

+ THANKS



On behalf of PITA Organization, We would like to thank (DANIDA) for it's contribution in assisting us to finalize the Palestinian Private ICT Sector Strategy and Development Plan. Your support helps us continue our mission in developing the ICT sector.

The generous support of individuals like you (Asta Olsen; Country Programme Advisor) and Miral Al Far (Deputy Head of Cooperation) make it possible.

Thank you again and special thanks for Oxfam and SEC for their help and support during the past few months.

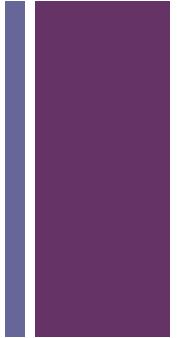
PITA



Palestinian Private ICT Sector Strategy and Development Plan 2015-2018



Strategic Planning



A very thorough exercise that included:

- Desk review
- Focus groups
- Individual interviews
- Sub sector focus groups

A participatory Approach that included all relevant stakeholders: ICT firms, Academia, investors, donors, Educators, Government reps, IT professionals etc.

The results:

- ✓ Moving from projects based activities to member-based value proposition development programs
- ✓ Endorsement and buy-in from ALL stakeholders
- ✓ Maintaining PITA role as the leader of the ICT Sector
- ✓ Partner & Donor Coordination



SWOT Analysis

Strength

- PITTA has established itself as a national representative of the ICT private sector.
- PITTA has a proven capability in attracting fund from donors and has a great track record.
- PITTA has the support of the MTTT.
- High number of ICT graduates.
- Sustained increase in membership.

Weakness

- Skills and Oppurtinunity Gaps.
- Dissatisfied members and no CRM system.
- limited capacity of the ICT companies.
- Integration problems between Gaza and the west bank.
- PITTA's limited human capacity.
- Lack of communication, fundraising and sustainability strategies.

SWOT

Opportunities

- Influence new laws.
- implementation of market penetration strategy.
- Outsourcing and freelancing.
- Increased no of ICT companies.
- R&D projects with academic partners.
- Enhance PITTA brand and profile.

Threats

- lack of funding.
- Unstable economical and political climate.
- High turnover of PITTA staff.
- Shifting BoD policies.
- Implementation Issues.

+ PITA Vision & Mission



Vision Statement:

“ A nation nurturing innovation and contributing to world knowledge”

Mission Statement:

“ To lead the ICT Sector towards an innovation-based
Economy”

+ The Strategic Goals



- PITA operates efficiently, effectively and sustainably.
- The ICT business environment has been enhanced to enable the industry.
- The ICT sector has been effectively promoted and positioned in the local, regional and international markets.
- Sufficient qualified human capital exists in Palestine to boost the ICT sector.
- The competitiveness of Palestinian ICT enterprises in the local and international has been enhanced.



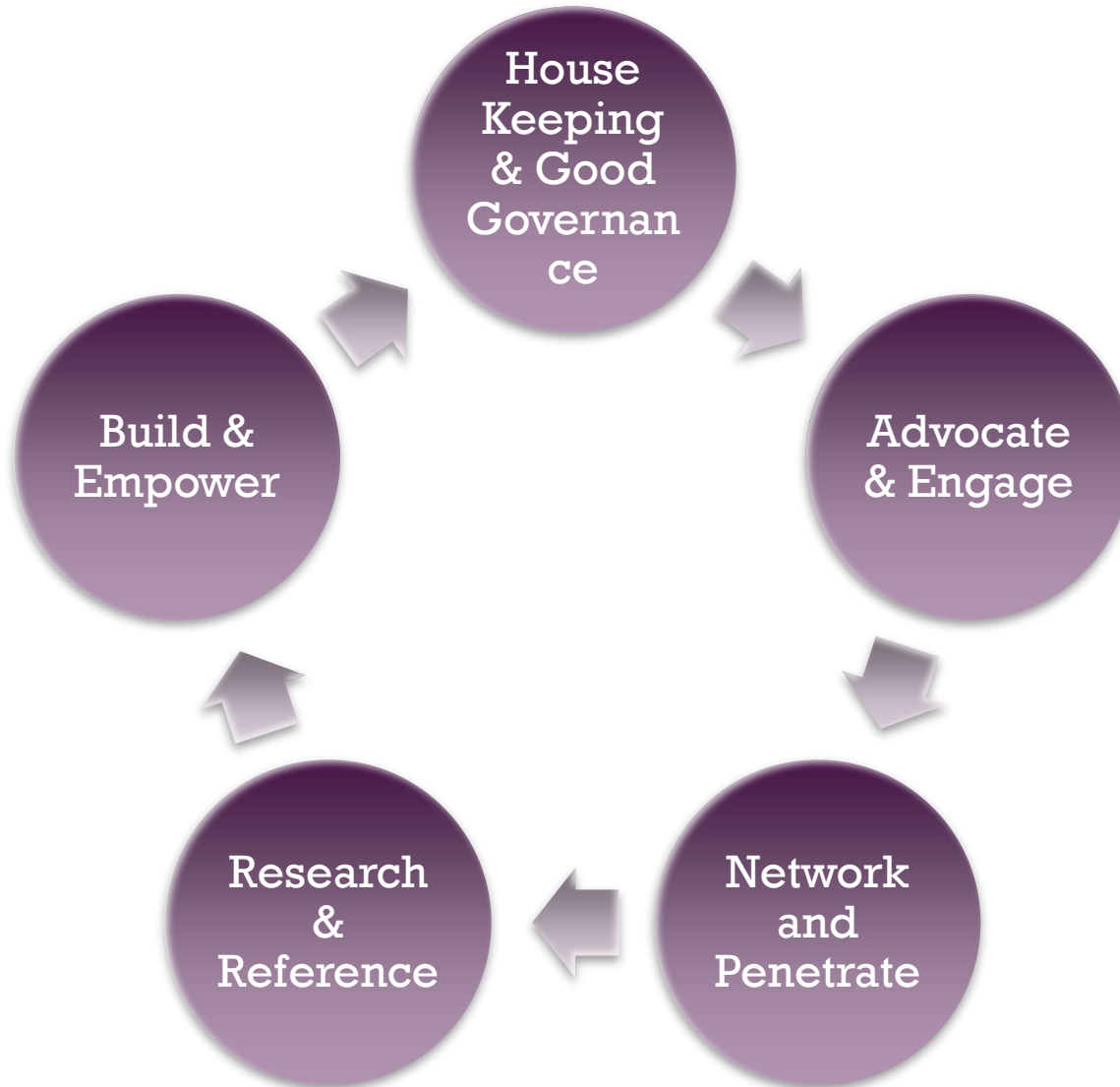
PITA's Value Proposition



- The true value of PITA's proposition is to bring along the entire Palestinian ICT sector and stakeholders under one umbrella and to provide PITA's members with high quality sustainable and specialised services to surmount real returns for PITA membership.
- These four value propositions are to be the foundations of the PITA specialized services, measured by real rate of return for members and sustainability of growth. This will solve the problem of variable sizes, level of engagement and expectations of the members. Each member can make simple calculation of investment in PITA and the return from it.



PITA's Value Proposition





Value proposition vs Strategic Goals



House Keeping & Good Governance

- PITA operates efficiently, effectively and sustainably.



Advocate & Engage

- The ICT business environment has been enhanced to enable the industry.



Network and Penetrate

- The ICT sector has been effectively promoted and positioned in the local, regional and international markets.



Research & Reference

- The competitiveness of Palestinian ICT enterprises in the local and international has been enhanced.



Build & Empower

- Sufficient qualified human capital exists in Palestine to boost the ICT sector.



PITA Logical Framework



The three main indicators for the PITA (2015- 2018) strategy





Major Programs



- Innovative start-ups commercialisation program.
- ICT Human Talent Development
- ICT Enterprise Development & Market Penetration
- Research & Development Initiative Between Academia and the Industry .
- ICT Sector Branding Strategy
- Palestinian ICT Network of Support with Palestinian expats.
- Advocacy Program with relevant parties.



House Keeping & Good Governance - Periorities



- Good Governance.
- Monitoring and evaluation.
- Organizational structure.
- Financial Stability.
- Member Care System.
- Sustained presence.



Advocate and Engage (A&E)



- PITA should provide a franchising program for training centers.
- PITA should play an active role to establish a collective bargaining power for the local ISPs with the MTIT and PITA.
- PITA should play an active role to establish a collective bargaining power for the local Hardware sector with the MTIT, Commerce Ministry and PITA.
- PITA should advocate for ICT diffusion nationally and internationally.



Network and Penetrate (N&P)



- PITA provides a firm-level assistance.
- PITA advocates the active participation and development of E-government working closely with the MTIT.
- PITA opens channels to meet incoming foreign delegations and participate in outgoing visits and delegations.
- PITA builds and compiles a Palestinian ICT sector profile.
- PITA can focus on ICT online training courses in Arabic for MENA users.
- PITA develops a vision regarding the telecom sub-sector growth strategy with the establishment of an advisory board from outside the sector “think tank” that can feed PITA with ideas and information all the time.
- PITA enhances cooperation between hardware companies in Gaza and West Bank to provide a collective bargaining leverage with exporters and the MTIT.
- PITA can enhance outsourcing and commercialization efforts for software companies within the Gaza and West Bank and with International market



Build and Empower (B&E)



- PITA companies has increased PITA's members' infrastructure capacity.
- PITA companies has increased PITA's members' financial capacity through guarantees and grants.
- PITA companies has sufficient technical staff through capacity building.
- PITA companies has sufficient technical staff through academic partnership.
- PITA companies has sufficient technical staff through start-ups merging, take-over or joint ventures.



Research and Reference (R&R)



- PITA members are aware of the ICT eco-system dynamics with regards to NGOs effort, freelancing and start-up & innovation initiatives.
- Develop KPIs for the ICT sector.
- PITA can provide real data about potential users and growth areas. Establish itself as an independent source for information. This role is crucial for establishing the proper advocacy and engagement plan and the level of intervention.
- An updated record on hardware market size and purchasing power of the customers can help the members make decision on investment and business and marketing model.
- Training and Consultancy PITA members vary in size, capacity and business model. PITA should work to identify training opportunities based on local ICT market skills gap.
- Software companies need reliable data about the local market human capital and global trends.
- PITA has established a database of statistical metrics of the ICT sector.



House Keeping & Good Governance



Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017	Means of Verification
All-subsector	PITA has good evaluation and monitoring system.	PITA has a monitoring and evaluation system and a member of staff to implement it.	Adequate qualified staff in WB & Gaza available to implement PITA's activities planned for 2015-2018.	Adequate qualified staff in WB & Gaza available to implement PITA's activities planned for 2015-2018.	Adequate qualified staff in WB & Gaza available to implement PITA's activities planned for 2015-2018.	<ul style="list-style-type: none"> • Baseline-Endline Study • Annual reports. • Annual action plan. • Presence on National levels. • Media reports. • No. of Signed MoU. • Member satisfaction survey.
	PITA follows good governance principles.	Monitoring and Evaluation report is published in the annual report.				
	PITA has a clear organisational structure.	PITA has an updated and adequate organisational structure approved and implemented by the board.				
	PITA is financially sustainable.	PITA has an updated and adequate fundraising, financial and income generation strategy approved and implemented by the board.	BoD design and implement a fundraising and sustainability strategy.	BoD design and implement a fundraising and sustainability strategy.	BoD design and implement a fundraising and sustainability strategy.	
	PITA provide proper members care with clear members' value proposition indicators in addition to maintaining basic	PITA has a member care officer and system.	20% increase of members' satisfied with PITA services. (Baseline is needed)	20% increase of members' satisfied with PITA services. (Baseline is needed)	20% increase of members' satisfied with PITA services. (Baseline is needed)	



Advocate and Engage (A&E)



Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
Training & Consultancy	PITA should provide an franchisation program for training centers.	Number of centers joining the program	5 annual new franchised centers.	5 annual new franchised centers.	5 annual new franchised centers.
		Potential trainees are identified and targeted.	12 media appearances.	12 media appearances.	12 media appearances.
		Number of MoUs signed with similar actors (locals and international).	A training market study done.	A training market study done.	A training market study done.
		Awareness of the franchisation centers increased on the national level.	MoU is signed with governments agencies concerned	MoU is signed with governments agencies concerned	MoU is signed with governments agencies concerned
ISPs and Telecommunications	PITA should play an active role to establish a collective bargaining power for the local ISPs with the MTTT and PITA.	A draft law for market competition framework for the Internet Service Providers working with the MTTT and Telecom Companies.	At least two workshops between involved parties to establish the market competition model and framework.	At least two workshops between involved parties to establish the market competition model and framework.	At least two workshops between involved parties to establish the market competition model and framework.
		Work with the Internet Society to establish an Internet Quality Assurance National Indicator.	At least two workshops between involved parties to establish the Internet Quality Assurance Indicator.	At least two workshops between involved parties to establish the Internet Quality Assurance Indicator.	At least two workshops between involved parties to establish the Internet Quality Assurance Indicator.
		Open up information sharing between companies like Paltel and the various ISP and between the various companies within the various sub-sectors.	An ISP and Telecommunication committee is formed from PITA members.	An ISP and Telecommunication committee is formed from PITA members.	An ISP and Telecommunication committee is formed from PITA members.

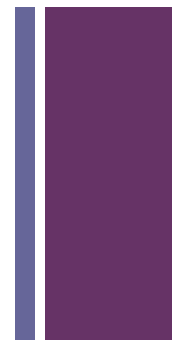


Advocate and Engage (A&E)

Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
Hardware	PITA should play an active role to establish a collective bargaining power for the local ISPs with the MTTT and PITA.	A draft law for market competition and taxing framework for the Hardware companies working with the MTTT, Commerce Ministry and Telecom Companies.	At least two workshops between involved parties to establish the market competition model and framework.	At least two workshops between involved parties to establish the market competition model and framework.	At least two workshops between involved parties to establish the market competition model and framework.
			A Hardware subcommittee is formed from PITA members.	A Hardware subcommittee is formed from PITA members.	A Hardware subcommittee is formed from PITA members.
Software	PITA should advocate for ICT diffusion nationally and internationally.	PITA can also help bridge the image gap between the software market in Gaza and the West Bank.	3 case studies for successful market penetration by PITA members are presented to the members each year.	3 case studies for successful market penetration by PITA members are presented to the members each year.	3 case studies for successful market penetration by PITA members are presented to the members each year.
		PITA signs MoUs with non-ICT sector actors.			
		Establish a penetration strategy and action plan for three markets.	PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.	PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.	PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.
		Sub-sector committees establish an outreach program to increase the membership of the PITA to maintain its representative role. Especially in software subsector where the membership coverage is the lowest.			
		5 new software companies (startups) register as members annually.	5 new software companies (startups) register as members annually.	5 new software companies (startups) register as members annually.	5 new software companies (startups) register as members annually.
		A software subcommittee is formed from PITA members.	A software subcommittee is formed from PITA members.	A software subcommittee is formed from PITA members.	A software subcommittee is formed from PITA members.
		2 signed MoUs.			



Network and Penetrate (N&P)



Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
All subsectors	PITA provides a firm-level assistance in technical and management training need assessment.	ICT companies have a marketing, bussiness and management strategy and suitable model.	2 Training and coaching programs on firm level.	2 Training and coaching programs on firm level.	2 Training and coaching programs on firm level.
All subsectors	PIT advocates the active participation and development of E-government working closely with the MTTT	Palestine has an E-governance system that is effective and integrated.	E-goverement MoU is negotiated, signed, funded and implemented.	E-goverement MoU is negotiated, signed, funded and implemented.	E-goverement MoU is negotiated, signed, funded and implemented.
All subsectors	PITA opens channels to meet incoming foreign delegations and participate in outgoing visits and delegations.	ICT companies have connections and partnership with national and international entities.	2 Delegations to national, regional and international exhibitions and conferences.	2 Delegations to national, regional and international exhibitions and conferences.	2 Delegations to national, regional and international exhibitions and conferences.
All subsectors	PITA builds and compiles a Palestinian ICT sector profile.	A widly published and available Palestinian National ICT Profile	Palestinian ICT sector profile is published and promoted.	Update & Publicise the profile	Update & Publicise the profile
Training & Consultancy	PITA can focuses on ICT online training courses in Arabic for MENA users. This leads to the enhancement of the ICT brand and PITA's image.	Number of online coueses developed	10 online coueses developed	10 online coueses developed	10 online coueses developed
		Potential trainees are identified and targeted.	3 University Students & Graduates Organised.	3 University Students & Graduates Organised.	3 University Students & Graduates Organised.
		Activiation of MoUs singed with Universities.	2 workshops organized between PITA and Universities	2 workshops organized between PITA and Universities	2 workshops organized between PITA and Universities



Network and Penetrate (N&P)

Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
ISPs and Telecommunications	PITA develops a vision regarding the telecom sub-sector growth strategy with the establishment of an advisory board from outside the sector “think tank” that can feed PITA with ideas and information all the time.	Develop and Publish a Telecom and Internet Provider Strategy for the next 3 years.	Strategy is developed & publicized.	Strategy is developed & publicized.	Strategy is developed & publicized.
Hardware	PITA enhances cooperation between hardware companies in Gaza and West Bank to provide a collective bargaining leverage with exporters and the MTTT	Nw hardware products are available to the Palestinian market.	At least two workshops between involved parties to establish the collaboration model and framework.	At least two workshops between involved parties to establish the collaboration model and framework.	At least two workshops between involved parties to establish the collaboration model and framework.
			A Hardware subcommittee is formed from PITA members.	A Hardware subcommittee is formed from PITA members.	A Hardware subcommittee is formed from PITA members.
Software	PITA can enhance outsourcing and commercialisation efforts for software companies within the Gaza and West Bank and with International market	PITA organizes a comercialization program and training.	3 case studies for successful market penetration by PITA members are presented to the members each year.	3 case studies for successful market penetration by PITA members are presented to the members each year.	3 case studies for successful market penetration by PITA members are presented to the members each year.
		PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.	3 software companies successfully work on outsourcing projects.	3 software companies successfully work on outsourcing projects.	3 software companies successfully work on outsourcing projects.
		PITA develops an outsourcing program.	Software subcommittee is coordinating the effort with BoD.	Software subcommittee is coordinating the effort with BoD.	Software subcommittee is coordinating the effort with BoD.
		PITA develops a program for market penetration for MENA and International market.	Expotech Annually organized.	Expotech Annually organized.	Expotech Annually organized.



Build and Empower (B&E)

Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
All-subsector	PITA companies has increased PITA's members' infrastructure capacity	ICT companies have a marketing, bussiness and management strategy and suitable model.	5 members benefit from firm level assistance program	5 members benefit from firm level assistance program	5 members benefit from firm level assistance program
	PITA companies has increased PITA's members' financial capacity through guarantees and grants	50% increase in the number of employees of PITA members (Baseline is needed.)			
	PITA companies has sufficient technical staff through capacity building.	65% of PITA members satisfied with the quality of employee skills (Baseline is needed.)	100 graduates/students benefited from employability programs.	100 graduates/students benefited from employability programs.	100 graduates/students benefited from employability programs.
			30 (current/potential) employees benefited from specalised training courses.	30 (current/potential) employees benefited from specalised training courses.	30 (current/potential) employees benefited from specalised training courses.
	PITA companies has sufficient technical staff through academic partnership.		4 successful R&D initiatives with local universities.	4 successful R&D initiatives with local universities.	4 successful R&D initiatives with local universities.
	PITA companies has sufficient technical staff through start-ups merging, take-over or joint ventures.		5 successful joint ventures between members and start-ups.	5 successful joint ventures between members and start-ups.	5 successful joint ventures between members and start-ups.

+ Research and Reference (R&R)

Subsector	Objective	Achievement Indicators	Targeted value for 2015	Targeted value for 2016	Targeted value for 2017
All-subsector	PITA members are aware of the ICT eco-system dynamics with regards to NGOs effort, freelancing and start-up & innovation initiatives.	An eco-system strategic report developed and published.	Report is developed and published.	Report is developed and published.	Report is developed and published.
All-subsectors	Develop KPIs for the ICT sector.	Palestinian ICT sector KPIs is developed and integrated into the working of PITA	Develop a KPI study for the Palestinian ICT sector.	Update KPIs.	Update KPIs.
ISPs and Telecommunications	PITA can provide real data about potential users and growth areas. Establish itself as an independent source for information. This role is crucial for establishing the proper advocacy and engagement plan and the level of intervention.	A study of the Palestinian Internet and hardware buying power and market size and share.	Annual study developed and it's report published.	Annual study developed and it's report published.	Annual study developed and it's report published.
Hardware	An updated record on hardware market size and purchasing power of the customers can help the members make decision on investment and business and marketing model.				
Training & Consultancy	Training and Consultancy PITA members vary in size, capacity and business model. PITA should work to identify training opportunities based on local ICT market skills gap.	Establish a database of available certifications and expertise.	Annual skills gap study.	Annual skills gap study.	Annual skills gap study.
Software	Software companies need reliable data about the local market human capital and global trends.				



PITA Action Plan

+ Action Plan Summary



- First year estimated budget is \$1.5M.
- Programs are broken down evenly by sub-sector.
- Each subsector will have a sub-committee of members to act as a steering committee of the developed programs.
- PITA will have developed baseline for the strategic plan KPIs in the first year.

+ House Keeping & Good Governance

Objective	Output	Activity
PITA has good evaluation and monitoring system.	PITA has a monitoring and evaluation system and a member of staff to implement it.	Adequate qualified staff in WB & Gaza available to implement PITA's activities planned for 2015-2018.
PITA follows good governance principles.	Monitoring and Evaluation report is published in the annual report.	
PITA has a clear organisational structure.	PITA has an updated and adequate organisational structure approved and implemented by the board.	
PITA is financially sustainable.	PITA has an updated and adequate fundraising strategy approved and implemented by the board.	BoD design and implement a fundraising and sustainability strategy.
	PITA has a proper financial system.	BOD review, develop and approve a financial system for PITA
	PITA has an income generation strategy and implements it.	BOD review, develop, approve and implement an income generation strategy for PITA
PITA provide proper members care.	20% increase of members' satisfied with PITA services. (Baseline is needed)	PITA has a member care officer.
		Launching of PITA CRM and train staff to use it.
		PITA developes a value proposition indicators for members.
		PITA maintains basic services.
		PITA conducts a members satisfaction survey.
PITA forms specialized members commitees for the vaious sectors.	6 commitees are formed.	BoD forms specialized commitees from members.
PITA sustain presence	Expotech Annually organized	PITA annually organize Expotech



Advocate and Engage (A&E)

Objective	Output	Annual Target
PITA should provide a franchization & quality assurance program for training centers.	10 annual new franchisation centers.	PITA staff develop the franchisation system.
	Potential trainees are identified and targeted.	12 media appearances.
	Number of MoUs signed with similar actors (locals and international).	A training market study done.
	Awareness of the franchisation centers increased on the national level.	PITA sign MoU between PITA and governments agencies concerned
PITA should play an active role to establish a collective bargaining power for the local ISPs with the MTTT and PITA.	A draft law for market competition framework for the Internet Service Providers working with the MTTT and Telecom Companies.	At least two workshops between involved parties to establish the market competition model and framework.
	Work with the Internet Society to establish an Internet Quality Assurance National Indicator.	At least two workshops between involved parties to establish the Internet Quality Assurance Indicator.
	Open up information sharing between companies like Paltel and the various ISP and between the various companies within the various sub-sectors.	An ISP and Telecommunication committee is formed from PITA members.
PITA should play an active role to establish a collective bargaining power for the local ISPs with the MTTT, Commerce Ministry and PITA.	A draft law for market competition and taxing framework for the Hardware companies working with the MTTT, Finance Ministry and Telecom Companies.	At least two workshops between involved parties to establish the market competition model and framework.
		A Hardware subcommittee is formed from PITA members.
PITA should advocate for ICT diffusion nationally and internationally.	PITA can also help bridge the image gap between the software market in Gaza and the West Bank.	3 case studies for successful market penetration by PITA members are presented to the members each year.
	Establish a penetration strategy and action plan for three markets.	PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.
	Sub-sector committees establish an outreach program to increase the membership of the PITA to maintain its representative role. Especially in software subsector where the membership coverage is the lowest.	A software subcommittee is formed from PITA members
		5 new software companies (startups) register as members annually
		PITA signs MoUs with non-ICT sector actors.



Network and Penetrate (N&P)

Objective	Output	Annual Target
PITA provides a firm-level assistance in technical and management training need assessment.	ICT companies have a marketing, business and management strategy and suitable model per sector and per company.	2 Training and coaching programs on firm level.
PIT advocates the active participation and development of E-government working closely with the MTTT	Palestine has an E-governance system that is effective and integrated.	E-goverement MoU is negotiated, signed, funded and implemented.
PITA opens channels to meet incoming foreign delegations and participate in outgoing visits and delegations.	ICT companies have connections and partnership with national and international entities.	2 Delegations to national, regional and international exhibitions and conferences.
PITA builds and compiles a Palestinian ICT sector profile.	A widely published and available Palestinian National ICT Profile	Palestinian ICT sector profile is published and promoted.
PITA can focuses on ICT online training courses in Arabic for MENA users. This leads to the enhancement of the ICT brand and PITA's image.	Number of online courses developed	10 online courses developed
	Potential trainees are identified and targeted.	3 University Students & Graduates Organised.
	Activation of MoUs signed with Universities.	2 workshops organized between PITA and Universities
PITA develops a vision regarding the telecom sub-sector growth strategy with the establishment of an advisory board from outside the sector "think tank" that can feed PITA with ideas and information all the time.	Develop and Publish a Telecom and Internet Provider Strategy for the next 3 years.	Strategy is developed & publicized.
PITA enhances cooperation between hardware companies in Gaza and West Bank to provide a collective bargaining leverage with exporters and the MTTT	Nw hardware products are available to the Palestinian market.	At least two workshops between involved parties to establish the collaboration model and framework.
		A Hardware subcommittee is formed from PITA members.
PITA can enhance outsourcing and commercialisation efforts for software companies within the Gaza and West Bank and with International market	PITA organizes a commercialization program and training.	3 case studies for successful market penetration by PITA members are presented to the members each year.
	PITA organizes at least 2 networking events between the West Bank and Gaza members in the various subsectors.	3 software companies successfully work on outsourcing projects.
	PITA develops an outsourcing program.	Software subcommittee, members and PITA staff are coordinating the effort with BoD.
	PITA develops a program for market penetration for MENA and International market	Software export study is prepared.



Build and Empower (B&E)

Objective	Output	Annual Target
PITA companies has increased PITA's members' infrastructure capacity	ICT companies have a marketing, bussiness and management strategy and suitable model.	5 members benefit from firm level technical assistance program
		Baseline-Endline study done.
PITA companies has increased PITA's members' financial capacity through guarantees and grants	An increase of PITA members market share and an increase of the ICT market size. (Baseline is needed.)	5 members benefit from firm level financial assistance program
PITA companies has sufficient technical staff through capacity building.	65% of PITA members satisfied with the quality of employee skills (Baseline is needed.)	Baseline-Endline study done.
PITA companies has sufficient technical staff through academic partnership.		30 (current/potential) employees benefited from specalised training courses.
PITA companies has sufficient technical staff through start-ups merging, take-over or joint ventures.		4 successful R&D initiatives with local universities.
		5 successful joint ventures between members and start-ups.



Research and Reference (R&R)



Objective	Output	Annual Target
PITA members are aware of the ICT eco-system dynamics with regards to NGOs effort, freelancing and start-up & innovation initiatives.	An eco-system strategic report developed and published.	Report is developed and published.
Develop KPIs for the ICT sector.	Palestinian ICT sector KPIs is developed and integrated into the working of PITA	Develop a KPI study for the Palestinian ICT sector.
PITA can provide real data about potential users and growth areas. Establish itself as an independent source for information. This role is crucial for establishing the proper advocacy and engagement plan and the level of intervention.	A study of the Palestinian Internet and hardware buying power and market size and share working with the MTIT.	Annual study developed and its report published.
An updated record on hardware market size and purchasing power of the customers can help the members make decision on investment and business and marketing model.		
Training and Consultancy PITA members vary in size, capacity and business model. PITA should work to identify training opportunities based on local ICT market skills gap.	Establish a database of available certifications and expertise.	Annual skills gap study.
Software companies need reliable data about the local market human capital and global trends.	PITA has established a database of statistical metrics of the ICT sector	Develop a statistics database for the ICT sector with the help of the Palestinian central bureau of statistics and Palestinian Universities.
PITA has established a database of statistical metrics of the ICT sector		



Questions

