PDTAU 633

FINAL REPORT
ENTREPRENEURIAL MANAGEMENT AND EXECUTIVE DEVELOPMENT PROJECT (EMED)--FAO-0000-Z-01-3075-02
OCTOBER 1, 1993-JULY 31, 1997

The following report has been prepared upon completion of the Entrepreneurial Management and Executive Development (EMED) Project, which was a buy-in to USAID's core contract with Partners for International Education and Training. The EMED delivery order was initiated on October 1, 1993 and funded through September 30, 1996. A no-cost extension continued the contract through July 31, 1997.

The EMED project was funded through USAID's Europe Bureau as part of the Technical Assistance to Enterprises Project, designed to assist in the development of the technical, management and economics skills necessary to restructure central and Eastern European economies and Assist in the development of open markets and businesses. The EMED component was to provide U.S.-based management and professional training to owners and senior-level managers of small to medium sized private enterprises seeking to improve a range of skills, including marketing, accounting, quality control and human resource management.

Over the course of the project 9 countries participated in EMED: Albania, Bulgaria, Croatia, Hungary, Latvia, Lithuania, Poland, Romania, and Slovakia. A total of 867 entrepreneurs received training under EMED including 202 women (23%). A chart showing the number of participants trained for each country is included as Attachment A.

This report will outline overall Project accomplishments as well as individual country reports and closes with conclusions and lessons learned.

ACCOMPLISHMENTS

Administrative:

- Hired staff and set up office space to initiate EMED activity in Albania, Croatia, Romania, Latvia and Lithuania. (Bulgaria Hungary, Poland, and Slovakia had already begun operation under the RITE project, USAID's predecessor to EMED.)

- Developed procedures for participant recruitment, processing and selection; training plan approval and follow-on activities.

- Annually reviewed and redesigned application form to collect more detailed business descriptions and training objectives in order to design more effective training programs.

- Redesigned Impact Assessment form in conjunction with ENI Bureau and Missions to better measure the impact of the training on the participant's business.

- Held two EMED training conferences in Bulgaria and Poland for field staff, selected USAID Mission staff and Washington office representatives to compare procedures and share successful processes and strategies.

- Organized two business outreach activities in conjunction with the local Councils for International Visitors in Pittsburgh and Los Angeles to publicize the EMED program to potential business hosts. Two EMED participants made presentations in addition to business speakers and the USAID Project Manager.

- Provided guidelines for training organizations and business hosts to gain publicity for USAID and the program in their local press.

- Sought opportunities to make presentations about EMED to potential training providers and business hosts; e.g. annual conference of the National Council for International Visitors, National Association of Small Business International Trade Educators, etc.

PROGRAMMING INNOVATIONS

- Assisted in the design of special training events for women entrepreneurs, e.g. the European Women's Management Development Conference held in June 1995 in Philadelphia. EMED program staff coordinated the enrollment of 11 women participants from various EMED countries in this conference and associated internships.

- At the request of the ENI Bureau, EMED/Washington and Budapest offices coordinated the attendance of 20 participants from the CEE and NIS at a Small Business Development conference hosted by USAID in Budapest. EMED handled all logistical arrangements including travel, hotel, allowances and conference registration.

- In order to facilitate inter and intra-country business networking, participants from similar industries from the same or different countries were programmed in small groups (3-4) for all or part of their program. In this way participants were able to share their management problems and successes in group classroom settings but have individualized business meetings and on-the-job training experiences.

- Continued Resource Center expansion to support EMED programming:
  Established a unique database of 50 consultants nationwide who provide specialized one-on-one management training for EMED participants.
  Substantially increased the Resource Center's holdings of

private sector information tailored to the needs of the EMED project.
Created numerous documents explaining the EMED program to facilitate working with business hosts and other training institutions.
Created information systems to capture the unique information used by EMED, including systems for trade shows, business hosts, and Councils for International Visitors.

FOLLOW-ON INNOVATIONS

- Three editions of the EMED Participant Directory were produced in Washington and distributed to each returned participant and to USAID Missions. The Directory was organized by country and by business field to enable participants to pursue networking opportunities with one another. EMED field staff provided updated address and business information for each edition to insure accurate contact information.

- EMED supported the attendance of a number of female EMED participants at a follow-up conference in Budapest for those who had participated in the earlier European Women's Management Development Conference. EMED staff participated in the planning of the conference and follow-on money was used to fund participant travel to the Conference.

COUNTRY REPORTS

Albania

EMED activity in Albania began in 1996 and resulted in training 11 participants. A number of accomplishments are to be noted as well as some lessons learned and recommendations for future EMED programs Albania.

ACCOMPLISHMENTS

- Significant relationships were established and/or reinforced with the following organizations in an effort to identify strong candidates and ensure effective follow-up:
  the Small and Micro-enterprise Development in Albania project (SMEDA)
  the Small and Medium Enterprise Foundation
  The Albanian-American Enterprise Fund
  Peace Corps business volunteers
  the Agribusiness Center of the Support for Agricultural Restructuring in Albania project
  Volunteers for Overseas Cooperative Assistance (VOCA)

These relationships have produced a list of potential candidates far exceeding the current funding level.

- In an effort to develop cost-sharing arrangements, a tentative agreement was reached with the Albanian-American Enterprise Fund whereby the Fund would put an additional sum into the loans of likely candidate for EMED training. The Fund would be well-positioned to know which candidate could truly benefit from U.S-based training, the EMED project would provide the expertise to set up effective training in the U.S. and the Fund would follow-up with technical advice upon the candidates' return. The amount added to the loans of the Fund would cover approximately half the cost of training.

LESSONS LEARNED

- Of the eleven EMED participants who received training in FY96, two did not return to Albania. In order to avoid such problems in the future, it now seems necessary to make a thorough investigation of the true nature of the candidates' financial investment and personal ties to their companies. Although both of the non-returnees were highly recommended by Americans with business backgrounds working in the district towns with the participants, upon further checking it appears that neither had a significant financial investment in the companies they represented.

- It has proved difficult to find English-speaking candidates for the EMED program; therefore it may be necessary to find groups of non-English speakers with the same training needs and to provide an interpreter. This approach proved very successful with a group of garment makers who had formed an exporters association and were trained through EMED in 1996. Potential groups for FY97 include flower procedures, swine producers, dairy processors and private radio owners.

RECOMMENDATIONS

- With the increase in successful business activity in Albania, 12-15 strong participants could easily be identified and trained if additional funds were devoted to the EMED program.

- In an effort to accommodate good, non-English speaking candidates and produce a greater impact in a particular sector, more groups should be trained.

- Efforts should continue with other organizations to identify cost-sharing mechanisms of mutual benefit.

- Consideration should be given to requiring a modest contribution by participants, perhaps equal to a few hundred dollars. (Currently, USAID/Albania waives the participant contribution for EMED participants.)

Bulgaria

ACCOMPLISHMENTS

- The most significant accomplishment of the program in Bulgaria was the complete integration of EMED into the Firm Level Assistance Group (FLAG) in FY96. Under Strategic Objective 1.3 "Increased Growth of Private Firms in a Competitive Environment," 7 FLAG contractors and grantees engaged in firm level assistance in Bulgaria formed a consortium to offer technical assistance and training to SMEs in the sectors of light manufacturing, construction, agribusiness, communications, consulting and financial services. The EMED program provided U.S. training as part of a package of interventions available to targeted companies. PIET/EMED staff participated on FLAG committees: Marketing and Screening; Diagnostics and Intervention and Monitoring; and Tracking and Evaluation, and by the end of the year, on the policy-setting Operations Board.

- EMED contributed to the FLAG results package by offering U.S. training to clients to enable them to improve their operations and/or services and by helping them to establish linkages that directly result in business agreements.

- Developed programs to improve consulting services in finance, privatization and strategic management.

- With the assistance of the PIET office, EMED Alumni founded the Bulgarian Partnership Association (BAP), a business association which has grown to fill a vital gap as a pro-active organization of the private entrepreneurs capable of providing quality services to SME and effectively addressing advocacy issues.

- With FLAG sponsorship, BAP held two international conferences on SMEs, the second of which included 250 participants from Bulgaria and the region. Official guests included representatives from the Bulgarian and U.S. governments and U.S. and European donor agencies. The conferences focused on four areas: regional aspects of SMEs; foreign investment; privatization and land restitution; and discussion of the draft law on SME promotion.

RECOMMENDATIONS

Recommendations are again within the FLAG framework:

- Concentrate on training owners/managers of export-oriented businesses within agribusiness, light manufacturing and tourism sectors.

- Expand services to strengthen the financial sector: assist privatization funds, banks, pension, funds, brokers; examine construction and mortgage finance.

- Intensify linkages with other USAID programs, e.g, Local Government Initiative, Implementing Policy Change. (IPC)

- Continue to assist associations and synergize with the IPC for increased emphasis on associations' advocacy roles.

- Promote regional cooperation through utilization of the contacts with EMED trainees in the region to establish linkages among businesses in Bulgaria and the region.

- Cooperate with other international organizations: the World Bank, International Monetary Fund, PHARE.

- Train SMES on how to manage their businesses in the environment of hyperinflation.

Croatia

The EMED program was launched in the autumn of 1995 in Croatia.

ACCOMPLISHMENTS

- Established strong links with the following organizations to assist in the identification of EMED candidates: Croatian Chamber of Economy, the Croatian Employers' Association, various business Associations, the Croatian Guarantee Agency, commercial banks, business magazines (Poslovni svijet Vecernjeg lista, Glas Slavonije), the Ministry of Economic Affairs, the Institute for International relations, former PTPE participants, and many others.

- Established successful recruitment strategy: 21% of identified candidates were women and 73% were from outside Zagreb. Out of a total of 41 approved candidates, 14% of the participants were women and 76% were from outside Zagreb. There were 6 regions represented: Slavonia (37%), Zagreb (24%), Istria (17%), Varazdin (10%), Dalmatia (7%), and Karlovac and Banija (5%).

- Innovative pre-program meetings provided. For the group of 15 Slavonian entrepreneurs approved by June 1996, a pre-program meeting was organized and most of the general PDO (pre-departure orientation) issues were covered. At this meeting, one of the returned participants was asked to share his recent experience, give useful advice, and explain the advantages of participating in the program. This way of distributing information was very helpful, so another meeting was organized for a larger group during the Zagreb International Trade Show (September 1996) and facilitated further networking between participants and with USAID.

- Organized a follow-on conference attended by 30 EMED participants which covered various topics of interest to entrepreneurs (financing alternatives for SMEs, business planning, doing business in Croatia, etc.) and offered plenty of opportunities to network and discuss future projects. The conference was successful due to the appreciated contribution of two contractors (Small Enterprise Development Funds - SEAF, and Bulgarian Firm Level Assistance Group - FLAG) and American businesses operating in Croatia (i.e. KPMG). The interactive program was designed with the help and involvement of: the Ministry of Economic Affairs, the Croatian Guarantee Agency (HGA), the Croatian Bank for Reconstruction and Development (HBOR), the Croatian Association of Consultants (CROATEH), the Institute for International Relations (IMO), the American Center Library, FIMA (stock brokerage house), Gradska banka Osijek (private bank),and the Croatian Employers' Association.

- Assisted participants in formation of an EMED alumni association.

- Developed a follow-on needs assessment questionnaire which was completed by 28 of 41 participants to determine participants' technical assistance needs, interest to participate in the future networking events, EMED recruiting assistance, participants' update and interest in the SME association. All participants (28) would like to join the association.

- Assisted participants in drafting statement of goals for the alumni association:
  to represent and protect common interests of all members of the Association.
  to participate in economic development programs for the Republic of Croatia.
  to propose legal solutions related to SMEs.
  to share knowledge about various credit sources with the members
  to facilitate networking with suppliers and other business partners.
  to facilitate cooperation with other associations.
  to organize seminars, conferences, workshops and roundtables.
  to support publishing of business publications and other professional literature.
  to start up new companies.
  to develop other goals to strengthen the Association.

LESSONS LEARNED

- Communication with USAID: An initial problem of being excluded from the selection committee was resolved and the quality of World Learning's contribution to the project was significantly improved by World Learning's involvement in the selection process.

RECOMMENDATIONS

- All possibilities to work closer with USAID should be explored (i.e., participation in the SO teams, work on training plans, involvement in reporting, participation at the decision-making meetings re: indicators, immediate results, etc.).

- Additional business opportunities should be offered to participants through national and regional conferences or meetings. This would help them in business expansion and broadening their client base across borders.

Hungary

ACCOMPLISHMENTS

- The most significant development for the EMED program was its complete integration into USAID/Hungary's Small and Medium Enterprise Strategic Objective in 1996. Although a large number of individual participants had achieved results for their own businesses during the first two years of the project, in FY96 EMED began to contribute to SO performance indicators as an SME SO team member and implementing partner. A chart with the aggregate numbers for FY95 and 96 is included as Attachment B, a memo from EMED Training Advisor Gabor Geczi to USAID Project Specialist Susan Kutor.

- At the request of USAID, statistics were collected through the EMED Impact Survey to measure the change in participants' businesses following their training programs, as a way to quantify the impact of EMED training. The results of this survey of FY95 and 96 participants is included as Attachment C.

- As part of a continuing effort to identify minority candidates for EMED, PIET/Hungary was successful in recruiting Ms. Blanka Kozma, the first female Roma EMED participant. Ms. Kozma is President of the Bokreta coop company which coordinates 30 Roma micro businesses. She has also played an active role in government agencies and foundations which support business and civic opportunities for disadvantaged and handicapped Hungarians. During her training Ms. Kozma was able to see the role that local and federal government agencies play in supporting minority businesses in the U.S. and she hopes to apply these models in Hungary.

- Several vehicles were developed by PIET/Hungary to disseminate information on the EMED program. One was the EMED Newsletter which was sent out to all returned participants as a networking and informational tool. Another was inclusion of 5 Hungarian entrepreneurs in the Directory of Dynamic Entrepreneurs in Central and East Europe compiled by the European Foundation for Entrepreneurship Research (EFER).

- PIET/Hungary was instrumental in the effort to redesign the EMED nomination form in order to be responsive to USAID's interest in including more candidates from business support organizations (Local Enterprise Agencies) and small business development centers. The redesigned form captured background and training objective information relevant to these participants (as opposed to entrepreneurs from private companies) which enabled PIET/Washington to design more effective training programs.

[redacted]

USAID/Latvia participated in the EMED program in FY94 and 95 resulting in 36 owners and managers of small and medium sized businesses trained.

ACCOMPLISHMENTS

- Peace Corps volunteers helped identify at least 7 strong candidates, the collaboration being especially successful because these 7 participants were located outside the capital city of Riga. Other participants were identified by USAID Contractors and their staff in-country, local business consultancy centers and returned participants.

- Although actual training was only conducted for a two year period, there were lasting effects of the program. The participants located in Liepaja as well as in Valmiera came together to discuss their experiences and ways to continue networking to provide a sound business community.

- Returned EMED participants were able to serve as resources regarding Latvia's privatization efforts when Ambassador Larry Napper visited on-site with the 8 participants of Liepaja upon the commencement of his duty in Latvia.

- Two certificate ceremonies were held to honor the 36 pax and bring the EMED program into public light.

- The EMED Directory has been distributed to all participants each year.

- The Impact Survey was sent out twice and a total of 15 replies were received.

Lithuania

USAID/Lithuania participated in EMED from FY94-96. Lithuania's 107 participants could be categorized in several ways:

% Women participants by year:

1994	1995	1996
6%	21%	22%

% Geographic diversity of participants by year:

Geographic Area	1994	1995	1996
Vilnius	36%	36.5%	27%
Western Lithuania	35%	27%	30%
Eastern and Central	29%	36.5%	43%

% Minority participants represented by year:

	1994	1995	1996
Russian		2%	
Other	6%		5%

NOTE: Minority percentages listed as "other" denote names of participants which are of minority origin. It is not common for minority groups of Russian origin, if their families have lived in Lithuania for many years, to claim Russian nationality. In their passports, it is noted that they are Lithuanians. The row marked "Russian" reflects those passports showing their nationality as Russian.

ACCOMPLISHMENTS

- In 1994/95, bi-monthly meetings were held with small groups of participants and USAID and served as an important business climate information source for the Agency as well as informing them about effectiveness of training.

- An EMED survey was administered twice to returned participants with final results showing that the participants found the need for a business club, for seminars in international contracts and negotiation, to meet and learn from each other, to work with their municipalities on business development and to know about other available forms of assistance.

- PIET/Lithuania was commended by USAID/Lithuania for excellent public relations and outreach, especially continued relations with the press. Examples of innovative communications that heightened the image of U.S. assistance to Lithuania include:
  Press conferences prepared in detail at several municipalities outside Vilnius;
  Asking for assistance from local Chambers of Commerce and Business Centers to stage meetings with local business people;

Well organized and well attended Certificate Ceremonies with press releases and press kits, and press conferences prior to the ceremonies;

The resulting media coverage on TV and in newspapers also had an impact on recruitment and resulted in more than 250 applicants for FY96.

- All important follow-on activities included:

  Two women who had attended the training program for Development of Women Managers in the U.S. were supported with EMED follow-on money to attend a follow-on session in Hungary.

  Two EMED women managers in textiles and tourism attended the workshop held by FLAG in Bulgaria to help Lithuanian businesses to flourish on a regional basis. They returned to their hometowns to tell other participants about their experience at a meeting organized by PIET in Klaipeda.

  Two EMED Newsletters were published.

  Alumni meetings were organized in Klaipeda and Vilnius.

  All women participants were invited to attend and exhibit at the First Women's Conference in Lithuania. Three had exhibit space.

  Information on other USAID assistance was distributed in written form to all participants of 1995.

  Several participants applied for loans from the Baltic American Enterprise Fund.

  An international contracts seminar was organized.

  Linkages were made with participants from USAID's Participant Training Project for Europe (also administer by PIET.), as well as with IESC, Peace Corps, MBA Enterprise Corps, and other organizations from strategic sectors of USAID programs in Lithuania.

  A questionnaire was sent out to all EMED participant to compile a list of problems in the current business environment. This information helped USAID/Lithuania to form their new strategy for 1996-98. Unfortunately, the strategy excluded EMED from further development activities in Lithuania.

LESSONS LEARNED

- In recruiting participants much time can be saved by using a one page standardized form to question first call applicants to determine if the applicant meets general program guidelines and should continue for English testing.

- It is important to educating the selection committee as to what makes a good trainee; what kind of participant comes home to produce results.

- Training is a long-term investment. Substantive impact and results may take up to two years to be observed. The companies which EMED participants represent have an excellent chance for success and are helping to build Lithuania's economy. Charitable support and volunteerism, innovation and decentralized management can already be seen in a higher percentage of these companies than in those not participating in the program.

RECOMMENDATIONS

- That USAID continue to use this critical mass of 107 loyal participants that they have invested in as a resource for measuring the current business environment in Lithuania.

Poland

USAID/Poland participated in the EMED program from FY93 through December of 1996.

ACCOMPLISHMENTS

- Largest number of EMED participants trained: 191
- Greatest percentage of women participants: 26% (50 of 191)
- Geographic diversity achieved: 75% of participants recruited from outside the capital area
- Successful relationships established with other USAID technical assistance and grantee organizations for recruitment and follow-on:
  IESC
  MBA Enterprise Corps
  Citizens Democracy Corps
  Polish-American Enterprise Clubs,
  Volunteers in Overseas Cooperative Assistance (VOCA)
- Cooperation with VOCA to develop training programs for 2 groups of EMED/SMART (Small and Medium-sized Agribusiness Reform Triangle) Groups, in meat processing and fruits and vegetables.

Romania

Lessons Learned and Recommendations

i. **The US training is an unique experience for each participant. That is why we have to maximize the benefits of his/hers training.**

From our experience the program impact will be higher if both participants and their US hosts will know more about each other and about the business culture of their country and region and of course about the specific business environment their companies are evolving into.

a) **Improving the participants knowledge about US business culture and environment:**

- In cooperation with Washington State University's Centers For Business Excellence we will organize seminars and workshops in order to improve participants':
  - presentation skills
  - understanding of US business culture
  - understanding of the industry and the way it operates in the US (e.g. types of businesses in the same industry, differences between the financial statements in the two countries)
  - business English (in this area we cooperate with Peace Corps too)
- Receiving the detailed training program in advance:
  - We consider that having the detailed program in advance will help the participant to prepare for each meeting with our help or with the help of other AID's subcontractors (e.g. list of critical questions to be asked).
  - By participating in this preparations we can also better evaluate the training efficiency for each meeting the participant had.

b) **Improving the US host knowledge about the Romanian business culture, environment and business opportunities.**

Add to the site visit report more information regarding:

- The industry and its specificity in Romania;
- The business environment in that particular area of Romania from where the participant is coming from;

Keep PIET office update with information regarding:

- The privatization process in Romania;
- The Romanian legal framework evolution that will be of interest for a potential investor in cooperation with (American Bar Association CEELI Liaison, an AID subcontractor in Romania)

c) **Improving the follow on activity through:**

- **Adding targeted follow on activity depending on the industry and company's size.** Up to now we tried to offer as follow on activity seminars, panel meetings and workshops that were of interest fore almost all participants. We have noticed that our participants evolved in time and now they need more specific training applicable just to a particular industry. We will cooperate with CDC's consultants in organizing this kind of follow on activities.

Accomplishments and future plans

1. I think that our greatest achievement can be considered the fact that we maintained the relationship with a large majority of our participants and many of them consider our office as the best business information center they had ever been in touch with. If will have more office space we are thinking of developing library for our participants (using both books and software)
2. We are now working (at their request) with a initiative group to help the EMED alumni become an officially registered organization.
3. Enhance the program value by cooperating with other AID sub-contractors.

- We developed the relationship beyond new participants recommendation stage;
- We are working now at maximizing the value of the provided services for all the organizations involved and at designing a common working strategy.

- besides their major project in Romania the CDC advisors will reserve one - two days (more if necessary) of their Romanian program to help one or a group of EMED alumni, operating in their field of expertise or to give a presentation or a lecture on a important topic for that specific industry.
- quarterly report on legal framework evolution that may be of any interest for foreign investors in cooperation with American Bar Association CEELI Liaison, an AID subcontractor in Romania. The report will be send to PIET Washington to be disseminated among the business hosts and will be added to our newsletter.
- Improving the presentation skills, the understanding of the US business culture and environment. On going seminar for groups of nominees organized with Washington States University's Centers for Business Excellence from Constanta and Bucharest. Reports on how a specific industry is organized in US realized with CDC advisors.
- Business English lessons organized together with Peace Corps and with the Centers for Business Excellence to improve the communication skills of our participants.

Slovakia

ACCOMPLISHMENTS

USAID/Slovakia was a strong supporter of the EMED program and provided funding to train 164 participants between 1993 and 1997.

- Hands-on approach contributes to positive feeling of participants toward the program. Personal contact with participants from their first inquiry about the program through follow-on activities: before and after the language test and selection committee decision, visits to firms once approved, contact by phone and fax while program is being developed, predeparture orientations, post-training meeting and follow-on/follow-up contacts.

- Returned participants serve as resource for USAID/Slovakia in determining assistance programs that will meet the needs of the developing private sector. USAID Representative cites the EMED program as an example of successful and responsive assistance.

- Developed strong relationships with USAID grantees and local organizations to assist in identifying candidates for EMED and to sit on selection committees. For example,
  Peace Corps small business volunteers
  Slovak Business and Banking Advisory Center
  Slovak Management Training Center
  MBA Enterprise Corps.
  Regional Advisory Centers/business Innovation Centers

- Developed in collaboration with USAID/Slovakia, a brochure to inform USAID's publics and other agencies and individuals involved in enterprise development about successful Slovak participants who were trained in the U.S. through EMED. PIET/KNO and USAID/Slovakia distributed this brochure as a tool for recruitment and to highlight EMED's success in Slovakia.

- Hosted a third country training program attended by two returned EMED participants as a follow-on activity, which targeted staff from regional advisory centers for SME development. Slovak participants were able to meet counterparts from Poland and Hungary for networking and enhancement of their management skills.

- Developed an innovative follow-on program for returned participants, the EMED Cup. This business simulation game provided an opportunity for 10 EMED participants to form teams with colleagues from throughout the country to experience real life conditions in the business world, see the effects of their decision and learn from mistakes without negative effects on their companies.

- Completed a survey of all participants to determine impact of EMED program as measured by changes in company performance and by asking participants to indicate most important benefits of their training. The survey was returned by 116 of 175 participants and indicated that the majority realized an increase in company income from 6-50%. Complete results are included in Attachment D.

- Developed and distributed EMED Newsletter to participants and other interested parties as an information and networking tool.

LESSONS LEARNED/RECOMMENDATIONS

- If USAID/Slovakia decided to continue EMED in FY98, an emphasis should be placed on identifying women (particularly) and men from outside Bratislava as candidates for training. Sources to be used in this effort include all the organizations mentioned above as well as returned participants themselves.

- In order to make participants aware of USAID's programs so that they can be confident when speaking with U.S. hosts about their training programs, provide material during pre-departure orientation which outlines the facts on the program's philosophy and funding.

CONCLUSIONS

- The EMED program was well-suited to support USAID's reengineering, as it evolved from a training program which targeted the specific needs of individual entrepreneurs to a cross-cutting program which offered training as one intervention in support of USAID's privatization strategic objectives. Rather than equating results with the number of entrepreneurs trained, EMED results were measured in terms of organizational change as a step toward improved operations of businesses in each country's targeted sectors.

- Anecdotal and statistical information collected in participant success stories and field surveys supports the conclusion that the EMED program brings about positive changes for participants' businesses in many areas, including: net worth, human resource development, production techniques, marketing, financial management, MIS capability and increased business opportunities with the U.S. and within the Region.

- EMED has proven to be a successful vehicle to heighten the awareness of USAID's activities, both in the U.S. and in the Region. The "human interest" aspect of the program and the high level of participant satisfaction has resulted in media attention before, during and after the training.

Attachment A

EMED PARTICIPANTS TRAINED

Country	Participants Trained	Women Trained
Albania	13	3
Bulgaria	92	24
Croatia	41	7
Hungary	105	28
Latvia	39	11
Lithuania	107	23
Poland	191	50
Romania	115	27
Slovakia	164	29
Total	**867**	**202**

MEMORANDUM Attachment B

To: **Susan Kutor**, Project Specialist, USAID/Hungary
Through: **Anne Beasley**, Assistant Project Development Officer and Chairperson of SME Team. USAID/Hungary

From: **Gábor Géczi**, EMED Training Advisor, PIET/Hungary
Date: February 6, 1997

Subject: **Performance Indicators.**

As we agreed during the December 11, 1996 SME Indicator Workshop and on the December 18, 1996 meeting with you, enclosed we send you the performance indicators PIET/EMED as SME SO team member and implementing partner created to measure EMED's contribution to SME SO-s and intermediate results.

1. At first here are the **aggregate numbers**:

	FY95	CY95	FY96	CY96	FY95 +96	CY95 +96
Total number of EMED participants	33	35	43	44	76	79
Total number of women participants	12	10	10	13	22	23
Number of minority participants	0	0	0	1	0	1
Number of marketing managers	8	7	4	5	12	12
Number of SME supporting participants	8	5	11	17	19	22
Women marketing managers	4	4	1	2	5	6
SME supporting women participants	2	3	2	5	4	8

2. **Areas** in which the EMED training programs were organized.

Remark: It would be difficult to group our participants in the categories of the project implementation questionnaire. Therefore we attach (attachment no.1) a list of Fields of Study, which are different in the case of each participant except for groups.

3. We also attach a chart (attachment no. 2) outlining baseline and updated data of performance indicators, i.e. number of employees, annual sales/income, value of company assets, exports.

Remarks:
A/ We added names of EMED participants and their company.
B/ "Then" is date of application. "Now" means minimum six months after training, i.e. the date when our returned participants completed our impact survey form. (We have those on file if you want to see them.)
C/ We marked the years they had the training in with different colours.
D/ Few of our participants currently work for different companies as opposed to their date of application. We marked them as "changed".
E/ If there is no data under "Now" means two things: 1. Less then 6 months have passed since the participants returned. 2. The participant has not sent us back the completed impact survey yet.

STATPAX1.XLS

	Last name	First name	Company name	Number of Employees		Annual Sales/Income ($)		Val
#				Then	Now	Then	Now	The
1	Földes	Zsuzsa	Lehoczky-Földes-Kövári Law Off.	5	5	133,357	174,346	
2	Bárdos	István	Service Office Travel Agency	3		311,166		
3	Kövári	Tibor	Glob Info Foundation	3		-		-
4	Erdeiné H.	Klára	Reginnov Tanácsadó Iroda	5	3	-	2,500	-
5	Kreitl	Péter	Glob Info Found.	70		-		-
6	Kádár	Tihamér	Training Center for Manpower Dev.	34		-		-
7	Török	Petra		1		-		-
8	Oláh	Zsuzsa	Vepex Consulting Ltd.	5	5	195,590	200,000	
9	Ollár	Péter	OVM Vas MÛanyag ISZ	250	250	2,744,318	5,000,000	
10	Czakó	György	Scarabeus Ltd.	8		142,247		
11	Tóth	Attila	Mellifera Ltd.	7	7	3,100,000	6,000,000	
12	Lakatos	Géza	Visual Ltd.	28	32	1,200,000	1,900,000	
13	Volenszky	Orsolya	Visegrádi Faipari Szövetkezet	71	51	746,799	1,071,000	
14	Anisics	Ernõ		1	30	62,233	700,000	
15	Rigler	István	Alisca Patent Co.	20		889,046		
16	Osztrovszky	István	Primus-NetLtd. CHANGED	10	4	329,000	250,000	
17	Papp	Tibor	Számalk Systemhouse	400	300	18,000,000	20,000,000	1
18	Varga	Bálint	Rips&Rops Ltd.	3		40,007		
19	Szabóné T.	Judit	Nass Ltd.	100		4,000,000		
20	Demeter	János	Vepex CHANGED	5	3	181,187	70,000	
21	Tallián	Erzsébet	Caola	58		1,955,903		-
22	Gulyás	Csaba	DEFÉM	61	57	715,087	200,000	
23	Schütt	Margit	Financial Tax and Legal Consult. Ltd.	1		27,628		
24	Ványai	Gusztáv		2 + 8seasonal	4	55,000	40,000	
25	Borsós	István	Chamber of comm./Baranya county	20	18	-	350,000	-
26	Daróczy	Ferenc	Sziluett Adoni Ltd.	17		252,975		
27	Sólyom	Éva	Cooptim	47	63	2,100,000	3,000,000	
28	Kerekes	Lajos	Cooptim	47	63	2,100,000	3,000,000	
29	Ádámné Sz.	Mária	Inwest Marketing Bt.	8	10	720,000	1,800,000	
30	Huszty	Gábor	ENTEL Ltd.	5	5	222,261	270,000	
31	Bajtek	Gyöngyvér	M Mémöki Iroda	5	8	264,046	104,000	
32	Herbert	Dániel	TRACO Ltd.	18		2,379,125		

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#	Last name	First name	Company name	Number of Employees		Annual Sales/Income ($)		Valu
				Then	Now	Then	Now	The
33	Borus	Judit	Balassi Publishing House	25	24	764,459	-	
34	Várszegi	György	Recognita Corporation	56	55	4,000,000	2,000,000	
35	Ecsédi	István	Samling Ltd.	13	10	767,459	500,000	
36	Nagy	Pál Géza	AUTER	42		590,943		
37	Borsányi	István	PRO 2000	6		130,468		
38	Köpenczei	István	LEA of Tolna County	18	19	-	600,000	
39	Csányi	Csaba	Csányi &Csányi Ltd.	12		306,983		
40	Ferenczi	Andrea	Ferenczi & Ferenczi Ltd.	3	4	10,000	250,000	
41	Takács	Tünde	LEA of Zala County CHANGED	12	1	-	20,000	
42	Mészáros	Zoltán	Hotel Buda Center	30	30 + 100contractor	669,992	700,000	
43	Generál	Péter	Trainex Ltd.	9	12	720,000	1,000,000	
44	Tenke	Tibor	GIS Systemhouse	120		2,600,000		
45	Kövári	Antal	Technical Ind. Coop.CHANGED	70	800	498,848	13,125,000	
46	Tamás	Tibor	Postabank	50	62	1,970,069	10,000,000	
47	Bösze	Gábor	LEA of Tolna County	18	19	-	600,000	
48	Lengyel	Tamás	HEVA Ltd.	8 + 50sub-contract.		744,435		
49	Piszker	István	Vidikon	10		250,000		
50	Szakál	László	XWARE Bt.	2	4	500	20,000	
51	Farkas	József	Dinasty Ltd.	41	57	1,435,149	2,187,000	
52	Kovács	Péter	World-Wide Telecom	3		-		
53	Mayer	Róbert	Medikémia	160	160	7,725,804	8,300,000	
54	Balogh	Zoltán	MEDIA L.E.D.	4		268,610		
55	Hoffer	István	C + H Ltd.	5 + 4part time		76,745		
56	Sárkány	Márta	Sárkány Ltd.	7		153,491		
57	Farkas	Pál	Agro-Universal	6		6,200,000		
58	Szûcs	Gábor	Botond Ltd.	15	15	550,000	550,000	
59	Brunner	Ágnes	Inter Trade Agro	40	42	9,608,091	20,600,000	
60	Liptay	Gabriella	Szezám Advertising & PR Agency	18	18-20	2,200,000	2,500,000	
61	Kovács (II.)	Péter	Komló Reg. Dev. Agency	6		3,000		
62	Beszterczey	Gábor	Hungarian Television	5		100,000		
63	Pintér	Zsuzsa	Fejér County Ent. Agency	28		350,000		-
64	Kucsera	Mihály	Békés County Found. for Ent. Prom.	14		-		-

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#	Last name	First name	Company name	Number of Employees		Annual Sales/Income ($)		Valu
				Then	Now	Then	Now	The
65	Görög	István	Győr Business Assistance	20		755,800		-
66	Sipos	József	Baranya County Ent. Prom. Center	7		131,641		
67	Süle	Péter	Budapest Enterprise Agency	25		-		-
68	Pencz	Mihály	Siklós Chain Ltd.	45		406,753		
69	Szabó	Magdolna	GREFF Electronics	1 + 5temporary		51,000		
70	Bodnár	Tibor	LEA of Heves County	7		90,000		
71	Kontra	Levente	Metal &Wood Deposit Company	10		50,000		
72	Arany-Tóth	Mariann	Horwath Consulting	5 + 5sub-contract.		700,000		
73	Szigetvári	Ágnes	Family Business House	3 + 8sub-contract.		30,000		
74	Varga-Ötvös	Béla	Value Map	3		61,396		
75	Pálfi	Sándor	EASTGLOBE	4 + 50part time		84,420		
76	Tatai	Mária	Marton Ltd.	4		400,000		
77	Kvintovics	Pál	Biotrend Ltd.	5 + 15sub-contact.		60,000		
78	Vékony	László	Local Govemm. of Somogy County	60		140,469		
79	Rozman	Richárd	LEA of Komárom-Esztergom C.	9		1,000,000		
80	Kerepeszki	István	Pintér & Társa Bt.	4		393,313		
81	Kozma	Blanka	Bokréta Corp.	30		110,000		
82	Horváth	Tamás		1		2,000		
83	Fehér	Zsolt	Aktakukac Bt.	3		7,140		
84	Girhiny	Ildikó	Management Dev. Center	3		-		
85	Benes	Beáta	DeST Co.	44		1,100,000		
86	Kiss	Benedek	Fess Sportswear	120		2,200,000		
87	Póder	Margit	Chamber of Comm. Baranya C.	4		50,000		
88	Molnár	András	Prosperitas Found.	5		-		
89	Liptay	Éva	LEA of Nógrád County	9		860,000		
90	Márjalaki	László	Pharao 2000Ltd.	11 + 80 students		84,281		

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