies to towards the vision. (Action Plans and institutional arrangements.)	<ul style="list-style-type: none"> <li>▪ <b>[Q.5.1] What strategy to achieve the BDS vision? (How to get there)</b> <ul style="list-style-type: none"> <li>○ [Q.5-1-1]What Type, level and number of service provision in 5 years?</li> <li>○ [Q.5-1-2]What Type, level and number of NEs to be developed in 5 years, and how?</li> <li>○ [Q.5-1-3]What form, number, and region of BDS units?</li> <li>○ [Q.5-1-4]What kinds of institutional arrangements need to be in place and what's the scenario to establish them?</li> <li>○ [Q.5-1-5]What is the role and contribution of each counterpart?</li> </ul> </li> <li>▪ <b>[Q.5-2]What approach to take in coordination, monitoring, and reporting system among MoNE, FPCCIA and PFI?</b></li> </ul>	Specific and detailed description of each discussion point.	<ul style="list-style-type: none"> <li>▪ <b>Facilitated Group discussion (or sub groups)</b></li> <li>▪ <b>Presentations of group discussions (flipchart)</b></li> </ul> Final output written on flipchart/white board.	All (Focus on Both)	
	<b>11:30-11:45 Coffee Break (15 Min)</b>						
	11:45-13:00	<b>Session 6:</b>  Elaboration in piloting phase	<b>[Q.6]What outcome do we want from the piloting? What are we going to do (activities) in the piloting phase?</b> <ul style="list-style-type: none"> <li>▪ Constraints                             <ul style="list-style-type: none"> <li>○ Limited number of NE and trainers.</li> <li>○ Unequal distribution of types/level/number of NEs by MoNE, FPCCIA, PFI and by region.</li> <li>○ Low acceptance level for willingness to pay by MSMEs</li> </ul> </li> </ul>	Detailed and specific description of each discussion point. - List of activity items for the 6 months.	<ul style="list-style-type: none"> <li>▪ <b>Facilitated Group discussion (or sub groups)?</b></li> <li>▪ <b>Presentations</b></li> </ul> Final output written on flipchart /white board.	All (Focus on NEs)	

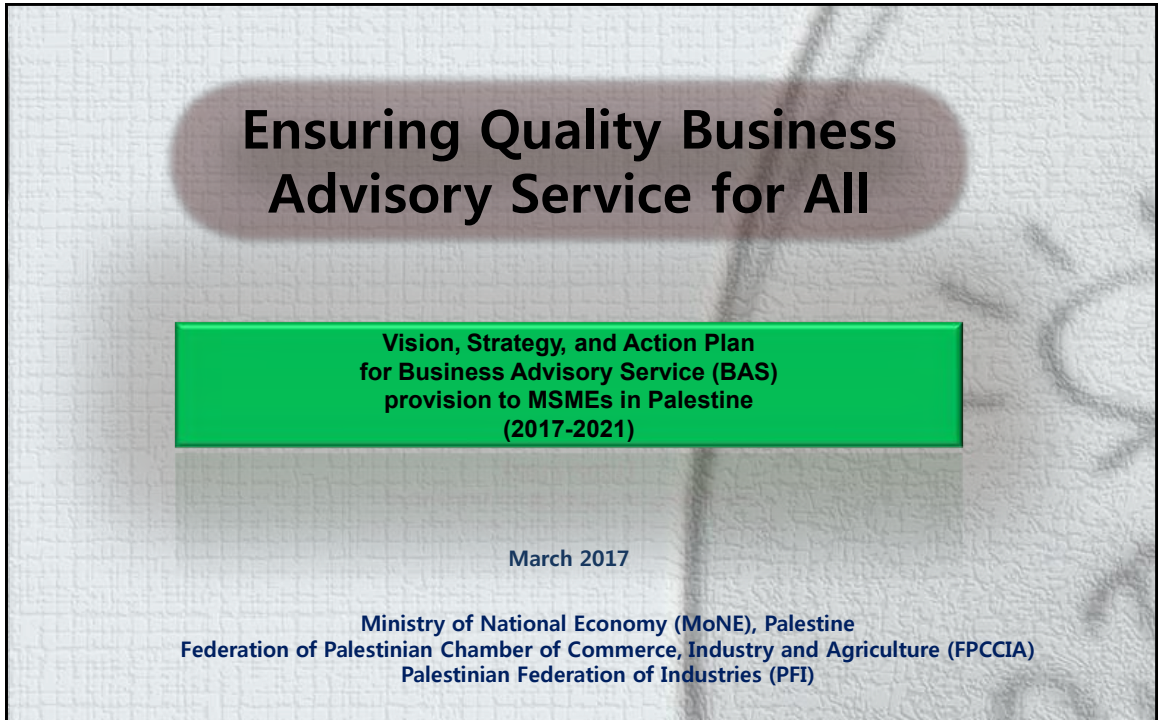
Appendix 9: BDS Vision Setting Workshop Program

Part	Time	Session	Guiding Notes	Output	Methodology	Participants
<b>(Day 2)</b> <b>13 Oct 2016</b>  <b>Part 2</b>			<ul style="list-style-type: none"> <li>▪ Discussion points                             <ul style="list-style-type: none"> <li>○ Piloting in Ramallah Region <b>(Presentation by RCCIA – Ayman)</b></li> <li>[Q.6-1]Flow of activities and processes.</li> <li>○ [Q.6-2]Who is the target of new trainees?</li> <li>○ [Q.6-3]Regional approach/teams of BDS provision</li> <li>○ [Q.6-4]Fees structure in promotional period (if applicable)?</li> <li>○ [Q.6-5]Types and level of consultation in the piloting phase?</li> <li>○ [Q.6-6]Which companies and how to select them?</li> <li>○ [Q.6-7]What kinds of backstopping from Japanese experts?</li> </ul> </li> </ul>			
	<b>13:00-13:15</b>		<b>Coffee Break (15 Min)</b>			
	<b>13:15-14:30</b>	<b>Session 7:</b>  Vision and AP formats and WG formulation /next steps after	<ul style="list-style-type: none"> <li>▪ [Q.7-1]Vision and Action Plan Format</li> <li>▪ [Q.7-2]AP Working Group formulation</li> <li>▪ [Q7-3]Title of the Vision and the Action Plan</li> <li>▪ Conclusions</li> <li>▪ Next steps and timeframe after the workshop toward finalization</li> <li>▪ Wrap Up</li> </ul>	AP Format & WG Formulated. Reviewing major points of agreements. Next steps and time frame.		<b>All</b>  (Focus on both according to each discussion point)
	<b>14:30-15:30</b>		<b>Lunch</b>			
	<b>The End of the day 2</b>					




**Appendix 10**  
**BDS Vision and Action Plan**  
**2017–2021 (Final version)**





<b>Table of Contents</b>	
<ul style="list-style-type: none"><li>▪ <b>Preface</b></li><li>▪ <b>Commitment Statement</b></li> <li>▪ <b>Executive Summary</b></li><li>▪ <b>Definition of key concepts</b></li><li>▪ <b>BAS Vision 2021</b><ul style="list-style-type: none"><li>▪ BAS Vision Statement</li><li>▪ Visualized BAS Vision</li><li>▪ BAS strategic goals</li></ul></li><li>▪ <b>Strategy to achieve the Vision 2021</b><ul style="list-style-type: none"><li>▪ BAS provision system by NEs<ul style="list-style-type: none"><li>▪ Roles of MONE F.O.s, line CCIAs and Unions</li><li>▪ Service package development (Types, Level, Fee Structure)</li><li>▪ Detailed flow of service delivery on the ground</li><li>▪ Target number of service delivery</li><li>▪ Contribution of NEs to BAS units and national economy</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ <b>Quality Assurance</b><ul style="list-style-type: none"><li>▪ Individual competency – NE quality standard</li><li>▪ Service provision</li></ul></li><li>▪ <b>Action Plan 2017-2021</b><ul style="list-style-type: none"><li>▪ NE development (NE reproduction and Further level up of existing NE)<ul style="list-style-type: none"><li>▪ Target number by types of NE</li><li>▪ Target Resource Pool, Training and Role After Certification</li><li>▪ Annual Training Plan</li></ul></li><li>▪ System development<ul style="list-style-type: none"><li>▪ BAS units</li><li>▪ Institutional arrangements</li><li>▪ Roles of each stakeholders</li><li>▪ Map of the BAS service providers</li></ul></li><li>▪ Service provision<ul style="list-style-type: none"><li>▪ Annual Service Provision Plan</li></ul></li><li>▪ Annual Plan Development &amp; Implementation</li></ul></li><li>▪ <b>Conclusion and Way forward</b></li></ul>



## Preface



The aim of this document is to present a vision on business advisory service (hereafter BAS) provision for micro, small and medium-sized enterprises (MSMEs) in 5 years (year 2021) and a strategic plan to achieve it to stakeholders and development partners. The contents of this document are based mainly on the output of the 2-day workshop conducted in October 2016 with the participation of the top management of the project (MoNE, FPCCIA, and PFI) and the national experts to set up the vision for the BAS provision system together with all the discussions in other meetings.

It is expected that within the time frame of the vision, model companies will be developed and will increase their competitiveness in the national and international markets by developing, mainly, their production, marketing, strategic, and financial management abilities. This will also end up with new employment opportunities in these companies and then better economic conditions in the Palestinian territories.

This document aims at presenting: (1) Structuring the BAS provision system, (2) Developing 125 NEs by 2021, and (3) Establishing 8 BAS units by 2021.

In order for this vision to be effective there is a big responsibility on the related organizations to show high commitment to what is agreed upon (by all stakeholders in this document) and to work hard for the challenges in the process.

3

## Commitment Statement





We the undersigned representative of the organizations of Ministry of National Economy (MoNE), Federation of Palestinian Chamber of Commerce, Industry and Agriculture (FPCCIA), and Palestinian Federation of Industries (PFI) affirm our commitment and support to the continuation and achievement of the vision and strategy for business advisory service to MSMEs that is initiated by the JICA/MoNE technical cooperation project for the period of October 2013 – March 2017, with main focus on the development of BAS provision to MSMEs in Palestine. We believe that BAS is of great importance to improve the competitiveness of MSMEs in Palestine, and hence fostering the overall Palestinian economy.

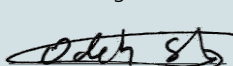
We demonstrate our commitment to the following:

- Maintain and develop the national experts, and their professional standards.
- Establishing BAS units in 4 chambers and in 4 unions, and work on expanding the BAS units to include all chambers and unions.
- Providing support services by MoNE field offices in all the governorates.
- Set up and develop the institutional aspects of the BAS system by the three organizations (MoNE, FPCCIA, and PFI); by initiating the BAS coordination committee headed by SME Division of MoNE to manage the BAS System which work on realization of the vision and strategy regardless of the JICA/MoNE project.


These commitments will be fulfilled by extended effort and cooperation among the three organizations.

  
 Manal Farhan Ibrahim/Shkoukani  
 Project Director, JICA/MoNE Project  
 Director General for Industry and Natural  
 Resources, Ministry of National Economy

  
 Jamal Jawabreh  
 Project Manager, JICA/MoNE Project  
 Secretary General, Federation of Palestinian  
 Chamber of Commerce, Industry and Agriculture

  
 Odeh Shehadeh  
 Project Manager, JICA/MoNE Project  
 Secretary General,  
 Palestinian Federation of Industries

4




## Executive Summary

The purpose of this document is to set down and articulate a BAS vision, strategic objective, and action plan for the next 5 years (2017-2021) building on the achievements of the outcomes of the JICA/MONE Business Development Service enhancement project of the last 3 years and half (2013-2017).

The vision and the plan includes how to develop national experts on business management, and establish a unified BAS provision system in Palestine that will help key industry organizations (MoNE, FPCCIA, PFI, and its member chambers and unions) to enhance their abilities in providing training and consultation services to MSMEs in Palestine.

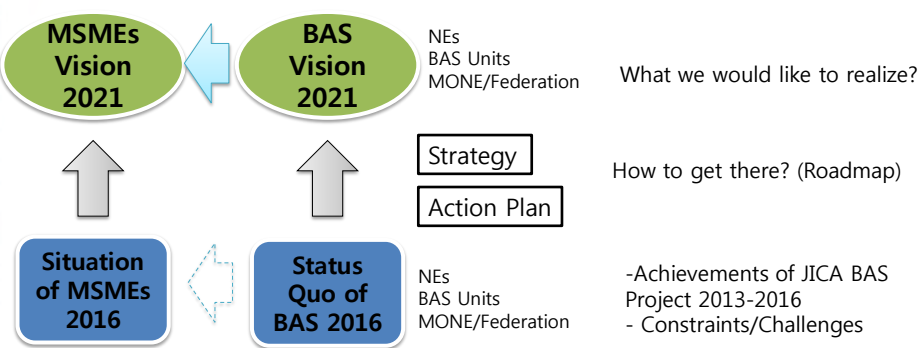
Inputs from the organizations are incorporated in this document, and the topics of discussion are categorized and cover 4 main areas; definitions of vision and strategies, strategies for BAS delivery by the national experts, quality assurance, and action plans.

5



## Definition of key concepts

Schematic Diagram of Vision, Strategy and Action Plan



The diagram illustrates the relationship between current and future states and the plans to bridge them. At the top, 'MSMEs Vision 2021' (green oval) and 'BAS Vision 2021' (green oval) are connected by a blue double-headed arrow. Below them, 'Situation of MSMEs 2016' (blue rounded rectangle) and 'Status Quo of BAS 2016' (blue rounded rectangle) are connected by a blue dashed double-headed arrow. Grey arrows point upwards from the 2016 boxes to the 2021 vision boxes. To the right, a box labeled 'Strategy' is connected to the 2021 vision boxes, and a box labeled 'Action Plan' is connected to the 2016 situation/status boxes. Text descriptions are provided for each vision and the strategy/action plan.

**MSMEs Vision 2021**      **BAS Vision 2021**      NEs  
BAS Units  
MONE/Federation      What we would like to realize?

**Situation of MSMEs 2016**      **Status Quo of BAS 2016**      NEs  
BAS Units  
MONE/Federation      - Achievements of JICA BAS Project 2013-2016  
- Constraints/Challenges

**Strategy**      How to get there? (Roadmap)

**Action Plan**

**Definition**  
**Vision:** Clear "Static" image (snapshot) in future (in 5 years: Year 2021)  
**Strategy:** Set of tactics in the "dynamic" process to realize the vision  
**Action Plan:** Detailed activities to be done in each year (from Year 2017 – 2021) which are in line with the strategy

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**BAS Vision Statement**

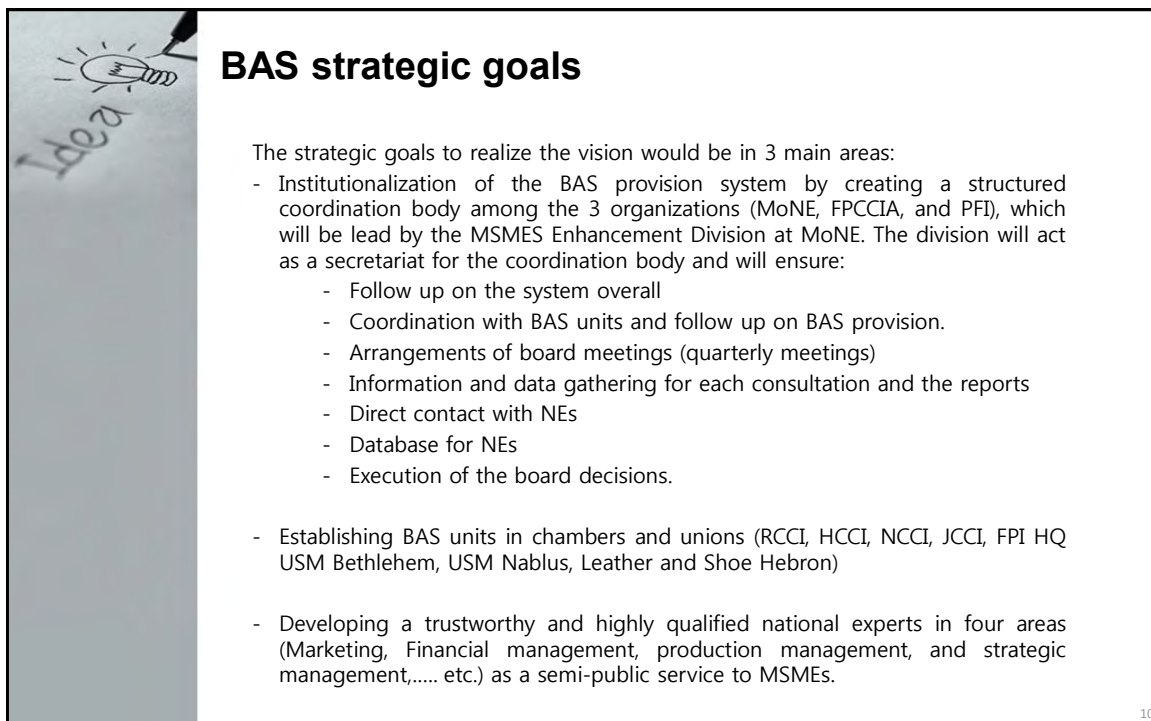
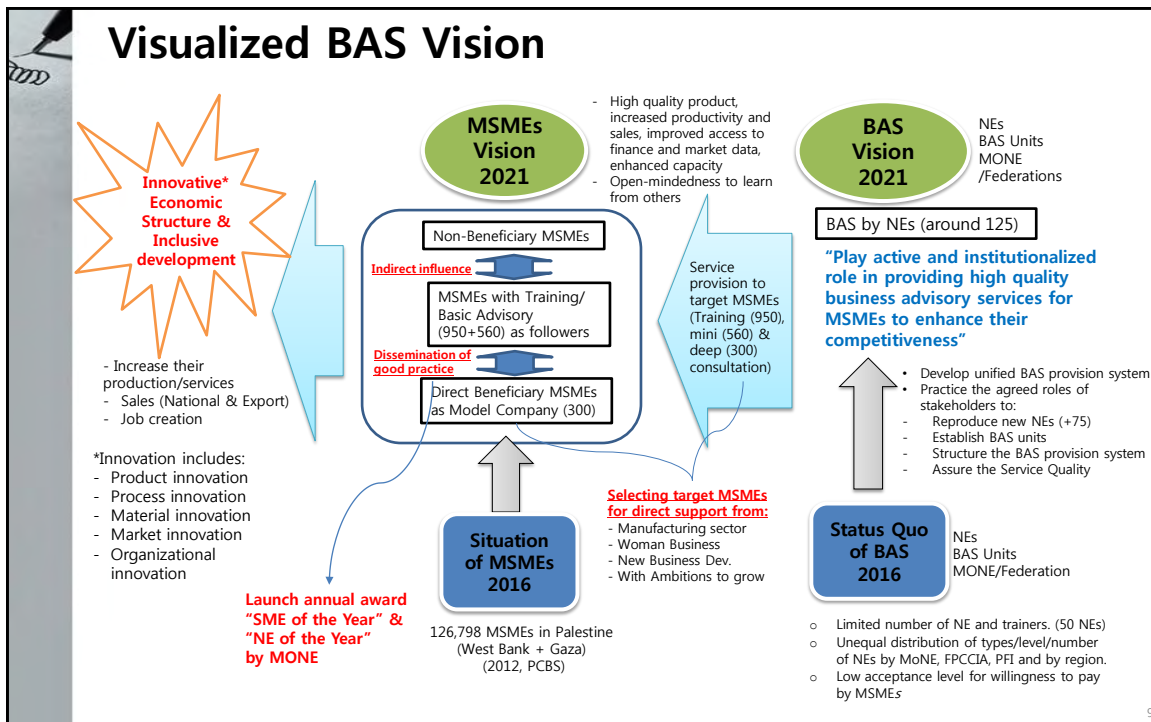
Setting up a vision is an essential first step in order to formulate strategies and make sense of the capacity building and human resource development activities. A vision is a static image of where we would like to be in the future (after 5 years). In the workshop, the participants agreed on the following articulation of the vision for the BAS provision system:

**“Play active and institutionalized role in providing trustworthy and high quality business advisory services for MSMEs in Palestine to enhance their competitiveness\*”**

**\*competitiveness:**  
**High quality product, increased productivity and sales, improved access to finance and market data, enhanced capacity.**

The services is available for all MSMEs that are facing difficulties, start ups, women lead businesses, and those looking for opportunities and need help.

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### **BAS Provision System by the NEs**

- **Roles of NEs and Roles of MONE Field officers, CCIA and Industrial Unions**
  - NE (National Expert) is a professional business management consultant in various key management areas that are developed by the JICA/MONE Project and also continue to be developed to realize the vision.
  - MoNE field officers will act as liaison officer and conduct the corporate diagnoses and mini consultations for MSMEs in the governorates, and for further deep consultations they will cooperate and coordinate with the BAS units in the chambers and unions, and refer this diagnoses to other national experts from chambers and unions according to each region. They also could do the mini consultations if possible in some cases.
  - For chambers and unions which have BAS units, they will receive the requests for service from their member companies, then they will allocate the national experts to provide the service.

(See the diagram in the next slide for the flow of service)

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## BAS Provision System by the NEs

### Service package development (Types, Level, Fee Structure)

The types of the service package will be determined after doing the diagnoses for the companies and it will include: Marketing, financial management, production management, strategic management, HR, and change management...etc.

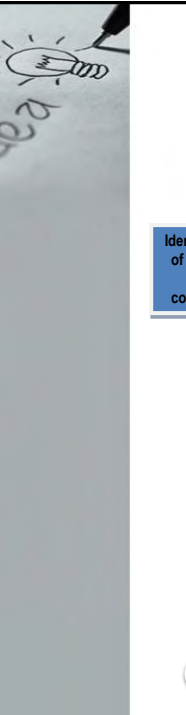
The level of consultation will be in two main categories as shown in the table below:

#	Type of consultation	Fee	Detail of service
1	<b>Mini consultation</b>	Free of charge	This include preliminary diagnoses and quick/short term recommendations/suggestions. 5-8 hours is expected.
2	<b>Deep consultation</b>	(Small company) \$200/day (Micro company) \$100/day	This covers detailed diagnoses, analysis, and final report and proposal presentation as solution.  <i>(The fee is paid by the company to the chamber/union which and they will pay the consultant after deducting 30% of the fees for the chamber/union.)</i>

Short training courses in specific topics of interest to the staff of MSMEs will be provided with a fee as well.

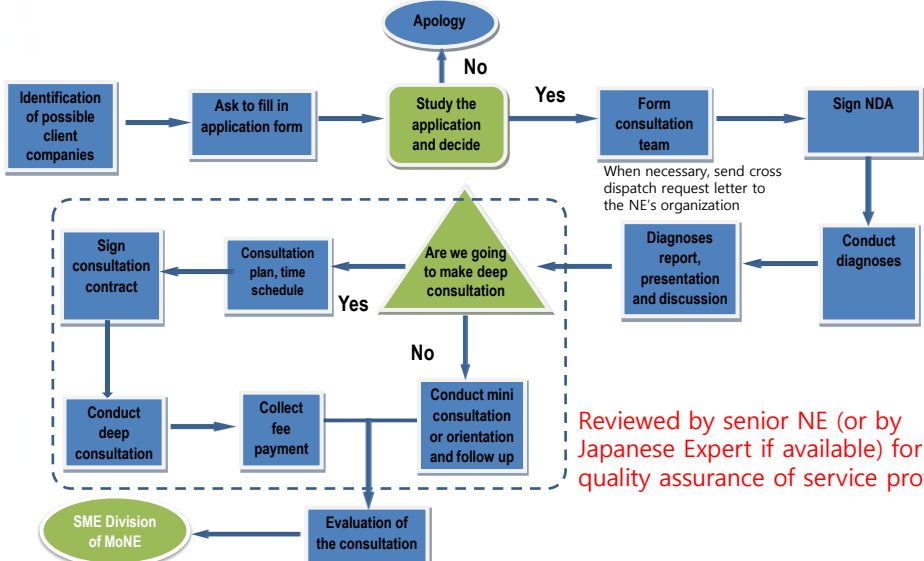
Service packages by various fields and its price will be uploaded to BAS portal website (<http://www.bas-pal.com/>) and visible to the clients to ensure fair and transparent service provision. The contents will be renewed regularly.

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## BAS Provision System by the NEs

- Detailed flow of service delivery on the ground




```

    graph TD
      A[Identification of possible client companies] --> B[Ask to fill in application form]
      B --> C{Study the application and decide}
      C -- No --> D[Apology]
      C -- Yes --> E[Form consultation team]
      E --> F[Sign NDA]
      F --> G[Conduct diagnoses]
      G --> H[Diagnoses report, presentation and discussion]
      H --> I{Are we going to make deep consultation}
      I -- No --> J[Conduct mini consultation or orientation and follow up]
      I -- Yes --> K[Consultation plan, time schedule]
      K --> L[Sign consultation contract]
      L --> M[Conduct deep consultation]
      M --> N[Collect fee payment]
      N --> O[Evaluation of the consultation]
      O --> P[SME Division of MoNE]
      J --> O
      O --> P
  
```

Reviewed by senior NE (or by Japanese Expert if available) for quality assurance of service provision

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## BAS Provision System by the NEs


**Target number of services (mini consultation, deep consultation, and training) in the next five years.**

The numbers below were agreed upon by the three organizations in the workshop and are believed to be feasible.

Year	Mini Consultations	Deep Consultations	Training companies
2017	80	40	150
2018	95	50	170
2019	110	60	190
2020	125	70	210
2021	150	80	230
<b>Total</b>	<b>560</b>	<b>300</b>	<b>950</b>

It is noted that the counseling or inquiries are wide open to the all member companies. Above number is exclusive to each other (net number of beneficiary companies).

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## BAS Provision System by the NEs

- **Contribution of NEs to the BAS units and the national economy**

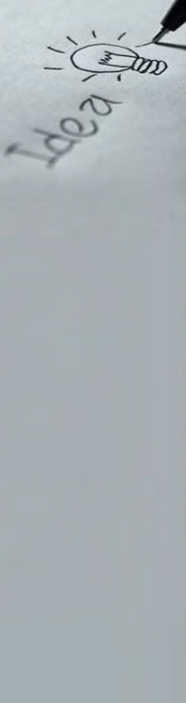
NEs are part of chambers, unions, MoNE, and some companies that belong to PFI. NEs will enhance and expand services of their organizations by working with the BAS units, which will improve the image of their organizations and increase membership.

NEs are expected to contribute to the national economy by supporting MSMEs with **reliable basic business advisory at accessible place and price** to facilitate organic growth of potential great MSMEs that will lead to:

- Best use of resources
- Minimizing waste and risk
- Open new markets
- Generate employment (job creation)
- Enhance investment
- Support and integrate with larger businesses
- Facilitate access to finance.

Companies which receive deep consultation are expected to improve their business management and become “model companies”. MONE will nominate and award best success story as **“SME of the Year”**, together with **“NE of the Year”**. This will help disseminate the good practices to other MSMEs. Those who have participated training or received mini consultation will become good followers to them.

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## Quality Assurance

To assure trustworthy and high quality services as stated in the vision statement, we should focus on two main issues; quality standards of the NEs and quality of the consultation provision.

### 1) Individual competency – NE quality standard

**[Initial certification]** Every trainee who successfully completed the training program (theoretical, and OJT) and has practiced consultations with Palestinian companies should be offered a certificate signed by the minister of national economy (and in short-term by JICA as well). They will be listed in NE directory in BAS service portal website, which have links to each Chambers/Union websites.


**[Renewal]** The renewal of the certificate should be every two years, as we will build on the technical proficiency standards developed by Japanese experts for each module (overall assessment process). The renewal is conditional by the delivery of at least two consultations per year by the NEs. In the process, “NE of the Year” will be nominated and awarded depending on the (1) number of consultations, (2) the innovation in consultation, and (3) the level of satisfaction of beneficiary companies, and this will encourage NEs to provide good service.

The overall assessment process, including the *technical proficiency standards*, which were developed by the Japanese experts for each module will be transferred and reviewed by the Palestinian side and will form the bases for the evaluation of the future NEs.

Certification system will be developed by the three organizations to certify new and operating NEs by making available clear and transparent overall evaluation process and standards.

Written documentation of the activities of the NEs should be available to ensure the accountability of the system.

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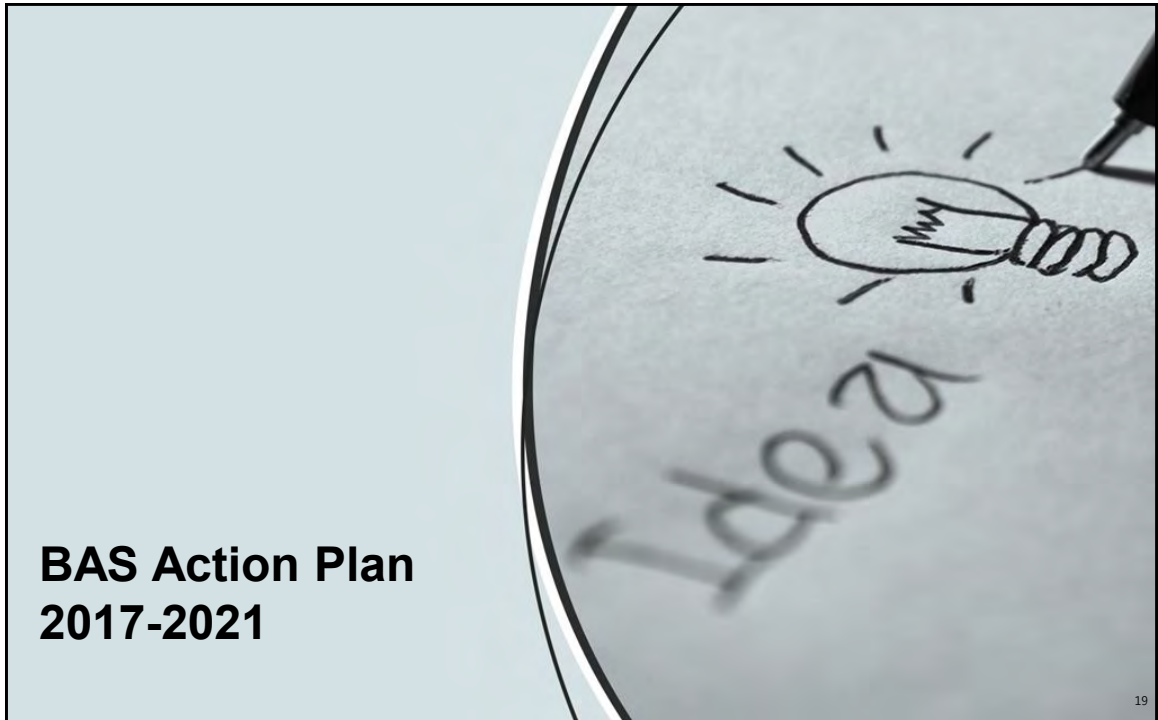
## Quality Assurance

### 2) Quality assurance of service provision

The quality assurance of the service provision could be achieved by:

- Group work will motivate the work dynamic and best use of the experience of each member in the team, which will assure more the quality.
- Control and feedback of the consultation process by BAS units in chambers and unions.
- Standardization of the final report to be provided.
- Review of the final report by a “senior expert” who will give feedback and make approval to the team before presenting the findings to the company.

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## NEs development

**NE reproduction and Further level up of existing NE**

**2 types of NEs:**

- Generalist: Satisfactory expertise in all of the 4 modules
- Specialist: Excellent expertise in at least one module

**Number of NEs to be developed in the next 5 years:**

- 75 NEs (25 generalists, and 50 specialists)
- 15 NEs per year (10 specialists, and 5 generalist)


The existing NEs will be further leveled up by getting involved in practical consultancy assignments, and in their turn they will act as trainers to train/produce new national experts.

Target for new trainees:

- Partners (FPCCIA, Unions, MoNE, Other related organizations)
- Department manager in industrial companies (food industries)
- Other employees in related projects
- Universities (B.A)
- Fresh MBA holders with some related experience
- Individual local consultants

A Training session will be held each year that begins with 20-30 trainees, and to end at least with 15 NE. The arrangements for producing new national experts will be agreed upon among the three organizations and the existing national experts (trainers).

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## NEs development

**Target and Resource Pool of NEs for next phase under the assumption that 50% of the applicants will successfully complete the training program, get certification and commit to the service provision.**

Year	Target Number	Actual number of participants	Potential Trainees
2017-2018	15 NEs (10 specialists, and 5 generalists)	30 applicants for the four modules	<ul style="list-style-type: none"> <li>- Chambers and unions, MoNE, PEIFZA</li> <li>- Other employees in related projects</li> <li>- Universities</li> <li>- Fresh MBA holders with some related experience</li> <li>- Department managers at SMEs</li> </ul>
2018-2019	15 NEs (10 specialists, and 5 generalists)	30 applicants for the four modules	<ul style="list-style-type: none"> <li>- Chambers and unions, MoNE, PEIFZA</li> <li>- Other employees in related projects</li> <li>- Universities</li> <li>- Fresh MBA holders with some related experience</li> <li>- Department managers at SMEs</li> </ul>
2019-2020	15 NEs (10 specialists, and 5 generalists)	30 applicants for the four modules	<ul style="list-style-type: none"> <li>- Chambers and unions, MoNE, PEIFZA</li> <li>- Other employees in related projects</li> <li>- Universities</li> <li>- Fresh MBA holders with some related experience</li> <li>- Individual local consultants</li> <li>- Department managers at SMEs</li> </ul>
2020-2021	15 NEs (10 specialists, and 5 generalists)	30 applicants for the four modules	<ul style="list-style-type: none"> <li>- Chambers and unions, MoNE, PEIFZA</li> <li>- Other employees in related projects</li> <li>- Universities</li> <li>- Fresh MBA holders with some related experience</li> <li>- Individual local consultants</li> <li>- Department managers at SMEs</li> </ul>
2021-2022	15 NEs (10 specialists, and 5 generalists)	30 applicants for the four modules	<ul style="list-style-type: none"> <li>- Chambers and unions, MoNE, PEIFZA</li> <li>- Other employees in related projects</li> <li>- Universities</li> <li>- Fresh MBA holders with some related experience</li> <li>- Individual local consultants</li> <li>- Department managers at SMEs</li> </ul>
<b>Total</b>	<b>75 (50 specialists &amp; 25 generalist)*</b>	<b>150</b>	

\*Some participants may get both NE General and Specialist so the number of actual personnel could be smaller.

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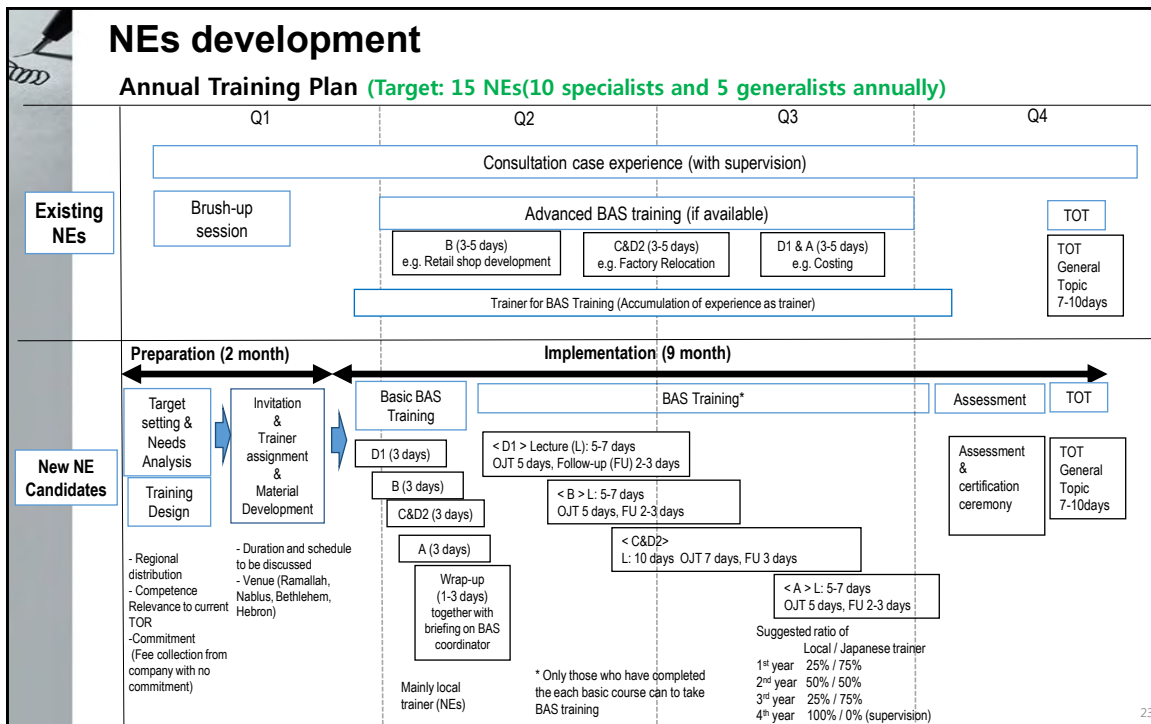


## NEs development

### Target Resource Pool, Training and Role After Certification

Target Selection & Needs Assessment	Training & Assessment	Role After Certification
<ul style="list-style-type: none"> <li>- Chamber Staff</li> <li>- Union Staff</li> <li>- MONE Field Officers</li> <li>- Department Managers</li> <li>- MBA Graduates with actual work experience at private company</li> <li>- University lecturer</li> <li>- Bank staff</li> <li>- Private consultants (From 3rd year onwards)</li> </ul>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">TOT</div> <div style="border: 1px solid black; padding: 5px; display: inline-block; margin: 5px;">Advanced BAS training</div> <div style="border: 1px solid black; padding: 5px; display: inline-block; margin: 5px;">Actual 3-5 Deep Consultation cases with supervision</div>	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 80px;">Senior NE</div> <ul style="list-style-type: none"> <li>- Deep consultation (supervision by Japanese experts, if available)</li> <li>- Trainer</li> </ul>
	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 150px;">BAS training (Score with 95 or above for a specific module)</div> <div style="border: 1px solid black; padding: 5px; display: inline-block; width: 200px; font-size: small;">NE-General who undertook actual deep consultation should be regularly assessed and promoted to Specialist if she/he reach 95 or above</div>	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 100px;">NE - Specialist</div> <ul style="list-style-type: none"> <li>- Mini consultation</li> <li>- Deep consultation (under supervision of Senior NE for quality assurance)</li> <li>- Trainer (those who took TOT)</li> </ul>
	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 150px;">BAS training (Score with 70 or above for all the modules)</div>	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 100px;">NE -General</div> <ul style="list-style-type: none"> <li>- Initial Diagnosis</li> <li>- Mini consultation</li> <li>- Deep consultation (under NE- Specialist)</li> </ul>
<ul style="list-style-type: none"> <li>- Chamber Staff</li> <li>- Union Staff</li> <li>- MONE Field Officers</li> </ul>	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 150px;">Basic BAS training (All modules with satisfactory score and attendance)</div>	<div style="border: 1px solid black; padding: 5px; display: inline-block; width: 120px;">BAS Coordinator</div> <ul style="list-style-type: none"> <li>- Identify client and receive application</li> <li>- Report to BAS manager and MONE H.Q.</li> </ul>

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## System Development

- **Form, number and region of BAS units**
  - PFI will work on to establish 4 BAS units at unions (USM-Bethlehem, USM Nablus, and Leather and shoe Hebron, PFI H.Q.)
  - FPCCIA will work on establishing 4 BAS units in 4 chambers (RCCIA, NCCIA, HCCIA, JCCIA)
  - MoNE will have no BAS unit, rather it will have the SME Enhancement Division, and it will supervise and support unions and chambers, and will be the coordinating body for NEs and BAS units and the system as a whole.

Region	BAS unit at chamber	BAS unit at Unions
Ramallah	RCCIA	PFI- HQ
Hebron	HCCIA	Leather and shoe industry union
Bethlehem	xx	USM
Nablus	NCCIA	USM-Nablus
Jenin	Jenin Chamber	xx


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## System Development

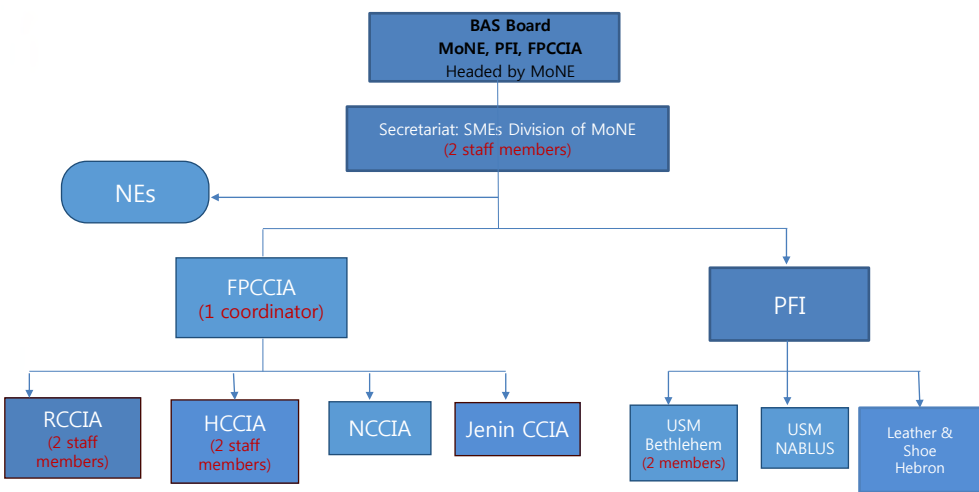
- **Institutional arrangements**
  - A coordination body will be formed (BAS board) by the three organizations (MoNE, FPCCIA, and PFI), and will be responsible for policy and plans, where the "SME Division" at MoNE will be the secretariat of this coordination body.
  - The three organizations agreed to establish the board and MoNE will commit for developing the work at SME division to take its responsibility in coordination with all stakeholders (NEs, BAS units, PFI, FPCCIA,...etc.)
  - Each NE will be stationed at his/her organization, and the SME Division at MoNE will have a direct contact with all NEs, and will constitute a coordination and communication center for the NEs and BAS units.
  - The BAS units will be stationed at chambers and unions that have NEs as part of its staff (mainly; RCCIA, HCCIA, NCCIA, Jenin CCIA, Leather and show union, Stone and Marble). And NEs that don't belong directly to a BAS unit will be referred to BAS unit in their region.

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## System Development

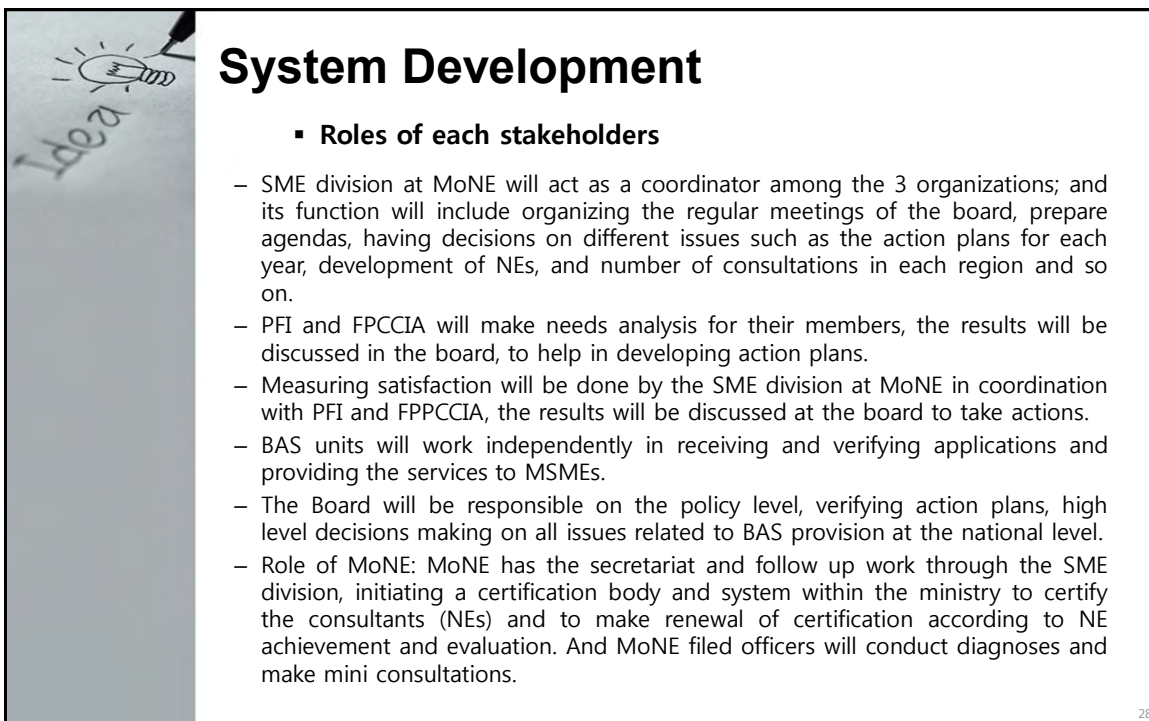
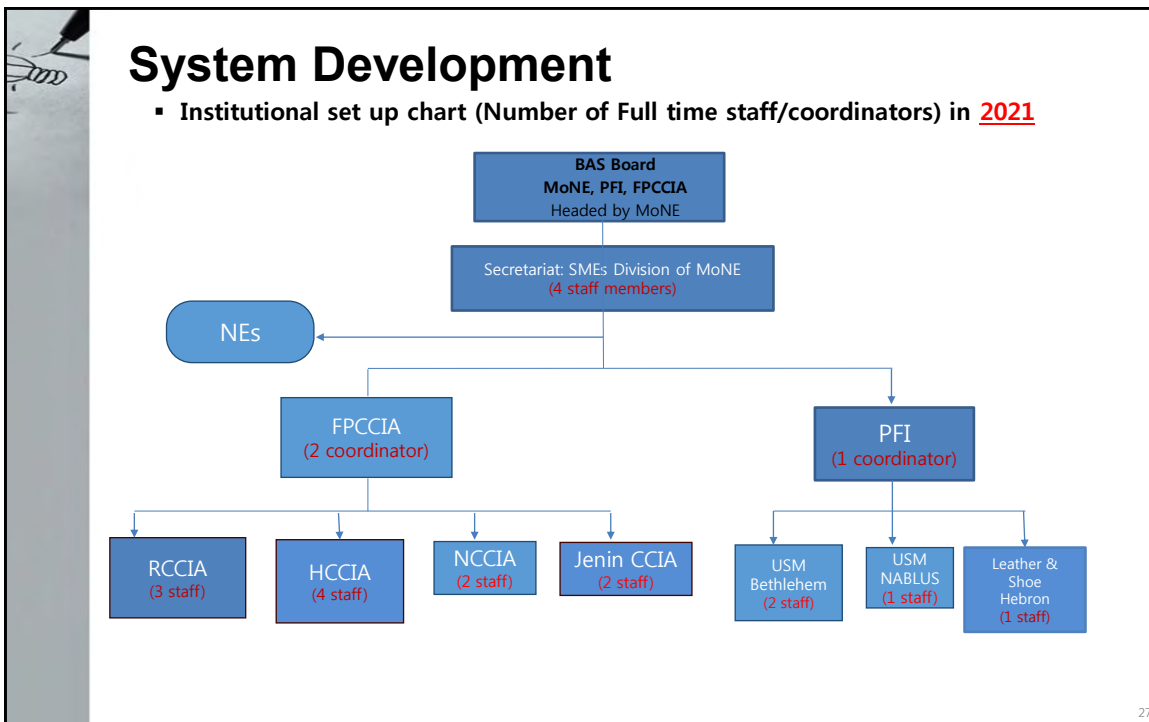
- **Institutional set up chart (Number of Full time staff/coordinators) in 2017**



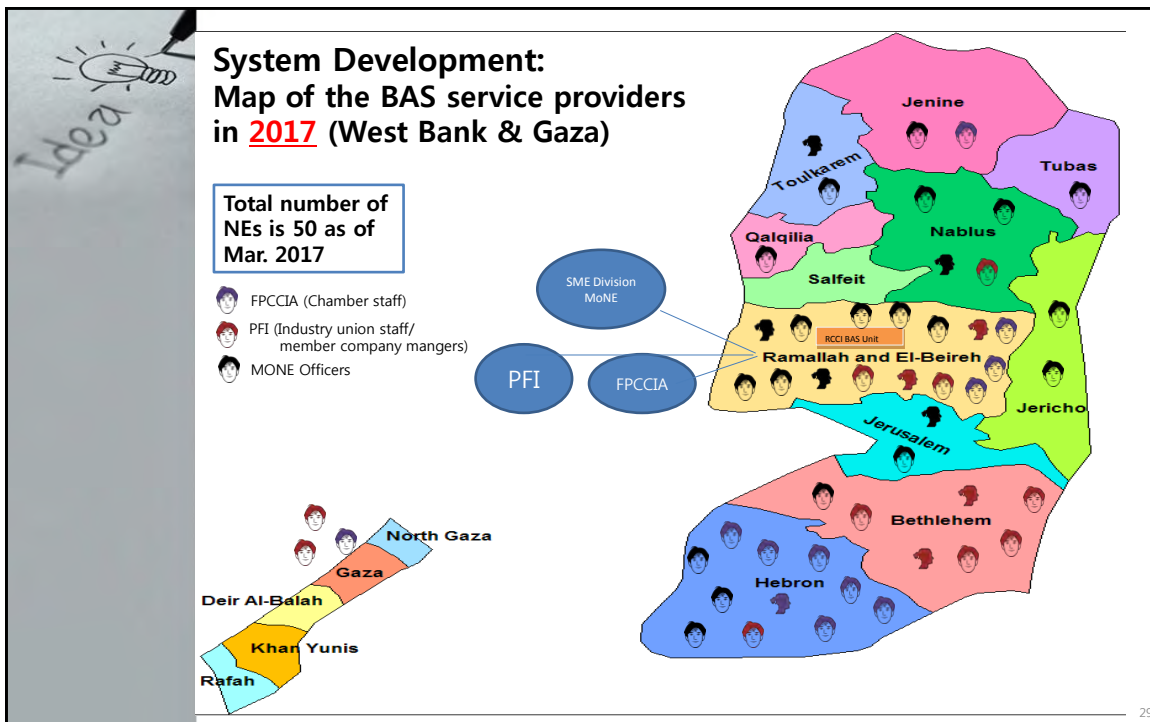
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graph TD
    A["BAS Board  
MoNE, PFI, FPCCIA  
Headed by MoNE"] --> B["Secretariat: SMEs Division of MoNE  
(2 staff members)"]
    B --> C["NEs"]
    B --> D["FPCCIA  
(1 coordinator)"]
    B --> E["PFI"]
    D --> F["RCCIA  
(2 staff members)"]
    D --> G["HCCIA  
(2 staff members)"]
    D --> H["NCCIA"]
    D --> I["Jenin CCIA"]
    E --> J["USM Bethlehem  
(2 members)"]
    E --> K["USM NABLUS"]
    E --> L["Leather & Shoe  
Hebron"]
    
```

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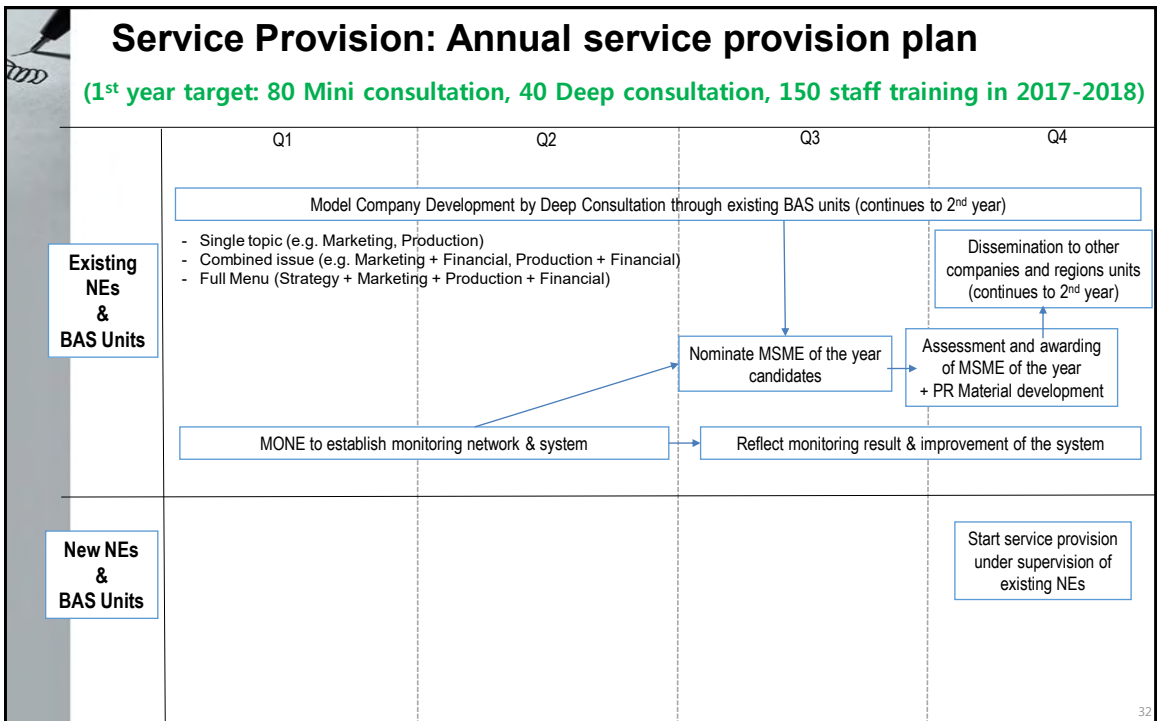
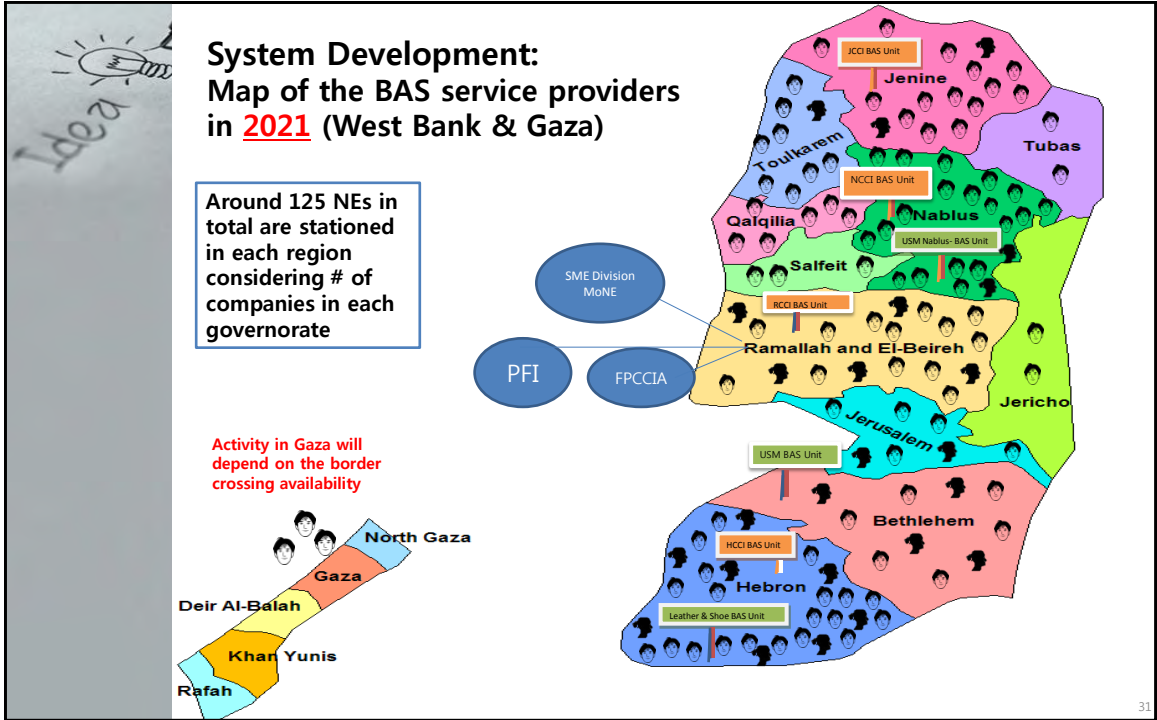





### System Development (Ref.) Total number of NEs (as of March 2017)

	General & Specialist	FPCCIA			Only General	FPCCIA			Only Specialist	FPCCIA			Total	(Female)
		IA	PFI	MoNE		IA	PFI	MoNE		IA	PFI	MoNE		
<b>West Bank</b>	<b>12</b>	6	6	3	<b>3</b>	1	2	0	<b>32</b>	4	4	21	<b>47</b>	<b>10</b>
Ramallah	4	3	1		0				11		3	8	15	4
Nablus	1		1		0				3			3	4	1
Jenin				1	0				2	1			2	
Tulkarm					0				2			2	2	1
Tubas					0				1			1	1	
Qalqilia					0				1			1	1	
Jerusalem				1	0				2			1	2	1
Jericho					0				2			2	2	
Bethlehem	4		4		1		1		2		1	1	7	2
Hebron	3	3		1	2	1	1		6	3		2	11	1
<b>Gaza Strip</b>	<b>1</b>		1		<b>2</b>	1	1		<b>0</b>				<b>3</b>	<b>0</b>
<b>Total</b>	<b>16</b>	6	7	3	<b>5</b>	2	3	0	<b>29</b>	4	4	21	<b>50</b>	

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## Annual Plan Development and Implementation


The Annual Plan is developed by the BAS Committee to make operational the BAS System by NEs to meet the targets. The resource allocation is also managed by the BAS Committee. Sustainability of the System is a key and the expansion plan will be developed in the Year 2020.

(Highlighting matters)

- 1) Necessary procedures and guidelines which reflect the lessons learnt in the previous year will be used in the operation. (*BAS Unit Guideline, Training Implementation Guideline* prepared by JICA/MONE project are the primary reference.)
- 2) The annual report is also prepared to show the effectiveness and impacts of the BAS Services.
- 3) The BAS committee Secretariat is established to draft the annual plan and annual report.
- 4) Communication among stakeholders is an essential part of the Secretariat role, to improve the efficiency of the BAS provision system.
- 5) Lessons learnt are collected for the next planning.

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## Conclusion and Way forward



The MSMEs in Palestine, more than 100,000 in number, need supports and BAS, especially in Business Management areas. Once provided by those services it is understood that any MSME which has the intention can develop itself to its full capacity, and hence make a significant contribution to the Palestinian economy.

This BAS and its provision system is now launched with the efforts of the three Palestinian institutions (MoNE, FPCCIA, PFI) and our commitments will be able to change the economic landscape in Palestine by offering the good quality of the services by mainly NEs and staff members of BAS units at chambers and unions, that are within the public domain.

The BAS vision and action plan presented here is also working as the signposting for the future innovative economic system in Palestine that will be advanced and upgraded to keep up with the needs in Palestine and also in the global sphere. The BAS system in the next stage may cover some more areas to ensure the innovation-oriented economic structure.

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**Appendix 11**  
**Personnel Certification Schemes**  
**Comparison Table**



## Appendix 11: Personnel Certification Schemes Comparison Table

Certification title	METI Certified SME consultant	Professional Engineer, Japan (P.E. Jp)	Six Sigma Black Belt Certification (CSSBB)
<b>Expertise for</b>	SME management consultant	Engineer engaged in the professional practice (21 specific fields)	persons who have basic knowledge of Lean enterprise concepts, are able to identify non-value-added elements and activities and are able to use specific tools
<b>Certification body</b>	J-SMECA; Japan Small and Medium Enterprise Management Consultant Association (designated by the Minister of METI to be an officially admitted organization to carry out the SMEC examination stipulated in the SME Guidance Law)	The Institution of Professional Engineers, Japan (IPEJ) (designated by the Ministry of the Education, Culture, Sports, Science and Technology (Articles 11 and 40, PE Act))	The American Society for Quality (ASQ)
<b>Initial certification</b>	(1) 1st Examination (Mark sheet, Pass rate: 21.7%) (2) 2nd Examination (Paper writing, interview: 18.5%) Pass rate of 1st and 2nd Exam in total: 5% (3) Actual Diagnosis Practice at SMEs for 15 days or more Then, the applicant will get 5 years license  (2) and (3) can be altered by completing the training course with a fee at designated training bodies (e.g. SME Support Japan and universities)	(1) 1st Examination (Mark sheet, Pass rate: 37.1% 2013) If passed, the applicant is registered as "Associate Professional Engineer" (2) Actual Work Experience for 4 years under supervision of P.E. Jp (3) 2nd Examination (CV, paper writing 18.8% >> interview: 15.7%)	1. Complete at least one Six Sigma project and submit a project affidavit. 2. Prepare for the exam and review the Body of Knowledge and references. Take advantage of the study guide and sample exams. 3. Choose an exam date find the best date and location 4. ASQ offers several ways to apply. Have your résumé and credit card ready. 5. Apply for certificate, ASQ offers several ways to apply. Have your résumé and credit card ready.
<b>Renewal</b>	Complete 2 requirements within 5 years (1) Take renewal training more than 5 times (2) undergo practice diagnosis for more than 30 days.	No. CPD (Continuing Professional Development) for 50 hours/year (150h in 3 years) is recommended. The example of the CPD is attending seminar, academic paper writing/presentation, instruct junior as trainer, serve as a public council member etc.	ASQ requires that you recertify as a Six Sigma Black Belt every three years - either by documenting RU credits or by testing.

<b>Certification title</b>	<b>METI Certified SME consultant</b>	<b>Professional Engineer, Japan (P.E. Jp)</b>	<b>Six Sigma Black Belt Certification (CSSBB)</b>
<b>Fees</b>	1st examination: JPY 13,000 2nd examination: JPY 17,200 renewal training: 6,000 JPY per training	1st examination: JPY 11,000 2nd examination: JPY 14,000 Registration for P.E. Jp : JPY 30,000 (Tax) + JPY 6,500 (service charge) Membership fee for IPEJ (Optional): Registration JPY 10,000 + annual fee JPY 20,000 CPD system registration: JPY 8,000/year (for non-member of IPEJ)	Fee: \$459* ASQ Members: \$309* Retakes: \$259* (no discounts) *\$50 of your fee is an application fee, and is not refundable.
<b>After certification</b>	Work at organization 60 % -Financial Institution -Chamber of Commerce (and Industry) -Association of commerce and Industry -Private Enterprises Independent 40% -Run the company -Register to organizations (support MSMEs as expert) - Join NPO as member	-	-
<b>Reference</b>	- Lecture material by Ms. Takeda for Oct 2015 Study in Japan - J-SMECA website	- IPEJ website - International Engineer Alliance - APEC <a href="http://www.icagreements.org/APEC/AStatementents.cfm">http://www.icagreements.org/APEC/AStatementents.cfm</a>	There are many Six Sigma Certification Organization <a href="https://en.wikipedia.org/wiki/List_of_Six_Sigma_certification_organizations">https://en.wikipedia.org/wiki/List_of_Six_Sigma_certification_organizations</a>





