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Trade Capacity Building Training Programme for the Gulf Countries

ACKNOWLEDGMENTS

This publication was produced by the United Nations Industrial Development Organization (UNIDO) under the overall supervision and guidance of Mr. Bernardo Calzadilla-Sarmiento, Director, Department of Trade, Investment and Innovation (TII), in conjunction with Mr. Rafik Feki, Industrial Development Officer and project manager. UNIDO greatly acknowledges the work of Mr. Phil Dearden and the Centre for International Development and Training (CIDT), University of Wolverhampton and the support of the Gulf Standards Organization (GSO). Special thanks goes to all trainers and speakers. The training was hosted by the UNIDO Investment and Technology Promotion Office (ITPO) in Bahrain.

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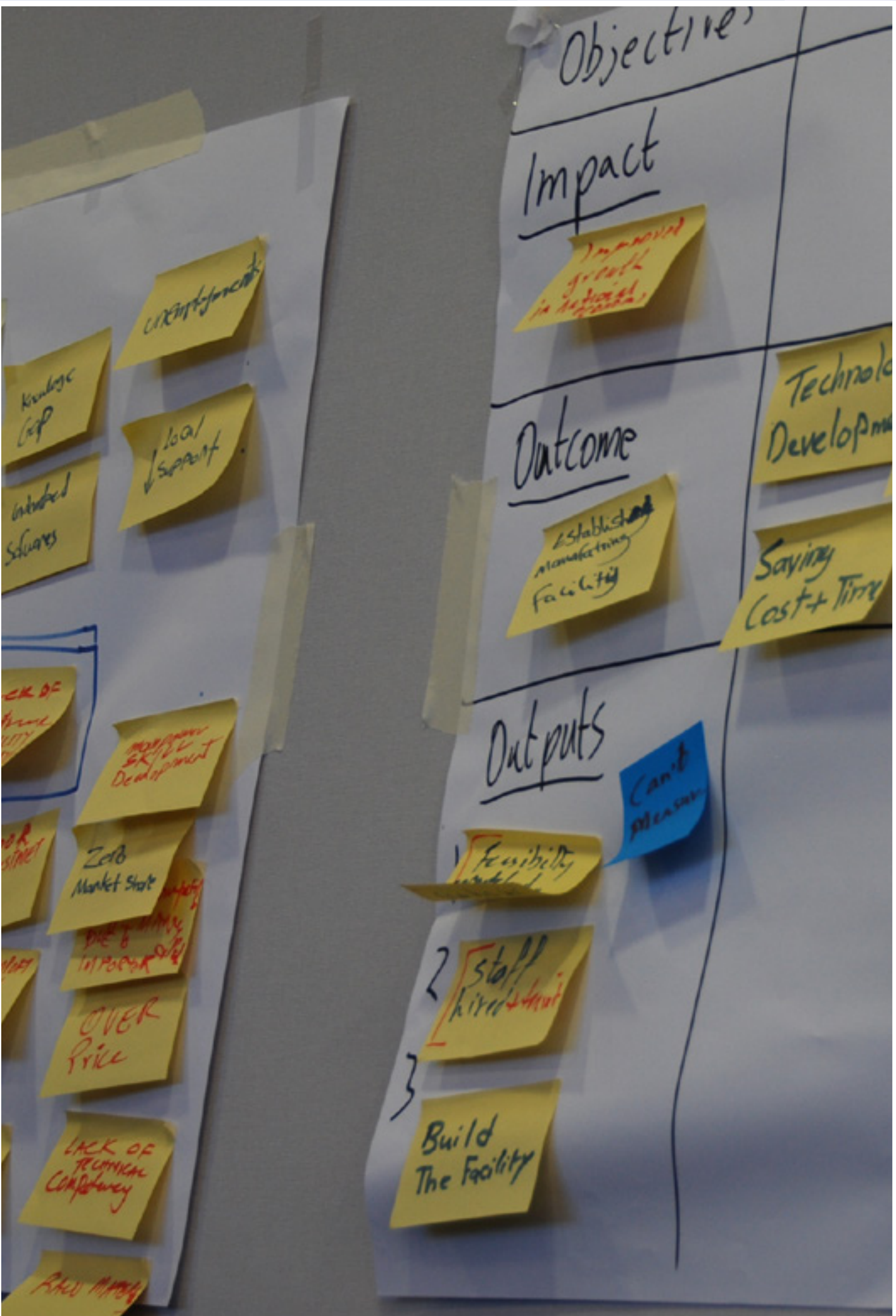
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Background

Trade has long been recognized as a potential engine for growth and wealth creation. Many countries continue to face supply-side capacity and trade-related infrastructure constraints which can inhibit their ability to compete on international markets.

In order to support this process, awareness and knowledge need to be built. Based on a solid analysis of trade challenges and opportunities, the “Trade Capacity Building Training Programme” is designed for encouraging systemic trade development along value chains. The programme seeks to promote growth through capacity building to ensure informed and timely trade-related policymaking and to strengthen institutions and infrastructures that are part of the enabling environment for effective trade participation.

One critical area is the setting-up of a national quality infrastructure (NQI). A NQI system is a catalyst for improving the quality of products and services on a national scale. It therefore helps to stimulate demand for these products and services, which invigorates individual businesses and the economy as a whole. By helping national industry to meet the requirements of export markets, a NQI increases the competitiveness of the nation's economy and its ability to participate in global trade and in value chains.

In order to support GCC (Gulf Cooperation Council) SMEs to participate and benefit from national and regional quality infrastructure services, the United Nations Industrial Development Organization (UNIDO) organized a regional trade capacity building training in cooperation with the Gulf Standardization Organization (GSO). The workshop, took place in December 2016, and involved standardization bodies from GCC countries and define the way forward for supporting GCC SMEs in benefiting from the quality infrastructure services available both at regional and national levels.

The training was organized within the partnership agreement signed by the International Islamic Trade Finance Cooperation (ITFC) and UNIDO in September 2015. The partnership provides the framework for cooperation between UNIDO and ITFC, particularly within the Aid for Trade Initiative for Arab States (AFTIAS), which aims to achieve inclusive growth with increased employment opportunities and greater competitiveness through trade policy reforms in Arab countries as an integral part of the regional trade and economic integration agenda.

Concept & Training Design

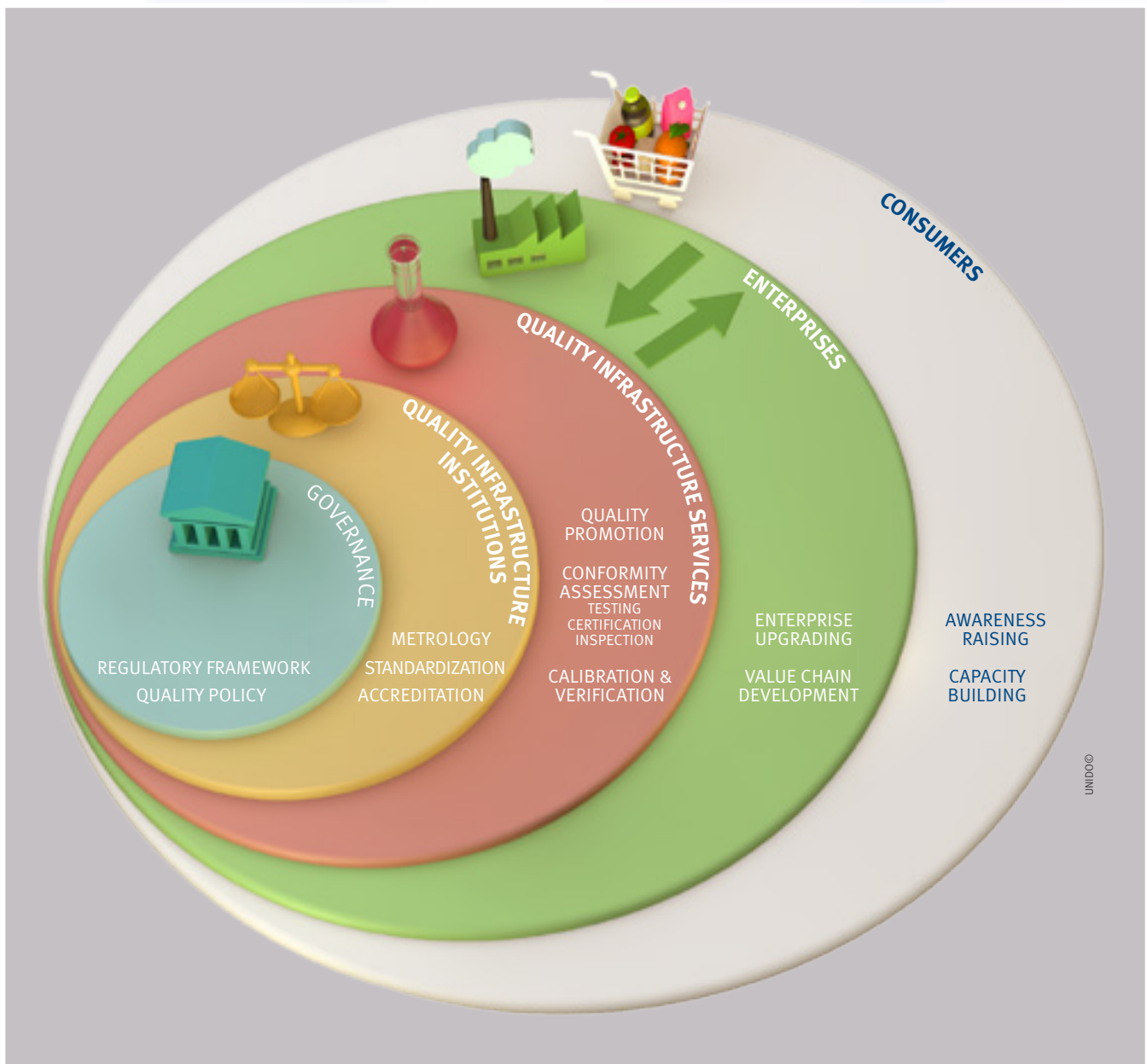
Concept

The Training Programme followed a twofold strategy. On the one hand the training provided participants with the technical knowledge to understand the diverse issues pertaining to the essence of trade related capacities in promoting inclusive and sustainable industrial development. On the other hand the training helped participants to develop skills related to proper project design and monitoring. By the end of the training, participants had developed competencies that allowed them to articulate national needs in an effective manner and to tap available resources and funding at the international level.

This specific programme was targeted at technical experts from NQI areas and experts coming from GCC Member States.

After completing the training, participants were able to:

- formulate standardization strategies;
- explain best practices and models for a modern quality infrastructure building and quality policy formulation;
- outline the role of quality and standards in value chains;
- formulate, design and evaluate project proposals.



Training Design

Module 1: A preliminary distance learning component was delivered from UNIDO Head Quarters in Vienna. This component ensured that all participants arrived at a common level of understanding concerning basic issues of trade capacity building. Participants had to study recommended reading materials and answer a series of questions by email to demonstrate their understanding of the underlying issues. The latter process was part of the selection process for identifying participants for the face-to-face component of the programme.



Module 2: The three-day residential part of the programme in Manama offered a dynamic mix of lecture-based and adult active learning methods. Participants took part in a number of training sessions and hands-on workshop sessions, group work and peer review exercises, which increased their skills and effectiveness in designing projects for marketdriven, trade/industry system transformations and economic developments within their respective countries.

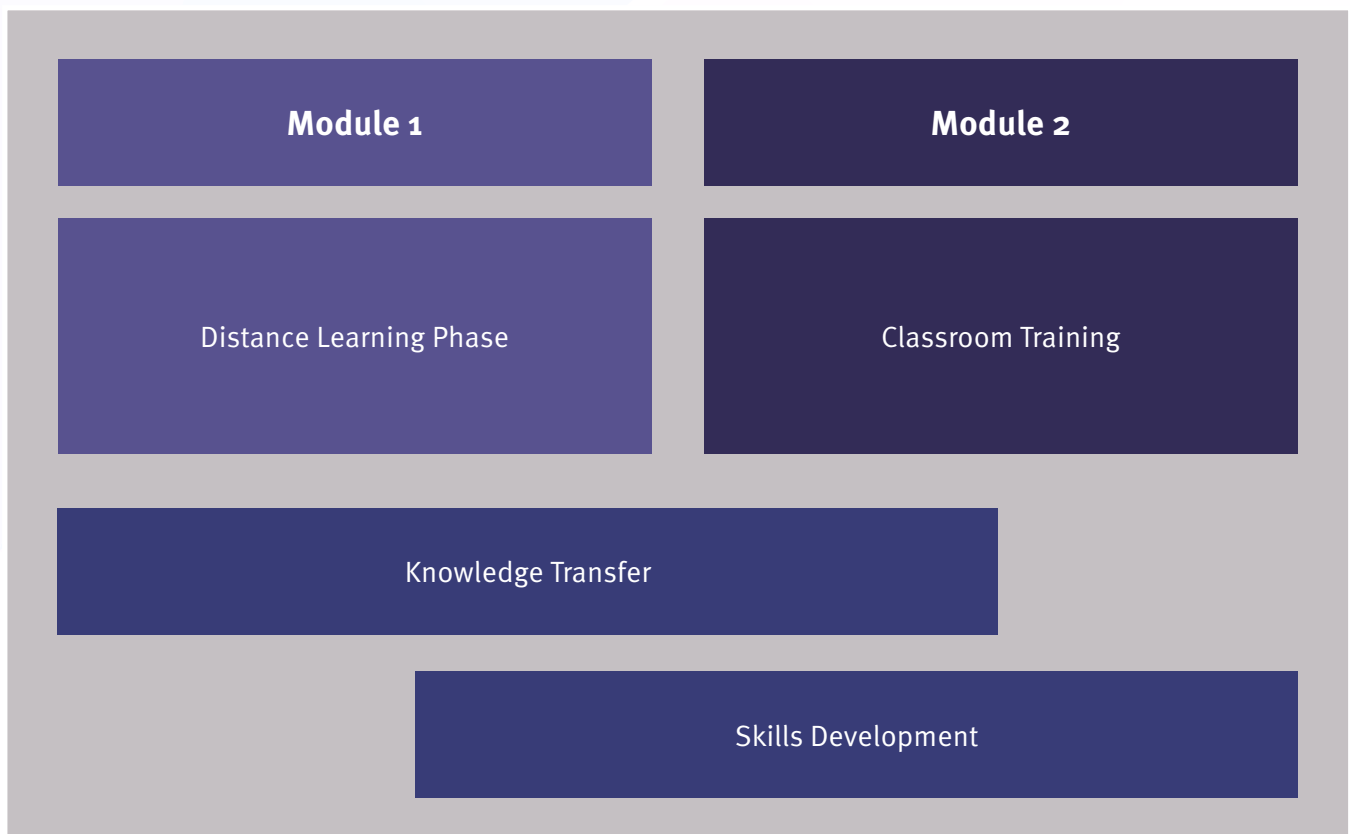
The training/learning modality of Module 2 sessions followed a two-fold approach, namely:

Technical Lectures

During the training, participants were exposed to a number of international organizations, such as UNIDO, ISO, BIPM and the GCC Accreditation Centre, which allowed them to gain knowledge in order to understand the importance of participating in the international quality infrastructure system.

Project Design Working Sessions

During the Project Design Working Sessions, participants worked together in small teams to develop four real projects. Critical peer review processes allowed all participants to examine and share feedback on all four projects. At the end of the training, team presentations of the newly designed projects were made to the rest of the group, for critical feedback.





Training Agenda

	Day 1	Day 2	Day 3
08.00-08.45	Opening & Introduction to the Workshop <i>UNIDO, GSO</i>	Official Reception Ministry of Industry, Commerce and Tourism of Kingdom of Bahrain <i>Hosted by H.E. Zayed R. Alzayani</i>	Lecture: Conformity assessment and accreditation <i>Brahim Houla, ILAC / GCC</i>
08.45-09.30	Working Session 1: Logframe Concepts <i>Phil Dearden, University of Wolverhampton</i>		Lecture: The role of Enterprises and Consumers <i>Nigel Croft, ISO</i>
09.30-10.15	Lecture: The multilateral trading system - WTO TBT/SPS Agreements <i>Bernardo Calzadilla-Sarmiento, UNIDO</i>	Lecture: Quality Policy and Regulatory Framework <i>Bernardo Calzadilla-Sarmiento, UNIDO</i>	Working Session: Project Design <i>Phil Dearden, University of Wolverhampton</i>
10.15-10.45	Coffee Break	Coffee Break	Coffee Break
10.45-11.45	Working Session: Project Design <i>Phil Dearden, University of Wolverhampton</i>	Lecture: Quality Infrastructure Institutions Standardization <i>Nigel Croft, ISO</i>	Lecture: Quality along the Value Chain <i>Rafik Feki, UNIDO</i>
11.45-12.30	Lecture: Quality Infrastructure and UNIDO approach <i>Bernardo Calzadilla-Sarmiento, UNIDO</i>	Lecture: Quality Infrastructure Institutions Metrology <i>Andy Henson, BIPM</i>	Working Session: Project Design <i>Phil Dearden, University of Wolverhampton</i>
12.30-13.30	Lunch Break	Lunch Break	Lunch Break
13.30-16.00	Working Session: Project Design <i>Phil Dearden, University of Wolverhampton</i>	Working Session: Project Design <i>Phil Dearden, University of Wolverhampton</i>	Final Presentations & Closing Remarks

Technical Lectures

The Multi-Lateral Trading System: WTO TBT/SPS Agreements

Mr. Bernardo Calzadilla-Sarmiento, UNIDO

The overall objective of this session was to give participants an overview of the trade implications and how the WTO Agreements on Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary Measures (SPS) can facilitate trade and benefit the business community. The trade barriers related to quality were to be discussed.

UNIDO holds a special place in the United Nations system as the only organization that supports inclusive and sustainable industrial development as a means of creating wealth and alleviating poverty.

Quality Infrastructure and the UNIDO Approach

Mr. Bernardo Calzadilla-Sarmiento, UNIDO

The session started with an elaboration on UNIDO's approach to sustainable development and an outlining of the organization's thematic priorities. After an explanation of UNIDO's approach to effectively address the many complex factors underlying successful industrial development, the session moved on to discuss UNIDO's approach on building an effective quality infrastructure, which can enable developing country enterprises to meet the demand of a multilateral trading system and thus enhance integration into global markets.

The costs and benefits of quality infrastructure were briefly examined as were the pros and cons

of governmental and commercial organizations providing services. Towards the end of the session, trainees were provided with an overview of the main UNIDO publications in the field of quality infrastructure. By the end of the session, participants gained a comprehensive overview of UNIDO, its mandate and its approach to sustainable trade capacity building.

Quality Policy and Regulatory Framework

Mr. Bernardo Calzadilla-Sarmiento, UNIDO

Quality Infrastructure (QI) is a complex issue and, although no single, internationally identifiable practice has emerged, it is clear that QI is primarily a governmental responsibility. The Quality Policy articulates the government's intentions as regards the QI dispensation in a country. This session explored the role of National Quality Policies and the importance of a well-defined quality infrastructure system. The possible content of such a policy was explained and its main elements presented. Policy cross-cutting fields were also addressed, as it was noted that Quality Policies often affect and interfere with many other trade related domains. Details of the quality infrastructure framework were presented and the necessary legal and institutional arrangements outlined. The different building blocks of a well-defined quality infrastructure were then presented. These included standards, metrology, accreditation and conformity assessment. By the end of the session participants had gained a comprehensive understanding of the need to develop and implement quality infrastructure in a country and have a well-grounded overview of the quality infrastructure framework and its main building blocks.



Quality Infrastructure Institutions: Standardisation

Mr. Nigel Croft, ISO

The International Organization for Standardization (ISO) is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective.

The session started with the presentation of the main facts about ISO and standards to give an overview of the overall system. An examination of the players and the role of the members' bodies of ISO was then undertaken. Details of how technical committees are structured and how they are linked with the national standardization structures were presented alongside the concept of national mirror committees. Their key role in bridging national and international standardization processes was explained. The third part of the presentation examined the standardization process. This started with the key principles that are at the foundation of the whole system. Details of the different steps in the development process were then presented. By the end of the session, trainees were able to understand the overall ISO system and the standardization process including how it relates to national standards bodies.



Quality Infrastructure Institutions: Metrology

Mr. Andy Henson, BIPM

This session covered all aspects of metrology and its importance for trade, distinguishing between scientific and industrial metrology. The former concerns the establishment of quantity systems, unit systems, units of measurement, the development of new measurement methods, realization of measurement standards and the transfer of traceability from these standards to users

in society; and the latter concerns the application of measurement science to manufacturing and their use in society, ensuring the suitability of measurement instruments, their calibration and quality control of measurements. Then the role of the BIPM was explored with its mandate, main functions and services being explored in some detail.

The relation metrology has with the environment, stressing the measurement and standards needs for climate change assessment, was covered. The significance of metrology for international trade was then examined. Stress was put on the role of quality in trade, highlighting how metrology impacts our economy. The status, needs and key challenges of national metrology institutes in the region were addressed. Participants gained a well-grounded understanding of industrial as well as scientific metrology and its economic benefits for global trade. The worldwide impact of metrology system was then explained. The importance of national policies as well as institutional structures for metrology were briefly examined. By the end of the session, trainees had gained a good fundamental understanding of metrology, its role in international trade as well as its impact.

Conformity Assessment and Accreditation

Mr. Brahim Houla, ILAC, GCC Accreditation Centre

In this lively session, the importance of both assessment and accreditation were introduced through regional practical examples. Following a detailed examination of what conformity assessment is, the topic of accreditation was examined in depth through a series of recent practical examples. The topic of how accreditation is organized was then examined with reference to a series of topical examples. Finally, the many benefits of accreditation were examined.



The Role of Enterprise and Consumers

Mr. Nigel Croft, ISO

In this session, the increasing role and importance of enterprise and consumers were introduced. Firstly, the topic of Quality was explored. Secondly, the importance of Quality was examined in some depth. A brief history of Quality Management led into an examination of the important role of enterprises in determining quality and of consumers demanding quality.

Quality along the Value Chain

Mr. Rafik Feki, UNIDO

Technological Advantage, liberalization to trade and access to foreign markets, and shared knowledge have led to the emergence of global value chains. A global value chain involves all the activities that firms engage in, at home or abroad, to bring a product to the market, from conception to final use. This session aimed to provide trainees with a comprehensive understanding of value chains and their increasing importance in international trade. Value chains were introduced and their impact on international trade stressed. The importance of value chains, especially for developing countries, was stressed. Emphasis was placed on demonstrating how countries can benefit from participation in global value chains.



Project Thinking Tools

Project Design Working Groups

This portion of the training programme was designed and facilitated by Philip N. Dearden of the Centre for International Training and Development (CIDT) at the University of Wolverhampton in the United Kingdom. In the first session, participants were introduced to the key aspects of Results-Based Management (RBM) and Programme and Project Design.

In the second session, participants were asked to develop ideas for real projects to work on. A number of participants who had good ideas for project were asked to “sell” their ideas to the overall group through a short presentation. All participants were then asked to “sign up” to work in a small group to work on their chosen projects.



During the working groups session, participants were taken through the core modules of the CIDT “Programme and Project Thinking Tools” programme in an experiential manner.

A series of peer review exercises were conducted throughout the three days, where participants were asked to give constructively critical feedback to their colleague’s projects design and logical frameworks. In the final session of the workshop, each project team presented their project for critical appraisal.

Given the limited time available for project development, the quality of project design was good. It was clear that each team had invested considerable extra time and taken commendable efforts to carefully think through their projects and prepare their presentations. All participants are to be warmly congratulated on their hard work and their draft project proposals.

Module A: Identification and Appraisal

Partnership and participation are two principles that underpin development interventions, yet applying them remains a real challenge. Wherever the stage and level of our work fits in the project cycle, we need to plan and justify who will participate and how. To analyse the situation there are a range of dynamic strategic planning tools that can be used at the outset, development or review stage of any strategic planning process.

Module B: Setting Objectives

Logical frameworks are the most widely used planning tool in development. Their use in Results Based Management is increasingly necessary. This section will be useful for participants ranging from those new to the approach to those fairly experienced. There is an opportunity to use and debate the tool; and more importantly, to explore the process.

Module C: Managing Risks

When things go wrong in development, it is more usually because not enough attention was given to risks than to objectives. Rigorous and robust risk analysis and management is needed.

Module D: Design - Setting Progress Indicators and Verifiers

Effective monitoring and evaluation systems improve the likelihood of strong project and programme management. Success is often limited where progress is not measured and where that information is not applied. Designing reliable indicators and evidence is the foundation of most Monitoring and Evaluation systems, logframe or otherwise, for measuring outputs, outcomes and impact. We will also briefly look at how M&E activities can fit together to shape a coherent and effective performance assessment system at all levels using the logframe.

Module E: Working with Logframes

The logframe is a useful and versatile tool; but it has limitations. This session examines its application in critiquing proposals (particularly at the approval stage), in communicating, in identifying synergy and coherence between and within projects and programmes and in developing workplans and budgets.



Impressions

Impressions presented are based on an end-of-programme evaluation form that was completed by 15 (out of 16) participants.

Overall feedback very positive

Feedback on all major aspects of the programme design and delivery was very positive.

“Face-to-face learning gives the chance to negotiate and share information.”

Distance Learning Phase highly satisfying

Feedback on the Distance Learning course, by those participants who undertook it, was very positive, with a very high level of satisfaction being expressed. The applied and relevant nature of the content received positive comments.

When asked if the online learning modules had prepared them for the classroom sessions, the majority of participants stated ‘yes’ they had “very well” and “well”.



Technical lectures highly appreciated

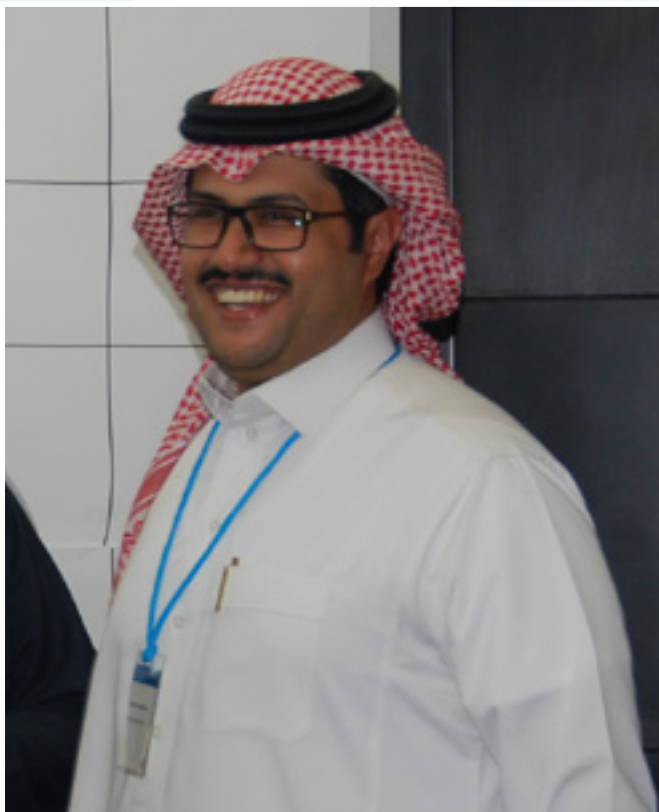
Without exception, all technical lectures were rated as either “useful” or “very useful”. Visiting speakers were much appreciated and received very positive feedback.

“A bank of information.” (about Andy Henson)

“He knows a lot.” (about Bernardo Calzadilla-Sarmiento)

“Very professional.” (about Brahim Houla)





Project Thinking Tools “Very Useful”

All participants appreciated the opportunity to develop a project in the Project Thinking Tools sessions and, overall, these sessions were rated very highly, with 9 participants stating the sessions were “Very Useful”.

Likewise, Phil Dearden, workshop facilitator and trainer on Results Based Management, was rated very highly, with 12 rating him as “Very Good”. The positive comments made about him all reinforce this.

“Brilliant and active trainer.” (about Phil Dearden)

“Really excellent.” (about Phil Dearden)

Combination of technical lectures and Results Based Management perceived as very useful

When asked about the most useful aspects of the training, this question received a range of answers, with several participants commenting that the technical sessions had been useful; and many participants stating that the project thinking sessions and developing a logical framework in an experiential manner in their teams had been most useful.

“Linking metrology and project planning.”

“The thinking tools and how to manage a real problem and then the projects.”

100% of the participants would recommend this programme to a colleague

Many participants expressed their thanks for the well planned and well delivered programme and have requested more such training for themselves and colleagues.

“The Standards Department Team should all be given this training.”

“Thanks - well done.”



Trainers & Speakers

Bernardo Calzadilla-Sarmiento

Director, Department of Trade, Investment and Innovation, United Nations Industrial Development Organization (UNIDO)

Before becoming the director of Trade, Investment and Innovation Department at UNIDO, Dr. Calzadilla was the Director of Trade Capacity Building Branch at UNIDO as well as a Senior Quality and Standards expert. He also served as a former UNIDO Deputy Representative to the United Nations and Other International Organizations at UNIDO office in Geneva. Dr. Calzadilla was Director for the Technical Assistance and Training Services at the International Organization for Standardization (ISO) as well as the Secretary of the ISO Policy Committee on Developing countries matters (ISO DEVCO). At this position, in collaboration with ITC, he coordinated the development of the 'ISO 22000 Food Safety Management Systems' which is a training tool for setting-up, implementation and certification of a food safety management system in small businesses according to ISO 22000:2005.

Born in Bolivia, Dr. Calzadilla holds a Masters Degree in industrial and process organization and a Ph.D. in economics, from the University of Business Management and Economics of Vienna (Austria). He has followed IRCA certified auditor's courses on ISO management systems standards, specialized quality management courses at AOTS Japan and specialized training on trade policies at Harvard Kennedy School of Government.



Nigel Croft

Chairman of ISO's Technical Committee TC 176/SC 2, responsible for the ISO 9001 standard

Dr. Nigel H. Croft has been actively involved in Quality Management since 1974, when he began his career in the British steel industry as a student apprentice, and is now recognized as one of the world's foremost experts in quality management and conformity assessment of management systems. He has been involved in ISO/TC176 (the ISO Technical Committee responsible for the ISO 9000 series of standards) since 1995, currently serving as Chair of TC176/SC2, the subcommittee responsible for the ISO 9001 and ISO 9004 standards, and as a member of ISO's Joint Technical Coordination Group for management system standards.

Dr Croft holds a first class honours degree in Natural Sciences from Cambridge University, England, and a Doctorate in Materials Science from Sheffield University. He is a Chartered Engineer and Chartered Quality Professional in the UK, a Fellow of the Chartered Quality Institute, an IRCA-registered Principal Auditor of Quality Management Systems and a Senior Member of the American Society for Quality.

Among his many professional activities, he has held senior management positions and served as non-executive board member of a number of commercial and non-profit organizations in the quality and sustainability arena. He is a consultant for the United Nations Industrial Development Organization, and an Adjunct Professor of Quality Management at the College of Business, University of Northern Malaysia.

Dr Croft has recently been awarded the American Society for Quality's 2017 Freund-Marquardt medal, "For his passion, dedication and leadership in the application of quality management principles to the development, promotion and implementation of quality management system standards on a global scale, for over twenty years".

Philip N. Dearden

Head of Centre for International Development and Training (CIDT), University of Wolverhampton

Phil is well known to many working in international development as a workshop facilitator. He has over 25 years of international experience, in over 40 countries, as a facilitator/trainer, and programme/project management and organisational development consultant. He has a wide range of experience in a number of different sectors: agriculture, forestry, environment, climate change, governance, rural livelihoods, education and health.

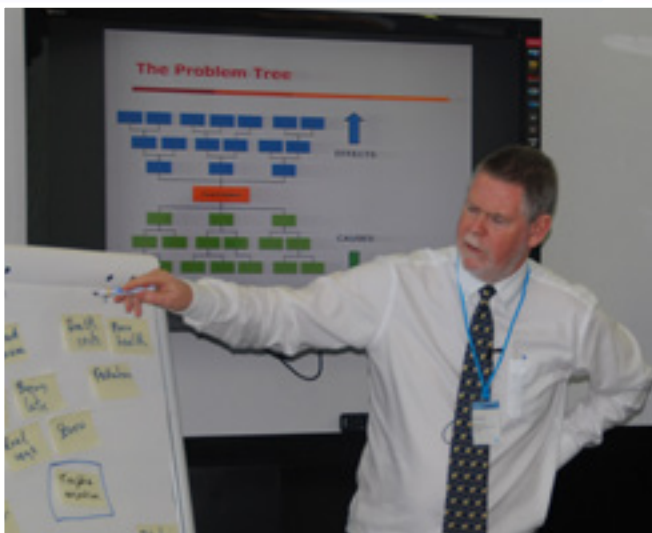
He is an experienced Programme/Project Cycle/Logical Framework trainer and has undertaken design and appraisal work, participatory assessments, monitoring and evaluation, policy formulation, institutional and organisational analysis, strategic planning and capacity building support consultancies.

He has been one of DFID's key Project Cycle Management / Logical Framework Analysis trainers for the past ten years. He led the CIDT team developing the DFID Handbook for Development Workers "Tools for Development".

Phil was been working for FAO and UNIDO for the past six years and has trained most of the senior staff in UNIDO in Project Cycle Management. Phil has held management and executive responsibilities for many large international development programmes including several pan-African Programmes and large projects/programmes in Brazil, Jamaica and Nepal.

He has worked for a wide range of international agencies and donors in Europe, the Middle East, Africa, Central and Latin America and Asia.

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Rafik Feki

Industrial Development Officer, Department of Trade, Investment and Innovation, United Nations Industrial Development Organization (UNIDO)

Mr. Rafik Feki is an experienced Development Officer at the United Nations Industrial Development Organization (UNIDO). He has a long history of working in international trade and development industry, with special focus on SME modernization, quality infrastructure, business registration and Aid for Trade.

Mr. Feki joined UNIDO in 2007 where he has been formulating and implementing technical cooperation projects related to industrial upgrading and SMEs competitiveness support, building capacities of national quality infrastructure, entrepreneurship promotion, industrial parks and enhancement of national business registration system. He has been actively engaged in leading UNIDO's efforts to improve and fine tune operational tools related to enterprise upgrading and designed an online IT platform to perform enterprise diagnosis securing data protection.

Before joining UNIDO, he worked as a project manager for the German Corporation for International Cooperation (GIZ), supporting the competitiveness development of Sfax (city located in central Tunisia) through capacity building of local institutions and SMEs, cluster and innovation initiatives, entrepreneurship and employment promotion, etc. Mr. Feki started his professional career at the Quality Control and Information System Department at the Ministry of Industry and Commerce in Tunisia.

Mr. Feki holds a Master's degree in Business Administration and Management from the FSEG Tunis and a post graduate degree in Economics and Financial Management from the Université Panthéon Sorbonne-Paris I.

Andrew Henson

Director, International Liaison and Communication, International Bureau of Weights and Measures (BIPM)

Mr. Henson is the Director of the International Liaison and Communication Department of the International Bureau of Weights and Measures (BIPM). The BIPM is the intergovernmental organization established by the 1875 Metre Convention, through which Member States act together on matters related to measurement science and standards. Its mission is to ensure the global comparability of measurements and provide a coherent system of units, the SI.

Mr. Henson is responsible for BIPM's corporate liaison interests with other intergovernmental organizations and international bodies. He coordinates the strategic planning activities of the BIPM and the CIPM Consultative Committees. Mr. Henson has line management responsibility for the BIPM publications, and project manages the World Metrology Day initiative. He is also in charge of liaison with States wishing to become Member States or Associates of the CGPM. Mr. Henson is the BIPM Representative to the NCSLI Board of Directors, and represents the BIPM as an Institutional Observer at the WTO Committee on Technical Barriers to Trade. He is an active participant in the ILAC Accreditation Committee, focusing on Traceability.

Mr. Henson holds a BSc Honours degree in Engineering, and specialist qualifications in Nuclear Engineering. He is a Chartered Engineer and a Fellow of the Institute of Physics.



Brahim Houla

Accreditation Services Manager at GCC Accreditation Center (GAC)

Accreditation services Manager in the GCC Accreditation Center (GAC), an industrial engineer, specialized in the field of research in industrial systems and got a DEA degree in-depth studies of the energetic systems.

He began his career in the field of accreditation since the year 2001 in the Tunisian Accreditation Council TUNAC as manager of the Testing Laboratories Accreditation department, TUNAC achieved international recognition from the European Accreditation Cooperation EA and the International Laboratory Accreditation Cooperation ILAC.

Since 2010, he joined the project of the GCC standardization Organization (GSO) for the establishment of a multi-economy Accreditation body for the 7 member countries, "the GCC Accreditation Center".

GAC was established in 2013 and started its accreditation activity since January 2014, Brahim Houla was appointed the accreditation services manager in GAC.

In June 2016, the GAC the international recognition from the Asia Pacific Laboratory Accreditation Cooperation (APLAC) and then from the International Laboratory Accreditation Cooperation (ILAC).

International trainer and team assessor in the different fields of Accreditation (testing and calibration laboratories, certification bodies and inspection bodies and Halal Certification). Recently qualified as Peer evaluator with regional Accreditation Bodies APLAC for Asia Pacific region and ARAC for Arab Region.

Participants

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Metrology Researcher, GSO, Saudi Arabia

Abdulkhalik Sohail Alqarni

Laboratory Manager, MOTABAQAH, Saudi Arabia

Abdulla Fareed Alsaad

Metrology Specialist, Standards and Consumer Protection, Bahrain

Adel Ali Al-Qhtani

Standards Researcher, GSO, Saudi Arabia

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Certificate Award Ceremony Hosted by the Ministry of Industry, Commerce and Tourism of the Kingdom of Bahrain

An Official Certificate Award Ceremony was held at the Ministry of Industry, Commerce and Tourism, Kingdom of Bahrain. This was hosted by H.E. Zayed R. Alzayani. During ceremony, Programme Certificates were presented to all participants and tutors by Nader K. Almoayyed, Undersecretary for Commerce Affairs, Ministry of Industry and Commerce, A. Karim Ahmed Alrashid, Assistant Undersecretary for Industrial Development and Bernardo Calzadilla-Sarmiento, Director of the Department of Trade, Investment and Innovation, UNIDO.





UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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