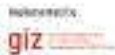


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OUTSOURCING  
DESTINATIONS

# PALESTINE



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## OUTSOURCING DESTINATION GUIDE

## ICT SECTOR INSIGHTS & CONTACTS

INDEPENDENT INFORMATION GUIDE BY  
GERMAN OUTSOURCING ASSOCIATION

[www.outsourcing-destinations.org](http://www.outsourcing-destinations.org)

# COMMITMENT QUALITY RELATIONS

## ICT PALESTINE

# Outsourcing Destination Guide Palestine

## Welcome

We present with the Outsourcing Destination Guide Palestine the conditions, capabilities and actors of the Palestinian ICT sector. We showcase unique solutions by Palestinian industry experts in the form of case studies, project reports and have talked to local industry leaders about their operations and perspective.

As a result, we help decision-makers to understand better the local conditions and opportunities for both: working with ITC service providers in Palestine or for investments in own delivery center operations.

This publication is an independent information guide published by Deutscher Outsourcing Verband e.V. (German Outsourcing Association) as a joint initiative with Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ and the Palestine IT Association of Companies PITA.

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## Disclaimer

The information in this guide has been carefully researched by industry experts. The views and opinions of the authors do not necessarily present the association's standpoints but are meant to give an authentic insight into the sectors. The company information (page 86 ff.) has been provided by the individual companies and can be used to evaluate a potential fit for co-operation.



## AL-AQSA MOSQUE, JERUSALEM



## Welcome to Palestine ICT: 100%

**100% Quality - 100%  
Commitment - 100%  
Delivery - 100% Passion**

Discover Palestine, a hidden champion for ICT Service Delivery in the heart of the Arabic-speaking world. You will find highly qualified and motivated professionals with a strong service orientation who will give 100% to deliver results.

If you want to benefit from the advantages of a compact sector, Palestine is your destination: The recent development of the industry shows that its organic growth fosters robustness and sustainability; at its core, you will find a 100% reliable, approachable, and dedicated workforce.

You will work with people who are not only skilled ICT specialists but also stand out as enthusiastic communicators who will guarantee pro-

ductive cooperation. Direct cooperation and consultation can easily be realized: You can reach Palestine from central Europe within a 4-hour flight, and even from the remote, you benefit from similar time zones.

Choosing Palestine as an outsourcing destination also makes sense for customers aiming at cost reduction: Hence their high qualifications and commitment, Palestinian ICT experts offer their services at competitive prices.

Still kicking off, Palestine ICT specialists are eager and curious to tap new markets and, therefore, open and motivated for innovation. They operate and cooperate within strong regional networks that enable knowledge-sharing and synergetic workflows.

The sector development is embedded in an enabling ecosystem of governmental framework conditions: In 2021, a Technology and Public Administration Cluster was launched as

a multidimensional governmental effort to foster the sector's competitiveness. It entails streamlining legislation and funding, strategically developing infrastructure, and creating incentives for implementing standards to improve the Quality and safety of the Palestinian digital economy.

Alongside the governmental support, the sector can rely on strong local stakeholders like the Palestinian Information Technical Association (PITA), which acts as an agent for a dynamic progression of the industry. In addition, international organizations such as the German development agency GIZ strategically support the sector by increasing the Quality of products and services, for example, by introducing standards, developing human capacities, and paving the way for new business relationships.

Major international players have already entered the Palestinian market and established successful business relationships by capitalizing on these advantages. One example is

AXSOS AG, a Germany-based IT firm repeatedly rated one of the best 30 IT companies in Germany. AXSOS established its business relations with Palestine already in 2011 by building up its first and only branch in the Middle East in Ramallah. According to AXSOS CEO Frank Mueller, the Ramallah branch successfully provides customer-based IT services and solutions, "following a selective sourcing approach which provides customers with the benefit of different cultures and the best-of-breed solutions", connecting German Quality with a Palestinian interface. The example of AXSOS not only demonstrates the huge potential of the Palestinian IT sector but also testifies to the security and safety of Palestine as an outsourcing destination.



**Gerold Schwarz,  
Former Head of  
the Private  
Sector  
Development  
Programme in  
Palestine, GIZ**

## *The ICT sector optimizes the Palestinian economy*

The Palestinian ICT sector has proved to be the backbone of all industries and the leader that everyone relies on, especially in times of need.

This sector is the engine that drives, optimizes and cultivates the Palestinian economy and its social growth. It's the main contributor to the development of the Palestinian infrastructure and other economic and developmental sectors. This sector significantly influences the development of Palestine's infrastructure, quality of life, state of education, recognition of its rich cultural history and the emergence of its startup economy.

The ICT sector plays a significant role in serving, protecting and fostering the software and hardware companies and other companies that are under its

umbrella, helping those companies penetrate the local and international markets and empowering the capabilities of the ICT companies in the light of the scarce resources that exist in Palestine. Thus; revitalizing global partnerships for sustainable developments is a MUST! And so, making Palestine without borders.

The Palestinian ICT sector has evolved over the past two decades and is gaining more momentum than ever. Within this context, PITA has been working on ameliorating the ICT industry since it crucially contributes to the emergence of a knowledge-based economy while allowing our country to become fully engaged in one of the fastest-growing economic sectors of the 21st century.

Over the past year, PITA has focused on the Palestinian youth; females and

males, because they have the power to shape the world by developing versatile skill sets and profitable businesses that are crucial to the progress of the Palestinian economy. PITA also focusing on developing the Palestinian Micro, Small and Medium Enterprises (MSME) to generate new jobs, attract foreign investment and improve the economic situation in Palestinian territories through building initiatives that are angled towards improving economic opportunities for individuals and firms in the West Bank and Gaza Strip to alleviate market failures related to market gaps.

In a nutshell; all efforts have been tailored towards binding constraints in the entrepreneurship and the IT ecosystem of the digital economy, including human capital, financing, product markets, enabling policies,

institutional support, and connectivity rising from our belief in the opportunities afforded by digitalization and the power of technology.



**Tamer Baransi -  
Commercial Director at BCI,  
and Chairman  
of The  
Palestinian Information Technology  
Association of Companies (PITA)**

# THE PALESTINIAN ICT SECTOR

- 12 Palestine's ICT Sector
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# An ICT Sector Overview Palestine's ICT Sector

By Stephan Fricke, CEO & Head Of Advisory Board  
German Outsourcing Association, Outsourcing  
Journal

## Location, History and International Relations

The State of Palestine is located in Western Asia situated between the Eastern Mediterranean and the Red Sea. Its territories are the West Bank which is bordering Israel and Jordan and the Gaza Strip which shares a common borders with Egypt and Israel.

The region of Palestine has a rich and complex history. It was among the first regions with settled agricultural communities partly due to its geographical vicinity to Mesopotamia, the area between the Euphrates and Tigris River (modern day Iraq), often referred to as the cradle of civilisation. However, the whole region is inextricably linked to the greater region, also encompassing the territories of todays states like Egypt, Syria, Jordan, Israel, Lebanon, the Gulf states, which the West commonly refers to as the Near or Middle East.

Picture: Skyline of Jerusalem, Palestine, unsplash.



Today's Palestine, in terms of statehood, is however a relative young entity which emerged out of the tumultuous aftermath of the World Wars. It was proclaimed by PLO Chairman Yasser Arafat in 1988 and has been since recognised by 138 of 193 United Nations (UN) member states. The Palestinian National Authority (PNA), officially the State of Palestine is a semi-presidential multi-party republic with many different political parties.

Palestine is a member of the UN Asia Group and a UN (Observer), a member of the Non-Aligned Movement (NAM), the G-77, the UNESCO, the Organisation of Islamic Cooperation (OIC) as well as the Arab League.

Historically, the region always was reliant on trade with its neighbours as well as long-distance trading. Thus, Palestine intensified and diversified its trade relations with other nations like Turkey, the UK, and the Netherlands, who are its fastest growing export markets and Saudi Arabia, India and China in terms of imports. (1)

In 1997 Palestine signed an Interim Association Agreement on Trade and Cooperation with the EU which provides for duty-free access to EU markets for industrial goods and an agreement for further liberalisation of agricultural products



which entered into force on January 2012. (2)

In 1996, US President Clinton signed a proclamation granting duty-free import status to items produced in or imported from the West Bank and Gaza. The Palestinian Authority (PA) has more restrictive trade agreements with Jordan and Egypt and there are no tariffs on trade between Palestine and Israel. (3)

## Demographics, Language, and Religion

With a landmass of a little over 6,000 km<sup>2</sup> Palestine is the 163rd largest country in the world and takes the 121st place in terms of population (around 5,319,000) which makes it a rather small state. <https://worldpopulationreview.com/countries/palestine-population> This makes Palestine a very densely populated country although 1.84 million of its people live neighbouring states. (4)

In addition the State of Palestine has a staggering demographics

with 61.9% of the total population being under the age of 30 and less than 2% are 65 years and older. (5)

Islam is the dominant religion with 80-85% of the population being predominantly Sunni.

There are also other religious minorities like the small Arab Christian community which is mainly

Picture: Bethlehem, Palestine by Jonas Brief via unsplash.com



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Greek Orthodox (≈2%), the Palestinian Metawalis, Druze, Baha'is, and Samaritans. Thus, Arabic is the predominant language but Hebrew is also commonly known as well as English, as it is compulsory in all schools.

### Economy

Palestine is a small lower middle-income economy classified by the IMF as a developing country or emerging marked respectively and is driven by services, which accounted for 60% of GDP, and its exports have been on the rise over the past decade.

The nominal gross domestic product (GDP) for 2021 was \$18.04 billion and \$30.52 billion (PPP). It is slowly recovering from the depth of the 2020 recession and is estimated to reach its pre-pandemic level in 2023. Its current GDP per capita is \$3,664.0 (IMF 2021/22). (6)

The main currency is the Israeli new shekel because under the Protocol on Economic Relations

(Paris Protocol 1994), the Palestinians are not allowed to introduce their own currency. Almost three decades later, the Protocol remains in place and still governs and constrains the Palestinian macroeconomic, fiscal and trade policies.

### Key economic sectors

The Agriculture Sector is one of the most important and oldest in the Palestinian economy. Its GDP contribution declined from 37% in the mid-1970s to 7.1% in 2022. Yet, it still serves to achieve food security and economic growth, with olive oil and tropical fruits leading the export charts, despite a declining rural population that shrank to 23% of total population since the 1960s (≈55%) which makes Palestine comparable to Germany in terms of urbanization (World Bank 2021 / OEC 2022). (7,8)

Industrial activities, including the extracting, processing, and handicraft branches, are contributing around ≈12% of the GDP with building stone, marble, scrap iron, and aluminium leading the list of

the highest commodities exported from Palestine. Nevertheless, it is the handicrafts industry that makes up the largest part of the industrial sector. It is famously known for its embroidery and olive woodworks, following centuries old traditions while other newer branches innovate, tweak, and transform the old knowledge to produce modern crafts and increase its output even further (OEC 2022 / Heinrich Böll Stiftung 2023). (9)

The biggest GDP contributor by far however is the services sector which has grown substantially

over the past decade, while the other sectors shrank, contributing ≈62% of GDP. The sector covers everything from real-estate, telecommunications, transportation, insurance, banking, hotel, restaurants, and distribution services.

Moreover, the Palestinian Authority's and its Ministry of Telecommunication and Information Technology (MTIT) are trying for two decades now to build a Palestinian ICT industry by furthering productive growth in the sector and to regain sovereignty over this part of its economy.

### Tech and Innovation Parks and Accelerators in Palestine



During the pandemic Palestine took a big hit from the socio-economic side effects, which resulted in the biggest recession on record, shrinking the economy by 11.3%, and although all sectors except the agricultural one grew and the overall growth rate reached 7.1% in 2021/22, it is still recovering. And an uneven recovery it is, as the barriers imposed under occupation and the lack of fiscal and monetary policy options have bereft the Palestinian government of the necessary tools to mitigate the ramifications in contrast to other countries.

In fact, all sectors are recovering but it is estimated that the economy will not reach its pre-pandemic levels before 2023. The different sectors also continue to suffer more or less from a variety of challenges.

The industries competitiveness is modest, if compared to other regional and international markets and the handicraft industry only truly prospers in synergy with tourism. With the recent global rise in food and energy prices,

there is additionally a risk of inflationary pressure as the majority of wheat consumed is imported from Ukraine and Russia. Thus, GDP growth is expected to be in the range of 3% in the medium term, barely enough to keep up with the growing population and implying a weak labour market as well as possible per capita GDP stagnation (UNCTAD 2022 / IMF 2022 / World Bank 2022). (10,11,12)

## ICT & BPO Sector

The Palestinian ICT sector accounts for about 4% of Palestines total GDP in 2022, which is about \$651 million, and is growing slowly but steadily.

The sector itself, like the whole of the Palestinian Economy, is dominated by micro, small, and medium enterprises (MSMEs) and according to the Palestinian Investment Promotion and Industrial Agency (IP-IEA) the sector, employs around 9000 individuals in little under 700 different companies in the West Bank and Gaza combined. Although different sources deviate

from these numbers, the above statistics correlate with the findings of the ICT Companies Database gathered by the MTIT which was funded by the World Bank and implemented by the DAI in February 2022, which is currently under review (World Bank 2021). (13)

Also, the pandemic has shown the PA the importance of investing in new technologies, the need to facilitate remote work as well as to prepare and maintain a tech-savvy work force (PITA 2022). (14)

Accordingly the Palestinian Ministry of Telecommunication and Information Technology (MTIT) is working on the development of an e-government strategy that guides the digital transformation to scale up e-service delivery, such as laws on access to information, protection of personal data, cybersecurity, cybercrime, digital signatures, and certificates. Beside these positive developments, important challenges remain as the implementations have been fragmented across PA entities resulting in a momentarily uneven level of ICT adoption which is planned to be worked off in 2023.

Nevertheless, the sector is growing and the fact that the Palestinian private sector still makes limited use of digital technologies leaves plenty room for growth inside WB&G as only a third of firms have their own website, compared with half of firms in the MENA region on average. Furthermore, only 4% of firms use technology licensed from foreign companies and the use of digital financial services is still low, with only around 14% of adults using digital payments which leaves plenty of room to grow. Meanwhile service exports increased significantly in the past decades, from \$2 million in 2000 to more than \$134 million in 2021, comprising more and more shares of the service exports total (World Bank 2022). (15)

## Digital Strategy

The PAs considers its sectoral ICT strategy as a tool for the development of the economy in general, as an enabler comprehensive economic progress and Palestine's strategy for 2021-2023 outlines four key priorities:

- Creating an enabling legal, legislative, and regulatory environment

**The ICT sector is growing and can even benefit from a domestic demand in IT services and digitization projects.**

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**Broadband expansion is well underway and its speed, with 16.3 mbit/s is already higher than the MENA average, but still lacks in number of subscriptions.**

- Advancing electronic services
- Fostering a competitive digital industry
- Nurturing qualified and productive human resources

The PA has laid the foundation for e-government services with a centralised government IT center that was created by the MTIT and to which 53 agencies have been connected since 2013.

Internet is acquired through different internet providers with backbone from Jordan, Egypt, and UK with finer optics, symmetrical and asymmetrical DSL, or microwave connectivity from Israel. Palestines' West Bank but also Gaza has made significant progress in development of their digital Infrastructure in recent years. 3G introduction in 2018 now covers over 64% of the population. Broadband expansion is well underway and its speed, with 16.3 mbit/s is already higher than the MENA average. However High-speed internet is still in the nascent stages with only eight subscriptions per 100 inhabitants.

Thus, it is discernible that the PAs MTIT has realised that internet

connectivity serves as a key enabler and platform, not only for innovation and entrepreneurship but also for education, health, and agriculture sector.

Also, the pandemic has shown the PA the importance of investing in new technologies, the need to facilitate remote work as well as to prepare and maintain a tech-savvy work force. Accordingly the Palestinian Investment Promotion Agency (PIPA) has introduces some actions and an incentive package to support new businesses, fresh graduates' projects as well as existing companies to further the sectors growth and sustainability.

Specifically the package entails special facilities like waived registration fees for entrepreneurial projects, an income tax waiver for up to four years new companies and two to three years for existing ones. Similarly, approved contributions in financing research and development in the ICT field will receive tax abatements (World Bank 2022). (16)

There are approximately 60 innovation hubs and support organisa-

tions in WB&G including incubators, accelerators, working spaces, innovation and training centres.

With the help of the European Union, Google, and other donors in collaboration with SPARK, an aid group from the Netherlands that helps young people to succeed in regions affected by conflict, several achievements have been made in the ICT industry in Palestine since 2011. The fruits of the initiative are over 5,000 trained entrepreneurs, it supported and grown 260 SMEs respectively, and created over 600 new jobs. The initiative focuses on collaboration with local partners, mostly innovation Hubs, accelerators, and incubators in Palestine including PICTI, UCAS TI, TechnoPark, FLOW, Station J, Intersect, The Business

Woman Forum (BWF) Village Capital, Gaza Sky Geeks, Hebron Municipality's Business Incubator (HEBIC), Startup Without Borders and Re:coded. (17)

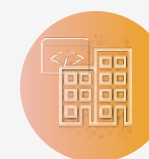
Among these the Palestine Information & Communications Technology Incubator (PICTI) stands out.

As the first business incubator in Palestine, PICTI is known for its effective incubation services, creating investment opportunities for innovative and unique entrepreneurial projects within the ICT sector.

PICTI was created through the initiative and support of the Palestinian Information Technology Community with a branch in Gaza Strip, and has as its mission the re-



**spark**



**+260**  
ICT SME's



**600**  
New ICT jobs



**5,000**  
People trained



**ICT SECTOR  
SUPPORT**

vitalization and the sustainable growth of the Information Communication Technology (ICT) sector in Palestine.

The strategic core of PICTI is an incubator facility that offers professional business services to Palestinian entrepreneurs who have mature concepts for unique and innovative ICT products assessed to have strong market potential. PICTI's incubation program helped service startups from the various fields and sectors; Green Economy, Edutech, E-Tourism, AgriTech, Eco-friendly, marketing & design, legal advisory, content development, FinTech, E-commerce, and speech recognition.



Education

Palestinians are aware of the importance of ICT integration into their school system and although much has been put into motion over the past two decades, it is not yet quite there. Despite teaching moving gradually to be more practical, it is still very theoretical. Thus, time is of the essence as over one

million students are enrolled in primary and secondary education and some 200,000 in tertiary education institutions. More teacher training is required to develop their abilities and further more innovative teaching methods, and the curricula need to be redesigned to attract more students. to pick ICT relevant degrees.

The schools infrastructure and ICT equipment is also lacking and needs to be addressed and more ICT facilities should be made available in general to spur interest and opportunities even further (Sabah/Hadzilacos/Najdi 2020 / World Bank 2022). (18)

Despite all that, Palestines Ministry of Education (MOE) led initiatives created success stories which in turn turned out to be establishing a beneficial environment. Today more than 8000 students enrolled in ICT and there are over 2500 yearly graduates enrolled in 13 Palestinian Universities teaching related fields. In addition company partnerships have been put in place as well as R&D projects with CISCO, Intel, HP, and Microsoft.

Labour Cost

The average monthly salary in Palestine is €1,590 (EUR). The gender pay gap is slowly closing but still lies at roughly 14%.

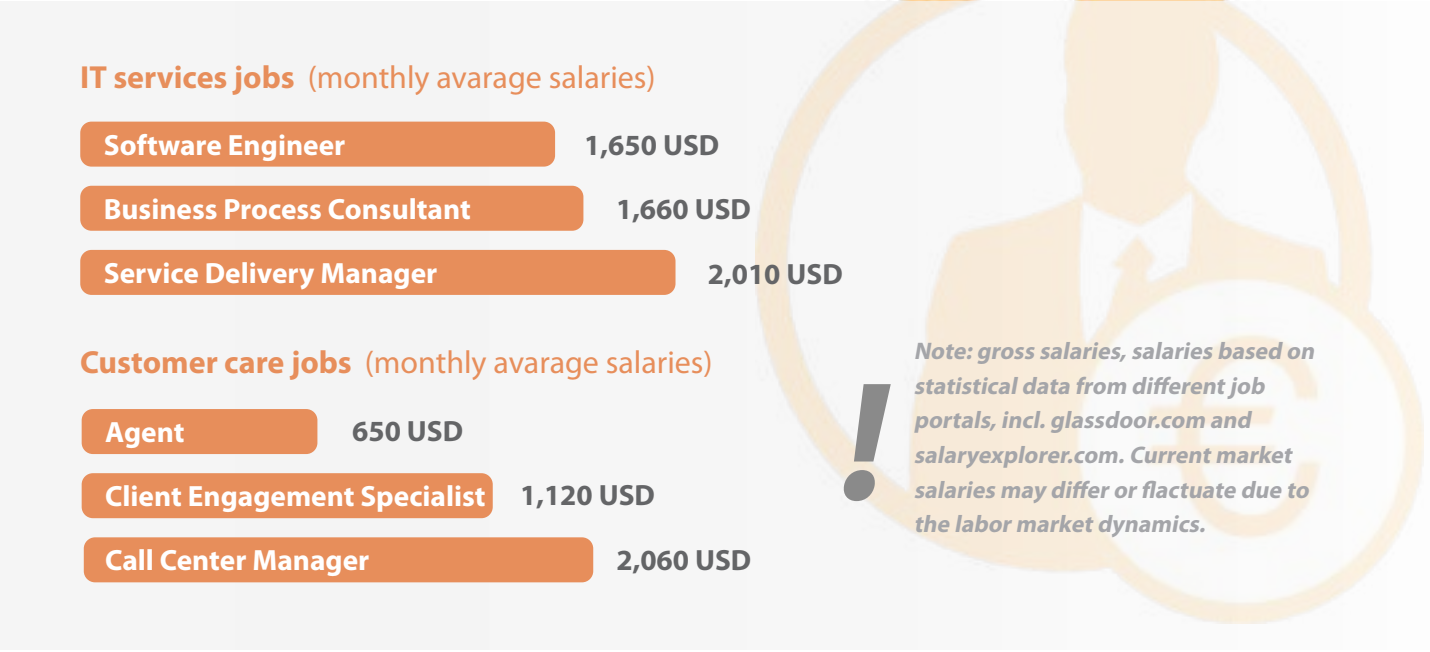
The average ICT sector salary exactly equates the nations monthly average but might deviate significantly depending on city and region. The salaries in IT-services are between €800,00 (lowest average) and €2.000,00 (highest average).

Entry level salaries for fresher and juniors incrementally increase about 32% after 2-5 years experience and another 36% after 5-10 years in almost all industries and disciplines, although these numbers might vary depending on company and position.

Obtaining a Bachelor's degree increases the salary over people that only managed to earn a certificate or diploma by 24%, another 29% more for attaining a Master's Degree,

while a PhD holders can add additional 23%.

About 34% of employees in the ICT and customer care sectors receive annual bonuses that average at 3-6% of their annual salary (Salaryexplorer 2022).





## Conclusion

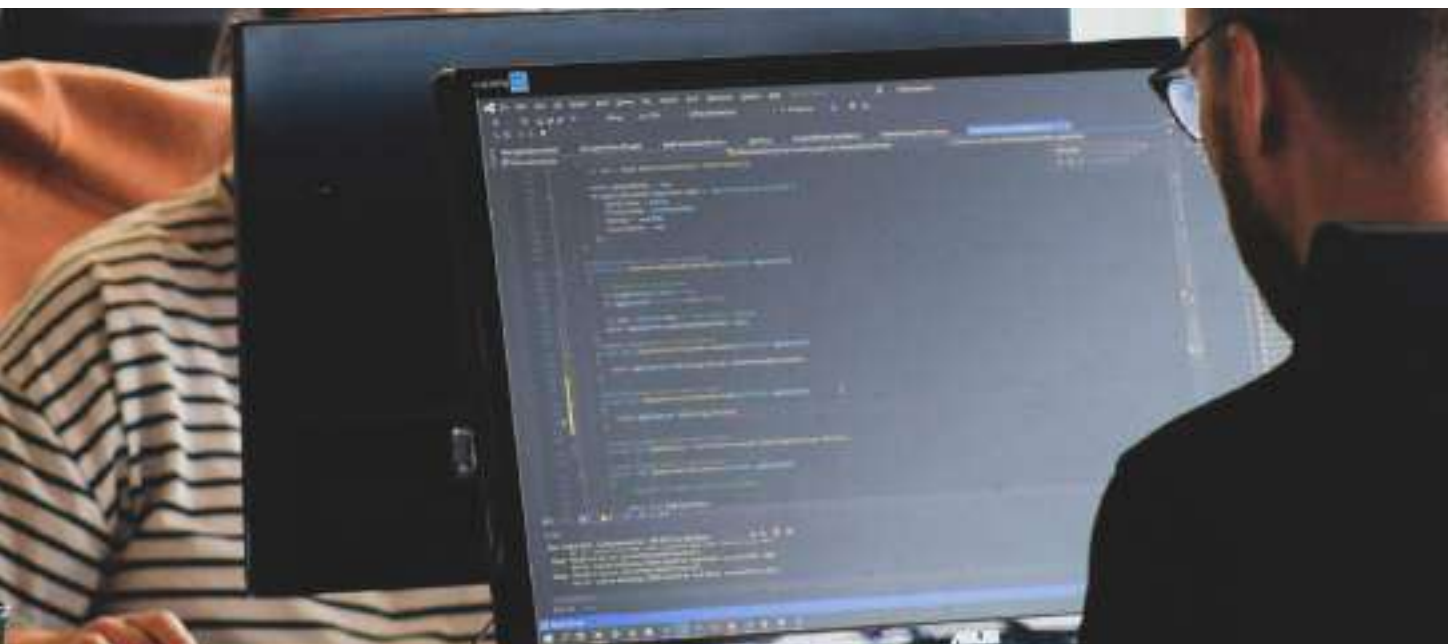
Over the past two decades Palestine has established a good foundation for the development of its digital economy. Service exports increased significantly, from \$2 million in 2000 to more than \$134 million in 2021, comprising more and more shares, currently around 15% of the service exports total.

Both, in WB&G internet accessibility improved significantly which will further the growth of digital businesses as well as the development of public and private platforms. The PA is well aware that

connectivity alone can change a countries' development path and is driving its expansion continuously onward.

Estimates from the World Bank Group show, based on data from other developing countries, that 10% increase in broadband penetration alone increased GDP between 0.8% and 2,46%, as it is increasing productivity merely by improving communication, connecting remote areas, and closing the information gap while simultaneously optimising supply chains and reducing transaction costs (World Bank 2022). (19)

Picture: by Sigmund via Unsplash



Regulatory reforms that have been enacted by the PA or which are in transit have paved the way for digital financial services and aim to protect personal data, secure cybersecurity, and regulate cyber laws.

The demand for digital skills and solutions are also con-

stantly rising and although the education sector does not yet meet the growing needs of the ICT sector, which is currently reflected by many vacant positions alongside a high unemployment rate. Additionally, female participation in the sector is currently around 27% rising due to many initiatives promoting

education in STEM and digital education in general. Nevertheless, the numbers show a positive trend in the right direction, towards a well-connected Economy with a huge growth potential not only for the ICT sector but for the whole economy.

*The information in this article has been carefully researched and analysed by the editor team of Deutscher Outsourcing Verband e.V., Germany.*

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# Palestine's emerging technology and startup ecosystem

Interview with Tamer Baransi,  
Chairman of PITA, Palestine



Photo by Brian Suh and Kaitlyn Baker on Unsplash.com

## INTERVIEW

The Palestinian Information Technology Association of Companies represents more than 150 major ICT companies in Palestine's emerging technology and startup ecosystem. PITA has become the driving force in advancing the ICT sector's interests, and the leading information source about this sector in Palestine.

Based in Ramallah, PITA was founded in 1999 by a group of Palestinian entrepreneurs with the vision of creating a non-profit organization to advance the interests and positive societal impact of Palestine's Information and Communication Technology (ICT) sector.

A new generation of forward thinking entrepreneurs with a heritage that takes them back thousands of years in history is bringing together profound change to the technology and startup landscape.

We had the chance to interview Tamer Baransi, Chairman of PITA and talk about PITA's work and the local ICT sector.

### 1. Could you please give us a short overview of PITA and its main objectives?

PITA represents more than 180 major ICT companies in Palestine's emerging technology and startup ecosystem and has become the driving force in advancing the ICT sector's interests. Based in Ramallah and offices in Gaza, PITA was founded in 1999 with the vision to advance the interests and positive societal impact of Palestine's ICT Sector.

PITA's programming, content, events, and global outreach are strategically focused on local advocacy, knowledge sharing, the continued development of high-calibre local human capital pipelines, and global business development support to increase foreign investments in the sector. PITA also supports international firms seeking to partner and collaborate with Palestinian technology services suppliers. PITA, as a body, is a cluster that includes all those involved in the ICT sector, from the largest to the smallest companies, each with a different speciality (software, hardware, ISP, Telecom, consultancy and training, etc.).





Picture:  
RonaldCandonga via  
Pixabay.com

PITA's strategic goals revolve around the following aspects:

**Policy & Advocacy:** Wider echo for PITA's members' participation and partnership with the public sector and possible donors and entities. Capacity Building: Enhanced ICT human capital to innovate and respond to the latest industrial demands.

**Sector Branding and Access to Markets:** Rising innovation and creativity of the Palestinian ICT sector penetrating the local and international forums.

**Visibility and Communication:** Raising the ICT voice and advancing the activism and the Resilience of the Palestinian ICT sector as an actor of change.

## 2. Can you tell us more about PITA's "Tech Savvy" program and how this affects the labor market for ICT talent in Palestine?

The project aims to support unemployed Palestinian IT graduates to get jobs by upskilling to meet local and international job requirements better. Despite the Covid-19 crisis, the number of jobs available in the Palestinian IT market is still growing, particularly for front-end and back-end developers and data specialists. In addition, the boom in online retail and services is contributing to this growth. Despite this, fresh graduates from Palestinian universities face difficulties meeting local and international job standards due to the learning gaps between supply and demand, which inhibit their access to such jobs.

And so, the intervention focuses on building a new learning modality to facilitate a more vital linkage between the curriculum taught in universities and the needs of the workplace. In addition,

the model is flexible in responding to the needs of companies since each IT job type has its own specificity. This program is an opportunity for companies seeking to train and hire ICT professionals by participating in the training journey. The trainees will undergo a structured program of training, mentorship, job placement support and internships to be later hired in an entry or mid-level tech role.

Thus, it contributes to upgrading the ICT youth graduates' skills and preparing them for the desired job roles to be competitive in the local, international, and online marketplace. It is a key driver of employment opportunities that overcome various job requirements and challenges in the ICT market in Palestine. As for the employers' level, who are from multiple sectors, they can now recognize these skills, invest in training and building capacity for participants, and help advance their chances of future employment. Furthermore, it provided in-depth insights on sector trends



*The intervention focuses on building a new learning modality to facilitate a more vital linkage between the curriculum taught in universities and the needs of the workplace.*

and existing, and emerging skills in demand for designing flexible modules to address the industry needs accordingly.

**3. We have also seen programs and initiatives to foster the inclusion of Women in the ICT sector, which is an essential aspect of supporting growth in the industry. Can you tell us more about that?**

Over the past years, PITA has focused on the Palestinian youth, both females and males, because they have the power to shape the world by developing versatile skill sets and profitable businesses that are crucial to the progress of the Palestinian economy. The company is also focusing on developing the Palestinian Micro, Small and Medium Enterprises (MSME) to generate new jobs, attract foreign investment and improve the economic situation in Palestinian territories. Within its strategic orientations and interventions, the focus has been tailored towards female empowerment and inclusion in the labour market. It stressed in its policies the

importance of implementing activities that ensure the fulfilment and achievement of gender equality. (Supporting business startups led by women entrepreneurs, increasing the number of women workers in the ICT sector, and improving the working environment for women).

Within the last four years, gender-based projects have been implemented to target women's social and economic empowerment and combat discrimination and gender-based violence among family members and the workplace. For that, PITA has been indulged in several employability programmes such as (Palestinian Women Enjoying their Economic Rights and Promoting Social Change) and (Reducing Gender Inequalities in the Occupied Palestinian Territories) that focus on women's economic and social empowerment in Palestinian society.

Those programs focused on providing internship opportunities for women interns in PITA's members' companies operating in the ICT sector and employability opportunit-

ies (inside PITA's members' companies operating in the ICT sector and home-based programmes) in companies operating in various fields. The interventions were designed with a multisectoral approach to contribute to the recognition and full exercise of Palestinian women's right to a life free of violence and economic rights in the West Bank

and Gaza by promoting actions to allow their financial autonomy and labor insertion of women in non-traditional economic sectors.

As a result, women startups and entrepreneurs were supported, women were placed in employability programmes, women were trained on IT skills, and women's capacities

were strengthened to create an economic initiative that could improve their employees' access capabilities.




**About the author:** Tamer Baransi is the Commercial Director at BCI and Chairman of

The Palestinian Information Technology Association of Companies – PITA.


He has studied economics and graduated from the University of Essex in the UK. He is the Commercial Director at BCI, a leading ICT company that helped transform technology and communication throughout the MENA region. Tamer is also serving on the board of directors of The Palestinian Information Technology Associ-

ation of Companies (PITA). His passion for business, leadership, technology and economic development has been the main driver behind his eagerness to work and make a positive change in Palestine and the region.







**13,500**  
IT workforce




**2,500**  
IT graduates /  
year




**700**  
ICT  
companies




**8,000**  
STEM graduates  
annually




**14**  
Universities with  
ICT Faculties



**350 mln. \$**  
Contribution to  
the GDP



**27 %**  
Women in IT



**890 - 2,790 €**  
Average ICT  
Salaries

Data: PITA



Country:	State of Palestine
Government:	Unitary semi-presidential republic
Religion:	93% Muslims, 6% Christians, 1% Other
Population:	5,483,450 (2023)
Official languages:	Arabic
Administrative center:	Ramallah
Currency:	Israeli shekel (ILS), Jordanian dinar (JOD), US-Dollar (USD)
GDP per Capita:	3,664 USD
Time zone:	UTC +2 / UTC +3

COMPANIES

International companies and investments



Selected local ICT companies



Map and icons: Sourced and licensed via 123rf.com,  
company logos via companies and creative commons

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# SECTOR INSIGHTS

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i-Jaffa.Net Inside

# From a call to fruitful cooperation

By Yahya Al-Salqan, President and CEO of Jaffa.Net



In 2010, after almost ten years since the company was established, I received an email from a major chip manufacturing company, perhaps the most significant worldwide, suggesting a meeting after I managed to meet a VP and a General Manager in the region. I thought it would be a general meeting whereby I would be asked to present i-Jaffa.Net. I decided to do it the Silicon Valley way, where I acquired my hi-tech experience before starting i-Jaffa.Net as a software development and outsourcing company. Being over-prepared is better than being less prepared.





Image source: At hospital  
Copyright: Jaffa.net

Hence, I prepared a 20 minutes presentation covering our history, the staff, previous projects, our quality focus and orientation and our humane culture at the company. Luckily, we had finished at that time a check clearing system for banks where our software manages around 75% of the checks circulating in the country with almost no downtime, completed a significant project automating the court's sys-

tem in Jordan and Palestine, worked on a project for Fujitsu, and developed software for a research center at Oxford University to showcase the complexity of software we had developed. I was hailed by so many detailed questions, and I found myself presenting my company in front of the site manager, the software validation director, the outsourcing expert, and a few software development managers.

I think I aced it. Thanks to my training and experience as a professor as part of my career, I led many projects while working for Sun Microsystems in California. At the end of the two-hour meeting, I asked if possible to let us compete in any of the upcoming outsourcing projects, and the answer was, why not.

Three weeks later, I received an invitation to bid for a validation project granted to an international outsourcing destination and was about to be terminated due to a lack of quality and high turnover among the project staff. A week after submitting the i-jaffa.net proposal, I was asked if willing to prove that we could do what we promised in our bid and to work on testing the software for a week. I, of course, agreed and provided the test plan, the project plan and the expected deliverables.

Oh my God, I received a phone call this time from the project engineering manager asking me when we can start the testing per the suggested plan. We both agreed to start three days after due to a weekend. I marshalled all the needed re-

sources, and I myself helped throughout the testing process, which we finished one day ahead of schedule, and, yes, we found critical bugs. We were granted the project that involved five validation engineers and a project manager.

Six months later, we increased the number of validation engineers to eight and more software development engineers were added to the team. The project lasted almost three years, during which another complete development project was granted to us and is still ongoing as we speak with additional validation engineers and project management. After the first project was about to end, I was asked to retain the same staff rather than assigning them to any other projects. I did, and a third project was also granted to us.

As of today, and for the past thirteen years, we have continuously provided software development, validation, project management, and support for the same client. The first project manager from the client side once said: "Outsourcing is always a challenge, but in my



***I decided to do it the Silicon Valley way, where I acquired my hi-tech experience before starting i-Jaffa.Net as a software development and outsourcing company. Being over-prepared is better than being less prepared.***

work with i-Jaffa.Net, I have found an eager and willing partner who is easy to work with, delivers on their commitments and is eager to grow and improve", and another team lead of another project said: "When we started with i-Jaffa.Net, Code Quality is improved, went from 120 bugs to 50 in less than three months which we did not see in the past year and a half.

All Sprints were delivered on time. Our releases to customers were all on time. Our customers are happy. "I recommend and would hire i-Jaffa.net again and again". I could not have asked for any better recommendations!

In addition to outsourcing, i-jaffa.net also developed multiple products, such as MobilePay (as a mobile wallet), that empower users to pay bills and send and receive payments in fiat currencies as well as cryptocurrencies (Bitcoin and Ethereum).

A major investment bank uses MobilePay; a Carpool application (Rafiq Carpool); an eKYC (Know

Your Customer) and Digital ID solution for the financial sector (FinID) using blockchain for secure ID storage and biometric for identification; and SigmaHealth for Electronic Health Record and management of clinics, labs, and hospitals. Yes, we are working on an NFT-based health record whereby the patient owns their data and can grant access to health providers and physicians as needed.

Finally, I have often been asked about staffing and how we find the right skilled employees. So let me just briefly say that we are actually lucky when it comes to a resource pool. Our pool of talent consists of university graduates in the field, which amounts to around 3,000 per year, which is an order of magnitude more than what the market needs to employ

That allows us to cherry-pick the best. In addition, and as of social responsibility, i-jaffa.net staff, including myself, teach some courses at the closest universities and consequently, we hire the best in class as well. Last but not

least, often many ex-pats who return home from Europe or USA find i-jaffa.net culture as close to the same culture they are used to as we invest in our staff and infrastructure (from fiber Internet connectivity from two different providers,

to flexible working hours, and continuous training and encourage innovation). Building quality solutions and maintaining a good reputation throughout the 23 years of experience plays a factor here. We aim to have a pleasant

place to work, grow, and innovate. We measure our success by our customer's successes. We are ready to innovate together.



**About the author:** Yahya Al-Salqan, an entrepreneur and inventor, The President and CEO of Jaffa.Net- a leading software development and outsourcing company, a Board member of the Palestine Investment Group (PADICO), the

elected Chairman of the Palestine ICT Incubator (PICI) (2015-2019), Board Member of the Palestine High Council of Innovation and Excellence (2015-2019), and co-founded the Mobile Monday Palestine Chapter.

He is passionate about converting new ideas into businesses, pushing the boundaries and thinking out of the box, and embracing new technologies such as blockchain and the digital economy.

Before starting Jaffa.Net (www.i-jaffa.net), he worked as a Senior Engineer at Sun Microsystems in Silicon Valley-

California and was ranked as an Outstanding Engineer. Before Sun, he worked as an Associate Researcher and Professor Of Computer Science at West Virginia University-USA. He has published more than 50 Refereed Articles. He was an invited speaker at many international conferences. He holds a PhD in Electrical En-

gineering and Computer Science from the University of Illinois, an M.Sc. in Computer Science from American University- Washington DC, and a B.Sc. in Electrical Engineering from Birzeit University.

# Middle-Eastern Business Mentality with German High Quality IT Service Production

Interview with Frank Müller, Chief  
Executive Officer at AXSOS, Palestine





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**We have the opportunity to make an interview with Frank Müller, the CEO at AXSOS AG Germany. He and his company searched sustainable ways to scale their workforce, and they decided to open an office in Palestine. We asked him about this decision, and much more for the Outsourcing Destination Guide Palestine, commissioned by GIZ.**

*Frank, you are the CEO of AXSOS AG in Germany, which has been named one of the 30*

*best IT service providers in Germany. Can you give us a short introduction about AXSOS and how you managed to receive this distinction?*

Sure we are an IT service provider providing services to our customers in the fields of IT-Infrastructure, Cybersecurity and Digitalization. We have three offices in Germany, one in Ramallah, one in Jerusalem and also an office in Thessaloniki.



Copyright by AXSOS

Early on our journey as a company, we realized the shortage of competent resources in IT in the D/A/CH market (as well as globally) and decided not to follow other IT service providers to their offshoring or nearshoring locations.

It was key for us to create a USP (unique selling point) with our nearshoring approach. So the basic idea was simple. We have married the cultural advantages of the German (quality mindset, sticking to the processes) with the oriental culture (hospitality,

human-centric) and created a new customer experience. And that is what we did over the last ten years.

We discovered even more valuable benefits in the Palestinian market on our journey. Due to their living situation, most Palestinians have developed a high situational intelligence (as I labelled it), a high resilience, and a great hunger for change.

These benefits are significant for our customers in D/A/CH as most of them are in the SMB and

classical "German Mittelstand", so they do not have extensive steering skills, and there it comes in handy that our teams can "read in between the lines".

That mixture and our diversity of cultures build the foundation for being granted such an award by our customers.

*And AXSOS has a special connection to the ICT community in Jerusalem and Ramallah. So please tell us more about that. How this developed, and how the operation looks like today?*

Well, I already had some experience through one year of voluntary youth work in the Holy Land End of the 90th. So that put it back on the radar when we look for sustainable ways to



Picture: Baden-Württemberg's Prime Minister Winfried Kretschmann has visited AXSOS AG in Palestine  
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scale our workforce. So the idea of the aforementioned marriage of cultures was born. Besides that, the aim of the different approaches to creating a new customer value, there was and still is a huge potential in the Palestinian labor force. They have a more than ~50% youth unemployment rate, and more than 40% of the population is below 15 45years. So there is vast potential to scale.

As this potential was not leveraged fast enough to be on a level an international customer expects, we took that levelling up in 2020 in our own hands and founded the AXSOS Academy. It is a bootcamp in which we train young Palestinians within 3,5 months to become qualified full-stack developers. We have trained about 200 graduates with a placement quota of more than 90% in the first market.

Today we provide services and solutions with the traditional business to our customers. At the same time, we train through our Academy young professionals for

the market and ourselves to serve the rising demand for IT professionals in the IT markets globally.

*I also read that Baden-Württemberg's Prime Minister Winfried Kretschmann has visited AXSOS AG's branch office in Ramallah. How did this come, and what were the conclusions?*

Winfried Kretschmann was planning to visit Israel, and through their support engagement for a college in Bethlehem, it was designed to combine it with a short visit to Palestine. So some of his entourage who had touch points with AXSOS before suggested paying us a visit

After taking a tour through our offices and chatting with our employees, Winfried Kretschmann was mainly impressed with the fact that we managed to marry the different cultures and learn from each other the positive cultural benefits while working on the

***We have married the cultural advantages of the German (quality mindset, sticking to the processes) with the oriental culture (hospitality, human-centric) and created a new customer experience.***



disadvantages. So it happens these days that some of our Palestinian employees are more "German" than some German colleagues.

The other aspect he mentioned was the change and the positive impact we are creating in Palestinian society. Through creating future-oriented jobs, we make perspective and hope for young Palestinians and do our

share on the way towards peace in the region.

*We have been talking about social responsibility and cultural engagement. But at the end of the day, IT service is a business. Is working with IT professionals in Palestine a real business case?*



Picture: AXSOS' employees in Palestine  
Copyright by AXSOS AG

Absolutely. But obviously, it needs smart business people to look a bit deeper. The benefits need a second look and a deeper understanding. Palestine is not the cheapest location, and in a pure comparison of hourly rates, services from Palestine can't compete with eastern Europe and the far east.

Frank Müller has over 20 years of experience in the IT industry. His talent for structuring complex challenges and translating them into solutions is his core competence. His background of experience includes IT security and IT infrastructure, as well as application development. These three areas of expertise are also reflected in the range of services offered by AXSOS. Since 2009, Frank Müller has been a shareholder and board member of AXSOS AG.

Frank Müller was strongly influenced by his one-year stay in Palestine as a development

If you take a second look and take into consideration the very specific USPs of the Palestinian market, then it becomes a real business case. A customer can save many overhead costs on the project management side. Based on our ten years of experience, customers also reduce through this USP's the risk of a project failure.

worker with YMCA, where the difficult situation in the country once again challenged his creativity and flexibility. This inspired him to open an AXSOS subsidiary in Ramallah/Palestine. For Frank Müller, people and their cooperation with each other make the difference in all projects - deciding about success or failure. As the latest people-centered project, AXSOS and the Palestinian government founded the AXSOS Academy in Ramallah in 2020, which trains Palestinians on the job to become software developers in a 16-week boot camp.



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AG



The AXSOS Academy in Ramallah is an ambitious, future-oriented project and an investment in the career opportunities of highly qualified and motivated Palestinians. Through the Academy, the aim is to train thousands of software developers to meet the growing needs of the international IT market and establish Palestine as a global outsourcing IT destination, able to compete through excellence and specialization.

Particularly, Palestinians are characterized above all by their situational intelligence, which makes them a real asset to the IT labor market and a wide variety of international employers.

The AXSOS Academy has already achieved impressive results. For

example, 90% of the Academy's graduates from previous cohorts have been able to convince 42 local companies and 12 international companies of their qualities and have thus successfully entered the first job market directly after graduation.

This result is even more remarkable in a country with a constantly high youth unemployment rate. According to current figures from the Konrad Adenauer Foundation, every second university graduate in the West Bank is without a job. The fact that the AXSOS Academy builds the necessary bridge between universities and the labor market, in the growing and promising field of IT, is encouraging and a ray of hope for many people from different backgrounds. It is also a great

success that many young women are gaining greater independence through their training at the Academy. The biographies of the participants speak for themselves.

### Great goals

A former history teacher who wants to reinvent himself in the IT industry. A single mother who believes the training she received at the Academy will help her take a step toward financial independence and a more self-determined life. A young woman quit her job at a tourism company to follow in her father's footsteps and take over his software company. A longtime Palestinian government employee nearing retirement is pursuing the dream of starting an IT startup with his son. A Palestinian Army soldier who wants to give up her rank to pursue her idea of a navigation app for Ramallah by combining her urban planning studies with her training at the Academy.

Many women, many men, many stories – are all now writing an exciting new chapter in the age of the digital revolution.

### Access for everyone: remote and on-site

After the regulations due to the Covid-19-pandemic, we are happy to train students again on-site at our AXSOS Academy in Ramallah! Nevertheless, we continue to enable individuals to pursue their software developer education remotely. So that everyone from a wide variety of circumstances does have the chance to 'restart' in life

### Challenges as opportunities

The world of IT is predestined like no other to be flexible and adaptable. The Academy has also reinvented itself in recent months. In addition to the professional instruction of the participants, there are now classes for mental balance and exchange with pedagogues.

The AXSOS Academy remains a school of opportunities for people who have the courage to face new challenges in the innovative field of IT - this also applies to the Academy itself.



# Developing Inventory & Order Management System

By Firas Shalabi, Vice President of  
Fratello, Palestine

*Photo by Jimmy Musto on Unsplash.com*





Image: Surface  
via Unsplash.com

Taleeaa is one of our clients working in the textile industry located in three main cities in Palestine, Nablus, Hebron and Ramallah.

Taleeaa saw the opportunity in Fratello SW House is helping overcome obstacles and issues with existing software systems running the company operations. Without these changes, that would block their stra-

tegic business plans and help the company develop business through advanced SW solutions.

**Success metrics that the customer saw after doing business with Fratello:**

- 1. Advanced service and Quality**
- 2. Commitment**
- 3. After-sale support service**

### The Story of Taleeaa

Taleeaa was established in 1994, having 40 + employees and a 25 % market share in Palestine in the textile industry. Taleeaa is planning to expand its local market share and target international markets.

During this long journey in the market and vision, Taleeaa invested in SW systems to optimize operations and develop business. Three years ago, Taleeaa contracted with an SW company to produce an Inventory and Order Management System. They faced immense challenges, and their experience in the system and the SW company was awful in terms of system quality, problems, support and old technology used for developing the system, and user experience.

Taleeaa decided to choose Fratello as an SW House for developing the system from scratch. The decision was based on Fratello's reputation in the market, experience in the SW industry,

commitment, and aftersale support service.

#### 1. Advanced service and Quality

Taleeaa was under a big challenge and was unable to use the system as planned as it was developed with old technology (desktop application), limitations adding advanced features, no remote accessibility or mobility, and access to the system was from a desktop only.

Adding to the above, the system had many issues and bugs with delayed fixing.

Fratello developed Web and Mobile applications from scratch using the latest SW technologies, integrated with the Taleeaa financial system to support clients' financial records. A mobile app was developed for mobility for the employees, and in later stages, Taleeaa clients will use it to place their orders and process the payment through the mobile app and Web app.



## 2. Commitment

The old system took 1-year of development time while Fratello developed the system in 4-months.

## 3. After Sale support

The old system experienced a lot of bugs. Fixing bugs was a time-consuming business challenge for Taleeaa because of the delay in resolving and, in some cases, bugs not being resolved.

The newly developed system experienced some bugs, fixing and support were on the spot and as agreed with Taleeaa.

After system delivery and final acceptance, Taleeaa signed a support contract with Fratello for support services and future system developments.

## Training Management System

Galaxy Information Technology is specialized in training services and outsourcing in Palestine and regional markets.

The client saw opportunities in Fratello SW House: trust, communication, commitment and innovation.

**Success metrics that the customer saw after doing business with Fratello:**

**1. Advanced service and**

**2. Quality**

**3. Commitment Innovation**

## The Story of Galaxy Information Technology

Galaxy started its business in 1996 in technical training services in Palestine and expanded services offering non-technical training. The company started with seven employees and currently has 30+ and is considered one of the top training services companies. Galaxy invested in developing a Training Management System created by freelancers. More than one year of work developing the system ended with an SW version that was not well structured and planned, which led to time-consuming adding features and scalability issues. The company was looking for an SW entity to rebuild the system with proper planning, and Fratello was chosen for this job.

## 1. Advanced service and Quality

Planning, architecture and standard SRS are the key phases of any SW solution. However, as they were not implemented in the usual procedure, this led to obstacles in the system's future development while taking extra time.

Fratello developed the system on a standard basis using the latest SW

technologies and scalable for future developments and integration with other systems or payment gateways. Galaxy is going to sell the system as a product in addition to internal use.

## 2. Commitment

The old system took one year, while Fratello developed the system in five months.

*Photo: Campaign Creators via Unsplash.com*



### 3. Innovation

Fratello recommended many value-added features to be implemented in the system, such as Notification, Call center data, and Certificates section.

Currently, Fratello is developing a learning management system for Galaxy to be integrated with the Training Management System.

### Applicant Tracking System

BLOOVO is a UAE-based company specializing in recruitment systems serving the MENA region and internationally.

Opportunities BLOOVO saw in Fratello SW House are quality talents that can develop in a standard way, in addition to commitment.

**Success metrics that the customer saw after doing business with Fratello:**

1. Quality Developers
2. Commitment
3. HR service

### The Story of BLOOVO

BLOOVO started its business in 2018 by offering Applicant Tracking System (AI-Powered System) products in the market (Gulf market) and then expanded internationally. A company outside Dubai hired the SW developers of BLOOVO at the beginning (15 developers). BLOOVO was under a significant challenge regarding the delivery time of products, Quality and commitment, which put senior management in a big challenge as the business would be impacted.

In 2019, BLOOVO decided to look for an alternative outsourcing company to continue developing the product, and they started with Fratello as a part-time quality assurance engineer. During 2020, the 15 developers were replaced by Palestinian developers through Fratello, and currently, the team is 50+.

The changeover enabled BLOOVO to add Artificial Intelligence to the system, Backathon and Inviews features, expanding business, client acquisition, and reaching international

markets. In August 2022, Saudi-Based KABI Technologies merged with BLOOVO.

### 1. Quality Developers

Palestinian developers are fully committed, well-educated and have excellent English skills. These key factors played a significant role in BLOOVO's success in the market and being a big player in Recruitment Systems.

**About the author:** Firas Shalabi has held an impressive career as a leader and technical expert in his 23 years working in the IT and SW industries. As the VP of Fratello SW House, Firas Shalabi plays a significant role in business development and management. Throughout this commitment to this role, he has helped Fratello improve operations, business and management.

### 2. Commitment

The efforts put in by developers showed how much commitment Palestinian engineers have.

### 3. HR service

Fratello HR services helped BLOOVO focus on marketing and business expansion. The Services Fratello offers include office space, internet, refreshments, HR and accounting.

Prior to joining Fratello SW House, Firas held a senior position as Network and Systems department manager for 12 years at Palestine Telecommunication Co., helping establish the Data Communication network in Palestine to serve data, VAS and internet services to the country.

Mr. Shalabi has a B.A. in computer engineering, an IT management diploma, BMP.





# VIRTUALIZED IN USER

**The web application platform that virtualizes and digitalizes companies to help them work together**

By AlaaEddin Hossin, Co-Founder and Board Director of AHD Technology

Images by Annie Spratt via Unsplash.com

## CASE STUDY

AHD Tech is a certified global IT consulting & Software Solutions provider with more than 30 software developers working full-time. With the aim to become a leading & dynamic business partner committed to providing innovative outsourced services, we established in 2015 AHD Tech's experience expanded over seven years of working with satisfied clients worldwide.

Our DNA is made up of start-up founders and the top talents in Product, UX/UI and Software development. We came together from different backgrounds with one

goal: to bring a lean, user-centric approach to product design and software development by fully understanding the business needs before coding.

AHD has experienced success in meeting customer demands by adopting an Agile Management Approach. We believe that the best way to minimize risks and succeed in such a rapidly changing market is to embrace uncertainty and be the quickest and most productive in trying new things. One of the most significant benefits of agility is that it can substantially reduce costs as the



companies follow an iterative approach to planning and guiding project processes. Just as in Agile Software Development, an agile management process is completed in small sections; insights gained from the critique of an iteration are used to determine what the next step should be in the project.

AHD Tech has the opportunity to provide software development and staff augmentation for clients 24x7 in 12 languages across a wide range of sectors, including education, e-commerce, healthcare, civil and community, tourism, food services, and many other fields.

Photo: AHD Office  
in Palestine  
Copyright: AHD  
Technologies



In the last four years, we have had a 35% growth in our staffing population to guarantee the transparency of our software development outsourcing services. And use Agile methodologies to involve our customers and manage our projects; we only hire great problem solvers with the right skills and drive.

As diversity powers innovation, it is essential to us. Our technical professionals come from various backgrounds, ages, and industries, and 25% are female. This diversity, combined with the passion of our people in Palestine, helps to create an open, innovative, and inspiring environment.

One of the most significant projects with the Czech Republic banking company, which we have been working on since 2019 called VIRTUALIZEDiN USER.

Virtualizedin, or VIN for short, is a smart B2B/B2C web application platform that virtualizes and digitalizes companies to help them work together in a single ecosystem to run the business efficiently.

The platform matches the profiles among companies, suggests the human resources and business partners from local and global markets, and allows them to share their human resources among themselves to fill in the resource gap and work together on projects in local and international business markets.

We've created the platform that provides various modules to help companies to deal with their daily businesses, which are divided into four main sections:

**vMy:** is for each user to deal with their daily business activities, such as handling assigned projects, working on tasks, and reviewing their financial and other activities.

**vCompany:** the companies are virtualized, and the tools needed to run their virtual company by managing projects, internal and shared resources capacity, tasks, marketing, finances, etc., are provided in this section.

**vSocial:** the vSocial channel increases the vCompanies brand

**Use Agile methodologies to involve our customers and manage our projects; we only hire great problem solvers with the right skills and drive.**





AHD Team  
Copyright: AHD Technologies

awareness, networking and recognition of not only various marketing tactics and practices but also the tactics used by direct competitors to learn more about the vMarket and its needs.

**vMarket:** providing users and companies access to local and global markets, where they can find suitable projects, vacancies, partnerships and qualified human resources.

VIN has other modules to facilitate communication, manage teams within the organization, manage and track project progress, track your spent time, etc.

AHD followed a hybrid methodology of Agile in developing this project - refer to the following figure. AHD is very keen on documentation during all the phases of the project. Especially in the stages of gathering requirements and the analysis and

design of the system. AHD pays excellent attention to the high quality of the product and the development process.

AHD is flexible and responsive to any changes in requirements with the least cost and effort, as well as engaging stakeholders in all the phases of the development process. Therefore, the project will be developed through multiple

iterations, and the application will be built and improved step by step. AHD would be able to take stakeholders' and end users' feedback as early as possible. Also, defects will be tracked at early stages to avoid significant consequences.

To start working on VIRTUALIZEDiN USER, our team follow these phases:

- Requirements Gathering and Analysis
- Database and Architecture Design
- Programming and development
- Testing
- Deployment
- System Support and Maintenance
- Quality assurance

**About the author:** AlaaEd-din Hossin is the Co-Founder and Board Director of AHD Technology. He was a board member of the Palestinian IT Association of Companies (PITA) from 2019 to 2021. He has over 20 years of experience in information systems development and design as a software developer, database developer, data warehouse and business intelligence spe-

cialist, system analyst, software architect and IT project manager.

He has over nine years of working as a lecturer and researcher. He also has more than 12 years of experience as an ICT consultant with many NGO, private and public organizations.





# Award-winning R&D for global partners out of Palestine

Interview with Murad Tahboub, Partner and Managing Director at ASAL Technologies, Palestine

ASAL Technology is, with more than 400 employees, a major contributor in the ICT services community in Palestine. Could you please give us a short introduction to the company?

ASAL is the leading software and hardware house in the Palestinian Market. It was founded in 2000. The company is offering its services to global startups, including WIX, monday.com, and Global-e, and multinational companies, including Microsoft, Apple, Cadence, and Synopsys.

ASAL partners with its clients to be an extension of its technical team. ASAL provides software development services, including R&D, frontend development, mobile development, QA, and DevOps and Cloud.



ASAL was the first company that builds the VLSI center in Palestine. It supports its clients by providing front-end design, backend design, design verification, and DevOps and CAD support

ASAL has maintained gradual growth throughout the past years by expanding its operations to other locations in the West Bank & Gaza. ASAL's

headquarter is in Rawabi. It also has branches in Hebron, Nablus & Gaza. In 2021, ASAL opened its first international branch in Amman, Jordan.

ASAL aims to create a social impact in Palestine by providing high-quality jobs for Palestinian engineers with excellent work conditions, competitive salaries, and social benefits. Also, ASAL targets equality in its hiring



Rawabi English Academy Building, Rawabi, Picture by Baraa Zm via Wiki Commons  
[https://commons.wikimedia.org/wiki/File:Rawabi\\_City\\_0006.jpg](https://commons.wikimedia.org/wiki/File:Rawabi_City_0006.jpg)

plan. Currently, 41% of the working power are female engineers, aiming to reach 50% in 2023.

Furthermore, ASAL is partnering with universities to offer internships, mentorship, and training programs for undergraduates and fresh graduate engineers.

Apple, Nvidia, Alcatel-Lucent, and Microsoft are just some of the well-known companies ASAL has been or is working with within R&D and other IT services. Please give us a brief insight into the company's global client basis and how these companies and others found confidence in working with you.

ASAL successfully built partnerships with international companies in the US and the EU.

Quality of service: is the main driver behind this success. ASAL's engineer's caliber is on the international standard.

The engineers hold a minimum BA in computer science or computer engineering. They have worked with multinational companies and have excellent English communication skills since they graduated.

Commitment: ASAL has additional competitive advantages that make it the right partner for multinationals, like aiming to build long-term partnerships with its clients. ASAL portfolio includes clients since 2007.

Proximity: Due to ASAL location, the team overlaps with most of the destinations around the world. Also, we follow the client's working days and times to maintain proper communication with the teams.

Low Employee turnover: In this dynamic industry, ASAL succeeded in maintaining a low turnover rate through its committed engineers

Cost-Effective: ASAL is competitive compared with the international market.

Infrastructure: ASAL follows international standards with its uncompromising infrastructure standards, Data security, Physical security privacy, Backup system, and Disaster Recovery Plan.

Accessibility: ASAL has access to unrivalled talent across Palestine through its offices in Rawabi, Nablus, Hebron, and Gaza. Also, ASAL attracts talent internationally through its access to the Arab countries' markets, including Jordan, Bahrain, and Saudi Arabia.

Talent is essential, not only in ICT services. ASAL has been investing especially in integrating women in its R&D and ICT services teams and maintains a very high ratio of 41% of female employees. Can you tell us more about that and how this has become a driver for the company?

ASAL Technologies believes in equal opportunities for all. With four branches lies in the major Palestinian cities and close to the prominent universities in the West Bank and Gaza, ASAL succeeded in overcoming any social, traditional, and political challenges that might affect reaching out to the pool of Palestinian talents in their resident cities, without any need to change their locations. Also, ASAL works on encouraging females to work on

new technologies and be more engaged in the hardware industry, which acts as an additional reason for females to engage at work.

Rawabi city is home to the company in Palestine. We learned that Rawabi city had become THE modern business hub in Palestine and is well-recognized in the region, too. From your perspective as a resident, could you please tell us more about it?

Rawabi is the first Palestinian planned city strategically located between Jerusalem, Ramallah, and Nablus and the largest private sector project ever taking place in Palestine. A complete and comprehensive city where you can live, work and grow.

These are the three main pillars behind Rawabi, which include neighborhoods and all the facilities needed by the residents, such as the com-



Rawabi City, Picture by Ameen via Wiki Commons [https://upload.wikimedia.org/wikipedia/commons/c/cf/Rawabi\\_01.jpg](https://upload.wikimedia.org/wikipedia/commons/c/cf/Rawabi_01.jpg)

mercial center, schools, entertainment facilities, places of worship, outdoor areas and parks, medical centers, and all other services that residents might need.

The idea of Rawabi was conceived in 2007, excavation started in 2010, and construction began in 2012. When they



Mr. Tahboub is a partner and the Managing Director of ASAL Technologies, the leading software and R&D company in Palestine and part of Massar Group. Mr. Tahboub oversees Massar's Group investments and engagements in IT and Hi-Tech. Mr. Tahboub also advises on strategic areas of interest to the Group and occasionally represent it in companies and events. Before, Mr. Tahboub was a marketing specialist for CO-

finished the commercial area, many Palestinian companies, including ASAL and other high-tech companies, moved their headquarters to Rawabi. The ultimate goal of Rawabi is to help build an export-oriented Palestinian economy based on knowledge and innovation.

BRA International in Athens, Greece. He helped establish the Palestinian Trade Promotion Organization, the first Palestinian organization to address the needs of Palestinian exporters. In 1996 Mr. Tahboub served as the General Manager of the Center for Promotion of Palestinian Products office in Rotterdam, the Netherlands. He led marketing strategies for several Palestinian companies from different sectors to the EU market. Mr. Tahboub established a solid business network in the Arab, regional, European and international markets.

Mr. Tahboub is a member of the Young Presidents' Organization (YPO) and the Arab Economist Association. He is also a certified

With its unique environment and uncompromising infrastructure standards, Rawabi became the promising high-tech cluster in Palestine and the place to gather the startups side by side with multinational corporations, VCs, educational, and innovation centers. [Short Video about Rawabi.](#)

expert from the World Trade Organization (WTO)/(UNCTAD) and the International Trade Center (ITC). He is vice Chairman of the board for Rawabi Foundation, Chairman of Wassel Group and BADER Incubator, and board member of Tequal Technologies Ltd, Palestine Insurance Corporation, Harmony Solutions, Call U ISP, Ultimate Turn-Key Solutions, Palestine Mortgage Company, and other private and non-profit organizations. Mr. Tahboub served on the boards of the Palestine Information Technology Association (PITA) and the Young Entrepreneurs of Palestine (YEP). He is also a Fellow-Aspen Institute-USA. He is married with three children.



# Validation Team for an Automated Driving System

By Bisher Dikeidek, Business Development  
Director at ProGineer Technologies

*Photo by Nathan Queloz on Unsplash.com*





In Conference  
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## Introduction

Due to the fact that ProGineer Technologies ([www.progineer.net](http://www.progineer.net)) has extensive experience in quality assurance, validation and Metric Driven Verification tools and methodologies, in 2019, ProGineer Technologies was approached by a leading high-tech company that is developing systems to Verify ADS (Automated Driving Systems) and

autonomous vehicles, which is a significant challenging barrier to autonomous vehicle deployment.

The company was looking for a validation team to test and validate its product's complex systems before sending them to its own clients. This team needed to work and function as an extension of their existing validation team.



Working in the  
ProGineer Office  
Copyright:  
ProGineer

## The Story of the ADS Validation project

In addition to creating the most complete Verification & Validation (V&V) libraries in the market and the leading coverage-driven verification and validation platform for ADAS/AV development, ProGineer's client is working to create millions of test scenarios for automated driving systems and autonomous vehicles.

The client was looking for a technological partner that could provide experienced validation engineers with reasonable pricing and a low turnover of resources.

ProGineer Technologies gained experience in test coverage technologies and methodologies by working with one of its other multinational clients (Cadence Design Systems), which positioned ProGineer in a bet-



***We allow our clients to interview and test a few candidates before joining the team to choose the best fit for their technical requirements and company culture.***

ter place among its competitors. ProGineer then selected Lena, a senior female engineer, to lead the team after visiting the client's offices and understanding their technical needs. In addition, Lena had seven years of experience working with ProGineer on another outsourcing project, so she had the necessary qualifications to lead the technical team. The client interviewed Lena as part of ProGineer's hiring process, and she then immediately began the engagement with her technical counterpart from the client's team.

The first critical milestone was to learn the descriptive programming language written and developed by the client to create abstract scenarios that describe the AV's behaviour and other actors in the environment. The language was recently adopted as the basis for ASAM OpenSCENARIO® 2.0.0.

One of our major contributions at ProGineer was to validate the hundreds of scenarios that form the V&V libraries. Visual Inspection for thousands of runs was necessary to ensure that the intent of the scenarios was captured and that the tool gen-

erated no bias of any kind. All data was then uploaded to an analytic, managerial web application. ProGineer's team was involved from day one in testing the APIs and UIs, and building an entire automated regression suite that would keep this platform running at its best to conduct extensive reporting and analysis, including safety and coverage metrics to guide completeness of AV testing. The team grew as the responsibilities increased. It all started with Lena in November 2019; the group has grown up to 9 engineers since then, doing various software Validation services on this complex system.

ProGineer's validation team continued to deliver with high motivation and dedication even during the Covid-19 crisis. Since the work-from-home model was partially in place even before the epidemic, implementing it was immediate and smooth. All this was done with transparency and open communication with the client. It made it easy for ProGineer and its clients to get through that challenging period.

### Confidentiality

Confidentiality is a vital element in the software development industry. We at ProGineer are fully aware of the importance of confidentiality and data protection on the personal and system levels. That is why we put extensive measures in place to ensure the security of our client's source code to ensure nothing is compromised. All client code and data are safely stored on their cloud servers. Only the engineer assigned to

the client's project can access critical source code and data. In addition, ProGineer provides two levels of NDAs – one with the company and one with the engineer. A 24/7 secured office space and highly secured project-dedicated network exist to ensure an additional layer of protection.

### Quality

At ProGineer, we allow our clients to interview and test a few candidates

before joining the team to choose the best fit for their technical requirements and company culture. The time invested in interviews allows the client to experience the candidate's technical capabilities before deciding whom to add to the team. Clients can also request weekly or monthly status reports. The handpicked engineer is 100% dedicated to one client project and is not shared with any other project.



*The ProGineer Team, Copyright: ProGineer*

### What makes ProGineer's services unique?

ProGineer is located in a time zone ideal for providing services to Europe and the MENA region. ProGineer Technologies has a rigorous hiring process to select the most qualified and motivated engineers.

We also tend to become part of our client's business as the core structure of our service is structured to provide specialized attention to your business needs and processes. Additionally, ProGineer's top management has deep engineering backgrounds with international experience. This is combined with a large group

of senior engineers with more than five years of experience.

It is worth noting that 75% of ProGineer clients have worked with us for more than five years. This is a testament to the efficiency and quality of our work.



**About the Author:** Bisher Dikeidek is a talented business development director with over 15 years of experience in engineering and manage-

ment positions in the high-tech industry. Bisher is a member of the management committee at ProGineer Technologies.

He began his career as an equipment engineer at Intel electronics Ltd. In Jerusalem before relocating to Ramallah, Palestine, he transitioned into software outsourcing, focusing on establishing teams in the professional services fields like global technical support, software integration, and ap-

plications engineering. Bisher is a dedicated business and accounts manager with extensive experience handling customer escalations, people management, and presenting the client's voice to the outer world.

He consistently achieves record-high customer satisfaction rankings, bottom-line improvements, and underperforming operations turnaround.



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# The three phase of an overall Healthcare IT assessment

By Rami Sarhan, Business Development Director  
at ResolutionTek Palestine

*"Our recommendation was a three-phase approach to stabilize and secure the background, automate processes and staff training, as well as migrate the environment to a scalable solution."*



Photo: Annie Spratt via Unsplash.com

ResolutionTek serves various organizations and business industries – including SMEs and corporations; our customer base extends from anywhere in the United States to Europe and the Middle East. At ResolutionTek, we strive to deliver reliable and cost-effective solutions with a focus on process automation to increase work efficiency, enhance the customer experience, reduce cost & maximize revenues.

ResolutionTek will enable companies to have the flexibility to respond

promptly to market needs and competition. We specialize in providing consulting services in digitalization and business process automation alongside IT Outsourcing, IT Professional Services, Infrastructure (as a service), Project Management & Contact Center Services.

Our case study follows the story of a client in the Healthcare Industry based in the United States. We started our journey by performing an overall IT assessment to include Infrastructure, Applications, Work Fol-

low, & Staffing. Our initial assessment lasted four weeks of gathering information and analyzing the data, followed by two weeks of research, reporting, and recommendations.

There were several improvement opportunities, including staff training, day-to-day processes, database reliability, stability, and hardware and network connectivity. Our recommendation was a three-phase approach to stabilize and secure the background, automate processes and staff training, as well as migrate the environment to a scalable solution.

### Phase I

Our team of professionals worked with the client's IT department to secure the connectivity between the main site and the hosted data center. We hardened the primary site's overall connectivity by reconfiguring the firewall to take advantage of the multiple circuits they had on site. The client worked alongside our Database administrator to stabilize the primary database server, reconfigure indexes to cut down on query times, and secure the data by creat-

ing reliable backups. We also worked with 3rd party application vendors to better understand the application infrastructure needs to ensure reliable and stable performance. In some cases, we had to rebuild or build new servers to accommodate the application needs to guarantee reliability and performance for our client.

### Phase II

This phase was mainly focused on process automation and staff training. ResolutionTek's PMO team worked with the client's PMO team to understand the current process and identify areas of improvement, allowing us to re-engineer the process and build a new service desk solution to include incident and service requests, problem and change management workflows and KPIs. We followed these practices by utilizing ITIL standards and business norms. In addition, we worked with the PMO team to train staff on ITIL standards and process improvement. We also created multiple dashboards for operations and management.

***There were several improvement opportunities, including staff training, day-to-day processes, database reliability, stability, and hardware and network connectivity.***



### Phase III

Now that the environment is somewhat stable, our focus shifted toward scalability, reliability, and business continuity. We knew that the currently hosted data center solution was not ideal. We helped the client create RFP/RFQ for a dedicated hosted virtual environment, complete with BaaS (Backup as a Service) and DRaaS (Disaster Recovery as a Service). Once the client selected

the decision, we helped the IT team build and configure the new data center. All new virtual servers were created, applications were installed fresh, and a copy of the database was migrated for initial testing and performance review. BaaS and DRaaS were thoroughly tested by the client and the vendor supporting the solution. The migration path was set and completed seamlessly with no downtime.



Picture: Jakayla Toney via Unsplash.com

The project took 28 months, using our complete set of professionals – PMO, DBA, Network & System Engineers, and Developers. Other projects we helped accomplish during this time include, VoIP solution, zoom deployment, O365 enhancement, complete Act-

ive Directory realignment with Azure integration, SDWAN solution, AirFiber connectivity between buildings, as well as renegotiating many contracts with vendors and service providers to increase functionality and reduce cost.

We helped our client build a secure and elastic solution that can scale quickly, complete with backups and business continuity, with an overall annual cost savings of \$270K.



**About the Author:** Rami Sarhan is an accomplished business entrepreneur with an eye for developing and implementing business strategies. After graduating from the Fa-

cility of Engineering, Rami went on to work in project management, process management, and business development in numerous companies across the Middle East and Europe. In his early career, Rami worked as a Project Manager before becoming the CEO at ResolutionTek. Rami holds a Master's in business administration and a Master's in leadership for digital transformation from Germany.

His work at ResolutionTek included many responsibilities, such as implementing business strategies to meet the current market's demand,

planning and overseeing new marketing and sales initiatives, and monitoring and supervising the company's performance and finances according to the budgets approved by ResolutionTek's Board of Directors.

Rami has established ReolutionTek to assist companies and organizations in their overall business operations. They specialize in providing consultation services in digitalization and business process automation alongside IT outsourcing.

# LOCAL COMPANIES, ORGANIZATIONS & CONTACTS

88	GIZ	95	Jaffa.Net Software
90	PITA	96	Modern Tech Corporation (MTC)
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92	ASAL	97	Polaris
93	AXSOS AG For Information Technology	97	ProGineer Technologies
93	Fratello SW House	98	ResolutionTek
94	HEXA for Information Technology	98	Shift ICT
94	iConnect Technologies	99	Trusted Systems
95	Incube - Palestine	99	ULTIMIT Advanced Turnkey Solutions





As a service provider in international cooperation for sustainable development and international education work, we are dedicated to shaping a future worth living around the world. We have over 50 years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe – from the German Government, European Union institutions, the United Nations, the private sector, and governments of other countries. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

### In Palestine, GIZ works in three priority areas

1) Governance, Democracy, and Civil society, 2) Peacebuilding and Resilience, and 3) Sustainable Economic Development. In the area of Sustainable Economic Development, GIZ concentrates on improving vocational and tertiary education in cooperation with the private sector, i.e., through our dual study programme, on better coordination of supply and demand in the labour market, and on increasing the competitiveness of the Palestinian private sector. GIZ is thus helping to improve the economic situation in the Palestinian territories and to create more and better jobs.

### GIZ Private Sector Development Programme

The GIZ Private Sector Development Programme in Palestine

seeks to strengthen the economic development in Palestine and to improve the framework conditions for Palestinian businesses with a focus on small and medium-sized enterprises - in sectors with significant growth potential. Currently, these are tourism, Food-processing and -export, Fairtrade, and Information and Communication Technologies. Furthermore, GIZ works with the Palestinian Ministry of National Economy on improving their services for the private sector, the legal environment for starting and operating businesses, and facilitating foreign investment and export.

### Growth opportunities for the Palestinian IT Sector through Outsourcing

GIZ's strategy for supporting the Palestinian IT sector is based on capacity building for Palestinian IT companies and facilitating business linkages with export markets



mainly focused on Germany. In order to establish a pipeline of internationally competitive start-ups, GIZ supports freelancers to make the best use of synergies by combining matching talents to attract series A and B investments and start new companies.

GIZ partnered with the German Outsourcing Association to identify what the Palestinian IT sector can offer to Germany, to implement a comprehensive programme which focuses on training and capacity building, building awareness and communication, and supporting networking and market entry with the aim to boosting Palestinian-German business cooperation:

#### Training and Capacity Building

Together with the Palestinian IT association (PITA) and the German Outsourcing Association, GIZ has selected a group of companies that have the best potential to offer ser-

vices which are competitive and beneficial to the German business customer. GIZ provides extensive coaching and capacity development for these companies so that they fully understand German market dynamics and demands, business conditions and mentality, and have all capacities in place to add value to their partners abroad.

#### Raising Awareness and Communication

Palestine is not yet very well known as a location for IT outsourcing. Therefore, GIZ works with the German Outsourcing Association to build awareness of the Palestinian IT sector in Germany through publications, social media and PR campaigns, case studies and B2B exchange.

#### Networking and Market Entry

GIZ supports Palestinian IT companies with experts that identify

potential business partners and help establish B2B exchange and contacts, and GIZ facilitates full usage of the platforms and channels of the German outsourcing association.

The registered offices of GIZ are in Bonn and Eschborn. In 2021, we generated a business volume of around EUR 3.7 billion. Our 24,977 employees, almost 70 per cent of whom are national staff, work in around 120 countries. As a recognised development service provider, we currently have 431 development workers in action in partner countries. More information is available on our website: [www.giz.de](http://www.giz.de)





PITA represents more than 180 major ICT companies in Palestine's emerging technology and start-up ecosystem and has become the driving force in advancing the ICT sector's interests. Based in Ramallah and offices in Gaza, PITA was founded in 1999 with the vision to advance the interests and positive societal impact of Palestine's ICT Sector.

PITA's programming, content, events, and global outreach are strategically focused on local advocacy, knowledge sharing, the continued development of high-calibre local human capital pipelines, and global business development support aimed at increasing foreign investments in the sector. PITA also supports international firms seeking to partner and collaborate with Palestinian technology services suppliers. PITA, as a body, is a cluster that includes all those involved in the ICT sector, from the largest to the small-

est companies, each with a different speciality (software, hardware, ISP, Telecom, consultancy and training, etc.).

PITA's strategic goals revolve around the following aspects:

#### 1. Policy & Advocacy

Wider echo for PITA's members' participation and partnership with the public sector and possible donors and entities.

#### 2. Capacity Building

Enhanced ICT human capital to innovate and respond to the latest industrial demands.

#### 3. Sector Branding and Access to Markets

Rising innovation and creativity of the Palestinian ICT sector penetrating the local and international forums.

#### 4. Visibility and Communication

Raising the ICT voice and advancing

the activism and the Resilience of the Palestinian ICT sector as the actor of change.

### PITA's Key Priorities and Building Blocks

Reinforce PITA's role in representing the ICT sector to the various key sectors in Palestine, including the public sector, agriculture, health, tourism, education, finance, etc. This work will open the window for unlocking the potential of digitizing the various economic sectors.

Conduct continuous bilateral meetings and events with local and international donors, sponsors, members and other key players in different economic sectors to search for ways of cooperation that shall advance the ICT sector in Palestine.

Increase the number of initiatives and programmes that targets

PITA's members/subsectors within the ICT sector and reaps more significant benefit for them.

Increase the number of affiliated members under PITA's umbrella.

Maintain Expotech as the main event at PITA while achieving deep harmony and cooperation between all sectors in Expotech and emphasizing the real value of such an event on all levels.

### PITA's 2022 Main Interventions: Key Pillars and Strategic Partnerships

The Information & Communication Technology sector is growing rapidly worldwide, especially in industrial countries. The sector's importance is derived from being an independent economic sector that supports other sectors. It plays an essential role in the overall development and growth of several developing countries, as it increases

the opportunities for these countries to offer their products and services to the entire world, all just one click away!

The ICT sector is crucial for the growth of human knowledge and resources. It is set to grow to become one of the country's most important indicators of economic growth. There is a consensus among Palestinian experts that the future Palestinian economy will significantly depend on the success of building knowledgeable and experienced human capital and then utilizing such resources for the production of high-value products and services.

As the leading voice of the ICT sector in Palestine, PITA addresses all obstacles and problems facing the ICT sector with a clear roadmap that allows it to successfully lead the industry and fulfil the current gaps in all sub-sectors; to achieve a competitive advantage of ICT. Therefore, PITA formed a Strategy

Committee to review and address all current issues confronting the Palestinian ICT sector and to be able to develop a strong strategy. That helps PITA progress to a new era by providing the needed services and values to its members and the entire sector.

The strategy focused on addressing four key pillars:

**First Pillar:** Policy and Advocacy

**Second Pillar:** Capacity Building

**Third Pillar:** Access to markets strategy

**Fourth Pillar:** ICT Enterprise & Startup Development





## COMPANY INFORMATION



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AHD Technology is an internationally leading IT services and solutions provider founded by a professional team of technicians and businessmen. Our experience has taught us that to provide any solutions; we need creativity and an inspiring thinking. Our experienced professionals, along with fresh talent, are constantly pushing the horizons. Our values of Integrity, Service, Growth and ever Increasing.

AHD company has four groups of services. First, we provide software development services that cover the full product life cycle with Software Outsourcing. Second, IT Staff Augmentation helps with the extra talent needed to boost your projects. Third, high-Quality IT Engineers can be fully integrated with your team. Fourth, IT Dedicated Teams are expert autonomous teams capable of rapidly and efficiently deliver-

ing technology solutions and value. And we build your Software MVP quickly, on budget, and based on the most important features.

AHD company's mission is to deliver innovative and reliable IT solutions to meet our clients' needs with utmost quality and unwavering ethics.

## COMPANY INFORMATION



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The values of "innovative – dynamic – genuine" toward user-oriented IT constitute the center of the company's philosophy.

AXSOS' core areas of solutions, tailored to the customer's needs, are IT security, IT infrastructure, and Digitalization & Software Development. Sustainability and the highest quality levels are clear principles of AXSOS to maintain long-term partnerships with its customers. So far, AXSOS has serviced over 300 customers.

AXSOS unites German, Greek, and Palestinian employees, drawing exceptional competence from the combination of their skills. In 2011, as the first German company of its kind, AXSOS founded a Middle East subsidiary in Palestine.

The company's cornerstone is highly qualified, resilient, and empathetic Palestinian software developers who contribute to AXSOS' reputation as a reliable and innovative partner. To invest in

skill development in the country, AXSOS and the Palestinian government launched an IT academy in Ramallah. On-the-job trained software developers will add significant value to the Palestinian economy. Over 90 per cent of alumni have entered the primary labor market.



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ASAL Technologies was founded in 2000. The company is the leading software and hardware house with offices in Rawabi, Nablus, Hebron, and Gaza and now employs 350+ engineers.

The company has all the technical knowledge and expertise, customer testimonials for quality work and on-time deliverables, long-term commitment and dedication to our clients, proximity, low employee turnover and ac-

cessibility, and cost-effectiveness. In addition, we have uncompromising standards of infrastructure, data security, physical security privacy, backup system and disaster recovery plan.

Our software services are R&D, Full Stack, Frontend, Backend, Mobile Development (iOS, Android, Cross-Platform), Quality Assurance (Automation & Manual), DevOps, CRM Development and administration) Dynamics and Sales

Force. We have complete ASIC and SoC Design, functional specifications to RTL signoff, synthesizable RTL to GDSII support, including formal and design verification, comprehensive Testbench development (test cases, verification plans, and coverage closure), and application engineering for all EDA tools in simulation and emulation.

We also offer Data Entry, Annotation & Tagging as BPO services.



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Fratello Software House is a rapidly growing SW development company that offers solutions that adhere to creative business development solutions in Web Mobile, Artificial Intelligence(AI), and the Internet of Things (IoT), Outsourcing, and Training services are also the main business lines for Fratello. Fratello executed diversity of projects varying in size and nature for businesses and governments. Our story started in 2010

as a System Integrator company in UAE to cover the gulf market. At that period, FSH had been able to achieve several projects.

In 2014, a company branch in Nablus - Palestine, was established and started business activities by senior technical and management teams.

Fratello SW House is a trusted name when it comes to software development locally and glob-

ally, Success Metrics are Service Quality, Commitment, After Sake Support and Quality Outsourced Developers. We have proficient developers and experienced project managers that will satisfy client needs.

## COMPANY INFORMATION



**HEXA For Information Technology**  
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HEXA for Information Technology is a Palestinian company established in June 2017. We have 35 qualified professionals and specialists in IT solutions. Our services vary and include technical consultation, application development, business process automation, UX/UI, Visual Identity and Digital Marketing. We work for a wide range of clients and have developed hundreds of applications in various fields, such as education, health, e-commerce, services, and social media.

Our Mission is to deliver IT segmentation and customizing full service to our clients with the utmost satisfaction starting from the idea until the integrated product. To be one of the world's most innovative software companies, we offer transparency and credibility with the customer, professional and quality work in every circumstance, and respect and discipline.

HEXA For Information Technology has a highly experienced team to help you with even the most complex IT solutions and deliver secure, reliable, scalable applications. We work with most programming languages and ensure our designs are modern and suit your desire.

## COMPANY INFORMATION



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Our story began in 2004, through directing our focus towards enhancing supply chain transparency. INCUBE started educating market players to optimize supply chain operations by using top-of-the-line technology. INCUBE has brought forward years of experience into the market as a business solutions provider, through assisting our clients to address their business and technological needs.

Today, INCUBE is the Middle-East and North Africa's premier hardware and software solutions provider. As a flagship business solutions developer in the region, we have devoted our efforts to creating effective solutions for our customers.

We have long upheld an ethos of versatility and innovation shown in each one of our solutions. Through our offerings, we guarantee a dramatic boost to an organization's ability to adapt, react and thrive in a world of rapid change.

Through incorporating state-of-art mobility hardware and dynamicsolutions into today's modern supply chains, we have engineered an ecosystem that will leverage advanced technology to aid organizations in their pursuit of optimized performance. By covering every element in the supply chain, INCUBE is a one-top-shop for a company's complete business needs.



**iConnect Tech**  
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iConnect Tech was founded in 2007, and it's a team of the most talented software professionals and university graduates for outsourced software development services. Located in Ramallah, iConnect provides services to its clients in Europe and the USA for small and medium enterprises seeking to develop quality software products without the cost and complexity of hiring and managing technical staff.

iConnect offers three main services: The Web Application Development; we analyze, design, develop, test and deliver customized solutions, allowing you to focus on your core business. The Mobile development is customized for both iOS and Android-based Applications. Staff augmentation is for companies with software development teams that require flexibility and scalability of resources. iConnect can provide experienced software

professionals, including software team leaders, systems analysts, QA engineers and software developers at various levels to complement your technical teams.

The benefits of outsourcing with iConnect Tech are significant cost savings reaching 60%, Scalability and flexibility, Outsourcing experience, Loyal and competent workforce and Proximity to Europe.



**Jaffa.Net**  
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Jaffa.Net Software is a leading software development outsourcing and product development company with more than 23 years of international experience.

Our key competencies are Software Development, Software Testing Automation, Digital Transformation, Information Security, especially Public Key Infrastructure (PKI) and Blockchain-based solutions; Mobile Application Development, and Cloud-based solutions. The company has served Banking, Healthcare, and

Utility Billing sectors, and we have equipped with a long experience of 55 engineering staff.

Jaffa.Net supplies many world-class partners: for the past 13 years and ongoing to one of the top 3 leading chips and CPUs manufacturer worldwide; like Fujitsu (Germany); TeamNow (Netherlands), Datalogue (Netherlands), and Oxford University (UK) to name a few.

Jaffa.Net Software products include SigmaHealth, which man-

ages Nationwide Electronic Record (EMR), Clinic Management and Medical Lab Management; Mobile Billing System- an award-winning application by Oracle in the MENA region; and Check Clearing System for Commercial Banks.

Jaffa.Net Software has implemented major MIS projects and mobile apps such as WhereRU, an award-winning application by Nokia in EMEA.



## COMPANY INFORMATION



**MTC (Modern Tech. Corporation)**  
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MTC has established in 1987 in Gaza city and has formed a strong relationship with its sister company, "Modern Tech Corp." in Canada for Software Development. The company has been involved in a large number of software development projects. Our clients include municipalities, international organizations, local and international NGOs, private sector organizations and others.

MTC has participated in almost all aspects of software design and

development supervision, but the company is also well experienced in Document Management Systems development, Business Process Automation, Financial and admin systems design, data migration, evaluations and quality assurance projects. It has carried out multiple assignments in all fields.

To meet the requirements of sound performance in analysis, design, development and management and cope with Pales-

tine's very volatile working conditions, MTC maintains a core of qualified analysts, programmers, database experts, institutional development experts, computer engineers and technicians. In addition to its permanent staff, MTC frequently utilizes part-time services of experts from local institutions.



We build experiences to elevate your Business.

Polaris is one of the top and largest ICT companies in the region. Covering 14 countries across the Middle East and Africa. more than 200 colleagues are united regionally with a common purpose; to make better ICT possible.

Polaris Technology has a pristine record of delivering integrated ICT Infrastructure Solutions, Digital Transformation, and services.

**Inspiring Hybrid IT & Digital Infrastructure Solutions** - Hybris IT is the new normal for IT Infrastructure, Polaris provides Integrated Solutions and Services to support our customers' complex business requirements, and allow them to take advantage of hybrid cloud and on-premise approach.

**Bringing Stories to life** - Our Digital Transformation and e-Service offering includes the delivery of high productivity low-code platform to rapidly build applications

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at scale. Mendix is the fastest and easiest platform to build and continuously improve Mobile and Web apps that enable innovation at web scale.

**Managed & Consultancy services** - At Polaris, specialists from all areas of expertise work hand in hand to ensure your business continuity.



**NEWLINE TECH Co.**  
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NEWLINE TECH Co. is dedicated to providing technology-based solutions to employ the creative technologies in the solutions offered to its client's edge of competitiveness & innovation.

The company was established in early 2011, and now, we have four offices in four countries. The main office is in Palestine – Gaza strip. The others are in Saudi Arabia,

Turkey, and Oman. The company works for more than 150 clients and has successfully delivered more than 300 projects.

In simple terms, NEWLINE TECH is a think-tank focused on providing solutions to some of the biggest challenges faced by businesses & their clients. The company offers many services, including Websites Development, Web Systems De-

velopment, Mobile Applications Development, and Outsourcing & HR management.

We believe innovation is not about technology or the process but people. Therefore, we believe and invest in people. People are the brewers of ideas. Our team considers every new idea a new challenge, and we work on making it a reality.



**ProGineer Technologies**  
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ProGineer Technologies was established in 2010, and it offers various outsourcing and offshore services for major corporate clients building complex software systems/tools and hardware/VLSI products. It includes, but is not limited to, Software Development services focusing on Big Data Technologies, Software Quality Assurance services - both automated and manual, Document labelling and Video annotation services, Multi-tier Technical Support

services, Unity Games Development, and Semiconductor related services.

ProGineer Technologies is a diverse group of 160 driven and hardworking software and hardware engineers. They have a broad range of experience in many technical fields, such as Big Data, Data Analytics and advanced statistical processing. Projects using technologies like Cassandra, Oracle, .NET, JAVA,

Scala, Perl, R scripting, C, and C++ have been successfully implemented by the ProGineer team. Currently, ProGineer Technologies is providing software services for MNEs in the USA and MENA regions.

The core structure of our service is organized to provide specialized attention to your business needs and processes – with rapport and longevity in mind.

## COMPANY INFORMATION



### Resolution Technology (ResolutionTek)

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ResolutionTek was established in 2019 by professional international experts who have worked in the business and IT fields for over 20 years.

With the mission of taking organizations and companies to the next era of business operations, ResolutionTek specializes in providing consulting services in digitalization and business process automation alongside IT outsourcing, IT professional services, Infrastructure, Project Manage-

ment as services, and Contact Center Services.

ResolutionTek serves various organizations and business industries, including SMEs and corporates. The company's customer base extends from the United States, Europe, and the Middle East. We guarantee clients get high-quality services and solutions that fulfil their needs based on their current business model, plans, and growth goals. ResolutionTek strives to deliver

high-end interventions to increase work efficiency, enhance the customer experience, reduce cost and maximize revenues. ResolutionTek will enable companies to have the flexibility to respond promptly to market needs and competition. In addition, we equip clients with the tools to guarantee company growth and stability.



### Shift-ICT

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Founded in 2013 by professional international experts who have worked in the ICT fields for over 15 years, Shift-ICT provides IT solutions with high quality and competitive cost advantages in the fields of Mobile Application Development, Web Development, Cloud Computing, Data Warehousing, Business Intelligence, and Big Data solutions, as well as Knowledge Management Tools including Enterprise Resource Plan-

ning (ERP) and more. Furthermore, we provide outsourcing as well as staff augmentation for IT companies worldwide. Regarding staff augmentation, we manage and host the tech teams, while the dedicated team members can belong to remote companies worldwide.

On top of that, we have local and international clients who are highly satisfied, including and not

limited to: banks, INGOs, tech companies, real-estate firms, municipalities, ministries, and others. Those clients use one or more of the following services we provide: Enterprise solutions, Custom software development, Technology consulting, Data and Analytics, Outsourcing, Dedicated teams, Web and Mobile development, Quality assurance and Testing.



Trusted Systems Company (TS) was established in 1999. We provide custom Software Development and Information Technology solutions. Since its foundation, the company has taken the responsibility of delivering IT solutions to the market at the hands of professional engineers and programmers.

TS is a software development company with more than 22 years of experience and more than 500 customers, including municipalit-

ies, hospitals, and SMEs. TS services include developing Accounting systems, ERP systems, Website and Mobile App development. In addition to its developed solutions, TS is an Odoo partner; it provides Customization, Implementation and, later, Sales Support and Maintenance Services.

What can we provide to the EU market? Quality Assurance and Testing Automation, TS can provide the required number of

qualified testing and QA professionals to increase EU products quality and end-user satisfaction.

In addition, TS can provide software engineers and developers to serve software companies in the EU in building business applications and modules like; accounting solutions, Human resource management solutions and ER.

### Trusted Systems

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ULTIMIT is an advanced IT company that provides its clients with high-quality and reliable state-of-the-art custom software solutions. With the help of our selectively chosen senior experts, ULTIMIT is ready to take on challenging custom software development and testing and deliver on time with exacting quality standards and best business practices. Our team has hands-on experience developing, customizing

and deploying IT business solutions for GSM operators, Health and Education sector, and other custom-developed software-needed sectors. Our full-time staff members are experienced in; Java and related technologies, Microsoft .net, PHP and building complete solutions from scratch, in addition to Microsoft Dynamics ERP AX/365 customization and localization services.

ULTIMIT skills span the technology spectrum and include such skills as IT consulting, systems programming, international packages consultation and implementation, and various technology stacks. In addition, we offer highly specialized capabilities as we recognize that our clients need flexibility and scalability to meet the changing demands of their businesses.



# EDITOR'S MESSAGE

# PUBLISHER & PARTNERS

This guide provides information for professionals and organizations interested and/or involved in buying, providing, or advising in ICT, business processes, and shared services. The information helps to better understand the local conditions and opportunities in the ICT sector in Palestine and to get to know the relevant local companies, persons, and sector support organizations.

The Outsourcing Destination Guide Palestine is produced in cooperation with the local GIZ, PITA and leading local ICT and service delivery organizations.

The information we present is based on over 40 different documents, articles, research papers, statistics, and other resources (given in the texts) from local organizations and media, over government organizations, local and international sector experts, to international organizations such as

the International Monetary Fund or the Worldbank Group.

The sector insights articles are written by local sector experts to provide first-hand insights into working methods, business cases, business mentality, and achievements.

We would like to thank all of our partners, including the local GIZ, PITA, and the authors for their contributions to the Outsourcing Destination Guide Palestine.

This publication is distributed among more than 2.700.000 contacts and is available as a free download and a print copy on selected industry events around Europe and Africa.

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