



Enhancement of the Business Environment in the Southern Mediterranean



A project funded by the European Union

Critical Friends' Consultation on National Action Plans

“Innovating together in
Palestine”

Action Plan for the Development
of Clusters in Palestine



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(1) Objectives of the PA Action Plan

To strengthen the competitiveness of SMEs in Palestine in order to increase their market share of local markets and/or explore new markets for export through the development of clusters in core SME sectors (such as marble and stones, furniture, leather & shoes and handicrafts industries)





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(2) Change management in 9 steps

1. The buy-in and commitment of a core group of business people and public sector managers in a key sector (e.g. marble and stone/leather and shoes/furniture/ handicrafts). This group has already been set up at the Kick-Off Workshop in February 2015.
2. Identification of a lead partner who will coordinate the cluster.
3. Stakeholder analysis to identify which additional stakeholders need to be involved.
4. Diagnostic analysis of the cluster with a focus on the strengths of the cluster partners to identify what each of the involved partners can contribute to the cluster and what kind of support the involved stakeholders require – this may be done through an online questionnaire (Survey Monkey).



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(2) Change management in 9 steps

5. Identify small-scale actions which are likely to bring about ‘quick-wins’ for the cluster
Delivery of small-scale actions (resulting in ‘quick-wins’).

6. To link the clusters with EU clusters and Networks to exchange experiences, know how, transfer of knowledge, access to EU markets.

7. Marketing of the success of the small-scale actions (e.g. mini case studies, video clips).

8. Evaluation as to what went well and which obstacles were experienced (half-day workshop).

9. Development of a cluster strategy at national level to help clusters in Palestine to be in the policy and become flexible.



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(3) How we will measure success



- Impact on members of the clusters (e.g. increase in sales, turnover, profits).
- Satisfaction with cluster partners with added value of cluster.
- Increase in exports in the specific sectors.
- Job creation in the specific sectors.
- Numbers of links established with international clusters.
- Policy frame work Formulated for the cluster.



Strengths and weaknesses of the action plan



Your feedback on the strengths and weaknesses of our action plan is highly appreciated. Please write your comments for **strengths** by using **pink card** and **weaknesses** at **yellow card**.



**Critical friends:
3 minutes**

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Resources to Implement the Action Plan



Resources for implementing the action plan

1. TAIEX.
2. AFD project.
3. UNIDO project.
4. PUM project.
5. Members Contributions.





Ask your colleagues for advice

Do you have any suggestions to implement our action plan?

Co-deliver



**Critical friends:
5 minutes**

**Action plan team:
1 minute for reply**

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Contact the action plan team members



1. Manal Farhan Ibrahim/ manalf@met.gov.ps.
2. Jumana Salous/ jsalous@bwf.ps
3. Rafiq Abu Daoud/ abudaoudr@yahoo.com
4. Majed Abusharekh/ mya2u2000@yahoo.com



Thank you for your attention

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giz Deutsche Gesellschaft
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Zusammenarbeit (GIZ) GmbH

 **eurecna**
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