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## Entrepreneurs International Evaluation

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### ENTREPRENEURS INTERNATIONAL:

EVALUATION OF THE FIRST YEAR  
IMPACTS ON PARTICIPANTS, U.S. HOST EMPLOYERS,  
AND USAID MISSIONS

Presented to the  
U.S. Agency for International Development  
Office of International Training/Participant Programs

May 25, 1989

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### Acknowledgements

This evaluation of the Entrepreneurs International (EI) initiative was conducted by Abt Associates Inc., for the USAID Office of International/Participant Programs (OIT/PP), under a subcontract to the Omega Group. The findings, conclusions and recommendations contained herein are those of Abt Associates and do not necessarily reflect the policies or conclusions of OIT/PP.

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On Abt Associates staff, Gabrielle O'Malley did most of the data collection, analysis, report writing, graphics, and editing. Her contributions to the evaluation were invaluable. Kathleen Poer assisted with the instrument design and conducted the original mailing to participants. Alex Robinson developed the basic analysis programs for all data.

Charles K. Fairchild  
Project Director  
May 25, 1989

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May 25, 1989

## EXECUTIVE SUMMARY

This evaluation of the Entrepreneurs International (EI) initiative was conducted by Abt Associates Inc., for the USAID Office of International Training/Participant Programs (OIT/PP), under a subcontract to the Omega Group. EI is a demonstration training initiative designed in part to test the feasibility of a program to provide on-the-job training to business leaders from third-world countries. This evaluation examined the first year of the program. The findings show some positive economic benefits and point to areas of potential improvement for a permanent program.

The participant sample for this evaluation consists of 39 entrepreneurs who completed training during the first year of the program. Evaluation instruments were designed to collect a variety of data from the entrepreneurs including both quantitative information on sales, profits, etc., and information about any conceptual breakthroughs the entrepreneurs may have achieved. Partial evaluation information was collected from 22 of the 39 participants included in the survey, but complete data exist for only 11 of the participants. The evaluation staff interviewed the majority of U.S. hosts and collected data on 148 meetings between participants and U.S. hosts. Interviews were also completed with all USAID missions.

Data collected from first-year participants, U.S. hosts, and USAID missions indicates that the Entrepreneurs International program may have, in many instances, successfully met its goal of providing individualized training for outstanding entrepreneurs from developing countries. Many of the entrepreneurs have learned about techniques which have allowed them to increase their business's productivity. They gained valuable knowledge which they would not have gained if they had not participated in the program. Some of the concepts and ideas the entrepreneurs acquired will be immediately applicable while others will take longer to implement.

A majority of U.S. business hosts found that the Entrepreneurs International program provided them with a unique opportunity for intercultural exchange with entrepreneurs from developing countries. Many hosts also mentioned that they considered their participation in the program as laying the groundwork for future commercial transactions.

USAID missions were very pleased with and enthusiastic about the EI program. Several of the missions who became involved in the earliest stages of the program (e.g. Jordan, Peru, Kenya) expressed frustration with the long delay between the nomination and placement of the early participants. Nevertheless, all but one mission respondent remained optimistic and enthusiastic about the program.

Evaluation of the first year of the Entrepreneurs International initiative showed considerable potential for positive economic impacts on participants and their countries. Recommendations for improvements in future years include the following:

- Participants need to have specifically-defined goals for their training in the U.S. and a support system for implementing post-training plans when they return to their home countries.
- In addition, collaboration with host country business associations and USAID private sector initiatives should be encouraged.
- In order for the U.S. hosts to best meet participant needs, they must have detailed information far enough in advance so the training will be as technologically appropriate as possible.
- For evaluation purposes, all participants should have exit interviews before returning to their own countries. During these interviews participants should complete thorough evaluations of their EI training and list the goals they hope to meet upon their return home. All participant followup data should be collected via in-person visits to participants after they return home.

The Entrepreneurs International initiative has shown great promise. With these improvements, along with status as a permanent A.I.D. program, EI can make important contributions to economic development and to improving understanding between the U.S. and developing nations.

## CHAPTER 1

### INTRODUCTION

Entrepreneurs International (EI) is a demonstration training initiative of the U.S. Agency for International Development (A.I.D.) designed to bring entrepreneurs from developing countries to the United States for on-the-job training with U.S. businesses. It was originally conceived by Dr. Thomas Melady of Spring Brook College. A.I.D. sponsors EI through the USAID Office of International/Participant Programs (OIT/PP), in cooperation with the White House Office of Private Sector Initiatives and the International Trade Administration of the U.S. Department of Commerce.

The central objective of the EI initiative is to demonstrate the feasibility of providing U.S. private sector training to emerging third-world business leaders. The training itself, originally envisioned as lasting three to twelve weeks, is provided by U.S. hosts at their places of business and without compensation. The training is intended to provide participants with information which they can apply in improving their businesses through better technologies, organization and management, marketing or any other techniques they may learn during their stay in the U.S. Another key objective of EI training is to give participants a better perspective on the American way of life through participation in professional, social and cultural activities.

The EI initiative was announced in September, 1986, and is currently in its third year of operation. As a demonstration initiative, it was implemented without a new, separate staff or a defined budget. Participants are recruited in their home countries under the auspices of the USAID missions. The costs of their U.S. travel and per diem during training are funded from training funds available to the missions. U.S. employers were informed about the existence of

the initiative during 1987 through a series of conferences and luncheon meetings hosted by local Chambers of Commerce and other business organizations. Individual training placements and U.S. logistics are arranged by a training contractor, Partners for International Education and Training (PIET), a consortium of organizations whose primary mission is the support of students enrolled in U.S. academic institutions.

This report presents the results of an evaluation of the outcomes of first year of the EI initiative. The primary objectives of the evaluation are to measure the impacts of Entrepreneurs international training on the participants' businesses, on the host country private sector development goals, and on commercial relationships between host countries and U.S. businesses in the first year after training. Other objectives are to pilot-test an evaluation methodology for potential use by OIT/PP for continuing evaluation of the EI program; to assess the administration of the initiative; and to develop recommendations for the operation of a full EI training program, if A.I.D. decides to implement a permanent program.

Evaluation data were collected from first-year participants about one year after their visit to the United States, from all U.S. host businesses identified in travel itineraries, and from all USAID missions. The available reports from entrepreneurs at the completion of their training visits to the United States were quite positive, and many participants reported plans to use the knowledge they had gained during their visits to the U.S.

This evaluation attempted to measure the extent to which program participants were able to implement the things they learned in their home countries. Social, political and economic barriers to successful implementation of new business practices must be overcome, and many of the innovations entrepreneurs would like to implement could take a considerable amount of time. Therefore, this evaluation indicates their initial success in applying the knowledge gained during training, but may not measure the full, long-term success.

The evaluation also attempted to develop lessons for participant selection and pre-training preparation, for U.S. employer recruitment and training placement, and for post-training follow-up and support needed in the participant's home countries to insure the maximum possible utilization of their training experiences. Many of the findings from this evaluation indicate issues in the operation of EI that need improvement. The implications of these issues for the past operation of EI should be considered in light of its status as a demonstration initiative, but their implications are important for the design of a permanent EI program.

## CHAPTER 2

### EI PARTICIPANT PERCEPTIONS

#### 2.1. BACKGROUND

The participant sample for this evaluation consists of 39 entrepreneurs who completed training during the first year of the program. Evaluation instruments were designed to collect a variety data from the entrepreneurs including both quantitative information on sales, profits, etc., and information about any conceptual breakthroughs the entrepreneurs may have achieved. For example, from a technical standpoint such breakthroughs might include learning about the importance of animal feed quality and quality control or the availability of embryo transplants to introduce new cattle varieties. From an organizational standpoint such breakthroughs might include ideas concerning the benefits of industry organization, producer groups, customer education, or governmental standards.

Another major aim of the survey questionnaire was to find out the extent to which the entrepreneurs have been able to implement plans to meet the goals and objectives they had expressed at exit from training. Unfortunately, exit interviews conducted with participants at the completion of their training tours did not contain consistent information regarding participant expectations of what they could accomplish upon their return to their own countries. Thus, in many cases it was not possible to determine what the participant thought he or she would be able to implement after the training.

##### 2.1.1 Data Collection

Evaluation surveys were mailed to participating entrepreneurs, except those in Kenya and Peru. OIT/PP staff collected data from all Peruvian and Kenyan participants during previously-scheduled trips to Peru and Kenya using

the same instrument as was sent to the other participants. Of the 25 surveys mailed out to participants, only 7 completed questionnaires were returned in time for the writing of this report a full five months after the surveys were first sent out. The lack of response may be due to inefficient mail systems, incomplete addresses, or other factors. OIT/PP conducted in-depth interviews with 11 of the Kenya participants, but the tapes containing 4 of those interviews were damaged. The remaining interviews and the resulting transcripts were discursive and did not directly answer all of the evaluation questions. In sum, partial evaluation information was collected from 22 of the 39 participants included in the survey, but complete data exist for only 11 of the participants.

### 2.1.2 Participant Country and Industry

Participants came from Africa, Latin America, and the Middle East. The majority, approximately 60 percent, were from African countries, including Kenya, Mali, Ghana, Burkina Faso, Mauritius and Zimbabwe. As shown in

Exhibit 2.1  
Participant Countries

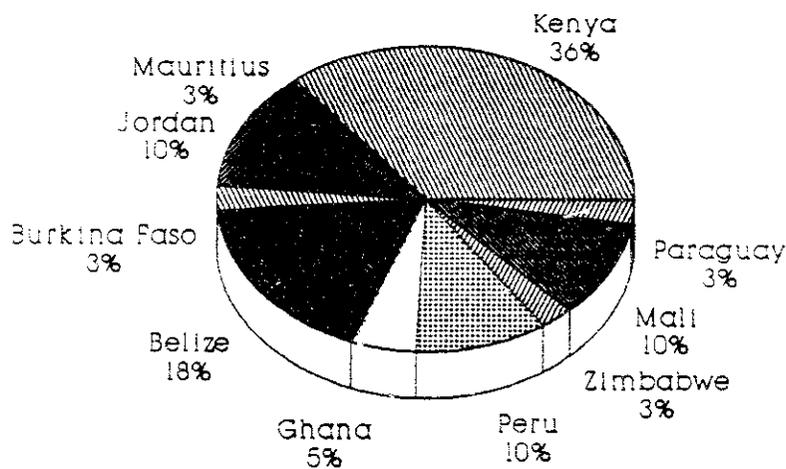
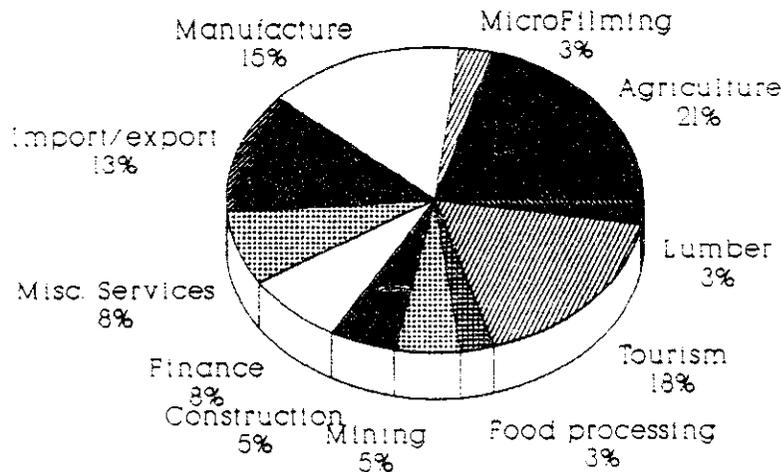


Exhibit 2.1, a total of 41 percent of the participants were from Belize, Peru, and Paraguay. The remaining 10 percent were from Jordan.

The participants represent a wide variety of industries including mining, lumber, agriculture, tourism, volunteer agencies, finance, food processing, and textile manufacturing, as summarized in Exhibit 2.2. The benefits the participants have derived from the EI program are equally as varied. Some learned general concepts while others discovered specific technologies. Many identified particular pieces of equipment they are interested in purchasing. Some of the knowledge participants acquired has proven to be immediately applicable in the participants' own countries. Other ideas may take years (or decades) to implement due to difference in stages of industrialization, scale of markets, and cultural differences between the United States and the participants' countries. Some of the technologies entrepreneurs learned about in the U.S. may simply not be practical in their own countries.

### Exhibit 2.2

## Participant Industries



## 2.2. ANALYSIS OF OUTCOMES

Analysis of the limited data available from 11 EI participants does indicate that the program has met with varying degrees of success. All of the participants reported that they had in some way benefited from the program. Although most of the evidence is qualitative, and few quantifiable outcomes were reported, some common themes which come out of the evaluations may be helpful in indicating areas for future quantitative program outcomes.

### 2.2.1 Immediate Benefits

Entrepreneurs most often reported benefitting from the management, production, and marketing techniques they had learned in the United States. The benefits they most frequently cited was decreased costs, increased productivity and efficiency, and increased sales and profits, though it is difficult for them to provide precise monetary values. The following paragraphs summarize the immediate benefits reported by individual EI participants.

Therese Marie Bowman Roth, a tourist hotel manager in Belize, through her training in the United States, was able to identify a more profitable American tourist market for her hotel business. By appealing to special higher income groups, such as natural history buffs, Ms. Bowman reported that she will be able to increase her profits by \$15,000 to \$20,000 per year. In addition to increasing her own business revenues, Ms. Bowman Roth thinks the marketing ideas she acquired in the United States will increase the area's tourist activity in general.

Thomas Kaudia, a meat-packing production manager from Kenya, learned new processing techniques, new management ideas, and new product definitions from his participation in the program. For example, at the end of the year in which Mr. Kaudia went to the United States, his business had 6 tons of turkey legs and about 2 tons of turkey wings in excess inventory. In the United States he was

exposed to the idea of turning the leftovers into turkey loafs and turkey furters which has proved very helpful in reducing his company's excess inventory. He has also introduced a new recording systems to better keep track of the inventory. Mr. Kaudia also learned new methods of employee organization from his EI training and has introduced a big sales department within his company. He has employed two new clerks whom he has trained himself. During his EI training Mr. Kaudia also learned about blast freezing, a food processing technique which he recently introduced at the airport (one of his biggest customers), which will eliminate the problems he has been having packing and preserving fresh sausages.

James Koome, who runs a corn oil manufacturing and a marketing business in Kenya, learned a lot of advertizing techniques during his EI training. His experience with the program helped him to organize his company's marketing strategy so that his advertising department can better understand the company's overall strategy and long term goals. Although Mr. Koome had already been familiar with the idea of market segmentation, his visit to the U.S. emphasized its importance. His EI training led him to the discovery that since his business could sell more than it produced, his company could buy raw material from other places and process the oil itself. Over the last year Mr. Koome's business has grown 16 percent and he predicts that it may grow another 16 percent this year. Mr. Koome noted that marketing in Kenya was going to become more and more important, especially if the government lowers restrictions on imports. He will try to convince people that Kenya's local goods are both superior to imports and less expensive.

Ben Gacanja, another Kenyan, learned a new system of cost analysis. Before he left for the United States, he discovered that his business had been selling its products at a loss for the previous 6 months. A U.S. host showed him how to better track pricing information which will help his business keep its products' prices at their appropriate level.

Sophie Karmash learned how to set up an information and referral service for volunteer agencies in Jordan. She also purchased several software packages

which have facilitated her organization's operations. She will use the software packages as a model to create software packages in Arabic. Then she will train her co-workers to use the software. She reported:

"The Entrepreneurs international program was excellent. My visit to the United States was arranged so that I met all the goals that I set for myself. I learned so much during my visit."

Gaby Yshikawa from Peru produces clothing for the export market. From her experience with Entrepreneurs International Program, Ms. Yshikawa wrote:

"[I acquired] a very good vision of the way American companies [do] business, which definitely has been used to improve [our] marketing strategies: 1) It is imperative to have somebody (agent, broker, or representative) in the sales area. 2) It is necessary for the buyers to see the different colors... we offer in each style from our collection."

Ms. Yshikawa also learned about the technology used in garment manufacture in the United States which helped her to focus her own marketing strategy:

"We know that in order not to enter in an uneven competition with these production [techniques] we should give our garments the touch of exclusivity...in stitches and shapes where high fashion should be involved, [we should] improve the workmanship of our products each day."

Maria Antonieta de Mann, also from Peru, learned about the development of new fragrances for the fragrance and flavor industry, and most importantly about the bottling of citrus flavors. She acquired greater knowledge of natural raw materials and learned about new equipment for the analysis of powdered flavors. Because of the changes she's introduced in her own fragrance production as a result of her EI training, Ms. de Mann's clientele has grown. She cannot estimate the value of the changes as yet, but she is sure that her market will appreciably expand.

John Meikle, from Zimbabwe, learned a new technique for cutting lumber which he can use with his existing saw milling equipment. This new technique has led to a 12 1/2 percent increase in his mill's productivity and has improved the quality of his lumber as reflected by a price increase of 16 percent.

The participants have clearly gained a wide variety of immediately applicable knowledge and skills from their EI training. The above examples illustrate how the training has helped participants improve the quality of their products and improve the efficiency of their operations. In some instances the knowledge gained by participants will probably help other businesses in participants' countries. For example, new marketing strategies may increase international tourism to Belize and may increase the demand for goods produced domestically in Kenya.

### 2.2.2 Future Benefits

Since the United States is so much more industrialized than the countries represented by the program participants, it is not surprising that many of the techniques or ideas the entrepreneurs acquired may not be immediately applicable in their own countries. However, as participant James Koome suggested:

"Learning is a continuous process. I'll continue to make use of what I've learned from your country. Some of the things will be difficult to implement but we will not deal with the most difficult ones [first]; we'll start with the easy ones."

Thus exposure to techniques and ideas not immediately applicable to participants' own countries may prove to be important in the long run.

Mr. Mugwe noted that the most important thing for him about his visit to the United States was the exposure to new techniques. He appreciated seeing a large variety of mills, even though he didn't think they were presently appropriate for Kenya. In the future, however, he thinks the mills he constructs will be based on the kinds of mills he saw in the United States. He also noted that although some ideas may not appear to make big differences right now, their usefulness increases as each new idea is built upon the last one.

Another example is Mr. Japeth Owuor who discovered the benefits of a farm manufacturing its own feed for its animals; when people see the animals doing well, it is testimony to the good quality of the feed. He has already begun to buy bull cows and some poultry which he is feeding and tracking to see how long

it takes for them to grow big enough to sell to butchers. While he was in the United States he bought a computer and computer program which will help him determine the compositions of various animal feeds. He plans to use soybean in his feed composition, but is waiting to purchase an animal feed extruder which is necessary to its processing. Until he has the extruder, Mr. Owuour does not think farmers will be willing to grow soya because there is no one in Kenya who is processing it. With an extruder, he believes he could produce 10 kilos of concentrates per day, each kilo worth about 8-10 shillings.

The nature of the projects to be implemented may also delay the implementation of some of the ideas. For example, Ben Ngumba Gacanga learned about carbonless paper processing in the United States. He's currently doing market research in Kenya on the product and if it looks like a good investment, he will build a factory which will provide employment for approximately 40 people.

Thus, although entrepreneurs may not be able to immediately apply everything they have learned to their own businesses, observation of these same techniques does serve to give them an idea of one of the paths which might be open to them at some point in the near future. Also, entrepreneurs may be able to modify techniques learned in this country to more accurately reflect conditions in their own countries.

### **2.2.3 Limitations on Technology Transfer**

There were several instances where the training provided was not very relevant to the situation in the participant's home country or business. For example, most of the industries in the participant countries are labor intensive, and labor is a lot less expensive than capital in these countries. In addition, governments often have a policy of encouraging labor intensive operations to increase employment in urban areas. For example, one participant noted:

"We don't need that high level of technology....you [U.S. manufacturers] computerize the whole production line and we don't have that. Here, everything is manual [and we try] to use more labor, [because] our labor is cheap...[When you consider the]

capital costs of computerizing compared to cheap labor...it's still cheaper to use labor."

Several participants mentioned that the contractor should have had more knowledge about the realities of the participants' businesses before arranging their program. For example, one participant noted that he was matched with businesses whose operations were on such a large scale that there was very little common ground between his own business and the ones which were supposed to host him:

"It's like talking a radio repair fellow who calls himself an electric engineer and he heads up with rockets going to the moon. You see, the two have no relationship. I discovered what is called family business in the United States might be a national business here [in Kenya]."

#### **2.2.4 Business Transactions**

Entrepreneurs have identified essential equipment for such diverse purposes as meat packing, animal feed manufacturing, and flavor bottling. From the data we've collected, most of these major purchases are still in the planning stages. The most common reason for purchasing delay has been problems in obtaining adequate capital. Both participants and U.S. hosts have expressed the need for better financing arrangements for the purpose of purchasing heavy machinery. There is also some indication that it is easier for those participants living in Africa to purchase machinery from Europe than from the United States. Five of the participants do report having purchased U.S. goods for amounts ranging from \$3,000 to \$52,000.

### **2.3. ANALYSIS OF TRAINING PROCESS**

#### **2.3.1 Training Design and Planning**

Some of the incompatible technology problems are, perhaps, unavoidable given the difference between the U.S. and participants' countries. However an analysis of both participant and U.S. host business data reveals that some of the problems are also due to inadequate planning, organization and communication on the part of the contractor and the missions. The areas of improvement needed include the following:

### More Participant Lead Time

- One of the most common comments made by the participants was that they had very little notice, as little as one to two weeks for some, before the time they were scheduled to leave.

### Selection and Scheduling of U.S. Hosts

- Several participants noted that there was no time for them to discuss their schedules with the contractor. Also, the placement contractor didn't know exactly what the participant interests were, since there was no preliminary meeting to determine this.
- One participant reported that his U.S. host business operated on much too large a scale for their methods to be compatible with his own business. Fortunately, the U.S. host business was able to set up a more appropriate itinerary for the participant.
- Another participant was interested in attending a Chamber of Commerce meeting. The contractor arranged for her to attend a meeting of the Washington, D.C. Chamber of Commerce which is a kind of umbrella organization and as such does not perform the same functions as a local one would. Fortunately, one of the participant's hosts was able to arrange for her to attend a local chamber of commerce meeting which was more appropriate to the participant's needs.
- One participant's business operates on the level of basic technology for processing sisal, while the American system is based on manufacturing from imported twine. Since these two industries are complementary, the match between them may be good for providing the potential for a business deal. However, according to the participant, the potential for any beneficial training resulting from the match is nil.

### More Realistic Scheduling

- One sentiment that came out strongly in the participant data was that their program schedule was too tightly planned. Several entrepreneurs mentioned that such a tightly packed schedule left little room for flexibility. Others mentioned they had very little time for cultural and social activities.

### 2.3.2 Logistics and Orientation

Related to the problem of a rushed leave taking, were several requests by participants that they be provided a better orientation before their departure and upon arrival in the United States.

- One participant mentioned that when he arrived in New York, the only information he had was a hotel name (no address, no telephone number), and he was distressed by the fact that he was at the cab driver's mercy.
- Another participant mentioned that when he arrived in the United States, he'd expected someone to introduce him to his various contacts. Instead, after spending 2 days in a hotel he transported himself to his U.S. host business.

### 2.3.3 Coordination Between Mission and Contractor

Several participants mentioned the problem of insufficient communication between the mission contacts in their own countries and the people from the evaluation contractor in the United States.

- For example, one participant made a point of asking the AID mission how much money he would be given for his trip so that he would know how much to bring of his own. He was told that once he arrived in the United States the placement contractor would take care of all his other finances. He was given a check for expenses before leaving his own country and when he arrived in the United States, the contractor representative told him he had been given too much money and had to return a portion of it. By that time it was too late for him to arrange for additional funds.
- Another participant noted that the AID mission was not at all helpful, basically because they didn't know what was going on and the person in charge had left for the week during which the participant was supposed to be leaving for the United States.

### 2.3.4 Additional Comments

Many participants commented that there should be more time left for cultural or social activities. Participants also mentioned that they found it much more enjoyable to stay at the homes of American's rather than in hotels.

## CHAPTER 3

### U.S. HOST BUSINESS PERCEPTIONS

The U.S. businesses who donated on-the job training to the foreign entrepreneurs are very important to the EI program and to the evaluation. They provide direct observations on the initial training outcomes. In addition, many of the entrepreneurs hoped to establish a business relationship, such as customer, supplier, joint-venture partner or service contractor, to one or more of the U.S. businesses who provided their training. The extent to which such relationships were established and the views of U.S. businesses toward those relationships are key measures of the success of the program and its prospects for the future.

#### 3.1. BACKGROUND

##### 3.1.1 Methodology

The travel itineraries of the participating entrepreneurs listed about 210 U.S. host contacts with about 160 different U.S. businesses, agencies, associations, and research institutions. Interviews were conducted by telephone, using an instrument designed by Abt Associates. Responses were transcribed manually, then coded and entered into a database which was used in the analysis. Some of the hosts listed on itineraries had met with the participants too briefly or on a large group basis and thus were unable to recall any specifics about their meetings with participants. We were able to interview the majority of U.S. hosts and collected data on 148 meetings between participants and U.S. hosts.

##### 3.1.2 Organizations & Businesses Represented by U.S. Hosts

The industries represented by the U.S. hosts were quite diverse. Categorizing the U.S. industries according to the Department of Labor Standard

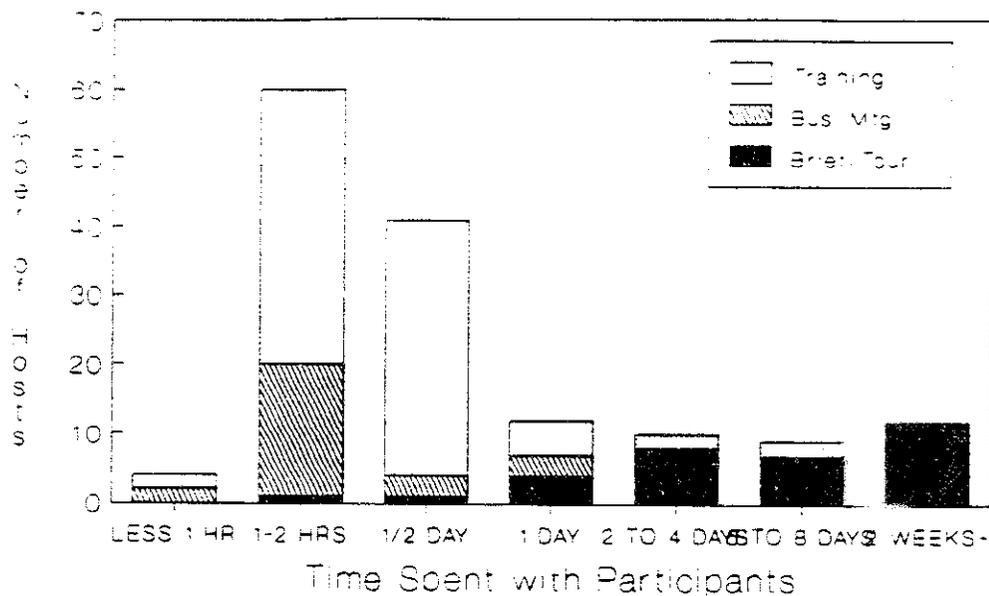
Industrial Code Index, graph below shows that agriculture production and services represented the largest category comprising 34 percent of the total number of U.S. industries providing participant training. The next largest category was the manufacturing industry, divided almost equally between durable and non-durable goods, which comprised 25 percent of the total. Service industries were the next largest category comprising 18 percent of the total. The remaining hosts were involved in public administration (9 percent), finance and insurance (6 percent), retail trade (5 percent) and mining (3 percent). Table 1 in the appendix lists the detailed industries and the number of participants in each.

### 3.1.3 Meetings Between Participants and U.S. Hosts

The central objective of the Entrepreneurs International program is to provide private sector training to emerging business leaders through intensive training of three to twelve weeks duration. The majority of U.S. hosts (70.9 percent) spent less than a half-day with the participants. Of the U.S. hosts, 41.1 percent met with participants for 1-2 hours, and 28.1 percent spent approximately a half day with them. Only 2.7 percent of the meetings lasted for less than 1 hour. Three-fourths of the meetings lasting a half-day or less were described as briefings or tours by the U.S. hosts. Many participants went on a series of these study tours. Another 22.8 percent of these half-day or less meetings were business meetings.

The U.S. hosts who provided training in the form of on-the-job observations or other more formal training (22.3 percent of all U.S. hosts), held longer sessions with the entrepreneurs: 36.4 percent of U.S. hosts who provided such training spent two weeks or more with participants; 21.2 percent of such training sessions lasted 5-8 days; 24 percent lasted 2-4 days; and 12.1 percent lasted a full day. [See Exhibit 3.1 and tables 2 and 3 in the appendix.]

Exhibit 3.1  
**Nature of Meeting by Time Spent  
 Reported by U.S. Hosts**



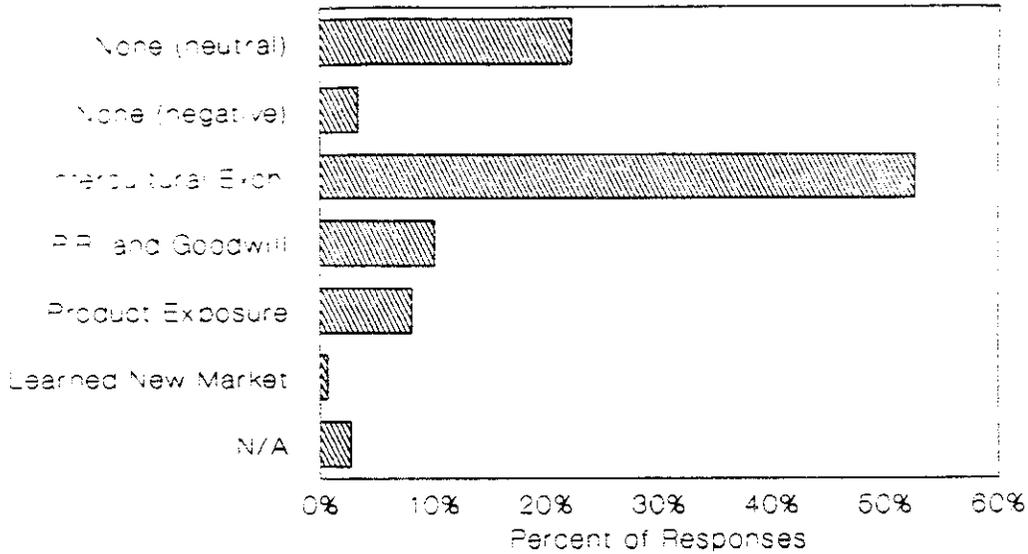
**3.2. REPORTED OUTCOMES**

**3.2.1 General Benefits to Hosts**

U.S. hosts were asked about the benefits to themselves of participating in the Entrepreneurs international program. The benefit most often cited was that hosting provided them and their employees an opportunity for intercultural exchange - an opportunity to meet with people from third world countries and share ideas about business as well as talk about general cultural differences and similarities, world problems, and possible solutions.

A majority (approximately 53 percent) of the hosts we interviewed, mentioned that meeting with third world participants was a unique experience for them; if it weren't for the Entrepreneurs International program they would probably never have met with an entrepreneur from a developing country. Another 10 percent of host businesses mentioned that meeting with the

## Perceived Benefits to U.S. Host



the entrepreneurs was an act of good will and was good for public relations. U.S. hosts reported that in a small percentage of their meetings, 2.7 percent, they benefited by learning about the business market in the visitors' country. Only 1 host (.7 percent of the total) mentioned that the meeting was good for his business advertising and exposure.

Of hosts surveyed, 25 percent replied they did not perceive themselves to gain any benefits from the meeting. Most hosts who reported receiving no benefits were neutral about it because they had not expected to receive any benefits for themselves. Only 3.4 percent of them expressed negative attitudes about receiving no benefits. Although their numbers were small, their responses emphasize the importance of giving U.S. hosts a clear understanding of the Entrepreneurs International program in advance.

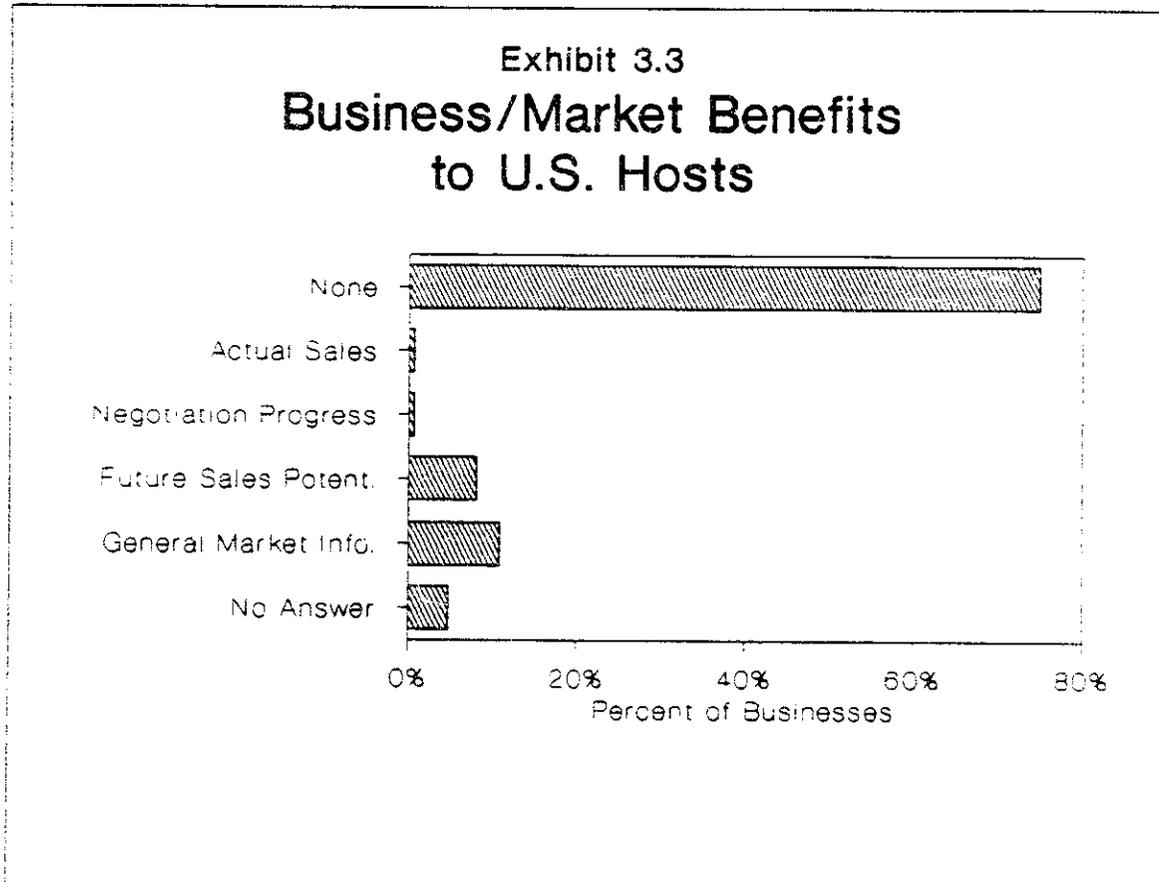
### 3.2.2 Business Benefits to Host

Hosts were asked specifically about how their businesses benefitted from their meetings with participants. U.S. hosts felt that only 19 percent of

their meetings resulted in any actual or potential benefits for their own businesses. The most often cited business benefits were that hosts were able to acquire a general knowledge of foreign markets and that the meetings may have provided the ground work for future potential sales and/or purchases. A major factor influencing the percentage of host business market benefits is that many of the hosts were members of associations, research organizations or government agencies. The goal of their meetings with participants was not to promote sales or establish a business relationship, but to share knowledge.

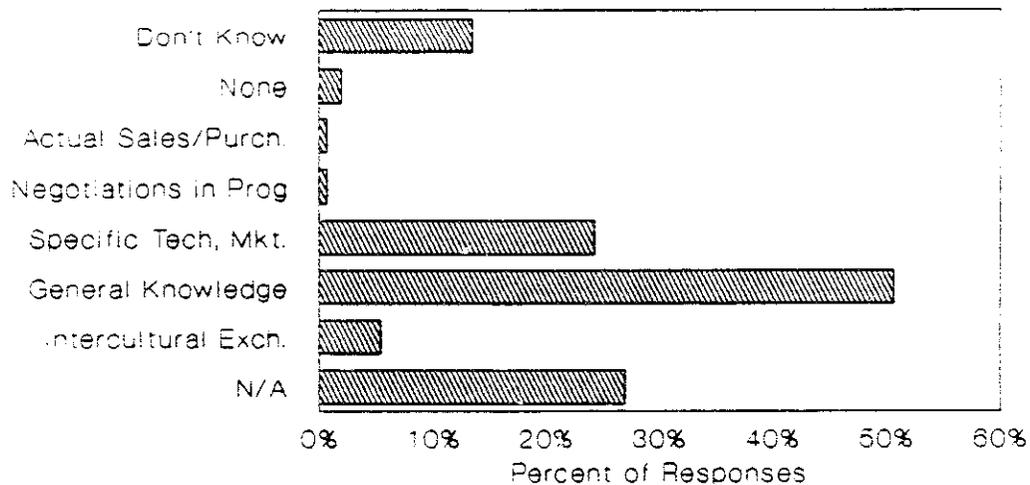
### 3.2.3 Benefits to Participants

We asked the host businesses how they thought the participants had benefitted from their meetings. The responses to this question, shown in Exhibit 3.4, may be helpful as indicators of how useful the hosts felt their efforts were going to be to the participants. Half the hosts mentioned they felt the participants benefitted by an increase in his/her general knowledge of the industry. Approximately 1/4 (24.3 percent) of the hosts felt that



participants acquired knowledge of specific techniques, markets or methods and 5.4 percent of the hosts felt participants benefitted via a general cultural exchange. U.S. hosts did not know how the participant may have benefitted in 13.5 per cent of the cases and hosts felt that participants did not benefit in any way in 2 percent of the meetings. The number of business deals turned out to be very small with only 1 reported case of actual sales and 1 case where negotiations were in progress.<sup>1</sup>

**Exhibit 3.4**  
**Perceived Benefits to Participants**  
**Reported by Host**



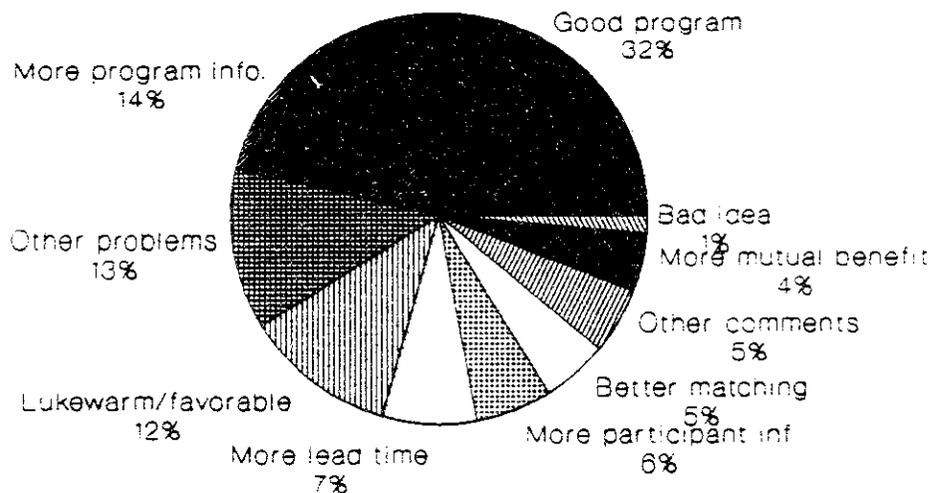
<sup>1</sup> A total of five participants reported having arranged business deals with their hosts. This discrepancy is due to 1) some U.S. hosts were not listed in participant's files 2) one of the hosts has been not reachable by phone 3) the time lag between the time the host survey was conducted and when the participant instruments were returned.

Although the immediate commercial profits resulting from the meetings were minimal, on a broader scale 84 percent of the U.S. hosts felt that the participating business leaders did benefit in some way from the Entrepreneurs International program. In general, the visiting entrepreneurs were able to see how Americans develop new ideas, manage their current operations, and plan for growth in a free and competitive environment which may lay the groundwork for long-term economic growth, and promote long-term stability in economic and political relationships between the U.S. and the developing countries.

### 3.3 TRAINING PROCESS OBSERVATIONS

After asking several specific questions, we asked the hosts if they had any general comments, ideas, or suggestions about the Entrepreneurs international (EI) Program. While some respondents had no additional comments, some had 2 or 3. Each response was noted and later divided into 10 general categories, shown in Exhibit 3.5. The comments, criticisms and suggestions

Exhibit 3.5  
General Comments from US Hosts



which U.S. hosts offered in this section of the interview should prove very useful in identifying possible areas for program improvements. Serious consideration of host comments might increase the probability of successful application of the training to business improvement in the participant's country as well as guarantee the continued interest of U.S. hosts in providing training.

#### Good Idea, Good Program

Of the general comments received, 32.6 percent of the comments expressed sentiments that Entrepreneurs international was a good idea and/or a good program. Reasons for enthusiasm for the project ranged from hoping business transactions would result from the meeting to hoping the meetings might be the first steps toward solving world problems. Examples of such comments follow:

"The Entrepreneurs International program should be expanded. It is an effective way to put entrepreneurs in touch with U.S. investors."

"I love it! [the EI program] I think it's fantastic. It gives us a chance to meet with third world people. EI is especially good because it brings over entrepreneurs instead of politicians."

"Any type of international exchange is good. The meeting of the minds is the way to solve the world's problems."

#### More Information Needed on EI Program

Through the interviews it became clear that the background and goals of the Entrepreneurs international program need to be more clearly explained to U.S. hosts. Of the comments, 14.1 percent reflected a lack of knowledge about the EI program. Comments ranged from "I don't know enough about the program to comment intelligently" to "I didn't know there was a program". For example, several hosts felt that they were being taken advantage of by USAID, that the Agency was trying to get services from their industry without paying for them.

#### More Information Needed on Participants

- Another 5.9 percent of the comments expressed a need for more information about the participants before their arrival. Several hosts mentioned that had they known more about what the participants were interested in or what their background was, they would have arranged the participants' visits differently.

- A need for more lead time between notification of the participant's visit and the arrival of the participant was reflected by 7.4 percent of the comments. These hosts said that if they had more lead time they would better be able to arrange a visit to meet the participant's needs.
- Several hosts also mentioned that they should have had more time with participants in order to give them adequate training.

#### Matching U.S. Hosts With Participants

Matching participants with host businesses was mentioned as an essential factor in making meetings successful. A small percentage (3.7 percent) of the hosts said the match between participants and hosts was poor and several suggested Partners did not have the necessary expertise to match the participants with businesses or didn't know how to gather the appropriate information for the hosts so the meeting would be productive.

A few (4.4 percent of the comments) viewed the EI program as a "one-way street", with all the benefits going to the participants. An example is the following comment:

"The program should be taken more seriously. There was really quite a mis-match between the visitor [participant] and myself because we were so different; the possibilities of any business transactions resulting from the meeting were very slim. If there had been a better match, there would be a better potential for a two-way benefit".

#### Miscellaneous Process Comments

Other remaining process comments (12.5 percent) represent a variety of suggestions. The comments also showed that there was some inconsistency in follow up.

- One host commented that if participants hope to arrange business deals they should come better prepared with samples and photographs of goods, with the goods well catalogued.
- Another host reported she was being repeatedly contacted, thanked, and interviewed about her meeting with the participant when all she did was "give the guy a tour" while another host said his plaque of recognition was sent to the wrong office and was made out to the company rather than to him personally as it should have been.

### Other Concerns

Of all comments, 11.8 percent were somewhat favorable toward the program but reflected some strong reservations. One reservation was the uncertainty of how applicable the techniques the participant learned in the U.S. would be back in their own country. Another reservation had to do with where the participants would come up with the capital to pay for the equipment necessary to apply new techniques they were observing. Other reservations about the program, included concerns about giving away technical knowledge to potential competitors. Another host questioned the necessity of sending a Peruvian to the United States to see modern mining technology when he could have visited mines in Peru which were using such technology. Only 1.5 percent of the comments showed that EI programs was a bad idea and/or a bad program and that the U.S. shouldn't fund it.

## CHAPTER 4

### THE USAID MISSION PERSPECTIVE ON ENTREPRENEURS INTERNATIONAL<sup>2</sup>

#### 4.1. OBJECTIVES AND METHODOLOGY

The overall evaluation of the Entrepreneurs International training program assesses the impact of the program on the American business community as well as on the individual participants and development of the host country private sector. This chapter is intended to supplement that overall evaluation by providing documentation on the impact of EI from USAID missions, host country private organizations, and host country government agencies. Responses from mission and host country personnel involved with the project have provided a more complete picture of the following:

- Recruiting and nomination procedures employed;
- Integration of the program into other private sector development activities;
- Availability of follow-up assistance to participants;
- Aspects of the program needing improvement or modification;
- Strengths and perceived benefits of the program from the mission and host country points of view;
- Successful achievements of individual participants; and
- Possibilities for further development of the program.

All of the USAID missions which have had participants complete the EI program to date were contacted to participate in the evaluation. This adds Senegal, Zaire and Guatemala to the list of participants' countries included in the overall evaluation. Respondents were asked for referrals to any other

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<sup>2</sup> Prepared by Eric Nelson, Consultant to USAID/OIT/PP

persons within the missions or host country associations or government agencies who have been involved with the EI program and could therefore respond to the evaluation. Appendix Exhibit 4.1 contains the names, titles and organizations of each of the 29 respondents. Responses were obtained from 24 mission personnel from 12 of the 13 missions contacted. These included 11 training officers, 6 private sector officers and 7 others. In addition, 3 responses were obtained from officers of host country organizations who have been actively involved in the EI program. It was found that host country government agencies on the whole had minimal involvement in the EI program and therefore were not able to respond to the evaluation. Finally, two private sector officers at USAID/Washington also responded to the evaluation.

The evaluation was conducted by telephone using an instrument created by Abt Associates. Cable and telefax contacts were also used when telephone interviews were not feasible. Responses were transcribed manually, then paraphrased for improved coherence.

#### **4.2. PROGRAM IMPLEMENTATION**

Overall, respondents were very pleased with and enthusiastic about the EI program. Several of the missions who became involved in the earliest stages of the program (e.g. Jordan, Peru, Kenya) expressed frustration with the long delay between the nomination and placement of the early participants. Nevertheless, all but one respondent remained optimistic and enthusiastic about the program. Thus, only one of the 29 respondents can be characterized as negative about the impact and operation of the EI program.

The following analysis of the program based on the survey results will describe how missions implement the program, relay suggestions for its improvement, describe its strengths and perceived benefits, discuss alternatives for reshaping EI, and finally describe three applications, in Peru, Senegal, and Kenya, which may serve as models for other missions.

The handling of the program varies in sophistication from mission to mission. The training office has principal responsibility for the program at only a few of the missions, including Ghana, Zaire, and Zimbabwe. (These missions also have not had a private sector office). At other missions, such as Belize, Guatemala, Kenya, Peru, and Senegal, the private sector office or a private sector project assumes a greater initiative for participation in the program. Belize shifted responsibility from the training office just a few months ago. Two missions, Mauritius and Paraguay, are of such a small size that the "offices" are not segregated.

Seven missions reported collaborating with business associations for publicizing the program. Three of these missions are actively assisted in the recruitment, nomination and follow-up processes by a host country business association:

- Belize: BEIPU (Belize Export and Investment Promotion Unit of the Chamber of Commerce)
- Kenya: KAM (Kenya Association of Manufacturers)
- Peru: CONFIEP (National Confederation of Private Enterprise Institutions).

Host country government agency participation in some countries is minimal, beyond approving PIOPs. In Jordan, a joint AID/Ministry of Planning committee approves nominees, but the Ministry did not respond to our inquiries for additional information for the evaluation.

Participants learn of the EI program through several means, shown in Appendix Exhibit 4.2. While a majority of missions report using a local business association to publicize the program, participants often learn of the program as a result of previous contact with mission personnel. Six missions reported that participants learned of the program through word of mouth or personal contacts with mission personnel. Five missions reported participants having specifically had some previous professional relationship with the mission.

The availability and application of follow-up procedures to support the participants in implementing new initiatives after their return varies widely among the missions. Of the 27 mission/host country respondents, 7 stressed the importance of follow-up and 14 (including the representatives of KAM and CONFIEP) expressed an interest in accomplishing more in this area. These respondents represented 8 of the 12 missions. Follow-up procedures are generally weak and not systematized. One EI program officer reported that sometimes a participant would be back in the country 2 weeks before the mission even knew it. Another mission official responded,

"We are short on manpower so any systematic follow-up is unlikely. The resources are not there. Some resources are available . . . , such as IESC [International Executive Service Corps] or a lending for small business program which could assist participants. The spigots are there but we don't have the manpower [to tap them]. The participants have followed through on US contacts but on their own initiative, without mission assistance." B. MacDonald, AID/Jordan

Three missions cited a lack of time or staff to devote to adequate follow-up. On the other hand, productive follow-up has occurred in several cases. For example, a participant from Mali recently received a visit from one of his U.S. business hosts. They conducted a seminar for all poultry producers in Mali which was funded by the mission.

Several respondents stated that the participants do not need or have not needed follow-up assistance in implementing the lessons learned or pursuing business contacts. The comment, "They are able to do that themselves. If they needed some assistance, I'm sure they would come to us on their own initiative", is representative of individual responses from missions in Jordan, Kenya, Mauritius, Paraguay, Peru, and Zimbabwe.

Appendix Exhibit 4.3 summarizes what means of follow-up were reported to have actually been used by participants. This information summarizes responses to a general question of whether there is follow-up assistance available to the participants. It may not be exhaustive, therefore, since respondents were not queried on each item. Follow-up assistance which is available but has not yet been accessed by a participant is not included in this exhibit. Follow-up

assistance appears on the whole to be unsystematic. For example, exit interviews are not universal and many participants are not even oriented to what resources are available to assist them. Follow-up visits were often the result of a visit by Office of International Training personnel rather than an independent mission effort.

#### 4.3. STRENGTHS AND PERCEIVED BENEFITS OF PROGRAM

Of 23 mission/host country personnel, 22 responded that the EI program relates very well or is very helpful to their private sector development goals. Some representative comments are presented below:

"EI has been of great use when we're needing tailor made programs for private sector training." B. MacDonald, AID/Jordan

"I am very excited about the program. I hope it will be continued. The programs have been excellent, and EI should be encouraged. Especially relative to its cost it is worthwhile." K. Zein, AID/Zaire

"Definitely they [EI and private sector development goals] are connected. . . . in my estimation the best thing we have ever done [in private sector training] is to send participants under EI." L. Maurtua, AID/Peru

"[EI is] very much related to our private sector development goals. We are trying to get Malian businessmen introduced to the world. We believe they have several exportable products. On the flip side, a number need quality goods from the States, so it's a two-way proposition." W. Thomas, AID/Mali

"I think in the past it [EI] has not related so well because the program was not so oriented toward our private sector development goals. That is, previously the participants did not come from the areas we have targeted. . . . In the future, we expect to make the program complement mission strategy better." M. Renzi, AID/Kenya

"We find the EI program very relevant to our private sector development goals. We are pursuing the development of exportable quality goods, and by sending participants to the US, they can observe the quality of goods demanded first hand. It is very, very appropriate." D. Balisle, BEIPU/Belize

"We've also received comments from companies that the candidates appear full of enthusiasm when they return from the program on how to include ideas they picked up. This will really lead to some improvements." Silas Ita, KAM/Kenya

#### 4.4. SUGGESTIONS FOR PROGRAM IMPROVEMENTS

The most often cited weakness in the EI program was the length of time taken to program candidates after their nomination. Seven respondents from four missions (Ghana, Jordan, Kenya, and Peru) expressed concern that participants have waited up to two years to commence the training.

"...We understand that the process is lengthy due to the nature of the program, but on the other hand, these are businessmen we are dealing with who are very busy and have many commitments. That's the biggest problem." B. MacDonald, AID/Jordan

"The thing that's most important is the prompt reply to our nomination. We need to know. We had to insist and insist and insist before we got an answer. We'd like to know early if EI feels there's a chance for the specific program or not. . . . Give us an idea of the feasibility. There's distress over the long, long time." L. Maurtua, AID/Peru

Both the missions and the programmers have been learning from experience what information is required for the design of appropriate programs for the participants. Initially, missions were accustomed to providing only that information included in the standard PIOP form. Because the programmers required more specific information, specific guidelines for information to be provided with each nomination were finally sent out to the missions late in the summer of 1988. Several respondents cited the criticality of the early communication between the programmers and the mission:

"We need to have a clearer, better, more detailed understanding between the mission and the programmers over the objectives for the trip." B. Hammink, AID/Senegal

"The specific programs have been quite useful although sometimes there have been communication difficulties related to participants' goals for the training versus the reality of the program they end up in. Sometimes, the participant does not have a crystal clear objective [so good programming becomes more difficult]. EI has been successful in adapting, retooling to meet the participants' needs." B. MacDonald, AID/Jordan

Most respondents are optimistic about continuing improvements in the programming process:

"At the beginning, it was obvious that PIET had not established contacts with firms and trade associations and established credibility. Lately, we have noticed a tremendous improvement and

they have been responding fairly rapidly to our requests. They also take very good care of the participants which is important. We have found the programs appropriate and communication with PIET has gone well." C. Gutierrez, AID/Peru

Five missions stated that funding restraints hindered their participation in the program. These restraints include competition from other training programs and expected termination of existing funding sources. Ghana and Peru also stated that foreign exchange constraints make it difficult for participants to pay their share of the program.

Five respondents were concerned about the appropriateness of the participants' programs. The Kenya mission stressed the importance of participants visiting appropriately sized firms that use compatible technologies. Because participants' firms are generally smaller than 100 employees, it is difficult for them to envision applying the technology or type of management program used in the large, 4000 to 5000 employee firms they visit.

Respondents had several suggestions for improving the flow of information in the program. The Kenyan mission had suggested that the exit evaluation conducted in the U.S. by the programming contractor be routinely shared with the mission. This would allow the mission to evaluate the individual program, avoid duplication of tasks, and facilitate the mission's efforts in assisting the participant after their return. Kenya has also asked to be briefed on the content and objectives of the stateside orientation given by the programming contractor, again to avoid duplication of efforts. Other respondents asked for more information about the program in general:

"We would like to have more information on the program - a global picture of how the program operates [in each country]. That is what EI has been doing, providing statistics, cases, individual profiles. We have received some of this information but would like to receive it more frequently, be kept up-to-date - even if just statistics. The more info we have, the better. It helps us to generate more ideas for the program and potential candidates." K. Zein, AID/Zaire

One private sector officer requested a shopping list or catalog from which to choose available training opportunities, rather than a few descriptive

case histories. [The same officer stated the mission was too short-handed to nominate more participants at this time.] Missions also expressed an interest in obtaining copies of this evaluation of the EI program.

Two respondents thought that the program should focus on creating real trade opportunities for the participants so as to neutralize the tendency to abandon initiatives that can occur after they return from the program. That is, programs should be designed to create immediate business transactions. Trade might be facilitated by involving embassy commercial officers more closely in the program, or by drawing participants from those who have approached a commercial officer with a specific interest in trade.

Missions in French-speaking Africa stated that the language barrier significantly limits the number of potential participants.

"Our biggest concern in Mali is having to find candidates very fluent in English. Using interpreters reduces the number of scholarships. We could send many more people if not for the language barrier. So our idea is to send groups of people for the same training who will share an interpreter." M. Keita, AID/Mali

AID/Senegal reported that the interpreter who escorted their two participants was invaluable more for helping the participants meet their busy itinerary and make travel connections than for facilitating communication. In this case, the mission felt there were too many states scheduled for a two week visit, saying the participants might not have met their itinerary without the help of the interpreter. Follow-up training or assistance in writing proper business letters was cited as necessary for some French-speaking participants.

Other suggestions which would require more significant modifications or alter the scope of the existing program are presented below.

"We'd like to eventually see a Malian business counterpart of EI. A reciprocity, an exchange program bringing Americans to Mali. The mission can give an introductory seminar for a group. I believe there are American small businessmen out there with a lot to offer . . . but who are hesitant about following through. I expect we would target those who have had contacts with EI participants and then include others who have a demonstrated interest." Wilbur Thomas, AID/Mali

"I thought it would be helpful to have the initiative come from the US enterprise. That is, if a firm in the US is interested in a venture in a certain sector in Kenya, I could probably find someone to send if I knew of their interest. But we never knew what businesses in the U.S. expressed an interest in EI." Peter Leifert, formerly AID/Kenya

"The mission has thought of doing a separate contract with a firm in the US for private sector training, and also such things as observation tours/visits by private sector individuals to the US, because of our fairly disappointing experience with EI in terms of length of time in placement and the appropriateness of the training for the participant. Personally, I'd like to see a much better mechanism for getting private sector individuals to the US for training or just attending trade fairs and product exhibitions. I am not sure EI has that scope. Perhaps the scope of EI, trying to serve 70 missions, is too large to be effective. The advantage of a mission specific project would be that it would be more responsive to the mission's and country's specific needs." Richard Russell, AID/Jordan

"I'd like to see the program allow not only visits to the U.S. but also to U.S. companies in Europe, Japan, Australia, India, etc. where participants can be exposed to the different environments, cultures and business approaches, to complete the exposure worldwide. Having some do this will give them a wider perspective." Silas Ita, KAM

"Not only entrepreneurs and managers need training, but others who show potential. For example, we're working with a number of people starting [a new business] who have little knowledge of the business but could gain a great deal by visiting producers in the U.S. We'd like to see EI include people like that." Pedro Perez, AID/Belize

#### 4.5. INSTITUTIONAL OBSTACLES TO IMPLEMENTATION

An AID/Washington private sector officer suggests that there are several institutional biases working against private sector training. The first is the uphill battle often involved in convincing host country governments to support private sector training. At the same time, participant training does not enjoy equal preference among AID private sector officers since training is considered to have "more headaches" than investment and export promotion or other contracted programs. That is, results may be harder to measure and occur over the longer run, and focusing on personalities and people introduces more variability and difficulties. An organizational problem within missions has

been that participant training historically has not focused on private sector training. Thus, mission training offices are unfamiliar with the private sector and find it difficult to relate to its different needs. A special nominating committee for private sector training is advisable, separated from the scholastic programs which have a different agenda. A result of these biases is that "private sector training doesn't get a fair proportion of resources or interest in the mission".

One way to address these difficulties is through collaboration with organizations that have the necessary familiarity with the private sector and its needs. The use of an intermediary in Peru and Kenya has proven fruitful, facilitating the selection process and providing opportunities for more systematic follow-up. One respondent suggested that the IESC (International Executive Service Corps) board in a country could be used as an intermediary in the selection of participants. Typically, the IESC country director will have an advisory board of local leaders who could facilitate recruiting and publicity. Or an active chamber of commerce, if broadly enough based and of a high enough stature, could be engaged. Such opportunities for collaboration vary from country to country. Potential jurisdictional problems and competing agendas must be considered when considering an intermediary. The specific objectives of the training should be explicitly agreed upon, as AID/Peru and CONFIEP have done. Finally, as AID continues to involve itself in the development of the private sector, these institutional linkages may inspire other opportunities for collaboration.

## CHAPTER 5

### SUMMARY OF FINDINGS AND RECOMMENDATIONS

#### 5.1. FINDINGS

Entrepreneurs International is a demonstration training initiative designed in part to test the feasibility of a program to provide on-the-job training to business leaders from third-world countries. This evaluation examined the first year of the program. The findings show some positive economic benefits and point to areas of potential improvement for a permanent program.

##### 5.1.1 Participant Outcomes

A review of data collected from first-year participants, U.S. hosts, and USAID missions indicates that the Entrepreneurs international program may have, in many instances, successfully met its goal of providing individualized training for outstanding entrepreneurs from developing countries. Many of the entrepreneurs have learned about techniques which have allowed them to increase their business's productivity. They gained valuable knowledge which they would not have gained if they had not participated in the program. Some of the concepts and ideas acquired will be immediately applicable while others will take longer to implement.

Participants reported immediate economic benefits from improved marketing of tourism services, new food products, better internal cost analysis and control, and higher productivity. Several participants developed import/export agreements with U.S. businesses. Although some participants have identified specific types of machinery they would like to purchase from the United States, most such purchases have thus far remained in the planning stages.

The first-year recruitment and training process did have some problems. The participant data indicate that a significant number of participants were not adequately briefed about their participation in the program nor were they given enough advance notice about their departure date for the United States. There are some indications that the worst cases occurred very early on in the program, while there were several very positive comments made about logistical arrangements from entrepreneurs who participated in the program towards the end of the year.

The findings from the evaluation were limited by the absence of uniform data on the training process and the immediate post-training goals and objectives of the participants. Many of the participants' files contained only a few pieces of information. Participant itineraries were incomplete and were not updated at the end of the training period. Some itineraries included places the participant did not visit and meetings with various people which apparently did not take place. Exit interviews were missing from most of the first year participants' files, and the available exit interviews focussed on the process, not the participant outcomes.<sup>3</sup>

#### 5.1.2 U.S. Host Outcomes

A majority of U.S. business hosts found that the Entrepreneurs International program provided them with a unique opportunity for intercultural exchange with entrepreneurs from developing countries. Many hosts also mentioned that they considered their participation in the program as laying the groundwork for future commercial transactions.

However, the data also showed some potential problems. There was a significant lack of knowledge on the part of U.S. hosts about the EI program and participant's goals. Based on the data from the first year hosts, there was no trend towards improvement in this area during the first year. In addition, a number of hosts expressed concern about the long-term value to

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<sup>3</sup> Some of these problems have since been addressed. Although not included in the sample, most files from entrepreneurs who participated in the program after October, 1988, do contain exit interviews.

participants of the training. The concerns were of two types. First, many of the contacts involved a single meeting or a brief tour of a facility. Second, the technology used in many U.S. businesses is too advanced or requires too large a scale of operation to be applicable in many third-world countries. Nonetheless, few U.S. hosts were completely negative about EI.

### 5.1.3 U.S. Missions

The evaluation contacted all USAID Missions to obtain their perceptions about the EI initiative. Respondents to the survey were enthusiastic and optimistic about the EI program. Mission interest remains high despite early frustrations with delays in placing participants. It must be remembered that this is an evaluation of the EI program's impacts after the first year of training; thus data were collected from first year entrepreneurs and U.S. hosts. The Mission data, collected by OIT/PP and their consultant, includes information on more recent participants and indicates that there has been some improvement regarding logistics and communications. For example, the Missions are sending more detailed information about the EI candidates to the contractor. Also, the training contractor is sending the missions copies of exit evaluations so the mission personnel will be kept more up-to-date on the results of the EI training.

One area of concern is the lack of consistent followup with EI participants after training. While some EI participants may be less in need of follow-up assistance to their training than others, the availability of assistance, such as credit, advice, or further training, can only improve the probability of the participant's success. Nevertheless, follow-up assistance has generally been minimal and unsystematic. Collaboration with host country business associations or other AID projects can improve the screening process and provide better opportunities for follow-up as well as dissemination of the participants' knowledge.

## 5.2. RECOMMENDATIONS

Our evaluation of the first year of the Entrepreneurs International initiative showed considerable potential for positive economic impacts on participants and their countries. It also showed some problems that would need to be addressed if the EI initiative were to become a permanent USAID program, or a permanent training tool available to all other USAID programs. This section summarizes our recommendations for improvements. These recommendations assume that USAID would establish a small, permanent EI staff in OIT/PP for the purposes of program coordination and administration, and would maintain contractor placement support.

### 5.2.1 Participant Selection and Post-Training Support

Participants need to have specifically-defined goals for their training in the U.S. and a support system for implementing post-training plans when they return to their home countries. One approach to addressing this need is closer integration between EI and USAID private sector initiatives. Private sector projects create a good pool of potential candidates and offer follow-up assistance to the participant. In turn, EI participation can enhance and vitalize the local project.

In addition, collaboration with host country business associations should be encouraged. This will help expand mission familiarity with the private sector and the resources for effective recruitment and screening. Such cooperation provides opportunities for more systematic follow-up as well as dissemination of participant's ideas and may inspire other collaborative efforts.

USAID private sector officers could be given responsibility for generating more opportunities for joint action with private sector development projects. Private sector officers should also increase EI marketing contacts with embassy commercial officers. Entrepreneurs and businesses who have had contact with these officials would be a promising pool of potential participants as well as hosts. These participants and hosts, having a definite

economic objective in mind, may be more likely to capitalize on opportunities offered by the training.

To facilitate this process, the USAID Mission training officers would receive written guidelines for participant selection. Such guidelines might include the requirements that the participant be working with other USAID private sector initiatives or participating in sectors emphasized by the participant's own country. The training officers should attend the annual private sector conferences and expand contacts with private sector officers in Washington. Thus, the Mission would be responsible for conveying host country economic goals as well as the participant's personal goals to the placement contractor.

With adequate staffing, communications between the missions and OIT and the placement contractor could be greatly improved and regular, standardized flows of information could be established. The mission would convey to the contractor adequate information concerning the participant's needs and goals as well as the host country's development priorities. The mission should also provide the placement contractor with detailed information regarding the nature, scale and technological level of the participant's business and how it is hoped EI training will improve his or her business's operations as well as complement the host country's development goals.

#### **5.2.2 Training Design and U.S. Host Selection**

In the first year of the EI initiative, many participants were provided extensive tours across the United States, rather than intensive training in a few locations. A brief tour of a facility might be considered part of "intensive training" if it is used to illustrate the application of a theory or technique already discussed at length. Although isolated two-hour tours might provide an entrepreneur with information about possible production techniques, it is not clear how much of what is briefly observed can actually be implemented. The evaluation data suggest that participants found the extended training sessions to be very useful in providing the context in which to place the information they receive via tours. Of course, may be difficult as it

will be more difficult to find U.S. hosts willing to provide these longer training sessions gratis than finding those willing to simply give a tour.

Since it may not be possible for the placement contractor to have expertise in all of the fields represented by the participants, the content of much of the training will depend on the host businesses' understanding of the participants' needs. In order for the U.S. hosts to best meet participant needs it is essential they be given detailed information far enough in advance so the training will be as technologically appropriate as possible.

U.S. hosts also must have a clear understanding of Entrepreneurs International program's goals and the theory behind the program. Understanding the overall goals may give the hosts a better idea of what kind of training would be most useful for them to provide and may also aid in preventing U.S. business hosts from entertaining unrealistic expectations of benefits the meeting may bring to their own businesses.

#### **5.2.3 Training Process Improvements**

The training contractor should routinely send the missions adequate and timely descriptions of the U.S. businesses who have volunteered to provide training. Such descriptions should include the type of training the U.S. host is willing to provide as well as the dates when such training might be expected to take place. The contractor should also provide Mission program personnel with a detailed questionnaire which can be used as a guide in collecting data for the contractor's use in placing the participants.

To the extent possible, participants should be given information about their planned itinerary far enough in advance so that they and the missions may provide some feedback to the placement contractor. Even in the best of circumstances the contractor will not be as knowledgeable about the participant's needs as the participants themselves.

Participants should be notified of their selection and prepared for their training according to a standardized procedure and time frame. Participants

all have major responsibilities at their own businesses and they need to be given adequate time to prepare for their absence from their businesses and families. Providing participants with too little advanced notice places an unreasonable burden on participants and may also be detrimental to program training.

All participants should be given a full briefing before leaving for the United States so that they may adequately prepare for their visit. For example, if they hope to establish business transactions with U.S. businesses, they should know what kind of information, licenses, annual reports, or catalogues of their crafts, a U.S. business will want to see.

Participants should be given a full account of how much of their training will be covered financially by USAID and which portions they will be responsible for. They should be given an accurate account of how much money they will be given for expenses as well as a lists of various costs of travelling in the United States. Participants should also have some idea of how much assistance he or she can expect from the placement contractor once they arrive in the U.S. For example, they should know whether they will be met at the airport, and if not, be given the name, address, and information regarding means and cost of transport to bring them to their hotel. They should know whether they will be escorted to their meetings with U.S. hosts or whether they should go on their own. Although participants should be given this information before they leave their own countries, it would be a good idea to have the participants' first meeting be with a placement contractor representative who may give the participant a brief post-arrival orientation.

To the extent possible, EI should encourage hosting by and lodging with American families, because it clearly gives the participant a richer view of American life. It is obviously more complicated to arrange lodging for participants with American families than it is to arrange lodging in hotels, but the benefits of intercultural exchange appear to be substantial.

#### 5.2.4 Evaluation Design

One of the goals of this pilot evaluation was to report on lessons learned concerning the evaluation itself so that future evaluations may be increasingly informative and helpful. All participants should have exit interviews before returning to their own countries. During these interviews participants should complete thorough evaluations of their EI training and give an indication of goals they hope to meet upon their return home. At this time they should also be told about any resources available to help them implement the goals they set for themselves as a result of their training. To the extent possible, these exit interviews should be conducted by an evaluator independent from the placement contractor.

The placement contractor should maintain and be ready to provide an outside evaluator with "summary fact sheets" containing a set of standard information. Such "summary fact sheets" should contain all basic information, i.e., name, address, phone number (where applicable), line of business, primary training goals, significant meetings with U.S. hosts, host's name, phone number etc.

All participant followup data should be collected via in-person visits to participants after they return home. The decision to collect a portion of participant data by mail in this evaluation was largely determined by the limited budget. However, collecting participant data from mail surveys proved to be neither an especially efficient nor effective means of collecting information. One problem is that the mail service between the United States and the participants is too slow and unreliable. Another problem arises when participant answers are either unclear or insufficiently detailed. For example, it is often difficult to tell whether entrepreneurs are reporting what they have already achieved or what they hope to achieve in the near future.

Reliability of data collection and analysis can be greatly improved if interviewers closely follow the evaluation instruments during interviews with participants. In order to maintain consistency among participant responses,

the interviewer must transcribe whatever notes are taken during the interview to the corresponding question on the instruments.

In any new program or demonstration initiative, the first year is a period of adjustment, learning and correction. Many of the recommendations contained in this report address issues known to OIT/PP, the USAID missions, and the placement contractor, and some of these items were improved in the second year of Entrepreneurs International. As A.I.D. looks to the future, we would expect that all of these issues will be reviewed and addressed while implementing EI as a regular program.

APPENDICES

Appendix Tables for Chapter 3

U.S. Host Data

TABLE 1 U.S. HOST INDUSTRY

<u>Industry Group</u>	<u>Number</u>	<u>Percent</u>
Ag. Production - Crops	2	1.4%
Ag. Production - Livestock	27	18.2%
Agricultural Services	21	14.2%
Mining	4	2.7%
Manufacturing - Nondurable	19	12.8%
Manufacturing - Durable	18	12.2%
Retail Trade	8	5.4%
Finance and Insurance	9	6.1%
Services	27	18.2%
Public Administration	13	8.8%
<u>Total</u>	<u>148</u>	<u>100.0%</u>

TABLE 2 NATURE OF MEETING

<u>TYPE OF MEETING</u>	<u>Number</u>	<u>Percent</u>
TRAINING	33	22.3%
BUSINESS	27	18.2%
BRIEFING/TOUR	88	59.5%
<u>Total</u>	<u>148</u>	<u>100.0%</u>

TABLE 3 TIME SPENT WITH U.S. HOST AND NATURE OF MEETING

<u>Time Spent</u>	<u>All Types</u>		<u>Training</u>		<u>Business</u>		<u>Briefing/Tour</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
LESS THAN 1 HR	4	2.7%	0	0.0%	2	50.0%	2	50.0%
1-2 HRS	60	41.1%	1	1.7%	19	31.7%	40	66.7%
1/2 DAY	41	28.1%	1	2.4%	3	7.3%	37	90.2%
1 DAY	10	6.8%	4	40.0%	3	30.0%	5	50.0%
2 TO 4 DAYS	10	6.8%	8	80.0%	0	0.0%	2	20.0%
5 TO 8 DAYS	9	6.2%	7	77.8%	0	0.0%	2	22.2%
2 OR MORE WEEKS	12	8.2%	12	100.0%	0	0.0%	0	0.0%
<u>TOTAL</u>	<u>146</u>	<u>100.0%</u>	<u>33</u>	<u>22.6%</u>	<u>27</u>	<u>18.5%</u>	<u>88</u>	<u>60.3%</u>

TABLE 4 HOST BENEFIT

<u>TYPE OF BENEFIT</u>	<u>Number</u>	<u>Percent</u>
None-neutral	33	22.3%
None-negative	5	3.4%
Intercultural exchange	78	52.7%
PR-Goodwill	15	10.1%
Bus. Product Ad/Exp.	12	8.1%
Learned of bus/mkt.	1	0.7%
N/A	4	2.7%
<u>Total</u>	<u>148</u>	<u>100.0%</u>

TABLE 5 HOST BUSINESS/MARKET BENEFIT

<u>Reported Host Benefits</u>	<u>Number</u>	<u>Percent</u>
None	111	75.0%
Actual Sales	1	0.7%
Negotiations in progress	1	0.7%
Future potential sales/purchases	12	8.1%
Gen. Knowledge foreign. Mkt.	16	10.8%
N/A	7	4.7%
<u>Total</u>	<u>148</u>	<u>100.0%</u>

TABLE 6 PARTICIPANT BENEFIT

<u>Participant Benefit</u>	<u>Number</u>	<u>Percent</u>
Don't know	20	13.5%
None	3	2.0%
Actual Sales/Purchases	1	0.7%
Negotiations in progress	1	0.7%
Specific techniques, markets	36	24.3%
Gen. knowledge of industry	75	50.7%
Intercultural exchange	8	5.4%
N/A	4	2.7%
<u>Total</u>	<u>148</u>	<u>100.0%</u>

TABLE 7 GENERAL COMMENTS

<u>General Comments</u>	<u>Number</u>	<u>Percent</u>
Good Idea, good program	44	32.4%
Bad idea, U.S. shouldn't fund	2	1.5%
Need more lead time	10	7.4%
Need more info. re: program	19	14.0%
Need more info. re: Part.	8	5.9%
People who know set up schedule	7	5.1%
Should be 2- way street	6	4.4%
Luke warm/favorable	16	11.8%
Process problems - other	17	12.5%
Other comments	7	5.1%
<u>Total</u>	<u>136</u>	<u>100.0%</u>

## Appendix to Chapter 4

### Three Promising Programs: Opportunities for Joint Action

The EI programs in Peru, Senegal, and Kenya deserve highlighting since they may serve as models for successful programs in other countries. In each of these countries, the program has been approached in a joint-venture fashion, tapping the support and expertise of other organizations or projects.

#### Peru

In Peru, a host country business association appears to be more actively involved than in any other EI country. CONFIEP, the National Confederation of Private Enterprise Institutions of Peru, has been working with AID/Peru on private sector training initiatives. Together they maintain a joint committee that meets regularly to study the training needs of the private sector. CONFIEP handles all the publicity and candidate screening for the EI program, which the mission staff lacks sufficient staff and resources to accomplish adequately. Through its constituent 60 chambers of commerce and 29 trade associations, CONFIEP is able to widely publicize the EI program. The flyer which appears in its publications as well as local newspapers is included as Exhibit B. CONFIEP collects all documentation and screens the candidates using the following guidelines, preferring persons:

- 1) between 25 and 45 years of age;
- 2) from small or medium-sized enterprises;
- 3) belonging to some member association of CONFIEP; and
- 4) from industries that may obtain a US market, and for which there is applicable training in the US. e.g., agro-industry, textiles, non-traditional exports.

The joint committee uses summary information prepared by CONFIEP to invite candidates for an interview, after which nominations are finally made. Following completion of the program, participants are debriefed by the general management of CONFIEP as well as the mission. CONFIEP encourages participants to become more active in trade associations and plans to institute seminars where participants can share their experience with other entrepreneurs.

Participation in the EI program meets important goals for CONFIEP. It gives the organization greater insight into the activities of small scale enterprises, especially in outlying areas, engendering a more balanced perception of national business activities. The requirement of belonging to some member association of CONFIEP demonstrates that there are advantages to being affiliated with a business association. Through its participation, CONFIEP hopes to change the perception that it is dominated by the trade associations of large enterprises by demonstrating that it also serves the small entrepreneur. In general, the program "has created an atmosphere of expectation and interest among the members of the associations".

### Senegal

The two EI participants from Senegal are members of an association of bakers which has been part of an AID sponsored project to develop financial management systems. In the course of that program, the contractor decided that the president and vice-president of the association would benefit from the EI program. The EI program "complemented very well" the local training and enforced the credibility and value of the association and its affiliation with AID. Being leaders of a large, new association allows the participants the opportunity to disseminate their information to their colleagues. It also provides the opportunity for cooperation and pooling of resources in any venture such as importation or expansion.

"They made notes every night during their trip and prepared a draft, summarizing their visits, contacts, and potential areas for collaboration. This report they distributed to the members at a general meeting. This sparked interest in the association, such that afterwards they formed an economic interest group. 22 bakeries invested \$600 to \$700 each to a common fund to finance projects such as importing yeast from Fleischmann's [an EI host], the potential of milling wheat using a second-hand imported turn-key mill, and in conjunction importing US wheat." "EI helped support and very much vitalized the association and our project."  
F. Lusby, Sahel Financial Management Project

Their affiliation with the financial management project provides the participants with significant follow-up support, such as a study of the local market to consider the grain milling operation, or assistance in writing US business contacts and obtaining letters of credit.

### Kenya

Kenya, the most active EI program, has also turned to a local business association for assistance in recruiting candidates. AID/Kenya sponsors a program offering 1 week seminars in specialized industrial topics to members of the Kenya Association of Manufacturers. KAM's executive director says that, combined with the US based (EI) program, all efforts give a wider exposure to Kenya's private sector people for them to do better business domestically and internationally. Using KAM to solicit applicants has been useful and helped AID's relationship with the association. Affiliation with the local association also offers opportunities for dissemination and support of participant's ideas:

"I'd like to see a follow-up seminar in Nairobi for those who have participated so that they can reveal their experience since returning. This would allow for cross-fertilization among other entrepreneurs or managers that will trigger a chain of action as it inspires ideas, bringing change among others. This would allow for sharing concrete suggestions from the participants themselves."

S. Ita, KAM/Kenya

AID/Kenya has developed a list of criteria for preferred candidates. They are seeking:

- 1) persons in a management position in their company;
- 2) the best opportunities for employment generation;
- 3) indigenous Africans;
- 4) firms with large numbers of women employees;
- 5) firms from rural areas, outside the two urban centers;
- 6) firms seeking to develop export capabilities/opportunities; and
- 7) agro-processing firms.

EI's tailored programs allow AID/Kenya to target their specific private sector development priorities.

**Exhibit One**

Number of EI graduates from each Country  
Name, Title & Organization of each Respondent

Belize [8]

AID	M. Lourdes-Smith	Training Assistant
	Pedro Perez	Project Manager (BEIPU)
BEIPU	Denton Balisle	Executive Director

Burkina Faso [1]

phone contacts unsuccessful: no cable response by report date

Ghana [2]

AID	Emmanuel Darko	Training Officer
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Guatemala [1]

AID	Ruben Mejilla	Private Sector Officer
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Jordan [5]

AID	Barry McDonald	Deputy Director
	Richard Russell	Project Officer, Private Enterprise Development Project
	Nasr Nasr	Training Officer

Kenya [19]

AID	Sandy Severin	Private Enterprise Development Project Advisor, EI Program Officer
	Mark Renzi	Intern, Private Enterprise Development Project
	Mr. Ngama	Training Officer
	Peter Leifert	former Private Enterprise Officer
KAM	Silas Ita	Director

Mali [7]

AID	Wilbur Thomas	Deputy Director
	Manlafi Keita	Training Officer

Mauritius [1]

AID	Shariff Jathoonia	AID Specialist
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Paraguay [1]

AID	Julio Basualdo	Program Assistant/Training Officer
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Peru [5]

AID

Connie Gutierrez  
Luz Maurtua  
Veronica de Ferrero

Project Manager, Private Sector Office  
Training Advisor  
Chief of Training and Social  
Development Division

CONFIEP

Anna Maria Rey de Castro

EI Program Officer

Senegal [2]

AID

Frank Lusby  
  
Ousmane N'Dao  
Bill Hammink

Chief of Party, Sahel Regional Financial  
Management Project  
Training Officer  
Assistant Program Development Officer

Zaire [2]

AID

Mike Sullivan  
Kamal Zein

General Development Program Officer  
Training Director

Zimbabwe [2]

AID

Sarah Bishop

Training Officer

AID/Washington

LAC

Jim Suma

Private Sector Officer

AFR

Liliane Willens

Private Sector Officer

**EXHIBIT 2**  
**HOW PARTICIPANTS LEARN OF EI PROGRAM**

	Belize	Ghana	Guatemala	Jordan	Kenya	Mali	Mauritius	Paraguay	Peru	Senegal	Zaire	Zimbabwe	Total
<b>NEWSPAPER ADS</b>				*					*				2
<b>Business Assn. (e.g., Chamber of Commerce)</b>	*			*	*	*		*	*		*		8
<b>Personal Contacts/Word of Mouth</b>		*		*	*	*	*	*			*		6
<b>Other Professional Involvement With Mission</b>	*		*			*				*		*	5

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**FORMAL FOLLOW-UP ACTIVITIES**

	Belize	Ghana	Guatemala	Jordan	Kenya	Mali	Mauritius	Paraguay	Peru	Senegal	Zaire	Zimbabwe
<b>EXIT INTERVIEW</b>	*		*		*	*	*		*	*	*	
<b>Use of Participant as a Resource Person (e.g., workshops)</b>	*					*	*				*	
<b>Follow-up Visit to Place of Work</b>				*	*				*			
<b>Alumni Association</b>						*				*	*	
<b>Other Mission Training Programs</b>	*					*						
<b>Participant Reunions</b>					*	*						
<b>Business Advisory Services</b>			*									
<b>Enrollment in Professional Societies</b>				*					*			
<b>Credit Assistance/Funding</b>					*							
<b>IESC</b>					*							

**NOTE:** This exhibit summarizes responses to a general question of whether there is follow-up assistance available to the participants. It may not be exhaustive since respondents were not queried on each item.

5

# **PROGRAMA "EMPRESARIOS INTERNACIONALES"**

**Una oportunidad para el Pequeño y Mediano Empresario**

**Si Ud. está plenamente dedicado al desarrollo de su empresa...**

**Si es consciente de sus necesidades de capacitación para mejorar sus procesos de producción...**

**Si sabe que tiene que renovar su tecnología y ser más competitivo, abriéndose paso hacia más amplios mercados...**

**Si piensa que todavía puede seguir aprendiendo...**

**Ud. es el mejor candidato al programa:**

## **"EMPRESARIOS INTERNACIONALES"**

### **¿Qué le ofrece?**

Una beca en los Estados Unidos,  
diseñada a la medida de sus requerimientos,  
por una duración de tres semanas visitando empresas como la suya,  
aprendiendo nueva tecnología y vinculándose al mercado internacional.

Los requisitos de postulación son muy simples:

#### **EDAD**

Entre 25 y 45 años

#### **CARGO**

Propietario y/o Ejecutivo de la empresa

#### **ESTUDIOS**

Secundarios y/o técnicos

#### **IDIOMA**

Manejo de inglés nivel conversación

#### **ADICIONAL**

Tener algún proyecto de nuevos desarrollos o diversificación de la empresa.  
Estar afiliado a un gremio de CONFIEP, o Cámara de Comercio.

Enviar Curriculum Vitae documentado y fotografía a:

**CONFEDERACION NACIONAL DE INSTITUCIONES EMPRESARIALES PRIVADAS**

Cajuela Postal 27-0191

Lima