



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

20876

184p



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL

VIENNA - AUSTRIA

REPORT
ON
IMPACT ASSESSMENT MISSION
(26 June to 8 July 1994)

Follow-up group training
for Palestinians in the field of
small-scale industrial enterprises
UNIDO - Vienna
1.11.1993 - 3.12.1993

Prepared by: T.M. Jacob, Training Consultant / Co-ordinator
July 29, 1994

ACKNOWLEDGEMENT

Nine years ago when UNIDO initiated the group training programmes in support of Palestinians in the field of small-scale industrial enterprises, the conditions in Gaza and the West Bank were far from favourable for the development of enterprises. There were no institutions in support of enterprise and enterprise development; entrepreneurs were new and unfamiliar with business development; the political and economic climate was anything but favourable; restrictions were plenty. In the absence of such enabling conditions for enterprise development, the initiatives could easily have been rejected by a rational project analyst!

Yet UNIDO decided to venture into these programmes in support of Palestinians for the simple reason that **IT WAS NEEDED**. The sponsors of the programmes had a vision ; the UNDP office in Jerusalem provided more than the necessary supports; those who were involved in the implementation and follow-up of the programmes provided their best technical and managerial inputs; and above all the participants staked their destiny.

The result is a success story beyond any body's expectation - of which everybody can be justifiably proud. The UNIDO programmes in support of Palestinians resulted in impressive accomplishments. UNIDO has also succeeded in formulating and validating a unique methodology which contribute to the wealth of its competence.

The impressive accomplishments was due to the encouragement and support of many individuals and organizations. Special mention should be made of:

- the Government of Japan for the financial support which made it possible to organize this programme
- Mr. de Maria y Compos the Director-General of UNIDO and Mr. K. Ahmed the Director of IHRD Branch for their inspiring encouragement and support
- Mr. A. Karamanoglu, the responsible UNIDO Official of this programme for his effective management support extending over the last nine years.
- The UNDP office in Jerusalem for its co-ordination and administrative supports, in particular Mr. Roger Guarda, Mr. Omar Douadi, Ms. Hind Khoury and Ms. Constanza Farina.
- finally, the participants themselves for their achievement motivation, effective behaviour and worthy efforts.

For me personally it was a professional challenge and a privilege to have associated with this worthy endeavour since 1985.

CONTENTS

- SECTION I - Introduction
- SECTION II - Executive Summary
- SECTION III - Impacts of the UNIDO Follow-up Group Training in 1993
- SECTION IV - Capacity development Needs in Palestine in terms of Institutional and Industrial Human Resources
- SECTION V - Training of Contractors of Construction Projects
- SECTION VI - Training of technicians for Repair and Maintenance of Electronic Equipment
- SECTION VII - UNIDO Fellowship for the Workshop on "Planning, Implementation, Monitoring and Evaluation of Public Investment Programmes and Projects"
- SECTION VIII - Nomination of Candidates for the UNIDO Training Programmes in Turkey
- ANNEXES:
- I. Training Impact Assessment Questionnaires
 - II. Training Needs Assessment Questionnaires For Repair and Maintenance of Electronic Equipment
 - III. List of Council Members of the Union of Palestinian Contractors
- REFERENCES: A copy of each of the following documents are sent separately:
- 1. Occupied Territories: Aid Financed Opportunities. Prepared by British Consulate General, Jerusalem; May 1994.
 - 2. Needs for Training and Continuing Education in Health, Engineering and Agriculture in the Occupied Palestine Territories, by SAAR, Jerusalem - Vienna 1993.

SECTION I
INTRODUCTION

SECTION I

INTRODUCTION

i. BACKGROUND

In 1985 and 1986 UNIDO organized two training programmes in support of Palestinians in the field of Small-scale Industrial Enterprises.

In 1993 a follow-up training was carried out at UNIDO Vienna, during 1 November to 3 December for a group of 14 participants out of 25 participants of the 1985 and 1986 programmes.

The follow-up training had a number of complementary objectives. They were:

- continued personal development of owners/managers of small-scale industrial enterprises in Gaza and the West Bank;
- enhanced performance improvement and organization development of participants' enterprises, based on the priority needs established by the assessment mission during March - April 1993;
- establishment of close co-operation and business relationship among participants and with industry in Europe as part of acquisition of technology and capacity development;
- promotion of small-scale industry and related services in Gaza Strip and the West Bank for enhancing employment opportunities for Palestinians.

The participants of the follow-up training programme were selected on the basis of their good performance since their earlier training as well as the assessed development needs of individual enterprises and their sectors.

The 14 participants were selected from the following 4 sub-sectors:

- | | |
|--|------------------|
| • Civil Engineering / Construction Contracting | (4 participants) |
| • Project Management | (4 participants) |
| • Garment | (3 participants) |
| • Cosmetics / Personal care products | (3 participants) |

The follow-up training included: group training sessions, sub-group training sessions, individual sessions, study visits / business contacts in Austria and Italy and preparation of action plans.

The preparation of action plans based on the development needs of the participants' enterprises was an important element of the whole programme. The action plans prepared were considered as verifiable indicators of the impact of training in terms of personal development and performance improvement of their enterprises.

ii. IMPACT ASSESSMENT

An impact assessment mission of the UNIDO group training in 1993 and in particular an assessment of the progress of implementation of the participants' back-home action plans was carried out during 26 June to 8 July 1994. The mission was also to consider priority issues of continued UNIDO assistance for industrial human resources and institutional capacity development in Palestine. Accordingly the mission attempted to cover a number of related issues in support of industrial human resources development in Palestine.

The conclusions and recommendations of the mission are presented in this report. This report is in 8 sections as listed below:

- Introduction section - Section I
- Executive summary - Section II
- Impacts of UNIDO follow-up training - Section III
- Capacity development needs in Palestine in terms of institution and industrial human resources development - Section IV

Certain priority issues including:

- Training of contractors of construction projects- Section V
- Training of technicians for the repair and maintenance of electronic equipment - Section VI
- UNIDO fellowship for the workshop on "Planning, Implementation, Monitoring and Evaluation of Public Investment Programmes and Projects" - Section VII
- Nomination of candidates for the UNIDO financed training programmes in Turkey - Section VIII.

SECTION II

EXECUTIVE SUMMARY

SECTION II

EXECUTIVE SUMMARY

i. BACKGROUND

In 1985 and 1986 UNIDO organized two training programmes in support of Palestinians in the field of Small-scale Industrial Enterprises. Subsequently a follow-up training was carried out at UNIDO Vienna, during 1 November to 3 December 1993 for a group of 14 participants out of 25 participants of the 1985 and 1986 programmes.

The participants of the follow-up training programme were selected on the basis of their good performance since their earlier training as well as the assessed development needs of individual enterprises and their sectors. The 14 participants were selected from the following 4 sub-sectors:

- Civil Engineering / Construction Contracting (4 participants)
- Project Management (4 participants)
- Garment (3 participants)
- Cosmetics / Personal care products (3 participants)

ii. IMPACTS OF UNIDO FOLLOW-UP GROUP TRAINING IN 1993

An impact assessment mission of the UNIDO training in 1993 and in particular an assessment of the progress of implementation of the participants' back-home action plans was carried out during 26 June to 8 July 1994. The mission was also to consider priority issues of continued UNIDO assistance for industrial human resources and institutional capacity development in Palestine. Accordingly the mission attempted to cover a number of related issues in support of industrial human resources development in Palestine.

The assessment was carried out using two questionnaires; and the information gathered, classified into the four sub-sectors, may be summarized as follows.

a. Project Management: (Number of participants 4)

The implementation progress of action plans of two participants is according to the schedule; one was ahead of schedule and in the case of one participant from Hebron the progress is behind schedule.

Significant achievements include:

- demonstrated improvements in identification, formulation, implementation, monitoring and evaluation of small and medium size projects.

- preparation of a data bank on agricultural enterprises, which is used by ITC and other parties for planning agricultural development programmes.
- implementation of a computer-aid financial performance control system, which was taught during the UNIDO training, resulting in improved performance at a client's organizations (30% increase in turn-over and 10-15% increase in net profit in one instance).
- development of a scheme for improved loan and credit services (changing from direct loan-giving to providing loan guarantee, thus expanding credit facilities using the available fund).
- increased number of marketing studies (10 in six months) adopting the methodology learned during the UNIDO training.
- development of improved guidelines, in the form of a booklet, to help clients to manage their projects effectively.
- establishment of a new partnership company for distribution of chocolates and toffees in Jordan and Africa.

The performance of this group of participants is particularly significant as they have succeeded in creating considerable multiplier effects among their clients and professional associations.

b. Garment Manufacturers: (Number of participants 3)

All indicators are that two out of three participants are doing exceptionally well. One of them is the No.1 manufacturer in the West Bank. His company's profit is estimated to be equivalent to all other garment manufacturers in the West Bank. Following the UNIDO training his company's output increased from 10,000 to 20,000 units per month with improved quality and fashion. Corresponding to the increased output increased distribution channels are created in West Bank, Gaza, Israel and Jordan.

Another participant, who could not be directly interviewed because he was on a business trip in Italy, is understood to be doing equally well. He is also a leading partner in the newly established co-operative venture in Ramalla (share capital \$500,000) for the production of plastic bags for agricultural products.

The third participant from Gaza is facing certain difficulties because of economic stagnation and unemployment in the area. The self-rule in Gaza seems to have created some temporary problems for him due to increased travel restrictions out of Gaza. He, being a small producer, is adopting a production strategy focussing on low-volume but high-fashion and high-value-add garments.

c. Contractors Of Construction Projects : (Number of participants 4)

All four participants have succeeded in accomplishing substantial improvements in their construction companies. Certain major achievements, after the UNIDO training include:

- the successful completion of the contract for the construction of the UNDP executed fruit processing factory in Gaza in collaboration with an Italian firm (Project cost = \$12 millions)
- the 1994 budget of projects contracted by one participants' company is twice that of 1993
- organizational and management changes to get ready for the next stage of development of the company.
- introduction of computer-aided contracting practices, as learned during the UNIDO training.
- expansion of new facilities including 6000m² land at \$10,000 per year rent and purchase of \$250,000 worth new equipments
- partnership in two new projects by one participant (a factory for the production of flexible foam with \$600,000 capital and partnership in another factory for PVC pipes)
- purchase of 1300 m² land for construction of a 4-story commercial building
- participation (\$120,000 initial equity capital per each of 12 members) in a new co-operative for manufacturing agricultural sacks by another participant.
- active participation of two participants in the newly established Union of Palestinian Contractors and promotion of code of conduct and other professional matters through the Union of Contractors.

d. Cosmetics, Pharmaceutical And Sports Shoe Group: (Number of participants 3)

Two out of the three participants represent the leading producers (pharmaceuticals and sports shoes) in the West Bank. The third participant, who is a small-scale producer of personal care products has also succeeded in increasing his market share and profit margin, despite the economic difficulties being faced in Gaza. Example of their specific achievements include.

- negotiation at an advanced stage, for the production of PVC granules in collaboration with an Italian firm contacted during the UNIDO training.
- establishment of a new company producing 1000 meters of spong fabric per day of which 400 meters are used by the participant's own shoe factory.
- negotiation through PNA for the establishment of a "Federation of Shoe Manufacturers" which when established will secure a) co-operative marketing b) group purchase of raw materials c) training centre for foot wear and d) quality testing of shoe and leather products.
- reduction of variable cost for shoe production by not less than 10%.
- quality and batch size increase (5,000 to 10,000 units) in the production of after shave by the small-scale cosmetics producer, including improved marketing.
- development of a new data bank for suppliers resulting in increased purchasing effectiveness
- purchase of modern doors and windows for a pharmaceutical factory, profiting from the business contacts established during the UNIDO training. The price of these products, otherwise would have been four times higher.
- increased use of PC applications, including using computer consultancy services.
- strict adherence to GMP (good manufacturing practices) and ISO 9000 standard for production of pharmaceutical products which would enable the company to compete in the international market.
- reorganization of storage arrangements adopting innovations observed in Austria during the training.

e. Continued Training Needs

A survey of enterprises of the participant's shows that there is still a considerable number of persons requiring training. The summary of training needs covering 10 enterprises/organizations responded to the survey is given below:

<i>Levels</i>	<i>Jobs</i>	<i>No. of persons to be trained</i>
i. <i>Owners/Managers</i>	<i>Young business executives</i>	11
ii. <i>Senior Specialists</i>	• <i>Project managers</i>	7
	• <i>Construction contract specialists</i>	5
	• <i>Computer specialists</i>	5
	• <i>Financial specialists</i>	3
	• <i>Fashion designers (garment)</i>	2
	• <i>Fashion designer (shoe)</i>	1
iii. <i>Technicians</i>	<i>Maintenance</i>	5
	<i>Highly skilled welder^r</i>	2
iv. <i>Production Machine Operators</i>	• <i>Construction machines</i>	6
	• <i>Net-weaving machines</i>	2
v. <i>Office Staff</i>	<i>Purchasing, store-keeping and office workers</i>	4
<i>Total of all category</i>		53

iii. CAPACITY DEVELOPMENT NEEDS IN PALESTINE IN TERMS OF INSTITUTION AND INDUSTRIAL HUMAN RESOURCES

a. Introduction

With a new administration, which is less than a few weeks old, the national capacity in terms of institution and industrial human resources development is today among the urgent and critical needs for Palestine. For a number of reasons it has become necessary to have a fresh (updated) approach. For example:

- Institutions, such as the Union of Palestinian Contractors, are created and old institutions (e.g. societies of contractors in Gaza and the West Bank) are merged into new institutions.
- Only recently a Palestinian National Authority (PNA) with ministerial structure was finalized, after the arrival of president Yasser Arafat in the beginning of July in Gaza and Jerico..
- Certain old organizations (e.g. PECDAR) will soon find itself in a new structural and functional relationship with PNA with corresponding changes in authority and responsibilities.

Therefore in the light of these changing situations, it is important that the earlier approaches - even those which are only few months old - need to be revised and updated in relevance to the new and emerging realities of governmental and institutional set-up in Palestine.

b. Conclusions and Recommendations

UNIDO, having established an excellent track record of training and industrial human resources development in Palestine, has a unique and leading role in the development of national capacity in terms of institutional and industrial human resources development in Palestine.

Within a longer-term framework UNIDO may consider taking the following urgent steps:

A mission by a UNIDO official from the Industrial Human Resources Department to help the PNA to identify their priorities of institutions and sub-sectors needing UNIDO assistance. The proposed mission should be devoted mainly to discussion with PNA and reaching agreement on urgent and important issues of industrial human resources development in Palestine.

The second step within a co-ordinated approach to industrial human resources and institution development in Palestine, may be sending a multi-disciplinary mission composed of trainers of identified areas of priority to complete an in-depth survey and formulate a project proposal for UNIDO assistance. The project proposal will also be based on the other UNIDO programmes and projects in support of Palestine but updated to the latest administrative and institutional set-up.

The third step is to seek sponsors who would be able to fund this project, which is of critical importance to industrial development of Palestine. UNIDO, may also wish to consider collaboration in this effort with other UN organizations, such as ILO - Turin International Centre which itself is seeking funds for training and human resources development in support of Palestine.

The fourth step is to implement the project having several components, according to identified priorities of institution and industrial human resources development in Palestine.

iv. TRAINING OF CONTRACTORS OF CONSTRUCTION PROJECTS

a. Background

The proposed UNIDO assistance for training of contractors of construction projects in Palestine, was followed up with UNDP office in Jerusalem, and with members / council members of the newly established Union of Palestinian Contractors and the former participants of the UNIDO group training programme.

An important development, which needs to be recognized in any future UNIDO assistance in this field, is the creation of a new umbrella organization named Union of Palestinian Contractors to which the two former Societies of Contractors in Gaza and West Bank have been merged. The Union of Palestinian Contractors is now the recognized official body representing contractors in the entire Palestine.

b. Conclusions and Recommendations

The Palestinian National Authority (PNA), in particular the Palestinian Economic Council for Development and Reconstruction (PECDAR), as the national contracting authority for public works should also be officially involved in such assistance. More importantly such official involvement is necessary to ensure good contracting procedures and code of conduct to be followed equally by contractors as well as the contracting authority.

The training programme, which is proposed in two modules - (Module I in Palestine and Module II abroad) - may address issues according to the relative advantages of facilities available in Palestine and abroad. More specifically, the following considerations may be kept in view:

Module I - (Two weeks in Palestine)

- The venue for this module may be the Gaza division of the Union of Palestinian Contractors (UPC)
- The UPC is willing to provide all necessary local support (e.g. class-room facilities, secretarial and administrative support, refreshments and local transport) either directly or through its members.
- The UPC will also help the UNIDO consultant to arrange his discussions and local visits in support of the training objectives.
- Contents of Module I should be issues (e.g. eligibility criteria of contractors, code of conduct for contractors, standards of contracting procedures, legal questions in conformity with local

conventions, co-operation among local contractors etc.) which can be best discussed and resolved in Palestine.

- Apart from the class room activities, this module needs also to be reinforced with awareness creating general meetings and discussions with the UPC and PECNDAR.
- The number of participants for the Module I could be the maximum possible in order to achieve a wider coverage. The participants may include candidates nominated by the Union of Palestinian Contractors, representatives from PECNDAR and possibly engineers from the UNDP office who are engaged in the supervision of major UNDP-executed construction projects.
- Timing and duration of class-room sessions may be decided in consultation with the Contractors Union and PECNDAR to ensure, full-time participation without causing any avoidable disruption to participants' regular work.

Module II - (Two weeks at Quadro Curzio International Ltd., Milan, Italy)

- This module should focus on latest developments in construction management, and computer integrated contract management using facilities that are available at Quadro Curzio International Ltd
- Study visits and business contracts should also be part of this module
- Here again the Contractors Union would wish UNIDO to consider accommodating maximum possible candidates subject to facilities at Quadro Curzio International Ltd. To this purpose the Contractors Union is willing to consider a cost sharing arrangement to cover, if required, the DSA and travel cost of additional candidates. This is also an indication of the very positive commitment of the Contractors Union to take full advantage of the proposed UNIDO assistance and their awareness of the need for such training assistance.

v. TRAINING OF TECHNICIANS FOR REPAIR AND MAINTENANCE OF ELECTRONIC EQUIPMENT

a. Present Situation In Palestine:

A number of institutions involved in vocational training in relevance to repair and maintenance of electronic equipment were contacted. They included:

i) Society for Arab Austrian Relations - (SAAR)

SAAR is sponsoring training in Austria for a group of 24 candidates, for a four year course on "Applied Engineering". About 50% of trainees are electronic mechanics. The programme, including field attachment, is a practical programme; as they call the training for "blue collar engineers". However they will be available after their completion of the training, only in 1996. Therefore the gap between now and 1996 needs to be filled.

ii) V.T.C. of YMCA, Jerico

Discussion with Mr. Mazen Hashwek, the director, V.T.C. Jerico indicates that V.T.C.'s in Palestine, in general are under-utilised and physical facilities are available to expand activities into new field such as electronic repair and maintenance. According to him UNRWA Gaza has also started a new programme on industrial electronics.

He clearly sees a need for short practical training in electronics on the following basis:

- a realistic field survey and job analysis to establish training needs in electronic repair and maintenance.
- design of a training programme, on a modular structure.
- conducting training during and after workinghours for technicians working in the field (i.e. upgrading the best available technicians in the electro/mechanical field to electronic maintenance technicians).
- implementing training in collaboration with V.T.C.'s such as the one in Jerico (YMCA).

This type of programme has the dual advantages of meeting the immediate and urgent needs, through short-term UNIDO assistance, at the same time providing a base for enhancing the capacity of V.T.C.'s to extend training in electronic repair and maintenance.

iii) The Salesian V.T.C in Bethlehem

Discussion with Fr. Lorenzo Saggiotto, Superior and Principal of the Salesian V.T.C. (convent) in Bethlehem indicated that the following programmes were offered:

- i. 3-year Secondary School programme specializing in:
 - mechanics
 - electrical, and
 - radio and TV maintenance.
- ii. 9-month basic vocational training in:
 - mechanics
 - house-wiring
 - 3-phase wiring, and
 - carpentry
- iii. 2-year advanced programme (following the 3-year secondary school programme) for maintenance of equipment.

Out of 16 entries for the last programme generally 12 to 13 complete the programme. For reasons of transport - a serious impediments for everyone - students come from only nearby places (Bethlehem, Hebron and Jerusalem); and rarely from Northern regions such as Nablus and Jenin.

iv) Chamber of Commerce, Nablus

Meeting with Mr. Maaz M. Nabulsi, President of Nablus Chamber of Commerce and Industry and his council members, indicate that at the enterprise level, there is a critical problem of repair and maintenance of electronic equipment as well as mechanical / electrical equipment having electronic devices. Similar problems are also faced by other users, namely bio-medical equipment users in hospitals, etc.

b. Conclusions and Recommendations

- Electronic equipment and electro/mechanical/hydraulic equipment with electronic devices are increasingly used in Palestine.
- Maintenance facilities for such equipment, specially in terms of adequately trained technicians are short in relation to the increasing use of such equipment.
- Certain initiatives such as those by SAAR and Salesian V.T.C. in Bethlehem have been taken. They will be available only by 1996 (in the case of SAAR)

or limited to radio / TV and other devices, and restricted to Bethlehem / Jerusalem / Hebron area.

- The Northern regions of Nablus and Jenin are the ones most in need of short-term assistance from UNIDO.
- There is also an urgent need to upgrade the existing technicians to the level required for increasing use of electronic devices.
- A short-term training and in-company advisory assistance from a UNIDO specialist can be of great value to enterprises wanting to upgrade their technicians on electronic repair and maintenance. Such assistance may be provided, availing the collaboration of the existing V.T.C.'s, (as suggested by V.T.C.s in Jerico and Bethlehem). It would also help to build up eventually their institutional capacity to provide training in the area of electronics.
- The regional focus of such assistance should be kept in view for the special needs in the Northern towns (e.g. Nablus and Jenin) from where the request was initiated and where training opportunities are not available.

vi. UNIDO FELLOWSHIP FOR THE WORKSHOP ON "PLANNING, IMPLEMENTATION, MONITORING AND EVALUATION OF PUBLIC INVESTMENT PROGRAMMES AND PROJECTS"

As per the fax from Mr. A. Karamanoglu to Mr. R. Guarda dated 27 June 1994 urgent action was taken, to expedite the nomination of a candidate.

Thanks to the efforts of UNDP office a nomination could be successfully processed. Finally Mr. Sharia Muhammad Mustafa from Engineers Association Beit Hanina was able to participate in the workshop.

The initial efforts by Ms. Khoury of UNDP was to secure a nomination from one of the technical units of Palestine National Authority (PNA) such as PEC DAR or the Palestinian Planning Division of the Technical Committee (PPDTC). While a candidate meeting the qualification requirements was available from the PPDTC, his nomination was not approved by PEC DAR; nor was PEC DAR in a position to nominate a candidate of their own at such a short notice.

No doubt, Mr. Sharia will take full advantage of the workshop. He should also be able to create a multiplier effect in the important area of public investment programmes and projects; particularly if his possible appointment as Technical Assistance Co-ordinator at PEC DAR materializes.

Nevertheless this nomination may not have been possible but for the commitment and support from UNDP office. It seems to indicate the difficulties of PEC DAR to arrive at a positive decision at a short notice.

vii. NOMINATION OF CANDIDATES FOR THE UNIDO TRAINING PROGRAMMES IN TURKEY

The letters of invitation and aide-memories for the UNIDC financed training programmes in Turkey in the fields of (i) fruits and vegetables, (ii) small-scale foundry, and (iii) textile industry, were handed over to the UNDP in Jerusalem.

Nominations when received from appropriate authorities in Palestine will be sent directly to UNIDO, Vienna by the third week of July 1994.

SECTION III

**IMPACTS OF THE UNIDO
FOLLOW-UP GROUP TRAINING
IN 1993**

SECTION III

IMPACTS OF THE UNIDO FOLLOW-UP GROUP TRAINING IN 1993

The mission was mainly devoted to the impact assessment of the UNIDO follow-up group training in 1993 for Palestinians in the field of industrial enterprises. The assessment was carried out using two questionnaires, namely:

- a general questionnaire to be completed by all participants
- a specific questionnaire referring to individual back-home action plans, which was used as a guide during individual interviews with participants to assess implementation progress of their action plans. (See copies of the two questionnaires in Annex I)

The information gathered using the two questionnaires is presented at the end of this section in a consolidated form.

A summary, classified according to the four sub-sectors, is given below.

i. PROJECT MANAGEMENT: (Number of participants 4)

The implementation progress of action plans of two participants is according to the schedule: one was ahead of schedule and in the case of one participant from Hebron the progress is behind schedule due to the political situations there.

Significant achievements include:

- demonstrated improvements in identification, formulation, implementation, monitoring and evaluation of small and medium size projects. The participants' superiors, clients and international agencies recognize improved performance of participants, and their concerted efforts to translate into realities the business contacts in Austria and Italy established during the UNIDO training.
- preparation of a data bank on agricultural enterprises, which is used by ITC and other parties for planning agricultural development programmes.
- implementation of a computer-aid financial performance control system, which was taught during the UNIDO training, resulting in improved performance at a client's organizations (30% increase in turn-over and 10-15% increase in net profit in one instance).

- development of a scheme for improved loan and credit services (changing from direct loan-giving to providing loan guarantee, thus expanding credit facilities using the available fund).
- increased number of marketing studies (10 in six months) adopting the methodology learned during the UNIDO training.
- development of improved guidelines, in the form of a booklet, to help clients to manage their projects effectively.
- establishment of a new partnership company for distribution of chocolates and toffees in Jordan and Africa.

The performance of this group of participants is particularly significant because as consultants, trainers and credit managers they create considerable multiplier effects among their clients and professional associations.

ii. GARMENT MANUFACTURERS: (Number of participants 3)

All indicators are that two out of three participants are doing exceptionally well. One of them is the No.1 manufacturer in the West Bank. His company's profit is estimated to be equivalent to all other garment manufacturers in the West Bank. Following the UNIDO training his company's output increased from 10,000 to 20,000 units per month with improved quality and fashion. Corresponding to the increased output increased distribution channels are created in West Bank, Gaza, Israel and Jordan.

Another participant, who could not be directly interviewed because he was on a business trip in Italy, is understood to be doing equally well. He is also a leading partner in the newly established co-operative venture in Ramalla (share capital \$500,000) for the production of plastic bags for agricultural products.

The third participant from Gaza is facing certain difficulties because of economic stagnation and unemployment in the area. The self-rule in Gaza seems to have created some temporary problems for him: due to increased travel restrictions from Gaza to the West Bank. He, being a small producer, is adopting a production strategy focussing on low-volume but high-fashion and high-value-add garments.

Currently he is passing through a difficult cash flow situation; but expects improvements in a few months, as he is implementing cash flow analysis and a better integration of production, sales and inventory.

iii. CONTRACTORS OF CONSTRUCTION PROJECTS : (Number of participants 4)

All four participants have succeeded in accomplishing substantial improvements in their construction companies. Three out of four participants are ahead of schedule in the implementation of their action plans; and one is a little behind schedule. Even the one who is behind schedule have been able to accomplish worth while results.

Certain major achievements, after the UNIDO training include:

- the successful completion of the contract for the construction of the UNDP executed fruit processing factory in Gaza in collaboration with an Italian firm (Project cost = \$12 millions)
- the budget of projects contracted for 1994 is twice that of 1993
- organizational and management changes to get ready for the next stage of development of the company.
- introduction of computer-aided contracting practice as learned during the UNIDO training.
- expansion of new facilities including 6000m² land at \$10,000 per year rent and purchase of \$250,000 worth new equipments
- partnership in two new projects by one participant (a factory for the production of flexible foam with \$600,000 capital and partnership in another factory for PVC pipes)
- purchase of 1300 m² land for construction of a 4-story commercial building
- participation (\$120,000 initial equity capital per each of 12 members) in a new cooperative for manufacturing agricultural sacks by another participant who has also restarted construction works following the UNIDO training.
- active participation of two participants in the newly established Union of Palestinian Contractors and promotion of code of conduct and other professional matters through the Union of Palestinian Contractors.

iv. COSMETICS, PHARMACEUTICAL AND SPORTS SHOE GROUP: (Number of participants 3)

Two out of the three participants represent the leading producers (pharmaceuticals and sports shoes) in the West Bank. The third participant, who is a small-scale producer of personal care products has also succeeded in increasing his market share and profit margin, despite the economic difficulties being faced in Gaza. Example of their specific achievements include:

- negotiation at an advanced stage for the production of PVC granules in collaboration with an Italian firm contacted during the UNIDO training.
- establishment of a new company producing, 1000 meters of sponge fabric per day of which 400 meters are used by the participant's own shoe factory.
- negotiation through PNA for the establishment of a "Federation of Shoe Manufacturers" which when established will secure a) co-operative marketing b) group purchase of raw materials c) training centre for foot wear and d) quality testing of shoe and leather products.
- reduction of variable cost for shoe production by not less than 10%.
- quality and batch size increase (5,000 to 10,000 units) in the production of after shave by the small-scale cosmetics producer, including improved marketing.
- development of a new data bank for suppliers resulting in increased purchasing effectiveness
- purchase of modern doors and windows for a pharmaceutical factory, profiting from the business contacts established during the UNIDO training. The price of these products, otherwise would have been four times higher.
- increased use of PC applications, including using computer consultancy services.
- strict adherence to GMP (good manufacturing practices) and ISO 9000 standard for production of pharmaceutical products (following up the business contacts established in Italy during the UNIDO training, equipment worth \$100,000 was imported for the new building, adhering to GMP standards). This would enable the company to compete in the international market.
- reorganization of storage arrangements adopting innovations observed in Austria during the training.

The impacts of UNIDO follow-up group training in November-December 1983, in respect of each participants are given in the following pages.

UNIDO

ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No.1

Participant: Abu-Khator Muhammad Sabri
Centre for Development Consultancy (CDC)
P.O.Box 25204, Shufat, Jerusalem
Tel: (00972-02) 833 183-4
Fax: (00972-02) 833 185

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. Innovations introduced in project appraisal, implementation and monitoring / evaluation:

Based on the training received at Vienna, new system is used for project formulation, appraisal, implementation and monitoring and evaluation

2. Present status of using UNIDO COMFAR software.

The COMFAR software could not be obtained free of charge as expected from UNIDO. Other alternatives are being explored.

3. Promotion of quality awareness and improvement including product testing in your client enterprises.

Training programmes on quality awareness programmes are carried out, in particular for clients offering services.

4. Promotion of new business contacts / joint ventures with enterprises in Austria and Italy.

A contact established with Schropper Geflugelhof is being followed up on behalf of a client in Gaza for chicken hatchery.

5. Present status of establishing a SSI data bank.

Presently a data bank for agricultural enterprises is being developed.

6. Promotional activities initiated for environmental protection

Not much tangible progress other than discussions with opinion formers.

7. Assistance provided in the areas of:

- a) advisory services

Being continued with improved competence, thanks to UNIDO training

- b) rural development

Assisted the ITC consultants on aggregating data on agricultural development programmes for high value added products.

- c) High-tech car repairing workshop

This will be a longer-term project

- b) regular meetings with colleagues/ participants

Regular professional meetings are held on return from Vienna

8. Progress of the project : "Holyland handicraft Co-operative" for production and marketing of handicrafts and souvenirs.

Great progress has been accomplished in this project. Examples are:

- a computer-aided financial performance control resulting in improved performance.*
- cash-flow analysis and control introduced*
- turn-over increased by 30% due to improved marketing abroad.*

(See recommendation for UNIDO assistance to set-up industrial estate for handicrafts.)

9. Summary of actions yet to be taken according to back-home action plans.

- Use of COMFAR software, once it is secured*
- Testing quality standards*
- New initiatives as regards promotion of woman enterprises, new joint-ventures and programmes for environmental protection*
- Use of SSI data bank and sharing its use with others*

10. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

11. What do you consider is the effect of the training programme on yourself:

- *Greater competence and confidence in project management*
- *Better recognition by International organization i.e. ITC.*
- *My director appreciates my individual efforts to get involved in the training course and he asked me to do my best to give him more information about UNIDO and ILO activities.*

12. Have you participated in any other training programme since the UNIDO training? (Please give details).

I gave lectures on feasibility studies to a group of agricultural engineers who participated in a training programme at the biggest agricultural organization in Palestine (Palestinian Agricultural Relief Committee) PARC.

13. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

- *My training course lead my supervisor to ask the headquarters office to find opportunities for similar courses for my colleagues.*
- *I was asked to work out a special form to be distributed to our clients (organizations) to survey their training needs.*

14. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

- *One of my responsibilities is to extend management and financial development information to the staff of our clients. That responsibility was appreciated by my organization and our clients.*
- *The same feeling was clear during my attendance of local seminars held in various occasions.*

C. YOUR DEVELOPMENT NEEDS:

15. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development.

- *Public investment projects: how to design a programme, how to use the limited available resources, how to monitor such programmes and how to evaluate and to determine the impact of such projects.*
- *Aspects are such as social, training human resources, early health care, renovation of building and art and heritage programmes.*

16. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>--</i>	<i>--</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>3</i>	<i>Public investment projects</i>
<i>iii. Technicians (specify technical fields)</i>	<i>--</i>	<i>--</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

17. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

- *Improving the management system, by working out new developed tools of monitoring and evaluation*
- *Introducing suitable software*
- *Training staff on computer activities.*
- *Increasing the number of employees.*

18. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

- *Data Bank for development planning*
- *Quality control*
- *Training courses on specialization such as electronics*
- *Developing careers, systems of local VTCs.*
- *Free export and import of products and raw materials.*
- *Establishing business and technology contacts.*
- *Developing agro-food processing and tourism industry.*

A project for an industrial estate for handicrafts, following the success of the marketing project of "Holyland Handicraft Co-operative" is likely to be financed by the Welfare Association. The industrial estate project, planned for quality production, will effectively complement the marketing co-operative. Here UNIDO technical assistance can be of great value in the areas of shop layout, organization of handicrafts production and skill upgrading of workers, including use of power tools.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No.2

Participant: Nawajaha Jamal Mosleh
Engineers Association, Gaza
P.O.Box 1224, Gaza
Tel: (00972-07) 865 177 (Office)
(00972-07) 866 567 (Home)
Fax: (00972-07) 860 227

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. Progress in providing the proposed development assistance for medium scale projects.

Prepared 10 pre-feasibility studies after the UNIDO training.

2. Achievements in improving marketing studies.

Using training materials received during the UNIDO programme 15 marketing studies have been completed.

3. Improvements in technical analysis of projects (equipment specification, plant engineering, procurement of raw materials and intermediate items, utilities, etc.).

The quality of technical analysis of projects has improved significantly.

4. Plan for using UNIDO COMFAR software.

Delayed due to the delay in getting the COMFAR software

5. Training programmes for project development officers introduced by you.

Started training staff members on field survey and analysis.

6. In-house training programmes introduced by you.

All my colleagues have been provided with a copy of training materials I received in Vienna and also a copy of my Action Plan.

7. Promotion of employment programmes.:

Have presented to my manager a proposal for loan guarantee trust fund - a proposal different from giving direct loan

8. Steps taken for enhanced co-operation among UNIDO, CD and Engineers Association, Gaza.

Looking forward to organize training in Gaza on COMFAR with UNIDO assistance.

9. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

10. What do you consider is the effect of the training programme on yourself:

First of all it was a good chance to evaluate myself and to increase my abilities to work more effectively. My manager is pleased that I show enthusiasm and willingness to implement some of my new methods to improve our situation such as new project evaluation forms, using the methods of time management to reduce the loss of time.

11. Have you participated in any other training programme since the UNIDO training?
(Please give details).

Yes.

1. Credit training course for international organization (6 days) conducted by co-operation development project (CDP) "Loan's Management"
2. 4 June 1994 - 8 June 1994, The necessary skills for new managers conducted by "Engineering and Management Consultants team".
3. I am attending the MBA with City University London.

12. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

A lot of unforeseen changes have taken place during the last six months. Local organizations are thinking to change their policies according to the new situation. Our work is still finishing something in the pipe line and starting to study the our lending method from direct lending to indirect one. i.e. giving loan guarantee using trust fund.

13. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

My job is to give services for my association and as a credit programme manager. My main role is to evaluate and search opportunities and ideas in order to give loans. During this cycle a lot of advice were given such as marketing, technical and financial assistance.

14. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a. New product/services:

We are giving our services better. Before we did not take into consideration the cost of investment, but after the training we started to calculate the cost of investment.

b. Quality improvement:

By using some spread sheets, computer programmes, our quality of service start to improve including more accurate results.

c. Quantity increase:

In the same time we could increase the loan application during the period of Jan. to March but due to recent developments we are waiting the new policies.

d. Cost reduction:

Yes, by using the time management we could reduce the administrative cost, and by using weekly plan, by setting up the sub goals of monitoring, by using the car's schedules and the available equipment. We decrease the time which led to cost reduction.

e. Marketing strength:

I think we did not reach considerable marketing strength because the purchasing power in general is still very low. So far all our projects were affected badly specially there is closure in Gaza, and no more national income. In spite of the above mentioned conditions we received a lot of loan application.

f. Organization development:

As mentioned before, our organization is evaluating the past performance, and they are going to restructure it according to the new situation.

g. Others (specify):

We are planning to work widely to put our money in the local bank and to encourage people to go to the bank and use our money as a guarantee funds. This proposal is being assessed in-depth.

C. YOUR DEVELOPMENT NEEDS:

14. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development.

I am applying for a senior managerial position and is in need of more training in management issues. I am trying to achieve these by attending the available training courses.

15. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>1</i>	<i>Human resources development</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>1</i>	<i>Computer programming</i>
<i>iii. Technicians (specify technical fields)</i>	<i>--</i>	<i>--</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>3</i>	<i>Marketing opportunitizs studies financial management</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

16. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them: you may wish to attach if available documents which describe your company's developments strategy.)

We are thinking to change our target group from unbankable people to bankable ones. So we are in need for more training to deal with the medium projects up to \$700,000. Till now our organization is studying to provide a trust fund to cover wider needs. I think a lot of changes will be achieved in the near future.

17. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

- 1. Building the industrial zones*
- 2. To establish the linkage sector industry such as agricultural industry*
- 3. Growth of ready made clothes*
- 4. Any labourer-intensive project to promote employment.*

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 3

Participant: Sharia Muhammad Mustafa
Engineers Association, Beit Hanina
P.O.Box 19183, Jerusalem
Tel: (00972-02) 834 223
Home: P.O.Box 844, Bethlehem
Tel: (00972-02) 745 278

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. Improvements introduced by you in:

a) Project identification and formulation

The logical framework for project formulation is being implemented..

b) Project implementation

A new guideline introduced for the wider use of all interested persons.

c) Project monitoring and evaluation

Being implemented using objectively verifiable indicators.

2. Improvements / innovations in loan approval procedure.

New systems, including computer-aid procedures, are introduced by the Engineers Association.

3. Status in the use of UNIDO / COMFAR software

Unfortunately the expected COMFAR software has not been received from UNIDO.

4. Assistance provided by you to existing enterprises in assessing their performance improvement and organization development programmes.

Presently only at the training phase. Further advisory/consultancy assistance is needed.

5. Development of business contacts with enterprises in Austria and Italy.

Not much progress - but new delegations coming from Austria and Italy may contribute to future business developments.

6. Publication/promotional activities carried out by you through the Engineers Association.

- *A new booklet as guidelines to project management printed for wider use.*
- *Articles published in professional journals.*

7. Steps initiated by you to strengthen co-operation between UNIDO and PNA

Have met twice with Dr. Samih El-Abid of PECDAR to brief him and keep him informed of UNIDO's strengths and opportunities.

8. Institutional capacity development plans initiated

Have initiated a new technical office in the Engineers Association which is headed by a civil engineer..

9. Establishment of a new partnership company in the construction industry (i.e. electro/mechanical) including:

- a) Formation of a partnership

Company is registered (Al-Wifaq Excavation and General Contracting Co.)

- b) Intensive training of prequalified persons

Have been accomplished

c) Development of financing proposal

This important aspect being studied carefully.

d) Registration of the company

Completed

10. How would you assess the progress of implementation of your back-home action plans?

According to the schedule (Satisfactory)

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

11. What do you consider is the effect of the training programme on yourself:

Greater competence accomplished particularly regarding identification, formulation, implementation and evaluation of projects. Competence recognized by CDP (Co-operative Development Projects) of USAID. May be employed by PEC DAR as the Technical Assistance Co-ordinator.

12. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

Greater competence accomplished particularly with reference to identification, formulation, implementation and evaluation of projects. Competence recognized by CDP (Co-operative Development Projects) of USAID. May be employed by PEC DAR as the Technical Assistance Co-ordinator.

13. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

A new guideline printed out for general use of project managers.

C. YOUR DEVELOPMENT NEEDS:

14. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development.

- *Planning and evaluation of public investment programmes and projects.*
- *Adequate training in analyzing tenders for the contracting business.*

15. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>--</i>	<i>--</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>3</i>	<i>Technical evaluation of engineering designs according to, civil, mechanical, electrical standards</i>
<i>iii. Technicians (specify technical fields)</i>	<i>2</i>	<i>Examinators for testing soil, concrete, asphalt</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

16. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)
- *taking advanced actions for organizing the profession of engineers; need to enhance and empower the staff; and use of the computer aided facilities.*
 - *Recruitment of highly qualified candidates who are coming to the country from abroad.*
17. Additional comments (please give any additional information which you consider may be helpful in planning future UNIDO assistance).
- *The business of technology incubators can be adopted in certain areas after modification to fit the local needs.*
 - *The promotion of investment, joint ventures and exchange of business delegations*
 - *Adequate access to technology sources in the world and a reasonable information system.*
 - *Greater participation in the international trade fairs.*

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 4

Participant: Osaily Amer
Importing and Distributing Company
35, King Faissal Street, P.O.Box 33, Hebron
Tel: (00972-02) 929 851 (office), 928 547 (Home)
Telex: (02) 26556
Fax: (00972-02) 920 873

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. Steps taken on marketing and eventual production of sweets, chocolates and toffees? (e.g. study of local preferences, price at which local customer will buy, economic selling price, etc.).

Due to the political situation the progress is delayed. (In Hebron, following the massacre at the mosque, strikes and curfews have resulted in loss of over 50 % of working days).

2. Now that Austria will join EU, are you planning to take advantage of the 35% tariff reduction provided to EU members?

Very positive points. The Austrian Trade Counsellors office is contacted on this question.

3. Have you been able to place any trial order for products from Italy or Austria?

Received samples, which have been submitted for import permission from the Ministry of Health.

4. What are the innovations you have introduced in importing and distributing sweets, chocolates and toffees?

Not much, again due to the political situation in Hebron.

5. As a result of your follow-up training, have you been able to suggest any innovations to your contracting business? (e.g. installation of lifts imported directly, production of prefabricated construction materials complementing the supply of ready mix concrete, etc.)

Austrian Trade Commissioner is contacted to get instruments for the to the hospital in Bethlehem as a part of our contact work.

6. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule (due to political factors)

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

7. What do you consider is the effect of the training programme on yourself:

Contributed to personal development and motivation for better ways of managing business.

8. Have you participated in any other training programme since the UNIDO training? (Please give details)

Only participated in trade fares in Cairo and Turkey.

9. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

A greater impact is expected over a longer period. The impact during the last six months would have been greater had it not been for the February 25 incident in Hebron.

10. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Have been able to inform and motivate my business partners and family members regarding opportunities of business development.

11. If you have introduced innovations in your enterprise. Please describe the results accomplished.

- a) New product services

Have an offer for new factory for manufacturing toffees.

- b) Quantity increase.

Somewhat reduced during the last six months. Only less than two months work was possible out of last six months due to curfews.

- c) Marketing strength.

- New customers and markets have been established*
- Arrangement for distribution of chocolates and toffees from Turkey to Jordan, without any political risk, has been made.*

- d) Organization development

A new organization is created for distribution in Jordan and Africa.

C. YOUR DEVELOPMENT NEEDS:

12. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development.)

Need to implement time saving computer-aid systems.

13. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>1</i>	<i>On business administrator</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>--</i>	<i>--</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>On electrical installation for construction</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

14. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Changing from distribution to a manufacturing and marketing company.

UNIDO



ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 5

Participant: Farrah Amin
Jerusalem Weaving Work Shop (New name: Farrah Bros. and Co.)
P.O.Box 21646, Jerusalem
Al-Ram-Ramalla Road
Tel: (00972-02) 281 155 - 959 473
Fax: (00972-02) 950 227

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. What steps have you taken in your 2 months to 12 months plan to increase your factory production from 10,000 to 20,000 units per month?

Additional cutting table and machines installed. Present production reached the target of 20,000 units despite crisis in the market. The name of the company is changed with new ownership structure.

2. What are the changes and improvements you have accomplished in respect of:

- a) Embroidering

New machines are added. New computer programme for design. No external help is needed for computer design.

- b) Cutting and modelling

New machines are added

- c) Production process

Sub-contracting whenever the company capacity is not adequate.

d) Purchasing

No change

e) Selling

Market is now expanded to Gaza and new retailers are identified. Possibly sales will be expanded to Jordan.

3. What is the present status regarding your plans for computer-aided:

a) Accounting

New computer-aid accounting introduced with the help of a consulting firm.

b) Manufacturing

Computer-aided design introduced without relying on outsiders anymore.

4. Have you accomplished any of the following:

a) purchase and installation of new machines

Purchased a new Japanese machine worth \$100,000.

b) Capital investment of \$50,000

Capital investment increased by \$30,000 against the target of \$50,000

c) Outsourcing (getting goods produced at other factories)

Five new small size contractors having up to 5 workers are working for the company

5. What is your market development status:

a) Customers in each city

One distributor for each major region and one for Israel (Nabulus, Hebron, Jerusalem, Tel-Aviv and Gaza).

b) expansion of sales through established distribution points

The income is in the following ratio 60: 40 through old and new distribution points.

6. Have you been able to introduce any high-tech machinery, in addition to what you already had?

A computer aided embroidery machine installed

7. What is the increase in employment against the planned increase of 55 persons.

7 - 8 extra persons in the factory and additional workers at sub-contractors works.

8. What is the realization of the planned profit increase?

About 12 to 15% profit increase.

9. Have you introduced a cash-flow control?

A new cash-flow system is introduced which will be eventually operated with PC.

10. How would you assess the progress of implementation of your back-home action plans?

According to the schedule (Highly satisfactory)

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

11. What do you consider is the effect of the training programme on yourself:

- Following the training Mr. Farrah Amin is now a key person in the company*
- Mr. Amin's concepts and skills on management and finance have changed significantly for the better.*

12. What would you consider is the impact of your training on your enterprise:

Within the last six months (increase in output from 10,000 to 20,000 Units)

Over a longer period continued growth of the Company

Please explain as far as possible in terms of objectively measurable indicators:

(See details under 1 to 9)

13. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Only limited to the company and close professional friends.

14. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a) New product services

Only new designs in line with increased demand.

b) Quality improvement

Continued to maintain a high quality.

c) Quantity increase.

From 10,000 to 20,000 units

d) Cost reduction

12% - 15% profit increase

e) Marketing strength.

A new distributor is appointed in Gaza and one in Nazareth is under negotiation.

f) Organization development

Company's name is changed along with improved ownership structure.

C. YOUR DEVELOPMENT NEEDS:

15. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development.)

Development of managers and technicians.

16. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>1</i>	<i>Computer-aided financial analysis and investment studies</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>--</i>	<i>--</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>To study how to design embroidery using new technology.</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>2</i>	<i>For net weaving machines</i>
<i>v. Service Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

17. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Plans to introduce knitting unit for woollen cloths which the company used to have in the past.

18. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

Group actions to overcome problems in the areas of:

- *Export marketing*
- *Quality control*
- *Assured supply of raw materials and expansion of supplier sources beyond Israel*

19. Additional comments

As the leader in garment manufacturing, the company's profit is equivalent to all other producers put together in the West bank. No.1 in terms of sales as per the latest industrial statistics.

The success of the on-going negotiation for direct market entry to EU can contribute greatly to the growth of the company.

Despite the disadvantage in labour cost (\$200 to \$350 per month in West Bank against 100 to 150 in Gaza) the company has the competitive advantage because of better quality and design.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 6

Participant: Dwaikat Ghalib Jamil
Nablus - Rujeib
P.O.Box 1107, Nablus
Al-Ram-Ramalla Road
Tel: (00972-09) 380 401
Fax: (00972-09) 379 887

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

Mr. Dwaikat could not be interviewed as he was away in Italy on business. Other participants are of the opinion that Mr. Dwaikat is doing very well. According to his action plan, the company's output and profit as well as market and management practices should improve substantially.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 7

Participant: Haddad Youssef Khalil
El Rimal Ahmed Abed El Azy Street
No: 46/278, Gaza
Tel: (00972-07) 868 107 - 861 010

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. Have you followed-up your understanding with "DRESSING", Milan?

No. In these days we are passing through a critical period in Gaza; nothing clear. The market and the economic policy not clear until now; maybe better at near future.

2. What is the progress of your short-term plan?

There is progress in some items such as shirts, dresses, cover for babies. There is progress but at a slow rate.

3. What are the changes you might have introduced in baby's and children's garment?

For the first time, we introduced cover for babies, and shirts for babies but in small quantities.

4. Have you been able to introduce on a trial basis "high-fashion" lady's garment? (e.g. those with high potential for profit margin and your image as a quality producer.)

High-fashion and high-profit-margin dresses are introduced.

5. What are the changes you introduced in respect of:

a) Quality control

High fashion dresses

b) Production process

Continues to be small lots due to economic problems in Gaza.

c) Cash flow

Expects improvements by the winter season.

d) Sales and distribution

We try to change but without much success

e) Fashion design

Starting to introduce high fashion ladies garment for wedding and other special occasions.

f) financial control

The precarious financial situation is corrected to the extent possible with financial planning.

6. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule (Could be better if the political/economic situation improves in Gaza)

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

7. What do you consider is the effect of the training programme on yourself:

I learned to do the right thing in terms of fashion, production methods and planning.

8. Have you participated in any other training programme since the UNIDO training? (Please give details)

Yes,

- 1. "Economical feasibility study of projects". Architecture studies Cairo, Egypt.*
- 2. "Feasibility studies and projects evaluation" Fredresh Nawman Ass., Omer Lotfy Agr. Cooperative Training Centre - Ismailya, Egypt.*
- 3. "Globalization and the ARAB MANAGER", The seventh Annual International Conference and Exhibition on Training and Management development Cairo, April 16-18 1994.*

9. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

After we have stable situation in Gaza, we will have the opportunity to implement what we learned at the training course. We have ideas, we need stable conditions to implement them..

16. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>--</i>	<i>--</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>--</i>	<i>--</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>Fashion designer</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>1</i>	<i>Maintenance (sewing machines) technician</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

UNIDO



ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No.8

Participants: Khoudari Jawdat Naj
Engineering Contracting Office
Omar Elmokhiar St., Gaza
Tel: (972-51) 861 334 and 822 264 (Office)
Tel: (972-51) 865 272 (Home)

Hassouna Rafiq
Mushtaha and Hassouna Co.,
P.O.Box 139 Gaza / Rimal
Tel: (972-7) 865 062 and 862 383

Fuad Fawzi Mann'a
P.O.Box 307
Gaza El Zaitun
Tel: (972-7) 862 020 and 821 310

Khayyat, Samir Muhamed A.
Khayyat Trading and Investment Co.,
P.O.Box 486
Nablus, West Bank
Tel: (972-9) 371 474 (Fax afternoon)
Tel: (972-9) 376 761 (Home)

IMPLEMENTATION PROGRESS OF GROUP ACTION PLAN

1. What is the present status of establishing eligibility of local construction contractors in respect of:
 - a) organizational improvements

This item needs more time and help from UNIDO.

- b) classifying contractors according to their specialization

During our participation in the contractor conference in Tunis we created a law for this classification.

- c) classifying companies according to their size and ability

Yes

- d) upgrading managerial and staff training

We try by contacting UNDP and UNIDO to arrange training course for the contractors.

2. Developing co-operation and consortium arrangement with foreign companies:

- a) direct contact

Yes

- b) contact through foreign chambers of commerce.

No.

- c) Business contacts established through UNIDO

Being followed up

3. Development of co-operation with international organization:

- a) direct contact with World bank and EU and bilateral donors

In continuous contact with EU office in Gaza and World Bank through PEC DAR.

- b) contact with UN agencies (UNIDO, UNDP, UNRWA)

daily contact

4. Organizing training and seminars.

(Same as in 1.d.)

5. Establishing a procedure at Contractors Union for equipment sharing

Find it difficult; but being pursued.

6. Inviting a UNIDO specialist such as Mr. Dell'Orsina to help establish eligibility criteria and organize training.

We are waiting for his arrival.

7. Setting good examples among the above four companies so that others may adopt such code of conduct.

We do it to the best of our ability.

8. Negotiating and convincing the Union of Contractors to adopt standards of excellence.

A copy of the seminar documents was given to the Union of Contractors and important points are explained in a meeting.

UNIDO



ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 9

Participants: Hassouuna Rafiq
Mushtaha and Hassouna Co.,
P.O.Box 139 Gaza / Rimal
Tel: (972-7) 865 062 - 862 383

Fuad Fawzi Mann'a
P.O.Box 307
Tel: (972-7) 862 020 - 821 310

A. IMPLEMENTATION PROGRESS OF GROUP ACTION PLAN

1. progress in implementing organizational changes and administrative procedures at Mushtaha and Hassouna Co.

Filling of vacant positions and definition of responsibilities and job objectives and company administrative structure.

2. Progress regarding the purchase of construction equipment:

- a) Tower cranes

Waiting.

- b) excavators

Purchased

3. Contacts with international organizations to keep informed of construction industry projects and plans.

Good progress.

4. Publication of information booklet on Mushtaha and Hassouna Co.

An initial booklet has been published.

5. In-house training to use computer softwares for estimating, scheduling and controlling construction projects.

Need more training efforts.

6. Establishing joint-ventures with Italian companies.

An outstanding success story is the recent construction of UNDP executed 12 million dollar fruit processing factory in collaboration with an Italian firm.

7. Searching for other potential business contacts (e.g. lift and elevator manufacturers)

At an early stage

8. Developing and strengthening co-operation with local contractors.

Good steps initiated through the Union of Palestinian Contractors

9. Feasibility study to establish an asphalt mixing plant in Gaza.

Cancelled due to competition and over-capacity.

10. Organizing technical and management training courses for the company staff members.

One person has been trained

11. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule and excellent reputation

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

12. What do you consider is the effect of the training programme on yourself:

The training programme provided a wide field of experience and knowledge, specially in the use of software in estimating and programming of projects. The study visits in Vienna and Milan helped me to see the latest construction technology on sites..

13. Have you participated in any other training programme since the UNIDO training? (Please give details)

Not myself but I arranged for my assistant (project manager) to participate in CPI course held by PEC DAR in Gaza (19.6.94 - 18.7.94).

14. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

- 1. Organizing of construction project*
- 2. Preparing the company for the next stage of development*
- 3. More contacts with other organizations*
- 4. Preparing to use the computer for the technical affairs.*
- 5. Trying to find training courses for staff development.*

15. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

My position in the company as a technical manager and partner, also by my membership in the contractors union helped me to pass on my experience to my companions in the company and the union..

16. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a) New product services

1. *Relationship department which started its activities since last February gets good results in contacting many of organizations and foreign companies.*
2. *Establishment of the investment department this month will increase the capital of the company and create work opportunities.*

b) Quality improvement

Have established excellent reputation for quality of works.

c) Quantity increase.

The budget of 1994 expected to be two times that of 1993.

d) Cost reduction

Work organization and planning of projects helped in reducing the costs.

e) Marketing strength.

1. *Waiting the next reconstruction phase for liberated areas.*
2. *Two schools and one clinic for UNRWA are being constructed by our company*

f) Organization development

Improvements are introduced.

17. In your efforts to implement innovations in your company what are the difficulties you encountered?

a) Lack of trained personnel:

Yes

b) Lack of institutional capacity:

Yes. The Union of Contractors and PEC DAR are still in their formative stage.

c) Others:

Changes in administration has delayed approval of projects.

B. YOUR DEVELOPMENT NEEDS:

18. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development)

Training: I need further training in project management, estimating and application of modern technology.

19. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners/managers</i>	<i>2</i>	<i>General Director Technical Manager</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>4</i>	<i>Projects Director Project Managers (3)</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>Computer specialist</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>1</i>	<i>Operator of construction machines</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>2</i>	<i>Secretary accountant</i>
<i>vi. Other categories</i>	<i>1</i>	<i>Purchasing man</i>

20. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Training and development of staff

21. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

Contractors training as requested by Union of Contractors to UNIDO.

UNIDO



ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 10

Participants: Samir Muhamed A. Khayyat
Khayyat Trading and Investment Co.,
P.O.Box 486
Nablus, West Bank
Tel: (972-9) 371 474 (Fax afternoon)
Tel: (972-9) 376 761 (Home)

A. IMPLEMENTATION PROGRESS OF GROUP ACTION PLAN

1. Specify important changes, if any, in your position, since your participation in the Follow-up Training during November - December 1993:

Restarted with building contracts. A new co-operative for agricultural sacks has been started with 12 members investing \$120,000 each. (Mr. Dwaikat is to get the machines from Italy).

2. Give progress of implementation of your action plans and results achieved so far.

(See group action plan No.8)

3. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

4. What do you consider is the effect of the training programme on yourself:

Better informed about the latest management practice; e.g. application of P.C. aided programmes which are introduced in the company.

5. Have you any new projects since the UNIDO training? (Please give details)

Following the training two new projects are started, namely:

- *contract works for private houses and commercial building*
- *a co-operative with an initial capital investment of about \$500,000 for the production of plastic bags (net-type) for agricultural products (e.g. potatoes, onions, etc.)*

6. What would you consider is the impact of your training on your enterprise:

Within the last six months (political situation was an impediment)

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

With favourable political climate there is a great potential for business development in Palestine.

7. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Have been able to establish co-operation among entrepreneurs (including one of the former participant) to establish a \$500,000 project for the production of agricultural bags.

8. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a) New product services

Contracting and production of agricultural bags.

b) Marketing strength.

Problems due to the present political situations

9. In your efforts to implement innovations in your company what are the difficulties you encountered?

a) Lack of trained personnel:

--

b) Lack of access to technology:

No problem thanks to the contacts in Italy and Austria established during the UNIDO training.

c) Lack of institutional capacity:

--

d) Lack of funds:

Funds in the form of loan and grants are expected from a number of sources.

e) Resistance to change

--

f) Lack of a policy and a sector development programme:

Political impediments

B. YOUR DEVELOPMENT NEEDS:

10. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development)

Some key members of the newly established co-operatives need specialized training.

11. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Managers</i>	<i>2</i>	<i>On management of the co-operative for the production of agricultural bags</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>1</i>	<i>A newly graduated engineer to be trained on contract management</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>Maintenance and operation of sacks making machines</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>1</i>	<i>On P.C. aided accounting and store-keeping</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

12. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Production and marketing of agricultural bags using modern technology.

13. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

Joint ventures and consortium arrangements with local contractors, Jordanian companies as well as contractors abroad.

14. Additional comments (please give any additional information which you consider may be helpful in planning future UNIDO assistance).

Establishment of an industrial zone in Nabulus, which has been proposed by the Chamber of Commerce in Nabulus, but yet to be approved by the Israeli authority. UNDP could possibly help in getting the approval, meanwhile UNIDO may consider technical assistance for the effective functioning of the Industrial Zone.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 11

Participants: Jawdat Khoudary.
Sagga & Khoudary Co. Ltd.,
P.O.Box 1287 Gaza
Tel: (972-7) 822 264 and 823 164
Fax: (972-7) 862 934

A. ACTION PLANS OF FOLLOW-UP TRAINING

1. Give a brief summary of your back-home action plans prepared during the Follow-up Training (Please summarize the key results expected and activities planned)
 1. *Organizational changes being introduced with the help of a consultant (former BDC consultant Rana Abkishk)*
 2. *Computer based estimating and accounting introduced*
 3. *New equipment worth \$250,000 purchased.*
 4. *Three new employees at middle management level (graduates in engineering and accounting) employed.*
 5. *Land rented (6000m²) for storing equipment and construction materials (cost \$10,000 per year)*
 6. *A new project for producing flexible foam is being installed (capital investment \$600,000).*
 7. *Have taken a 15% share in a factory producing PVC pipes.*
 8. *Purchased 1300m² for building commercial and housing for outright sale.*

2. Give progress of implementation of your action plans and results achieved so far.

(Refer to previous page)

- *Immediate problems are delays in tendering of expected projects due to political/economic transition. Many works are being delayed or kept in suspension.*
- *Need for a cash flow analysis and projections, taking into account the present situation.*

(See also group action plan No. 8)

3. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule (could have been better if the transition had taken place earlier)

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

4. What do you consider is the effect of the training programme on yourself:

As a result of the training, I have been able to demonstrate professional standards (in international forum, etc.) equivalent to other reputed contractors/construction engineers.

Thanks to this new image I have been elected as member of professional committee to prepare Palestine Contractors Union Conferences.

5. Have you participated in any other training programmes since the UNIDO training? (Please give details)

Only in international professional conferences.

6. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

7. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Yes, through Palestinian Contractors Union in influencing code of conduct for contractors.

8. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a) New product services

(See page 1)

b) Quality improvement:

Yes

c) Quantity increase:

Yes.

9. In your efforts to implement innovations in your company what are the difficulties you encountered?

a) Lack of trained personnel:

Yes (See item 11)

d) Lack of access to technology:

Yes

c) Lack of institutional capacity:

Yes

d) lack of funds:

Very much at the present time due to delays in approving budgets.

e) lack of a policy and a sector development programme:

Only uncertainty due to transition of administration.

B. YOUR DEVELOPMENT NEEDS:

10. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development)

Training and staff development

11. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Managers</i>	<i>2</i>	<i>Newly recruited engineers and accountants</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>3</i>	<i>Computer specialists</i>
<i>iii. Technicians (specify technical fields)</i>	<i>2</i>	<i>Highly qualified welder for construction works. (e.g. pipes and tanks for gas and pressure vessels)</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>5</i>	<i>Asphalt paving machine operators and their maintenance operation</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

12. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's development strategy.)

Cash flow projections distorted by the present uncertainties.

13. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

Institution development (Ref: request to UNIDO for contractors' training)

UNIDO



ONUDI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 12

Participants: Abd El Hamid Humus
Jerusalem Pharmaceuticals
Jerusalem, Ramallah
Tel: 954 517, 956 559
Fax: 994 246, 955 445

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. What actions have you taken since the follow-up training to improve the performance of managers and staff members at Jerusalem Pharmaceuticals?

a) Organizing in-house group training

The training materials gathered in Vienna are used and put into a wider use among colleagues.

b) Distributing information booklets (collected from Austria and Italy)

Extensive use is being of it and also for external professional personnel.

c) Organizing special PC training

PC application is being expanded with the help of local computer consultants and special programmes are developed.

2. What is the progress of your proposal for strengthening business contacts? For example new sources for:

a) Raw material supply

Development of a special data bank for suppliers and improved supplier sources (e.g. direct contact with manufacturers and not through agents.)

b) machinery and instruments

Contacts are established directly and not through agents.

c) Building materials and prefabricated components

Many actions are taken after the training. Had it not been for the business contacts the price for certain doors, windows, etc. would have been four times higher!

d) technology and know-how

New ways of building and partitioning installations.

e) Strengthening G.M.P. procedures.

Strictly adhering to G.M.P. procedures

f) manufacturing under license

The perfume products are produced under contract; and also throat lozenges.

3. Results of business contacts established with enterprises

a) Italfarmaco

Not much progress

b) Nicomac

Extensive collaboration accomplished resulting in cost reduction of imported items.

4. Results of contacts with UNRWA:

Thanks to personal contacts during the training at Vienna. UNRWA has accepted our suggestion that products can be tested in Jordan and not with the earlier analysers who created some unreasonable problem.

5. Give progress of implementation of your action plans and results achieved so far.

Very satisfactory. (See details under item 6)

6. Give a summary of actions yet to be taken according to your back-home action plans.

The valuable aspects were the business contacts with Nicomac and Italfarmaco.

7. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

8. What do you consider is the effect of the training programme on yourself:

Have been able to make significant improvement in management practices, following the training.

9. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

- Following-up the business contacts in Italy equipment worth over \$100,000 has been imported for the new building, adhering to the G.M.P. standards, (Ref. business contacts with Nicomac).*
- Also through Nicomac other contacts are established to meet Jerusalem Pharmaceuticals' needs.*

10. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Have been able to help another entrepreneur for the production of disposable syringes, using the contacts in Italy.

Have been able to promote UNIDO services through professional meetings with university professors and consultants of Engineering Association.

11. If you have introduced innovations in your enterprise. Please describe the results accomplished.

- a) Quality improvement:

Only indirectly

- b) Quantity increase:

Yes. Through improvements in machine layout and low cost automation and more importantly in new storage arrangement following the study visit observations in Austria.

- c) Cost reduction

Thanks to the development of suppliers and evaluation of their costs, have been able to reduce in a few cases the cost of production.

- d) Marketing strength

Have been able to influence the marketing division to improve their performance.

- e) Organization development

Knowledge gained in Vienna has contributed to the training of staff members.

- f) Others (specify)

Consultants were informed of the manuals and guidelines on "feasibility study" prepared by UNIDO

12. In your efforts to implement innovations in your company what are the difficulties you encountered?

The present ownership structure of the company is not conducive to best development of the company.

B. YOUR DEVELOPMENT NEEDS:

13. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training need</i>
<i>i. Managers</i>		
<i>ii. Senior Specialists (list specialization)</i>		
<i>iii. Technicians (specify technical fields)</i>		<i>Note: A detailed survey of training needs, number of people to be trained and their levels will be carried out and the conclusions will be sent to Mr. Karamanoglu.</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>		
<i>v. Service/Office Staff (List the nature of service)</i>		
<i>vi. Other categories</i>		

14. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Separation of manufacturing facilities according to new regulations and G.M.P. standards (e.g. separate division for penicillin away from the original factory). In the future there will be three separate factories.

15. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

- *Need for better specialization, segmentation or amalgamation among the existing 8 pharmaceutical firms in Palestine; thereby achieving better use of investment as well as quality improvement and avoiding wasteful duplications.*
- *Need for all producers to accept G.M.P. ISO 9000 standards to be accepted as exporters in the international market.*

16. Additional comments (please give any additional information which you consider may be helpful in planning future UNIDO assistance).

A good part of the course could be held locally and thereby limiting the foreign component only to those aspects which can not be implemented locally (e.g. business contacts). This may result in better cost/effectiveness; and also make it possible for senior executives to be away for only short periods.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 13

Participants: Dello Jawdat Ragheb
National Cosmetics & perfume Co.,
Omar Elmuktar St. P.O. Box 2072
Gaza
Tel: (972-7) 862 370

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. What improvements in cosmetics production and marketing have been accomplished? In respect of:

a) Market

Better than 1993.

b) Technology

The formula for citrus wax is yet to be secured

c) Production

Production includes lipstick, mascara, after shave and eau de cologne

d) Finance and accounting

is better than before

2. What is the present status of your project for fruit wax?

a) Technology and formula

Not yet secured

b) Production of wax

Can not start without formula

c) Field testing and marketing

Depends on securing the formula

3. What is the present status of your proposed UNIDO fellowship to study small scale production of cosmetics and personal care products?

a) Application submitted to UNIDO

No response received

b) UNIDO has approved your fellowship

--

c) Logistics of fellowship being worked out

Mr. Karamanoglu is requested to follow it up.

3. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule (delayed due to difficulties of securing the formula for fruit wax)

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

5. What do you consider is the effect of the training programme on yourself:

Well-informed on the technological aspects of cosmetics production. Have now a realistic approach to technology transfer which should help to achieve the company objectives, even if the process takes time.

6. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

7. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Not much

8. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a) New product / services:

New products: After shave atomisers

b) Quantity improvement:

Batch size increased from 5,000 to 10,000 for the production of after shave.

c) Quality increase:

because of good quality customers have paid in advance. Publicity campaign in progress against the use of harmful ingredients in cosmetics by unscrupulous producers (e.g. use of cheap methanol instead of ethanol).

d) Cost reduction

Cost is about 10% below that of the competitor's products.

e) Marketing strength

- *Excellent marketing arrangement having exclusive distributor.*
- *With the change in administration in Gaza, customers in the West Bank can not easily be contacted personally due to travel restrictions, resulting in their reduction from ten to three.*

9. In your efforts to implement innovations in your company what are the difficulties you encountered?

a) Lack of personnel

The existing work force is well trained

b) Lack of access to technology:

Difficulty to secure formula for fruit wax.

c) Lack of funds

Though small scale in operation the profit margin is about 20%

C. YOUR DEVELOPMENT NEEDS:

10. What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development)

Delay in securing chemical formula for wax and technology for the production of medical cotton.

12. What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

Financing and loan facilities in the absence of adequate banking facilities is another problem.

UNIDO



ONU DI

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL**

No. 14

Participants: Natsheh Jibreel Mousa
Reem Sport Shoes Factory
P.O.Box 41 Hebron
Tel and fax: (972-2) 929 697
(972-2) 927 477 (Home)

A. IMPLEMENTATION PROGRESS OF ACTION PLAN

1. What is the present status of your project for the production of PVC granules?

Negotiation for a joint-venture for the production of PVC granules with an Italian firm has not been completed yet. As a result items listed below are not started.

- a) Partnership Company registration*
- b) Company shares paid up*
- c) Key positions to be organized*
- d) Building construction / renting*
- e) Employees recruitment*
- f) Machinery importation from VICCH, Italy*
- g) Raw materials (rasin power and DOP) importation*
- h) Production of PVC granule*

While items a) to h) above are delayed, a new establishment is created for the production of about 1000 meters of fabric with sponge for shoe production.

2. Is there a change in financial plans compared to the original projections

No.

3. How does the present marketing plan compare with the earlier projection?

Delayed mainly due to the curfews and strikes following the Hebron massacre.

4. What is the progress of establishing a "Federation of Shoe Manufacturers"? As regards:

Waiting for approval through negotiation by the Palestinian National Authority. Once approval secured items a), b), c) and d) listed below will be initiated.

- a) *Co-operation for marketing*
- b) *Group purchase of raw materials*
- c) *Training centre for foot wear*
- d) *Quality testing*

5. What is the present status of the proposed "Industrial Zone" in Hebron?

Waiting for further development through PEC DAR as well as the expected visit of the Emilia-Romagna Regional Delegation • Mr Jacob to keep Mr. Natshe informed of the above.

6. Other outcomes of the business contacts you made in Austria and Italy. (e.g. export of shoes to Russia through Austrian firms)

Final agreement has not yet completed as Ream Shoes is waiting for the approval from APT Austria.

7. Give progress of implementation of your action plan and results achieved so far.

A great deal depends on the progress of peace agreement as situation can change drastically with new partners with competitive advantages may enter the market such as partners from Saudi Arabia.

8. How would you assess the progress of implementation of your back-home action plans?

According to the schedule

Ahead of the schedule

Behind the schedule (due to political factors, yet a new establishment has been created successfully to complement shoe production e.g. spong fabric)

B. IMPACT OF TRAINING PROGRAMME ON YOURSELF AND ON YOUR ENTERPRISE (AGENCY, INSTITUTION):

9. What do you consider is the effect of the training programme on yourself:

Provided an excellent opportunity of experience sharing for entry into European and other export market.

Well-informed of the supplier net-work for raw materials and accessories for shoe industry.

10. Have you participated in any other training programmes since the UNIDO training? (Please give details)

No. But have undertaken two business trips: once to Bologna and another to the Netherlands, in line with the business contacts arranged by UNIDO during the training programme.

11. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

In establishing business contacts for the production of casual shoes and possibly for the export of shoes through APT, Austria.

12. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

Negotiating for the establishment of the Federation of Shoe manufacturers which when materializes should strengthen the capacity of all shoe manufacturers. (Ream Sports Shoe is the third largest in Palestine).

13. If you have introduced innovations in your enterprise. Please describe the results accomplished.

- a) New product / services:

Textile form: fabric for shoes introduced through a separate partnership company. 400 out of 1000 meters of daily production is consumed by Ream Sport Shoe Co.

- b) Quality improvement:

Negotiating under progress with Puma and Reebok for sub-contracted production of quality shoes for exports.

- c) Quantity increase:

Not yet, again mainly because of the incident in February in Hebron.

- d) Cost reduction

Have succeeded in reducing the cost (not less than 10% variable cost.)

- e) Marketing strength

One of the top producers (3rd largest in Palestine)

- f) Organization development

The new establishment for the production of spong fabric effectively complements the shoe manufacturing unit.

14. In your efforts to implement innovations in your company what are the difficulties you encountered?

a) Lack of access to technology:

Not being able to cope up with the latest development and innovations in the foreign market. Especially the high tech products such as Reebok, LA Gear.

b) Lack of institutional capacity:

The delay in the establishment of the Federation of Shoe Manufacturers is a major obstacle.

c) Lack of funds

The net cash flow is not quite enough to cover expansion. Although the profitability of existing venture is very good.

d) Lack of a policy and a sector development programme:

The new UNIDO assisted institute (Institute for training manpower for shoe industries - a 2 year project started since June 1994) can prove to be of great help.

15. Please give specific information on your enterprise's training needs, number of people to be trained and their levels:

<i>Levels</i>	<i>No. of persons to be trained</i>	<i>Training needs</i>
<i>i. Owners / Managers</i>	<i>2</i>	<i>Business administration and marketing</i>
<i>ii. Senior Specialists (list specialization)</i>	<i>1</i>	<i>In-plant training and industrial attachment in shoe design</i>
<i>iii. Technicians (specify technical fields)</i>	<i>1</i>	<i>Mechanical and electrical maintenance</i>
<i>iv. Production Machine Operators (Specify nature of work)</i>	<i>--</i>	<i>--</i>
<i>v. Service/Office Staff (List the nature of service)</i>	<i>--</i>	<i>--</i>
<i>vi. Other categories</i>	<i>--</i>	<i>--</i>

16 What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)

- *Construction of a new modern building - Land available (2000 m²) planned built up area (1000 m²)*
- *Business administration training for the second son; the eldest son is in his first year computer science course in London.*

17. What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).

- *Shoe and leather institute*
- *Federation of Shoe Manufacturers*
- *Loan facilities for export through the chamber of commerce.*

SECTION IV

**CAPACITY DEVELOPMENT NEEDS
IN PALESTINE IN TERMS OF
INSTITUTION AND INDUSTRIAL
HUMAN RESOURCES**

SECTION IV

**CAPACITY DEVELOPMENT NEEDS
IN PALESTINE IN TERMS OF
INSTITUTION AND INDUSTRIAL
HUMAN RESOURCES**

SECTION IV

CAPACITY DEVELOPMENT NEEDS IN PALESTINE IN TERMS OF INSTITUTION AND INDUSTRIAL HUMAN RESOURCES

A. INTRODUCTION

With a new administration, which is less than a few weeks old, the national capacity in terms of institution and industrial human resources development is today among the urgent and critical needs for Palestine. For a number of reasons it has become necessary to have a fresh (updated) approach. For example:

- Institutions, such as the Union of Palestinian Contractors, are created and old institutions (e.g. societies of contractors in Gaza and the West Bank) are merged into new institutions.
- Only recently a Palestinian National Authority (PNA) with ministerial structure was finalized, after the arrival of president Yasser Arafat in the beginning of July in Gaza and Jerico..
- Certain old organizations (e.g. PECDAR) will soon find itself in a new structural and functional relationship with PNA with corresponding changes in authority and responsibilities.

Therefore in the light of these changing situations, it is imperative that the earlier approaches - even those which are only few months old - need to be revised and updated in relevance to the new and emerging realities of governmental and institutional set-up in Palestine.

B. CONCLUSIONS AND RECOMMENDATIONS

UNIDO has an excellent track record of training and industrial human resources development in Palestine, of which it can be justifiably proud; it has not only initiated successful training programmes but has also followed up over the past nine years such programmes with outstanding results. UNIDO, therefore, has a unique and leading role in the development of national capacity in terms of institutional and industrial human resources development in Palestine.

Within a longer-term framework UNIDO may consider taking the following urgent steps:

Step 1: A mission by a UNIDO official from the Industrial Human Resources Department to help the PNA to identify their priorities of institutions and sub-sectors needing UNIDO assistance. The proposed mission should be devoted mainly to discussion with PNA and reaching agreement on urgent and important issues of industrial human resources development in Palestine. This could possibly have been attended by Mr. A. Karamanoglu if his proposed mission to Palestine during the beginning of July 1994 had taken place. UNIDO may consider such a mission at the earliest since without it, PNA's commitment to a coherent and co-ordinated approach to industrial human resources and institution development may not be secured fully; and external assistance in this sector may prove to be fragmented and ad-hoc in relation to the latest developments and urgent needs in Palestine.

Step 2: The second step within a co-ordinated approach to industrial human resources and institution development in Palestine, may be sending a multi-disciplinary mission composed of trainers of identified areas of priority to complete an in-depth survey and formulate a project proposal for UNIDO assistance. The project proposal will also be based on the other UNIDO programmes and projects in support of Palestine but updated to the latest administrative and institutional set-up. The trainers may come from priority areas of specialization (e.g. electronic maintenance, building construction, textile and garment, leather and shoe, food processing, etc. as will have been confirmed during discussion with PNA during Step 1.). The current proposal of training contractors, and technicians in repair and maintenance of electronic equipment may be integrated to this wider project of national capacity development in the industrial sector. The team leader may be a person with wide experience in training and human resources development, competence in project formulation and experience with the UN system, and good understanding of Palestinian background and needs.

Step 3. The third step is to seek sponsors who would be able to fund this project, which is of critical importance to industrial development of Palestine. UNIDO, may also wish to consider collaboration in this effort with other UN organizations, such as ILO - Turin International Centre which itself is seeking funds for training and human resources development in support of Palestine; and thereby ensure a more co-ordinated approach and synergy effect.

Step 4: The fourth step is to implement the project having several components, according to identified priorities of institution and industrial human resources development in Palestine.

SECTION V

**TRAINING OF CONTRACTORS OF
CONSTRUCTION PROJECTS**

SECTION V

TRAINING OF CONTRACTORS OF CONSTRUCTION PROJECTS

A. BACKGROUND

The proposed UNIDO assistance for training of contractors of construction projects in Palestine, (as outlined in the UNIDO Inter office Memorandum of 18 May 1994, responding to the request from Mr. Abed Yunis Dalout, Chairman of the former Society of Arab Contractors Union in Gaza) was followed up with UNDP office in Jerusalem, and with members/ council members of the newly established Union of Palestinian Contractors and the former participants of the UNIDO group training programme.

An important development, which needs to be recognized in any future UNIDO assistance in this field, is the creation of a new umbrella organization named Union of Palestinian Contractors to which the two former Societies of Contractors in Gaza and West Bank have been merged. The Union of Palestinian Contractors is now the recognized official body representing contractors in the entire Palestine. (A list of council members of the Union is attached in Annex III)

B. CONCLUSIONS AND RECOMMENDATIONS

Everyone I contacted agrees that the proposed UNIDO assistance should be channelled through the Union of Palestinian Contractors, the official body representing all contractors in Palestine.

The Palestinian National Authority (PNA), in particular the Palestinian Economic Council for Development and Reconstruction (PECDAR), as the national contracting authority for public works should also be officially involved in such assistance; thereby contributing to national capacity development in this sector. More importantly such official involvement is necessary to ensure good contracting procedures and code of conduct to be followed equally by contractors as well as the contracting authority. Unless PECDAR is formally informed well in time, the required commitment from PECDAR may not be forthcoming.

The training programme, which is proposed in two modules - (Module I in Palestine and Module II abroad) - may address issues according to the relative advantages of facilities available in Palestine and abroad. More specifically, the following considerations may be kept in view:

Module I - (Two weeks in Palestine)

- The venue for this module may be the Gaza division of the Union of Palestinian Contractors (UPC)
- The UPC is willing to provide all necessary local support (e.g. class-room facilities, secretarial and administrative support, refreshments and local transport) either directly or through its members.
- The UPC will also help the UNIDO consultant to arrange his discussions and local visits in support of the training objectives.
- Contents of Module I should be issues (e.g. eligibility criteria of contractors, code of conduct for contractors, standards of contracting procedures, legal questions in conformity with local conventions, co-operation among local contractors etc.) which can be best discussed and resolved in Palestine.
- Apart from the class room activities, this module needs also to be reinforced with awareness creating general meetings and discussions with the UPC and PECNDAR.
- The number of participants for the Module I could be the maximum possible in order to achieve a wider coverage. The participants may include candidates nominated by the Union of Palestinian Contractors, representatives from PECNDAR and possibly engineers from the UNDP office who are engaged in the supervision of major UNDP-executed construction projects.
- Timing and duration of class-room sessions may be decided in consultation with the Contractors Union and PECNDAR to ensure, full-time participation without causing any avoidable disruption to participants' regular work.

Module II - (Two weeks at Quadro Curzio International Ltd., Milan, Italy)

- This module should focus on latest developments in construction management, and computer integrated contract management using facilities that are available at Quadro Curzio International Ltd.
- Study visits and business contracts should also be part of this module
- Here again the Contractors Union would wish UNIDO to consider accommodating maximum possible candidates subject to facilities at Quadro Curzio International Ltd. To this purpose the Contractors Union is willing to consider a cost sharing arrangement to cover, if required, the DSA and travel cost of additional candidates. This is

also an indication of the very positive commitment of the Contractors Union to take full advantage of the proposed UNIDO assistance and their awareness of the need for such training assistance.

In conclusion, one of the priorities, if not the priority, needing UNIDO assistance is for human resources and institution development in the construction industry. The proposed UNIDO assistance can have a great impact on the development of the sector and on employment and income generation. Persons I contacted are looking forward to take full advantage of the UNIDO assistance. They are also equally willing to make their own contribution to make a success of this programme. However formalities with PECDAR need to be respected, providing ample time for their own decision-making process.

SECTION VI

**TRAINING OF TECHNICIANS FOR
REPAIR AND MAINTENANCE OF
ELECTRONIC EQUIPMENT**

SECTION VI

TRAINING OF TECHNICIANS FOR REPAIR AND MAINTENANCE OF ELECTRONIC EQUIPMENT

A. PRESENT SITUATION IN PALESTINE:

Thanks to guidance and assistance I received from Mr. Omar Daudi of UNDP, I was able to contact a number of institutions involved in vocational training in relevance to repair and maintenance of electronic equipment. They included:

i) Society for Arab Austrian Relations - (SAAR)

SAAR has carried out a survey on training needs in Palestine. Following this survey SAAR is sponsoring training in Austria for a group of 24 candidates, (3 have now dropped out) for a four year course on "Applied Engineering". About 50% of trainees are electronic mechanics. A curriculum of the SAAR programme will be sent directly to Mr. Karamanoglu by Mr. Fritz M. Froehlich, the SAAR representative in Jerusalem. The programme, including field attachment, is a practical programme; as they call the training for "blue collar engineers". The 11 candidates when they complete the four-year programme, will make an important contribution to technical capacity in electronics in Palestine. However they will be available after their completion of the training, only in 1996. Therefore the gap between now and 1996 needs to be filled.

ii) V.T.C. of YMCA, Jerico

Discussion with Mr. Mazen Hashwek, the director, V.T.C. Jerico indicates that V.T.C.'s in Palestine, in general are under-utilised and physical facilities are available to expand activities into new field such as electronic repair and maintenance. According to him UNRWA Gaza has also started a new programme on industrial electronics.

One problem he sees as regards outside assistance is delay. The much needed assistance comes after prolonged delay; and often the candidates trained abroad ends up in host countries (Europe and America) and not in Palestine. He clearly sees a need for short practical training in electronics on the following basis:

- a realistic field survey and job analysis to establish training needs in electronic repair and maintenance.
- design of a training programme, on a modular structure.

- conducting training during and after working hours for technicians working in the field (i.e. upgrading the best available technicians in the electro/mechanical field to electronic maintenance technicians).
- implementing training in collaboration with V.T.C.'s such as the one in Jerico (YMCA).

This type of programme has the dual advantages of meeting the immediate and urgent needs, through short-term UNIDO assistance, at the same time providing a base for enhancing the capacity of V.T.C.'s to extend training in electronic repair and maintenance.

iii) The Salesian V.T.C in Bethlehem

This is considered to be one of the best organized training institution in Palestine. It is supported by UNDP with modern training equipment.

Discussion with Fr. Lorenzo Saggiotto, Superior and Principal of the Salesian V.T.C. (convent) in Bethlehem indicated that the following programmes were offered:

- i. 3-year Secondary School programme specializing in:
 - mechanics
 - electrical, and
 - radio and TV maintenance.
- ii. 9-month basic vocational training in:
 - mechanics
 - house-wiring
 - 3-phase wiring, and
 - carpentry
- iii. 2-year advanced programme (following the 3-year secondary school programme) for maintenance of equipment.

Out of 16 entries for the last programme generally 12 to 13 complete the programme. For reasons of transport - a serious impediments for everyone - students come from only nearby places (Bethlehem, Hebron and Jerusalem); and rarely from Northern regions such as Nabulus and Jenin.

iv) Chamber of Commerce, Nabulus

Meeting with Mr. Maaz M. Nabulsi, President of Nabulus Chamber of Commerce and Industry (one of the important participant of the 1984 UNDP - Turin Centre training programme) and his council members, indicate that at the enterprise level, there is a critical problem of repair and maintenance of electronic equipment as well as mechanical / electronical equipment having

electronic devices. Similar problems are also faced by other users, namely bio-medical equipment users in hospitals, etc.

Mr. Nab'usi has agreed to gather more information for training needs for repair and maintenance of electronic equipment, using the questionnaire prepared by me. It will, when received, be sent to UNIDO.

B. CONCLUSIONS AND RECOMMENDATIONS

- Electronic equipment and electro/mechanical/hydraulic equipment with electronic devices are increasingly used in Palestine.
- Maintenance facilities for such equipment, specially in terms of adequately trained technicians are short in relation to the increasing use of such equipment.
- Certain initiatives such as those by SAAR and Salesian V.T.C. in Bethlehem have been taken. They will be available only by 1996 (in the case of SAAR) or limited to radio / TV and other devices, and restricted to Bethlehem / Jerusalem / Hebron area.
- The Northern regions of Nabulus and Jenin are the ones most in need of short-term assistance from UNIDO.
- There is also an urgent need to upgrade the existing technicians to the level required for increasing use of electronic devices.
- A short-term training and in-company advisory assistance from a UNIDO specialist can be of great value to enterprises wanting to upgrade their technicians on electronic repair and maintenance. Such assistance may be provided, availing the collaboration of the existing V.T.C.'s, (as suggested by V.T.C.s in Jerico and Bethlehem). It would also help to build up eventually their institutional capacity to provide training in the area of electronics.
- The regional focus of such assistance should be kept in view for the special needs in the Northern towns (e.g. Nabulus and Jenin) from where the request was initiated and where training opportunities are not available.

SECTION VII

**UNIDO FELLOWSHIP FOR THE
WORKSHOP ON "PLANNING,
IMPLEMENTATION, MONITORING
AND EVALUATION OF PUBLIC
INVESTMENT PROGRAMMES AND
PROJECTS"**

SECTION VII

UNIDO FELLOWSHIP FOR THE WORKSHOP ON ' PLANNING, IMPLEMENTATION, MONITORING AND EVALUATION OF PUBLIC INVESTMENT PROGRAMMES AND PROJECTS''

As per the fax from Mr. A. Karamanoglu to Mr. R. Guarda dated 27 June 1994 urgent action was taken, to expedite the nomination of a candidate.

Thanks to the efforts of UNDP office even at the shortest notice a nomination could be successfully processed. Finally Mr. Sharia Muhammad Mustafa from Engineers Association Beit Hanina was able to participate to the UNIDO/Turin Centre workshop.

The initial efforts by Ms. Khoury was to secure a nomination from one of the technical units of Palestine National Authority (PNA) such as PECDAR or the Palestinian Planning Division of the Technical Committee (PPDTC). While a candidate meeting the qualification requirements was available from the PPDTC, his nomination was not approved by PECDAR; nor was PECDAR in a position to nominate a candidate of their own at such a short notice.

The next choice was Mr. Abu Khator Muhammad Sabri from the Centre for Development Consultancy. He, however, declined the offer due to shortage of time.

Therefore Mr. Sharia was the next best choice whose nomination was also suggested by Mr. Abu-Khator.

No doubt, Mr. Sharia will take full advantage of the workshop. He should also be able to create a multiplier effect in the important area of public investment programmes and projects; particularly if his possible appointment as Technical Assistance Co-ordinator at PECDAR materializes.

Nevertheless this nomination may not have been possible but for the commitment and support from UNDP office. It seems to indicate the difficulties of PECDAR to arrive at a positive decision at a short notice. At present PECDAR is not even authorized by Israeli administration to have a telephone at their office in Jerusalem, as a result either one has to personally go to PECDAR office or rely on time-consuming postal mail.

SECTION VIII

**NOMINATION OF CANDIDATES
FOR THE UNIDO TRAINING
PROGRAMMES IN TURKEY**

SECTION VIII

NOMINATION OF CANDIDATES FOR THE UNIDO TRAINING PROGRAMMES IN TURKEY

The letters of invitation and aide-memories for the UNIDO financed training programmes in Turkey in the fields of (i) fruits and vegetables, (ii) small-scale foundry, and (iii) textile industry, were handed over to the UNDP in Jerusalem. As per the UNIDO request to receive the nominations of one candidate for each training programme, the UNDP programme officers have kindly agreed to distribute the above documents to appropriate authorities in Palestine.

Nominations when received from appropriate authorities in Palestine, will be sent directly to UNIDO, Vienna by the third week of July 1994.

ANNEXES

ANNEX I

Participant: Abu-Khator Muhammad Sabri
Centre for Development Consultancy (CDC)
P.O.Box 25204, Shufat, Jerusalem
Tel: (00972-02) 833183-4
Fax: (00972-02) 833185

1. Innovations introduced in your system of project appraisal, implementation and monitoring / evaluation:

.....
.....
.....

2. Present status of your plan for using UNIDO COMFAR software.

.....
.....
.....

3. Promotion of quality awareness and improvement including product testing in your client enterprises.

.....

4. Promotion of new business contacts / joint ventures with enterprises in Austria and Italy.

5. Present status of your proposal for establishing a SSI data bank.

.....
.....
.....

6. Promotional activities initiated by you for environmental protection

.....
.....
.....

7. Assistance provided by you in the areas of:

a) advisory services

b) rural development

.....
.....
.....

c) promotion of women entrepreneurs

d) use of machines for biscuits

.....
.....
.....

e) High-tech car repairing workshop

**f) regular meetings with
colleagues / participants**

.....
.....

8. Progress of the project: "Holyland Handicraft Co-operative" for production and marketing of handicrafts and souvenirs.

.....

5. Training programmes for project development officers introduced by you.

.....
.....

6. In-house training programmes introduced by you.

.....

7. Promotion of employment programmes

.....
.....

8. Steps taken for enhanced co-operation among UNIDO, CD and Engineers Association, Gaza.

.....

Participant: Sharia Muhammad Mustafa
Engineers Association Beit Hanina
P.O.Box 19183, Jerusalem
Tel: (00972-02) 834 223
Home: P.O.Box 844, Bethlehem
Tel: (00972-02) 745278

1. Improvements introduced by you in:

a) project identification

b) project formulation

c) project implementation

d) project monitoring and evaluation

2. Improvements / innovations in loan approval procedure

3. Status in the use of UNIDO / COFAR software

4. Assistance provided by you to existing enterprises in assessing their performance improvement and organization development programmes.

5. Development of business contacts with enterprises in Austria and Italy

.....
.....

6. Publication / promotional activities carried out by you through the Engineers Association

.....
.....

7. Steps initiated by you to strengthen co-operation between UNIDO and PLO

.....
.....

8. Institutional capacity development plans initiated

.....
.....

9. Establishment of a new partnership company in the construction industry (i.e. electro / mechanical) including:

a) formation of a partnership b) intensive training of prequalified persons

c) development of a financing proposal d) registration of the company.

Participant: Osaily Amer
Importing and Distributing Co.,
35, King Faissal Street, P.O.Box 33, Hebron
Tel: (972-02) 929 851 (office), 928547 (Home)
Telex: (02) 26556
Fax: (972-02) 920873

1. **What are the steps you have taken on marketing and eventual production of sweets, chocolates and toffees? (e.g. study of local preferences, price at which local consumer will buy, economic selling price, etc.)**

2. **Now that Austria will join EU, are you planning to take advantage of the 35% tariff reduction provided to EU members?**
3. **Have you been able to place any trial order for products from Italy or Austria?**
4. **What are the innovations you have introduced in importing and distributing sweets, chocolates and toffees?**

5. As a result of your follow-up training have you been able to suggest any innovations to your contracting business? (e.g. installation of lifts imported directly, production of prefabricated construction materials complementing the supply of ready mix concrete, etc.)

.....
.....
.....

6. Are you interested in establishing business contact with a firm which supply equipment and materials for the production of:

a) fiber glass pipes

b) prestressed concrete Hume pipes

.....
.....

c) fiber glass water storage tanks

d) steel sheets and bars

.....
.....

e) variety of road construction machinery

f) feasibility study for establishment of a factory for any of items a, b, c or d.

.....
.....

g) Import of any of above 5 items.

4. Have you accomplished any of the following:

a) purchase and installation of new machines

.....
.....
.....

b) capital investment of \$50,000

.....
.....
.....

c) outsourcing (getting goods produced at other factories)

.....
.....
.....

d) Sub-contracting production

.....
.....
.....

5. What is your market development status:

a) customers in each city

.....
.....
.....

b) expansion of sales through established distribution points

.....
.....
.....

6. have you been able to introduce any high-tech machinery, in addition to what you already had?

7. What is the increase in employment against the planned increase of 55 persons.

.....

8. What is the realization of the planned profit increase?

.....
.....
.....

9. Have you introduced a cash-flow control?

.....

Participant: Dwaikat Ghalib Jamil
Nablus-Rujeib
P.O.Box 1107 Nablus
Tel: (972-09) 380401
Fax: (972-09) 379887

1. What improvements have been so far realized in respect of:

a) Market

b) Technology

c) Finance

d) Material supply

e) Management profile (in particular items 9 to 13 and also 2, 3 and 8)

f) Enterprise profile (in particular 5 and 6; and also 7, 8 and 9)

2. What is your present gross sales against the planned target (table 1).

3. Have you succeeded in installing the two new machines (table 2) at the estimated cost?

4. **What is the present status of your capital investment programme in comparison to your plan (cash flow table)**

.....
.....

5. **What is your present working capital situation against the plan? (table 3)**

.....
.....

6. **How does your raw material expenditure compare with the budget (table 4)**

.....
.....

7. **What is the present performance of the labour cost budget? (table 5)**

.....
.....

Participant: Haddad Youssef Khalil
El Rimal Ahmed Abed El Azy Street
No: 46/278, Ghaza
Tel: (972-07) 868107 - 861010

1. Have you followed-up your understanding with "DRESSING", Milan?

2. What is the progress of your short-term plan?

3. What are the changes you might have introduced in baby's and children's garment?

4. Have you been able to introduce on a trial basis "high-fashion" lady's garment? (e.g. those with high potential for profit margin and your image as a quality producer)

5. What are the changes you introduced in respect of:

a) quality control

.....

b) Production process

.....

c) cash flow

.....

.....

d) sales and distribution

.....

.....

e) fashion design

.....

f) financial control

.....

Participants: (Group Action Plan: Construction Industry)

Khoudari Jawdat Naji
Engineering Contracting Office
Omar Elmokhiar St., Ghaza
Tel: (972-051) 861334 and 822264 (Office)
Tel: (972-051) 865272 (Home)

Hassouna Rafiq
Mushtaha and Hassouna Co.,
P.O.Box 139 Ghaza / Rimal
Tel: (972-07) 865062 and 862383

Fuad Fawzi Mann'a
P.O.Box 307
Gaza El Zaitun
Tel: (972-7) 862020 and 821310

Khayyat, Samir Muhamed A.
Khayyat Trading and Investment Co.,
P.O.Box 486
Nablius, West Bank
Tel: (972-9) 371474 (Fax afternoon)
Tel: (972-9) 376761 (Home)

1. What is the present status of establishing eligibility of local construction contractors in respect of:

- a) organizational improvements
- b) classifying contractors according to their specialization

- c) classifying companies according to their size and ability
- d) upgrading managerial and staff training

2. Developing co-operation and consortium arrangement with foreign companies:

- a) direct contact
- b) contact through foreign chambers of commerce

c) business contacts established through UNIDO

3. development of co-operation with international organization:

a) direct contact with World Bank and EU and bilateral donors

b) contact with UN agencies (UNIDO, UNDP, UNRWA)

4. Organizing training and seminars.

5. Establishing a procedure at Contractors Union for equipment sharing

6. Inviting an UNIDO specialist such as Mr. Dell'Orsina to help establish eligibility criteria and organize training.

7. Setting good examples among the above four companies so that others may adopt such code of conduct.

8. Negotiating and convincing the Union of Contractors to adopt standards of excellence.

Participants: (Group Action Plan of two participants from Mushtaha and Hassouna Co.)

Hassouna Rafiq
Mushtaha and Hassouna Co.,
P.O.Box 139 Ghaza / Rimal
Tel: (972-07) 865062 and 862383

Fuad Fawzi Mann'a
P.O.Box 307
Tel: (972-07) 862020 - 821310

1. Progress in implementing organizational changes and administrative procedures at Mushtaha and Hassouna Co.

2. Progress regarding the purchase of construction equipment:
 - a) tower cranes
 - b) excavators

3. Contacts with international organizations to keep informed of construction industry projects and plans.

4. Publication of information booklet on Mushtaha and Hassouna Co.

5. **In-house training to use computer softwares for estimating, scheduling and controlling construction projects.**

6. **Establishing joint-ventures with Italian companies.**

7. **Searching for other potential business contacts (e.g. lift and elevator manufacturers)**

8. **Developing and strengthening co-operation with local contractors**

9. **Feasibility study to establish an asphalt mixing plant in Gaza.**

10. **Organizing technical and management training courses for the company staff members.**

Participant: Abd El Hamid Humus
Jerusalem Pharmaceuticals,
Jerusalem, Ramallah
Tel: 954517, 956559
Fax: 994246, 955445

1. What actions have you taken since the follow-up training to improve the performance of managers and staff members at Jerusalem Pharmaceuticals? More specifically in respect of:

- a) Organizing in-house group training
- b) Distributing information booklets (collected from Austria and Italy)

c) Organizing special PC training

2. What is the progress of your proposal for strengthening business contacts? For example new sources for:

- a) Raw material supply
- b) Machinery and instruments

- c) Building materials and prefabricated components
- d) Technology and know-how

Participant: Dello Jawdat Ragheb
National Cosmetics & Perfume Co.,
Omar Elmuktar St. P.O.Box 2072
Ghaza
Tel: (07) 862370

1. What improvements in cosmetics production and marketing have been accomplished? In respect of:

a) Market

b) Technology

c) Production

c) Finance and Accounting

2. What is the present status of your project for fruit wax?

a) Technology and formula

b) Production of wax

c) Field testing and marketing

3. **What is the present status of your proposed UNIDO fellowship to study small scale production of cosmetics and personal care products?**

a) **Application submitted to UNIDO**

.....
.....
.....

b) **UNIDO has approved your fellowship**

.....

c) **Logistics of fellowship being worked out**

.....

.....

Participant: Natsheh Jibreel Mousa
Reem Sport Shoes Factory
P.O.Box 41 Hebron
Tel and fax: (972-2) 929697
(972-2) 927477 (Home)

1. What is the present status of your project for the production of PVC granules?

a) Partnership Company registered

b) Company shares paid up

.....

.....

c) Key positions organized

d) Building constructed / rented

.....

.....

.....

.....

e) Required employees recruited

**f) Machinery imported from VICCH,
Italy**

.....

.....

.....

.....

**g) Raw materials (rasin powder and
DOP) imported.**

h) Production started

.....

.....

2. Is there a change in financial plans compared to the original projections?

.....

.....

.....

.....

3. How does the present marketing plan compare with the earlier projection?

.....
.....
.....

4. What is the progress of establishing a "Federation of Shoe Manufacturers"? As regards:

a) co-operation for marketing

b) Group purchase of raw materials

.....
.....

c) training centre for foot wear

d) Quality testing

.....
.....

5. What is the present status of the proposed "Industrial Zone" in Hebron?

6. Other outcomes of the business contacts you made in Austria and Italy. (e.g. export of shoes to Russia through Austrian firms)

.....
.....

UNIDO



ONUDI

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL

FOLLOW-UP OF GROUP TRAINING PROGRAMME FOR PALESTINIANS IN THE FIELD OF SMALL-SCALE INDUSTRIAL ENTERPRISES

A. Participant:

1. Participant's name:
2. Present position:
3. Name of the enterprise:
4. Mailing address:
5. Telephone:
6. Telefax:

B. Present employment

7. Specify important changes, if any, in your position, since your participation in the Follow-up Training during November - December 1993:

D. Impact of training programme on yourself and on your enterprise (agency, institution):

12. What do you consider is the effect of the training programme on yourself:

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

13. Have you participated in any other training programme since the UNIDO training? (Please give details).

.....

.....

.....

.....

.....

14. What would you consider is the impact of your training on your enterprise:

Within the last six months

Over a longer period

Please explain as far as possible in terms of objectively measurable indicators:

.....

.....

.....

.....

.....

.....

.....

.....

15. What are the multiplier effects of your training? (Could you pass on your experience/knowledge through lectures, advisory services or meetings within your company, agency, clients, etc.)

Please explain:

.....

.....

.....

16. If you have introduced innovations in your enterprise. Please describe the results accomplished.

a. New product/services:

.....

.....

.....

.....

.....

b. Quality improvement:

.....

.....

.....

c. Quantity increase:

.....

.....

.....

d. Cost reduction:

.....

.....

.....

.....

.....

e. Marketing strength:

.....

.....

.....

.....

.....

f. Organization development:

.....

.....

.....

g. Others (specify):

.....
.....
.....

17. In your efforts to implement innovations in your company what are the difficulties you encountered?

a. Lack of trained personnel: **b. Lack of access to technology:**

.....
.....
.....

c. Lack of institutional capacity: **d. Lack of funds:**

e. **Resistance to change:**

f. **Lack of a policy and a sector development programme:**

.....

.....

g. **Others (specify):**

.....

E. Your development needs:

18. **What would you consider your continued professional development needs (Please specify the areas of development and how you wish to achieve your continued professional development)**

19. **What would you consider the priority needs for implementing planned changes and innovations in your enterprise? (Describe the significant development problems of your enterprise and how you wish to resolve them; you may wish to attach if available documents which describe your company's developments strategy.)**

20. **What would you consider are the development priorities for the Industrial Sector and its Sub-Sectors? (Please give your ideas which may be helpful for planning a sector development strategy).**

ANNEX II

Repair and Maintenance of Electronic Equipment

1. Type of equipment to be repaired and maintained	
2. No. of equipment using electronic devices	
3. Nature of the repair and maintenance problems	
4. Who is currently attending to the problems	
5. Cost implications of current practice	
6. Expectations of improved repair and maintenance	
7. Comments on existing training facilities	
8. Training needs of improved repair and maintenance	
9. Plans for investing in additional electronically controlled equipment	

ANNEX III

**LIST OF COUNCIL MEMBERS:
UNION OF PALESTINIAN CONTRACTORS**

- | | |
|----------------------|----------|
| 1. Dauoud Elzeir | Chairman |
| 2. Muhamed Hijazi | Deputy |
| 3. Bashir Dalloul | Deputy |
| 4. Khaled Abu Esheh | Member |
| 5. Moaid Rifat | Member |
| 6. Hatem Abu Saban | Member |
| 7. Omar Ab El Arayes | Member |
| 8. Walid El Ahmad | Member |
| 9. Safwat Mushtaha* | Member |
| 10. Sameih Tbeileh | Member |
| 11. Wael Abu Leyla | Member |
| 12. Lutfu Rizek | Member |
| 13. Maher El Tawil | Member |
| 14. Riyad Al Shaer | Member |
| 15. George Rizk | Member |

Advisers

- i. Yousef El Haik
- ii. Suleyman Abu Seiteh
- iii. Khalil Sarraf

* The partner of Hassouna Rafiq.