

PD-ABI-551

BN 88339



HUBERT H. HUMPHREY  
INSTITUTE OF PUBLIC AFFAIRS

UNIVERSITY OF MINNESOTA

HUMPHREY CENTER  
301 19TH AVENUE SOUTH  
MINNEAPOLIS, MINNESOTA 55455

**PROGRAM REPORT**

PERIOD:

January 1 to March 31 1994

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

**UNIVERSITY OF MINNESOTA**

I. Summary of Activities Offered

During the first quarter of 1994 the following activities took place:

- A. The following in the series of Economics Round Table Seminars:
- *The Role of Local Government in Building the Market Economy and the Democracy in Poland* was conducted between February 17 - 19, 1994 in Kazimierz.
  - *Banking Management and Payment System* was conducted between March 24 - 26, 1994 at the Polish National Bank Training Center in Stara Wies outside of Warsaw.
- B. The Post Diploma Study Program in Agricultural Management and Marketing at the Polish American Center for Agricultural Management and Agricultural Marketing (PACAMAM) in Olsztyn was implemented in accordance with the previously outlined schedule. Four courses have been offered so far, and three during the last quarter.
1. Business Application of Computers and Quantitative Methods Part I,
  2. Business Application of Computers and Quantitative Methods Part II,
  3. Intermediate Managerial Economics.
- C. Dr. Bogdan Radomski - Director of the Polish American Center for Economics and Management (PACEM) at the Warsaw School of Economics (WSE), and Dr. Aleksander Sulejewicz - Director of the Warsaw School of Economics Master of Business Administration (MBA) Program, visited the University of Minnesota to evaluate progress of programs and finalize details for the introduction of the Day MBA Program at WSE in February 1994 as a Pilot Project for the planned Executive MBA.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

- D. At the opening of the MBA Program at the WSE, Professor Jim Jernberg delivered an introductory lecture to the first class of the Day MBA students on February 22, 1994.
- E. Land O'Lakes (LOL) delivered four courses; American Trust for Agriculture in Poland, Foundation for Development of Polish Agriculture (ATAP)/(FDPA) delivered a total of five courses; and Sparks Companies Inc. was involved in the preparation of special materials for agribusiness seminars and courses for the Post Diploma Study Program. In response to requests from previous class participants, more financial instruction in agribusiness was included in courses.
- F. In March, 1994 the director of the Partners in Economics and Management (PEM) Program Dr. Zbigniew Bochniarz met with the Speaker of the Polish Parliament, Dr. Jozef Oleksy, and made a presentation about PEM activities in Poland.
- G. Two books that were the product of recent Round Table Seminars and other training courses offered by PEM were published at the WSE publishing house. One is titled Marketing - A Collection of Polish Case Studies, and the other Overcoming Unemployment Problems in a Market Economy.
- H. The aggregate total for university-level PEM training and consultation came to 3,552 contact hours.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

A. During the quarter ending March 31, 1994, the University of Minnesota continued its management and economics training program in Poland. The following university-level training activities were conducted in Poland:

**1. Economics Round Table Seminar: The Role of Local Government in Building the Market Economy and the Democracy in Poland, February 17 - 19, 1994 in Kazimierz.**

US Instructors: Jim Jernberg

Polish Instructors: Grzegorz Grzelak  
Michal Kulesza  
Anna Zyta

Participation: 32 participants, mainly officials and employees of local governments, faculty and advanced students

The second of five Economics Round Table Seminars was organized jointly by the Polish American Center for Economic and Management (PACEM) in Warsaw and University of Marie Skłodowska Curie (UMSC) in Lublin and was held in Kazimierz in the southern part of Poland between February 17 and 19, 1994. Rectors of both universities made opening statements during the first day of the seminar, which was hosted by the mayor of Kazimierz. This was a three day seminar consisting of 32 participants, for a total of 512 student contact hours. The participants were mainly mayors of cities and towns in the region as well as employees of governmental offices, local government policy makers, and four university faculty from UMCS in Lublin. Evaluations conducted after the seminar indicated

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

that the topic was timely and it was well received by all participants. Professor Jernberg's lecture on "The Role of the Local Government - the Minnesota Experience" was also well received by the participants, who were surprised that one piece of property in Minnesota can be taxed by three units of government (county, city and school district).

Further information about the seminar can be found in part two of this report in the report on the Economic Round Table Seminar "The Role of Local Government in Building the Market Economy and the Democracy in Poland".

**2. Economics Round Table Seminar: Banking Management and Payment System  
24 - 26 March, 1994 at the Polish National Bank Training Center in Stara Wies  
near Warsaw.**

US Instructors:               Richard Todd  
  Caryl Hayward

Polish Instructors:       Andrzej Tochmanski  
                                      Jozef Kokoszczyński  
                                      Zofia Feliga

Participation:               30 participants, mainly directors and managers of  
  banks, one faculty from UMSC and one from WSE

The third of five Round Table Seminars was organized by the Polish American Center for Economic and Management (PACEM) in Warsaw and conducted in Stara Wies near

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

Warsaw. It dealt with current problems of the Polish Central Bank, and was conducted over a 3-day period for a total of 480 contact hours. A total of 30 participants, mainly directors and managers of banks' sectors dealing with money transfers and banks' security as well as one faculty from UMSC and one from WSE, took part in this seminar.

Further information about the seminar can be found in part two of this report in the report on the Round Table Seminar "Banking Management and Payment Systems"

**3. Hands-On Consultations, January - March 1994**

US Instructors:                    Zbigniew Bochniarz  
   Jim Jernberg  
   Richard Todd  
   Caryl Hayward

Participation:                    Representatives of local government, local and regional offices, bank managers and bank directors for total of 100 consultation hours.

In response to AID requests, the project undertook another attempt to reach out to policy-makers through the organization of two Round Table Seminars on Local Governments and Banking System problems. This also created the opportunity to offer consultations dealing with current Polish issues. These consultations gave us the opportunity to learn more about Polish issues and to better address them in our future relationship.

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

Dr. Zbigniew Bochniarz was involved in advising the Deputy Minister of Environmental Protection, Natural Resources and Forestry and the Deputy Minister of Industry and Commerce on energy efficiency issues. He also participated in the last day of the Round Table Seminar in Kazimierz, where he met local government officials.

**B. Polish-American Center for Agricultural Management and Agricultural Marketing (PACAMAM)**

The establishment of the Polish-American Center for Agricultural Management and Agricultural Marketing in October 1993 in Olsztyn allowed for the implementation of many programs with the objective of aiding with the transition of Polish agriculture to a market orientation. The Center, and the programs which are offered there are the result of cooperation between University of Agriculture and Technology (UAT) and Partners in Economics and Management (PEM). The programs offered by the Center had been successful. As part of the University of Agriculture and Technology, the Center serves students and academic staff and offers an open type of education, consisting of courses only several days long, as well as post diploma studies in such areas as: agribusiness, marketing, management, administration, and environmental studies.

This continuing education was developed by a highly qualified group of Polish and foreign trainers, using the training facilities of the Center, which has its own computer laboratory. The Center is used by those who want to learn new skills or improve skills they have already acquired. Among many courses taught jointly by Land O'Lakes, ATAP/FDPA, and Sparks Companies Inc. instructors and Polish instructors in the fields of management, marketing and economics, three courses offered for the Post Diploma Study Program in the

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

last quarter were taught exclusively by Polish instructors:

1. Business Application of Computers and Quantitative Methods Part I,
2. Business Application of Computers and Quantitative Methods Part II,
3. Intermediate Managerial Economics.

Total of 60 hours of lectures were given to 40 students for 2400 student contact hours. This is consistent with PEM Year Two objectives to develop teaching competencies among Polish faculty to teach courses originally introduced by this project.

**C. Visit of Polish PEM Program and WSE MBA Program Directors at the University of Minnesota, January 5 - 15, 1994**

Polish faculty: Bogdan Radomski, Director of the PACEM at the WSE  
Aleksander Sulejewicz, Director of the MBA Program at the WSE

UofM faculty: Edward Schuh, Dean of HHHI  
David Kidwell, Dean of CSOM  
Zbigniew Bochniarz, Project Director and Senior Fellow of HHHI

Two Directors from WSE had visited the University of Minnesota between January 5 - 15. The Director of the Warsaw's Polish American Center for Economics and Management, Dr. B. Radomski, and the Director of the WSE MBA Program, Dr. A. Sulejewicz, met with Deans of the Humphrey Institute and the Carson School of Management

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

- University of Minnesota.

Focus of their visit was to:

- 1) evaluate of current PEM activities,
- 2) make final preparations for the introduction of a day MBA Program at WSE, which began on February 22, 1994,
- 3) discuss development of an executive MBA Program built from the day MBA Program experience.

Presently the day MBA Program serves as a Pilot Project, and provides cooperating sides with valuable experience toward future collaborations. Both guests from WSE met with the Deans of HHHI and of CSOM during their visit to Minnesota, and explored ways for future cooperation. They also attended a PEM Management Team Meeting and had an opportunity to provide input on the future of the PEM Program.

**D. Inaugural lecture to day MBA students, WSE, February 22, 1994.**

Professor Jim Jernberg from the Humphrey Institute after participating in the Round Table Seminar on Local Government in Kazimierz, delivered an inaugural lecture titled "Overview of Public Sector Management" to the first class in the Day MBA Program at the WSE. The purpose of the lecture was to expose students to public sector management, and to encourage them to consider that concentration in their MBA Program. The lecture and discussion lasted two hours, and the class was quite skeptical about pursuing a career in public sector. Students' memories of government as "they" is still very strong, and they were also looking for incentives to forego economic gain to pursue a public sector career. The success of the endeavor to create a strong public sector management concentration will

depend upon the behavior of the new government, and the signs that reforms toward a market economy and democratic society will continue.

**E. LOL delivered four courses, ATAP/FDPA delivered a total of five courses, and Sparks Companies Inc. was involved in the preparation of special materials for agribusiness seminars and courses of the Post Diploma Study Program for OUAT.**

1. In the second quarter of fiscal year 1994, Land O'Lakes implemented four of eleven courses planned for the third year. The four courses, all titled "Strategic Planning", were conducted in March 1994, at the University of Agriculture and Technology in Olsztyn.

Further information about the activities and courses can be found in part three of this report which contains the Land O'Lakes quarterly report.

2. In the second quarter of fiscal 1994 ATAP/FDPA delivered five of twelve courses planned for the third year. The courses titled "Firm Activity Analysis", "Market Research" - two courses, "Methodology of Business Plan" and "Writing a Business Plan" were delivered by Polish instructors with the cooperation of ATAP/FDPA in preparation of teaching materials.

Further information about the activities and courses can be found in part four of this report which contains the ATAP/FDPA quarterly report.

3. Sparks Companies Inc. was involved in the preparation of special materials for agribusiness seminars and postgraduate diploma courses. In response to requests from

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

previous class participants, more financial instruction in agribusiness was included in courses.

Further information about the activities and courses can be found in part five of this report which contains the Sparks Companies Inc. quarterly report.

**F. Meeting of Director of PEM Program, Dr. Zbigniew Bochniarz with the Speaker of the Polish Parliament, Dr. Jozef Oleksy.**

Dr. Zbigniew Bochniarz was received by the Speaker of the Polish Parliament, Dr. Jozef Oleksy. The Speaker, who is a graduate of the WSE, was very interested in the present cooperation between Warsaw School of Economics and University of Minnesota. Dr. Bochniarz made presentation about PEM activities in Poland. Dr. Oleksy responded that he sees this cooperation as a positive element in aiding Poland with its transition process. He also expressed hope in continuing the fruitful collaboration between these two universities.

**II. Summary of Students Contact Hours.**

The aggregate totals for university-level PEM training and consultation came to 3,552 contact hours.

### III. Internal Evaluation Methods and Results

The evaluation of the Round Table Seminars was based on information collected from post-course participant surveys, project staff observations, and written reports from the instructors. The evaluations of both seminars were very positive. We have found it 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 have increased both for participants and trainers.

The evaluation of some of the consortium partners include in addition to measuring satisfaction and learning levels also a business results. In a recent survey of some former participants, many of them explained positive business results of their firms to the knowledge gained from the PEM sponsored courses.

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

During the first quarter of 1994, the most significant problem in Poland was the inability of the government and the President to agree on a candidate for Finance Minister. The latest candidate, Dr. Rosati, a faculty member at WSE, withdrawn his name. The new candidate, Dr. G. Kolodko, is also a faculty from WSE and the former student of Dr. Zbigniew Bochniarz - the PEM Project Director. Dr Kolodko has a good chance to be nominated. It is worth noticing that since 1989, when Mr. Mazowiecki first created the free government, the Minister of Finance has always been a graduate or a faculty member of the WSE. The government now headed by Mr. Pawlak, would like to offer more help for the

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

farmers through the Bank of Food Economy. Many of his propositions of aiding this failing bank, which provides subsidized credits for farmers, create controversies in regard to providing governmental assistance to the business sector, which in general would undermine market forces. 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.

V. Plans for Next Quarter

Activities scheduled for the period April 1 to June 30, 1994 are the two remaining Round Table Seminars in the PACEM (Warsaw). The fourth Round Table will deal with decentralization and institutional design for countries in transition and will be conducted by Prof. Leonid Hurwicz from the Department of Economics, University of Minnesota on April 13 - 14, 1994. The remaining Round Table Seminar is scheduled for May 21 -22 and will cover social policies and the public sector and will be conducted by Prof. John Brandl from the HHHI, University of Minnesota.

The remaining courses for the Post Diploma Studies in the Center (PACAMAM) in Olsztyn will continue to be offered with planned graduation dates in June 1994. Information about the Post Diploma Studies was recently distributed to the surrounding voivodships and there has been considerable interest shown for this type of study from the voivodes (governors) in the region. They indicated that the Post Diploma Study Program should be made available for more candidates on ongoing basis.

Activities leading to further develop the scope of collaboration with PEM partner institutions in Poland are also underway. The instructors involved in the Round Table

Seminars are involved in presenting lectures for the MBA students on relevant topics and of assist with the implementation of the MBA Program in Warsaw, selection of curricula for the Post-Diploma Study Program, and also select, prepare, and publish teaching materials.

Consortium partners also outlined their plans for next quarter in their quarterly reports in sections three, four, and five of this report.

#### VI. Efforts to Ensure Sustainability

Throughout the PEM project, management has emphasized the primary role of Polish partner institutions to ensure the sustainability of this project. For that reason, PEM entered into collaborative relationships with the Warsaw School of Economics and the University of Agriculture and Technology in Olsztyn. 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-designing of university-level training 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 by their utilization in the Day MBA Program and their introduction in the near future to the Executive MBA program at WSE. The Agricultural Post Diploma Study Program at Olsztyn is also achieving success and there is a high demand for more of

this type of education in the region. This program not only presents a new challenge for PEM but also a revenue-enhancing opportunity for the Olsztyn Center.

#### VII. Administrative/Personnel Issues

Nothing to report for this period.

#### VIII. Additional Information

In February 1994 the Carlson School of Management and Humphrey Institute of Public Affairs introduced a two-year Master's in Business Administration degree program at the Warsaw School of Economic. The program is offered for 30 students, chosen from among over 200 candidates. The selection process for the candidates of the MBA program was very elaborate and included a four step screening process. Selected faculty from WSE, who agreed to teach courses in the new program, went through formal training at the Carlson School of Management.

This MBA program builds substantially on previous activities of the PEM Project by using Polish faculty that have received training in the US, by using Polish case studies developed through a cooperation among Polish and American faculty, by implementing jointly developed curricula, and is intended to supplement it significantly. PEM is planning to finance a visit to the WSE by up to 6 American - CSOM - faculty in order to better prepare Polish counterparts for the upcoming Executive MBA Program. Present activities related to the Day MBA are sponsored by a grant from Andrew F. Mellon Foundation, and

**Partners in Economics and Management**  
A.I.D. Grant No. EUR-0029-G-00-1051-00  
Quarterly Reports: Period Ending 3/31/94

are focused more on the structure and administration of the program. The Mellon grant also offers training for Polish faculty involved with the implementation of the Day MBA for a longer duration than was possible under the AID - PEM project. The grant would also allow a partnership between WSE and the University of Minnesota to extend beyond the expiration of the AID - PEM project (June 30, 1994).

Recently as a product of recent Round Table Seminar and training courses offered by PEM two books were published at the WSE publishing house. One is titled Marketing - A Collection of Polish Case Studies, and the other Overcoming Unemployment Problems in a Market Economy. Both publications were very well received and produced some revenues for the PACEM. This is another aspect of building sustainability of these Centers.

**PART TWO**  
**ROUND TABLE SEMINARS REPORTS**

**BEST AVAILABLE DOCUMENT**

## THE REPORT ON

### THE ROUND TABLE SEMINAR : THE ROLE OF LOCAL GOVERNMENT IN DEVELOPING MARKET ECONOMY AND DEMOCRATIC SOCIETY IN POLAND.

Kazimierz, 17 - 19 February 1994

#### PART ONE: INFORMATION ABOUT THE SEMINAR

##### Introduction.

This second, out of five, Round Table Seminar sponsored by United States Agency for International Development (USAID) was carried out in accordance with the Project Implementation Plan - Grant No. -EUR-0029-G-1051-00.

The Seminar which was organised by the Polish-American Center for Economics and Management from Warsaw School of Economics (WSE) and the Economic Faculty of the University of Maria Skłodowska - Curie in Lublin entirely focused on the issue of Local Government issues in Poland.

The Seminar was located in Kazimierz, small town in Lublin voivodship, one of the major urbanizations of the Southern-East Poland. The Seminar was held at the resort - hotel in Kazimierz. Also all the participants were accommodated overthere. This presented the best core establishment and the most competent place to host the Seminar venue.

Similarly to our previous activities for this Seminar the interpreter was provided and prior to the Seminar Opening all materials written in English language were translated into Polish.

##### The Goals.

Most of all, the Seminar aimed at providing the possibility of meeting at one place people who are professionally involved in local government everyday activities in Poland.

Moreover the main point was to schedule the Seminar in a form of discussion forum where every participant was given an opportunity to express and to exchange own experience, views and expectations.

As it is known that the Central Governments in Poland have taken different initiatives to deal with local government issues.

Also it was required from the American speaker to share with the participants the available information concerning particularly three main topics such as:

Finally, the discussion was concentrated on the issue of Poland regional experience and adoptions of its most efficient parts. Although the Southern-East region ... Therefore the idea was to discuss over the performance of local problems.

##### Information about the Participants.

The participants in the Round Table Seminar represented four Voivodships of Sothern East Poland. However there was a small percentage of people who were delegated from other academic institutions such as University of Maria Skłodowska - Curie in Lublin and Warsaw School of Econmics in Warsaw.

Rys. 1. The Voievodships the Participants come from.

The actual number of participants in the Round Table Seminar has not exceeded the initial number of 30 people. Although the Local Government Issue has been of a great importance to the to the Polish local communities, the Seminar offer, with other fascilities was not prepared to meet with a high turnover of responses. Therefore in the final decision concernig the total number of participants, the organizers decided to impose the limits on a number of participants from particular voivodships. The personal decisions were to be made locally, not by the organizers, in order to not to lose the chance of picking ht e finest quality people.

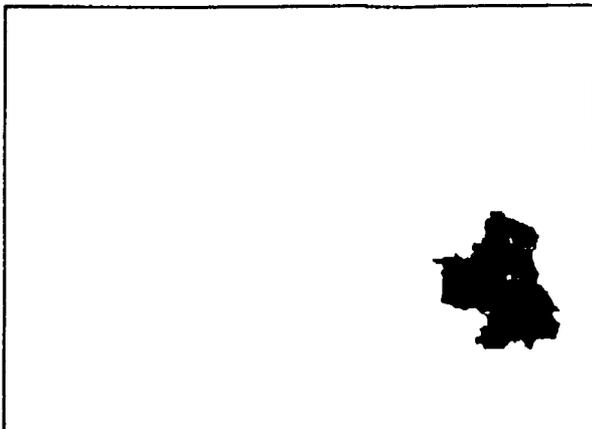


Table 1. The Participants by Voivodships<sup>1</sup>.  
(Excluding Faculty Memebers)

No	Voivodship	Number of Participants
1	Biała Podlaska	4
2	Chełm	8
3	Lublin	10
4	Zamość	10
Total		32

Table 2. The Participants by Institutions (based on questionnaires returned).

No	Institution	Number of Representatives
1	City Mayors	11
2	Bailiff (wójt)	6
3	Town Hall (Urząd miejski)	1
4	City Council (Zarząd miejski)	1
5	County Hall (Urząd gminny)	1
6	County diet (Sejmnik)	4
8	University of M. Curie-Skłodowska	4

<sup>1</sup> Voivodship is administrative area in Poland which is divided into Communs. Poland has 49 Voivodships.

19

9	Warsaw School of Economics	1
Total		29

### PART TWO: THE SEMINAR EVALUATION

#### Survey Results.

At the end of the Seminar the Participants were given the questionnaires and asked to answer the questions. That let us to evaluate the Seminar. In general the participants made very good evaluation, which indicates the very appropriate targeting of the problem. The participants ( from 89 to 100% ) considered that all the topics discussed during the Seminar were very important or important. They also evaluated that these issues are of big practical value ( from 89% to 96%, depending on a topic ). Similarly, very favorable feedback was given to the Speakers and the Interpreter and the organizers. Detailed Survey Results are given below.

#### 1. The importance of topics covered during the Round Table Seminar?

Topic covered	very high	high	low	none
Commun as Local Government Basic Unit	68%	28%	4%	-
The Rules of Financing the Local Government	72%	24%	4%	-
American Experience	18%	71%	11%	-
Local Government Experience Exchange	54%	46%	-	-

#### 2. The level of applicability of Seminar Topics.

Topic covered	very high	high	low	none
Commun as Local Government Basic Unit	50%	39%	11%	-
The Rules of Financing the Local Government	39%	61%	-	-
American Experience	22%	68%	4%	-
Local Government Experience Exchange	54%	42%	4%	-

#### 3. The level of merit of the American Discussion Leader.

- 54% of participants considered it as a very high,
  - 46% of participants considered it as a high,
  - 0% of participants considered it as an average,
  - 0% of participants considered it as a low,
4. The adquateness of Discussion Leaders' combination choice.
- 17% of participants considered it as a very adequete,
  - 79% of participants considered it as a adequete,
  - 4% of participants considered it as little adequete,
  - 0% of participants considered it as inadequete,

20

- 5. The level of merit of Polish Discussion Leaders.
  - a. - 32% of participants considered it as a very high,
  - b. - 57% of participants considered it as a high,
  - c. - 11% of participants considered it as an average,
  - d. - 0% of participants considered it as a low,
- 6. Translators' quality.
  - a. - 61% of participants considered it as a very high,
  - b. - 39% of participants considered it as a high,
  - c. - 0% of participants considered it as an average,
  - d. - 0% of participants considered it as a low,
- 7. General evaluation of The Round Table Seminar organization.
  - a. - 57% of participants considered it as a very good,
  - b. - 42% of participants considered it as a good,
  - c. - 0% of participants considered it as a satisfactory,
  - d. - 0% of participants considered it as a unsatisfactory,
- 8. The participants comments and recommendations.
  - "to organize traninigs for Local Government on how to manage the Public Sector",
  - "invite for Seminar people from Central Government and Polish Parliament",
  - "to convince the Polish Parliament Representatives to continue the reform already lounched, pass the conclusions of the current Seminar to Polish Parliament, also the organizers should have paid bigger attention to participants integration"
  - "the organizers should have invited bigger number of participants and they should not be only City Mayors",
  - "to organize the Seminar on strategies of city development",
  - "to organize the Seminar and fascilitate the experoence exchange with other European Countries",
  - "to organize similiar meetings, the conclusions and recommendations should be passed to appropriate authorities",
  - "to organise frequent meetings on Unemployment".
  - "to organise more frequent Seminars of that type, even partly financed by local government, the Seminars should be little bit longer in order the participants could feel more relaxed and comfortable in taking part in discussions",
  - "mutiple meeting with the same participants, including scientists could result in designing interesting solutions",
  - "the Seminar organized should be focused on narrower topic and the analysis should be more detailed",
  - "to organize such Seminars on other local government issues".
  - "to organize the meeting on how the local government can influence the economic activity"
  - "to enable the experience exchange among different local government from all over Poland"

**General Recommendations and Conclusions.**

The conclusins and recommendations are based on Seminar discussions, participants comments and the organizers observations.

Attachment 1.  
Timetable.

**SEMINAR PROGRAM**

17.02.1994 4.00 p.m. - Participants Check-in at "Zajazd

(Thursday) Piastowski" in Kazimierz Dolny.  
5.00 p.m. - Official Opening  
6.00 p.m. - Dinner  
18.02.1994 8.30 a.m. - Breakfast  
(Friday)  
9.00 a.m. - Morning Session  
"Factors Influencing Communitarian Creation as a Basic  
State Administration Unit"  
Discussion Leader: dr Michał Kulesza  
1.00 p.m. - Dinner  
3.00 p.m. - Afternoon Session  
"Sources of financing local government units and  
methods of funds' division".  
Discussion Leader: dr Grzegorz Grzelak  
7.00 p.m. - Dinner  
After Dinner - Unformal meetings and Discussions  
with participants and with the Experts.  
19.02.1994 8.30 a.m. - Breakfast  
(Saturday)  
9.00 a.m. - Morning Session  
"Confrontations and Comparison of Experience of  
Polish Local Government Functionating Practice  
with Examples of American Local Government"  
Discussion Leader: dr Jim Jarnberg, Minnesota, USA  
11.30 a.m. - Wrap-up Session  
1.00 p.m. - Lunch

Dr Bogdan Radomski

In-Country Director

Warsaw, February 1994

BEST AVAILABLE DOCUMENT

**THE REPORT ON  
THE ROUND TABLE SEMINAR  
THE PAYMENT MANAGEMENT**

Stara Wieś, 24 - 26 March 1994

**PART ONE: INFORMATION ABOUT THE SEMINAR**

**Introduction.**

The third, out of five, Round Table Seminar sponsored by the United States Agency for International Development (USAID) was carried out in accordance with the Project Implementation Plan, Grant No.-EUR-0029-G-1051-00.

The Seminar which was organized by the Polish-American Center for Economics and Management from Warsaw School of Economics (WSE) and the Polish National Bank (NBP) from Warsaw, entirely focused on the issue of Payment Management.

The Seminar was located in Stara Wieś, 80 kilometres east of Warsaw, at the Training Center of the Polish National Bank. All of the participants were accommodated at the site, which presented the best establishment and the most competent place to host the Seminar venue. All of the discussions, consultations and meals were provided at one facility.

Similarly to our previous activities for this Seminar the interpreter was provided and prior to the Seminar Opening all materials written in English language were translated into Polish and distributed among the participants.

**The Goals**

The most important goal was to gather professionals, who could work on developing Payment System in Poland and create the possibility of meeting at one place to discuss and exchange views, share problems and obstacles. The discussions were enriched by American solutions and experience, presented at the beginning of each session.

Also the organizers, similarly to the previous Seminars, scheduled the Seminar in a form of discussion forum where every participant was given an opportunity to express and to exchange own experience, views and expectations.

It was extremely important to have American cases due to very extensive experience, which might be utilized by Polish bankers in developing Polish Payment System.

Also there was presentation made by Polish Banker on most important issues of Polish Banking System, with special stress on Payment Management.

**Information about the Participants.**

The participants in this Round Table Seminar mostly represented the Polish National Bank. However there was a small percentage of people who were delegated from other academic institutions such as the University of Maria Curie-Skłodowska in Lublin and the Warsaw School of Economics in Warsaw.

The actual number of participants in the Round Table Seminar has not exceeded the initial number of 30 people. Although there was academicians as well as bankers willing to take part in that Seminar but the organizers decided not to increase the number of participants due to effectiveness of discussions. The selection criteria and final decision of choosing the

BEST AVAILABLE DOCUMENT

eligible participants from the NBP were made the by the Polish National Bank (NBP). The Warsaw School of Economics and the University of Maria Curie-Skłodowska from Lublin selected only one person from each institution.

Employees of Polish National Bank were the biggest group among the participants as they were the main target group. Polish bankers were representing management of the bank, including top management. Only 4 out 28 were junior employees. There were also two academicians who are teaching banking, one at Maria Curie-Skłodowska University the other at the Warsaw School of Economics.

Table 1. The Participants by Institutions

No	Institutions	Number of Participants
1	Polish National Bank	28
A	Accounting and Operations Department	7
B	Interbank Settlement Department	6
C	Foreign Exchange Department	7
D	Department of International Financial Institutions	3
E	Internal Audit Department	2
F	Research Department	1
G	Foreign Department	2
2	University of M. Curie-Skłodowska	1
3	Warsaw School of Economics	1
Total	-	30

PART TWO: THE SEMINAR EVALUATION

Survey Results.

At the end of the Seminar all Participants were given the questionnaires and asked to answer the questions. That let us to evaluate the Seminar. In general the participants made very good evaluation, which indicates the very appropriate targeting of the

2  
BEST AVAILABLE DOCUMENT

problem. The participants (96%)<sup>1</sup> considered that all the topics discussed during the Seminar were very important or important. They also evaluated that the presented issues have big practical value ( from 70% to 96%, depending on a topic ). Similarly, very favourable feedback was given to the Speakers and the Interpreter and the organizers. Detailed Survey Results are given below. Table 2. The importance of topics covered during the Round Table Seminar

Topic covered	very high	high	low	none
Polish Banking System in Transition	48%	31%	4%	-
Evolution of the banking Payment Systems	4%	31%	65%	-
Comparison of Payment Systems in US	52%	44%	4%	-
Organization of American Banks Payments	65%	35%	-	-
Discussion and Experience Exchange	74%	22%	4%	-

Table 3. The level of applicability of Seminar Topics.

Topic covered	very high	high	low	none
Polish Banking System in Transition	44%	26%	30%	-
Evolution of the banking Payment Systems	14%	26%	48%	12%
Comparison of Payment Systems in US	44%	48%	6%	-
Organization of American Banks Payments	31%	65%	4%	-
Discussion and Experience Exchange	65%	31%	4%	-

4. The level of merit of the American Discussion Leaders.
  - a. - 44% of participants considered it as a very high,
  - b. - 52% of participants considered it as a high,
  - c. - 4% of participants considered it as an average,
  - d. - 0% of participants considered it as a low.
5. The adequateness of Discussion Leaders' combination choice.
  - a. - 30% of participants considered it as a very adequate,
  - b. - 70% of participants considered it as a adequate,
  - c. - 0% of participants considered it as little adequate,

<sup>1</sup> The data do not include subject of Evolution of Banking Payment Systems probably because of broad presentation of historical development, which was actually crucial for understanding the current form of the banking systems.

5

BEST AVAILABLE DOCUMENT

- d. - 0% of participants considered it as inadequate,
- 6. Translators' quality.
  - a. - 68% of participants considered it as a very high,
  - b. - 32% of participants considered it as a high,
  - c. - 0% of participants considered it as an average,
  - d. - 0% of participants considered it as a low.
- 7. General evaluation of The Round Table Seminar's organization.
  - a. - 39% of participants considered it as a very good,
  - b. - 57% of participants considered it as a good,
  - c. - 4% of participants considered it as a satisfactory,
  - d. - 0% of participants considered it as a unsatisfactory,
- 8. The participants comments and recommendations.
  - "the discussion should be conducted in English because translation slows down the discussions and it might fragments the participants attention; in other case it had to be run in smaller groups, also it is important to "see" payment systems in operation",
  - "to long introduction on basic level",
  - "there should be the Seminar on Banking Accounting which is not computerized yet",
  - "the Seminar was successful, the topics were interesting although the historical evolution of the banking system was presented in too detailed way",
  - "the handouts should have been given away earlier",
  - "there should be more information on practical applications of banking payments in conjunction with accounting issues",
  - "I would like to participate in a Seminar how western banks deal with Accounting issues",
  - "we need training on many topics and the presentations or Seminars should be very narrow and very deep",
  - "the participants should be selected more precisely in order to avoid the presence of uninterested",
  - to organize the training for Polish National Bank on payment instruments development",
  - "the theoretical introduction was unnecessary, one should have started from the practical issues",
  - there should have been the separate presentation on Fedwire system, the section on historical evolution of banking should have been accompanied by additional, more extensive handouts, and finally there should have been more detailed approach to the present American Payment System",
  - "NBP does not have appropriate software and hardware to handle modern payment system",
  - "from my point of view we should have received more teaching materials (graphs, schemes etc.,) concerned with particular payment management techniques",
  - "American experts were representing very high level of knowledge".

Warsaw, April 6, 1994

**BEST AVAILABLE DOCUMENT**

Dr Bogdan Radomski  
In-Country Director

4



**PART THREE**  
**LAND O'LAKES**

BEST AVAILABLE DOCUMENT

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  
JANUARY - MARCH 1994

## I. PROGRAM OVERVIEW

In the second quarter of fiscal year 1994, Land O'Lakes implemented four of eleven courses planned for the third year of a USAID-funded subcontract with the University of Minnesota Hubert H. Humphrey Institute. The four courses, all entitled "Strategic Planning," were conducted March 1994, 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 (1 course)
- Strategic Planning for Agribusiness Firms (4 courses)
- Market Research (2 courses)
- Distribution Marketing (2 courses)

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. The audience for the cooperative course was agribusiness managers interested in forming and financing a cooperative. The strategic planning course had two audiences: academic and agribusiness. 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 (1 course)
- Distribution Marketing (1 course)

## 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 four 4-day courses during the quarter entitled "**Strategic Planning**," held as follows:

March 9-12, 1994	John Farrell, primary trainer
March 14-17, 1994	John Farrell, primary trainer
March 9-12, 1994	Robert Nechal, primary trainer
March 14-17, 1994	Robert Nechal, primary trainer

### Trainers' Backgrounds

John Farrell is vice president and partner in a consulting company. His job experience includes research and development management, purchasing management, quality systems/total quality management, and training and teaching positions. The Polish co-trainer was Henryk Lelusz, Professor of Economics at the Institute of Agricultural Economics and Organization of the University of Agriculture and Technology in Olsztyn.

Robert (Bob) Nechal is the director of corporate planning and business development at Land O'Lakes. He has also held the same position at Harvest States Cooperative, as well as having worked as senior systems analyst and project manager for previous employers. The co-trainer was Andrzej Kowalkowski, who is a research and teaching assistant in the Institute of Agricultural Economics and Organization of the University of Agriculture and Technology in Olsztyn.

## Course Participants

The four classes were comprised of 36 women (42%) and 50 men (58%), for a total of 86. The students in the two Strategic Planning classes taught by John Farrell were mostly professors and a few students. The participants in Bob Nechal's two classes were from agribusiness areas such as seed, beer, meat, dairy, fruits and vegetables, among others. For further information on their backgrounds, refer to Attachment 2 for the Koltai Worksheet for Quantitative Data. The course rosters are Attachment 3.

## Course Content

The purpose of the Strategic Planning course was to teach state-of-the-art strategic planning concepts in a hands-on, interactive workshop format. Farrell tailored his two courses to the needs of his primarily academic audience, drawing upon his experience as a teacher. Nechal's courses, in turn, were tailored to the concerns of agribusinesses. Through lectures and in-class exercises, participants learned about mission and vision statements; business environment analysis; technical systems analysis; work social systems; measurement concepts; tactical goal-setting; critical success factors; and analytical tools such as brainstorming, consensus, multi-voting, force field analysis model, sphere of influence, cause-effect diagram, process mapping, and affinity diagram.

### III. INTERNAL EVALUATION METHODS

Land O'Lakes evaluates its courses several ways. Land O'Lakes administers its own evaluation (see Attachment 4 for a summary of results). The courses in the past quarter were very well received by the participants. 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. By synthesizing information from these various sources, Land O'Lakes institutes changes in course content and implementation. It administers the Koltai Participant Evaluation (see Attachment 5 for the required forms).

#### **Follow-up Evaluation with Participants from Previous Courses**

Representatives of FDPA conducted follow-up evaluation interviews via telephone with twenty participants in Market Research courses held in May and June of 1993. These 20 comprise 53% of the course rosters for the two courses. Of these, ten reported increased sales and/or profits in their companies since taking the course. They credited part of their success to applying principles learned at the Market Research course. Here are the profit increases of nine of the responders: 1 at 5%, 3 at 10%, 1 at 15%, 1 at 20%, 2 at 30%, 1 at 60%. Sixteen of the twenty said they have applied what they learned in their jobs. A few applications: changing packaging, widening an assortment of yogurt, administering questionnaires to customers, advising management, comparing products to competition. The course promoted networking of colleagues; 17 of 20 continue contact with each other.

#### **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.

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

To conclude year three of this program, six courses are planned for next quarter: two 4-day courses and a post diploma workshop in Market Research in April; two 4-day courses and a post diploma workshop in May. 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.

Refer to the follow-up evaluation on page 3 for evidence of sustainability within the business environment.

## **ATTACHMENTS**

- |                     |   |
|---------------------|---|
| <b>Attachment 1</b> | <b>Summary Listing of Courses</b>             |
| <b>Attachment 2</b> | <b>Koltai Student Contact Hours Worksheet</b> |
| <b>Attachment 3</b> | <b>Course Rosters</b>                         |
| <b>Attachment 4</b> | <b>Land O'Lakes Evaluation Summaries</b>      |
| <b>Attachment 5</b> | <b>Koltai Evaluation Forms</b>                |

# **ATTACHMENT 1**

## **Summary Listing of Courses**

**BEST AVAILABLE DOCUMENT**

## 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  
Trainers:     John Farrell, consultant  
                  and  
                  Henryk Lelusz
- Course 3      Strategic Planning  
Dates:        March 14-17, 1994  
Trainers:     John Farrell, consultant  
                  and  
                  Henryk Lelusz
- Course 4      Strategic Planning  
Dates:        March 9-12, 1994  
Trainers:     Robert Nechal, Land O'Lakes  
                  and  
                  Andrzej Kowalkowski
- Course 5      Strategic Planning  
Dates:        March 14-17, 1994  
Trainers:     Robert Nechal, Land O'Lakes  
                  and  
                  Andrzej Kowalkowski
- Course 6      Market Research  
Dates:        April 11-14, 1994  
Trainer:      Linda Devroy, Land O'Lakes
- Course 7      Post Diploma Program, Course 1  
Dates:        April 15-17, 1994  
Trainer:      Linda Devroy, Land O'Lakes

Course 8      Market Research  
Dates:        April 19-22, 1994  
Trainer:      Linda Devroy, Land O'Lakes

Course 9      Distribution Marketing  
Dates:        May 4-7, 1994  
Trainer:      Michael Christenson, consultant

Course 10     Post Diploma Program, Course 2  
Dates:        May 9-12, 1994  
Trainer:      Michael Christenson, consultant

Course 11     Distribution Marketing  
Dates:        May 16-19, 1994  
Trainer:      Michael Christenson, consultant

## **ATTACHMENT 2**

**Koltai: Student Contact Hour Worksheet**

**BEST AVAILABLE DOCUMENT**

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

Institution: Land O'Lakes, Inc.

**BEST AVAILABLE DOCUMENT**

Project Component: Strategic Planning

Quarter: Jan-Mar, 1994 Contact Person Regarding this Report

Kathy Horgan  
Land O'Lakes, Inc.

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

1600

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	720					<u>Olsztyn, Poland</u>
Students (Traditional)	100					<u>Olsztyn, Poland</u>
Government Officials						<u></u>
Business Community/ Business Managers	820					<u>Olsztyn, Poland</u>
Journalists - Media						<u></u>
Other Groups/Individuals Farmers	60					<u>Olsztyn, Poland</u>
Other Groups/Individuals Farmer Organization	20					<u></u>
Other Groups/Individuals						<u></u>

COMMENTS:

Each class: 4 days, 5 hours per day. 86 total participants in 4 classes.

SE

# **ATTACHMENT 3**

## **Course Rosters**

**BEST AVAILABLE DOCUMENT**

## COURSE ROSTER

COURSE NAME: Strategic PlanningCOURSE LOCATION, COUNTRY & DATE: ART Olsztyn, Poland March 9-12, 1994TRAINER: John Farrell, Henryk Lejust

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Bańkowska	Jolanta	Ms	Individual Farm	Farm and vegetable production	yes courses and research
2. Bratobrzewski	Jreneusz	Mr	University of Agriculture and Technology - Olsztyn Katedra	Didactics research	Courses research
3. Dammath	Dawta	Ms	5th year student of Food Technology, University of Agriculture and Techn. Olsztyn	Educating food industry workers	through courses education
4. Dziwinski	Senek	Mr	Basic school of Horticulture in Góra Kalwaria	teaching	yes
5. Jauszko	Krzysztof	Mr	University of Agriculture and Technology Olsztyn - Katedra	Didactics research	yes, courses, training
6. Kalinowska	Kazimiera	Ms	University teacher University of Agriculture and Technology	Didactics research	yes training

BEST AVAILABLE DOCUMENT

COURSE ROSTER  
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. Korzeniowska	Barbara	Ms	5th year student Food Technology Univ. of Agricultural Sciences, Olsztyn	training for industry workshop specialty: Milk processing technology	yes, through courses consulting
8. Kubiak	Marek	Ms	ass. prof. - Institute of Human Nutrition, Main School of Rural Economy, Warsaw	didactics research	training
9. Luczak	Franciszek	Mr	School of Agriculture	didactics organization of practical teaching	yes, additional training, consulting in need
10. Makowski	Jaworski	Mr	student - University of Agriculture, Poznan	training personnel for agricultural and animal processing industries	yes, according to development and abilities
11. Messyasz	Manuela	Ms	School of Agricultural Technology	teaching pupils economics	Yes, training
12. Ogradowski	Marek	Mr	Provincial Association of Farmers and Agricultural organizations, Warsaw	social-vocational orga- nization of peasants' economic activity	Yes, training, consulting
13. Oleksiak	Euzamir	Ms	School of Agricultural teacher	organization of practical training - didactics	yes, if possible
14. Pachulski	Gregorz	Mr	School of Horticulture and Food Processing Btonia near Warsaw	Didactics and orga- nization of practical teaching	yes, more advanced courses

BEST AVAILABLE DOCUMENT

17

COURSE ROSTER  
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. Pawlowski	Stefan	Mr	individual farm Pawlowo	farm and vegetable production	yes, courses and training
16. Piztek	Agnieszka	Ms	5th year student of Food Technology, Uni- versity of Agr. & Techn.	training food industry workers	yes, consulting, courses
17. Pimpicki	Stanislaw	Mr	Unit. of Agr. and Techn. Olsztyn-Korkowo, Department of Food Industry	research, consulting teaching	yes, I use it very much
18. Rosa	Zofia	Ms	School of Agriculture in Zdunska Dzlbrona	didactics	yes, courses, training consulting
19. Wajtko	Elzbieta	Ms	School of Agriculture in Zdunska Dzlbrona	teaching economics and organization of agriculture	yes, courses, post-graduate studies
20. Wisniewska	Maia	Ms	School of Agriculture Pnosczyce	didactics and or- ganizations of practical training	yes, courses, training
21. Zapotoczay	Piotr	Mr	Univ. of Agricul. & Techn. assistant	didactics research	yes, courses, training consulting
22.					

BEST AVAILABLE DOCUMENT

42

## COURSE ROSTER

COURSE NAME: Strategic Planning  
 COURSE LOCATION, COUNTRY & DATE: ART Olsztyn Poland, March 14-17, 1994  
 TRAINER: John Farrell, Henryk Lewisz

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Bukowska	Dorota	Ms	University of Agriculture and Technology - Olsztyn	education	no
2. Drozd	Juwana	Ms	Univ. of Agr. and Techn. Olsztyn	education	no
3. Filipkowska	Zofia	Ms	Univ. of Agr. and Techn. - Olsztyn	education	yes
4. Fiedorowicz	Andrzej	Mr	School of Agriculture Reszel	education	yes
5. Kopywicz	Michał	Mr	Higher School of Finance and Management	education	yes
6. Lemrowska	Elżbieta	Ms	Higher School of Finance and Management	education	yes

COURSE ROSTER  
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. Lewandowska	Dorota	Ms	Univ. of Agricult. and Technology - Olsztyn	education	yes
8. Mej	Katarzyna	Ms	Main school of Rural Economy, Faculty of Economy, agr. economy	education	yes
9. Matkowska	Bogumila	Ms	Univ. of Agricult. and Technology	education	no
10. Mickalina	Jerzy	Mr	Student: Main school of Rural Economy economic - agricult faculty	education	yes
11. Mickalowski	Audrzej	Mr	Economic-Commercial school - Olsztyn	education	yes
12. Miecznikowska	Wieslawa	Ms	Univ. of Techn. and Agricult. - Olsztyn	education	yes
13. Okon	Kuna	Ms	School of Agriculture Białystok	education	yes
14. Osowski	Hieronim	Mr	individual farmer	education	yes

BEST AVAILABLE DOCUMENT

ht

COURSE ROSTER  
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. Perkowski	Jerzy	Mr	Higher School of Finance and Management - Białystok	education	Yes
16. Pona	Aleksander	Mr	Provincial Office Warsaw	administration	Yes
17. Urbaniak	Witold	Mr	Provincial Office Warsaw	administration	Yes
18. Wolaska - Wojcik	Krzysztof	Mr	ul. Dyzowski 7/306 10-718 Olsztyn	education	Yes
19. Wroblewski	Aleksander	Mr	ul. Jagiellońska 52/60 10-283 Olsztyn	education	Yes
20. Zebrowska	Krzyszyna	Ms	Economic - Commercial School - Olsztyn	education	Yes
21. Zmujdzin	Wojciech	Mr	Higher School of Finance and Management - Białystok	education	Yes
22.					

BEST AVAILABLE DOCUMENT

45

## COURSE ROSTER

COURSE NAME: Strategic planning  
 COURSE LOCATION, COUNTRY & DATE: ART - Olsztyn, POLAND 9-12.03.1984  
 TRAINER: Bob Nedmal, Andrzej Kowalkowski

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Arszkiewicz	Leszek	Mr	Agricultural Coop. GÓRNO JE.	Corn production	marketing
2. Ciotkiewicz	Halina	Ms	Agricultural Cooperative in Lesznowola	agricultural services agricultural inputs supplies	NO
3. Umura	Władysław	Mr	Fruit & Vegetable Coop. ZWRSP 21-002 Jastków Al. Warsz. 34/3	seed production	marketing
4. Fufowski	Jan	Mr	Fruit & Vegetable Coop. Lublin ul. Okopowa 20/23	fruit & vegetable sales	marketing
5. Gzelińska	Jarina	Ms	School of Economy Olsztyn ul. Paderewskiego	education	marketing teaching techniques consulting
6. Janik	Mieczysław	Mr	Apiary Coop Bee honey processing	trading	marketing consulting

BEST AVAILABLE DOCUMENT

COURSE ROSTER  
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. Jasiński	Kazimierz	Mr	School of Economy and Administration in	Administration Dobro Miasto	consulting
8. Karolik	Barbara	Ms	Seed Production Coop SA Radom, Natczynska 18	seed production & distribution, agricultural services	consulting
9. Liwiński	Jacek	Mr	Regional Cooperative in Lesznowola	agricultural services trading	consulting
10. Lubak	Halina	Ms	Foundation of Economic & Social Initiatives	small business consulting services	consulting
11. Malinowska	Helena	Ms	Dairy Processing Coop in Nidzica	dairy products production & sales	consulting
12. Pietrak	Wiesław	Mr	Regional Agricultural Coop in Łódź	agricultural services cooperation with other local coops	consulting
13. Przedwojski	Roman	Mr	Production & Trading Company Ltd "Comi" <sup>hisztyra, Partyzanów 1/2</sup>	trading, storage services	trading & management
14. Rosiński	Andrzej	Mr	Local Cooperative "SCH"	trading, production & services	

BEST AVAILABLE DOCUMENT

67

COURSE ROSTER  
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. Sotowiej	Piotr	Mr	Kehele's Stylesels Trade olszyn 10-723 Dyduwskiego 7/14	sales & distribution of household products	marketing training
16. Sokotowski	Leszek	Mr	P2 HTL Warszawa ul. Dąbrowska 4 03-230 WARSZAWA	sales & distribution of laboratory equipment	
17. Uzdowska	Krzyszyna	Ms	Biolacta - Texel ul. Warszawska 10-701 OLSZTYN	production & sales of dairy products	training
18. Wartkocka	Grażyna	Ms	Trading office "ALCZES" 10-4250 olszyn ul. Jeziorna 5/50	agricultural services	training
19. Wilczewski	Stawomir	Mr	Production & Trading "Corn" Ltd ul. Partyzanów 1/2 OLSZTYN	corn trading	training
20. Wiercińska	Zofia	Ms	Biolacta - Texel ul. Warszawska 111 10-701 OLSZTYN	production & sales of dairy products	training
21. Ziemińska	Joanna	Ms	Seed Coop SA Radom ul. Niezłotyńska 18	production, distribution agricultural services	consulting
22. Zychewicz	Franciszek	Mr	Agricultural Services Coop in Tartowo	services trading	trading

87

COURSE ROSTER

COURSE NAME: Strategic Planning  
 COURSE LOCATION, COUNTRY & DATE: ART olsztyn, Poland, 14-17.03.1994  
 TRAINER: Robert J. Nechal, Andrzej Kotwickowski

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Benkowski	Miostaw	Mr	Regional Coop "SCH" Ryn ul. Pl. Wolności	food production trading	computer programming training
2. Bauman	Bożena	Mrs	Biolacta - Texel, Col Camp, olsztyn Warszawska 111	components for food processing	training
3. Czyrak	Andrzej	Mr	"Soya-olsztynsk", Col Camp, ul. Mierkowska 1 OLSZTYNEK	seed production advisory services	training
4. Gornowicz	Miostaw	Mr	Academy of Agriculture & Technology, olsztyn	training and research	Yes, I'm interested to learn about American coops
5. Habra	Aleksander	Mr	Cooperative		yes, training
6. Herwik	Bogusław	Ms	Seed production coop Radom, ul. Natczyńska 18	purchasing & sales of seeds, fertilizers & pesticides	marketing training

47

COURSE ROSTER  
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. Jakubowski	Gregorz	Mr	"Animex" - Poultry meat processing plant, 14-200 STAWA, ul. Dabrowskiego 11	procurement, slaughter & processing, sales of cured meat	training
8. Jakubowski	Piotr	Mr	Regional Coop in Tarnobrzeg 33-100 ul. Rogoyskiego 2	trading / purchase & sale of construction & steel elements	consulting
9. Jasinska	Zofia	Ms	Regional Coops in Rycywoń	services, trading	training
10. Kiecka	Krzyszna	Ms	seed production coops SA Radom ul. Hetmanska 18	purchasing & sales of seed, fertilizers & animal feed	training
11. Kulas	Stanislaw	Mr	Brewery, Ketrzyn 11-400 Ketrzyn, ul. Asnyka 1	beer production production of malt	yes
12. Lesniewska	Ewa	Ms	Regional Dairy Processing Coops in Mragowo, Kormoranów	production of dairy products, sales	consulting training
13. Mazurek	Krzysztof	Mr	Fruit & Vegetable Processing Coops, 24-200 Beżyca	fruit & vegetable processing, sales	training cooperation
14. Michalek	Magdalena	Ms	Regional cooperative	consulting services	consulting

COURSE ROSTER  
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. Pajdowski	Jan	Mr	Fruit & Vegetable Processing Coop in Kostnica okr.	fruit & vegetable processing, sales	purchasing & sales of products
16. Rakowski	Piotr	Mr	Whol Storage Lublin Lublin ul. Metziewska 104	production & sales of frozen fruit & vegeta- bles, services	yes
17. Staciwa	Jacek	Mr	Regional Agricultural Coop in Warszawa	consulting	consulting
18. Spych	Jery	Mr	Production / services / Trading Comp. "Amirex" in PTOWSK	trading <del>corn</del> grain & other grain product	consulting
19. Szapitel	Wiesława	Mrs	Regional Dairy Coop ul. Kornowanow 1 11-700 MŁGOWO	trading, dairy products processing, sales	consulting
20. Szymanski	Jery	Mr	Central Soya Whol Coop, ul. Hierkowska 1 11-015 OLSZTYNEK	trading	yes
21. Tabor	Jan	Mr	Trading & Processing Coop "Samopomoc" OLSZTYN ul. Trelka 5		trading
22. Toriski	Jery	Mr	Biolecta - Texel Whol Comp. OLSZTYN ul. Warszawskie 110	production of components for dairy processing	trading

BEST AVAILABLE DOCUMENT

5

# **ATTACHMENT 4**

## **Land O'Lakes Evaluation Summaries**

BEST AVAILABLE DOCUMENT

4/12/94

Course Evaluations Part I.

Seminar Title: Strategic Planning  
Country: Poland  
Trainer: John Farrell

Course Ending Date: 3/09/64

Question:	-----Answer-----			
	# 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	3	6
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	21	7	2	4
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	3	5
1e. How effective was the interpreter? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	21	8	4	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	6	7

BEST AVAILABLE DOCUMENT

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	8	2	5
2c. Was there enough time allowed for the seminar? 1 = too much time 2 = just right 3 = not enough time	21	8	2	5
2d. Was the seminar long enough for the objectives? 1 = too long 2 = just right 3 = not long enough	21	8	2	5

BEST AVAILABLE DOCUMENT

/12/94

Course Evaluations Part I.

Seminar Title: Strategic Planning  
Country: Poland  
Trainer: John Farrell

Course Ending Date: 3/14/94

Question:	-----Answer-----			
	# of Responses	High	Low	Average
. How effective was the trainer? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	22	8	4	7
. How effective was the workbook? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	23	8	3	6
. 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	23	8	2	5
. How accurate was the translation of the printed materials? 6 - 8 very accurate 3 - 5 some what accurate 0 - 2 not at all accurate	22	8	3	6
. How effective was the interpreter? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	23	8	6	8
. How effective was the use of visual aids? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	19	8	0	5
. Were the seminar activities of value? 6 - 8 very valuable 3 - 5 some what valuable 0 - 2 not at all valuable	23	8	3	7
. 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	23	8	3	7

BEST AVAILABLE DOCUMENT

55

1i. How new was the information presented to you? 6 - 8 very new 3 - 5 some what new 0 - 2 not at all new	22	8	3	6
2a. How advanced was the seminar level? 1 = too advanced 2 = just right 3 = too basic	23	5	2	5
2b. How fast was the pace of the seminar? 1 = too fast 2 = just right 3 = too basic	23	8	5	6
2c. Was there enough time allowed for the seminar? 1 = too much time 2 = just right 3 = not enough time	23	5	2	4
2d. Was the seminar long enough for the objectives? 1 = too long 2 = just right 3 = not long enough	23	5	2	4

BEST AVAILABLE DOCUMENT

Seminar Title: Strategic Planning  
 Country: Poland  
 Trainer: Bob Nechal

Course Ending Date: 3/09/94

Question:	-----Answer-----			
	# of Responses	High	Low	Average
How effective was the trainer? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	22	8	6	8
How effective was the workbook? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	22	8	3	6
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	21	8	2	5
How accurate was the translation of the printed materials? 6 - 8 very accurate 3 - 5 some what accurate 0 - 2 not at all accurate	22	8	3	6
How effective was the interpreter? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	22	8	6	7
How effective was the use of visual aids? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	20	8	2	5
Were the seminar activities of value? 6 - 8 very valuable 3 - 5 some what valuable 0 - 2 not at all valuable	22	8	3	7
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	22	8	5	7
How new was the information presented to you? 6 - 8 very new 3 - 5 some what new 0 - 2 not at all new	22	8	3	5

BEST AVAILABLE DOCUMENT

57

How advanced was the seminar level?	21	5	5	5
1 = too advanced				
2 = just right				
3 = too basic				
How fast was the pace of the seminar?	21	8	2	6
1 = too fast				
2 = just right				
3 = too basic				
Was there enough time allowed for the seminar?	21	8	2	4
1 = too much time				
2 = just right				
3 = not enough time				
Was the seminar long enough for the objectives?	19	8	2	4
1 = too long				
2 = just right				
3 = not long enough				

BEST AVAILABLE DOCUMENT

Seminar Title: Strategic Planning  
Country: Poland  
Trainer: Bob Nechal

Course Ending Date: 3/14/94

Question:	-----Answer-----			
	# of Responses	High	Low	Average
a. How effective was the trainer? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	21	8	5	7
b. How effective was the workbook? 6 - 8 very effective 3 - 5 average 0 - 2 not effective	21	8	4	7
c. 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	21	8	2	5
d. 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	4	7
e. How effective was the interpreter? 6 - 8 very effective 3 - 5 some what effective 0 - 2 not at all effective	21	8	6	8
f. 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	0	5
g. Were the seminar activities of value? 6 - 8 very valuable 3 - 5 some what valuable 0 - 2 not at all valuable	21	8	4	7
h. 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	4	6

How new was the information presented to you?	21	8	3	5
6 - 8 very new				
3 - 5 some what new				
0 - 2 not at all new				
How advanced was the seminar level?	20	8	2	5
1 = too advanced				
2 = just right				
3 = too basic				
How fast was the pace of the seminar?	20	8	2	6
1 = too fast				
2 = just right				
3 = too basic				
Was there enough time allowed for the seminar?	20	5	2	
1 = too much time				
2 = just right				
3 = not enough time				
Was the seminar long enough for the objectives?	20	5	2	
1 = too long				
2 = just right				
3 = not long enough				

BEST AVAILABLE DOCUMENT

**PART FOUR**  
**AMERICAN TRUST FOR AGRICULTURE IN POLAND**  
**ATAP/FDPA**

**BEST AVAILABLE DOCUMENT**

**FDPA QUARTERLY REPORT**  
**JANUARY- DECEMBER 1994**

**Firm Activity Analysis** course delivered by FDPA conducted by Dr. Szczepan Figiel and Dr. Janusz Cichoń on January 5-7, 1994. 26 participants attended, 92% of them had university degree. Evaluations were as follows:

- **Course content:**           Excellent 96%  
                                  Good 4%
- **Practicality:**            Excellent 72%  
                                  Good 28%
- **Level of materials:**    Excellent 92%  
                                  Good 8%
- **Presentation:**          Excellent 84%  
                                  Good 16%

**Market Research** course was held in January 25-27, 1994 by Dr. Szczepan Figiel and Dr. Stanisław Pilarski. 27 participants attended, of whom 48% had university degree. evaluations were as follows:

- **Course content:**        Excellent 44%  
                                  Good 56%
- **Practicality:**           Excellent 30%  
                                  Good 56%  
                                  Fair 14%
- **Level of material:**     Excellent 61%  
                                  Good 39%
- **Presentation:**         Excellent 65%  
                                  Good 30%  
                                  Fair 5%

Second course **Market Research** was conducted by Dr. Szczepan Figiel and Dr. Stanisław Pilarski on February 2-4, 1994. 19 people attended, of whom 95% had university degree. Evaluations were as follows:

- **Course content:**        Excellent 88%  
                                  Good 12%
- **Practicality:**           Excellent 76%  
                                  Good 24%
- **Level of materials:**    Excellent 82%  
                                  Good 18%
- **Presentation:**         Excellent 94%  
                                  Good 6%

March 9-12 and 14-17 **Strategic Planning** courses were delivered by John D. Farrell and Robert J. Nechal - LOL representatives. There were 4 courses divided into two groups for business sector and for educational sector.

March 9-12: conducted by John D. Farrell for educational sector , 21 people attended of whom 95% had university degree. Evaluations were as follows:

- Course content:           Excellent 50%  
                                  Good 50%
- Practicality:                Excellent 25%  
                                  Good 75%
- Level of materials:        Excellent 20%  
                                  Good 80%
- Presentation:              Excellent 60%  
                                  Good 40%

March 9-12 conducted by Robert J. Nechal for business sector, 23 people attended. 77% had university degree. Evaluations were as follows:

- Course content:           Excellent 91%  
                                  Good 9%
- Practicality:                Excellent 41%  
                                  Good 59%
- Level of materials:        Excellent 41%  
                                  Good 50%  
                                  Fair 9%
- Presentation:              Excellent 86%  
                                  Good 14%

Another group of educational sector had course provided by John D. Farrell on March 14-17. 21 people attended of whom 48 % had university degree. Evaluations were as follows:

- Course content:           Excellent 71%  
                                  Good 29%
- Practicality:                Excellent 62%  
                                  Good 38%
- Level of materials:        Excellent 52%  
                                  Good 38%  
                                  Fair 10%
- Presentation:              Excellent 86%  
                                  Good 14%

Course provided by Robert Nechal for business sector on March 14-17, 22 people attended. 81% had university degree. Evaluations were as follows:

- Course content:           Excellent 67%  
                                  Good 29%  
                                  Fair 4%

- Practicality:           Excellent 52%  
                                  Good 38%  
                                  Fair 10%
- Level of materials:    Excellent 62%  
                                  Good 38%
- Presentation:           Excellent 71%  
                                  Good 29%

FDPA's "Methodology of Business Plan" and "Writing a Business Plan" ( practical) for the same group of teachers as on "Firm Analysis Activity" were delivered by dr. Szczepan Figiel on March 21-23 and March 24-26, 1994. 26 people attended, of whom 92% had university degree. Evaluations were as follows:

**Methodology of Business Plan:**

- Course content:        Excellent 75%  
                                  Good 25%
- Practicality:           Excellent 75%  
                                  Good 21%  
                                  Fair 4%
- Level of materials:    Excellent 83%  
                                  Good 17%
- Presentation:          Excellent 87,5%  
                                  Good 12,5%

**Writing a Business Plan ( practical):**

- Course content:        Excellent 87,5%  
                                  Good 12,5%
- Practicality:           Excellent 75%  
                                  Good 25%
- Level of materials:    Excellent 87,5%  
                                  Good 12,5%
- Presentation:          Excellent 83%  
                                  Good 17%

**Plans for the next quarter**

Applied courses

FDPA

Sale and Distribution ( for teachers)	April 6-8
Sale and Distribution ( for agribusiness)	April 27 - 29
Small Business Management (for teachers)	May 25 - 27

Small Business Management ( for  
agribusiness) June 8 -10

**SPARKS**

Marketing and Management (for  
agribusiness) April 6-9  
Marketing and Management (for  
agribusiness) April 11-14  
Marketing and Management (for  
agribusiness) May 9 - 12  
Marketing and Management (for  
agribusiness) May 16-19  
Marketing and Management (for  
teachers) June 13-16  
Marketing and Management (for  
teachers) June 20-23

**LAND O'LAKES**

Market Research April 11-14  
Market Research April 19-22  
Sale and Distribution Marketing May 4-7  
Sale and Distribution Marketing May 16-19

Besides above activity LOL and SPARKS is involved in the Post Diploma Studies (certificate Program)/ see attached schedule/.

BEST AVAILABLE DOCUMENT

# SCHEDULE OF THE MARKETING & MANAGEMENT POST DIPLOMA STUDIES (CERTIFICATE PROGRAM)

Session Topics	Hours	Date	Trainers
<i>Session I 10-12 December 1993</i>			
1. Opening and Introductory Lecture 2. Principles of Micro and Macro Economics	20	Dec 10 Dec 10-12	WSE
<i>Session II 14-16 January 1994</i>			
1. Business Application of Computers & Quantitative Methods (part I)	20	Jan 14-16	OUAT
<i>Session III 18-20 February 1994</i>			
1. Business Application of Computers & Quantitative Methods (part II)	20	Feb 18-20	OUAT
<i>Session IV 18-20 March 1994</i>			
1. Intermediate Managerial Economics	20	Mar 18-20	WSE
<i>Session V 13-17 April 1994</i>			
1. Consumer Economics	10	Apr 13-14	UM
2. Marketing Theory	10	Apr 14-15	UM
3. Market Research	20	Apr 15-17	LOL
<i>Session VI 11-15 May 1994</i>			
1. Applied Marketing (part I)	20	May 11-13	LOL
2. Market Information Analysis and Price Forecasting	10	May 13-15	Sparks
3. Applied Marketing (part II)	10	May 13-15	LOL
<i>Session VII 15-19 June 1994</i>			
1. Strategic Planning & Business Management	20	Jun 15-17	UM
2. Project Evaluation & Investment Appraisal	20	Jun 17-19	Sparks
<i>Session VIII 1-2 July 1994</i>			
1. Final Exam		July 1	
2. Presentation of Certificates		July 2	

UM - University of Minnesota  
WSE - Warsaw School of Economics  
OUAT - Olsztyn University of Agriculture and Technology  
LOL - Land O'Lakes  
Sparks - Sparks Companies, Inc.

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

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

3000

Institution: PEM

Quarter: Jan. 1- March 30, 1994

Contact Person Regarding this Report: MARTA JASKIEWICZ

Project Component: FDPA

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)						
Government Officials						
Business Community / Business Managers	624					
Journalist - Media						
Other Groups / Individuals						
----- teachers	2304					
Other Groups / Individuals						
----- farmers	24					
unemployed	48					

COMMENTS:

67

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

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

2128

Institution: PEM

Quarter: Jan. 1 - March 30, 1998

Contact Person Regarding this Report: Marta Jaśkiewicz

Project Component: LQL

STUDENT CONTACT HOURS	Management Education	Economics Education	Consultation	Other	Education via Media Sources	Location
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability ( Training Faculty / Trainers )	_____	_____	_____	_____	_____	_____
Students (Traditional )	312	_____	_____	_____	_____	Agricultural University in Olsztyn
Government Officials	84	_____	_____	_____	_____	
Business Community / Business Managers	1032	_____	_____	_____	_____	_____
Journalist - Media	_____	_____	_____	_____	_____	_____
Other Groups / Individuals teachers	624	_____	_____	_____	_____	_____
Other Groups / Individuals FARMERS	72	_____	_____	_____	_____	_____

COMMENTS:

BEST AVAILABLE DOCUMENT

68

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

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 5124

Institution: PEM

Quarter: Jan...1... March...30...1994 Contact Person Regarding this Report: Marta Jaśkiewicz

Project Component: LQL and FDPA

STUDENT CONTACT HOURS	Management Education	Economics Education	Consultation	Other	Education via Media Sources	Location
	Actual	Actual	Actual	Actual	Actual	
	Project Sustainability ( Training Faculty / Trainers )	_____	_____	_____	_____	
Students (Traditional )	312	_____	_____	_____	_____	
Government Officials	84	_____	_____	_____	_____	
Business Community / Business Managers	1656	_____	_____	_____	_____	
Journalist - Media	_____	_____	_____	_____	_____	
Other Groups / Individuals	2928	_____	_____	_____	_____	
teachers	_____	_____	_____	_____	_____	
Other Groups / Individuals	96	_____	_____	_____	_____	
farmers	_____	_____	_____	_____	_____	
unemployed	48	_____	_____	_____	_____	

COMMENTS:

BEST AVAILABLE DOCUMENT

69

**PART FIVE**  
**SPARKS COMPANIES, INC.**

BEST AVAILABLE DOCUMENT

# Sparks Companies, Inc.

Memphis, Tennessee

Washington Division  
6708 Whittier Avenue  
McLean, Virginia 22101

(703) 734-8787  
Fax: (703) 893-1065

## Memorandum

Date: April 21, 1994  
To: Mietek Glowka  
Regarding: PEM Project Report: January 1 - March 31, 1994  
From: Jonathan R. Coleman

SCI's activities in the PEM project during the January 1 - March 31 period were mainly in the preparation of special materials for the agribusiness seminars and postgraduate diploma course. No courses were scheduled during this period.

In response to a number of suggestions by previous class participants and because of the growing need and demand for that type of information in Poland, we are incorporating more financial instruction in the agribusiness seminars. In addition to the topics normally included, our courses will focus on basic accounting, balance sheets, income statements, cash flow statements, break-even analyses, and methods for valuing the firm.

This spring, SCI is teaching two sections of the postgraduate diploma course--price forecasting (10 hours) and investment appraisal and project evaluation (20 hours). In addition to teaching these topics to the diploma course participants, we also are working with Polish counterparts (mainly professors at the Olsztyn Academy) on teaching methods to help sustain this work through future courses. Both the price forecasting and investment appraisal course are highly practical and require students to work through real-life examples using the micro-computer facilities at the Academy. Students (and instructors) will be able to apply these techniques to the operation and control of their agribusiness firms in the future.

## Future Activities

In April, Dr. Jonathan Coleman will teach two seminar on agribusiness management, with special emphasis on agribusiness organization. In May, Dr. Coleman will teach two more agribusiness management seminars and the price forecasting component of the postgraduate diploma course. In June he will present the final two agribusiness management seminars and the investment appraisal section of the postgraduate diploma course.

**PART SIX**  
**STUDENT CONTACT HOURS**

BEST AVAILABLE DOCUMENT

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

Institution: University of Minnesota

Quarter: 1/1/94  
31/3/94

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:

3,552

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"/>					
Students (Traditional)	<input type="text"/>	60	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>Warsaw</u>
Government Officials	<input type="text"/>	<input type="text"/>	100	<input type="text"/>	<input type="text"/>	<u>Warsaw</u>
Business Community/ Business Managers	2,400	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>Olsztyn</u>
Journalists - Media	<input type="text"/>					
Other Groups/Individuals gov't employees	992	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<u>Warsaw</u>
Other Groups/Individuals	<input type="text"/>					
Other Groups/Individuals	<input type="text"/>					

COMMENTS: Training was provided in the form of two Round Table Seminars organized by PACEM, introductory lecture for MBA students and Post Diploma Study Program at Olsztyn Center.

23

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

Institution: University of Minnesota

Quarter: 1/1/94  
31/3/94

Contact Person Regarding  
this Report

Randal J. Zimmermann  
(612) 626-8176

Project Component: Management Training and Economic Education

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

5,124

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER Applied	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Management Training	Actual	
				Actual		
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>					
Students (Traditional)	<input type="text"/>	<input type="text"/>	<input type="text"/>	312	<input type="text"/>	<u>Olsztyn</u>
Government Officials	<input type="text"/>	<input type="text"/>	<input type="text"/>	84	<input type="text"/>	<u>Olsztyn</u>
Business Community/ Business Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	1,656	<input type="text"/>	<u>Olsztyn</u>
Journalists - Media	<input type="text"/>					
Other Groups/Individuals teachers	<input type="text"/>	<input type="text"/>	<input type="text"/>	2,928	<input type="text"/>	<u>Olsztyn</u>
Other Groups/Individuals farmers	<input type="text"/>	<input type="text"/>	<input type="text"/>	96	<input type="text"/>	<u>Olsztyn</u>
Other Groups/Individuals unemployed	<input type="text"/>	<input type="text"/>	<input type="text"/>	48	<input type="text"/>	<u>Olsztyn</u>

COMMENTS: Training was provided in the form of seminars and courses conducted by Land O'Lakes, FDPA, with cooperation from the Warsaw and Olsztyn Centers.

76

**PART SEVEN**  
**FINANCIAL REPORT**

BEST AVAILABLE DOCUMENT

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

University of Minnesota

Period: 7/1/92 - 3/31/94

Contact: R.J. Zimmermann  
(612) 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	283,089	41,300	67,540	60,716	42,523
Staff	377,073	343,252	16,176	17,450	39,485	(5,664)
Fringe Benefits	224,971	146,249	17,243	24,648	18,925	59,797
Salaries Local	286,122	137,944	0	0	21,982	126,196
Consultants	[n/a]	[n/a]	0	0	0	0
Travel - Per Diem	371,405	238,640	0	0	24,054	108,711
Nonexpendable Equipment	47,500	36,215	0	0	2,096	9,189
Expendable Supplies	81,198	57,416	0	0	2,335	21,447
Indirect Costs	455,882	276,672	26,960	0	52,069	127,141
Participant Costs	125,920	106,681	0	0	28,280	(9,041)
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	50,711	66,397
Subcontractor 2: Sparks Companies	447,828	342,941	20,000	0	0	104,887
Subcontractor 3: ATAP/FDPA	517,399	398,514	1,312,746	0	0	118,885
Translation	42,375	29,521	0	0	5,729	7,125
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>3,896,080</b>	<b>2,812,105</b>	<b>1,485,401</b>	<b>144,673</b>	<b>306,382</b>	<b>777,593</b>