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Renaissance Eastern Europe Program
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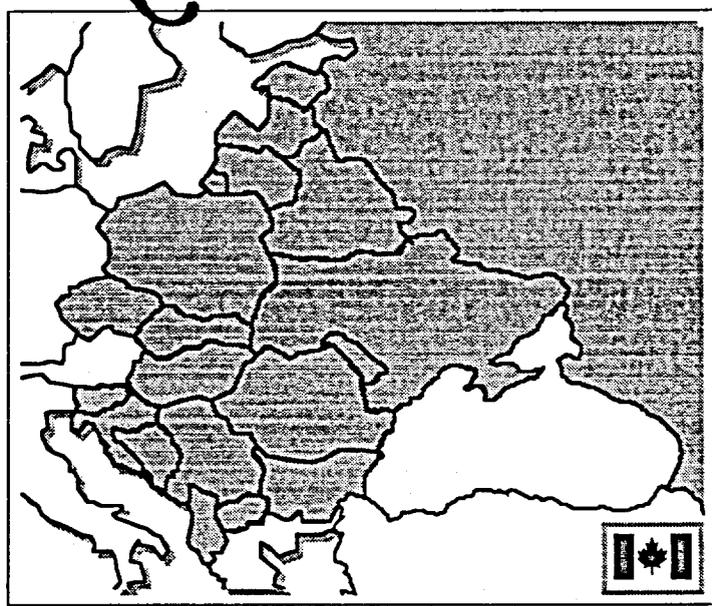
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Department of Foreign Affairs
and International Trade

Ministère des Affaires étrangères et
Commerce international

RENAISSANCE EASTERN EUROPE



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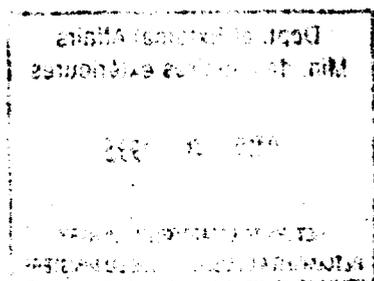
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This booklet is intended to serve only as a general guide and is subject to change.

*Final decision regarding eligibility and interpretation of criteria rest with the
Department of Foreign Affairs and International Trade officials responsible
for delivery of the Program.*

Date of Issue: July 1994

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*R*ENAISSANCE EASTERN EUROPE

Introduction

Background

The *Renaissance Eastern Europe Program* is funded by the Department of Foreign Affairs and International Trade's Bureau of Assistance for Central and Eastern Europe. The Bureau is responsible for delivering Canada's Assistance Program to the countries of Central and Eastern Europe and the former Soviet Union. The *Renaissance Eastern Europe Program* is administered by the Central and Eastern Europe Trade Development Division. The *Renaissance Eastern Europe Program* was created in 1990 as part of Canada's assistance efforts to the countries of Central and Eastern Europe and the former Soviet Union.

Objectives

The *Renaissance Eastern Europe Program* is designed to assist the countries of Central and Eastern Europe and the former Soviet Union make the transition to free market economies. To do this, the Program seeks to increase the involvement of Canadian companies prepared to invest in these markets through the establishment of long-term business relationships.

The *Renaissance Eastern Europe Program* recognizes that Canadian firms are confronted by disadvantages of geography and traditional trading links when it comes to investing in Central and Eastern Europe and the former Soviet Union. Through this program, Canadian firms interested in establishing long-term business relationships in Central and Eastern Europe and the former Soviet Union, are assisted with certain costs associated with these investments.

The two fundamental objectives of the *Renaissance Eastern Europe Program* are:

- to transfer Western business practices generally, and specifically Canadian expertise, investment and technology to assist in the development of free market enterprises in the countries of Central and Eastern Europe and the former Soviet Union; and
- to increase the familiarity and cooperation between the people of Central and Eastern Europe and the former Soviet Union with the Canadian private sector, resulting in increased trade with the region.

Assistance Available

The *Renaissance Eastern Europe Program* provides financial assistance in the form of a non-repayable contribution. The Program will cover up to fifty percent of a company's eligible expenses, to a maximum contribution of \$100,000. Companies are limited to three separate and distinct funded activities per government fiscal year (April 1 to March 31).

The *Renaissance Eastern Europe Program* supports the following two project specific activities:

- Venture-Specific Front-End Studies
- Enterprise-Specific Training

Companies may receive funding for both of the above noted activities for the same project.

The *Renaissance Eastern Europe Program* also supports the following government initiated activities:

- newly established, representative and viable bilateral business councils
- business information programs

The *Renaissance Eastern Europe Program* does not assist with:

- market identification visits or general market and feasibility studies
- capital projects bidding
- establishing distributor, agent relationships, or sales offices

Certain activities not funded under the *Renaissance Eastern Europe Program* may be eligible under the Program for Export Market Development (PEMD). More information on PEMD can be obtained from Info Expo, 1-800-944-4000, or from International Trade Centres across Canada. (see p. 10).

Company Eligibility

In order to qualify for *Renaissance Eastern Europe Program* assistance, Canadian applicants must be one of the following:

- an incorporated business (federally or provincially) and currently established and operating in Canada
- an independent professional service firm
- a private sector trade association
- a profit-oriented Crown Corporation, Crown-owned company or provincial/municipal agency

All program participants must be judged capable of fulfilling the Program's objectives. Incorporated businesses and professional firms must:

- have been established and operating in Canada for at least three years
- have annual sales exceeding \$1 million (\$500,000 for professional service firms)
- have satisfactory marketing and managerial capabilities
- be financially able to successfully complete the project
- have an exportable product or service with significant Canadian content
- be export-prepared
- have visited the target country during the last twelve months
- be committed to sharing significantly in the equity and/or management of the project
- be registered in either the World Information Network for Exports (WIN Exports) or the Business Opportunities Sourcing System (BOSS) databases*

Renaissance Eastern Europe Program assistance is not available to:

- government departments at any level, or their non-profit oriented agencies or affiliates
- educational institutions or their non-profit oriented affiliates and subsidiaries
- organizations or associations that do not represent profit-oriented companies

* Applications for registration in these databases are available from Info Expo 1-800-944-4000, or from International Trade Centres across Canada (see p. 10).

Eligible Countries

The *Renaissance Eastern Europe Program* will fund activities in the following target countries:

- Albania
- Armenia
- Azerbaijan
- Belarus
- Bulgaria
- Croatia
- Czech Republic
- Estonia
- Georgia
- Hungary
- Kazakhstan
- Kyrgyzstan
- Latvia
- Lithuania
- Moldova
- Poland
- Romania
- Russian Federation
- Slovakia
- Slovenia
- Tajikistan
- Turkmenistan
- Ukraine
- Uzbekistan

With support received from the Renaissance Eastern Europe Program to conduct a front-end study, a Canadian consulting engineering firm established a joint venture with a group of structural engineers in Prague. The Canadian-Czech joint venture has since won contracts to participate in local construction projects totaling over \$20 million.



Venture-Specific Front-End Studies

Financial assistance is available to support Canadian companies undertaking further study of:

- joint-venture opportunities
- investment opportunities
- structured cooperation agreements

Eligibility

1. The results of the study must be a logical element of an applicant's business development plan.
2. The study must involve a capable partner organization in the target country who agrees to contribute to its costs. (Written confirmation of interest from an organization in the target country may be required).
3. The study is considered essential to the conclusion of a long-term investment opportunity.
4. There is a reasonable probability that the study will result in a successful venture.
5. Applications must be submitted prior to incurring any eligible costs for the study. Companies cannot presume support until a contribution agreement is signed. (*Under no circumstances will retroactive payments be made.*)



A Canadian wholesaling firm received Renaissance Eastern Europe assistance to train staff for a lens and eyeglass manufacturing/retail joint venture in Poland. As a result of this training the Polish staff now have access to superior technology and skills to produce and market quality eye care products while the Canadian company has opened a new market for its optical products and equipment.

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Eligible Expenses

The *Renaissance Eastern Europe Program* will cover up to fifty percent of the following eligible expenses, up to a maximum contribution of \$100,000:

- return economy airfare between the target country and the applicant's location
- allowances for hotels and meals in Canada for visiting officers of the partner organization to a maximum contribution of \$150 per day
- allowances for hotels and meals in the target country for visiting officers or agents of the Canadian-based company to a maximum contribution of \$150 per day
- reasonable costs of local travel within the target country
- specific outside accounting, consulting, legal and interpretation/translation services to a maximum contribution of \$300 per day*
- reasonable miscellaneous costs such as communications, incorporation costs, printed materials, and visas

See Annex A for guidelines on preparing a Venture-Specific Front-End Study Proposal.

* Where outside professional service costs are claimed, the receipt must be certified by the applicant's chartered accountant or authorized executive. The firm providing the service must provide, in writing, a statement to the effect that the rate they are charging is of equal or lower value than rates charged to other clients for similar work.

A Canadian software manufacturer received support from the Renaissance Eastern Europe Program to conduct a front-end study. The study examined the formation of a joint venture with a Russian software company. A year after the partnership was initiated, a profitable office in Russia employing six people was established to develop and market a specialized software product.



Enterprise-Specific Training

Financial assistance is also available to support Canadian corporate investors to train their partner organizations.

Eligibility

1. The training must be critical to a successful long-term business relationship.
2. The training must provide identifiable benefits in the target country.
3. The training should be venture-specific and related to the structure, management and/or operation of a successful private sector enterprise.
4. Applications must be submitted prior to incurring any eligible costs for the training. Companies cannot presume support until a contribution agreement is signed. Under no circumstances will retroactive payments be made.

Eligible Expenses

The *Renaissance Eastern Europe Program* will cover up to fifty percent of the following eligible expenses, up to a maximum contribution of \$100,000:

- return economy airfares between the target country and the applicant's location
- allowances for hotels and meals in Canada for visiting officers of the partner organization to a maximum contribution of \$150 per day
- allowances for hotels and meals in the target country for visiting officers or agents of the Canadian-based company to a maximum contribution of \$150 per day
- specific outside training and interpretation/translation services to a maximum contribution of \$300 per day*
- reasonable miscellaneous costs such as audio-visual aids, conference room rentals, printed materials and visas

See Annex B for guidelines on preparing an Enterprise-Specific Training Proposal.

* Where outside professional service costs are claimed, the receipt must be certified by the applicant's chartered accountant or authorized executive. The firm providing the service must provide, in writing, a statement to the effect that the rate they are charging is of equal or lower value than rates charged to other clients for a similar work.

The Next Steps

Application Procedures

1. An important first step in applying for *Renaissance Eastern Europe Program* assistance is to consult a Program Officer at a local International Trade Centre or the Central and Eastern Europe Trade Development Division of the Department of Foreign Affairs and International Trade. During this consultation, initial company and project eligibility is assessed. The potential for long-term success of the proposed project is also discussed at this time.
2. Based on approved initial eligibility and feedback from the Program Officer, the interested company will decide if they want to apply for the *Renaissance Eastern Europe Program*.
3. Following the guidelines presented in Annex A and B, an application should be prepared in the form of a written proposal.
4. Once the proposal is complete, applicants should then review their proposals with the Program Officer that provided the initial consultation. Based on this review, revisions to the proposal may be necessary.
5. Proposals should then be mailed to the *Renaissance Eastern Europe Program Office* of the Department of Foreign Affairs and International Trade. (See page 10 for addresses.) Please include in the application, if possible, a computer disk with a copy of the proposal in WordPerfect. Applicants are notified in writing when the proposal has been received.

Evaluation of Proposals

Completed proposals are reviewed against the eligibility criteria and availability of project funds. A collective review by the Department of Foreign Affairs and International Trade's Central and Eastern Europe Trade Development Division together with input from the local International Trade Centre, the Canadian embassy or consulate in the target country, Industry Canada and other interested government organizations is then conducted. Applicants are notified when the review is completed and a decision is reached. The approved amount of assistance is based on both eligible and reasonable expenses.

A Canadian oil and gas exploration company received assistance from the Renaissance Eastern Europe Program to train the employees of their Russian joint venture firm in Canadian oil extraction technologies and modern management practices.



Payments

Activity expenses are eligible only if incurred during the eligible time period and in accordance with the approved budget. Consequently, companies are required to notify the Department of Foreign Affairs and International Trade's Central and Eastern Europe Trade Development Division if the activity as outlined in the proposal (including start or completion dates or budget) is changed in any significant way.

Renaissance Eastern Europe Program contribution payments are made in installments. The final payment is reconciled against the budget versus actual expenditures.

Reporting

Companies are required to submit an Activity Completion Report due within thirty days of completing the assisted activity. This report should outline the result of the activity and follow-on plans. Activity Completion Reports should be prepared following the guidelines presented in Annex C and D. If an assisted activity lasts longer than six months, companies are required to submit quarterly reports and financial statements. These quarterly reports should provide information similar to that contained in the Activity Completion Report, as well as information on the status of the activity and budgeted versus actual expenditures.

Follow-up Report

A brief follow-up report may be requested by the Central and Eastern Europe Trade Development Division one or two years after completing the assisted activity. The purpose of the follow-up report is to assess the long-term impacts of the assistance and to collect market information on the target country.

Audits

All expenditures claimed under the *Renaissance Eastern Europe Program* are subject to audit at the discretion of the Department of Foreign Affairs and International Trade. Companies who receive assistance from the *Renaissance Eastern Europe Program* must retain original receipts related to the assisted activity for a period of at least five years.



Following a *Renaissance Eastern Europe* funded front-end study, a Canadian company established a joint venture to upgrade and operate a Czech power plant.

RENAISSANCE EASTERN EUROPE

For Further Information

Any questions concerning the application process should be addressed to your nearest International Trade Centre or the Central and Eastern Europe Trade Development Division of the Department of Foreign Affairs and International Trade.

Department of Foreign Affairs and International Trade
Central and Eastern Europe Trade Development Division
Ottawa, Ontario
Phone: (613) 996-0105
Fax: (613) 995-8783
Tlx: 053-3745

International Trade Centres

Alberta
51-5th St. S.W., 11th Floor
Calgary, Alberta
T2P 3S2
Phone: (403) 292-6660
Fax: (403) 292-4578

Canada Place,
9700 Jasper Ave., Suite 540
Edmonton, Alberta
T5J 4C3
Phone: (403) 495-2944
Fax: (403) 495-4507

British Columbia
Scotia Tower, 650 West Georgia St.
P.O. Box 11610, Ste. 900
Vancouver, British Columbia
V6B 5H8
Phone: (604) 666-0434
Fax: (604) 666-8330

Manitoba
330 Portage Ave.,
8th Floor, P.O. Box 981
Winnipeg, Manitoba
R3C 2V2
Phone: (204) 983-8036
Fax: (204) 983-2187

New Brunswick
Assumption Place
770 Main St., P.O. Box 1210
Moncton, New Brunswick
E1C 8P9
Phone: (506) 851-6452
Fax: (506) 851-6429

Newfoundland
Atlantic Place
215 Water St., Suite 504, P.O. Box 8950
St. John's, Newfoundland
A1B 3R9
Phone: (709) 772-5511
Fax: (709) 772-2373

Nova Scotia
Central Guarantee Trust Building
1801 Hollis St., P.O. Box 940, Station M
Halifax, Nova Scotia
B3J 2V9
Phone: (902) 426-7540
Fax: (902) 426-2624

Ontario
Dominion Public Building
1 Front St. West, 4th Floor
Toronto, Ontario
M5J 1A4
Phone: (416) 973-5053
Fax: (416) 973-8161

Prince Edward Island
Confederation Court Mall
134 Kent St., Suite 400, P.O. Box 1115
Charlottetown, PEI
C1A 7M8
Phone: (902) 566-7400
Fax: (902) 566-7450

Québec
Stock Exchange Tower
800 Victoria Square, Suite 3800
P.O. Box 247
Montreal, Québec
H4Z 1E8
Phone: (514) 283-8185
Fax: (514) 283-8794

Saskatchewan
119-4th Avenue South, Ste. 401
Saskatoon, Saskatchewan
S7K 5X2
Phone: (306) 975-4353
Fax: (306) 975-5334

For more information about the Program for Export Market Development (PEMD), to register with the World Information Network for Exports (WIN Exports) or the Business Opportunities Sourcing System (BOSS) or for general trade inquiries, call toll free INFO EXPORT 1-800-267-8376.

Annex A - Venture-Specific Front-End Study Proposal Guidelines

Proposals should be kept under ten pages, point form is acceptable. The following major sections and information should be included in a study proposal:

Executive Summary

- summary of the main elements of the proposal

1. Background Information

- name and title of project manager or contact person
- full address
- telephone and facsimile numbers

2. Company Background

- company name
- legal entity (sole proprietorship, partnership, corporation, etc.)
- date and city in which company was established
- percentage of Canadian ownership
- list of parent or subsidiary company(s) and location(s)
- type of industry and area of specialization
- list of products and services offered and percentage of Canadian content
- relevant history of the company
- annual sales over the last three years
- number of employees
- current markets served
- World Information Network for Exports (WIN Exports) or the Business Opportunities Sourcing System (BOSS) registration number
- name(s) of any other of your projects which have received REE assistance

3. Current International Business Activity

- list type of activity(s), year, and results
- specific reference should be made to any activities in the target country, including date of recent visits

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4. Target Partner Organization Profile

- company name
- name of the president
- name and title of the project manager
- full address
- telephone and facsimile numbers
- company status (state enterprise, being privatized, private)
- year established
- list of parent or subsidiary company(s) and location(s)
- type of industry and area of specialization
- relevant history of the company
- annual sales
- number of employees
- current markets served
- statement on current financial viability

5. Project Objectives

- describe the objective(s) of the project -*for example: to establish a joint venture with company X in (country) to provide the following(goods) and/or (services)*
- type of federal or provincial government assistance previously received for this project

6. Study Description and Scope

- planned activities of the study
- start and completion dates of the study
- names and responsibilities of those to be involved in the study (including partner)
- planned follow-on activities

7. Total Potential Investment

	Your Company	Target Partner Organization
Budgeted Cost of Study (See Appendix 1)	\$	\$
Estimated Total Investment in the Business Relationship	\$	\$

- show evidence that your company has or can arrange financing for your share of the venture

8. Potential Benefits to Target Country

- effect on establishing or strengthening a private enterprise
- estimate how many permanent jobs will be created and/or retained as a result of this project
- transfer of Canadian expertise and technology to target country
- value of new/increased sales of goods or services within the target country
- value of new/increased exports from target country to third countries
- other benefits to target country

9. Potential Benefits to Canada

- estimate how many permanent jobs will be created and/or retained as a result of this project
- value of new exports of goods or services to target country
- value of new/increased exports to third countries
- type of technology transfer from the target country to Canada
- other benefits to Canada

Appendix 1 - Budget (See Example)

Appendix 2 - Corporate Brochure (If available)

Appendix 3 - Audited Financial Statements (For last fiscal year)

Appendix 4 - Letter of Interest/Signed Protocol from Target Organization

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Appendix 1 - Sample Budget Venture-Specific Front-End Study Proposal

Budget Item	TOTAL	Canadian Company	Renaissance Eastern Europe (up to 50% of Total)
A. Travel • Name and destination (# of flights x fare)	\$		
B. Per Diems in Canada • Name (# of days x \$X per day)	\$		
C. Per Diems in Target Country • Name (# of days x \$X per day)	\$		
D. Local Transportation • Rental Car (# of days x rate) • Taxis	\$ \$		
E. Specific Outside Professional Services • Name (# of days x rate per day) (accountants, lawyers, translators, consultants, etc.)	\$		
F. Miscellaneous • Communications • Incorporation Costs • Printed Materials • Visas • Other (provide description)	\$ \$ \$ \$ \$		
G. Internal Company Costs • Salary	\$		NOT ELIGIBLE
TOTAL	\$		

Note 1: The Renaissance Eastern Europe (REE) Program contributes up to 50% of reasonable eligible expenses, up to a maximum contribution of \$100,000.

Note 2: The Renaissance Eastern Europe (REE) Program contributes up to \$150 per day for allowances for hotels and meals in Canada and in the target country.

Note 3: Where outside professional service costs are claimed, the receipt must be certified by the applicant's chartered accountant or authorized executive. The firm providing the service must provide, in writing, a statement to the effect that the rate they are charging you is of equal or lower value than the rates charged to other clients for similar work. REE will pay up to 50% of reasonable outside professional costs, or a maximum of \$300/day.

Note 4: Companies are required to notify the Department of Foreign Affairs and International Trade of any significant budgetary changes.

Note 5: There must be evidence that the Partner Organization will contribute to some of the costs of the study.

Annex B - Enterprise-Specific Training Proposal Guidelines

Proposals should be kept under ten pages, point form is acceptable. The following major sections and information should be included in a training proposal:

Executive Summary

- summary of the main elements of the proposal

1. Background Information

- name and title of project manager or contact person
- full address
- telephone and facsimile numbers

2. Company Background

- company name
- legal entity (sole proprietorship, partnership, corporation, etc.)
- date and city in which company was established
- percentage of Canadian ownership
- list of parent or subsidiary company(s) and location(s)
- type of industry and area of specialization
- list of products and services offered and percentage of Canadian content
- relevant history of the company
- annual sales over the last three years
- number of employees
- current markets served
- World Information Network for Exports (WIN Exports) or the Business Opportunities Sourcing System (BOSS) registration number
- name(s) of any other of your projects which have received REE assistance

3. Current International Business Activity

- list type of activity(s), year, and results
- specific reference should be made to any activities in the target country including date of recent visits

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4. Target/Partner Organization Profile

- company name
- name of the president
- name and title of the project manager
- full address
- telephone and facsimile numbers
- legal entity (state enterprise, being privatized, private)
- date and city in which the organization was established
- list of parent or subsidiary company(s) and location(s)
- type of industry and area of specialization
- relevant history of the company
- annual sales over the last three years
- number of employees
- current markets served and percentage of market share
- statement on current financial viability

5. Training Objectives

- what are the specific training needs of your partner organization
- describe the nature of the training required
- describe the short-term and long-term objectives of the training
- type of government assistance previously received for this project

6. Training Description and Scope

- planned activities of the training
- location of training
- start and completion dates of the training
- names of persons to be trained
- name of the trainer(s)
- indicate the means used to determine the effectiveness of the training

7. Potential Benefits to Target/Host Country

- how will the training address the needs of your partner organization
- transfer of Canadian expertise and business practices
- number of partner staff to be trained by the new trainees
- effect on establishing or strengthening a private enterprise
- estimate how many permanent jobs may be created and/or retained as a result of this training
- value of new/increased sales of goods or services within the target country
- value of new exports

8. Potential Benefits to Canada

Long-Term Impacts

- estimate how many permanent jobs may be created and/or retained as a result of this training
- value of new/increased sales of goods or services within Canada
- value of new exports

Appendix 1 - Budget (See Example)

Appendix 2 - Corporate Brochure (If available)

Appendix 3 - Audited Financial Statements (For last fiscal year)

Appendix 4 - Letter of Interest/Signed Protocol from Target/Partner Organization

RENAISSANCE EASTERN EUROPE

Appendix 1 - Sample Budget Enterprise Specific Training Proposal

Budget Item	TOTAL	Canadian Company	Renaissance Eastern Europe (up to 50% of Total)
A. Travel • Name and destination (# of flights x fare)	\$		
B. Per Diems in Canada • Name (# of days x \$X per day)	\$		
C. Per Diems in Target Country • Name (# of days x \$X per day)	\$		
D. Local Transportation • Rental Car (# of days x rate) • Taxis	\$ \$		
E. Specific Outside Professional Services • Name (# of days x rate per day) (translators, trainers, etc.)	\$		
F. Miscellaneous • Communications • Incorporation Costs • Printed Materials • Visas • Other (provide description)	\$ \$ \$ \$ \$		
G. Internal Company Costs • Salary	\$		NOT ELIGIBLE
TOTAL	\$		

Note 1: The Renaissance Eastern Europe (REE) Program contributes up to 50% of reasonable eligible expenses, up to a maximum contribution of \$100,000.

Note 2: The Renaissance Eastern Europe (REE) Program contributes up to \$150 per day for allowances for hotels and meals in Canada and in the target country.

Note 3: Where outside professional service costs are claimed, the receipt must be certified by the applicant's chartered accountant or authorized executive. The firm providing the service must provide, in writing, a statement to the effect that the rate they are charging you is of equal or lower value than the rates charged to other clients for similar work. REE will pay up to 50% of reasonable outside professional costs, or a maximum of \$300/day.

Note 4: Companies are required to notify the Department of Foreign Affairs and International Trade of any significant budgetary changes.

Note 5: There must be evidence that the Partner Organization will contribute to some of the costs of the study.

Annex C - Venture-Specific Front-End Study Reporting Guidelines

Final Report

Final Reports should be kept under ten pages, point form is acceptable. The following major sections and information should be included in the Final Report:

1. Project Results

- Did the study accomplish what it was intended to do
- Was a cooperative agreement with a local partner established
- Your intentions with regard to the further pursuit of the project
- Identification of a long-term market

2. Itinerary of Events

- List the names of persons contacted and the nature of discussions held
- Significant activities that took place

3. Analysis of the Target Country

- Rate the following: availability of local personnel, existing infrastructure, the political and foreign investment climate, government regulations, potential market, need for this specific Canadian expertise, existing competition, language and cultural barriers, etc.
- Reactions of host government officials to the project and its contribution to the host country's economic development
- Constraints (if any) affecting the establishment of the proposed long-term business relationship

4. Benefits to Partner Country and Canada

- List any changes to the potential benefits as described in the proposal

5. Conclusions and Recommendations

- Summary of lessons learned
- Recommendations for the Canadian Government on the target country and assisting Canadian businesses there

Quarterly Reports

Quarterly reports should be between two to three pages and should summarize the activities undertaken and the future plans of the project.

Appendix 1 - Budgeted vs. Actual Expenditures

Appendix 1 should accompany both final and quarterly reports.

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Annex D - Enterprise-Specific Training Reporting Guidelines

Activity Completion Report

Activity Completion Reports should be kept under five pages, point form is acceptable. The following major sections and information should be included in the Activity Completion Report:

1. Training Update

- list the names of persons trained
- length of training for each person
- other activities that took place

2. Project Objectives vs. Actual Achievements

- did or will the training do what it was intended to do
- has the training addressed the needs of your partner organization

3. Follow-on Activities

- will there be any further training activities
- number of partner staff to be trained by the new trainees

4. Potential Benefits to Partner Country

- list any changes to the potential benefits as described in the proposal

5. Conclusions and Recommendations

- summary of lessons learned
- recommendations for the Canadian Government on the target country and assisting Canadian businesses there

Appendix 1 - Budgeted vs. Actual Expenditures

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