

PD-ABF-903
ISN 82350

**RESTRUCTURING
AGRICULTURE AND AGRIBUSINESS:
PRIVATE SECTOR PROGRAM FOR POLAND
USAID GRANT EUR-0024-A-00-2042-00**

**Quarterly Report on Activities
From January 1 to March 31, 1993**

from a consortium of

Land O'Lakes, Inc.
Sparks Companies, Inc.
The American Trust for Agriculture in Poland
Center for International Food and Agricultural Policy
of the University of Minnesota

in cooperation with the
Foundation for the Development of Polish Agriculture

April 29, 1993

TABLE OF CONTENTS

- I. Executive Summary**

- II. Implementation of Activities/
Program Adjustments**

- III. Upcoming Activities**

- IV. Attachments**
 - A. Financial Report**

 - B. Lublin Forum**
 - List of Participants**

 - C. University of Minnesota Short Course**
 - List of Participants**
 - Evaluation Summary**

 - D. Sparks Companies Short Course**
 - List of Participants**
 - Evaluation Summary**

**RESTRUCTURING
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From January 1 to March 31, 1993**

I. Executive Summary

Over the past quarter, the consortium has begun to implement activities under the revised workplan. The project has re-focused activities and created a more clearly defined relationship among the activities. As activities get under way, the consortium has also begun to implement a systematic approach to the monitoring and evaluation of the project's activities, which incorporates benchmarks and objectively quantifiable outputs. Over the life of the project, this will provide clear indicators against which to measure the success of the activities.

II. Implementation of Activities

1. Forums

As noted previously, the consortium made the decision to reduce the number of forums under the program to a total of three for the first year, and shifted their focus to better serve as an introduction and source of recruitment for the activities under the RAAPS program. On March 26, we held the second of these forums in what is a new location for the program - the city of Lublin.

The forum was organized with the cooperation of local government officials (the Voivodship office), as well as faculty from the Agricultural University at Lublin, which has become one of the regional partners for the program. The consortium was represented by James Bueltel and Jacék Kłos of Land O'Lakes, and Tom Scott of Sparks Companies. As part of the introduction, Dr. Henryk Lucjan of the Agricultural University, and also a director of the Foundation for Rural Development in Lublin, expressed his hope and expectation that the cooperation developing under the program would lead to a long-term, mutually beneficial relationship with agribusiness in the area.

Participants to the forum were introduced to the various activities under the RAAPS program, as well as the participating organizations, and were presented with short overviews of the two principal workshop courses offered by RAAPS this year: Agribusiness Management and Agribusiness Marketing. Towards the end of the presentations, a question-and-answer period allowed individuals to focus on particular areas of interest.

The turnout was excellent, with 64 participants representing a broad range of the region's agribusiness community, including government officials, faculty members and students, and a wide variety of agribusinesses. It was a particularly important event because it marked the introduction of the program to a new region and to new partners, in an effort to involve the entire community. Given the response, we feel it was enormously successful in reaching the agribusiness community and establishing the program in Lublin.

2. Technical Assistance

Over the past quarter, the consortium began the initial evaluation of possible technical assistance candidates. Michael Gormley of Land O'Lakes and William Motes and Tom Scott of Sparks each spoke to a variety of enterprises interested in the long-term assistance to be provided by the RAAPS program. For various reasons, a number of the firms interviewed do not fit the specifications of the program. With others, however, we have requested follow-up information, and expect to begin working directly with some of them over the next quarter. The list of companies interviewed include the following:

Agri - a flour milling/feed manufacturing firm in Ketrzyn
Morliny - a profitable meat processor in Olsztyn
Siedlce PZZ - a flour milling complex in Siedleska Province
PZZ Plonsk - a flour mill and grain elevator
The Agency for Agricultural Markets in Olsztyn
The Zamosc Meat Processing Facility
The Pulawy Fruit & Vegetable Processing
The Agricultural Cooperative in Bielcza
The Agricultural Cooperative in Otfinow
Seed Center Ltd. in Tarnow

In order to proceed, over the past month the consortium worked to develop a systematic approach to the long-term monitoring and evaluation of these individual projects. Each intervention will require an individual workplan, clearly defining benchmarks and objectives, as well as a system of long-term monitoring and evaluation.

3. U.S. Courses

During the quarter, the consortium presented two training courses in the United States:

- a. Sparks Companies presented an Agribusiness Management seminar for Polish grain traders in Memphis, Tennessee, from February 8-13, 1993.
- b. The University of Minnesota presented a four-week seminar for Polish Professors in Minneapolis, Minnesota, from February 15 to March 14, 1993.

Sparks Companies

The Sparks seminar brought fifteen experienced grain traders to Memphis for an intense week of instruction on futures markets, risk management, hedging, options and cost/benefit analysis. The seminar was held at Memphis State University's Fogelman Executive Center.

Though the seminar focused on classroom instruction, lead by Mr. William Motes and Mr. Tom Scott, both of the Sparks Companies, guest speakers, scheduled field trips and wide-ranging informal discussions were equally important to the seminar's success.

In small daily groups, participants were invited to observe the Sparks Companies' daily strategy briefings, and were introduced to data gathering methods and the dissemination of information critical to agribusiness decision-making. The group was also invited to visit major agricultural warehousing and shipping operations at the Port of Memphis, and was introduced to American political systems at a cordial meeting with Memphis Mayor William Morris.

On the lighter side, the group took in a basketball game at Memphis State University, visited an Indian reservation on the Mississippi, and ended the week with a visit to Elvis Presley's mansion at Graceland.

For many reasons, we feel the seminar was immensely successful. In planning the seminar around grain traders, we felt they were in a unique position to inject competition in the Polish economic system, because at its core so much depends on information, its rapid dissemination and the competitive pricing of basic commodities. Establishing efficient and competitive trading operations throughout Poland will go a long way towards reducing the dominance of state-owned enterprises (SOEs) in the agricultural sector. Though SOEs may not become private as quickly as desired, they will be forced to be competitive, which is perhaps even more important.

The participants benefitted from first-hand exposure to American culture, its institutions and its economic markets. The relationships and understanding which develop are strong, unique and long-lasting.

University of Minnesota

The Center for International Food and Agricultural Policy of the University of Minnesota hosted eight Polish University Professors in a program aimed at developing teaching capabilities in various areas of economics. The Polish professors worked in small groups, under the direct supervision of Minnesota faculty, to structure courses, develop curricula, lectures, case studies and textbooks. The groups broke down as follows:

- I. **Course:** **Macroeconomics**
 Faculty: **Dr. Harald Von Witzke**
 Participants: **Janusz Cichon**
 Andrzej Krasnodebski

- II. **Course:** **Microeconomics**
 Faculty: **Dr. Ben Senauer**
 Dr. Robert King
 Participants: **Szczepan Figiel**
 Stanislaw Pilarski
 Andrzej Przepiora

- III. **Course:** **Accounting**
 Faculty: **Dr. Ward Nefstead**
 Participants: **Josefa Gniewek**
 Henryk Lelusz
 Bozena Lublinska

- IV. **Course:** **Finance**
 Faculty: **Dr. Glenn Pederson**
 Participants: **Josefa Gniewek**
 Henryk Lelusz
 Bozena Lublinska

The materials developed during these seminars will be returned to Poland, where the individual professors will translate and adapt materials to Polish needs, and proceed to develop a full course curriculum and workplan.

During May and June, the Minnesota faculty will travel to Poland, to oversee the final product and participate and supervise in the actual teaching of the courses developed.

Away from the classroom, participants toured a variety of Minnesota farms and private companies. They also visited the Minneapolis Grain Exchange, the Farm Credit System and the Minnesota Legislature's Agricultural sub committee.

The University of Minnesota's program is an important first step in developing local expertise to provide long-term sustainability to the RAAPS program. We expect that these professors, particularly those from our partner universities in Olsztyn, Krakow and Lublin will become increasingly involved in the RAAPS workshop training, and, more importantly, in the long-term monitoring of technical assistance participants.



Polish Professors at the Minnesota State Legislature

III. Upcoming Activities

1. Forums

Following the second forum in Lublin in March, the last forum is scheduled for April 23 in Krakow. As with Lublin, the forum represents the introduction of the RAAPS program to a new region and to new partners. It will begin to establish a working relationship with the Agricultural University at Krakow, which will help with the organization of the forum and will assist in the recruitment of candidates for both workshops and technical assistance interventions.

2. Workshops

Following the introduction of the RAAPS program to the agribusiness communities in Lublin and Krakow, the consortium is now in a position to proceed with the second and third stages of the program in those communities. Over the following quarter, we have a full schedule of workshop activity, beginning with two Agribusiness Management Seminars in Lublin from April 14-22 and continuing through June.

3. Technical Assistance

Over a six-week period beginning in mid-May and extending through June, the University of Minnesota will undertake the second part of their educational program begun with their four-week seminar in Minneapolis in February. Four professors will travel to Poland to begin to implement the course work developed in Minneapolis. Each professor, in his own area of expertise, will work with small groups of Polish professors to complete work on the development of curriculum, teaching materials and case studies. The group of professors traveling to Poland is the following:

| | | |
|-----------------------|---|----------------|
| Dr. Benjamin Sanauer | - | Microeconomics |
| Dr. Robert King | - | Microeconomics |
| Dr. Ward Nefstead | - | Accounting |
| Dr. Harald Von Witzke | - | Macroeconomics |

The professors will present courses in Olsztyn, Krakow, and Poznan over the course of their visits, and will work with Polish professors who attended the Minneapolis seminar, as well as other invitees from among the six other agricultural universities in Poland. This portion of the RAAPS program is crucial to the long-term success of the overall program because it prepares local professors in the very same areas of expertise which the agribusiness sector will depend on to become competitive. These same professors will most likely become partners in the RAAPS program, participating directly in workshops as teaching assistants, and more importantly, working on the long-term monitoring of technical assistance candidates.

In the upcoming quarter the consortium will begin to work directly with individual enterprises in specially designed technical assistance interventions. As mentioned earlier, we are now completing, and will begin to implement, a systematic process for the ongoing monitoring and evaluation of technical assistance interventions. With this system in place, we will be able to better focus on the selection of candidates, and the development of individual workplans designed to achieve clearly defined objectives for the intervention.

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ATTACHMENTS

A. Financial Report

Restructuring Agriculture in Poland
FINANCIAL REPORT

| | <u>Expenditures</u> | | |
|-------------------------------|--------------------------|------------------------------|------------------------------|
| | <u>Actual</u> | | <u>Projected</u> |
| | <u>Grant to Date</u> | <u>1/1/93 to 3/31/93</u> | <u>4/1/93 to 6/30/93</u> |
| 1. Direct Labor | \$42,895 | \$16,345 | \$60,628 |
| 2. Fringe Benefits | 15,990 | 7,313 | 14,551 |
| 3. Consultants | 16,405 | 6,750 | 32,457 |
| 4. Travel/Per Diem | 16,539 | 5,165 | 60,058 |
| 5. Expend. Supplies/Materials | 298 | 151 | 2,526 |
| 6. Nonexpendable Equipment | 17,000 | 0 | 6,000 |
| 7. Subcontracts/Subagreements | 211,115 | 125,921 | 179,305 |
| 8. Other Direct Costs | 55,753 | 38,092 | 213,240 |
| 9. Evaluations | 0 | 0 | 0 |
| 10. Indirect Cost | <u>88,195</u> | <u>45,720</u> | <u>201,590</u> |
| Total | <u>\$464,190</u> | <u>\$245,457</u> | <u>\$770,355</u> |

This report represents a summary of actual and accrued expenses for the referenced agreement or grant. If accrual expense amounts were not available for activities occurring in the reported quarter, those expenses will be included in the next quarterly financial summary.

B. Lublin Forum

List of Participants

**LIST OF PARTICIPANTS FOR INTRODUCTORY FORUM UNDER THE RAAPS
PROGRAM
LUBLIN, March 26, 1993**

| First/Last Name | Organization (Location) |
|-----------------|--|
| 1 | Miroslaw Gryda "Blowet" - Company of Bio-veterinarian Industry |
| 2 | Boleslaw Ciesiorowski "Herbapol" - Herb Prod. & Processing (Wilków) |
| 3 | Marek Farnowski "Herbapol" - Herb Prod. & Processing (Lublin) |
| 4 | Leszek Stowczyk "Materna" Fruit & Vegetable Processing Company (Lopatki) |
| 5 | Henryk Lucjan Agricultural Academy (Lublin) |
| 6 | Dionizy Niesgodza Agricultural Academy (Lublin) |
| 7 | Maria Ocbał Agricultural Academy (Lublin) |
| 8 | Adam Włodarczyk Agricultural Academy (Lublin) |
| 9 | Jan Tuba Agricultural Academy (Lublin) |
| 10 | Michał Stasiak Agricultural Industry Enterprise (Lublin) |
| 11 | Janusz Darda Agricultural Market Agency (Lublin) |
| 12 | Ryszard Borzęcki Breeding Stock Trading Company (Lublin) |
| 13 | Tadeusz Cabulak Brewery (Lublin) |
| 14 | Stanisław Jeleń Extension Center (Biała Podlaska) |
| 15 | Henryk Bartusi Extension Service (Końskowola) |
| 16 | Jan Kowalczyk Extension Service (Bajowiec) |
| 17 | Kazimierz Kończerowicz Feed Industry Enterprise "Bacutil" |
| 18 | Edward Łąkowski Fish Farm (Sieniów) |
| 19 | Tadeusz Karpiński Fish Farm of the State Treasury (Lublin) |
| 20 | Jerzy Bańcarowski Food Processing Company (Kluczkowice) |
| 21 | Janusz Wiśniewski Food Processing and Trading Company (Józefów) |
| 22 | Władysław Masur Fruit & Vegetable Processing Plant (Milejów) |
| 23 | Dariusz Polak FRUKTOPOL - Food Processing Enterprise (Osmolice) |
| 24 | Janina Kukielka Fruit & Vegetable Processing Plant (Chela) |
| 25 | Mieczysław Wilkowiec Greenhouse Farm (Leców) |
| 26 | Lech Stodółkiewicz Hop Processing Company (Lublin) |
| 27 | Joanna Brodzisz Horticultural Farm (Lecza) |
| 28 | Józef Misztal Horticultural Farm (Lysolaże) |
| 29 | Stanisław Szurek Horticultural Farm (Józefów) |
| 30 | Maldemar Skibiński Local Dairy Plant (Chela) |
| 31 | Marek Ciechański Local Dairy Plant (Kraszystaw) |
| 32 | Edward Kisiał Local Dairy Plant (Włodawa) |
| 33 | Jerzy Poniewodzik Meat Processing Enterprise (Lublin) |
| 34 | Edward Glodak Mechanical & Engineering Services for Agric. (Ryki) |
| 35 | Jan Michalski Mechanical & Engineering Services for Agric. (Skrobow) |
| 36 | Stanisław Mucha Mechanical & Engineering Services for Agric. (Lośce) |
| 37 | Eugeniusz Weber Mechanical & Engineering Services for Agric. (Skrobow) |
| 38 | Jan Hewiś Mechanical & Engineering Services for Agric. (Piotrowice) |
| 39 | Janusz Wisniewski Mechanical & Engineering Services for Agric. (Berwola) |
| 40 | Ignacy Przybyś Nursery Farm of the State Treasury |
| 41 | Leszek Proch Potato Processing Company (Lublin) |
| 42 | Zygmunt Gienkiewicz Poultry Processing Enterprise (Lublin) |
| 43 | Jan Bodnar Refrigeration Warehouse & Product Distrib. (Lublin) |
| 44 | Andrzej Boćkowski Regional Drainage Enterprise (Lublin) |
| 45 | Stanisław Świd Regional Drainage Enterprise (Opole Lub.) |
| 46 | Barbara Elcpon Seed Production & Trading Enterprise (Radzyń Podl.) |
| 47 | Mieczysław Pelko State Farm (Borowina) |

- 11 -

| | | |
|----|---------------------|--|
| 48 | Leszek Wróbel | State Farm (Końskowola). |
| 49 | Jan Rubał | State Fruit Farm (Juliów) |
| 50 | Janusz Goląbiewski | State Grain Company (Lublin) |
| 51 | Józef Nowiński | State Grain Company (Luków) |
| 52 | Henryk Stalaach | State Owned Farm (Międzyrzec Podl.) |
| 53 | Michał Piecok | Sugar Beet Farms (Lublin) |
| 54 | Krzysztof Plikowski | Sugar Plant (Garbów) |
| 55 | Henryk Marczyński | Sugar Processing Plant (Opole) |
| 56 | Stanisław Błach | Sugar Processing Plant (Krasnystaw) |
| 57 | Malina Siemaszko | Technoserve (Sandomierz) |
| 58 | Tadeusz Gluchowski | Voivodship Office (Siedlce) |
| 59 | Waldemar Matusz | Voivodship Office (Siedlce) |
| 60 | Krzysztof Dziwulski | Voivodship Office - Ag. Dept. (Lublin) |
| 61 | Jan Nowiński | Voivodship Office - Ag. Dept. (Lublin) |
| 62 | Przemysław Zaleski | Voivodship Office - Ag. Dept. (Lublin) |
| 63 | Alicja Jabłuda | Voivodship Office - Econ. Dev. Dept. (Lublin) |
| 64 | Stanisław Błaszczyk | WODROZ - Water Supply for Agriculture (Lublin) |

C. University of Minnesota Short Course

List of Participants

Evaluation Summary

University of Minnesota
Seminar for Polish Professors
February 15 - March 14, 1993

| <u>First Name</u> | <u>Last Name</u> |
|-------------------|------------------|
| Janusz | CICHON |
| Bogdan | FEDEJKO |
| Czczepan | FIGIEL |
| Josefa | GNIEWEK * |
| Andrzej | KRASNODEBSKI |
| Henryk | LELUSZ |
| Bozena | LUBLINSKA * |
| Stanislaw | PILARSKI |
| Andrzej | PRZEPIORA |

* Female

S U M M A R Y

US-AID RAPS PROJECT ACTIVITY EVALUATION FORM

Visit of Polish Professors
Center for International Food and Agricultural Policy (CIFAP)
University of Minnesota
St. Paul, Minnesota

February 13, 1993 -- March 13, 1993

During the first year, US-AID's RAPS project encompasses three stages of activities. During the first stage, two CIFAP faculty visited Poland to discuss issues related to curriculum development and to determine with their Polish colleagues program priorities for course development. The second stage consists of visits by Polish professors to Minnesota to work with CIFAP faculty on course development and related issues. This is the stage you have been involved in since you arrived at Minnesota. The third stage of program activities will consist of visits by CIFAP faculty to Poland to continue cooperation on course development.

Today we are interested in your opinion about the second stage of RAPS program activities. We would very much appreciate it if you could fill out this questionnaire and return it to Vernon Eidman or Harald von Witzke.

1. The subject matter discussed with my colleagues from CIFAP were closely related to one or several courses I will be teaching at my home university.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |
| 6 | 2 | | | |

2. The CIFAP faculty I cooperated with were well-prepared to discuss subject matters in my area of interest.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |
| 8 | | | | |

3. The CIFAP faculty I cooperated with were knowledgeable about subject matters in my area of interest.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

8

4. Together with my counterpart, I developed course material which is valuable for courses I will be teaching at my home university.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

6

2

5. The lectures, seminars and workshops I attended were important elements of my stay at CIFAP.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

8

6. The technical tours provided important insights into agriculture and agribusiness in the United States.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

3

5

7. Overall, my participation in this stage of the RAPS project was valuable for courses I will be teaching at my home university.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

8

8. At the end of stage three of the first year's program activities, that is, at the end of my Minnesota counterpart's stay in Poland, I expect to have developed at least one new course, including course outline, content and problem sets.

| Strongly Agree | Agree | Don't Know | Disagree | Strongly Disagree |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> |

8

9. In the space below, please provide additional comments regarding stage two of the RAPS project. We are interested in the aspects of your stay in Minnesota you liked as well as those you think could be improved in future activities. Also comment on the length of stay that you feel is appropriate.
Dziękuję bardzo.

D. Sparks Companies Short Course

List of Participants

Evaluation Summary

Sparks Companies
Grain Trading Seminar
February 8 - 13, 1993

| <u>First Name</u> | <u>Last Name</u> |
|-------------------|------------------|
| Marek | AUGUSTYN |
| Krzysztof | CHMARA |
| Piotr | DZIALOSZYNSKI |
| Szczepan | FIGIEL |
| Elzbieta | GLADYSZ * |
| Wanda | KUCZYNSKA * |
| Mikolaj | MICHALSKI |
| Jerzy | MIDAK |
| Joanna | RYTEL * |
| Andrzej | SZOLKOWSKI |
| Janusz | SZPURKA |
| Alicja | TEODORCZYK * |
| Urszula | WERNIKOWSKA * |
| Anna | WILCZYNSKA * |
| Drzysztof | ZAWADJKI |

* Female

| | | Strongly Agree | Agree | No Opinion | Disagree | Strongly Disagree | |
|----|--|----------------|------------|------------|-----------|-------------------|------------|
| 1 | The quality of instruction was excellent. | 8 | 2 | | | | |
| 2 | The instructional materials are well designed. | 9 | 1 | | | | |
| 3 | The content of this course is relevant to my needs. | 3 | 7 | | | | |
| 4 | The instructor covered material that was beyond my understanding. | 3 | 3 | | 3 | 1 | |
| 5 | The instructor seemed to be concerned about the participants progress. | 9 | 1 | | | | |
| 6 | The instructors seemed to be well versed in the topic as it relates to my country. | 4 | 4 | 2 | | | |
| 7 | The course met my expectations. | 5 | 5 | | | | |
| 8 | The course was not relevant to the business situation I am currently experiencing. | | 1 | 2 | 1 | 5 | |
| 9 | The instructional materials are difficult to understand. | | | | 6 | 4 | |
| 10 | The facility was well suited for this program. | 7 | 3 | | | | |
| 11 | The classroom equipment used is well suited for this program. | 10 | | | | | |
| 12 | I would take this course again. | | 4 | | 2 | | |
| 13 | I would recommend this course to other interested parties. | 5 | 2 | | | | |
| 14 | The Video Presentations were well suited to the course. | | 2 | 2 | | 3 | |
| 15 | The Video portion of the course was of high quality. | | 2 | 2 | | 3 | |
| 16 | Translators/Interpreters were very helpful in helping me to understand the material. | | 2 | 1 | 1 | 3 | |
| | As a result of my participation in this program I have achieved: | | | | | | |
| 1 | Professional Advancement | 2 | 6 | | | | |
| 2 | Greater Professional Skills | 4 | 6 | | | | |
| 3 | Exposure to Professional and/or Personal Contacts | 2 | 8 | | | | |
| 4 | Diploma or Certificate of Completion | 2 | | 4 | | | |
| 5 | Salary Increase | | | 4 | 1 | 2 | |
| | As a result of my participation/training in this program I am now: | | | | | | |
| 6 | Better Able to Manage People | 2 | 3 | 3 | | | |
| 7 | Better Able to Complete Research | 2 | 8 | | | | |
| 8 | Better Able to Direct Projects | 3 | 6 | | | | |
| 9 | Better Able to Teach Others | 4 | 4 | | | | |
| 10 | Better Able to Make Policy | 3 | 5 | 2 | | | |
| 11 | Better Able to Lead Company | 2 | 4 | 2 | | | |
| 12 | I attended the program regularly. | 8 | 2 | | | | |
| 13 | The project staff is very helpful. | 8 | | | | | |
| 14 | The overall program will increase my understanding of the free market economy. | 7 | 3 | | | | |
| 15 | The overall program will have long lasting benefits. | 2 | 8 | | | | |
| 16 | The overall program seems to be well organized. | 10 | | | | | |
| 17 | Access to instructors and project staff is quite good. | 7 | 3 | | | | |
| 18 | I have been able to establish valuable business contacts. | 2 | 3 | 2 | | 3 | |
| | TOTAL | 133 | 107 | 26 | 14 | 24 | 304 |
| | | Strongly Agree | Agree | No Opinion | Disagree | Strongly Disagree | |