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Poland: Cooperative Bank Development Project
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A PRODUCTS

I. EXECUTIVE SUMMARY

ACDI's Cooperative Bank Development Project (CBDP) is providing technical assistance and development programs to Local Cooperative Banks (LCBs) in Poland. This four-year USAID-funded project is assisting LCBs which choose to become independent of the government system and helping them to rebuild to serve as safe depositories and dependable sources of credit to farmers and rural communities. As a result of the Project's efforts over the past two years, a new organizational structure has developed; over five hundred independent LCBs have been formed and linked themselves operationally with three new Regional Cooperative Banks (RCBs). With the CBDP's help, the LCBs have also developed their own national trade and service organization, the National Union of Cooperative Banks (NUCB).

Clear progress has been made in transforming the Polish state-run rural cooperative banking system into an effective independent system. This system has the potential to become the premier source of short and intermediate-term credit and related services, and act as a depository for funds throughout rural Poland. To realize this potential, further improvements in bank operations should continue. The Cooperative Bank Development Project remains focused on providing such professional assistance.

These are the CBDP's major accomplishments of 1993:

- **CBDP was instrumental in establishing a new framework for a Polish cooperative banking system. Three new Regional Cooperative Banks (RCBs) have been established. They were able to meet the NBP capital requirements with the CBDP's help; CBDP helped develop a fund for the RCBs and raised nearly \$12 million in U.S. government counterpart funds. CBDP advisors also helped develop the concept of the three RCBs and the NUCB and assisted in their creation. To date, this process has helped privatize more than 500 LCBs who are members of the new RCBs and NUCB.**

The organizational structure of the new bank system is sound and based upon proven U.S. and European models. Although its beginning financial base is meager, it is adequate to proceed.

With more than 500 cooperative bank members, the newly established NUCB functions as a national trade association. Although new, already it is providing members with coordination, services, and training programs. Decision-makers are seeking NUCB's opinion on issues that affect its members.

- **From its inception, the CBDP has provided valuable technical assistance, training, consultants, and development materials to the nascent cooperative banking system which had little or no experience operating in a free enterprise economy. To date, 325 loan officers and trainers, 150 LCB council members, and 65 RCB officers in human resource management have attended courses given by the CBDP. An additional 45 officers and board members have been to the U.S. for a**

total of 120 weeks of intensive training and field observation. Thirteen additional U.S. consultants were brought to Poland to assist the banks' development for a total of over 400 additional person-days of direct technical assistance.

The CBDP has produced materials designed to give cooperative bankers practical assistance and know-how. These include the following:

(a) Farm Record Book, (b) Farm Financial Analysis, (c) How to be an Effective Council Member of a Cooperative Bank, (d) Human Resource Training manuals, (e) Regional Bank Planning Assistance Kit, and (f) Banker to Banker Business Planning Package.

Other CBDP training activities in 1993 included the development of:

- **Custom-tailored training programs through the Banker to Banker (B:B) and Banker to Borrower program, which is scheduled to be available to all affiliated LCBs.** This program will offer LCBs professional training and assistance in developing and implementing key performance areas in their operations, as well as transfer much needed business knowledge. It is designed to specifically provide training and technical assistance to a large number of LCBs over a two year period in the areas of: (1) Strategic and operational planning, (2) Credit operations, (3) Personnel management, (4) Council member development, (5) Financial performance, and (6) Marketing. The B:B program will also assist the LCBs in improving credit lending activities and evaluating credit worthy projects. Six affiliated LCBs have been selected for participation in the B:B Program. An executive from each selected LCB will spend one week with two U.S. banking specialists to help improve methodology and banking skills. These executives will be among the first ten participants in the B:B Program scheduled to begin in the first quarter of 1994.
- **A video series on "How to Be an Effective Council Member (e.g., board of director in U.S. terminology) of a Cooperative Bank".** Tailored to Polish banking practices, the video series will become an effective tool for both the technical assistance providers in the Banker to Banker program and local/branch banks in their training programs.
- **Four training seminars designed to improve human resource management.** These were given to regional or branch bank personnel supervising more than two employees. Each 2 1/2 day seminar graduated 72 students. These seminars will also be converted to video presentations and become effective tools for the technical assistance specialists in the B:B program.

II. Project Purpose and Progress Towards Objective

The objective of the Cooperative Bank Development Project is twofold, namely to help:

1. rebuild Local Cooperative Banks (LCBs) as entities which are free from government control and
2. equip LCBs to serve as safe depositories and dependable sources of credit for farmers and rural communities.

Progress has been made towards this objective from both a structural and an operational standpoint. LCBs now have an alternative to the government-controlled system by affiliating with regional banks.

In a draft analysis of its Agricultural Development Project (ADP) line, the World Bank describes the project's impact on improved operational results for the banks. In effect, **the Bank states that the private cooperative banks clearly demonstrate improvements in both services and methodologies for credit applications and analyses. Moreover, the private banks are adjusting very well in their new role as major participants in the banking sector for Poland's rural and agricultural market.**

Another positive development is that the independent system of regional banks is becoming more responsive to member needs. For example, the regional banks quickly responded to the depressed agricultural economy by providing input to form the National Agricultural Debt Restructuring Fund and the subsidized Drought Program. They subsequently provided more than 8,000 loans under these programs to distressed farmer members. NUCB is also becoming a respected voice for its membership with, among others, the National Bank of Poland, the Ministers of Finance and Agriculture, and key Parliament members.

III. Background

Three years ago, Poland's 1,660 rural cooperative banks existed under a centrally controlled system. The central bank used the banks to draw out capital from rural communities to finance state enterprises. Controls remained tight for so long that financial management and credit granting skills were lost and member-owners had little say in bank policies and operations. In the late 1980s, rural leadership groups began forming with the objective of re-building a private, independent system of cooperative banks that would eventually finance private farms and rural enterprise on a true business basis.

Poland has more than two million farmers (roughly the same number as in the U.S.) with average-sized farms of about 20 acres. These private (small) farmers own and operate more than 80 percent of the productive land in Poland. They need access to credit on

reasonable terms to help make their farms more efficient and productive.

Early in the privatization process, rural leadership developed two initial strategies that have made today's progress possible:

- Liberate Cooperative Banks. This gave the banks an alternative to the state-controlled Bank for Food Economy (BFE) and an opportunity to join a private cooperative banking system. The development of regional banks was the key to this strategy.
- Develop a National Trade Association. The National Union of Cooperative Banks (NUCB) was established to represent the interests of all the banks, to coordinate regional bank start-ups, and to create and set standards.

There has been substantial structural progress under these strategies. Today, the three new member-owned and controlled RCBs have the initial capacities to provide apex banking services. Also, a trade association, The National Union of Cooperative Banks, has been established as a coordinating entity to represent banking interests and policy issues to the government. Presently, the NUCB leadership is encouraging the formation of a fourth Regional Bank to assure uniform service areas and efficient services for all of Poland's LCBs. Local support and leadership, however, need to be further mobilized to make this fourth bank a reality.

Although the new independent cooperative banking system's financial condition is not yet up to Western standards, it is making substantial progress. In late 1993, the three LCBs were in the process of being audited; no major surprises have been uncovered. The three RCBs and their 500 LCB affiliates meet the National Bank of Poland's (NBP) requirements on a consolidated basis. Although consolidation agreements have been developed, risk and assistance fund agreements have not yet been incorporated into these agreements. When this happens, for NBP regulatory purposes, the independent banks' assets can be consolidated as if the RCBs and LCBs were merged. This process will most likely be required by the NBP when the transformation of BFE and its affiliates occurs. Currently, the three regional and 500 LCB affiliates collectively control over 17 trillion PZL (\$1 billion) of assets and more than 1 trillion PZL (\$58.8 million) of capital (mostly farmer net worth). This makes them the tenth largest bank group in Poland.

The role of the CBDP is changing as the banks develop expertise. Training, human resource development, and organizational planning are becoming priority areas for the LCBs and NUCB. For example, currently the:

- NUCB and RCBs are developing their own training departments.
- Three RCBs have enhanced their human resource departments with one adopting ACDI's HR development programs.
- Three RCBs have implemented planning directors, established planning teams, and

- should need little assistance in next year's planning programs.
- Two RCBs revamped their organizational structures to correct for the overlap and inefficiencies found during ACIDI-assisted planning.
- An RCB implemented an LCB consultancy department to assist, and eventually replace the B:B Program in their region.

It remains to be seen what actions the remaining LCBs and government-controlled Bank for Food Economy (BFE) will eventually take. The independent group has not closed its doors to the other LCBs; at issue were always the lack of capital, credit weaknesses in BFEs loan portfolio, and the local and national politics.

The independent cooperative bank system has made substantial progress designing and developing a sound structure and new customer programs and services. The system's development has received assistance from the AID-funded Cooperative Bank Development Project as well as support from the Polish government, the World Bank, U.S. and European foreign cooperative banks, the European Community, other USAID-funded programs such as the ACIDI Agri-Business Exchange Program (ABE), and nearly \$12 million of capital assistance through U.S. in-kind contributions. Greater success lies ahead, provided the system's leadership continues to receive the current levels of support and assistance.

IV. Implementation Methodology And Actions During 1993

The project agreement was signed in August 1991 and the project began full operation in February, 1992. Four objectives outline the methodology to achieve the project's mission during 1993:

OBJECTIVE I: Participate in the implementation of the NUCB's training programs.

PROJECT STRATEGIES:

1. Participate in training programs for council members of LCBs.
2. Participate in training programs for local bank credit officers.
3. Participate and coordinate with other training programs directed at collection of common farm financial information.

ACTIONS DURING THE YEAR:

(Jan) Cooperative Bank Farm Record books presented to the 49 voievodship extension personnel at regional meetings. The objective was to have bank credit officers and extension personnel use the same materials with farm customers.

(Feb) Over 5,000 copies of the Co-operative Bank Farm Record book printed for local banks' "preferred" customers.

(Jan-Apr) Four training programs for LCB loan officers on farm financial analysis completed in April for a total of 285 graduates. These graduates are listed by bank below:

GBW (Poznan)	100 loan officers
GBPZ (Wroclaw)	49 loan officers
BUG (Warszawa)	87 loan officers
Extension Project	<u>49 loan officers*</u>
TOTAL	285 loan officers (*most from GBPZ area)

(May) Conducted four sessions with 70 graduates for council members on "How to be an Effective Council Member of a Cooperative Bank". U.S. consultant Tom Mueller presented the seminars. With over 5,000 LCB council members, the CBDP began to investigate ways to accelerate knowledge transfer through video-based instruction.

(Jun) Printed 2,000 copies of How to be an Effective Council Member of a Cooperative Bank and distributed training manuals to LCBs.

(Jun) Three seminars (one for each RCB) were conducted by Dr. Glen Pederson, University of Minnesota on "Valuation of Agricultural Property". Although fairly well-attended and well-received, the seminars were recognized as only a beginning point for the concept of establishing values for loan collateral.

(July-Dec) Development work underway on converting training material on How to be an Effective Council Member into video instruction. These tools will be made available to the Banker to Banker program and NUCB.

(Sep) Printed 16,000 Farm Record Books at the request of the Banks for 1994 distribution to their customers.

(Nov) Sponsored a marketing and financial performance training seminar designed for LCBs. Program context developed by KPMG Peat Marwick under the U.S. Treasury Department's Banking Institute Project. Faculty involved personnel from their Warszawa and Prague offices. ACIDI implemented seminars primarily for developing future field materials for Banker to Banker TAs (technical assistants).

(Sept-Nov) Printed 2,000 copies of Farm Financial Analysis cash flow analysis and 200 Human Resource training manuals.

OBJECTIVE II: Assist the NUCB in its efforts to coordinate policies and institutional development of local and regional cooperative banks.

PROJECT STRATEGIES:

1. Facilitate and assist in the development and monitoring of the 1993 Business Plans by the local and regional banks.
2. Assist in team building and planning strategies of the NUCB and its members.
3. Assist in the development of a legislative strategy to improve the long term legal environment for the cooperative banks in Poland.
4. Assist the NUCB in its development of a system for gathering financial and operating information on cooperative banks and issuing appropriate reports.
5. Assist in expediting the further use of the Capital Fund to strengthen regional banks.
6. Assist in conducting a corporate image development program for regional and local banks in its new independent cooperative system.

(Feb) Attended and participated in NUCB board meeting and presented "ACDI 1993 Objectives/Strategies" for providing technical assistance to its members.

(Feb) Participated in the NUCB's work group to develop terms of reference for the EC audit project. The project proposed external audit of the 3 RCBs and sampling of member banks. A second phase would develop capacity to conduct on-going annual audits for LCBs.

(Feb) Assisted in development of and participated on a program for a three day meeting with presidents, boards and councils of the NUCB and RCBs. The meeting provided a platform for discussions of proposed common affiliation and consolidation agreements, mutual assistance funds, and regulatory agreements between RCBs and their LCB members.

(Jan-Mar) In coordination with ACDI's Agri-Business Exchange Project, developed a three-week U.S. study program for a group of 10 selected key leaders from independent cooperative bank system. Study program took place March 13 - April 1. Mr. Amdahl participated in the program and conducted group evening meetings.

The program was ambitious. It had five objectives:

- (1) Team building for all participants.
- (2) See and gain understanding of trade associations.
- (3) Witness and gain understanding of scope and magnitude of cooperative credit market in U.S.
- (4) See and gain understanding how Cooperative Farm Credit System's supervision of district and local banks operate.

(5) Develop information to assist NUCB and RCB's future structure, planning and operations.

(Apr) At NUCB's request, prepared paper on development and potential of cooperative bank system in Poland for submission to Ministry of Finance. A second paper was requested addressing issues surrounding transformation of BFE. These papers were discussed with a committee of Parliament members, Finance Ministry officials and NUCB officials.

(Apr) Assisted in the development of and participated in the program of the NUCB annual meeting at Olsztyn on April 28-29.

(Apr-Jun) Assisted and directed development of mid-term (1993/1996) Business Plan for NUCB. The goals, strategies and action plans were developed through a process that included: input from the NUCB stockholders; evening planning meetings of the 10 "key" leaders; board of directors strategy committee; joint NUCB staff, board members, and foreign experts (ACDI/EC) planning meetings.

(May) Assisted and participated on program of the GBW (Poznan) annual meeting at Blazejewko on May 27 and 28.

(May-Jun) Assisted NUCB and 3 RCB presidents in developing a strategy to explore possibilities for a common relationship and opportunities among all cooperative banks (BFE and non-BFE members).

(Jun) Assisted in developing the strategy, agenda, program and participated in meeting of RCB council members, RCB presidents, and the LCB-BFE council members on June 7-8.

(Jun) Assisted in developing program and participated in second joint independent and BFE affiliated bank meeting on June 28-29.

(Jul) Participated in July council meeting with BUG (Warszawa RCB). Subsequently met with president and council member chairmen regarding possible ACDI assistance for developing and implementing BUG planning.

(Jul) Participated in program of GBPZ (Wroclaw RCB) council meeting and development seminar at Porabka on July 14 through 16. Subsequently met with president regarding possible ACDI assistance for developing and implementing GBPZ planning.

(Jul) Participated in the NUCB board meeting on July 20-22. "Summary of ACDI Activities" - January through June 30, 1993 and "Summary of ACDI Defined Programs" - June 30- December 31, 1993, were distributed and discussed as a midterm technical assistance report.

(Aug-Sep) Attended meetings at GBW (VB of Poznan) that included participating in seminar

for GBW council members and LCB directors' development.

(Aug-Sep) NUCB entered into a contract for the design, development and implementation of an LCB auditing function. It will be funded by FAPA. NUCB and FAPA award contract to Credit Mutual and their representatives, who meet with ACIDI in September.

(Nov-Dec) NUCB went through leadership transition. CBDP was not involved but has subsequently been providing assistance to help resolve some of NUCB's short and interim operating problems. The NUCB can be an important organization to the development of the total cooperative bank system and these problems should be temporary, not fatal.

OBJECTIVE III: Provide expertise and consultation to the NUCB and regional banks as deemed appropriate to enhance their operations and effectiveness.

PROJECT STRATEGIES:

1. Provide expertise and consultation for specific NUCB and regional bank projects as mutually agreed to.
2. Promote cooperative bank financing of the agribusiness sector with particular attention on financing rural cooperatives and farmers.

(Feb-Mar) The RCBs were growing rapidly with turnover, morale, and related human resource problems needing attention. ACIDI worked with GBW to design a technical assistance intervention with a targeted May implementation date.

(May) Implemented HR pilot technical assistance project during the first 3 weeks of May at GBW (Poznan). Two experienced U.S. Human Resource professionals assisted the project and assessed needs, recommended enhancements, and assisted in implementing approved changes. HR project also involved participation from the two other RCBs; their staff made presentations and held discussions with their officers. Further phases of assistance and development were recommended.

(Jul-Sep) Four training seminars were designed and presented for improving human resource management skills. The seminars were conducted on September 16-30, with technical advisor Betty Krakau as the presenter; 54 people from the RCBs attended.

(May-Dec) Developed Banker to Banker and Banker to Borrower Programs. These programs were designed to provide exchange and technical assistance to improve operations and customer services for LCBs during the next 18 months.

- **Banker to Banker/Banker to Borrower output includes:** improving management skills of 80 LCB CEOs through intensive training; improve performance in more than 200 LCBs by implementing consistent business plans; transfer business knowledge to LCB CEOs, council members, and staff through 80 VOCA volunteers; and provide technical assistance to train LCBs to identify, evaluate, and select viable proposals for extending credits.
- **Banker to Banker/Banker to Borrower inputs include:** U.S. Farm Credit Banks providing consistent 3 week intensive training for at least 80 LCB CEOs; VOCA volunteers spending 2-6 weeks at each of the 80 LCBs; and two credit officers assisting cooperative banks in finding, evaluating, and monitoring credits.
- **The Banker to Banker program began implementation when 13 LCB CEO participants attended three weeks of intensive training at AgriBank in the U.S. from November 27-December 21. Their VOCA technical assistants are scheduled to be in Poland from February 19 - April 2, 1994. The second group of 12 LCB CEOs are being selected to leave for Baltimore Farm Credit Bank's training from February 19 - March 12, 1994.**

(Jul-Oct) Prior to Banker to Banker implementation, five VOCA technical assistants came to Poland for 4 weeks to work with the CBDP, RCBs, and 6 LCBs to further design methodology for the Poland field portion, and develop input for U.S. training models. The TAs selected included two experienced Farm Credit loan officers, two Farm Credit Bank Training Directors (Baltimore and AgriBank) and a rural commercial banker.

(Jul-Sep) Efforts underway to design and implement program to provide technical assistance to RCBs for strategic 3 year planning with RCB plans to be completed by December 31, 1993.

(Jun-Sep) Developed preliminary contacts and negotiations for U.S.-based training for the Banker to Banker program with U.S. banks, AgriBank of St. Paul and Farm Credit Bank of Baltimore.

(Jun-Dec) Developed preliminary U.S. Banker to Banker training program content, agendas, and field visits with AgriBank and Baltimore Farm Credit Banks to coordinate the training requirements for 8 groups through June 1995.

(Jul-Oct) Interviewed, visited and selected six LCBs and 5 RCB supervisory personnel as the first 13 participants in the Banker to Banker Program.

(Oct) Messrs. Norman Sheldon and Steve Szadek from AID/Washington visited CBDP for several days and had the opportunity to view development work on Banker to Banker (B:B) and Banker to Borrower. They participated in a one-day briefing session with VOCA

volunteers, visited two LCBs, and the GBPZ (RCB Wroclaw).

(Oct) Met with Asif Chaudhry, U.S. Agricultural Attache, concerning Poland's status in its request for approval to participate in the U.S. Guaranteed (GSM) Credit Program and requirements necessary for RCB participation.

(Jun-Dec) Final draft of the "Banker to Banker Business Planning Package", completed and the first 200 copies printed. Manual is designed to assist U.S. TAs and LCBs implement 6 key performance areas through the LCB business plan.

(Nov-Dec) RCB "pilot" planning project implemented. Mr. Hovendick provided consultancy from October 31 through December 18. Project used 60% of CBDP's advisers and staff time as well. Two good bank plans produced. These young growing banks, not surprisingly, had several organization and operational problems which will lead to further recommendations and requests for assistance.

(Nov) Developed "Regional Bank Planning Kit" for future use for RCBs.

(Dec) Discussions begin for possible 1994 CBDP assistance (identification of needs, training, technical assistance, consultancies, etc.) for RCB's developing supervisory departments and programs for LCB affiliates. Needs identified from RCB "pilot" planning program.

(Dec) CBDP started process for second Banker to Banker (B:B) group and asked RCBs to nominate twelve LCB director candidates. Second B:B group starts with Farm Credit Bank of Baltimore on February 19, 1994 and returning March 12, 1994.

OBJECTIVE IV: Cooperate and coordinate with other projects providing assistance to the cooperative bank system.

ACTIONS DURING THE YEAR:

(Apr-May) Provided information and assistance to World Bank assessment and Mid-Term Development Report (on RCBs/LCBs) and ADP credit line review.

(Apr-Jun) Provided information and assistance to EC group and consultants as they further defined EC commitments (ECUs and human resources) to independent cooperative bank system.

(May-Jun) Developed joint technical assistance program, Banker to Banker, with Volunteers in Cooperative Assistance (VOCA).

(Jul) Conducted evaluation of training in Estonia and developed recommendations to ABE for future training programs.-

(Aug-Dec) Provided information and assistance to Mr. Akkermans of Rabobank as he worked on World Bank assignment to enhance understanding of ADP credit line.

(Sep-Oct) Romania ABE Project translated CBDP Farm Financial Analysis and Farm Record Books to support their credit training seminars completed in October.

(Oct) Land O'Lakes receives CBDP Farm Record Books for programs running in the Czech Republic.

(Nov) Developed Volunteer Kit to assist VOCA in recruiting U.S. TAs (Farm Credit and Commercial bank) for Banker to Banker.

(Jan-Dec) Provided 1,000 Farm Record Books to the Polish Extension personnel and teaching Ministry of Agriculture and State Coop Directors use of CBDP Farm Financial Analysis and Record Books.

(Nov) Two ABE Project trainers (Deb Brown and Joe Roudophli) spent several days with CBDP. This included briefings and a review of materials from CBDP Farm Financial analysis and Business Plans to be used for farmer courses in Estonia.

(Nov) CBDP shared information with Jon Greeneisen during November. His objectives included developing a case study on cooperative bank development for World Bank and review of the CBDP.

V. Issues and Problems

The following situations in Poland pose significant challenges for cooperative banks to become strong private financial institutions able to serve farm and rural economic development.

1. Legal and Regulatory Difficulties: The legal framework for cooperative banks remains unclear as they come under both cooperative and banking law. Cooperative banks will continue to have difficulty with government regulation until there is legislation clarifying their authority and functions.
2. Financially Weak Banks: The general financial condition of cooperative banks continues to deteriorate. There are several reasons for this deterioration: (a) the BFE and its affiliated banks have not received assistance in resolving increasing problems, (b) the NBP and the Finance Ministry regulatory requirements are relatively ambitious and inconsistent in areas such as mandatory credit reserves, which leads to capital erosion, bogus earnings and tax requirements, (c) inflation rates are higher than bank earning potentials, and (d) the need for more time, assistance, and capital than has been available to resolve problems.

3. Bank for Food Economy: until the government's BFE and related problems are resolved, they will remain a deterrent, threat, and concern to the development of a privatized cooperative bank system.
4. Coordination: Increased coordination among all of Poland's cooperative banks could assist system consistency, cost effectiveness and legislative and public support. Although NUCB coordination with about 500 LCBs has progressed, it too remains fragile with political infighting, poor delegation of responsibilities, lack of capital, and lack of member satisfaction and support.

VI. Project Goals for 1994

The following goals are summarized from the CBDP's "1994 Objectives/Strategies" and CBDP Planned Programs for January 1994 through June 1995 planning documents:

1. Participate in training programs for council members and human resource development by developing video training materials for use by the Banker to Banker program, NUCB, and regional banks;
2. Participate in training and development of local bank credit officers and collection of common farm financial information by updating, printing, and distributing the use of methodologies, manuals, and Farm Record Books developed during 1992 and 1993;
3. Participate in training programs for marketing by developing content and video materials for use by the Banker to Banker Program, NUCB, and regional banks;
4. Participate in developing and implementing further training programs as needs are identified through Banker to Banker and Banker to Borrower, and NUCB development;
5. Implement and enhance the Banker to Banker program to include improving U.S. training programs, materials, and technical assistance for implementing six key performance areas for affiliated LCBs;
6. Implement and enhance the Banker to Borrower program to assist cooperative banks in developing experience in selecting, evaluating, and extending credits;
7. Assist the NUCB and its members in responding to restructuring of the Bank for Food Economy System;
8. Assist the NUCB in development of a legislative strategy to improve the long-

term legal environment for cooperative banks in Poland;

9. Assist regional banks in developing and implementing supervisory programs for their local cooperative bank affiliates;
10. Assist regional banks in developing and implementing programs for "troubled" local cooperative banks (including mergers, consolidations, liquidations, etc.);
12. Assist in preparing the RCBs for participation in guaranteed U.S. (GSM) international credits by the end of 1994;
12. Provide additional expertise and consultation for specific NUCB and regional bank projects as mutually agreed to;
13. Promote cooperative bank financing within the agribusiness sector with particular emphasis on financing farmers, cooperatives, and rural businesses;
14. Cooperate and coordinate with projects or others providing assistance to Poland cooperative bank system;
15. Cooperate and coordinate with projects providing assistance to cooperative banks in other countries; and
16. Enhance CBDP's internal operations as the Banker to Banker/Banker to Borrower programs develop. This includes: programs for staff development; improving office procedures; procuring additional office space and equipment; and improving communications with external audiences.

Annex A

Products

New documents produced the printed in Polish and English in 1993 for use and distribution by the NUCB, its members, and the CBDP are listed in part as follows:

1. How to be an Effective Council Member of a Cooperative Bank (updated, printed, and distributed in 1993 - Training Manual)
2. How to be an Effective Council Member of a Cooperative Bank (updated, printed, and taught in 1993 - Instructor's Manual)
3. Human Resource Training Manual (written and distributed in 1993 - Training Manual)
4. Banker to Banker Business Planning Package (written, tested, and printed in 1993 for future use)
5. Banker to Banker Information Kit for VOCA Volunteers (developed in 1993 for 1994-95 VOCA recruiting for B:B)
6. Regional Bank Planning Assistance Kit (developed in 1993 for future RCB planning assistance)