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UNIDO SELF-EVALUATION SYSTEM  
Project Evaluation Report  
GROUP TRAINING PROJECTS (PER/GT)

**PART I.**  
(To be completed by HTO)

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1. *Face sheet*

- 1.a Project no.: **US/UT/RAF/99/066**
- 1.b Project title (from the project document): **Seminar on Management of Food Safety in Fruit and Vegetable Processing Industry, Budapest 4-16 October 1999.**
- 1.c Name, address of host training organisation and director's name:  
**Campden & Chorleywood Food Industry Development Institute Hungary, 1094 Budapest, Márton u. 3/b.  
dr. Sebők András - General Manager**
- 1.d Date training commenced: **4th October 1999**
- 1.e Date training ended: **16th October 1999**
- 1.f Number trained:  
Planned: **15**  
Actual: **12**
- 1.g How many were female participants: **3 female participants**
- 1.h Countries participating: **Ethiopia  
Kenya  
Malawi  
Uganda  
United Republic of Tanzania  
Zambia  
Zimbabwe**
- 1.i { } One-time training programme  
{x} New programme which will probably be repeated  
{ } Programme held \_\_\_\_\_ time before
- 1.j Type of training (percentage of time spent on each type):  
55 % practical (lab & in-plant)  
45 % theoretical (classroom)  
10 others: round table discussions, exchange of experiences, etc.

Item 3.f

1. The title and the course content are different.

Suitable title for the given course will be required.

2. The title of the course should be changed because the course was not mainly on fruit and vegetable processing industries but in food processing industries.
3. More videos and group case studies should be provided. This will ensure the involvement from participants.
4. A more practical approach to some subjects (such as HACCP, ISO-9000, 14000) could have been better.
5. Programme should be for different group.
6. Daily schedule could have ended at 16.30.
7. More time for HACCP case study.
8. More participants who are directly involved in actual production process should be invited as well as staff of quality control laboratories would also benefit.
9. More visits should be included to food industries to follow-up lectures and a practicum about Hungarian food industry.
10. The emphasis for people from industry should be on the implementation of HACCP, GMP, GHP and should be asked to suggest materials to be included in the Programme well in advance.

1.k Indication of social events organised:

Welcome reception: 2 staff of the host training organisation:

- dr. Sebők András, general manager
- Margit Bleszkán, training manager

3 staff from outside the host organisation:

- Edit Nagy, expert
- Barnabás Fáy, Vice President of the Hungarian National Committee for UNIDO
- Lantosné Lányi Erzsébet, expert from Ministry of Economy

Cultural programme: Concert in St. Mathias Church: 1 staff from the host institution

- Adrienn Hegyi

Farewell reception: 2 staff of the host training organisation:

- dr. Sebők András, general manager
- Margit Bleszkán, training manager

3 staff from outside the host organisation:

- Edit Nagy, expert
- Ernő Partl, Secretary of the Hungarian National Committee for UNIDO
- Ernő Krisch, Managing Director, Associate Professor

2. *Analysis of the participants*

2.a 6 trainees arrived on time  
6 trainees arrived on the 4th October 1999  
3 trainees did not arrive at all.

2.b The size of training group was:  
{ } too small                      {x} about right                      { } too large

Comments: The size of training group was right, mainly when the participants worked in small groups, because it was longer time for feedback.

2.c The composition of the group was:  
{x} homogenous                      { } too mixed (age, experience, level, etc.)

Comments: The composition of the group regarding the experience and the level of knowledge was homogenous.

2.d {x} The trainees had generally the right technical qualifications for the programme  
{ } Too many trainees were over-qualified for the programme  
{ } Too many trainees had less than the minimum qualifications required

2.e {x} There were no significant language problems  
{ } Trainees had language problems.

2.f Use this space to explain any other problems concerning the participants.

Few participants had problems with command of English mainly during visits of laboratories or plants.

Participants proposed to include more plant visits and case studies mainly regarding the application of HACCP.

Some of participants mentioned that they had difficulties in arranging the entry visa in Hungary.

Some participants proposed to reduce the daily programme with one hour.

### 3. *Analysis of results and potential impact*

3.a How would you assess the training results (upgraded skills/knowledge) of the programme?

more than planned

as planned

less than planned

marginal

Comments: The training results are beneficial as planned. All participants noted that the seminar was highly beneficial especially regarding the GMP, HACCP and they will use these knowledge efficiently in their countries.

3.b How would you assess the potential utilisation of the newly acquired knowledge and skills of the participants in their respective work place?

to a great extent

to a sufficient extent

to a small extent

to a marginal extent

Comments: All participants noted that they will be able to apply the acquired knowledge and experience in their countries, but there will be some difficulties because of their existing level of technology, general awareness in their countries, lack of manpower qualification and lack of finance and facilities.

3.c What kind of follow-up measures would you suggest should be taken by UNIDO to assess the impact of the training programme?

sending questionnaires to trainees and their supervisors

carrying out an in-depth evaluation (ex-post) to assess efficiency, relevance and impact of the entire programme according to UNIDO methodology

others (please explain)

3.d How is the overall assessment of the training programme?

highly satisfactory, more than planned

satisfactory, as planned

satisfactory, though not fully as planned

unsatisfactory, less than planned

- 3.e Provide suggestions on how the future programme may be improved and made more effective.

Future programme may be made more effective if the duration of training will be extended to 3 weeks to have more time for case studies and factory visits.

4. *Please provide your reactions to the comments contained in Part II. of this Evaluation Report.*

It would be useful to extend the training with some marketing and competitiveness aspects as well. During the course when we realised these needs we added these elements to the programme which was welcomed by the participants. The participants were very motivated and well prepared. Based on the feedback we think that they understood the principles and benefits of food safety management system.

We agree with the comments of UNIDO evaluator. We would be very pleased to be considered this seminar a training module of the Special Support Programme of Hungary/SESAGR which could be an element to be included in an Integrated Programme of UNIDO with Agro-Industry component covering meat, milk, poultry processing as well. We will prepare a project proposal in the near future.

5. *Assessment of the role of UNIDO*

	<i>Good</i>	<i>Satisfactory</i>	<i>Unsatisfactory</i>	<i>No involvement</i>
<i>Design &amp; formulation of project document</i>	+			
<i>Preparation/formulation of the aid memoir</i>	+			
<i>Designing the outline of country report to be prepared by the participants</i>	+			
<i>Selection of trainees</i>		+		
<i>Elaboration of the training programme (content and methodology)</i>				+
<i>Contribution to training materials</i>				+
<i>Technical contribution to training staff</i>				+
<i>Overall evaluation of the course</i>	+			

*András Sebök*

*23.11.99.*

dr. András Sebök  
General Manager

Signature:

Date:

**PART II A**

**Summation of Participants' Evaluation Questionnaire**  
(To be prepared either by UNIDO staff, if conducting  
the end-programme evaluation, or by HTO)

*(Please indicate the number of answers received in the appropriate box)*

Number of Trainees: 12

Number of questionnaires received: 12

**1. Pre-course information**

1.a Introductory information received in home country:

excellent/good	sufficient	insufficient	poor
10 9	8 7 6	5 4 3	2 1
4 3	2 3		
4 2	2 4		
7 1	1 3		

- Aim of the training
- Level of the programme
- Content of the programme

What, if any, other information should have been included?

One participant proposed to provide preliminary information on food safety. Probably this information could be annexed to the Aide-Memoire.

1.b How many weeks before the beginning of the training programme was the following information received?

	<u>More than 4 weeks</u>	<u>2 to 4 weeks</u>	<u>Less than 2 weeks</u>
Information about the programme	[ 10 ]	[ 1 ]	[ 1 ]
Acceptance to the programme	[ ]	[ 10 ]	[ 2 ]

Comments:

Two participants commented this item but it was an opinion of the group that more time should be given for application and preparation of participants if accepted.

**2. Quality and relevance of training programme content**

2.a The Programme was relevant to the conditions of the company or institute of the trainee

excellent/good	sufficient	insufficient	poor
10 9	8 7 6	5 4 3	2 1
7 5			
5 8	4		
2 1	2 2 1	1	1

2.b Quality of the training material

2.c Quality of libraries of the HTO

2.d Subjects of the programme which were most valuable:

Subject Number of responses

Participants unanimously noted that almost all topics and subjects of the Seminar were valuable. HACCP, GMP, GHP were specially regarded.

2.e Subjects of the programme which were least valuable:

Subject Number of responses

Two participants mentioned that overview of food packaging and internationally recognized method of food analysis could be presented better.

2.f Were environmental issues included in the training course? [] Yes [  ]No

but should be expanded in future training.

2.g Any relevant subjects that were not adequately covered in the programme:

As per item 2.e and Canning Principles in Fruit and Vegetable Processing Industry. Some participants who felt that they need detailed information on HACCP, GMP, GHP, ISO-9000, ISO-140000, international trade law were advised special literature as well as further contacts with C+C Hungary.

2.h What was the general level of the training?

much too high		too high			adequate			too low	
10	9	8	7	6	5	4	3	2	1
3	1	3	2	1	1	1			

Comments:

Noting very high level of the Seminar, participants stressed modern knowledge, new information, high quality presentation and organization of the Seminar by both C+C Hungary and UNIDO.

3. Organization of training process

3.a Opinion about the total duration of the course:

[  ] Too long [  ] Just right [  ] Too short

Comments:

Although 9 participants noted that duration of the Seminar is just right, majority of them would like to extend the Seminar to 3 weeks for thorough learning practical application of HACCP, GMP, GHP, ISO-9000.



3.b Opinion about the daily schedule:  
 [4 ] Too heavy       [ 8 ] Just right       [ ] Too light

Comments:

Two participants proposed to reduce daily schedule of classes to 16.00 or 16.30 due to high intensivity.

3.c Opinion about the size of the group of participants:  
 [ ] Too large       [ 11] adequate       [ 1 ] Too small

3.d The composition of the group was:  
 [ 10] homogeneous       [ 2 ] too mixed. Please explain:

3.e Personal integration in the group:       [ 12 ] Yes       [ ] No

3.f Suggestions of any changes in the general nature of the training programme:  
 9 participants suggested changes as mentioned in the attached list.

4. Quality of training process

4.a Methods of training utilized

- theoretical part
- practical part, including demonstrations, plant visits, case studies, laboratory exercises
- round-table discussions, presentation of participants, etc.

excellent/good	sufficient	insufficient	poor
10 9	8 7 6	5 4 3	2 1
1 7	3 1		
3 3	3 3		
1 2	5 3 1		

Comments:

One participant proposed to increase time for round-table discussions for intensive sharing of experience.

4.b Changes preferred in the methods of training:

	<u>no changes</u>	<u>more</u>	<u>less</u>
Lectures	{ 10 }	{ 1 }	{ 1 }
Group work	{ 8 }	{ 4 }	{ }
Demonstrations	{ 9 }	{ 2 }	{ 1 }
Plant visits	{ 7 }	{ 5 }	{ }
Case studies	{ 5 }	{ 6 }	{ 1 }

Comments:

Basically participants proposed to include more changes in group work, plant visits and case studies which also implies extension of the Seminar to 3 weeks.

4.c Communication with personnel of factories of in-plant training:

{ 7 } easily                      { 5 } not easily                      { } not at all

4.d The general standard of the instructors with respect to:

	<u>command of English</u>	<u>method of instruction</u>	<u>relevance to practical application</u>
Very good	{ }	{ 6 }	{ 8 }
Rather good	{ 9 }	{ 5 }	{ 4 }
Fair	{ 3 }	{ 1 }	{ }
Poor	{ }	{ }	{ }
Very poor	{ }	{ }	{ }

Comments:

Two participants noted that sometimes during visits of laboratories or plants some instructors had problems with command of English.

4.e Did the participants have sufficient time for a professional exchange of views with instructors?

	<u>Yes</u>	<u>No</u>
with instructors	{ 12 }	{ }
with fellow participants	{ 12 }	{ }
with staff of the factories	{ 9 }	{ 3 }

4.f Benefits derived from these exchanges of views with:

	<u>the programme staff</u>	<u>fellow participants</u>	<u>staff of the factories</u>
A great deal	{ 9 }	{ 8 }	{ 4 }
Much	{ 2 }	{ 4 }	{ }
Somewhat	{ 1 }	{ }	{ 7 }
Little	{ }	{ }	{ 1 }
Not at all	{ }	{ }	{ }

Comments:

Only two participants felt that they did not benefited much during discussions with the staff of the factories.

	Excellent/good		sufficient			insufficient			poor	
	10	9	8	7	6	5	4	3	2	1
4.g availability of training material	6	4	1	1						
quality of training material	5	4	1	2						
4.h application of traditional training facilities	2	5	2	3						
4.i application of audio-visual techniques	7	2	1	2						
4.j adherence to Programme schedule of the course	5	4	3							

5. Basic training results achieved

	very high		high			low			marginal	
	10	9	8	7	6	5	4	3	2	1
5.a professional benefits acquired from participating in this training programme	3	6	1	2						

Comments:

All participants noted that the Seminar was highly beneficial in terms of enhancing understanding in food safety especially in HACCP, GMP, ISO-9000 and could be a starting point for efficient follow-up upon their return to home countries.

	very high		high			low			marginal	
	10	9	8	7	6	5	4	3	2	1
5.b the degree of opportunity to apply the newly acquired knowledge in his/her present job	6	2	3	1						

What difficulties could be expected?

All participants are able to apply newly acquired knowledge and experience in their present position which, however, will be difficult due to:

- level of technology existing;
- level of knowledge and general awareness in the country;
- lack of manpower qualification;
- lack of finance and facilities.

	very high		high			low			marginal	
	10	9	8	7	6	5	4	3	2	1
5.c possibility to transfer acquired knowledge & skills to others in home country	4	2	4	2						

- 5.d How will this transfer be done?
- [ 9] In a day-to-day work to colleagues and subordinates
  - [ 10] In specific training activities inside present employment
  - [ 6] In specific training activities outside present employment

What difficulties could be expected?

Majority of participants noted that some difficulties could be expected such as:

- lack of special knowledge on training methodologies
- lack of training manual, video facilities
- resistance of some companies to introduce changes.

- 5.e What is the possibility of organizing similar training courses in the participant's country?

Comments:

Quite all participants confirmed high and very high possibilities of organizing similar training Seminar in their respective countries. However, assistance is needed and support from UNIDO or/and from other donors to overcome constraints as per item 5.d above as well as experts' support like staff from C+C Hungary.

## 6. Administration and logistics

- 6.a Were the administration arrangements satisfactory in terms of:

	<u>Yes</u>	<u>No</u>
- international travel	[ 12 ]	[ ]
- local travel	[ 12 ]	[ ]
- visa	[ 8 ]	[ 4 ]
- accommodation	[ 12 ]	[ ]
- social events	[ 10 ]	[ 2 ]

Comments, if any:

Although all participants stressed considerable efforts of UNIDO and C+C Hungary in organizing the Seminar it was noted by four participants that visa arrangements could be started in due time. Two participants would like to get sightseeings on their choice which was not possible to arrange.

- 6.b Were services and facilities in terms of classroom, plant visits and training equipment satisfactory?  
 [ 12] Yes [ ] No

Comments:

Training facilities, equipment and plant visits were well organized and utilized by sub-contractor and participants proposed to continue similar training events if they occur at same training premises of C+C Hungary.

7. Overall assessment of the training programme

highly satisfactory 10 9	satisfactory as planned, good 8 7 6	satisfactory though not fully as planned 5 4 3	unsatisfactory 2 1
4 3	3 2		

8. Should the training programme be repeated? [12] Yes [ ] No

9.a What new skills the participants now possess as result of attending this training programme?

Participants unanimously confirmed that the Seminar provided solid knowledge information and experiences to organize in their countries integrated work with factories, industries and associations on application of HACCP, GMP, GHP, food law as well as training appropriate staff to multiply the impact of the Seminar.

9.b Additional comments, if any, provided by participants on issues not adequately covered by this questionnaire or proposals for follow-up:

The participants planned appropriate follow-up in their closure presentation suitable for their respective countries, some of them are:

- organization of Training the Trainers seminar;
- organize meeting of NTCs on regional level;
- explore possibilities of exchange of training on local and regional levels;
- invite UNIDO's experts in organization and conducting of training events, etc.

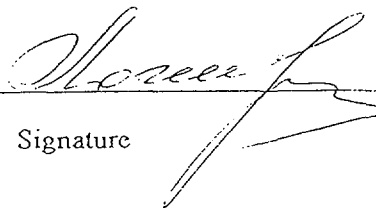
**PART II B**

**Evaluator's Overall Assessment of the Implementation of the Training Programme**  
(To be prepared after analysis of Part II A, discussions with participants, administration of the programme, training staff and local authorities, if applicable)

On the basis of the questionnaires analysis as well as discussions with participants and Training Administration of the sub-contractor C+C Hungary, it is obvious that participants got new substantive knowledge and practical experience in management of food safety, which can be applied by NTC and professionals from industry in their respective countries. It means that the objective of the Project Document is fully achieved through the implementation of the Seminar. It is worth to note that the Seminar could be considered a training module of the special Support Programme of Hungary/SESAGR which C+C Hungary is capable to draft as an element to be included in an Integrated Programme of UNIDO with Agro-Industry component covering meat, milk, poultry processing as well. This possibility was discussed at the level of the sub-contractor and Hungarian National Committee for UNIDO.

Compiled by:

I. Loguinov, SES/AGR



18.10.99

Name & Title

Signature

Date

Part III

Review and Assessment by UNIDO Project Manager

1. Involvement of the Unit

1.a What was your branch's or section's involvement in this training programme (check as appropriate)?

- preparatory (fact-finding) mission (or planning the project)
- preparation of the training programme
- preparation of aide-mémoire
- preparation of project document or aide-mémoire
- negotiation of the proposal with a donor
- preparation of selection criteria
- selection of participants
- giving the training itself
- administration and logistics
- mid-term review
- end-of-project evaluation
- other (specify)

1.b Was any other co-operating branch within the house involved in the preparation and implementation of the training programme?  Yes  No

If Yes, indicate which branch and what was the involvement of the co-operating branch.

IPC/QSM Branch, backstopping the implementation of the project US/RAF/95/171, and after analysis of its implementation results, proposed to strengthen food safety components in 7 participating African countries. The Branch recommended to invite 7 NTCs and 8 industrialists from those countries for upgrading knowledge and skills in Hungary.

2. The training programme

2.a The programme was  initiated by a recipient country  
 initiated by UNIDO  
 initiated by the donor  
 an HTO initiative  
 a repetition of an earlier programme  
 other (please explain)

See also 1.b

2.b The programme was financed by:  voluntary contribution  
 UNIDO funds  
 other UN funds

2.c An assessment of manpower and training needs in the countries participating in the training programme:

was made by: -  Government and  was not made [ ]  
-  UNIDO ~~by UNIDO~~  
-  HTO  
-  clients

If an assessment was made, explain briefly how it was done and at which level (plant, enterprise or institute): As far as the Training Programme was designed to seven NTCs of the Year 2000 Food Programme, we knew these professionals from the past experience. The task of Governments and UNIDO was to select 8 Food processing industrialists who will make valuable contribution in this field in their respective countries.

2.d Relation to thematic priority(ies)/component(s)

Service modules:

A 4-G, C 4-G

2.e How many countries were invited? 9  
 How many countries applied for participation? 8

2.f How many participant nominations were received? 17 Of which 4 were female.  
 From how many countries? 8  
 How many participant nominations were selected? 16 Of which 3 were female.  
 How many participants were from Least Developed Countries? 6  
 Of which 2 were female.

2.g Environmental issues  
 E  A  I  N  U  Cannot determine

2.h Gender issues: were gender-related activities adequately planned and implemented?  
 Yes  No  Not Applicable  Cannot determine

3. Provide your comments, if any, on the Assessment by HTO (Part I of this report).  
 The objective assessment made by the Director of the Seminar, Mr. Sebök, provides good impression on procedures and results of implementation of the Seminar and solid and reliable perspective in further UNIDO/Hungary cooperation in food processing industry for developing countries.

4. Provide your comments, if any, on Part II.

n.a.

5. Give your overall assessment of the training programme.

highly satisfactory, more than planned  satisfactory, as planned  
 satisfactory, though not fully as planned  unsatisfactory, less than planned

6. What follow-up measures are suggested to assess the impact of the training programme?

sending questionnaires to trainees and their supervisors  
 visiting selected trainees and their supervisors in their home countries  
 carrying out an in-depth evaluation  
 others (please explain)

It is specified in the Project Document that six months after the completion of the Programme, participants are requested to send to UNIDO a report on application of skills, knowledge and technique acquired during the training Seminar.

7. Suggestions for improvements.

The effectiveness of future training programmes in the same or similar subject areas could be increased by changing (check as appropriate):

- technical content (including level, type and scope)
- trainee selection criteria
- type of instructors
- duration of the programme
- composition of the programme (balance between or sequence of theoretical and practical elements of the programme etc.)
- training methodology (e.g. the relative amount of lectures, seminars, laboratory work, case studies or in-plant work)
- language of instruction
- training facilities
- other (specify)

Please explain:

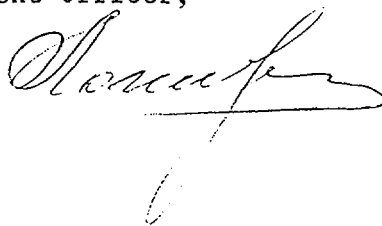
- 1) The present Programme of the Seminar has been tailor-made and positively implemented with some additional recommendations made by participants. It could be modified upon receipt of participants' report 6 months after implementation and repeated if necessity is found to further support the Year 2000 Food Programme.
- 2) As aspects of HACCP, GMP, ISO 9000, etc., are receiving new dimensions and becoming an urgent issue for developing countries' economy, UNIDO needs to considerably intensify introduction of these advanced methods in Integrated programmes with Food Processing components. Simultaneously, a possibility should be sought to update the aspects of earlier developed Integrated Programmes through working out special support programme to UNIDO's Integrated activities which could suggest organization of similar tailor-made seminars, training kits development, application of modern training technique and technology (CD, mass-media, Internet, etc.) and other approaches.

The C+C Hungary is one of excellent partners of UNIDO to achieve sustainability of the process and positive results.

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Name & Title    I. Loguinov,  
Industrial Development Officer,  
SES/AGR

Signature



Date  
23 November 1999



UNIDO SELF-EVALUATION SYSTEM  
Project Evaluation Report  
GROUP TRAINING PROJECTS (PER/GT)

PART: IV  
Review by EVAL

1. Quality of the report:

- Excellent  Good  Satisfactory  
 Unsatisfactory  Unacceptable

Comments, if any:

2. Assessment of the Group Training

- Highly satisfactory, more than planned  Satisfactory, as planned  
 Satisfactory, though not as planned  Unsatisfactory, less than planned

Comments:

3. Environmental issues

- E  A  I  N  U  Cannot determine

4. Gender issues: Percentage of female participation = 25 %

5. Is the project to be referred to the UNIDO public information service?

- Yes  No Why?

*the seminar was small and short.*

*10-12-1999*

*[Signature]*

Date

EVAL officer

cc: HTO; Registry;

Review by EVAL only - Project Manager

## *Environmental Issues*

**Category E:** ENVIRONMENTAL project (project was intended to address an existing environmental problem or to prevent a potential one)

**Category A:** APPROPRIATE ENVIRONMENTAL COMPONENT (project was not an environmental project but adequately incorporated an environmental component)

**Category I:** INADEQUATE (the project required an environmental component, but the component that was incorporated was inadequate)

**Category N:** NO ATTEMPT to incorporate an environmental component could be found, although it was judged that one was needed

**Category U:** UNNECESSARY (the project did not require an environmental component)