



**USAID** | **JORDAN**  
FROM THE AMERICAN PEOPLE

Recycling in Jordan

## Small and Growing Businesses Training Program Completion Report:

*“Waste Management and Recycling Acceleration  
Training Program” for Small and Growing Businesses in  
the Recycling Sector in Amman – Third Cohort*

July 2022

Submission Date: July 20, 2022

JAP No. JAP-2021-03

JAP Period: January 25, 2022 to January 24, 2023

JAP Officer Representative: Sharaf Obeidat

Submitted by: Maher Hamdan, Chief of Party  
Chemonics International  
Arar Street, Building #233, 2<sup>nd</sup> Floor  
Amman, Jordan  
Email: [Mhamdan@chemonics.com](mailto:Mhamdan@chemonics.com)

#### **DISCLAIMER**

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government.

# CONTENTS

CONTENTS	I
ACRONYMS	3
EXECUTIVE SUMMARY	4
BACKGROUND	5
INTRODUCTION	6
<b>I METHODOLOGY AND APPROACH</b>	<b>7</b>
1.1 DELIVERABLE I: UPDATE SMALL AND GROWING BUSINESSES' TRAINING CURRICULA AND MATERIALS	7
1.1.1 PREPARING THE UPDATED CURRICULUM AND MODULES	7
1.2 DELIVERABLE 2: SMALL AND GROWING BUSINESS TRAINING SESSIONS WERE CONDUCTED, AND A TRAINING REPORT WAS COMPLETED.	8
1.2.1 CONDUCTING AN ORIENTATION SESSION FOR THE NATIONAL TRAINERS	8
1.2.2 IDENTIFY A LIST OF POTENTIAL CANDIDATES/COMPANIES ACROSS THE WASTE VALUE CHAINS IN THE RECYCLING SECTOR IN AMMAN.	8
1.2.3 DELIVERING THE SMALL AND GROWING BUSINESSES (SGBs) TRAINING PROGRAM	8
1.3 CERTIFICATE AWARDING CEREMONY	14
<b>2 FINDINGS AND RESULTS</b>	<b>15</b>
2.1 PROGRAM MATERIAL	15
2.2 PROGRAM DELIVERY	18
<b>3 CONCLUSIONS</b>	<b>20</b>
<b>4 RECOMMENDATIONS</b>	<b>22</b>
<b>5 ANNEXES</b>	<b>23</b>
5.1 ANNEX I-A - PARTICIPANTS TESTIMONIALS	23
5.2 ANNEX I-B – (TRAINING AGENDA – PHOTOS – SIGN-IN SHEETS-)	24
5.2.1 TRAINING AGENDA	24
5.2.2 RECORD OF PHOTOS	25
5.2.3 ATTENDANCE SIGN-IN SHEETS	26
5.3 ANNEX II - WASTE MANAGEMENT CHARACTERIZATION AND SORTING TECHNIQUES – PRACTICAL TRAINING REPORT	26
5.4 ANNEX III – CERTIFICATE CEROMONY INVITATION & AGENDA	27

## Tables

Table 1: The curriculum and delievry schedule for the second cohort of SGB training program	10
Table 2: Quantificaiton of post-assessment questions in the third cohort of the SGBs training proqram	15
Table 3: Results of the overall assessment of the content (quantified)	16

Table 4: Share of participants who stated improved knowledge and skills following the training workshops (based on responses of “Yes” or “No”)	17
Table 5: Assessment results of the training tools and resources, the training team, the workshop time, and the training venue	19
Table 6: Overview of the scores across workshops as well as the delta between the maximum and minimum scores	21

## ACRONYMS

<b>CE</b>	Chemonics Egypt
<b>GAM</b>	Greater Amman Municipality
<b>GESI</b>	Gender Equality and Social Inclusion
<b>HR</b>	Human Resources
<b>MENA</b>	Middle East and North Africa
<b>MOENV</b>	Ministry of Environment
<b>Qutoof</b>	Qutoof Professional Development Organization (Non-profit)
<b>SDGs</b>	Strategic Development Goals
<b>SGBs</b>	Small and Growing Businesses
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>The Activity</b>	USAID Recycling in Jordan
<b>ToT</b>	Train of Trainers
<b>USAID</b>	United State Agency for International Development

## EXECUTIVE SUMMARY

The “Waste Management and Recycling Acceleration Training Program for Small and Growing Businesses in the Recycling Sector in Amman” (referred to as “The SGBs Program”) is part of the USAID Recycling in Jordan Activity efforts to enhance the competitiveness of waste management service providers in Jordan.

The training aims to strengthen the capacity of small and growing businesses in the areas of industry analysis and evaluation; marketing and sales; business modeling; supply chain optimization; solid waste management characterization and basic feasibility assessment; process mapping and operations; quality assurance and quality control; financial knowledge; and literacy; and practical skills such as solid waste management characterization and sorting techniques. The training will help these businesses grow and expand their recycling service offerings to the market and realize a sustainable profitable recycling business model. This will help realize the sector’s national objective of decreasing the amount of waste reaching the landfill through a modern and integrated system that will be based on the “Three R’s” approach (Reduce, Reuse, and Recycle).

This completion report highlights the approach and findings of the implementation of the Activity’s third business training cohort as well as recommendations for the existing and future cohorts. It covers the implementation of “Deliverable: Small and Growing Business Training Sessions conducted, and training report completed” under the “Waste Management and Recycling Acceleration Training Program for Small and Growing Businesses in the Recycling Sector in Amman” training program Activity. Qutoof implemented the program during the period from May 2022 to July 2022.

The Activity deployed a phased approach to implement the training program; the phases included:

- Review the training materials developed for the first training cohort.
- Conducting the SGBs program including a session to develop the company’s Growth Plan.
- Conducting One-on-One coaching sessions.

The Activity kicked off the third SGBs Program with the preparation phase, which took place from March to May 2022. Based on the feedback received from the second group training, which was conducted in FY2022, The Activity worked closely with its partners to update the training materials prepared for the second “Small and Growing Businesses Training Program” to tackle the training needs of other market actors across the value chains, who will be invited to engage in the upcoming training cohorts.

As the development of the firm-level growth plans is an integral part of the training to reflect their visions and areas of improvement and/or expansion, Hence, during the training sessions, The Activity and its partner (Qutoof Professional Development) reiterated the importance and value of developing the growth plan and supported them on how to complete these growth plans easily and use them to define their visions and areas of improvement.

Ahead of the implementation, the Activity conducted an orientation session for the confirmed participants to walk them through the updated materials and the development process of the growth plans. The implementation of the SGBs Program consisted of 12 training workshops (including

trainees' orientation session) spanning across 51 training hours, covering nine key business and technical topics.

## BACKGROUND

USAID Recycling in Jordan is a 5-year project funded by the United States Agency for International Development (USAID) and implemented by Chemonics International. The Activity is partnering with the Ministry of Environment (MOENV), Greater Amman Municipality (GAM), and private sector recycling companies to increase the commercial sector's utilization of recycling services in Amman.

Through a market-based approach, USAID Recycling in Jordan seeks to:

1. expand and improve private sector-led recycling markets.
2. generate greater demand for and utilization of recycling services within the Amman commercial sector.
3. improve the enabling environment for recycling services and material markets.

During FY2021, USAID Recycling in Jordan worked in close collaboration with its partner Chemonics Egypt (CE) to design, develop and implement the “Waste Management and Recycling Acceleration Training Program for Small and Growing Businesses (SGBs) in the Recycling Sector in Amman” as part of the USAID Recycling in Jordan efforts to enhance the competitiveness of waste management service providers in Jordan. The training aims to strengthen the capacity of small and growing businesses in the areas of industry analysis and evaluation; marketing and sales; business modeling; supply chain optimization; solid waste management characterization and basic feasibility assessment; process mapping and operations; quality assurance and quality control; financial knowledge and literacy; and practical skills such as solid waste management characterization and sorting techniques.

The Activity with its partners, conducted three training cohorts, reaching 48 recycling service providers with different functions across the recycling value chain, and will eventually be delivered to a total of 120 businesses.

## INTRODUCTION

The “Waste Management and Recycling Acceleration Training Program for Small and Growing Businesses in the Recycling Sector in Amman” (SGBs Program) was developed by the Activity to improve the businesses’ performance and profitability for Small and Growing Businesses (SGBs) in the recycling sector in Amman to effectively meet market needs by offering business recycling solutions to the commercial generators. This will be achieved by improving the knowledge and skills needed to enhance and promote the businesses’ competitiveness and to determine their growth and expansion plans. The scope of the training program was centered on designing, developing, and piloting a training program for the first cohort of Amman’s based waste management SGBs.

During FY2022, the Activity continued to implement the third cohort of the program, focusing on engaging Qutoof Professional Development and empowering national trainers to better extend their services in the training field to the recycling sector. The Activity also updated the training materials in close collaboration with Qutoof to reflect the feedback from the second cohort and to tackle the needs of other service providers across the recycling value chain, with a special focus on integrating the GESI approach into the training materials.

The Activity implemented the third cohort of the “Waste Management and Recycling Accelerator Training Program for Small and Growing Businesses in the Recycling Sector in Amman” from May to July 2022 through a partnership with Qutoof, which is a non-profit training organization that was founded in 2015. The organization is a national vocational training service provider and offers international certificates in waste management and recycling, targeting the formal and informal workforce in this sector, including the emerging junior workforce, and supporting recycling entrepreneurial projects.

The objective of this report is to highlight the approach and findings of the implementation of the Activity’s third business training cohort by Qutoof, as well as recommendations for the existing and future cohorts. It covers the implementation of “Deliverable 1: Update Small and Growing Businesses (SGBs) Training Curricula and Materials, including training schedule,” which was submitted and approved by the Activity in May 2022, and “Deliverable 2: Small and Growing Business Training Sessions conducted, and training report completed” under the third cohort of the “Waste Management and Recycling Acceleration Training Program for Small and Growing Businesses in the Recycling Sector in Amman” training program activity. In terms of structure, the report is presented as follows:

- Methodology and approach: including description of the process utilized to update the training curriculum and implement the training.
- Findings and results: including the analysis of the pre-and post-training assessments.
- Conclusions: reflections on the training design and implementation
- Recommendations: considerations for future business training cohorts

The report focuses on synthesizing the main lessons learned and insights gained from implementation to propose a way forward for future interventions.

## I METHODOLOGY AND APPROACH

The literature produced by USAID Recycling in Jordan, as well as Chemonics Egypt's expertise in the waste management and recycling sector, provided a solid foundation for the design and delivery of the SGBs training program. The third cohort of the program was implemented through a partnership with Qutoof Professional Development as a host organization. The training workshops were delivered by national trainers, covering nine business and management topics as follows: 1) industry analysis and evaluation; 2) marketing, sales, and promotion; 3) business modelling; 4) supply chain optimization; 5) process mapping and operations; 6) quality assurance and quality control; 7) financial literacy; 8) non-discriminatory, diversity, and GESI HR policy; and 9) solid waste management characterization and sorting techniques, that was delivered into two parts (theoretical and practical). Indeed, the training cohort included a specific session on how to develop a growth plan for your company in the recycling sector. The training workshops of the third cohort were conducted in class, and 16 recycling service providers engaged in the third cohort. Chemonics Egypt shadowed the growth plan session remotely via an online connection.

The practical session of the waste management characterization delivered by the other local consultants. Please refer to **Annex II — Waste management characterization and sorting techniques — Practical Training Report.**

The following section details the methodology and approach that were deployed by the Activity to update the content and further develop the original training program's materials:

### I.1 DELIVERABLE I: UPDATE SMALL AND GROWING BUSINESSES' TRAINING CURRICULA AND MATERIALS

This sub-section describes the approach considered to update the SGBs' training program's curricula and materials. It also covers the preparation of the training format and time schedule.

#### I.1.1 PREPARING THE UPDATED CURRICULUM AND MODULES

During the preparation phase, Qutoof, in collaboration with its national trainers, updated the training materials based on the feedback received from the second group training conducted in FY22. The material was updated to address the training needs of other market actors across the value chains, who will be invited to engage in the upcoming training cohorts. Below is a summary of the main updates for each training topic:

**Marketing, sales, and promotion:** content related to the Ideal Customer Profile is added.

**Business modeling:** Added contents include the following:

- Pitching as a topic to highlight the importance of elevator pitch for their business.
- An illustrative video about the importance of change and adaption of business models to the external business environment.
- The important need to update the strategic plan and the updates' effect on the business model.
- Sharing a sample of a company's cost structure.
- Sharing a sample of the company's projected income statement.

- Talking about the value proposition and the profit formulas
- Slides about the value proposition canvas
- Discussing different alternatives to distribution channels
- A slide about Value Chains, to distinguish between primary and secondary business activities.

## **1.2 DELIVERABLE 2: SMALL AND GROWING BUSINESS TRAINING SESSIONS WERE CONDUCTED, AND A TRAINING REPORT WAS COMPLETED.**

This section covers the orientation session conducted for the national trainers and the delivery of the training program.

### **1.2.1 CONDUCTING AN ORIENTATION SESSION FOR THE NATIONAL TRAINERS**

The national trainers assigned to this (third) training cohort were selected from the trainers who have attended the ToT training program conducted under the first training cohort delivered earlier by Chemonics Egypt.

### **1.2.2 IDENTIFY A LIST OF POTENTIAL CANDIDATES/COMPANIES ACROSS THE WASTE VALUE CHAINS IN THE RECYCLING SECTOR IN AMMAN.**

Out of the 39 companies contacted and provided with a full description of the training program, 27 agreed to participate, however 17 companies attended. Of those, 16 companies committed to attending the entire training.

### **1.2.3 DELIVERING THE SMALL AND GROWING BUSINESSES (SGBs) TRAINING PROGRAM**

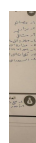
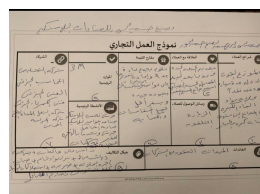
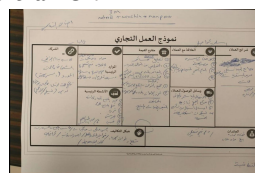
The SGBs Program consisted of 12 training workshops (including trainees' orientation session) conducted between May 30 through July 4, 2022. Starting with an introductory day on May 30, 2022, covering an overview of the training program in addition to mingling between the participants and an ice-breaking activity using the Climate FRESK game, which is a quality of climate education and the relationship between waste and climate change as an intro for the environment.

From June 4 to July 4, 2022, nine key business and technical topics were covered. This included a dedicated session to develop a "Growth Plan" on June 29, 2022, to comprehensively review and reflect on the key taught concepts and tools to develop the growth plan. Chemonics Egypt shadowed the growth plan session, whereas Qutoof delivered all training except for the solid waste management characterization and sorting techniques (Practical training), which was delivered by The Activity local consultants.

The training delivery method consisted of a mix of lectures that aimed to convey theoretical business and waste management concepts and practical applications of such concepts. The delivery included more than 16 case studies and examples of real and hypothetical waste management businesses in Jordan and the MENA Region, using growth management tools to allow the trainees to implement the learned concepts relevant to their businesses or hypothetical waste management businesses, and guided questions to stimulate open discussion. The trainees were provided with a printed Growth Plan toolkit in the in-class workshops and were all encouraged to deploy the tools in their own businesses as homework. During the in-class sessions, the trainees were also encouraged to share their reflections and experiences of their day-to-day operations and the new results or decisions they took after completing the tools assigned in the workshop.

During the workshop and at the start of each training session, the learning objectives of the program and each session were communicated with the audience, respectively, and they reconnected with the

previous session's topics with the growth plan and how to utilize all the information and knowledge gained from the trainer while developing their company growth plan. The training team stressed that the ultimate objective of supporting the SGBs is identify business growth opportunities and outline their growth plans rather than merely providing training on fundamental management and technical concepts. Accordingly, the participants were encouraged to apply the exercises and tools provided to their businesses and revert back to the Activity and training teams with specific questions or challenges that they faced when applying these new concepts. This time in the business modeling training, the approach of Hands-On (direct interactive) has been implemented. All the trainees filled out the form during the session and through direct discussion with the trainer.



### *Samples from the participants feedbacks*

Reciprocally, the trainees were asked about their expectations prior to every workshop. Accordingly, wherever possible, the training team catered to their expectations in the examples and discussions. Moreover, every workshop included a reflection session on the key messages and outcomes of the previous workshop as well as an overview of how all the topics are interconnected to support the development of their growth plans. Finally, a full-day practical session was implemented, starting with case studies by Chemonics Egypt. The case studies session covered a full case study on Paper Pulp Recycling from agricultural waste and how the concepts and tools could be applied to support the business in identifying and implementing key growth opportunities. Following the closing session, the trainees were asked to revise or complete the tools and frameworks provided in the training program to develop their initial growth plans.



Coaching sessions

The updated Small and Growing Businesses Training Curricula and Modules used for the third cohort of the training program are presented in the below Table I.

*Table I: The curriculum and delivery schedule for the second cohort of SGB training program*

Training module title (delivery format)	Trainers' names	Intended Learning Objective (ILO)	Sub-topics	Modes of Delivery	Training date and time	Training hours
<b>1. Introduction Day</b>	Eng. Ehab Al Manseer Ms. Buthaina Aburoza Eng. Nirmeen Abu Shaweesh	<ul style="list-style-type: none"> <li>An introduction to the Recycling in Jordan activity and the project's main goals.</li> <li>The main goal of the training program.</li> <li>Introduction to the environment through the Climate FRESK game.</li> </ul>	<ul style="list-style-type: none"> <li>The importance of the growth plan.</li> </ul>	<ul style="list-style-type: none"> <li>Shared information about the project</li> <li>Ice breaking activity of high quality</li> </ul>	May 30, 2022. 10:00 a.m. – 1:00 p.m.	3
<b>2. Industry analysis and evaluation (physical)</b>	Eng. Rose Smadi Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the external business risks.</li> <li>Understand the importance of assessing the competition (on the demand and supply sides).</li> <li>Understand how to determine their competitive edge.</li> <li>Understand how an industry analysis and evaluation could help determine their growth strategy.</li> <li>Gender equality and social inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Overview of industrial analysis using Porter's Five Forces.</li> <li>Competitiveness framework.</li> <li>Critical factors.</li> <li>The S.W.O.T. analysis.</li> <li>Assessment of growth opportunities.</li> <li>Organization sustainability analysis.</li> <li>Gender equality and women support.</li> <li>Social integration.</li> </ul>	<ul style="list-style-type: none"> <li>Tools (Customer segmentation, Customer motives, Competitive analysis, S.W.O.T analysis, Porter's Five Forces, growth opportunity assessment).</li> <li>2 case studies and examples A) Discussing waste management practices in Jordan including waste composition, amounts, current waste management practices, motives and behaviors of potential customers and finally discussing the commercial sector behavior.</li> </ul>	June 4, 2022. 10:00 a.m. – 3:00 p.m.	5
<b>3. Marketing, sales, and promotion (physical)</b>	Eng. Ruba Qudah Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the Ps of marketing (Promotion, Price, Place, Physical Evidence, People, Process, and Product).</li> </ul>	<ul style="list-style-type: none"> <li>Customer analysis.</li> <li>How to tailor and develop services.</li> <li>Understanding the basics of marketing elements.</li> </ul>	<ul style="list-style-type: none"> <li>11 tools (Service description, Customer description, Customer behavior, Customer motives, 7 exercises for the 7 Ps).</li> </ul>	June 8, 2022. 10:00 a.m. – 3:00 p.m.	5

Training module title (delivery format)	Trainers' names	Intended Learning Objective (ILO)	Sub-topics	Modes of Delivery	Training date and time	Training hours
		<ul style="list-style-type: none"> <li>Develop an initial marketing plan for key customer segments.</li> <li>Understand the needs of the various customer segments.</li> <li>Determining the optimal client-solution fits.</li> <li>Develop and promote the value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>Development of marketing elements.</li> </ul>			
4. <b>Business modelling (physical)</b>	Eng. Hani Al Abdullat Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand how to consolidate the decisions made because of the training into a comprehensive, summarized business model.</li> </ul>	<ul style="list-style-type: none"> <li>Pitching</li> <li>Value proposition</li> <li>Customer Segmentation</li> <li>Customer Channels</li> <li>Customer Relationship</li> <li>Key stakeholders</li> <li>Key resources</li> <li>Key activities</li> <li>Cost structure</li> <li>Revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>11 tools (business model canvas elements and overall exercise).</li> </ul>	June 11, 2022. 10:00 a.m. – 3:00 p.m.	5
5. <b>Supply chain optimization</b>	Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the supply chain risks, improvement opportunities, critical success factors, and relevant technologies for the key business activities.</li> <li>Understand how to make key supply chain decisions such as “make or buy” and the location of processing units.</li> <li>Understand inventory management best practices</li> </ul>	<ul style="list-style-type: none"> <li>Understanding the link between the supply chain and the value chain.</li> <li>Understanding the relationship between the supply chain and the business model.</li> <li>Supply chain risks analysis and mitigation.</li> <li>Assessment of various suppliers and dealing with them.</li> <li>Supply chain formation and management.</li> </ul>	<ul style="list-style-type: none"> <li>5 tools (Defining supply chain steps, compare between short and long supply chain, position in supply chain, supplier's assessment, contracts).</li> </ul>	June 13, 2022. 10:00 a.m. – 1:00 p.m.	3

Training module title (delivery format)	Trainers' names	Intended Learning Objective (ILO)	Sub-topics	Modes of Delivery	Training date and time	Training hours
6. <b><i>Solid Waste Management, Characterization and sorting techniques – theoretical (part 1 of 2)</i></b>	Eng. Odeh Dabbas Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the principles of solid waste management and waste characterization, including phases of waste management systems, clustering techniques, waste characterization, and sampling techniques (with a focus on commercial vs. industrial).</li> <li>Introduce a basic feasibility study tool; the implications of changing waste streams, seasonality, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste management phases and techniques.</li> <li>Waste measurements and waste characterization tasks.</li> <li>Basic sorting techniques in the four waste streams of interest</li> <li>Basics of conducting feasibility studies.</li> <li>The impact of changing waste streams on the business bottom line.</li> </ul>	<ul style="list-style-type: none"> <li>5 tools (Waste categories, sampling, sorting).</li> </ul>	June 15, 2022. 10:00 a.m. – 3:00 p.m.	5
7. <b><i>Process mapping and operations (physical)</i></b>	Eng. Rose Smadi Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the basics of business process mapping.</li> <li>Understand how to identify waste and inefficiencies in their business processes.</li> <li>Understand the typical processes in VM firms.</li> <li>Determine key roles and responsibilities.</li> </ul> <p>Using Swimlane technique.</p>	<ul style="list-style-type: none"> <li>Understanding the difference between projects and processes.</li> <li>Understanding the firms' core verses supportive business processes.</li> <li>Understanding business process mapping, mapping the firms' key processes, and identifying process improvement opportunities.</li> <li>Understanding value chain analysis.</li> <li>Understanding Swimlane technique.</li> <li>Introduction to the basics of mapping key roles and responsibilities based on business process mapping.</li> </ul>	<ul style="list-style-type: none"> <li>4 tools (process categorization, process mapping and management roles, buy or make decision making, reengineering processes, team building).</li> </ul> <p>1 case study and one example A) A value chain analysis of the company's waste management processes, highlighting core, supportive, and outsourced processes.</p>	June 20, 2022. 10:00 a.m. – 3:00 p.m.	5

Training module title (delivery format)	Trainers' names	Intended Learning Objective (ILO)	Sub-topics	Modes of Delivery	Training date and time	Training hours
8. <b>Quality Assurance and Quality Control (physical)</b>	Eng. Rose Smadi Ms. Buthaina Aburoza	<ul style="list-style-type: none"> <li>Understand the importance of Quality Assurance and Quality Control.</li> <li>Understand the fundamentals of Quality Assurance and Quality Control with a focus on specific business activities.</li> <li>Be able to build Quality Assurance and Quality Control systems.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to Quality Assurance and Quality Control.</li> <li>Importance of Quality Assurance and Quality Control.</li> <li>Performance indicators.</li> <li>How to follow up on your indicators.</li> <li>Building your own system.</li> <li>Quality Assurance in waste management companies.</li> <li>Comparison Between Quality Assurance and Quality Control.</li> </ul>	<ul style="list-style-type: none"> <li>Four tools (definition of quality control risks; development of your own system; raw material quality; product quality; critical process list; quality assurance)</li> </ul>	June 22, 2022. 10:00 a.m. – 3:00 p.m.	5
9. <b>Financial Literacy</b>	Mr. Samer Arabiat	<ul style="list-style-type: none"> <li>To understand the implications of the chosen business model on basic financial tools,</li> <li>To determine cost-cutting or cash flow smoothing measures</li> <li>To determine initial financing needs/investment ask as well as optimal allocation</li> </ul>	<ul style="list-style-type: none"> <li>Definitions and Terminology.</li> <li>Daily data entry.</li> <li>Daily data entry exercise.</li> <li>Product cost and break-even point.</li> <li>Financial planning and budgeting.</li> <li>An exercise on discretionary budgets.</li> <li>Income tax and sales tax</li> <li>Suggestions and Advice</li> </ul>	<ul style="list-style-type: none"> <li>All the topics are covered through exercise.</li> <li>Two tools were used</li> <li>Daily Inventory with Expenses</li> <li>Financial Projections</li> </ul>	June 27, 2022. 10:00 a.m. – 3:00 p.m.	5
10. <b>Case study and Growth Plan session</b>	Ms. Buthaina Aburoza  Shadowed by: Dr. Ahmad Huzaen	<ul style="list-style-type: none"> <li>Enhance participants' ability to apply the knowledge they received throughout the training program.</li> <li>Reexplain various tools that every company should be able to use.</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities for growth.</li> <li>Canvas for business models.</li> <li>Marketing</li> <li>The mapping of processes.</li> <li>Supply chain analysis.</li> <li>Quality control and assurance.</li> </ul>	<ul style="list-style-type: none"> <li>13 tools (customer segmentation, customer motives, competitive analysis, S.W.O.T analysis, Porter's Five Forces, growth opportunity assessment, business model canvas, marketing mix, process mapping, supplier's assessment, assessment of a company's position in the supply</li> </ul>	June 29, 2022. 10:00 a.m. – 3:00 p.m.	5

Training module title (delivery format)	Trainers' names	Intended Learning Objective (ILO)	Sub-topics	Modes of Delivery	Training date and time	Training hours
				chain, supply chain risk assessment, quality control indicators) <ul style="list-style-type: none"> <li>The entire training was devoted to discussing a case study.</li> </ul>		
<b>11. Non-discriminatory, diversity, and GESI Human Resources Policy</b>	Mr. Abed Al Muhdi Bataineh	<ul style="list-style-type: none"> <li>Equip training participants with the needed skills to improve their understanding of diversity, inclusion, non-discriminatory and gender sensitive practices that should be integrated into their HR policy and manual through training activities.</li> </ul>	<ul style="list-style-type: none"> <li>Definitions include: diversity, inclusion, and gender equality</li> <li>Diversity, inclusion, and gender equality in the workplace.</li> <li>HR's role in diversity and inclusion</li> <li>Diversity and inclusion strategies</li> <li>The advantages of implementing diversity, inclusion, and non-discriminatory HR policy.</li> <li>Best practices for international and national firms adopting diversity, inclusion, and non-discriminatory HR policies</li> <li>Framework/tips to develop diversity, inclusion, and non-discriminatory HR policies.</li> <li>Gender equality and social inclusion as the "guiding light" to better business outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Pre-assessment and a rapid survey</li> <li>Introduction and discussion of diversity and inclusion issues</li> <li>The concept of diversity and diversity in the work environment</li> <li>Recruitment announcement exercise and workplace attitudes</li> <li>Inclusion concept</li> <li>HR challenges</li> <li>Examples of gender and inclusion from the reality of work</li> <li>Exercise: (reasons for female job rotation)</li> <li>Exercise: (Strategies to maintain women at work)</li> <li>Legal protection for women at work</li> <li>HR policies that are sensitive to diversity and gender issues</li> <li>Policy development exercises</li> <li>Post-assessment, and evaluation.</li> </ul>	July 4, 2022. 10:00 a.m. – 3:00 p.m.	5

### 1.3 CERTIFICATE AWARDING CEREMONY

At the end of the training cohort, The Activity organized a Certificates Awarding Ceremony on July 19, 2022. The preparation started on June 28, 2022, when The Activity and Qutoof met and agreed on the ceremony date, time, and agenda as per below:

TIME	ACTIVITY
9:30 am – 10:00 am	Registration
10:00 am – 10:05 am	National Anthem
10:05 am – 10:10 am	USAID Recycling in Jordan welcoming remarks
10:10 am – 10:15 am	USAID Speech
10:15 am – 10:20 am	Training participants' representative speech
10:20 am – 10:30 am	Training program overview
10:30 am – 11:15 am	Panel Discussion – selected participants of third training cohort
11:15 am – 11:30 am	Panel Discussion – Success Stories
11:30 am – 11:50 am	Certificate Awarding Ceremony
11:50 am – 12:00 pm	Coffee and networking

During the first panel discussion, the panelists share their thoughts and reflections on how the training helped them think outside the box and start looking to the sector holistically to integrate their work successfully into the supply chain. Whereas, during the success story panel discussion, the panelists share their stories and how the training helped in enhancing their work and connecting them with new opportunities in the sector and also how the growth plan that they had at the end of the training helped and supported their business planning and expansion thinking in the recycling market.

At the event closing, The Activity awarded two types of certificates. The first type was an individual participation certificate to every person who participated in the training cohort, whereas the other type is a Company Recognition Certificate awarded to nine companies who attended 80% of the training sessions and submitted their growth plan.

## 2 FINDINGS AND RESULTS

This section presents the key findings and results based on the conducted post-assessments. The analyzed post-assessment results for the purpose of this report consisted of two parts. Firstly, the binary responses (Yes/No) to a question that was asked per sub-topic: “Did the workshop improve your knowledge and skill set on [the particular sub-topic]?” were captured and the responses of the participating SGBs who completed the post-assessments and responded with a “Yes” or “No” were documented. Secondly, the qualitative inputs for six questions pertaining to the program material and delivery were quantified.

As shown in Table 2, each qualitative input was given a score of (2 = high, 1 = medium, and 0 = low) and translated to a score out of two. The resulting percentages supported our analysis of which aspects were the best and least performing.

On average, 94% of the SGBs participants stated improved knowledge and skills in the main sub-topics pertaining to the program. Below, we delve deeper into the results to capture the lessons learned for future cohorts.

*Table 2: Quantification of post-assessment questions in the third cohort of the SGBs training program*

Topic/Score	High (Score = 2)	Medium (Score = 1)	Low (Score = 0)
1. Workshop Content	Very appropriate and useful for my work	Partially appropriate and useful for my work	Inappropriate and not useful for my work
2. Workshop Level	Suitable for my level	Beginner level	Too advanced for my level
3. Training tools and resources (printouts, videos, presentations, etc.)	Useful and contributed to delivering the information	Requires improvement and development	Not useful and did not contribute to providing or delivering the information
4. Practical and/or theoretical content	Sufficient and useful	Needs to be increased/improved	Not sufficient/useful
5. Training team	Has sufficient knowledge and experience in the topic	Has average level of knowledge in the topic	Lacks knowledge in the topic
6. Workshop time	Suitable	Very short	Very long
7. Audio-visual communication	Suitable	Acceptable	Not acceptable

### 2.1 PROGRAM MATERIAL

The materials of the training program *generally* supported the knowledge and skills enhancement of the SGBs and were relevant to their businesses. As illustrated in While an improvement result was recorded and compared to results from the previous cohort for some topics, such as “Waste Management, Characterization, and Sorting Techniques”. As the theoretical part of “Waste

Management, Characterization and Sorting Techniques” included more practical case studies and exercises,

Table 3, according to the results of the post-assessment, “*Business Modeling*” and “*Financial Literacy*” were the top performing in terms of content, with an average score of 100% for both. “*Industry Analysis and Evaluation*” scored the least, at 82%. However, the overall average score of the quality of the workshop material (calculated as the average of the workshop content, the workshop level, and the practical/or and theoretical content scores) was 91%, indicating that the workshops were generally appropriate and useful for the SGB’s work, suitable for their levels, and had considerable useful practical and theoretical content. However, the amount of practical and theoretical content for “*Quality Assurance and Quality Control*” and its application can be increased. While an improvement result was recorded and compared to results from the previous cohort for some topics, such as “*Waste Management, Characterization, and Sorting Techniques*”. As the theoretical part of “*Waste Management, Characterization and Sorting Techniques*” included more practical case studies and exercises,

*Table 3: Results of the overall assessment of the content (quantified)*

Workshop title	Workshop Content	Workshop Level	Practical and/or theoretical content	Average Score
Industry Analysis and Evaluation	82%	91%	82%	85%
Marketing, Sales, and Promotion	91%	82%	82%	85%
Business Modeling	100%	90%	100%	92%
Supply Chain Optimization	88%	100%	100%	96%
Solid Waste Management, Characterization and Sorting Techniques	88%	88%	100%	92%
Process Mapping and Operations	89%	89%	86%	88%
Quality Assurance and Quality Control	83%	100%	60%	81%
Financial Literacy	100%	100%	100%	100%
Non-discriminatory, diversity, and GESI Human Resources Policy	91%	100%	89%	93%

Workshop title	Workshop Content	Workshop Level	Practical and/or theoretical content	Average Score
<b>Average</b>	<b>90%</b>	<b>93%</b>	<b>87%</b>	<b>91%</b>

As shown in Table 4, all the participants of the third cohort who attended the “Supply chain optimization”, “Quality control and quality assurance”, and “Non-discriminatory, diversity, and GESI Human Resources Policy” workshops and completed the post assessments indicated that the workshops significantly improved their knowledge and skills. However, some sub-topics in other subjects have a percentage range of (91% to 82%), which is in general a very good knowledge and skills improvement.

Table 4: Share of participants who stated improved knowledge and skills following the training workshops (based on responses of “Yes” or “No”)

Workshop Topic	Sub-topics	% of participants who stated improved knowledge and skillset
<b>Industry analysis and evaluation</b>	Industry analysis, business environment and competitive dynamics	91%
	S.W.O.T. Analysis	91%
	Porter's Five Forces Analysis	91%
	Competitiveness Analysis	82%
	Growth and expansion opportunities selection	89%
<b>Marketing, sales, and promotion</b>	Customers' analysis	91%
	Definition and development of services	91%
	Awareness of key marketing mix elements	91%
	Marketing mix development	91%
<b>Business modelling</b>	Business model identification	90%
<b>Supply chain optimization</b>	Relationship between supply chain and value chain	100%
	Relationship between the business model and the supply chain	100%
	Supply Chain Risk Analysis and Mitigation	100%
	Evaluating and managing suppliers	100%
	Shaping and managing the supply chain	88%
<b>Solid Waste Management, Characterization and sorting techniques</b>	Waste categorization process understanding	100%
	Methods of characterization of waste awareness	100%
	Elements of waste sampling awareness	100%
	Basic feasibility awareness	89%
	Methods to sample waste awareness	100%

Workshop Topic	Sub-topics	% of participants who stated improved knowledge and skillset
	Methods to sort waste awareness	100%
<b>Process mapping and operations</b>	Core vs. support processes identification	89%
	Business processes' mapping	89%
	Process improvement opportunities identification	89%
	Key roles and responsibilities identification (based on business process mapping)	88%
<b>Quality Assurance and Quality Control</b>	Typical elements of Quality Assurance and Quality control for each part of the waste management business value chain	100%
	Basic Quality Assurance and Quality control procedures development (on a business or project level)	100%
	Customer waste management measurement techniques awareness	100%
<b>Financial Literacy</b>	Financial terminology	90%
	Financial institutions in Jordan and how they work	100%
	Specialized gender financial products and solutions	100%
	Corporate financial needs	88%
	Choosing the right financing product	88%
	Credit history	88%
	Financial Institutions Requirements	88%
	Guarantees	100%
<b>Non-discriminatory, diversity, and GESI Human Resources Policy</b>	HR Policies	100%
	Components of the administrative process	100%
	How to develop a comprehensive human resource policy that is sensitive to diversity and social inclusion and achieve gender equality	100%
	Identifying forms of diversity at work	100%

## 2.2 PROGRAM DELIVERY

Like the overall assessment of the material, the program delivery, assessed using the scores pertaining to the training tools and resources, the training team, the workshop time, and the training venue, was a significant remark. The average percentage for all in all was not less than (80%), the lowest percentage of which was for "*Process mapping and operations*," while the highest (97%) was for "*Supply chain optimization*." There was a significant remark that the lowest percentage for the training tools and resources was for "*Solid Waste Management, Characterization, and Sorting*

*Techniques- Theory*", which highlights the need for more improvement for the tools and resources for this topic.

*Table 5: Assessment results of the training tools and resources, the training team, the workshop time, and the training venue*

Workshop title	Training tools and resources	Training team	Workshop time	Training Venue	Average Score
Industry analysis and evaluation	73%	91%	80%	91%	84%
Marketing, sales, and promotion	91%	91%	73%	82%	84%
Business modelling	80%	100%	70%	100%	88%
Supply chain optimization	88%	100%	100%	100%	97%
Solid Waste Management, Characterization, and sorting techniques	57%	88%	88%	100%	83%
Process mapping and operations	75%	88%	78%	78%	80%
Quality Assurance and Quality Control	80%	100%	100%	83%	91%
Financial Literacy	90%	100%	100%	90%	95%
Non-discriminatory, diversity, and GESI Human Resources Policy	91%	100%	91%	100%	96%
Average	80%	95%	87%	92%	89%

### 3 CONCLUSIONS

This section summarizes the conclusions of the assessment of the findings and results, leading up to the recommendations for future training cohorts.

***The training workshops, which focused on strengthening the business structure, topics “Supply chain optimization”, “Quality control and quality assurance”, and “Non-discriminatory, diversity, and GESI Human Resources Policy” workshops, demonstrated to have the highest performance in terms of improved knowledge and skills. However, the “Process mapping and operation” and sub-topic “Corporate financial needs.” “Choosing the Right Financing Product”, “Credit History”, “Financial Institutions Requirements” in “ Financial Literacy ” and sub-topic “Basic Feasibility Awareness ” in “ Solid Waste Management, Characterization and Sorting Techniques ” and sub-topic “ Shaping and Managing the Supply chain” in “ Supply Chain Optimization” and sub-topic “ Competitiveness Analysis”, “Growth and Expansion Opportunities Selection” in “ Industry Analysis and Evaluation” workshop has room for further adaptation to the level of the target audience.***

And this is very realistic for the group of participants in this cohort as most of them are working in the plastic sector and their businesses have been established for years, therefore the need for development tools showed up

The training tools and resources used in ***“Solid Waste Management, Characterization, and Sorting Techniques”*** and ***“Process Mapping and Operations”*** need more development to help the participants link their work practices with theoretical concepts.

***“Financial Literacy”, “Quality Assurance and Quality Control”, “Supply Chain Optimization”, and “Non-discriminatory, diversity, and GESI Human Resources Policy” were the most relevant, appropriate to the levels of the participants, and balanced between practical and theoretical.***

***The “Solid Waste Management, Characterization and Sorting Techniques” workshop has room for further improvement in tools and resources***

As the training is for SGBs in the waste management sector, the training tools and resources of "Solid Waste Management, Characterization and Sorting Techniques" rank (57%) highlight that there is a need to level up the training tools and resources to be more related to the participant needs to support the participants to link their practical experiences with the theoretical knowledge and also to add the international standards and best practices that are done for recycling new kinds of waste that are not implemented in Jordan. Although the practical and/or theoretical content has a remarkable improvement, that should be highlighted as it appears the improvement and development were made based on the feedback from the second cohort

***The “Quality Assurance and Quality Control” workshop has room for further improvement in practical and/or theoretical content.*** The significant remark is that even

though all training workshops have been delivered in the same venue, the participants rank it differently for each training session, although most of them have the same methodology. However, based on their feedback, they may consider the distance between their workplace and the training venue this time.

Program materials and program delivery are summarized in **Table 6, which shows that the program implementation was improved with good room for development.**

*Table 6: Overview of the scores across workshops as well as the delta between the maximum and minimum scores*

Workshop title	Workshop Content	Workshop Level	Practical and/or theoretical content	Training tools and resources	Training team	Workshop time	Training Venue	Average
Industry analysis and evaluation	82%	91%	82%	73%	91%	80%	91%	84%
Marketing, sales, and promotion	91%	82%	82%	91%	91%	73%	82%	85%
Business modelling	100%	90%	100%	80%	100%	70%	100%	91%
Supply chain optimization	88%	100%	100%	88%	100%	100%	100%	97%
Solid Waste Management, Characterization, and sorting techniques	88%	88%	100%	57%	88%	88%	100%	87%
Process mapping and operations	89%	89%	86%	75%	88%	78%	78%	83%
Quality Assurance and Quality Control	83%	100%	60%	80%	100%	100%	83%	86%
Financial Literacy	100%	100%	100%	90%	100%	100%	90%	97%
Non-discriminatory, diversity, and GESI Human Resources Policy	91%	100%	89%	91%	100%	91%	100%	95%
Average	90%	93%	87%	81%	95%	87%	92%	89%

## 4 RECOMMENDATIONS

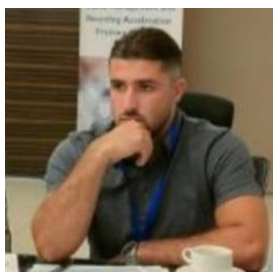
This section provides an overview of recommendations presented following the delivery of this cohort of the training program.

- By adopting a participatory approach, we recommend giving some trainees the chance to join the trainer pool in delivering future trainings. This will deeper contextualize the training materials to the local recycling sector context and needs.
- Expand the pool of the local trainers by preparing a comprehensive TOT training for all topics online training program (Self Learning with limited time frame) with exams, which will help to evaluate the local trainer's capacity in delivering the topics and also define the strength of each trainer, which will help in avoiding any weakness in the training team in the future. The exams can be used for participants who can't attend physically in the upcoming cohort and can be encouraging steps for previous participants who didn't attend any training program or didn't deliver their growth plan.
- Delivering a comprehensive follow-up growth management consultation program, which can be in parallel with the training program, with a committee that has the trainer as part of it so that the participants can work on it effectively.
- Adding new suggested topics such as the circular economy concept, the environmental impact and waste audit in addition to Building Business Relationships and Strategic Development Goals (SDGs).
- Expanding the venue options to be selected based on the participants' work places
- Considering the option of conducting the training during evening hours to suit the working hours of some potential participants.
- Because of the importance of the topics that are raised, extensive courses can be conducted on analysis tools such as SWOT analysis or Porter's Five Forces Model of Competitiveness and Total Quality management. It can be offered as an on-line course, especially since these topics are new topics for the sector.
- Coaching sessions for business modeling and marketing
- For the Solid Waste Management, Characterization, and Sorting Techniques training:
  1. Conducting practical training before the theoretical training to enable the trainees to be taught to fill out the form for the analysis of waste components.
  2. Work on clarifying modern screening procedures (field visits) to facilities and stations to clarify the process on the ground.
  3. Targeting the categories of companies that are concerned with sorting services from the source (collection and transportation companies).
  4. It is advised that efforts be made to persuade service providers along the recycling value chain to educate themselves on the significance of performing waste composition analysis, whether at the level of sub-categories or main categories, in order to conduct it when they reach their clients and present any kind of contractual mechanism. This will aid them in avoiding making estimates, which might result in numerous losses for the service providers.
  5. Finding a connection between the primary and secondary categories contained in international standards and the acknowledged interest in the local market is advised. To

better-fit service providers' comprehension market terminology should be used instead of scientific ones.

## 5 ANNEXES

### 5.1 ANNEX I-A - PARTICIPANTS TESTIMONIALS



*"The presence of a distinguished group of elite companies and high-level trainers with lots of expertise in various fields was the beginning of the road to trade exchange with them, building an environment with a high level of service and interaction to achieve maximum benefit. The topics were about the importance of developing and improving our field of recycling, and I personally gained a lot from them and improved my skills and abilities."*

AYHAM ELEISAH

Ayham Al Dawaima Foundation for Metals, Scrap Iron, and Recyclable Materials



*"We, at Qutoof Company, thank you for your welcoming hospitality and distinguished service. All staff taking this course are cooperators. Their services are distinguished, and they keep constant contact with the participants, which adds to the importance of this course and motivates participants to attend, focus on the materials, and pay attention."*

FAYIZ AL-AMEER

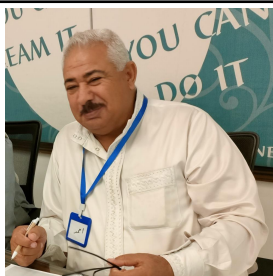
Al-Ameer for Plastic



*"Purposeful discussions in a purely scientific and useful manner: An elegant and distinguished reception. A technical staff that is qualified, cheerful, and highly professional. Hospitality and full and varied services. A nearby, serviced, and qualified location Spacious and distinctive halls and facilities."*

MOHAMMAD QAWASMI

Qawi Mateen for Plastic Manufacturing



*"Participating in this course benefited us as we gained knowledge in several fields especially in the field of recycling. The staff and trainers were respectful, appreciative, and very knowledgeable."*

AHMAD ABUKHARMH

Sama AlZarqa for plastic recycling



*"The course was very informative and useful, as it was suitable for the field of recycling, and it was also familiar with all aspects of the work, as it covered all aspects of the work administratively, financially, and technically, and all ideas were wonderfully used."*

AFFEEF AL HINDAWI

Almajd recycling company

## 5.2 ANNEX I-B – (TRAINING AGENDA – PHOTOS – SIGN-IN SHEETS-)

### 5.2.1 TRAINING AGENDA

**“Waste Management and Recycling Acceleration Training Program”  
For Small and Growing Businesses (SGBs) in the recycling sector in Amman  
Training Agenda – third Cohort**

**Implementation Period: 30 May – 4 July 2022**

Workshop Topic/ training module	Date	Training method for the Trainees	No. of Training Hours	Time (Jordan time GMT +3)
Introduction Day	May 30, 2022	Physical	3	10:00 a.m. – 1:00 p.m.
Industry analysis and evaluation	June 4, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Marketing, sales, and promotion	June 6, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Business modeling	June 8, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Supply chain optimization	June 11, 2022	Physical	3	10:00 a.m. – 1:00 p.m.
Solid Waste Management characterization, and sorting techniques and basic feasibility assessment	June 13, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Solid Waste Management characterization, and sorting techniques and basic feasibility assessment – Practical	June 16, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Process mapping and operations	June 20, 2022	Physical	5	10:00 a.m. – 1:00 p.m.
Quality assurance (QA) and quality control (QC)	June 22, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Financial knowledge and Literacy	June 27, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
Growth Plan Development	June 29, 2022	Physical	5	10:00 a.m. – 3:00 p.m.
NON-DISCRIMINATORY, DIVERSITY AND GESI HR POLICY	July 4, 2022	Physical	5	10:00 a.m. – 3:00 p.m.

## 5.2.2 RECORD OF PHOTOS



### 5.2.3 ATTENDANCE SIGN-IN SHEETS

[https://drive.google.com/drive/folders/1WA5EvCDiOor52mPsHqBlgEfyMw0-BC\\_t?usp=sharing](https://drive.google.com/drive/folders/1WA5EvCDiOor52mPsHqBlgEfyMw0-BC_t?usp=sharing)

### 5.3 ANNEX II - WASTE MANAGEMENT CHARACTERIZATION AND SORTING TECHNIQUES – PRACTICAL TRAINING REPORT

[https://docs.google.com/document/d/1mCSNHII1X5Tx4TgqG\\_ph6oanHAbYsn2Bt/edit?usp=sharing&ouid=117005460580319601038&rtpof=true&sd=true](https://docs.google.com/document/d/1mCSNHII1X5Tx4TgqG_ph6oanHAbYsn2Bt/edit?usp=sharing&ouid=117005460580319601038&rtpof=true&sd=true)



#### 5.4 ANNEX III – CERTIFICATE CEROMONY INVITATION & AGENDA

ἔΙΘΗΤΟ ΕΝΩΓΕΥΘΕΤΟ ΤΟ ΤΥΧΥΝΟΠΙΕΝΗΤΑ ΕΩΣ ΕΛΑ

■E■Ωη4ü jí G#Σ

..... **Q14**

16072v

☐  $\Omega$  ☒  $\Delta$  ☐  $\Sigma$

[illegible][illegible]

Δράση		Εξήγ.	
ΕΠΟΛΗ	10:00 ± 00	9:30	
ΕΠΟΛΗ	10:05 ± 00	10:00	
ΕΠΟΛΗ	10:10 ± 00	10:05	
ΕΠΟΛΗ	10:15 ± 00	10:10	
ΕΠΟΛΗ	10:20 ± 00	10:15	
ΕΠΟΛΗ	10:30 ± 00	10:20	
ΕΠΟΛΗ	11:00 ± 00	10:30	
ΕΠΟΛΗ	11:30 ± 00	11:00	
ΕΠΟΛΗ	11:50 ± 00	11:30	
ΕΠΟΛΗ	12:00 ± 00	11:50	

0789009118: ρουφτΟιέΦηθ6οηΔVY'u

**■E'ΣH) u**

**Διεύθυνση**