

PD-ABH-904

lsn-86524

**PROGRAM REPORT**

**PERIOD:**

July 1 to September 30, 1993 and  
October 1 to December 31, 1993

for

**Management and Economics Education  
for Central and Eastern Europe**  
Project No. 180-0029  
U.S.A.I.D. Grant No. EUR-0029-G-00-1051-00

from the

**Partners in Economics and Management:**  
Hubert H. Humphrey Institute of Public Affairs  
Department of Agricultural and Applied Economics  
Curtis L. Carlson School of Management  
of  
The University of Minnesota  
and  
Land O'Lakes, Inc.  
Sparks Companies, Inc.  
The American Trust for Agriculture in Poland

Contact Persons: Dean G. Edward Schuh  
or Randal J. Zimmermann  
Telephone: 612-626-8176  
Facsimile: 612-625-6351

# **Part One**

**University of Minnesota**

**UNIVERSITY OF MINNESOTA**

**I. Summary of Activities Offered**

During these two quarters the following activities took place:

- A. All Management and Training for Economic Education Project Directors met with AID evaluator Dr. Leslie Koltai on July 21-22, 1993 in Budapest.
- B. Polish-American Center for Agricultural Marketing and Management had opened in Olsztyn on October 1, 1993.
- C. The first in the series of Round Table Seminars entitled Overcoming Unemployment Problems in Market Economy, was conducted in the newly opened Center in Olsztyn on December 2-4, 1993.
- D. Evaluation meeting with Dr. Leslie Koltai took place in Warsaw and Olsztyn Centers on December 16-17, 1993.
- E. The opening courses of the newly established Post Diploma Program in Management and Marketing were offered at the Olsztyn Center.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 9/30/93 and 12/31/93

**Polish-American Center for Agricultural Marketing and Management**

The establishment of the Polish-American Center for Agricultural Marketing and Management was result of developing cooperation between Olsztyn University of Agriculture and Technology and the American consortium (Partners in Economics and Management) comprised of the University of Minnesota, Land O'Lakes, Sparks Inc., and the Foundation for the Development of Polish Agriculture. (The Center was established in response to the appreciation shown by the participants of the Kortowo School of Agribusiness). As part of the University, the Center will be serving students and academic staff and offering an open type of education consisting of courses only several days long, as well as post diploma studies in such areas as: business, marketing, management, administration, and environmental studies.

This will be achieved by a highly qualified group of Polish and foreign trainers, using the training facilities of the Center including its own computer laboratory.

This Center is used by those who want to learn new skills or improve skills they have already acquired.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 9/30/93 and 12/31/93

**Exchange Program between the Institute of Organization and Agricultural Economics of the Olsztyn University of Agriculture and Technology and the University of Minnesota**

During the opening ceremonies of the new academic year in Kortowo - Olsztyn, the representatives of the University of Minnesota signed an agreement to establish an Exchange Program with the Institute of Organization and Agricultural Economics of the Olsztyn University of Agriculture and Technology. The American investigators are Dr. Harald von Witzke, Professor at the Department of Agricultural and Applied Economics; Dr. Benjamin Senauer, Director of the Center for International Food and Agricultural Policy and Professor at the Department of Agricultural and Applied Economics; and Dr James Houck, Professor and Head of the Department of Agricultural and Applied Economics at the University of Minnesota. The Polish side is represented by Dr. M. Laguna, Professor and Department Head of the Institute of Organization and Agricultural Economics at the University of Agriculture and Technology of Olsztyn. The proposal includes cooperation in the following fields: teaching, professional development, public service, research, internships, study abroad, and consulting /advising. Eligible participants include faculty, graduate and undergraduate students. Major funders for this new cooperation are: the Rockefeller Brothers Fund, Ford Foundation, the German Marshal Fund, the National Science Foundation, and the MacArthur Foundation, as well as internal funding from the University of Minnesota Center for International Food and Agricultural Policy, the Agricultural Experimental Station, and International Programs such as the European Studies Center.



**Partners in Economics and Management**  
**A.I.D. Grant No. EUR-0029-G-00-1051-00**  
**Quarterly Reports: Period Ending 9/30/93 and 12/31/93**

**B. Hands-On Consultations - December 1993**

**US Instructors:** Zbigniew Bochniarz  
Bruce Steuernagel

**Participation:** Representatives of the local Government, and local and regional employment offices

It is significant to note that all training activities were conducted with the participation of a Polish instructor as a co-teacher or facilitator. This is consistent with PEM objectives for Year Two to develop teaching competencies among Polish faculty to teach courses introduced by this project.

In response to AID requests, the project undertook this attempt to reach out to policy-makers through organization of round table seminar on unemployment problems. This also created the opportunity to offer consultations dealing with current Polish issues. The consultations also gave us the opportunity to learn more about Polish issues and in this way better address them in our future dealings in Poland.

Simultaneous to the training activities in Poland, the University of Minnesota was also host to a small group of Polish instructors for the purpose of curricula development training in the specific areas of management of natural resources and agrotourism. The objective for this study tour to Minnesota was to expose Polish faculty to live classroom settings where they could observe the techniques and methods used by American faculty, work one-on-one with American faculty in developing course outlines and materials, and become exposed to the inter-relationship of research, teaching and outreach as practiced by a major Land-Grant university.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 9/30/93 and 12/31/93

During the quarter the following groups were hosted:

**Natural Resource Management - September 27 to October 5**

PL Instructors:       Bazyli Poskrobko  
                              Maciej Cygler

US Instructors:       Sandra Archibald (primary host)  
                              Zbigniew Bochniarz  
                              William Easter  
                              Richard Bolan  
                              Ford Runge

The result of the study tours for the Natural Resource Management group was to develop courses related to these topics and to be prepared to lead classes during the next academic year at the Bialystok Technical University. Altogether, 2 Polish faculty participated in the study tours this quarter for a total of 96 contact hours.

The aggregate totals for university-level PEM training came to 1,200 student contact hours.

**II. Internal Evaluation Methods and Results**

The Round Table Seminar evaluation was based on information collected from post-course participant surveys, project staff observations, and trainer's written reports. The evaluation of the seminar was very positive. It is important to conduct a pre-seminar survey, since this helps engage the participants in the seminar and to "take ownership" of the agenda. As a result, satisfaction levels increase both for participants and trainers.

### III. Summary of Country's Political Climate

During the second half of 1993 the most significant development in Poland was the parliamentary election, which created two new legislative bodies in the Sejm and Senat. The fragmented parties for free market reforms were unable to create an effective coalition and present common program and therefore lost the elections. The reformed communist party - Democratic and Left Alliance (SLD) and Polish Peasant Party (PSL) won the majority of seats in Sejm and were able to create a very strong coalition, which potentially will allow them a full term of 4 years governing of the country. The government is headed by Mr. Pawlak from the Peasants Party who himself was a private farmer, and appears in its initial program to adhere to the strategic reforms undertaken 4 years ago. He promised to aid in the restructuring of the agricultural sector and counter the negative side effects of the opening of the agricultural sector to the world markets. The Premier's choice for the Minister of Agriculture and Food Economy was Mr. Smietanko, a graduate of our Polish cooperating institution - the University of Agriculture and Technology in Olsztyn.

Based on opinions and discussions among policy makers and government officials, there is a need to disseminate economic and marketing knowledge among them, so they can better understand the difficulties as well as the potential benefits of undertaken reforms and the existing linkages among many sectors of the economy.

Promised reforms of the education system are proceeding very slowly and present teachers and educational/cultural lobby seem to try to retain the status-quo. The Ministry of National Education Commission for Reforms was recently dissolved. Planned transfer of schools under the new administration to local government retaining the present status and privileges of teachers will not take place, and the schools will have to be financed from the central government budget. Also, lowering the deductions for education from individual

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 9/30/93 and 12/31/93

incomes will make a state run schools more attractive for students. Therefore it is very important from our point of view, that our joint PEM-PACEM Project in Warsaw, as well as PEM-PACAMAM Project in Olsztyn be seen as a success and crucial to successful transformation to market economy.

#### IV. Plans for Next Quarter

The activities are scheduled for the period January 1 to April 30, 1994 are the continuation of the Round Table Seminars in the Warsaw Center and Post Diploma Studies in newly opened Center in Olsztyn. Also activities leading to developing further the scope of collaboration with PEM partner institutions in Poland will be undertaken. These will include assistance with implementation of of MBA and Post-Diploma selection of curricula, and also selection, preparation, and publication of teaching materials.

V. Efforts to Insure Sustainability

Throughout the PEM project, management has emphasized the *primary role Polish partner institutions play with insuring the sustainability of this project*. For that reason, PEM entered into collaborative relationships with the Warsaw School of Economics and the Olsztyn University of Agriculture and Technology. In doing this, PEM reasoned that the Polish partner institutions would not only benefit directly from the PEM training programs but also from becoming the proprietors of the PEM training centers. The established Centers have become PEM's bases of operations in Poland; engaging Polish nationals as staff, advisors, consultants, and trainers, and using their influence in the development of PEM training activities.

Sustainability has also been enhanced through a re-orientation of university level training to appeal more to Polish faculty by focusing more on curriculum development and by working with partner institutions to reform existing programs and establish new ones. The success of these efforts will become manifest in the introduction of an Executive MBA program at WSE and the Post-Diploma Agricultural Studies Certificate program at Olsztyn. Also, recently established at WSE are two new post-diploma studies programs in Management for Statistics and Marketing in Foreign Trade. These programs will be offered in affiliation with the Polish-American Center for Economics and Management (PACEM) and will not only present a new challenge for PEM but also a revenue-enhancing opportunity for the Center.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 9/30/93 and 12/31/93

**VI. Administrative/Personnel Issues**

Nothing to report for this period.

**VII. Additional Information**

The Carlson School of Management is planning to introduce in February of 1994 a two-year Master's in Business Administration degree program at the Warsaw School of Economics. Presently, the groups of faculty from WSE acquire final training before the start of the program. This MBA program builds substantially on the previous activities of the PEM Project, and is intended to supplement the AID Management Training and Economics Education project. Activities sponsored by the Mellon Grant will focus more on the structure and administration of the program and offer training of a longer duration than was possible under the AID project. The period of the grant will also allow the partnership between WSE and the University of Minnesota to extend beyond the expiration of the AID project - i.e., June 30, 1994.

1993-94 PEM Project Implementation Plan Summary Table<sup>1</sup>

(Revised 1/7/94)

Consortium Partner	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
UM	Economic Roundtable: Unemployment - PACEM		Economic Roundtable: State & Local Gov't - PACEM	Economic Roundtable: Banking Mgmt - PACEM  WSE/MBA Courses: Business Communications, Business Data Analysis & Financial Accounting	Economic Roundtable: Social Policy & Public Sector - PACEM  WSE/MBA Courses: Public Management  PDP: Consumer Economics - PACAMAM  PDP: Market Theory - PACAMAM	Economic Roundtable: Applied Microeconomic - PACEM  WSE/MBA Courses: Organizational Behavior & Managerial Economics	Strategic Planning and Business Management - PACAMAM  WSE/MBA Courses: Information Systems Management
LOL	AMS: Organizing and Developing the Cooperative - PACAMAM			AMS: Strategic Planning (2) - PACAMAM	AMS: Market Research (2) - PACAMAM  PDP: Market Research (1) - PACAMAM	PDP: Applied Marketing I & Applied Marketing II  AMS: Sales and Distribution Marketing	
SCI	AMS: Agri-business Mgmt: Risk Mgmt & Trading (2) - PACAMAM		AMS: Agribusiness Organization (2) - PACAMAM		AMS: Agribusiness Mgmt: Market Evaluation & Information (2) - PACAMAM	PDP: Market Information Analysis & Price Forecasting - PACAMAM	PCP: Project Evaluation & Investment Appraisal - PACAMAM  AMS: Economic Concepts for H.S. Teachers (2) - PACAMAM
FDPA	AMS: Value Added Tax - PACAMAM		AMS: Business Plan Preparation - PACAMAM  AMS: Market Research - PACAMAM	AMS: Business Plan Applications - PACAMAM	AMS: Sales & Distribution Techniques (2) - PACAMAM	AMS: Small Business Mgmt - PACAMAM  PDP: Applied Marketing I - PACAMAM	AMS: Firm Performance Analysis - PACAMAM  AMS: Small Business Mgmt - PACAMAM  AMS: Market Research - PACAMAM

<sup>1</sup> Abbreviations Used: UM = University of Minnesota; WSE - Warsaw School of Economics; LOL = Land O'Lakes; SCI = Sparks Companies, Inc.; FDPA = Foundation for the Development of Polish Agriculture, affiliated with American Trust for Agriculture in Poland; PACEM = Polish-American Center for Economics and Management; PACAMAM = Polish-American Center for Agricultural Marketing and Agribusiness Management; AMS = Applied Management Seminar; PDP = Post Diploma Program in Agricultural Marketing

# GAZETA



REDAKCJA: 10-417 Olsztyn, ul. Towarowa 1. Redaktor naczelny, zastępca red. naczelny i sekretarze red. tel. 33-02-77. Fax 33-26-91. Red. dyżurny tel. 33-22-13; Łączność z Czytelnikami tel. 33-79-09, redakcja nocna tel. 33-50-28; Łączność z dziennikarzami przez centralę tel. 33-98-30. Agencja Promocyjno-Reklamowa, tel. 33-11-90, fax 332-691. Tlx 0526371. Materiałów nie zamówionych redakcja nie zwraca.

PONIEDZIAŁEK, 4 PAŹDZIERNIKA 1993 R.

## Gaudeamus w Kortowie ART bliżej Minnesoty

— Winniśmy stać się regionalnym centrum postępu naukowo-technicznego w sferze produkcji i przetwórstwa żywności, agrobiznesu, ochrony i kształtowania środowiska, edukacji ekologicznej — powiedział rektor Akademii Rolniczo-Technicznej prof. dr hab. Andrzej HOPFER podczas piątkowej inauguracji roku akademickiego.

Przedstawiając plany ART na najbliższe lata rektor zapowiedział umocnienie pozycji uczelni, jako liczącego się w świecie ośrodka naukowego i dydaktycznego oraz konieczność zdobycia dominującej pozycji w Polsce w dziedzinie kształcenia kadr dla rolnictwa. Rozpoczynający swoją trzecią kadencję rektorską, prof. A. Hopfer za ważne uznał też umocnienie związków ART z lokalnymi elitami gospodarczymi i kulturalnymi.

W tym roku tradycyjne uroczystości inauguracyjne uświetniono otwarciem w Kortowie Polsko-Amerykańskiego Ośrodka Marketingu i Zarządzania w Rolnictwie, którego powstanie jest rezultatem kilkuletniej współpracy Akademii Rolniczo-

Technicznej z Uniwersyteciem w Minnesocie oraz pomocy finansowej rządu amerykańskiego.

— Ośrodek będzie służyć studentom i pracownikom specjalizującym się w marketingu i zarządzaniu, a także oferować różne formy kształcenia otwartego, na przykład studia podyplomowe i kilkudniowe kursy — powiedział rektor otwierając ośrodek.

— Nasza placówka jest jedną z nielicznych tego typu w krajach Europy Środkowo-Wschodniej — dodał prorektor ART prof. dr hab. Wojciech Budzyński. — Dzięki dobremu wyposażeniu, a przede wszystkim współpracy renomowanych krajowych i zagranicznych wykładowców będzie kształcił specjalistów wysokiej klasy.

Po uroczystości otwarcia zaprezentowali prof. James Houcka z Uniwersytetu w Minnesocie dlaczego jego uczelnia służy tak daleko idącą pomocą olsztyńskiej akademii.

— Prowadzimy zakrojoną na szeroką skalę współpracę ze szkołami wyższymi w dawnych krajach socjalistycznych. Najintensywniej współpracujemy z Polską, bo u was reformy są najbardziej zaawansowane. Akademia Rolniczo-Techniczna jest uczelnią renomowaną, dynamiczną i otwartą na współpracę. Prowadząc przez dwa lata Kortowską Szkołę Agrobiznesu udowodniła, że potrafi efektywnie wykorzystywać oferowaną przez nas pomoc — powiedział prof. J. Houcka. eko.

## Rolnictwo jutra

Rozmowa z prof. dr. hab. Witoldem NIEWIADOMSKIM  
emerytowanym naukowcem  
Akademii Rolniczo-Technicznej w Olsztynie.

— Rolnictwo znajduje się obecnie w głębokim kryzysie. Wiele pól leży odłogiem, ziemi nikt nie chce, a na dodatek mówi się już o nadprodukcji żywności. W jakim kierunku, zdaniem pana profesora, potoczą się przeobrażenia w gospodarce żywnościowej?

pora oddać dług tak, by powierzchnia lasów powróciła do poziomu 30, a nawet 35 proc. obszaru kraju.

— Skoro tak, to mija się z celem także pozyskiwanie ziem uprawnych drogą melioracji. Jakie jest zdanie pana

nie jedynie na spadkach terenu do 20 proc. Większe skłony (20—30 proc.) powinno się zadarniać na pastwiska, a zbocza o spadku ponad 30 proc. zalesiać. Niezbędne jest także stosowanie płodozmianu przeciwerozwiniętego, zatem

## Walka i ranni Jelcy

W niedzielę (3 bm.) prezydenta Rosji Bordzieci. Wierzę w naszą małą grupę polityczną kwian. Możemy powszechnie drogę”.

### PRZERWANA BLOKADA

Niedzielne wydarzenia w Moskwie rozwijały się według wspaniałego, niekontrolowanego planu scenariusza. Oddziały pierające rosyjską władzę w konawczą przerwały blok „Białego Domu”, zdobyły sztabem siedzibę władz miejskich Moskwy (d. gmach RWPG), biorąc do niewoli kilkuset zgrupowanych tam milicjantów.

Zgola nieoczekiwanie zakłóciła się niedzielna konferencja prasowa przewodniczącego zwołowanego prezydenckim trybunałem parlamentu Rosji Chasbulatowa. Przerwał ją wiceprezydent Ruckoj, który wpłynął na salę w towarzystwie obronny z włączonymi na odbiór nagrajnikami krótkofalowymi. „Siłachajcie! Milicja wydaje rozkaz strzelania do tłumu” — zawołał siadając za stołem przewodniczącym. Wśród trzasku zakłóceń wyraźnie było słychać powtórzone kilkakrotnie polecenie twarcia ognia.

Kiedy na zewnątrz budynku rozległa się pierwsza seria broni maszynowej, Ruckoj rzucił się do okna i zaczął wydywać przez nadajnik polecenia

University of Minnesota

Application to Establish A University Linkage Agreement  
or Exchange Program Abroad

Institute of Agricultural Economics and Organization,

1. Partner Institution: Olsztyn University of Agriculture and Technology, Olsztyn,  
(Name of Institution) Poland.

2. Exchange program sponsor, if other than the University and the partner institution, for example, consortia, governmental agencies, or coordinating bodies: None

3. Exchange is: New  Renewal  Continuation  Supplement

4. Proposed duration of agreement: Start Date 1/1/94 End Date 12/31/98  
Is there a probationary period: Yes  No  ?

If yes, specify dates: \_\_\_\_\_

If exchange extends beyond a three-year period, specify proposed date to review the exchange: 12/96

5. Principal Initiators at the University of Minnesota:

Name Dr. Harald von Witzke Parent Department Agricultural & Applied Economics All principal initiators:

Rank Professor Regular Appt.  Non-regular Appt.  All principal initiators reg. appts.

Name Dr. Benjamin Senauer Parent Department \_\_\_\_\_

Rank Professor and Center Director Regular Appt.  Non-regular Appt.

Dr. James Houck, Professor and Head of Department

6. Principal Initiator at partner institution:

Name Dr. M. Laguna Rank/Title Professor and Department Head

Department Institute of Agricultural Economics and Technology

Olsztyn University of Agriculture and Technology

Address ul. Oczapowskiego 219

10-745 Olsztyn, Poland

7. Purpose(s) of agreement (check all that apply):

Teaching  Research  Study abroad  
 Technical Assistance  Work/internship  Consulting/advising  
 Professional dev.  Language acquisition  
 Public service  Other. Specify: \_\_\_\_\_

8. Eligible participants (check all that apply):

Faculty  Graduate Students  Undergrad. Students  Staff  
 Other. Specify: \_\_\_\_\_

BUDGET: FIRST YEAR

Please complete the following budget form listing amounts and sources of funds. Source of U of M funds (confirmed or anticipated) should be listed on the bottom of this form. If a budget has been prepared as part of an application for external sponsored funds, you may submit the agency's form in lieu of this form.

<u>Direct Expenses</u>	U of M	Foreign Partner	External Sponsor (e.g., USIA)
1. Personnel	\$ _____	_____	_____
2. Fringe Benefits	_____	_____	_____
3. Travel	_____	_____	_____
Foreign: Airfare/Ground	_____	_____	_____
Domestic: Airfare/Ground	_____	_____	_____
4. Living Expenses	_____	_____	_____
Per diem/housing	_____	_____	_____
Health Insurance	_____	_____	_____
5. Tuition	_____	_____	_____
6. Other:	_____	_____	_____
Supplies	_____	_____	_____
Conference costs	_____	_____	_____
Consulting fees	_____	_____	_____
Computer/library costs	_____	_____	_____
Other: _____	_____	_____	_____
<u>Indirect Costs (if applicable)</u>	\$ _____	_____	_____
<u>Total:</u>	\$ _____	_____	_____

Source of funds: We will be looking for external support from, inter alia, the Rockefeller Brothers Fund, Ford Foundation, German Marsahll Fund, National Science Foundation, and the MacArthur Foundation. We expect to commit funds internally, including funds from the Center for International Food and Agricultural Policy, the Agricultural Experiment Station, and International Programs such as the European Studies Center.

Approvals and Certifications

The information provided on this form is correct to the best of my knowledge. In the event this exchange is approved, I agree to abide by all applicable institutional, partner, and sponsoring agency policies and procedures.

Signature(s) of Principal University of Minnesota Initiators:

Benjamin Fineman 9-22-93  
(Name) (Date)  
Isabel ... 10-8-93  
(Name) (Date)

We certify that the above statements are correct to the best of our knowledge. The commitment of departmental and collegiate resources, if any, has been noted and approved. We agree that the scholarly objectives of this exchange are in keeping with departmental and collegiate goals.

Signature(s) of Department Head(s) and/or Division Heads(s): REQUIRED

[Signature] 30 Sept. 1993  
(Name) (Date)

Signature(s) of Academic Dean(s): REQUIRED

[Signature] 10/8/93  
(Name) (Date)

\*\*\*\*\*

Applications which require the filing of a "Rationale" (Appendix A) must obtain the signature of the appropriate Vice President(s) and the Assistant Vice President for International Education.

Signature(s) of Vice President(s) (Health Sciences or Agriculture), Chancellor and/or President and/or Provost:

C. Eugene Allen 10/7/93  
(Name) (Date)

Signature of Assistant Vice President for International Education:

\_\_\_\_\_

Approvals and Certifications (Continued)

Signature of Director of Institute of Agricultural Economics & Organization

*J. Jędrzejewski* 1.10.1993  
(Name) (Date)

Signature of Dean of College of Agriculture

*J. Kafla* 01.10.1993  
(Name) (Date)

Signature of Rector of Olsztyn University of Agriculture & Technology

*A. H.* 1993-10-01  
(Name) (Date)

RATIONALE FOR AGREEMENT BETWEEN  
THE UNIVERSITY OF MINNESOTA AND THE INSTITUTE OF  
AGRICULTURAL ECONOMICS AND ORGANIZATION,  
OLSZTYN UNIVERSITY OF AGRICULTURE AND TECHNOLOGY,  
OLSZTYN, POLAND

A. Mutual Benefits and Institutional Strengths

The Center for International Food and Agricultural Policy, University of Minnesota, and the Institute of Agricultural Economics and Organization, Olsztyn University of Agriculture and Technology are two of the leading organizations in their respective regions dedicated to agricultural economic research, teaching and extension. The specific strengths of the Olsztyn University of Agriculture and Technology include a highly qualified professional faculty, directed by Professor Miroslaw Laguna. Professor Laguna and his colleagues are well-known to University of Minnesota faculty. The Center for International Food and Agricultural Policy and the Institute of Agricultural Economics and Organization have cooperated actively during the past several years on a wide range of issues in agricultural economic teaching, research and outreach. Several Olsztyn faculty have visited the Center for extended research and study periods. They include Professor Janusz Cichoń, Professor Szczepan Figiel, Professor Stanislaw Pilarski and Professor Bogdan Fedajko. Minnesota faculty who have been involved in collaborative activities include Harald von Witzke, Vernon Eidman, Jerome Hammond, Rob King, Ward Nafstead, Benjamin Senauer, Glenn Pederson and James Houck.

This agreement will facilitate the continued cooperation between the two academic units.

B. Comparative Advantage of Exchange

The Institute of Agricultural Economics and Organization is heavily involved in teaching and research related to agriculture in transition economies. Together with the Institute of Agricultural Economics and Organization the Center for International Food and Agricultural Policy is now operating the Polish-American Center for Agricultural Marketing and Management at Olsztyn University of Agriculture and Technology. The Polish-American Center will coordinate agricultural economic training, research, and outreach activities for Poland and other countries in the region. The continued cooperation with the Institute of Agricultural Economics and Organization will support ongoing activities on transition economies at the University of Minnesota.

C. Nature of Reciprocity

(See attached written exchange agreement.)

D. Limiting Subjects or Cultural Factors

There are no limiting subjects or cultural factors affecting this research. Most Polish faculty are proficient in English.

## WRITTEN EXCHANGE AGREEMENT

### I. Preamble and Objectives of the Agreement

This exchange agreement is between the Center for International Food and Agricultural Policy of the University of Minnesota and the Institute of Agricultural Economics and Organization, Olsztyn University of Agriculture and Technology, Olsztyn, Poland. Both departments have a longstanding reputation in agricultural economic research, teaching and extension. The objective of the exchange program is to facilitate and coordinate joint research programs in agricultural economics through exchange of faculty and graduate students, and through jointly organized conferences.

### II. Procedures

- A. The languages of communication are Polish and English. The English version of the agreement is authoritative.
- B. The duration of this agreement is five years. It becomes effective January 1, 1994. It terminates December 31, 1998 unless it is continued.
- C. Research activities under this agreement are coordinated by an oversight committee. Members of the oversight committee are the heads of the two academic units involved.
- D. An annual work protocol is not desirable.
- E. Research progress and data used for research under this agreement are reported annually to the oversight committee. Every researcher is obliged to exchange data and research results.
- F. This agreement can be renewed or modified upon agreement of the two academic units involved. Renewal shall be agreed upon at least one year before the termination date of this agreement. Modifications of this agreement can be suggested at any time. The oversight committee decides on renewal or modifications of this agreement.
- G. The exchange of faculty and graduate students as well as joint research conferences are coordinated by the oversight committee.
- H. For termination procedures, see item F.

### III. Annual Work Protocol

No annual work protocol is desired.

## **Part Two**

**Land O'Lakes, Inc.**

**MANAGEMENT TRAINING AND ECONOMICS EDUCATION  
FOR CENTRAL AND EASTERN EUROPE  
LAND O'LAKES SUBCONTRACT TO THE HUBERT H. HUMPHREY INSTITUTE  
OF PUBLIC AFFAIRS  
USAID GRANT NO. EUR-0029-G-00-1051-00  
QUARTERLY REPORT  
OCTOBER - DECEMBER 1993**

**I. PROGRAM OVERVIEW**

In the first quarter of fiscal year 1994, Land O'Lakes implemented the first of nine courses planned for the third year of a USAID-funded subcontract with the University of Minnesota Hubert H. Humphrey Institute. The course, "Cooperatives: Principles and Practices," was conducted December 13-16, 1993, at The University of Agriculture and Technology, Olsztyn, Poland.

Based on first- and second-year experience and the identified need to stress practical, hands-on training, Land O'Lakes, in its third year of programming, is providing training for both an applied management program and an agricultural marketing post-diploma studies program in conjunction with the university at Olsztyn.

Workshops in the applied management area include:

- Cooperatives: Principles and Practices
- Strategic Planning for Agribusiness Firms
- Sale and Distribution for Marketing Agents

Each of these is a four-day advanced course that expands upon the introductory courses presented in years one and two of the project. Third year programs continue to target practical application skills, training persons directly responsible for specific functions within private companies. The audience for the cooperative course was agribusiness managers interested in forming and financing a cooperative. The two marketing-related programs target mid-level managers of privatized food companies responsible for the planning, marketing and sales of their companies' products.

The agricultural marketing post-diploma studies courses will be conducted in conjunction with the Polish-American Center for Agricultural Marketing and Agribusiness Management. Courses in this program will be offered to 30 to 35 mid-level managers of privatized agribusiness companies, who will attend the courses during weekends, the same group for all courses, with topics including:

- Market Research
- Strategic Planning
- Applied Marketing

## Project Coordination

The University of Agriculture and Technology at Olsztyn provides training facilities for the programs. Land O'Lakes and the university, where appropriate, in conjunction with Polish expertise, promote a local sustainable "center of excellence."

The Foundation for the Development of Polish Agriculture (FDPA) provides in-country coordination, including the translation of materials into Polish, hiring of interpreters, and the provision of in-country transportation.

Land O'Lakes' responsibilities are to manage the design of the workshops, the development of course materials, and the presentation of the same. Trainers are high-level Land O'Lakes employees, retirees, and consultants with expertise in the subject area. The presentation of each workshop involves one U.S. trainer, one local trainer where appropriate, and a translator.

## **II. SUMMARY OF LAST QUARTER'S ACTIVITIES**

Land O'Lakes conducted one 4-day course during the quarter, entitled "Cooperatives: Principles and Practices," held December 13-16, 1993.

### Trainers' Backgrounds

Steven C. Cunningham is a self-employed farmer who works in partnership with two brothers to farm a 3,000-acre corn and soybean operation in Madelia, Minnesota. He is the director of the LaSalle Farmers Grain Cooperative, a Land O'Lakes affiliate, and has held the position for six years.

The co-trainer, Dr. Stanisław Pilarski, is an adjunct professor at the University of Agriculture & Technology in Olsztyn, Poland. He has been teaching agricultural economics since 1979, as well as the following courses: farm management, agricultural cooperative management, and farm economics.

### Course Participants

The class was comprised of four women and eighteen men, for a total of 22. Backgrounds of the participants ranged from dairy production to extension work to dairy processing. For further information on their backgrounds, refer to Attachment 2 for the Koltai Worksheet for Quantitative Data. The course roster is Attachment 3.

### Course Content

The December course was taught as an applied course that examined the functioning of cooperatives. The course participants showed a strong interest in the information presented. The participants presented real-life problems faced by cooperatives in Poland and were able

to develop some possible solutions during the course. For example, instead of waiting for a possible joint venture to appear, the trainer was able to encourage people to look for funding through cooperative member activities and other sources. The participants learned that they needed to take an active role in understanding cooperatives in order to better influence restrictive government cooperative laws currently on the books. The group learned about the need for the cooperative membership to choose good directors, and the fact that they could vote out directors that did not perform well. The participants appreciated that Mr. Cunningham had practical experience as a director of a cooperative in the U.S., and Dr. Pilarski developed a Polish case study which was used during the course.

### **III. INTERNAL EVALUATION METHODS**

Land O'Lakes evaluates its courses several ways. It administers the Koltai Participant Evaluation (see Attachment 4 for a summary of results for the Cooperatives: Principles and Practices course). Land O'Lakes administers its own evaluation (see Attachment 5 for a summary of results). Upon return to the U.S., the trainer debriefs Land O'Lakes staff with a written and oral report of activities and suggestions for improvement. For instance, Steve Cunningham, co-trainer for the December course, stated that most of the students had a grasp of the basic principles of cooperatives and would benefit from a more advanced-level course. By synthesizing information from these various sources, Land O'Lakes institutes changes in course content and implementation, and determines appropriate course topics and format for the next year's training program. The program budget, as proposed and approved does not allow for follow-up evaluation of course participants.

In September 1993, Land O'Lakes conducted an internal evaluation of all three of its programs in Poland. Though the evaluation focused primarily on two other USAID projects for which Land O'Lakes is the primary administrator, an interesting project impact story relating to year one of this project revealed itself. While interviewing faculty at the Olsztyn academy, a Land O'Lakes internal evaluator learned that, as a result of attending the video course in December 1991, university staff have produced about 30 commercials for businesses, generating an income of 35 million zlotys for the school. This money is important to the school's success, because it is mandated to procure 20% of their funding from commercial activities, to supplement the 80% from the government.

### **IV. POLAND'S POLITICAL CLIMATE**

In 1993, Waldemar Pawlak became Prime Minister of Poland, leading a coalition of the Polish Peasants Party (PSL) and the Left Democratic Alliance (old Communist party). Though economic recovery may have slowed somewhat, the free trade initiatives enacted earlier provide an environment in which the topics provided by this project--cooperatives, planning, and marketing--continue to be relevant.

Some Polish laws obstruct the implementation of concepts students learned in the December cooperatives course. Two roadblocks to member-owned and member-controlled cooperatives

are the current laws that prohibit the privatization of the state-owned cooperatives as well as the financing of newly formed cooperatives. The Polish people, however, are eager to form both new cooperatives as well as restructuring the old cooperatives. The course participants learned the importance of lobbying their representatives for change and can now do so in a knowledgeable way.

## **V. PLANS FOR NEXT QUARTER**

Two courses in Strategic Planning, one March 9-12 and the other March 14-17, are planned for the next quarter. Refer to Attachment 1 for a listing of all the courses in this third year of funding.

## **VI. SUSTAINABILITY**

Local counterpart trainers will be used in each of year three's training programs so as to develop Polish expertise. The use of a Polish co-trainer allows a long-term transfer of both the principles presented in the course materials and in the method of teaching presented by the trainer. The use of Polish case studies and the valuable insight into the Polish situation further aid in making the courses useful to the participants and to the co-trainers who can use them in other training courses. The Polish co-trainers will comprise a local "center of excellence" with increased capability to provide management training to private business entrepreneurs and newly privatized companies.

24'

## **ATTACHMENTS**

- Attachment 1      Summary Listing of Courses**
- Attachment 2      Koltai Student Contact Hours Worksheet**
- Attachment 3      Course Roster**
- Attachment 4      Summary of Koltai Student Evaluation Forms**
- Attachment 5      Land O'Lakes Summary Evaluation**

25

# **ATTACHMENT 1**

## **Summary Listing of Courses**

## SUMMARY LISTING OF COURSES

### LAND O'LAKES - YEAR THREE

- Course 1      Cooperatives: Principles and Practices  
Dates:        December 13-16, 1993  
Trainers:     Steven Cunningham, consultant  
                  and  
                  Dr. Stanislaw Pilarski, University of Agriculture and Technology, at Olsztyn
- Course 2      Strategic Planning  
Dates:        March 9-12, 1994
- Course 3      Strategic Planning  
Dates:        March 14-17, 1994
- Course 4      Market Research  
Dates:        April 11-14, 1994
- Course 5      Post Diploma Program, Course 1  
Dates:        April 15-17, 1994
- Course 6      Market Research  
Dates:        April 18-21, 1994
- Course 7      Sales and Distribution Marketing  
Dates:        May 4-7, 1994
- Course 8      Post Diploma Program, Course 2  
Dates:        May 11-15, 1994
- Course 9      Sales and Distribution Marketing  
Dates:        May 16-19, 1994

## **ATTACHMENT 2**

### **Koltai: Student Contact Hour Worksheet**

## PARTICIPANT EVALUATION FORM

### DEMOGRAPHIC INFORMATION:

Date of Inquiry: DEC 1991

Age: \_\_\_\_\_ Sex:  M  F

Title/Topic of this course: Programming and Database

Location: Pol. Cooperative

Your Current Occupation: \_\_\_\_\_

Your Occupational Goals: \_\_\_\_\_

How did you hear of this program?

- Advertisement
- Friend
- Teacher/Professor
- Work
- Found out on my own
- Other conference

Does your current job involve teaching others?  
 Yes  No

Does your current job involve supervising others?  
 Yes  No

Highest Level of Education: UNIV. DEGREE 11

Field of Study: COMPUTER 10

### INSTRUCTIONS:

Your response to these questions will be used to improve future programs. Your opinion is important to us.

Please score each statement by either circling a 5 (strongly agree with the remark) or a 1 (strongly disagree with the remark). You may also mark between these numbers (2, 3, or 4) if this seems a more appropriate response. There are no "correct" answers to these questions.

Thank you.

		Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1.	The quality of instruction was excellent.	5 (11)	4 (7)	3 (2)	2	1 (0)
2.	The instructional materials are well designed.	5 (7)	4 (6)	3 (1)	2	1
3.	The content of this course is relevant to my needs.	5 (8)	4 (11)	3 (2)	2	1
4.	The instructor covered material that was beyond my understanding.	5	4 (2)	3	2 (4)	1 (5)
5.	The instructor seem to be concerned about the participants progress.	5 (3)	4 (5)	3 (1)	2	1
6.	The instructors seemed to be well versed in the topic as it relates to my country.	5 (2)	4 (9)	3 (5)	2 (3)	1 (3)
7.	The course met my expectations.	5 (9)	4 (10)	3 (1)	2	1 (0)
8.	The course was not relevant to the business situation I am currently experiencing.	5 (2)	4 (6)	3 (5)	2 (7)	1 (4)
9.	The instructional materials are difficult to understand.	5 (3)	4 (4)	3	2 (6)	1 (8)
10.	The facility was well suited for this program.	5 (8)	4 (12)	3	2	1 (4)
11.	The classroom equipment used is well suited for this program.	5 (19)	4 (11)	3	2	1
12.	I would take this course again.	5 (15)	4 (5)	3	2 (1)	1
13.	I would recommend this course to other interested parties.	5 (16)	4 (5)	3	2	1
14.	The Video Presentations were well suited to the course.	5	4	3	2	1
15.	The Video portion of the course was of high quality.	5	4	3	2	1
16.	Translators/Interpretors were very helpful in helping	5 (17)	4 (4)	3	2	1

# **ATTACHMENT 3**

## **Course Roster**

Nazwa kursu

Cooperatives: Principles and Practices 3

Nazwiska wykładowców

Wprowadzenie do prywatnego rolniczego biznesu spółdzielczego

Steven Cunningham, Stanisław Pilaraki

Data

13-16.XII.93

Miejsce

ART Olstyn

December 13-16, 1993

Lp. No	Nazwisko i inicjały SURNAME AND INITIALS	MAJOR BUSINESS OF ORGANIZATION	Miejsce zamieszkania HOME ADDRESS	Miejsce pracy PLACE OF WORK	Telefon	Wykształcenie EDUCATION Stanowisko POSITION
1.	FEMALE Bukowska Dorota		11-525 Orayaz Mikosze 3	AGRICULTURAL UNIVERSITY IN OLSZTYN	37266	HIGH STUDENT
2.	FEMALE Drozd Iwona		19-200 Grajewo Wyzwolenia 21	AGRICULTURAL UNIVERSITY IN OLSZTYN	72-24-96	HIGH STUDENT
3.	FEMALE Dudek Józefa	FINANCE	58-141 Stanowica Oleszka 1	AGRICULTURAL COOPERATIVE IN MIESANCA	551-358	HIGH VICE PRESIDENT
4.	MALE Figura Leszek	CORN TRADE ADVISORY	58-150 Strzegom Szopna 1)3	TERRITORIAL ASSOCIATION INSPECTING - ADVISING OF AGRICULTURAL COOPERATIVES	551-147	UNIVERSITY DEGREE PRESIDENT
5.	Galiński Roman MALE	TRADE-FOOD	10-426 Olstyn Dworcowa 58)110	COOPERATIVE SPÓBEM OLSTYN	33-36-74	HIGH VICE PRESIDENT
6.	Gołęblawski Józef MALE	MECHANICAL SERVICE	Parki 15 18-218 Sokoły	FARMERS ORGANIZATION IN SORÓŻY	13-18-95	HIGH PRESIDENT
7.	Handydraj Władysław MALE	PRODUCTION TRADE	97-500 Radonsko Jagiellońska 9)64	COMMUNAL COOPERATIVE & SAMOPOMOC CHŁOPSKA	26-32	UNIVERSITY DEGREE PRESIDENT
8.	Handydraj Czesława FEMALE	PRODUCTION & TRADE SERVICE	97-500 Radonsko Jagiellońska 9)64	COOPERATIVE SPÓBEM IN RADONSKO	57-49	UNIVERSITY DEGREE BOOK-KEEPER
9.	Jurkiewicz Jerzy MALE	PRODUCTION OF CORN, AND PIGS	06-400 Ciechanów Gąki 148	FARM		HIGH FARMER
10.	Karolak Marek MALE	Ineligible	Dąbrówka Wlk Gibna 43	PRODUCTIVE AGRICULTURAL COOPERATIVE Dąbrówka	18-82-87	UNIVERSITY DEGREE PRESIDENT

Nazwa kursu .....

Nazwiska wykładowców .....

Data ...December 13-16, 1953 Miejsce .....

Lp.	Nazwisko i imię	MAJOR BUSINESS OF ORGANIZATION	Miejsce zamieszkania	Miejsce pracy	Telefon	Wykształcenie stanowisko
11.	Korzeb Bogdan MALE	HONEY PURCHASING	10-046 Olsztyn Niepodległości 91A)1	WARMIAN BEE-COOPERATIVE Olsztyn	27-44-60	UNIVERSITY DEGREE VICE PRESIDENT
12.	Kordziej Edward MALE	SERVICE	31-319 Kraków Wajsa 1B)2	AGRICULTURAL COOP Poznań	86-21-87	HIGH PRESIDENT
13.	Napora Piotr MALE	ADVISORY	26-503 Hlrów Zbigniew Duży 46	ADVISOR CENTER RADOM	171-656	HIGH ADVISOR
14.	Podubiński Bogdan MALE	AGRICULTURE ADVISORY	10-461 Olsztyn Pana Tadeusza 2)1	ADVISOR CENTER OLSZTYN	33-02-67	UNIVERSITY DEGREE INSPECTOR
15.	Perlik Witold MALE	ADVISORY	Kronowo 23 11-012 Lankowo	FARM		HIGH FARMER
16.	Piątkowski Mirosław MALE	HONEY TRADE	10-437 Olsztyn Dworcowa 83)45	WARMIAN'S BEE COOP	27-65-33	HIGH PRESIDENT
17.	Purczyński Grzegorz MALE	ADVISORY	64-800 Chodzież Chopina 15	TERRITORIAL ASSOCIATION OF PRODUCTIVE COOP Chodzież	822-169	UNIVERSITY DEGREE ADVISOR
18.	Staciua Jacek MALE	ADVISORY	02-134 Warszawa 1-go Stycznia 41)90	PROVINCIAL FARMERS ASSOCIATION IN WARSAW	31-51-12	UNIVERSITY DEGREE BOOK-KEEPER
19.	Tabor Jan MALE	TRADE	11-010 Barczewo Kościuszki 59)23	TRADE PRODUCTIVE COOP Olsztyn -Track	26-94-64	UNIVERSITY DEGREE PRESIDENT
20.	Wołek Franciszek MALE	SERVICE	Bladoliny Szlacheckie 100	PROVINCIAL ASSOCIATION OF AGRICULTURAL COOPERATIVES	8	HIGH PRESIDENT

Nazwa kursu .....

Nazwiska wykładowców .....

Data .....

December 13-16, 1993

Miejsce .....

Lp.	Nazwisko i imię	MAJOR BUSINESS OF ORGANIZATION	Miejsce zamieszkania	Miejsce pracy	Telefon	Wykształcenie
						stanowisko
21.	HALE Wolek Paweł	SERVICE	Bisdolinoy Szl.100	AGRICULTURAL COOP. ... BISDOLINY SŁACHECKIE	8.	VOCATIONAL SUPPLIER
22.	HALE Zaluska Kazimierz	SERVICE	18-420 Jadwabne	AGRICULTURAL COOP JEDWABNE	172-091	UNIVERSITY DEGREE PRESIDENT
23.						
24.						
25.						
26.						
27.						
28.						
29.						
30.						

## **ATTACHMENT 4**

**Summary of Koltai Student Evaluation Forms  
for "Cooperatives: Principles and Practices"**



# **ATTACHMENT 5**

## **Land O'Lakes Summary Evaluation**

1/12/94

Course Evaluations Part I.

Seminar Title: Cooperatives Princp Pract  
Country: Poland  
Trainer: Steven Cunningham

Course Ending Date: 12/13/93

Question:	# of Responses	High	Low	Average
1a. How effective was the trainer? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	21	8	4	7
1b. How effective was the workbook? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	21	8	4	7
1c. How accurately did the seminar address your country's specific situation? 6 - 8 very accurately 3 - 5 some what accurately 0 - 2 not at all accurately	20	8	2	5
1d. How accurate was the translation of the printed materials? 6 - 8 very accurate 3 - 5 some what accurate 0 - 2 not at all accurate	21	8	5	7
1e. How effective was the interpreter? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	21	8	5	7
1f. How effective was the use of visual aids? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	21	8	3	6
1g. Were the seminar activities of value? 6 - 8 very valuable 3 - 5 some what valuable 0 - 2 not at all valuable	21	8	5	7

1h. Was the content of the seminar of value to you? 6 - 8 very valuable 3 - 5 some what valuable 0 - 2 not at all valuable	21	8	5	6
1i. How new was the information presented to you? 6 - 8 very new 3 - 5 some what new 0 - 2 not at all new	21	8	3	6
2a. How advanced was the seminar level? 1 = too advanced 2 = just right 3 = too basic	21	5	5	5
2b. How fast was the pace of the seminar? 1 = too fast 2 = just right 3 = too basic	21	5	5	5
2c. Was there enough time allowed for the seminar? 1 = too much time 2 = just right 3 = not enough time	21	5	2	4
2d. Was the seminar long enough for the objectives? 1 = too long 2 = just right 3 = not long enough	21	5	2	4

## **Part Three**

**Sparks Companies, Inc.**

# Sparks Companies, Inc.

Memphis, Tennessee

Washington Division  
6708 Whittier Avenue  
McLean, Virginia 22101

(703) 734-8787  
Fax: (703) 893-1065  
Telex: 4993332 SCIDC

Re: PEM Project  
Program Report - Period: July 1 - September 30  
and October 1 - December 31, 1993

SCI presented its two most recent seminars in Olsztyn in December 1993, with both seminars focusing on agribusiness management, and with emphasis on risk management and trading. The courses were presented by Dr. Jonathan R. Coleman of SCI and Dr. Szczepan Figiel, professor of agricultural economics at the Olsztyn Academy.

Similar seminars on risk management were conducted last year and were very well received by participants, especially among the agribusiness managers attending. As Poland switches from a centrally planned to market economy and as market restrictions are removed, the prices at which agribusiness firms sell their products and purchase their inputs are becoming increasingly volatile. Controlling these price risks has evolved as a key function of Polish agribusiness managers.

The courses provided an overview of alternative price risk management methods available to agribusiness managers in western economies, with especial emphasis on futures and options trading. There is a great deal of interest in how futures exchanges in the United States could be used by Polish agribusiness firms to hedge against sharply fluctuating commodity prices, and in how such exchanges might be important if they were to develop in Poland.

Both seminars were very well received. All participants in the first seminar (December 1-4) rated the course content as either good or excellent, while 28 out of the 30 participants judged the presentations and level of materials as good or better. Of those attending the second seminar (December 6-9), only one participant out of 28 did not rate the course contents, materials and presentation as either good or excellent.

PEM's Polish partners in Olsztyn have developed a program in agricultural marketing post-diploma studies which started in December 1993. This course includes 200 teaching hours covering a wide range of topics in agricultural marketing and management, with seminars presented by representatives of the Partners in Economic Management. The first session opened with an introductory lecture on the role of agribusiness in western economies presented by Dr. Jonathan R. Coleman of SCI. Dr. Coleman will present two additional sessions in 1994, covering price forecasting and project evaluation.

SCI will present six more seminars, scheduled for April, May and June this year. The first four seminars, directed to agribusiness managers, will focus on agribusiness organization and market evaluation, while the fifth and sixth seminar will emphasize economic concepts for high school teachers.

# Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

Institution: SPARKS COMPANIES, INC.

Quarter: IV 93

Contact Person Regarding this Report: JONATHAN COLEMAN

Project Component: \_\_\_\_\_

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	_____
Students (Traditional)	<input type="text" value="12"/>	<input type="text" value="12"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>olsztyn</u>
Government Officials	<input type="text" value="72"/>	<input type="text" value="72"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>olsztyn</u>
Business Community/ Business Managers	<input type="text" value="612"/>	<input type="text" value="612"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>olsztyn</u>
Journalists - Media	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	_____
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	_____
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	_____
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	_____

COMMENTS: \_\_\_\_\_

P. 03/03

U OF MN ETP

612 626 9860

01-06-1994 09:58

01-11-94

15:37

0703 893 1085

SPARKS COMPANIES

001:004

17

## **Part Four**

# **American Trust for Agriculture in Poland**

## **ATAP/FDPA**

PLANNING UNIT

September, 1993

## FDPA QUARTERLY REPORT JULY-SEPTEMBER 1993

In July, FDPA training staff reviewed training activity to date, focusing on feedback from participants ( see attached APPENDIX I) who attended courses in past school year. Mini - Qualitative audit of participants was based on:

Sample: 3-5 attendees per course for a maximum of 30,  
 Course Period: January 1 - June 30, 1993  
 Interview period : September 1 - 30, 1993

Above questionnaires led us to following conclusions:

- American trainers should be supported by Polish co-trainers because of better knowledge of Polish reality,
- Attendees would like to have a concrete examples,
- Attendees suggested seminars for the same professional group, because it is easier to discuss problems,
- Very useful would be for students to have time to discuss their own case studies
- Other suggestion pointed by participants were that courses could be more useful if they would take longer and treat more detailed teaching subject.

All those suggestions will be reflected in conducting seminars under PEM Project

Three months , between July and September , gave us an opportunity to contact with many organizations which could be interested either in training activity ( as a firm conducting seminars) or firm participated in courses.

There were six firms which tendered to cooperate with FDPA. CONSULTWARM was chosen as one of the cheapest and well known as firm providing classes on efficient level. Location of this firm in Olsztyn brings us an additional advantage of cooperation with this firm. Consequently, we do not incur cost of board and lodging of trainers.

We commenced to cooperate more closely with the Polish Farmers Unions , "Solidarity" of Polish Farmers and Peasant University which desire to help us in recruitment work.

From the last statement you can see that FDPA has limited organisation with which we are going to cooperate in recruitment. This approach allows us to put together more homogenous group of students , as it was suggested. In this situation , it is easier to discuss concrete examples taken from live. Courses will be conducted by the Polish consulting firm which know very well Polish reality and courses could become transformed into seminar. Sparks and Land O'Lakes use Polish co-trainer who know problems facing Polish companies. So, their classes correspond to Polish situation.

43

This is the last year of the PEM project, and because of that , FDPA has been seeing the need to assist teachers in obtaining the information and training's before the close of the project.

Under PEM Project, courses were addressed to academic teachers and agribusinesses, but Higher Schools were omitted. All obtained skills and knowledge during training the trainers would affect in future.

The curriculum of teaching in an Agricultural Higher School has to be tailored to the new Polish economical reality. Teachers do not have both knowledge and teaching materials to deliver proper lectures. Our facilities in training could meet those needs. This co-operation might result in elaboration of new teaching program which can meet expectation of pupil and teachers. Our idea is to insure sustainability of the project. None of organization has been provided courses addressed to the teachers of the Agricultural Higher School and there is a gap which should be filled as soon as possible. So there is the reason that we decided to provide the part of seminars only for teachers ( APPENDIX II). The rest of courses will be addressed to agribusiness, as it was in past.

The idea of co-operation with teachers from our point of view is the best one of discussed and submitted to FDPA ( see the attached proposals) because of financial and technical point of view. There is a lot of problems to solve in Polish agriculture where Training Program can play significant role . It seems to be very interesting the proposal from the Agency of Land Property of the Treasury but our activity is confined for financial aspect and mechanism which exist in the frame of cooperation under PEM project.

Our future training activity is shown in APPENDIX II.

**APPENDIX I****MINI - QUALITATIVE AUDIT OF PARTICIPANTS IN SEMINAR  
(JAN 1 - JUNE 30)**

1. Which part of course did you find most useful :

- topic
- lecture
- materials
- discussion

2. Have you used information/skills discussed ? If so - which?

3. How would you like to have time allocated for the course ?

4. Which information did you find the most useful ?

5. What other type of course or subject would be more appropriate for your professional activity? What other kinds of materials might be more useful in the courses?

6. What was the most negative or disappointing part of the course?

7. How do you rate the skills of the lecturers?

8. How do you rate the quality of your lecture?

9. Would you like some preparatory exercises before you come?

11. Would it be more useful to have more time to discuss your own case studies?

12. Have you been in touch with other people from course?

13. Was there enough time for:

14. Do you have any suggestion ?

**APPENDIX II**  
**Schedule of FDPA's courses**

Date	Subject	For whom	Remarks
Jan 5-7, 1994 Feb 9-11, 1994 Mar 22-24, 1994	Writing a Business Plan	Teachers	Three session on the same subject realised in modul system
Jan 25-27, 1994	Market Research	Agribusiness	
Feb 2-4, 1994	Market Research	Teachers	
Apr 6-8, 1994	Sale and Distribution	Teachers	
April 27-29, 1994	Sale and Distribution	Agribusiness	
May 25-27, 1994	Small Business Management	Teachers	
Jun 13-16, 1994	Small Business Management	Agribusiness	
unsettled	Small Business Management	For man involved in Agritourism	

**Mr. Jan SZOŁUCHA**  
**Program Manager**  
**Foundation for the Development of Polish Agriculture**  
**Niekańska 35, 03-924 WARSZAWA,**  
**Fax: 0-2 6175939**

I inform you kindly that starting from December 1, 1993 the Regional Center for Information and Agro-business started its activity as a Workshop of the Foundation of Agricultural Academy named for W. Witos.

The Center is to support the development of agriculture and agricultural and food industry through organizing a Regional System of Market Information, organizing trainings for managers from the food sector and providing advisory services and consulting for enterprises of the Lublin Region.

Referring to hitherto lasting co-operation of FDPA with the Regional Council for Rural Development, I present to you and to the Foundation a proposal of developing a system of courses and trainings for managers from our region through the mediation of the Regional Center for Information and Agro-business.

In the first stage I propose to introduce 3 courses (programs included), carried out in 6-days modules:

1. Marketing of Food Products,
2. Financial Analysis of an Enterprise,
3. Marketing Plan and Business Plan;

The program of the schooling is meant for workers of financial and bookkeeping departments, of marketing departments and for managers of higher grade.

The courses are aimed at providing the managers with knowledge indispensable for effective managing their firms and for working out the strategy of development of the firms. The courses should also contribute to improve of the co-operation of the enterprises with consultants elaborating restructurization programs.

The presented program can be executed provided that financial means from FDPA are obtained.

Enclosed please find a project of the budget of a 1-week course; this should be multiplied (by three) if the full thematic range were accepted and any time the projected courses were repeated .

Our Center can start executing the program starting from January 1994.

I hope for a fruitful co-operation.

Yours faithfully,  
Dr Henryk Lucjan, Manager.

**Budget of a 1-week course  
organized by  
the Regional Center for Information and Agro-business;**

Workshop of the Foundation of Agricultural Academy in Lublin, named for W. Witos  
by the order of  
Foundation for the Development of Polish Agriculture - FDPA

1. Work of the lecturers 48 hours x 500.000 ZLP =	24.000.000 ZLP
2. Copying of schooling materials	2.000.000 ZLP
3. Stationery	3.000.000 ZLP
4. Board (coffee, tea, cake, lunch)	15.000.000 ZLP
5. General and administrative expenses (together with the place)	16.000.000 ZLP
<hr/>	
TOGETHER	60.000.000 ZLP

(say: sixty million ZLP)

**General outline of the program of the course  
"FINANCIAL ANALYSIS"  
for financial and bookkeeping workers of enterprises of agricultural and food  
industry**

***FIRST DAY***

1. The nature and tasks of economic and financial analysis of an enterprise:
  - the role of economic and financial analysis as an instrument of managing an economic subject,
  - sources of information for the needs of economic and financial analysis,
  - methods of economic and financial analysis,
  - destination and forms of presenting the results of the analysis.
2. Characteristics of the information resulting from the balance as a reporting and financial document.
3. Characteristics of the information resulting from the comparative and calculating reckoning of results.
4. Reports on cash-flows as reports on changes of financial situation:
  - forms of reports on cash-flows,
  - cash-flows of operation activity,
  - cash-flows of financial activity,
  - cash-flows of investment activity.

***SECOND DAY***

5. Estimation of the activity of an enterprise on the basis of financial reports:
  - reporting balance and analytical balance,
  - directions of analysis,
  - analysis of the balance structure and of the reckoning of results,
  - sources of income and ways of utilizing them.

6. Analysis and estimation of the effectiveness of managing:

- general estimation of the effectiveness of managing,
- estimation of remunerativeness:
  - a) sales remunerativeness ratios,
  - b) resources remunerativeness ratios,
  - c) capitals remunerativeness ratios.
- the mechanism of the financial lever

7. Analysis and estimation of the financial standing :

- analysis of the dues and obligations,
- indexes of the availability of capitals,
- indexes of credit reliability,
- indexes of solvency.

8. Analysis and estimation of the competence of managing.

*THIRD DAY.*

9. Analysis of the factors forming the financial result of the enterprise:

- separation and estimation of factors influencing the financial result,
- factors forming the income from sales,
- analysis of specific costs.

10. Analysis and estimation of the enterprise on the capital market.

*FOURTH DAY*

11. Conceptions of the calculation of costs in managing accountancy:

- costs, income and results in full calculation of costs,
- costs, income and results in partial calculation of costs,
- analysis of the threshold of remunerativeness an analysis of receptiveness in the operative calculation.

***FIFTH DAY***

12. Calculation of the value of currency in time for stating the financing strategy of the enterprise:

- capitalization,
- amortization,
- effective cost of a credit,
- amortization of credits and loans.

***SIXTH DAY***

13. Internal sources of financing the activity of the enterprise.

14. External sources of short- and long-term financing.

51

## **Assumptions of the program of improvement of managing staff of Collective Farms**

### **I. Motivation of the enterprise:**

In Poland there are 1700 Collective Farms uniting over 500 thousand members together with their families and co-operating constantly with thousands of individual farms. These Collective Farms are owners and users of over 700 thousand ha of arable land, thousands of processing works and service stations and a considerable commercial and social-cultural base. In 1992 the value of production and services of these Farms amounted to 12 billion ZLP.

In the recent years in this sector of agriculture important and desired changes have been taking place; it is particularly worth stressing that the share of private property of the members (shares, deposits) in the general property of the Farms has substantially increased. According to many specialists, Collective Farms are characterized by large authenticity, elastic productive and service activity and strong ties with the rural sphere; all this constitutes a good basis for their further development. A valuable trump of the Collective Farms are their presidents and chief accountants - young, educated and open for progress. This staff, however, works dissipated and far away from professional centers of economic information; at least intermittent consultations with these centers would be needed.

According to the National Inspection Union of the Collective Farms, the important role of agricultural co-operative movement in the economic and social life of the countryside as well as the numerousness and personal virtues of its managing personnel fully justify the reasonableness of the program being undertaken.

### **II. Proposed subject range of the courses and seminars:**

1. Chosen elements of agrarian policy on the exemple of USA and European Union
2. System of organization and functioning of agricultural co-operative movement on the exemple of USA and western countries (Denmark, France).
3. Prognosis of trends in the agricultural market in Poland and its organization - exporting chances.
4. Basic principles of the co-operative law and trends in their changes.
5. Estimation of the efficiency of activity of co-operatives.
6. Financial and economic plan as a basis of managing a co-operative.
7. Managing and running a co-operative in the circumstances of market economy.

8. Organizing economic activity.
9. The notion and role of marketing in market economy.
10. The co-operative as an important center of activation of agricultural and rural environment.
11. Chosen elements of the tax-system in Collective Farms.
12. Crediting of the economic activity considering preferential credits and foreign banks and lines.
13. Restructurization of Collective Farms mainly in the direction of:
  - changes of property,
  - adapting the production potential to the present needs,
  - enlargement of co-operation with individual farmers and with rural environment,
  - modern principles of managing and running a co-operative.

Together about 45 hours.

### III. Principles of organizing the courses.

1. We propose to execute the subject range described in chapter II in two courses, 3 days each.

The first course should be organized in January 1994 in Lublin and comprise voivodships of Lublin, Chełm and Zamość.

In the case of positive estimation of the "Lublin" undertaking similar courses will be organized in February 1994 in Warszawa, Szczecin, Bydgoszcz, Kraków, Rzeszów and Wrocław.

We propose to organize the second part of the courses before the spring farm works, i.e. in March 1994, on the basis of former hotel base.
2. The National Inspection Union of Collective Farms will enrol participants of the courses (send offers and information with the program) at its own expense. First of all, presidents and chief accountants of large Collective Farms will be invited to participate in the course.

The number of participants of a course should not, in principle, exceed 50.
3. The National Inspection Union of Collective Farms declares its participation in choosing buildings where the courses are to be held and in gaining good lecturers.
4. It is advisable that participants of the courses should receive materials containing a compound summary of particular subjects (2 x 35 pages manuscript).
5. When executing each subject, quite a long time should be foreseen for questions and answers of the participants.

#### IV. Financial matters

1. It is assumed that the participants of the courses will only bear travel costs. Accommodation, board, lectures, materials and lecture halls will be paid by FDPA.
2. We propose to assume the following limits in the cost calculation:
  - cost of accommodation and full board - 300.000 ZLP
  - fee for an hour lecture together with a 5-page summary - 500.000 ZLP
3. There is a possibility of clearing the accounts for the courses through the mediation of the National Inspection Union of Collective Farms on the basis of agreed estimates. The National Inspection Union of Collective Farms obliges itself to submit accounts for particular courses within 14 days after the date of their termination.

President of the Board  
Zdzisław Kaczmarczyk.

Warszawa, December 3, 1993.

Mr. Jan Szolucha

**Foundation for the Development of  
Polish Agriculture**

**Re.: schooling projects in the domain of managing and marketing for the staff managing the property of farm of the Treasury, the staff managing companies of the Agency of Land Property of the Treasury, and holders of farms originating from the former State Farms.**

Since January 1, 1992 the functions of owner of the state land property have been entrusted to the Agency of Land Property of the Treasury. The Agency executes the tasks defined in the law of October 19, 1991 on managing landed properties. Its task is to take over by the end of 1993 the whole of state landed property, i.e. 1640 State Farms of the total area of 3.7 million ha, and further to restructurize and privatize this property. The process of restructurization of the State Farms leads to activation of land turnover and is conducive to enlarging individual farms and to creating organized economic subjects, whose equipment and organization enable effective activity in the circumstances of market economy. Till the end of October 1993 The Agency took over 1279 State Farms of the area of 2.8 million ha.

Of the land taken over by the Agency 33.8 thousand ha have been sold. Leasing was the most popular form of managing the estates being taken over. As the consequence of tenders 727 thousand ha land of State Farms have been leased. On the basis of leasing agreements 795 new farms have been created till now. At present an average leaseholder manages 610 ha of arable land, while in 1991 the average area of a State Farm amounted to 2300 ha. If the hitherto existing rate and directions of transformations kept up, one could foresee that in two or three years the whole land taken over from the liquidated State Farms would be cultivated as follows: ca. 5% - sale; ca. 80% - lease; ca. 9% - administering and ca. 6% would be passed to State Forests.

As the consequence of the restructurization process about 4200 farms of the area of more than 100 ha will be created, which will lease ca. 2.5 million ha. In this group over a half will be constituted by farms up to 500 ha. So, in the place of State Farms farms of leaseholders will be created, smaller than the former State Farms as to area, but also basing on wage-earners.

At present, on the basis of land property of the liquidated State Farms 1271 farms of the Treasury have been created, thereof 45 farms have been transferred to administering. This

55

is a form of a manager contract, the main aim of which is to improve the managing of a farm remaining the property of the Treasury. It is assumed that contracts on administering are of a temporary character - they result from the limited demand for the land property of the Treasury - and that in the future they will be replaced by lease or sale.

Another way of managing is to bring the property of a farm into a commercial law society. This form, according to the law, has been foreseen mainly for restructurized (after excluding unnecessary property components) breeding farms which have been recognized by the Minister of Agriculture and Food Economy as particularly important for the development of agricultural economy in the whole land. The form of a society with a 100% share of the State is to guarantee the control of the State over breeding of animals and at the same time to create conditions for the manager system of administering the firm. Till now 37 companies have been created on the property of breeding farms. In the future this form is to comprise 120 enterprises.

The main statute aim of the Agency is to create profitable economic subjects which would work effectively, i.e. bring income.

Nowadays one hears often that production is not worth while, that prices for agricultural products are low, and credits too expensive. It is true, but is it worth while to waste forces and energy in complaints and passive waiting for a radical change of economic conditions for the food industry? Why not try to improve those domains on which we have an influence and to cope with the conditions of market economy?

The aim of the training would be to present the principles of functioning of enterprises in the circumstances of market economy with a particular stress on marketing strategy (what can be done taking advantage of the possessed resources to work effectively and to be competitive on the market).

Marketing is the key to success, therefore the subject of the training would be its theoretical and practical aspects (on the basis of actual farms which already nowadays apply this development strategy).

**Place of trainings:** Warszawa, Poznań, Wrocław, Kraków, Szczecin, Olsztyn, Lublin, Rzeszów, Koszalin.

**Lecturers:** scientific workers of Agricultural and Economic Academies and experts proposed by FDPA.

It is planned to school about 600 persons in 1994 within the framework of these trainings.

A course would last 5 days.

The Agency obliges itself to:

state the time and place of trainings, enrol participants, seek for Polish lecturers, work out the program of trainings and partially bear the costs of the trainings (board and accommodation for the participants)

The aid we await comprises: paying fees to the lecturers and covering a part of the costs (board and accommodation for the participants).

If we may propose something, the costs of the participation in the schooling would be covered in 1/3 by the Agency, in 1/3 by the participant and in 1/3 by FDP.A.

We recommend our proposal to your graces.

Alina Szczurówna

phone: 29-89-93

fax: 625-60-84.

B PERMANENT

December, 1993

## FDPA QUARTERLY REPORT OCTOBER -DECEMBER 1993

Since July 1991, FDPA has been acting as in-country coordinator for the Partners in Economics and Management. FDPA's support include:

- logistical support :
  - transportation to and from Olsztyn,
  - organising for trainers site visit in order to recognise Polish reality,
  - making hotels' reservation for trainers,
  - arranging interpreting materials,
  - registration cost incurred during classes and invoicing partners.
- recruitment for courses,
- monitoring smooth running courses,
- providing communication between Partners and the Agricultural University at Olsztyn,
- arranging co-trainers and case study for LOL's courses

The second quarter of PEM project was initiated by "Marketing and Management" course delivered by Sparks Companies represented by Jonathan Coleman on December 1-4. This course was co-tought by Dr.Szczepan Figiel. 30 participants attended. 70% of them had university degree. Evaluations were as follows:

- Course content:
 

Excellent	27%
Good	73%
- Practicality:
 

Excellent	13%
Good	63%
Fair	24%
- Level of materials:
 

Excellent	63%
Good	30%
Fair	7%
- Presentation:
 

Excellent	40%
Good	53%
Fair	7%

The second course "Marketing and Management" was held in December 6-9 also by Jonathan Coleman and Szczepan Figiel. 29 people attended. 85% had university degree. Evaluations were as follows:

- Course content:
 

Excellent	57%
Good	39%
Fair	4%

- Practicality:
 

Excellent	46%
Good	46%
Fair	4%
Poor	4%
- Level of materials:
 

Excellent	61%
Good	39%
- Presentation:
 

Excellent	75%
Good	21%
Fair	4%

On December 13-16 "Organising and Developing Cooperative" was conducted by Steven Cunningham from Land O'Lakes and Dr. Stanislaw Pilarski of Agricultural University at Olsztyn. 21 participants attended, of whom 52% had university degree. Evaluations were as follows:

- Course content:
 

Excellent	86%
Good	14%
- Practicality:
 

Excellent	52%
Good	48%
- Level of materials:
 

Excellent	62%
Good	38%
- Presentation:
 

Excellent	67%
Good	33%

### Plans for next quarter

#### FDPA

#### Business Planning & Control (Module System Training)

- I Session - Firm Performance Analysis - January 5-7, 1994
- II Session - Business Plan Preparation - February 9- 11, 1994 part I
- III Session - Business Plan Preparation - March 22-24, 1994 part II

- Market Research - January 25-27, 1994
- Market Research - February 2-4, 1994

SPARKS

Marketing and Management - February 23-26, 1994

Marketing and Management - February 28 - March 3

LOL

Strategic Planing - March 9-12, 1994

Strategic Planing - March 14-17, 1994

020-022

19

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 2624

Institution: Land O Lakes and Sparks

Quarter: Oct - Dec 1993

Contact Person Regarding this Report: Marta Jaskiewicz

Project Component	PEM					Education via Media Sources	Location
	Management Education	Economics Education	Consultation	Other			
	Actual	Actual	Actual	Actual	Actual		
Project Sustainability ( Training Faculty / Trainers )	64	---	---	---	---	---	Agricultural University in Olsztyn
Students (Traditional)	192	---	---	---	---	---	
Government Officials	---	---	---	---	---	---	
Business Community / Business Managers	2144	---	---	---	---	---	
Journalist - Media	32	---	---	---	---	---	
Other Groups / Individuals - farmers	160	---	---	---	---	---	
Other Groups / Individuals - translator	32	---	---	---	---	---	

COMMENTS:

SPARKS COMPANIES

0703 893 1005

13:31

01/17/94

29

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 704  
Institution: LAND O LAKES

Quarter: Oct.-Dec. 1993

Contact Person Regarding  
this Report: Marta Jaskiewicz

Project Component	PEM						Location
	Management Education	Economics Education	Consultation		Other	Education via Media Sources	
	Actual	Actual	Actual	Actual	Actual		
Project Sustainability ( Training Faculty/ Trainers )	64						Agricultural University In Olsztyn
Students (Traditional)	64						
Government Officials							
Business Community / Business Managers	512						
Journalist - Media							
Other Groups / Individuals FARMERS	64						
Other Groups / Individuals							

COMMENTS:

Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 1920

Institution: Sparks Companies

Quarter: Oct. - Dec. 1993

Contact Person Regarding  
This Report: Marta Jaskiewicz

Project Component: PEM

STUDENT CONTACT HOURS	Management Education	Economics Education	Consultation	Other	Education via Media Sources	Location
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty / Trainers)	---	---	---	---	---	Agricultural University In. Olsztyn
Students (Traditional)	128	---	---	---	---	
Government Officials	---	---	---	---	---	
Business Community / Business Managers	1632	---	---	---	---	
Journalist - Media	32	---	---	---	---	
Other Groups / Individuals farmers	96	---	---	---	---	
Other Groups / Individuals translator	32	---	---	---	---	

COMMENTS:

## **Part Five**

# **Student Contact Hours Worksheet**

59

# Worksheet for Quantitative Data - AID Projects: Central and Eastern Europe

Institution: University of Minnesota

1/7/93  
Quarter: 31/12/93

Contact Person Regarding this Report Randal J. Zimmermann  
(612) 626-8176

Project Component Management Training and Economic Education Project

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 3,816

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER Applied Management Training	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>	<input type="text" value="156"/>	<input type="text"/>	<input type="text" value="64"/>	<input type="text"/>	<u>Olsztyn</u>
Students (Traditional)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="192"/>	<input type="text"/>	<u>Olsztyn</u>
Government Officials	<input type="text"/>	<input type="text" value="96"/>	<input type="text" value="24"/>	<input type="text"/>	<input type="text"/>	<u>Olsztyn</u>
Business Community/ Business Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="2144"/>	<input type="text"/>	<u>Olsztyn</u>
Journalists - Media	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="32"/>	<input type="text"/>	<u>Olsztyn</u>
Other Groups/Individuals Gov't Employees	<input type="text"/>	<input type="text" value="848"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>Olsztyn</u>
Other Groups/Individuals Farmers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text" value="160"/>	<input type="text"/>	<u>Olsztyn</u>
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>                    </u>

COMMENTS: Training was provided in the form of Round Table Seminar organized by the PACEM and courses conducted by Land O'Lakes, Sparks Companies Inc., with cooperation of the Warsaw and Olsztyn Centers.

**Part Six**

**Financial Report**

WORKSHEET FOR QUANTITATIVE DATA - AID Projects: Central & Eastern Europe

University of Minnesota

Period: 7/1/92 - 12/31/93

Contact: R.J. Zimmermann  
(812) 626-8176

Management Training & Economics Education in Poland

PROJECT EXPENDITURES	AID FUNDS		COST SHARE		ACCRUED EXPENSES	AID FUNDS REMAINING
	BUDGETED	ACTUAL	BUDGETED	ACTUAL		
Salaries - U.S.						
Instructors	\$386,328	\$280,339	\$41,300	\$87,540	\$18,441	\$87,548
Staff	377,073	317,246	16,176	17,450	66,031	(\$6,204)
Fringe Benefits	224,971	139,766	17,243	24,648	12,604	\$72,601
Salaries Local	286,122	137,944	0	0	28,746	\$119,432
Consultants	[n/a]	[n/a]	0	0	0	\$0
Travel - Per Diem	371,405	238,640	0	0	11,667	\$121,098
Nonexpendable Equipment	47,500	36,215	0	0	15,209	(\$3,924)
Expendable Supplies	81,198	57,416	0	0	12,895	\$10,887
Indirect Costs	455,862	276,672	26,960	0	0	\$179,210
Participant Costs	125,920	106,881	0	0	5,140	\$14,099
Workshops, Seminars	[n/a]	[n/a]	0	0	0	\$0
Video/TV Production	[n/a]	[n/a]	0	0	0	\$0
Subcontractor 1: Land O'Lakes	532,079	414,971	50,976	35,035	5,567	\$111,541
Subcontractor 2: Sparks Companies	447,828	342,941	20,000	0	34,772	\$70,115
Subcontractor 3: ATAP/FDPA	517,399	398,514	1,312,746	0	0	\$118,885
Translation	42,375	29,521	0	0	33	\$12,821
Scholarships	[n/a]	[n/a]	0	0	0	\$0
Curriculum Development	[n/a]	[n/a]	0	0	0	\$0
Other Direct Costs	[n/a]	[n/a]	0	0	0	\$0
Other _____	[n/a]	[n/a]	0	0	0	\$0
<b>TOTALS =</b>	<b>\$3,896,060</b>	<b>\$2,776,866</b>	<b>\$1,485,401</b>	<b>\$144,673</b>	<b>\$211,105</b>	<b>\$908,109</b>

61