# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Executive Office</td>
<td>1</td>
</tr>
<tr>
<td>Department Message</td>
<td>2</td>
</tr>
<tr>
<td>Our Mission and Historical Background</td>
<td>3</td>
</tr>
<tr>
<td>Products and Services</td>
<td>4</td>
</tr>
<tr>
<td>2015 Outreach</td>
<td>5</td>
</tr>
<tr>
<td>Performance</td>
<td>6</td>
</tr>
<tr>
<td>Finance</td>
<td>7</td>
</tr>
<tr>
<td>Socially-Responsible Lending</td>
<td>8</td>
</tr>
<tr>
<td>Outreach</td>
<td>9</td>
</tr>
<tr>
<td>Gaza</td>
<td>10</td>
</tr>
<tr>
<td>West Bank</td>
<td>11</td>
</tr>
<tr>
<td>Jordan</td>
<td>12</td>
</tr>
<tr>
<td>Syria</td>
<td>13</td>
</tr>
<tr>
<td>Human Capital Development</td>
<td>14</td>
</tr>
<tr>
<td>Small &amp; Medium Enterprise Business Training (SMET)</td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td></td>
</tr>
</tbody>
</table>
MESSAGE FROM THE EXECUTIVE OFFICE

When UNRWA was established nearly seven decades ago, no one imagined it would continue serving different generations of Palestine refugees. Throughout this time, the size of the Agency portfolio increased from 750,000 to more than 5 million Palestine refugees. Demands on basic services, education, health, relief and social services have not kept pace with available humanitarian resources and increased conflict in the Middle East. In the midst of this, the Department of Microfinance was established in 1991 to provide hope and create opportunities for Palestine refugees and other vulnerable groups by supporting their self-sufficiency through financing enterprise development, housing improvements, and consumer lending initiatives.

This report comes at a time of transition for the Department. As you review this annual report, you will see that in 2015 the Department improved productivity over 2014 by 9.2 per cent, a significant achievement considering operations under the current blockade on Gaza and the humanitarian crisis in Syria.

Over the course of the year, the Department in the occupied Palestinian territories, Jordan, and Syria issued 38,193 loans valued at US$ 37.90 million, bringing the cumulative investment since 1991 to 398,154 loans valued at US$440.41 million. The upcoming year is an exciting time for the Department as the microfinance staff have developed plans to enhance effectiveness and efficiency of its operations and processes, while simultaneously aiming to maintain the programme’s social mission and ensuring that the most vulnerable Palestine refugees access the Department’s microfinance services.

We are confident that with the commitment and capacity of the Department’s staff, the Microfinance Programme will achieve more growth in 2016 and will be able to help additional numbers of Palestine refugees, women, youth, and microenterprise owners in establishing their own businesses to improve their lives, and the lives of their families and communities.

Sandra Mitchell
Deputy Commissioner General
United Nations Relief and Works Agency
for Palestine Refugees in the Near East
Despite operating in a challenging context, especially in Syria and Gaza, the Department continues to serve small and micro businesses and the enterprise community, as well as the poor, vulnerable households of the Palestine refugees, women-headed households, young micro-entrepreneurs, and other marginalized groups operating their businesses in the informal economy. Staffed with 402 experienced staff members distributed throughout its operational regions, the Department has developed a number of strategies to overcome obstacles impeding its ability to reach and serve its target beneficiaries.

In Gaza, operations have successfully recovered from the effect of the war with an increase in outreach by 24 per cent over that achieved in 2014. The West Bank has achieved an 8.8 per cent growth in outreach even under the tense political situation that escalated in October 2015; this growth was a product of improved incentive schemes, enhanced staff performance management, developed loan products, and the adoption of a multi-product caseload management approach by loan officers.

The operations in Jordan, achieved 17.8 per cent growth in 2015 through the adoption of short-term contractual arrangements for new staff appointments to overcome staff turnover. Syria was the only field which had a decline in outreach by 4.6 per cent compared to 2014. To increase the microfinance services to Palestine refugees in Syria, a mapping exercise was undertaken to identify new operational locations through which to retail services to Internally Displaced Persons (IDPs). The Department expects that the mapping initiative will result in the increase of services to Palestine refugees in Syria during 2016, thus increasing generated income and cost recovery.

The outlook of the programme in 2016 is foreseen to be performing around the 2015 level of productivity with chances for producing further growth. Plans are set for achieving growth especially in the targeting of vulnerable groups. To achieve this, the programme plans to undertake internal reform strategies set for the increase of outreach to different vulnerable groups including Palestine refugees, women, youth and poor / marginal groups within Palestinian society. From the Department’s perspective, this year will be “the year of increasing outreach to Palestine refugees”. The area of focus will promulgate a number of product development initiatives to integrate the needs of the target groups into new product design and the development of the existing ones; this is in parallel with expanding the geographical coverage of existing branch offices.

Coherently, the Department plans to undertake a series of communication strategies in order to increase outreach to vulnerable groups, especially Palestine refugees. A “door-to-door” promotional campaign strategy inside the refugee camps will increase awareness of the Department’s services.

Guided by the UNRWA MTS for 2016-2021 and its 2-year work plans for 2016-2017, the programme expects to issue 44,709 loans valued at US$46.88 million in 2016. Furthermore, there are plans to increase the Department’s outreach with the support of the agency’s management, staff, and loyal clients with whom we have been working for 25 years.
UNRWA’s microfinance activities began in Gaza in 1991, where it provided credit to small and medium-scale businesses with an initial capital fund of less than USD 500,000. As the Microfinance Department evolved, its operations were extended into the West Bank in 1996. Since then, the Department has remained one of the largest and most dynamic microfinance institutions in Palestine and has uniquely developed into a regional operation.

In 2003, the Department began working in Jordan and Syria, where 2.5 million Palestine refugees reside. Five years later, the annual outreach in these markets outstripped that of the programme’s Palestinian operations. By 2011, the Syria operations rapidly grew to become the second largest non-governmental microfinance operation in Syria.

Between 1991 and 2015, the Department financed 398,154 loans across all fields of operation, at a value of USD 440.41 million.

**Cumulative Outreach by Region**

- **Gaza**: 112,271 loans, $131,576,753 (28%)
- **West Bank**: 113,178 loans, $158,787,582 (28%)
- **Jordan**: 81,336 loans, $97,413,129 (21%)
- **Syria**: 91,369 loans, $52,630,433 (23%)

**Annual Lending 1994 - 2015**
PRODUCTS AND SERVICES

**Microenterprise Credit (MEC)**
Targets the overwhelming majority of regional businesses that employ fewer than five workers, most of whom enjoy no access to formal credit and are vulnerable to shocks. The loans range from USD 300 to USD 8,500, with maturities of 4 to 11 months, and are designed to help such businesses build up and maintain reserves of short-term working capital.

**Microenterprise Credit Plus (MEC+)**
Allows mature microenterprises who seek to expand capital and grow employment to expand MEC borrowing with more extended repayment horizons, some as long as 24 months. Eligible lenders include formal enterprises and borrowers who have demonstrated repayment ability over several loan cycles, to apply for MEC+ loans.

**Small Scale Enterprise (SSE)**
The Department’s oldest type of loan is directly aimed at furthering economic development and creating jobs. Ranging from USD 3,000 to USD 75,000, with repayment horizons falling between 12 and 30 months, these relatively large loans typically support capital investment, modernization, and market expansion. Though significantly reduced by 2010, the SSE product is likely to find use again in coming years as a means of recapitalizing and rehabilitating enterprises in Gaza and Syria.

**Women’s Household Credit (WHC)**
It allows women micro entrepreneurs to build up business and household assets. Starting at USD 200, with a maximum ceiling of USD 3,000, and a repayment horizon of between 4 and 11 months, the WHC sustains enterprise, as well household expenditures on education, health, and basic needs.

**Small & Medium Enterprise Business Training (SMET)**
The small and medium enterprise training aims to enhance and maintain the entrepreneurial spirit among business owners, which the programme has strived to build over the past 19 years. SMET provides job seekers - from fresh graduates and small/medium and microenterprises owners - with the necessary expertise through training using the customized training approach. The programme delivers training on different aspects dealing with managing SMEs and on job-hunting for fresh graduates.

**Consumer Loan Product (CLP)**
Personal loans for working-class families and low-income households with no access to bank credit, this loan is intended to help constitute household assets or pay for education, healthcare, or one-off social outlays, like weddings and funerals. The loan ceiling is three times the client’s monthly salary.

**Housing Loan Product (HLP)**
Aims to help families with no access to mortgage facilities to improve, expand or acquire housing and improve their homes. Disbursements range in size from USD 3,000 to USD 15,000, and maturities from 18 to 36 months. The HLP was successfully piloted in Gaza in 2006 and extended to the West Bank in 2009.

**BST Loan Product (Bastat)**
The Department's newest loan product aims directly at providing working capital loans ranging from SYP 10,000 to SYP 100,000 to street peddlers in Syria; with repayment levels falling between 3 and 15 monthly, and is designed to cope with frequent displacements of “Bastat” micro-business owners, as a result of the ongoing civil war in Syria.

**Youth Start-Up Loan (Mubadarati YSL)**
A new start-up loan product, Mubadarati, was developed in 2011 and launched in 2012 to encourage young men and women between 18-30 years of age to start their own business to create self-employment and entrepreneurship opportunities. With youth among the most economically marginalised, this financing aims to help young people become self-reliant through their own economic endeavours.
The headquarters of the Microfinance Department is based in Jerusalem, where its management oversees four field offices in the Gaza Strip, the West Bank, Jordan and Syria. As of the end of 2015 these field offices were responsible for a total of 22 branch offices. Each branch is managed as an independent cost centre that is required to cover its direct costs and support the overall overhead costs of the programme. The establishment of new branches is financed from profits and retained earnings, and occasionally by project funds rendering the programme self-sufficient. The Department expects to operate with the same number of branch offices in 2016.

### 2015 OUTREACH

#### Outreach by Region

- **West Bank**
  - Population: 2.68 m
  - 8 Branches
  - 11,888 Loans
  - $15,575,000

- **Jordan**
  - Population: 9.5 m
  - 7 Branches
  - 13,293 Loans
  - $14,241,735

- **Gaza**
  - Population: 1.82 m
  - 3 Branches
  - 3,678 Loans
  - $5,483,060

- **Syria**
  - Population: 18 m
  - (5 m displaced)
  - 4 Branches
  - 9,334 Loans
  - $2,599,000

#### Outreach by Loan Product

- **Microenterprise Credit (MEC)**
  - 29%, 10,994 Loans, $15,253,707

- **Consumer Loan Product (CLP)**
  - 44%, 16,755 Loans, $12,065,076

- **Youth Start-Up Loan (Mubadarati YSL)**
  - 0%, 4 Loans, $1,742

- **Microenterprise Credit Plus (MEC+)**
  - 0%, 118 Loans, $1,070,141

- **Women’s Household Credit (WHC)**
  - 26%, 10,024 Loans, $7,498,970

- **Housing Loan Product (HLP)**
  - 1%, 280 Loans, $1,957,988

- **Small Scale Enterprise (SSE)**
  - 0%, 2 Loans, $48,000

- **BST Loan Product (Bastat)**
  - 0%, 16 Loans, $3,175

- **Housing Loan Product (HLP)**
  - 1%, 280 Loans, $1,957,988
The Department successfully managed to decrease its operating expense by 12 per cent in 2015, and achieved a 10 per cent growth in gross portfolio and value of disbursements indicating an increase in overall efficiency and better allocation of resources. The Net income of 2015 increased by a margin of 180 per cent over 2014 in spite of the major currency losses worth US$700,000 due to Syrian Pound devaluation.

All regions are operationally and financially sustainable, except for Syria, where its financial operations are affected by Syrian currency losses. As for the quality of the portfolio, the overall portfolio-at-Risk (PAR) of 7.26 per cent is considered relatively above microfinance standards of less than 3 per cent.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross portfolio</td>
<td>4,550,803</td>
<td>4,274,166</td>
<td>9,743,237</td>
<td>7,627,655</td>
<td>25,253,555</td>
</tr>
<tr>
<td>Portfolio Growth %</td>
<td>6.47%</td>
<td>3.68%</td>
<td>2.13%</td>
<td>1.80%</td>
<td>-13.99%</td>
</tr>
<tr>
<td>Number of loans</td>
<td>3,678</td>
<td>2,967</td>
<td>10,924</td>
<td>9,334</td>
<td>38,193</td>
</tr>
<tr>
<td>Disbursed</td>
<td>11,888</td>
<td>13,293</td>
<td>11,288</td>
<td>9,788</td>
<td>34,967</td>
</tr>
<tr>
<td>Value disbursed</td>
<td>14,669,488</td>
<td>14,241,735</td>
<td>17,784,57</td>
<td>2,599,000</td>
<td>34,376,226</td>
</tr>
<tr>
<td>Number of loans</td>
<td>3,434</td>
<td>3,076</td>
<td>11,501</td>
<td>12,575</td>
<td>39,557</td>
</tr>
<tr>
<td>Outstanding Loans</td>
<td>1,325</td>
<td>1,390</td>
<td>778</td>
<td>607</td>
<td>660</td>
</tr>
<tr>
<td>Average Outstanding</td>
<td>1,390</td>
<td>1,390</td>
<td>778</td>
<td>607</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision Expense</td>
<td>207,119</td>
<td>489,475</td>
<td>201,017</td>
<td>340,287</td>
<td>1,048,343</td>
</tr>
<tr>
<td>Value of loans written-off</td>
<td>(148,101)</td>
<td>89,826</td>
<td>(381,845)</td>
<td>(371,734)</td>
<td>(845,169)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>1,306,280</td>
<td>1,178,432</td>
<td>3,727,044</td>
<td>3,552,852</td>
<td>8,951,910</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>1,570,676</td>
<td>1,934,068</td>
<td>3,468,314</td>
<td>3,075,717</td>
<td>8,406,904</td>
</tr>
<tr>
<td>Net Income</td>
<td>8,780</td>
<td>(755,347)</td>
<td>257,538</td>
<td>(608,482)</td>
<td>(413,152)</td>
</tr>
<tr>
<td>O.S.S</td>
<td>101.0%</td>
<td>61.0%</td>
<td>117.0%</td>
<td>110.0%</td>
<td>105.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense /</td>
<td>34.5%</td>
<td>46.1%</td>
<td>38.1%</td>
<td>42.2%</td>
<td>44.5%</td>
</tr>
<tr>
<td>Outstanding Portfolio</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAR&gt; 30</td>
<td>163,110</td>
<td>1,071,023</td>
<td>793,004</td>
<td>664,002</td>
<td>2,427,259</td>
</tr>
<tr>
<td>PAR&gt; 30 ratio</td>
<td>3.58%</td>
<td>25.06%</td>
<td>10.06%</td>
<td>8.14%</td>
<td>10.60%</td>
</tr>
</tbody>
</table>
Compared with 2014, there was an improvement in outreach as the number of loans increased by 9.2 per cent (from 34,967 in 2014 to 38,193 in 2015) and the loan value increased by 10.2 per cent (from US$ 34,376,226 in 2014 to US$ 37,898,795 in 2015). There were similar improvements across all Social Performance Management (SPM) indicators of women, Palestine refugee, informal microenterprises, youth, and the micro-entrepreneurs by a growth rate ranging from 5.2 to 15.1 per cent.

As one of the core social groups, female clients are well represented in the 2015 portfolio with 38.9 per cent of loans supporting women microentrepreneurs and female-headed households noting their outstanding commitment towards business success and monthly loan repayments.

The Department is continuously working to translate its mission into practice through developing a sound SPM system that reports its social indicators to the global Microfinance Information Exchange (MIX).

SPM measures and delineates comprehensively the full extent of the Department’s social outreach to different categories of clients, with a core focus to provide inclusive microfinance services that target women, youth, refugees, informal microenterprises, poor and low-income households whose human development can benefit significantly from microfinance services. Additionally, as part of the Department’s SPM procedures, the unit frequently undertakes Poverty Scoring and Satisfaction Surveys for clients in the four geographical areas of operations.
Programme operations were challenging with the prevailing blockade entering its 10th year. The Israeli siege and the closure of Rafah border impede the programme’s capacity to achieve its potential in serving more youth, women, poor and low-income clients. Despite these circumstances, the programme has successfully issued 3,678 loans valued at US$5.48 million witnessing a growth of 24 per cent in loan numbers and 15 per cent in loan value over 2014. The 2015 SPM data shows an improvement over 2014 by a growth rate ranging from 24.5 to 33.2 per cent across all social groups of informal microenterprise, micro-entrepreneurs, Palestine refugees, and youth.

Annual Outreach - Gaza

Awad Abu Muharam

Awad Abu Muharam, owner of Awad workshop for the maintenance of cooking stoves, from Sheikh Radwan neighbourhood in Gaza city. Awad joined the programme in 1997 and received 27 microenterprise loans; the last one was worth US$1,500 and is still active.

“Through UNRWA loans, I have met commitments to suppliers and have added new types of goods which weren’t possible before. I was able to send three of my daughters to universities, help my two sons get married and buy an apartment from my brother”.

Annual Outreach by Social Indicator

<table>
<thead>
<tr>
<th>Social Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth (18-30 Years)</td>
<td>28%</td>
</tr>
<tr>
<td>Women</td>
<td>41%</td>
</tr>
<tr>
<td>Palestine Refugee</td>
<td>88%</td>
</tr>
<tr>
<td>Microenterprise</td>
<td>66%</td>
</tr>
<tr>
<td>Informal</td>
<td>99%</td>
</tr>
</tbody>
</table>

Through UNRWA loans, I have met commitments to suppliers and have added new types of goods which weren’t possible before. I was able to send three of my daughters to universities, help my two sons get married and buy an apartment from my brother.”
Despite an increase in violence at the beginning of October 2015 throughout the West Bank, the Department’s operations were stable, and the programme achieved its targets as planned. Operational improvements resulted from adjustments in business planning, incentive schemes, and coherently providing trainings to build staff competencies and expertise. The programme issued 11,888 loans valued at US$15.58 million, witnessing a growth of 8.8 per cent in loan numbers and 6.2 per cent in loan value over 2014. The SPM data shows an improvement across all social groups over 2014 by an average growth rate of 11.40 per cent.

Salem Hasan, runs a pottery and cement handicrafts workshop in the Nablus area in the West Bank. Salem joined the programme in 2011, and received 6 microenterprise loans; the last one was an MEC loan worth JOD 700 and is still active.

"The loans helped me overcome cash problems as most of my sales are deferred. Loans enabled me to pay the workers’ wages. Through loans, the business continued to operate; the income increased and I was able to improve my life and the life of my family. Despite their small size, loans were important for business continuity and success".
Despite the operational constraint from the high turnover in front-line staff, the programme issued 13,293 loans valued at US$14.24 million, witnessing a growth of 17.76 per cent in loan numbers and 20.91 per cent in loan value over 2014. The Social Performance Management data shows an overall development in targeting social groups over 2014 by an average growth rate of 12.9 per cent.

Nihad Almdallal runs a photography studio from Abu Alnada area in Amman, Jordan. Nihad joined the programme in 2007 and received 11 microenterprise loans, the last being an MEC+ loan worth JOD 7,500 and is still active.

“Through UNRWA loans I was able to develop my business and keep up with recent updates in the field of photography. I am grateful to be one of the first five photographers in Jordan. UNRWA has simple and transparent procedures, tactful staff, and speed of delivery, which makes me satisfied in dealing with them, and not considering moving to other competitors”.

Nihad Almdallal

Annual Outreach by Social Indicator

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth (18-30 Years)</td>
<td>30%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td></td>
<td>46%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Palestine Refugee</td>
<td></td>
<td></td>
<td>53%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Microenterprise</td>
<td></td>
<td></td>
<td></td>
<td>68%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>81%</td>
</tr>
</tbody>
</table>

Annual Outreach - Jordan
The programme has been operating in a crisis and volatile situation since 2011 as a result of the ongoing civil war with a decline in outreach due to the collapse of economic activity in view of the rapid drop in the Syrian currency. Under these circumstances, the programme has issued 9,334 loans, valued at US$2.60 million, witnessing a decline of 4.64 per cent in loan numbers and 17.75 per cent in loan value over 2014. The SPM data shows similar decline across all social groups over 2014 by an average decline rate 26.9 per cent.

In 2015, the programme initiated a mapping exercise to identify the areas of Internally Displaced Persons (IDPs) from Palestine refugees within Syria, in order to tailor their needs to product design and development.

Annual Outreach by Social Indicator

Annual Outreach - Syria

Maha Jada’n Eshtai runs a handicraft and dressmaking workshop from Al-Swayda area in Syria. Since joining the programme in 2013, Maha received 4 microenterprise loans, the last being a WHC loan worth SYP 100,000 and is still active.

“ I got my first loan to buy textiles and strings; later on, I used the second and third loans to add working capital and to maintain the sewing machine. Despite the catastrophic circumstances in Syria, my income has increased, and I am now able to depend on myself to support my family needs. Success comes to those who take action to achieve their goals. UNRWA is one of the reasons behind improving my living conditions”.
The Department runs its operations with a total of 402 staff members, including 22 HQ staff (17 in the West Bank and 5 in Gaza), 57 in Gaza, 129 in the West Bank, 58 in Syria and 136 in Jordan. Out of the total staff, 42 per cent are women, and from the 44 middle / senior management staff members, 22 per cent are women.

Breakdown of Staff Trained by Gender and Region in 2015

The Department aims to enhance the expertise and capacity of its staff to meet demands, and adhere to the continuous changes in the microfinance industry in such a volatile region, as well as to meet set performance indicators. This is done through in-house training activities that focus on improving staff competencies and developing required technical skills in an efficient and effective manner, while considering best practices of the microfinance industry. In addition, human resources development aims at developing career paths and key competencies of staff that would enable the Department to build its overall human resources and managerial capacity, thus meeting its key goals.

During 2015, a total of 369 staff members participated in training activities; out of these, 339 participated in in-house training through 18 courses conducted in Gaza, West Bank and Jordan, that focused on functional related areas such as; customer services, time management, marketing and promotion, social performance management, client protection, product delivery methodology, microenterprise financial analysis, cashier functions and induction sessions for new staff. In addition, 30 staff members participated in external specialized training courses with regional microfinance networks.

**HUMAN CAPITAL DEVELOPMENT**

**Number of Participants with In-House Training by Year and Field 2013 - 2015**

The Department aims to enhance the expertise and capacity of its staff to meet demands, and adhere to the continuous changes in the microfinance industry in such a volatile region, as well as to meet set performance indicators. This is done through in-house training activities that focus on improving staff competencies and developing required technical skills in an efficient and effective manner, while considering best practices of the microfinance industry. In addition, human resources development aims at developing career paths and key competencies of staff that would enable the Department to build its overall human resources and managerial capacity, thus meeting its key goals.

During 2015, a total of 369 staff members participated in training activities; out of these, 339 participated in in-house training through 18 courses conducted in Gaza, West Bank and Jordan, that focused on functional related areas such as; customer services, time management, marketing and promotion, social performance management, client protection, product delivery methodology, microenterprise financial analysis, cashier functions and induction sessions for new staff. In addition, 30 staff members participated in external specialized training courses with regional microfinance networks.

**Samira Abu Daher - Khan Younis, Gaza**

“I am a Palestine refugee and I am proud to help other refugees rely on themselves, and it brings me joy seeing many of my clients succeed in their business”.

Samira is a Palestine refugee that has been working as a loan officer for the past 17 years through the microfinance Department southern Gaza Khan Younis branch.

**Mohammad Munawwar - Yarmouk, Syria**

“I started as a loan officer in Yarmouk Branch and was happy to serve refugees like myself to improve their lives. Even now with our circumstances, it is even more satisfying to provide services to refugees through crisis in Syria”.

Mohammad is a Palestine refugee, working for the past 5 years with the Department, initially as a loan officer, and currently as an accountant at the National Office in Syria.
Since 1995, based in Gaza, the Department has been operating the Small and Medium Enterprise Training programme “SMET” that aims to assist business owners manage their businesses effectively and efficiently, and to ensure sustainability, development, and success.

Through the promotion of an entrepreneurial culture, and its customized training courses, the programme guides microentrepreneurs to increase their profits and adapt business techniques within a continuously developing environment. Through a pool of 50 expert trainers, SMET provides fresh graduates, university students, and other working groups with various technical courses, some of which focus on Job-Searching, Project Management, and Gender Awareness.

Since its establishment, and until the end of 2015, SMET delivered 1,141 courses for a total of 24,360 participants, of which 28 per cent were female participants, with an average participation rate of 21 trainees per course.

In 2015, the programme successfully delivered 90 training courses in 49 different topics for 1,828 participants, of whom 46 per cent were female participants. Of these, 32 were unemployed and planning to start their working life; either through business establishment or joining the labour market. Furthermore, SMET enhanced its cooperation with UNRWA Departments and NGOs in delivering a number of training courses in technical and managerial skills.

**1,828 Participants in 2015**

- **Females** 46%  
  848 Participants
- **Males** 54%  
  980 Participants
- **15-24 Years Old** 42%  
  767 Participants
- **25-65 Years Old** 58%  
  1,061 Participants
- **66+ Years Old** 0%  
  0 Participants

**Distribution of Courses and Participants**
**Palestine**

MD Headquarters  
21 Zalman Sharagi St.  
P.O.Box 19149  
Sheikh Jarrah, Jerusalem  
Tel: (972) 2 5890221  
Fax: (972) 2 5890230

**West Bank**

West Bank Field Office  
21 Zalman Sharagi St.  
P.O.Box 19149  
Sheikh Jarrah, Jerusalem  
Tel: (972) 2 5890455  
Fax: (972) 2 5890737

**Nablus Branch**  
Al-Shohadaa Circle, Toukan Building, above Cairo - Amman Bank  
Tel: 09 2387871/2  
Fax: 09 2387870

**Jenin Branch**  
City Center, Nafa Mall, near Al-Awqaf building, beside Cairo Amman Bank  
Tel: 04 2433430  
Fax: 04 2433431

**Tulkarem Branch**  
Bisan Mall, Nablus St., opposite Bank of Palestine Ltd.  
Tel: 09 2670252  
Fax: 09 2676730

**Hebron Branch**  
Ein Sarah St., Al-Amal 8  
Bhall building, first floor, beside Hebron Municipality, opposite the UNRWA storages  
Tel: 02 2290026/7  
Fax: 02 2290028

**Ramallah Branch**  
Al-Ahliel College St., beside Cairo Amman Bank  
Tel: 02 2984831/2  
Fax: 02 2984830

**Bethlehem Branch**  
Michael Rahel Building, second floor, Al-Nejmeh St., opposite to Handal Sweets  
Tel: 02 2748184/6  
Fax: 02 2748188

**Qalqilya Branch**  
Abu Ali Square, Western St., Azzam Jammous building, above Arab Bank  
Tel: 09 2942683/4  
Fax: 09 2942685

**Jericho Branch**  
Al-Maghtas St., Al-Fitiani building, below Land Registration Department, Jericho  
Tel: 02 2310156  
Fax: 02 2310157

**Gaza**

Field Office & Gaza Branch  
Hassouna building, Ramla-Lid St., Rimal, Gaza  
Tel: (972) 2 8280001/2  
Fax: (972) 2 8284949

**Khan Younis Branch**  
Fares building, Jalal St., Khan Younis  
Tel: 08 2061288  
2052963/1980  
Fax: 08 2050540

**Nuseirat Branch**  
Basem Abu Qamar St.,  
Pathern hidden, Nuseirat  
Tel: 08 2552003 2554199  
Fax: 08 2554099

**Jordan**

Jordan Field Office  
34 Kboloneh building, Al-Mahata St., above Cairo Amman Bank, Amman  
Tel: (962) 6 4652395  
Fax: (962) 6 4652397  
Mobile: 079 6638888

**Al-Balad Branch**  
34 Kboloneh building, Al-Mahata St., above Cairo Amman Bank, Amman  
Tel: 06 4652392/3  
Fax: 06 4652394  
Mobile: 079 6041109

**Wehdat Branch**  
331A Alhudhud building, Madaba St., after Middle East circle, Amman  
Tel: 06 4780076/62  
Fax: 06 4779113  
Mobile: 079 6111963

**Syria**

Field Office & Al-Ameen Branch  
Al-Ameen St., opposite Al-Ameen fire brigade, Damascus  
Telefax: 011 5429839 / 8261

**Latakia Branch**  
Sheikh Daher, Mar Taqla Square, Opposite Garden  
Tel: 041 235571/2

**Tartous Branch**  
Al Thawra Street, Bank Jordan/Syria Avenue  
Tel: 043 318768/9

**Suwaida Branch**  
Al Baladiyeh Street Extension, Behind Al Enayeh Hospital  
Tel: 016 235414/5

**Irbid Branch**  
Mahmoud Ashayeb complex, ground floor, Omar Al Mukhtar St., Irbid  
Tel: 02 7250163/157  
Mobile: 079 9060546

**Madaba Branch**  
Karadsheh Building 1st floor, Madaba western St., beside governorate roundabout, Madaba  
Tel: 05 3256288/9  
Mobile: 077 8636309

**Jarash Branch**  
Bab Amman St., beside Electricity Company, Jarash  
Tel: 02 6346111/3  
Mobile: 077 6821634

**CONTACT**
 نحو تحقيق الذات
realising self-reliance