



**TEST Training for Palestinian Companies**  
**PALAST, Ramallah, Palestine**  
**at Palestinian Red Crescent Society (PRCS) main building-Al-Bireh**  
**15<sup>th</sup> – 16<sup>th</sup> March 2016**



# PROGRAM

## DAY 1

<i>Time</i>	<i>Agenda</i>	<i>Content or step of TEST</i>	<i>Outputs</i>	<i>Lecturer</i>
<b>8:30</b>	<b>Registration</b>			
9:00	Introduction	General introduction of the training, the training kit, the teams and project.	<p>PALAST Welcome</p> <p>Introduction of workshop participants:</p> <p>Core team; names and their expected roles.</p> <p>Companies' representatives introducing their companies (Presentation (2 slides) includes: Company Name, Location, products, production Capacities, Energy and Resources used, Possible Potential For Resource Efficiency and Cleaner Production)</p> <p>Introduction of broader UNIDO team</p> <p>Goals and contents of the training</p>	I. Khatib / PALAST V. Dobes /UNIDO
<b>10:30</b>	<b>Break</b>			
10:45	TEST approach overview	RECP tools, rationale for integration, TEST approach and overview of TEST methodology Experience from MED TEST I	Understanding of rationale for the TEST approach and of overall logic of its methodology. RECP tools and their integration into TEST II.	V. Dobes /UNIDO
11:45	Organizing	1.2 Policy statement	Discussion at which stage and to which extent to formulate and communicate top management commitment	I. Khatib / PALAST
		1.3 TEST Team	Discussion on best composition and organization of the TEST team in a company	A. Tamimi / PALAST
12.15	Analysis	1.4 Identification of priority flows - Starting with input – output analysis (company system boundary)	Goals of input output analysis. Non Product Output (NPO) concept. How to use the MFCA tool for Input-output analysis at the company level and for calculation of NPO costs. KPIs at the company level, baseline and benchmarking. Why and how to identify priority flows for more detailed analysis to be done within next steps.	V. Dobes / UNIDO

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<b>13:00</b>	<b>Lunch break</b>			
14:00	Analysis	1.4 Identification of priority flows	Exercise on input-output analysis and estimation of NPO utilizing case study from Peanut company.	V. Dobes / UNIDO
14:40	Analysis	1.5 allocation of costs to cost centers, selection of focus areas (opening the black box)	How to identify cost centers associated to significant losses (high NPO costs) and select priority areas for detailed analysis. Allocation of costs to cost centers. How and why to set up baselines, objectives and targets for improvements at the level of priority areas. Exercise on Peanuts case study.	V. Dobes / UNIDO
15:20	Analysis	1.6 revealing sources and causes of inefficiency. Detailed analysis and going to the root causes.	How to perform a detailed analysis to identify sources and understand causes of losses (through developing balances for priority flows at the level of focus areas). Effectiveness of detailed analysis – justification of level of detail.	V. Dobes / UNIDO
15:40	Improvement options	1.7 generating options – how to open scope of possible solutions	Overview of approaches and techniques for opening the scope of potential options for improvement. Long list of all possible options. Exercise on Peanuts case study.	A. Tamimi / PALAST V. Dobes / UNIDO
16:15	Concluding discussion; introducing exercise to be implemented the second day with company specific information. Asking for 5 volunteer companies for implementing exercise utilizing their company specific information.			I. Khatib / PALAST V. Dobes / UNIDO
16:30	<b>Closing</b>			

## DAY 2

<i>Time</i>	<i>Agenda</i>	<i>Content or step of TEST</i>	<i>Outputs</i>	<i>Lecturer</i>
<b>8:30</b>	<b>Registration</b>			
9:00	Topics covered in previous day and introduction to topics for this day. Discussion.	Highlights from the 1 <sup>st</sup> day training. Clarifying questions.		I. Khatib / PALAST V. Dobes / UNIDO
9:15	Best Available techniques for food sector	Resource efficiency in food sector. TEST case study – Dairy		R. De Palma/UNIDO
<b>10:30</b>	<b>Break</b>			
11:00	Exercise (utilizing information from the volunteering companies)	Working groups exercise steps 1.4-1.5-1.6-1.7, up to generation of long list of all possible options for companies own processes.		Experts Team / PALAST V. Dobes /UNIDO R. De Palma / UNIDO
<b>13:00</b>	<b>Lunch break</b>			
14:00	Exercise (utilizing information from the volunteering companies)	Back to plenary presentation of results of the working groups. Discussion on implementation of TEST in companies. Planning implementation of steps 1.2 – 1.7 in companies.		Experts Team / PALAST R. De Palma / UNIDO V. Dobes /UNIDO
15:00	Resource efficiency in food sector	Examples of Best Available Techniques for food sector Case Studies from Meat and Waffle and Chocolate Industries		I. Khatib / PALAST
15:30	Energy management	Managing energy flows. Presentation. Case Study (Energy Conservation Opportunitiesat Food Industries).		I. Khatib & A. Herbawi / PALAST
16:00	Planning next steps Conclusion and final discussion	Summary of the training and conclusions. Evaluation and reflection. Next steps Concluding remarks.		I. Khatib / PALAST R. De Palma/UNIDO
<b>16:30</b>	<b>Closing</b>			