

# CEP

Croatian Enterprise Promotion

## Croatian Enterprise Promotion Activity

### Quarterly Report #7

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Submitted by:  
Deloitte Touche Tohmatsu Emerging Markets

Submitted to:  
USAID / Croatia

Progress from April 1 through June 30, 2003



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## **EXECUTIVE SUMMARY**

The second quarter of 2003 was devoted primarily to 1) revision of additional course offerings that had been pilot tested during the previous quarter, conduct of these workshops on a commercial basis under the Association of Management Consultants (AMC), and training of Croatian instructors for these courses; 2) development and testing of additional basic course offerings, including a Human Resources course, and a Food Safety Management (FSM) Lead Auditor course leading to certification; 3) completion of the research phase of a training initiative in the tourism industry, and subsequent tourism conferences (2); 4) initiation of the first round of paid enterprise practicum assignments in the war-affected areas of Croatia, conducted through subcontract to the AMC.

With the completion of the second quarter of 2003, CEP has fifteen months of work left in its period of performance. During this period, CEP will pursue four major work components:

- Institutional strengthening and support to the AMC, including transfer of training delivery capacity for all CEP workshops, development of basic association infrastructure and member councils, establishment and promulgation of a professional code of ethics, and development of member services;
- Completion of development of international certification programs for consultants, specifically in quality management topics (ISO and HACCP Food Safety), and provisional certification of 60 Croatian consultants in these skill areas;
- Development of industry-specific training curricula, using existing CEP courses as a foundation, for consultants in the food and tourism industries, and possibly one additional industry (e.g. wood processing).
- Establishment and supervision of paid practicum assignments for at least 48 consultants in the war affected areas, and provision of a full-time advisor to the new Small Business Promotion and Guarantee Agency (HAMAG).

## **1. REVIEW OF THIS QUARTER'S ACTIVITIES**

### ***1.1 Project Background***

On September 28, 2001 Deloitte Touche Tohmatsu Emerging Markets, Ltd. (DTTEM) and the United States Agency for International Development (USAID), through its Regional Contracting Office (RCO), signed contract #160-C-00-01-00108-00 ("the Contract") for the implementation of the Croatian Enterprise Promotion Activity ("CEP" or "the Project").

The purpose of CEP is to provide technical assistance aiming at removing constraints and market failures impeding the smooth and affordable provision of expert business consulting services and financial products to Croatia's small and medium enterprises (SMEs).

CEP will support USAID/Croatia's Strategic Objective 1.3 - Growth of a Dynamic and Competitive Private Sector. The intermediate results include:

## IR 1.3.2 Strengthened Capacity of SMEs to Operate and Compete

### IR 1.3.2.1 Adoption of Improved Technologies

### IR 1.3.2.2 Increased Access to Financing

### IR 1.3.2.3 Strengthened Business Associations

This report summarizes our activities and overall progress for the 2nd quarter, 2003. It is provided in accordance with Section F.4.d, Technical Reports, and Section G.5 Periodic Progress Reports of the Contract.

## ***1.2 Overview***

During the quarter, the CEP team achieved the following major results:

- Completed course development and conducted pilot workshops for Human Resources, and ISO Food Safety Management Lead Auditor;
- Accelerated transfer of training delivery capacity to the AMC through a “train the trainer program”; negotiated subcontracts with AMC for training services;
- Conducted with AMC commercial workshops for ISO Lead Auditor (Zagreb), HACCP Food Safety (Split), and Applied Marketing (Osijek);
- Completed survey of use of Croatian foods in hotels and restaurants, and conducted conferences and focus groups in Pula and Split on this topic;
- Completed and reported on two unpaid practicum assignments in HACCP Food Safety, one for small pasta producer, the other for a large juice and puree producer;
- Completed two-week intensive training of 12 consultants participating in first round of practicum assignments in Slavonia.

## ***1.3 Work Completed and Underway***

***Work Completed This Quarter:*** During the reporting period, CEP continued to train Croatian consultants as instructors for CEP/AMC workshops. We are making good progress in implementation of the train-the-trainer program, and are on target toward our goal of complete transfer of workshop delivery to the AMC by the end of the third quarter of 2003. As of June 30, CEP has developed, pilot tested, and revised nine workshop courses. Six of the nine completed courses can now be taught entirely by the AMC, using instructor/facilitators that have been trained by CEP.

During the reporting period CEP completed course development and conducted pilot workshops for Human Resources, Consulting Excellence, and ISO Food Safety Management Lead Auditor. The Human Resources and Consulting Excellence courses were taught entirely by Croatian instructors, beginning with the pilot.

The ISO Food Safety Management Lead Auditor is an entirely new course that was developed jointly by ISO Solutions, a CEP subcontractor, and Barrie Evans, CEP Quality Management expert. We are currently making revisions to the course and will seek international accreditation later this year.

In May 2003, CEP, in cooperation with the AMC and the USAID-funded ACE Project, conducted two one-day conferences in Istria and Dalmatia on the subject of training needs in the tourism industry, specifically focusing on food service and the use of Croatian specialty food and beverages in tourism. The conference reviewed the results of 1) a CEP survey of 122 hotel food and beverage managers and restaurant managers on their current use of Croatian specialty foods and training practices, which was also completed during the reporting period; 2) a survey of food growers and suppliers, conducted by the ACE Project during the same period. CEP will use the results of the surveys and focus groups as a foundation for creation of specialized training products for consultants to the tourism industry.

During the reporting period, consultants trained by CEP completed two unpaid practicum assignments in HACCP food safety at food processing enterprises in the Zagreb area. In both cases, the consultants prepared HACCP plans.

Under an anticipated budget modification, CEP plans to conduct five rounds of practicum assignments in the war-affected areas. During the last half of June, CEP conducted a two-week intensive training of 12 consultants contracted to participate in the first round of practicum assignments in Slavonia. This included one to two day sessions in ISO and HACCP quality, marketing / marketing research, cost reduction, human resources, key consulting skills and work planning.

***Work Underway:*** The following tasks or activities were in progress during this quarter:

During the quarter, CEP and AMC cooperated to develop the member data base, and the private (members only) access section of the AMC web page. Completion of these efforts is planned for the end of July.

All materials needed for CD-ROMs for five of the courses (Consulting Excellence, Cost Reduction, Applied Marketing, SME Finance) are now complete in both English and Croatian language (Human Resources course is complete and will be translated in August). Production of the CD-ROMs will be outsourced, with completion and distribution planned for early September.

Analysis of the results of the tourism survey conducted in April and May is now complete. Preparation of a draft report is planned for July, with distribution in mid-August.

#### ***1.4 Progress Against Benchmarks – Intermediate Results***

We are making progress against major project benchmarks, as shown below:

<b>Benchmark Per RFP</b>	<b>Progress</b>
1.1 Establish an Advisory Group	Advisory group established –first meeting April 2002
1.2 Support Advisory Group	Ongoing – three regular meetings to date – members also participated in promotional functions for CEP and AMC
2.1 Provide information on all industry-specific associations in Croatia	Association Inventory Report submitted March 2002
2.2 Determine three to five associations for consulting services market development work	Listed in Association Inventory Report
2.3 Implement tailored program to assist selected associations	HUP being assisted via AMC support work
2.4 Repeat same work for at least additional three industry associations	We will also work tourism associations and Wood Products association
2.5 Every six months present report on progress of each associations assistance activity	First report on cooperation with HUP submitted February 2003
3.1 Identify feasible option for establishment of an independent SRO	SRO Feasibility Study completed March 2002
3.2 Help execute incorporation of the SRO	Association of Management Consultants registered August 2002; AMC had 87 members at June 30, 2003
3.3 Help the SRO to produce detailed sets of standards and corresponding requirements for business consultants	Code of ethics preparation in progress
3.4 Help SRO to complete the testing methodologies and certification procedures for business consultants in Croatia	Certification programs developed for ISO and HACCP in cooperation with international accrediting bodies
4.1 Provide basic information on all providers of business consulting services	Consultant Inventory Report submitted January 2002
4.2 Design and initiate the implementation of market research for the SME sector	Survey of Enterprise Consulting Needs of 200 enterprises conducted April-May 2002; Survey of Training Needs of Tourism Sector complete. Report planned for August 2003

4.3. Deliver relevant reports on the market research work with recommendations	Consulting Needs report submitted July 2002 – includes recommendations for focus of training materials development based on research findings
4.4 Develop consulting packages, transfer knowledge on the packages to the Croatian business consulting industry and facilitate the commercialization of the consulting techniques and practices	Nine courses developed or acquired
5.1 Determine initial list of special studies including detailed plan for carrying out the first two such studies	Three studies conducted –1) Basic Structure and Services of Small Business Promotion Agency (March 2002); 2) Mortgage Backed Securities (June 2002); and 3) Strategic Plan for Small Business Promotion Agency
5.2 Determine need for feasibility or other studies related to inefficiencies in SME finance markets including detailed plan for carrying out such studies	Ongoing

### ***1.5 Issues and Constraints***

No outstanding issues to date that impede our ability to accomplish the tasks specified in the Contract.

## **2. WORK PLAN FOR NEXT QUARTER**

### ***2.1 Interim Objectives and Plans for Achieving Them***

During the next quarter, CEP will conduct activities in the four major work components identified in the Executive Summary section above.

#### ***Assistance to the AMC***

- Prepare a workshop “cookbook” for use by AMC staff
- Assist AMC with preparation of training schedule for Fall 2003
- Complete member database
- Produce CD-Roms for five additional AMC/CEP courses
- Assist with preparation and distribution of draft Code of Ethics
- Provide ongoing support to Councils on Membership & Marketing, and Training and Certification
- Complete redesign of AMC web page
- Prepare next issue of AMC newsletter

#### ***Certification Programs***

- Complete revision of the Food Safety Management course
- Complete revisions to ISO Lead Auditor and Human Resources courses

- Decision on prerequisites for certification courses

***Industry Specialization Courses***

- Complete tourism survey report
- Recruit tourism industry expert
- Create outline of tourism training curricula
- Write tourism cases and modules

***New Work Under Budget Modification***

- Supervise enterprise practicum assignments in Slavonia
- Recruit HAMAG Advisor
- Select enterprises and consultants for practicum assignments in Dalmatia
- Conduct consultant training for practicum assignments in Dalmatia

***2.2 Potential Problems and Needs for Assistance***

At this stage, we foresee no major or unusual impediments to our ability to achieve the objectives outlined above during the next quarter.

***2.3 Expected Staffing Requirements***

In order to accomplish these tasks, during the next quarter we will need to add the following full-time staff:

- Regional Coordinator for Dalmatia – start date in mid-August
- Business Analyst – start date in mid-August

We will also require the following short-term assistance:

<b>Task</b>	<b>Consultant</b>	<b>Timing</b>
Assist with case study development, training and provision of technical assistance to practicum teams in the tourism industries.	Tourism industry expert with a background in hotel and resort management, technical expertise in CRM training and tourism marketing	August-September 2003
Assist with ongoing practicums in Slavonia, providing technical assistance to practicum teams	Food supply chain industry expert with experience in supply chain management and internal purchasing systems	August-September 200

We anticipate that additional short-term consulting requirements will be identified during the quarter. We have also requested our subcontractor IESC to field a tourism industry expert to assist with practicums in tourism industry in Dalmatia beginning in October.

### **3. BUDGET AND CONTRACT ADMINISTRATION**

#### ***3.1 Project Expenditures and Remaining Budget***

No major outstanding issues. Approximately 50 % of the original three-year budget had been expended through the end of the quarter.

#### ***3.2 Project Staffing this Quarter***

In addition to the core full-time CEP team, the following individuals contributed to the project this quarter:

<b>Consultant</b>	<b>Approximate LOE This Quarter</b>
Barrie Evans (ISO/HACCP)	35 days
Steve Nicholas (ISO)	15 days

#### ***3.3 Contract Administration***

During the reporting period, a contract modification was requested for the purpose of providing an Advisor to HAMAG and conducting paid practicum assignments.

### **4. CONCLUSION**

Overall, the CEP team made substantial progress during this quarter. Challenges ahead include 1) completing the transfer of promotion and administration of the workshop training program to the AMC 2) developing and rolling out a paid practicum assignment program; 3) assisting in the further development of the AMC, including service offerings, and standing committees of members; and 4) promoting increased use of AMC-trained Croatian consultants by enterprises.

We will continue to build on demonstrated CEP strengths by training consultants through interactive workshops, providing them with tailored and very practical consulting tools, and arranging opportunities to participate in actual consulting assignments (practicums). These activities in combination with measures to strengthen the institutional capacity of the AMC will have the greatest impact, within our purview, upon the Croatian consulting industry at large.

**APPENDIX 1:**  
**Summary of Workshop Participant Evaluations**

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## **CEP Quarterly report July 2003**

### **Appendix 1**

**Training report**  
**Training Workshop – ISO Lead Auditor**  
**Commercial course**  
**Zagreb, CEP Office, June 16-20, 2003**

**A. Management Summary**

**1. TRAINING PARTICIPANTS STATISTICS**

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
0*	50%	0%	33%	17%	17%	83%	0%	0%	100%	0%

Total number of attendees: 6

\* Certificates were not awarded, pending IRCA's examination review.

**2. COURSE EVALUATION**

Pursuant to IRCA requirements, course evaluation data will be provided in July through our course delivery subcontractor.

**3. MAIN LESSONS LEARNED / suggestions**

(see #A.2 above)

**4. ACTION STEPS**

(see #A.2 above)

**B. Course Statistics**

(see #A.2 above)

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**1. PARTICIPANT EVALUATION OF TRAINERS (max 5)**

(see #A.2 above)

**2. PARTICIPANT EVALUATION OF COURSE LOGISTICS**

(see #A.2 above)

## Summary of Participant Evaluations

### Training Workshop – Food Safety Management System – Lead Auditor

#### Pilot

Zagreb, CEP Office, June 23-27, 2003

### A. Management Summary

#### 1. TRAINING PARTICIPANTS STATISTICS

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
0	60%	30%	0%	10%	40%	60%	0%	0%	100%	0%

Total number of attendees:10

#### 2. COURSE EVALUATION

Prior knowledge of topics:

**100% of the attendees have had knowledge of this topic**

Knowledge improvement by this training:

**90% of all attendees said that they improved their knowledge significantly**

Usefulness of materials to achieve learning objectives:

**50% of all attendees rated the materials as excellent**

**50% of all attendees rated the materials as above average**

Relevance of exercises to achieve learning objectives:

**60% of attendees rated the exercises as excellent**

**40% of attendees rated the exercises as above average**

#### 3. MAIN LESSONS LEARNED / suggestions

- There should be more time for discussions, maybe less time for exercises
- Max. number of people should be 10, preferably 8
- Number of exercises could be diminished, i.e. some exercises could be grouped
- Participants should be informed in time about prerequisites to attend
- There should be more examples from Croatian companies
- Groups for team work should be smaller
- Case study should be less complex since there is not enough time to study the materials deeply
- Could be useful to include specimens of documents used in the process
- Would be nice to receive an "answer sheet" at the end of exercises

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- Introducing a quiz at the end of each day, to summarize lessons learned, but also could include questions that will be part of the final exam
- During the course establish possible interest for practicums

### 4. ACTION STEPS

### B. Course Statistics

#### 1. PARTICIPANT EVALUATION OF TRAINERS (max 5)

Trainers code	Trainer 1		Trainer 2		Trainer 3		Trainer 4	
	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual
	4,80	n/a	4,80	n/a	0,00	0,00	0,00	0,00
<b>Overall</b>								<b>4,80</b>

#### 2. PARTICIPANT EVALUATION OF COURSE LOGISTICS

															Total	Average			
Presentations & Handbooks	4	5	5	5	5	4	5	5	4	4							46	<b>4,60</b>	
Team work																			
Timing of seminar																			
Room	5	5	5	4	3	5	5	5	5	5							47	<b>4,70</b>	
Refreshments																			
Personnel	5	5	5	4	3	5	5	5	5	5								<b>4,70</b>	

## Summary of Participant Evaluations

### Paid Practicum Training Workshop

**Osijek, June 16-27, 2003**

#### A. Management Summary

We have helped the Association of Management Consultant to organize a Two-Week Paid Practicum Training Workshop in Osijek, June 16-27, 2003. This has been the most challenging workshop to date, with 13 practitioners, 7 thematic modules, and approximately 15 facilitators, instructors and other supporting personnel.

Below are highlights and summary statistics for the training event:

#### 1. TRAINING PARTICIPANTS STATISTICS

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
13	100%	0%	0%	0%	69%	31%	100%	0%	0%	0%

#### 2. COURSE (s) EVALUATION

Prior knowledge of topics:

**The attendees have had experience in this topic**

Knowledge improvement by this training:

**Majority of all attendees said that they improved their knowledge significantly**

Usefulness of materials in future implementation:

**Majority of all attendees said that they expect to use the workshop materials further**

Participant self-evaluation of their involvement in training:

**All attendees are satisfied with their own engagement in the workshop**

#### 3. MAIN LESSONS LEARNED

- Should have practicum companies more involved at an early stage of the training session and make presentations to the group.
- Regional coordinator must constantly on site to ensure smooth logistics and general supervision.
- Team dynamics are very effective when the participants are aware of their team assignment and who their colleagues are – the training helps to solidify their working relationship is at least partially formed prior to setting foot in the companies.

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### 4. ACTION STEPS

- Facilitators from the first paid practicum workshop should be contracted with for reuse during subsequent workshops.
- Local partners must be established well in advance of new practicums – must get underway with contacts for Split.

## B. Course Statistics

### 1. PARTICIPANT EVALUATION OF TRAINERS (max 5)

Trainers code	Trainer 1		Trainer 2		Trainer 3		Trainer 4		Overall per course	
	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual
<b>Workshop</b>										
SME FIN	4,15	4,54	4,31	4,46	4,62	4,62			<b>4,36</b>	<b>4,54</b>
ISO Intro	4,62	4,62	4,31	4,54					<b>4,46</b>	<b>4,58</b>
HACCP Intro	4,62	4,69	4,85	4,77					<b>4,73</b>	<b>4,73</b>
HRM	4,38	4,38							<b>4,38</b>	<b>4,38</b>
Cost Red	4,69	4,62	4,85	4,62	4,54	4,62	4,77	4,69	<b>4,71</b>	<b>4,63</b>
Mkt	4,77	4,85	4,92	4,69	5,00	4,77	0,00	0,00	<b>4,90</b>	<b>4,77</b>
Cons Exc	4,92	4,92	5,00	4,83	0,00	0,00	0,00	0,00	<b>4,96</b>	<b>4,88</b>
<b>Overall</b>									<b>4,64</b>	<b>4,64</b>

### 2. PARTICIPANT EVALUATION OF COURSE LOGISTICS

	SME FIN	ISO Intro	HACCP Intro	HRM	Cost red	Mkt	Cons Exc	Overall
<b>Presentations &amp; Handbooks</b>	4,69	4,38	4,62	4,54	4,75	4,77	4,85	<b>4,66</b>
<b>Team work</b>	4,85	4,55	4,36	4,62	4,67	4,77	4,77	<b>4,65</b>
<b>Translation sim.</b>	0,00	4,77	4,92	0,00	0,00	5,00	0,00	<b>4,90</b>
<b>Timing of seminar</b>	4,55	4,55	4,45	4,45	4,45	4,27	4,58	<b>4,47</b>
<b>Video mater.</b>	0,00	4,60	4,25	0,00	0,00	0,00	0,00	<b>4,43</b>
<b>Room</b>	4,85	4,77	4,85	4,85	4,92	4,92	4,92	<b>4,87</b>
<b>Refreshments</b>	4,92	4,92	4,77	4,85	4,92	4,77	4,77	<b>4,85</b>
<b>Personnel</b>	4,92	4,92	4,92	4,92	4,83	4,85	4,92	<b>4,90</b>
<b>Overall</b>	4,80	4,68	4,64	4,70	4,76	4,76	4,80	

## Summary of Participant Evaluations

### Training Workshop – Applied Marketing Techniques

### Osijek, May 20-21, 2003

#### A. Management Summary

##### 1. TRAINING PARTICIPANTS STATISTICS

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
7	43%	43%	14%	0%	71%	29%	29%	0%	0%	71%

##### 2. COURSE EVALUATION

Prior knowledge of topics:

**71% of the attendees have had experience in this topic**

Knowledge improvement by this training:

**71% of all attendees said that they improved their knowledge significantly**

Usefulness of materials in future implementation:

**57% of all attendees said that they expect to use the workshop materials further**

Participant self-evaluation of their involvement in training:

**All attendees are satisfied with their own engagement in the workshop**

##### 3. MAIN LESSONS LEARNED

- There were no significant participants' comments.

##### 4. ACTION STEPS

#### B. Course Statistics

### 1. PARTICIPANT EVALUATION OF TRAINERS (max 5)

Trainers code	Trainer 1		Trainer 2		Trainer 3		Trainer 4	
	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual
	4,71	4,71	4,57	4,71	0,00	0,00	0,00	0,00
<b>Overall</b>								<b>4,68</b>

### 2. PARTICIPANT EVALUATION OF COURSE LOGISTICS

															Total	Average	
Presentations & Handbooks	4	5	5	4	5	4	5									32	<b>4,57</b>
Team work	4	5	4	4	5	5	5									32	<b>4,57</b>
Timing of seminar	5	5	4	4	5	5									28	<b>4,67</b>	
Room	4	5	3	3	5	4	3								27	<b>3,86</b>	
Refreshments	3	4	3	3	5	4	3								25	<b>3,57</b>	
Personnel	4		4	5	5	5	4								27	<b>4,50</b>	

## Summary of Participant Evaluations

### Pilot Workshop – Human Resource Management

#### April 29-30, 2003

### A. Management Summary

#### 1. TRAINING PARTICIPANTS STATISTICS

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
7 8	57%	29%	14%	0%	71%	29%	0%	0%	0%	100%
	participants									

#### 2. COURSE EVALUATION

Prior knowledge of topics:

**84% of the attendees have had experience in this topic**

Knowledge improvement by this training:

**86% of all attendees said that they improved their knowledge significantly**

Usefulness of materials in future implementation:

**57% of all attendees said that they expect to use the workshop materials further**

Participant self-evaluation of their involvement in training:

**All attendees are satisfied with their own engagement in the workshop**

#### 3. MAIN LESSONS LEARNED

Some of participants' comments:

- Excellent, relaxed training atmosphere
- Give more workshops (?)
- More practical examples
- Bad workshop timing (prior to public holiday)

#### 4. ACTION STEPS

- Consider adding more examples, references

## **B. Course Statistics**

### **1. PARTICIPANT EVALUATION OF TRAINERS (max 5)**

Trainers code	Trainer 1		Trainer 2		Trainer 3		Trainer 4		Trainer 5	
	Efficien	Mat.qual								
	4,57	4,71	4,40	4,60	3,57	3,57	2,86	2,29	4,20	3,80
<b>Overall</b>										<b>4,82</b>

### **2. PARTICIPANT EVALUATION OF COURSE LOGISTICS**

															Total	Average	
Presentations & Handbooks	5	5	4	5	5	4	5									33	<b>4,71</b>
Team work	5	5	3	5	5	5	4									32	<b>4,57</b>
Timing of seminar	4	5	3	5	5	3	4									29	<b>4,14</b>
Room	5	5	4	5	5	3	4									31	<b>4,43</b>
Refreshments	5	5	4	5	5	4	4									32	<b>4,57</b>
Personnel	5	5	5	5	5	5	4									34	<b>4,86</b>

## Summary of Participant Evaluations

### Training Workshop - Introduction to HACCP Food Safety

### Split, April 29-30, 2003

#### A. Management Summary

##### 1. TRAINING PARTICIPANTS STATISTICS

Number Certificates Awarded	Participant Background				Participant Gender		Promotional Effectiveness (participants hearing of course from)			
	Consultant	Industry	Government	Education / Other	Male	Female	press paid advertisement	press article or story	mailing	other (indicate)
10	40%	60%	0%	0%	40%	60%	0%	0%	30%	70%

##### 2. COURSE EVALUATION

Prior knowledge of HACCP:

**40% of the attendees have had experience in HACCP**

Knowledge improvement by this training:

**70% of all attendees said that they improved their knowledge significantly**

Usefulness of materials in future HACCP implementation:

**50% of all attendees said that they expect to use the workshop materials further**

Participant self-evaluation of their involvement in training:

**All attendees are satisfied with their own engagement in the workshop.**

##### 3. MAIN LESSONS LEARNED

**Some participant comments:**

- Avoid material duplication
- More practical examples
- Refer to the Croatian legislative and practice on HACCP

##### 4. ACTIONS STEPS

- Consider adding more Croatian examples, references

## **B. Course Statistics**

### **1. PARTICIPANT EVALUATION OF TRAINERS (max 5)**

Trainers code	Trainer 1		Trainer 2		Trainer 3		Trainer 4	
	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual	Efficien	Mat.qual
	4,80	4,40	3,90	3,80	3,90	3,80	4,60	4,10
<b>Overall</b>								<b>4,16</b>

### **2. PARTICIPANT EVALUATION OF COURSE LOGISTICS**

															Total	Average		
Presentations & Handbooks	5	3	4	5	4	4	5	4	5	5							44	<b>4,40</b>
Team work	5	3	4	5	5	3	5		3	4							37	<b>3,70</b>
Translation sim.	5	5	4	5	5	5	5	4	4	5								<b>0,00</b>
Timing of seminar	5	4	4	4	5	5	5	5	5	4							46	<b>4,60</b>
Video mater.	5	3	3	4	4	5	4	4	5	4								<b>0,00</b>
Room	5	2	3	4	4	4	4	5	5	3							39	<b>3,90</b>
Refreshments	5	2	4	5	3	4	5	5	5	4							42	<b>4,20</b>
Personnel	5	2	3	5	4	5	5	5	5	5							44	<b>4,40</b>