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F I N A L P R O J E C T E V A L U A T I O N

PROJECT FOR THE ESTABLISHMENT OF  
THE ENTERPRISE PROMOTION & SUPPORT CENTER  
TARNOBRZEG DISTRICT, POLAND

A PROJECT OF TECHNOSERVE, INC.  
NORWALK, CONNECTICUT

COOPERATIVE AGREEMENT NO EUR-0032-A-00-1026-00

FINAL EVALUATION -- MAY 1995

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THE ENTERPRISE PROMOTION & SUPPORT CENTER  
TARNOBRZEG DISTRICT, POLAND

FINAL EVALUATION

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## EXECUTIVE SUMMARY

In 1990, Senator Zbigniew Romaszewski invited TechnoServe (TNS) to visit Tarnobrzeg, the voivod (district) he represented, to assess the problems confronting his constituents -- small-scale farmers -- and the agroindustry sector

In August 1990, the TNS delegation prepared a report for the Senator. This report, and further discussions with the Senator and AID, formed the basis for the design of a project to benefit the agricultural community in Tarnobrzeg and surrounding voivods. TNS prepared a proposal, submitted it to AID in December 1990, for a project to be known as The Enterprise Promotion and Support Center in Tarnobrzeg District, Poland

AID approved the proposal in principle in February 1991, and, in April, issued a grant of \$1,000,000 to TNS as its share of the funding for the proposed project. The initial grant was made to provide three-year funding support for the project.

TNS anticipated leveraging \$292,000 from "private sector funding" and a contribution of \$98,000 from the Government of Poland.

In September 1993, AID issued Amendment # 1 to the Cooperative Agreement extending the project completion date from March 31 to December 31, 1994 and increasing the grant by \$390,000 for a new total of \$1,390,000. The amendment did not specify any additional co-financing requirements. Amendment # 2, issued in December 1994, is a non-funded extension of the project to June 30, 1995.

The Government of Poland apparently made in-kind contributions rather than cash contributions. TNS has leveraged substantially more than the originally designated \$292,000.

As stated in the Cooperative Agreement, "Program Description," the Program Goal is "to generate new sources of employment as well as sustainable sources of income for the economically distressed farm families of southeastern Poland, and to develop viable, sustainable sources of income for the region."

The Program Purpose is "to establish a financially sustainable and replicable local institution which will serve as a support and service center as well as a catalyst for agriculturally related enterprise development in the Tarnobrzeg District."

Following an intensive period of orientation and organization, including the conduct of sector studies and a baseline survey of 177 farmers, TNS opened the Enterprise Promotion and Support Center (EPSC) in August 1991. Full project operations were initiated in January 1992, with a staff of two expatriates (Director and Agricultural Advisor), four Polish Agricultural Specialists and three Polish Administrative Support Personnel.

Both Goal and Purpose have remained as originally stated throughout

the life of the project (LOP) No changes were made in subsequent planning documents or in amendments to the Cooperative Agreement

TNS planned six principal activities

- 1 Development of a Regional Enterprise Promotion and Support Center,
- 2 Provision of fee-based analytical support services for local farmers and entrepreneurs,
- 3 Provision of fee-based short term consulting advice and technical assistance to local farmers and entrepreneurs,
- 4 Development and provision of commercial technical services to local farmers and entrepreneurs such as soil analysis, tractor repair, warehousing, agricultural input supply,
- 5 Improved linkages between key support institutions (e g banks, extension services) and small-farm agribusiness sector, and,
- 6 Replication of the model and services to other regions

Amendment # One, modified this list of activities, adding three new activities, expanding the description of some of the original six

- 7 Implement a fee structure for the Center to enhance revenue generation and establish the basis for financial viability of the Center,
- 8 Identify and provide assistance to "model" enterprises with the goal of assisting 5 to 10 by end of the project,
- 9 Provide training to other Polish organizations and institutions, e g in business planning, financial analysis, accounting, market analysis, agribusiness development, etc

As the project draws to a close, one can state that, on balance, there has been, at least, minimal achievement of the goal and purpose as stated in the original planning documents The listed activities have been central to project operations, though not undertaken as fully as originally planned A local, semi-autonomous institution has been established Some local farmers and entrepreneurs have benefited Limited new employment has been generated, and some project beneficiaries have realized improvement in their incomes, or in income security Much more needs to be done before it can be stated that there has been full achievement

The critical question is one of degree -- to what extent have goal and purpose been achieved? It is clear that, in the first instance, the planners and funders were overly optimistic Yet, given the limited knowledge regarding Poland and how to go about planning and implementing a development project such as this one, it is reasonable to state that the original concept and design, based on then-available data and information, were sound

Measuring impact of the program would have been made easier if TNS had followed up on its original baseline survey of 177 farmers and continued to provide up-dated information and data in its regular reporting format. Both the original proposal and the Project Implementation Plan were quite specific in clearly outlining anticipated results. From then on project reporting has been less results-oriented, focusing more on activities rather than on what happened as a result of those activities.

Actual Technical Assistance and Training (TA/T) began in 1992, following an intensive period in 1991 of start-up activities. Utilizing staff in carrying out various pre-implementation studies constituted valuable, on-the-job training exercises.

To date, Center staff has performed 37 discrete activities on behalf of clients and/or the community, including 25 individual projects -- feasibility studies, financial analyses and assessments, business plans (some with multiple sub-projects, 1 e potato project) and 4 community events (1 e Strawberry Festival, Potato Field Day). The projects included 9 State Farm feasibility studies and/or restructuring plans, 7 in Tarnobrzeg. Given a total of 14 State Farms in Tarnobrzeg, the Center has been involved in some form of restructuring with 50% of the State Farms.

Prior to undertaking these projects, Center staff had several contacts with the key players in each enterprise. The Center logs all walk-in inquiries and requests for services. To date, there have been 207. These involved interaction with a total of 1680 individuals -- 1005 men and 675 women.

In its direct assistance activities, the Center has worked with firms which together have a total of 6039 employees. With the exception of the State Farms (where restructuring actually required a decrease in employment), most of the assisted firms have either increased employment or have stabilized their work force.

The Center represents a resource to the Tarnobrzeg and surrounding districts and is increasingly being viewed as such by local business and political authorities as well as farmers and entrepreneurs. It has achieved a Polish identity. It would be tragic, therefore, if the Center were forced to close its doors due to the lack of funds.

This is the critical situation it now faces. The Center has not been successful in generating sufficient income, either through fees or from fundraising activities, which would adequately cover expenses involved in the current level of operations.

TechnoServe and the Center face the urgent necessity of completing the restructuring of the Center as a true, indigenous NGO and of securing the funding it requires to continue to exist and fulfill its mission.

## INTRODUCTION AND PROJECT BACKGROUND

This section provides a brief background and description of the project, as contained in the key project documents. The evolution of the project, progress and problems, are more fully developed in the "findings" sections of this report.

Early in 1990, Senator Zbigniew Romaszewski, closely associated with the Polish Solidarity movement, invited TechnoServe (TNS) to visit Tarnobrzeg, the voivod (district) he represented, to assess the problems confronting his constituents -- small-scale farmers -- and the agroindustry sector.

In August 1990, the TNS delegation prepared a report for the Senator An Assessment of the Potential for Agricultural Business Development in the Tarnobrzeg District of Poland. This report and further discussions with the Senator and AID formed the basis for the conceptualization of a project to benefit the agricultural community in Tarnobrzeg and surrounding voivods. TNS developed the concept in a proposal, submitted to AID in December 1990, for a project to be known as The Enterprise Promotion and Support Center in Tarnobrzeg District, Poland.

The AID Bureau for Europe and the Near East, Office of European Affairs, approved the proposal in principle in February 1991, and, on April 1, 1991, signed a Cooperative Agreement with TNS for a \$1,000,000 grant. This grant was made to provide three-year funding support for the project, under the terms of the AID Private Voluntary Organization (PVO) Humanitarian/Development Initiatives Project (# 180-0032) for Eastern Europe.

The original TNS proposal indicated a total anticipated budget of \$1,561,000 for a three-year project. A grant of \$1,171,000 was requested from AID. The actual grant was for \$1,000,000. TNS anticipated leveraging \$292,000 from "private sector funding" and a contribution of \$98,000 from the Government of Poland.

In September 1993, AID issued Amendment # 1 to the Cooperative Agreement extending the project completion date from March 31 to December 31, 1994 and increasing the total grant by \$390,000 for a new total of \$1,390,000. The amendment did not specify any additional co-financing requirements.

Amendment # 2, issued in December 1994, provided no additional funding, but extended the termination date of the project to June 30, 1995. Given the fact that the project has been extended a full year beyond the original completion date, it is apparent that the original grant of \$1,000,000 plus the amendment add-on of \$390,000 have been sufficient to cover operations to date. The question of future financial assistance is currently under discussion with AID and other donor agencies.

As of the last Annual Report (May 1994), TNS reported receipt of a total of \$346,618 from non-AID sources. These included Citibank, Mathile Foundation, German Marshall Fund, Mellon Foundation, and the Mormon Church. A portion of this total was derived from TNS Unrestricted Funds and Project Fees. There is no indication that the Government of Poland has made any cash contribution, although it is apparent that there have been some in-kind contributions. However, leveraged funds have exceeded the originally stated goal of \$292,000. Additional non-AID funding has been provided and/or promised.

As stated in the Cooperative Agreement, "Program Description," the **PROGRAM GOAL** is

" to generate new sources of employment as well as sustainable sources of income for the economically distressed farm families of southeastern Poland, and to develop viable, sustainable sources of income for the region "

**PROGRAM PURPOSE** is

" to establish a financially sustainable and replicable local institution which will serve as a support and service center as well as a catalyst for agriculturally related enterprise development in the Tarnobrzeg District "

Following an intensive period of orientation and organization, including the conduct of sector studies and a baseline survey of 177 farmers, TNS opened the Enterprise Promotion and Support Center (EPSC) in August 1991. The original staff included an Expatriate Project Director, 4 Polish Agricultural Specialists, and 3 Polish Administrative Support Personnel. A second expatriate, an Agricultural Advisor, was added to the staff in the Fall of 1991.

Full project operations were initiated in January 1992.

## **THE EVALUATION**

The Scope of Work for the Evaluation is contained in Annex A

### **Purpose**

The Scope of Work listed three "primary objectives" as the "Purpose of the Evaluation "

"Analyze and assess the appropriateness of the original program design, The Project Implementation Plan, and its subsequent modifications as indicated by annual plans, the mid-term evaluation, program reporting, and actual performance "

"Analyze and assess progress made towards achievement of program objectives, describing major obstacles encountered and responses made to them "

"Identify and quantify the economic impact of the program's activities on its targeted beneficiaries "

### **Timeframe**

The Scope of Work specified a timeframe for the External Evaluator of " a total of 20 - 25 working days through completion of the final report," with the evaluation exercise to take place in "May/June, 1995 "

Prior to departure for Poland, the Evaluation Team (External and Internal Evaluators) met in BHR/ENI with the AID Project Officer for a briefing. Prior to leaving Poland, the Evaluation Team provided an abbreviated, preliminary draft of the major conclusions and recommendations to OAR/Poland, followed by a briefing.

Subsequently, a final draft was prepared by the External Evaluator and submitted to TNS for its transmittal with comments to AID. Following a briefing in Washington, the final report will be prepared for TNS distribution.

### **Methodology**

The Scope of Work, approved by AID, mirrors the arrangements utilized for the Mid-Term Evaluation in late 1992. TechnoServe contracted an independent consultant to serve as the External Evaluator and Team Leader. He was responsible for leading and coordinating the efforts of the TNS Internal Evaluator (TNS/Norwalk Senior Program Officer, responsible for oversight of the project in Poland), the TNS Country Representative, and selected staff of the EPSCenter in conducting the evaluation activities in Poland, during a period of over two weeks.

The External Evaluator was responsible for producing the draft as well as the final report. The Internal Evaluator provided his comments and observations in the oral briefing in AID. He stated his overall concurrence with the findings, conclusions, and recommendations articulated by the External Evaluator, obviating the need for a separate, independent report. He will express particular points of concern and/or interest in his cover letter to AID.

Specific methodology included

Document research and analysis project proposal, grant agreement and amendments, annual plans and reports, project quarterly and monthly reports, key correspondence,

Dynamic research and analysis individual and group interviews, staff discussions and interviews, observation of meetings and project activities,

Field trips visits to key, selected project sites and beneficiaries, plus interviews with local public and private sector officials

Document research involved rationalization of the various planning and reporting documents, developing a chronology of the project, and tracing the evolution of the project from planning stage through implementation. Annex C lists documents which were consulted.

Dynamic research involved a variety of individual and group interviews with staff and with project beneficiaries. Staff provided insight on their views of the project by responding in writing to an informal questionnaire.

Annex B lists persons and organizations contacted/interviewed as part of the dynamic research.

**SECTION ONE: FINDINGS -- THE PROJECT**

**A. PROJECT EVOLUTION**

The project -- to establish a center for the promotion and support of enterprises in Tarnobrzeg District -- has gone through an evolutionary process. However, the basic project concept and purpose have not been significantly altered.

**CHRONOLOGY**

**KEY PROGRAM AND LEGAL DOCUMENTS  
TNS PROJECT SUPERVISION AND MANAGEMENT**

NOTE Key staffing and management changes are **highlighted**

**1990** Senator Romaszewski invites Technoserve (TNS) to visit Tarnobrzeg Voivodship and determine feasibility of planning a project

Initial TNS Delegation visit to Tarnobrzeg

**AUG** Report of Visit "Assessment of the Potential for Agricultural Business Development in the Tarnobrzeg District of Poland"

**DEC** TNS Proposal to AID/Washington for approval and funding of new project

**TNS/NORWALK SUPERVISION AND OVERSIGHT:**

**Richard Redder, VP, Finance and Administration  
Peter Reiling, Director, R & D**

**1991 FEB** AID approval (in principle)

**APR** AID/TNS sign Cooperative Agreement  
TNS prepares Project Implementation Plan (PIP)

**JUL** Sector Studies and Baseline Survey (177 farmers)  
"Agriculture and Food Production, Tarnobrzeg District, Poland"

Application to GOP for legal status of Center -- EPSC

**Staff Hired. Expatriate Project Director, Edwin Horst  
4 Polish Agricultural Specialists  
3 Polish Administrative Personnel**

**AUG** Center officially opens, pending full legal status

**FALL** Second Expatriate Hired **Agricultural Advisor,  
Wayne Halvorson**

OCT Annual Plan and Budget for 1992

1992 JAN Legal registration of Center as a local Polish Foundation

APR Polish Agricultural Economist hired

MAY TNS/NORWALK SUPERVISION AND OVERSIGHT  
Gerry Schmaedick, VP, R & D

JUN Polish Processing and Marketing Specialist hired

SUMMER Project Director Horst resigns  
Ag Advisor Halvorson appointed as Project Director

NOV GEMINI Report "A Case Study of the Enterprise Promotion and Support Center in Tarnobrzeg District, Poland" (becomes External Evaluation section of Mid-term Evaluation Report)

Annual Plan and Budget for 1993

DEC Mid-Term Evaluation Process begun by James Herne, TNS Senior Program Officer/Africa

1993 JAN Mid-Term Evaluation Process continues

FEB Mid-Term Evaluation Report

Draft Proposal for extension of project

TNS/NORWALK SUPERVISION AND OVERSIGHT  
James Herne, Director, R & D

APR Fifth Polish Agricultural Specialist hired

MAY 1992-1993 Annual Report

SUMMER Polish Processing and Marketing Specialist appointed as Project Coordinator

JUL Sixth Polish Agricultural Specialist hired

SEP Amendment # 1 to Cooperative Agreement  
Extending ECD from March 31 to December 31, 1994  
Increasing total grant by \$390,000 for a total of \$1,390,000

NOV Annual Plan and Budget for 1994

Halvorson resigns Project Director position  
Halina Siemaszko, Polish Project Coordinator named as Acting Director

- 1994 FEB** Expatriate Consultant, Suzi Hagen, hired as TNS Country Representative and Advisor to Project
- MAR** Halina Siemaszko, appointed Project Director and Director of the Center
- MAY** 1993-1994 Annual Report
- SEP** First Annual Planning Retreat, Center Staff
- DEC** "Transition to Autonomy" Proposal to AID  
Annual Plan and Budget for 1995  
  
Program Assessment "An Assessment of the Internal Management Capabilities of the Enterprise Promotion and Support Center in Sandomierz, Poland"  
  
Amendment # 2 to Cooperative Agreement -- non-funded extension of ECD from DEC/31/1994 to JUN/30/1995
- TNS/NORWALK SUPERVISION AND OVERSIGHT**
- DEC** James Herne resigns
- 1995 JAN** Steve Londner, Senior Program Officer
- FEB** Actual signing of Amendment # 2
- MAR** OAR/Poland notifies EPSC of non-approval of "Transition to Autonomy" Proposal
- APR** AID/W notifies TNS/Norwalk of non-approval of "Transition to Autonomy" Proposal
- MAY** Final Evaluation

The Cooperative Agreement, "Program Description," stated

**PROGRAM GOAL**

" to generate new sources of employment  
as well as

sustainable sources of income for the economically distressed farm families of southeastern Poland

and

to develop viable, sustainable sources of income for the region "

## PROGRAM PURPOSE

" to establish a financially sustainable and replicable local institution

which will serve as a support and service center

as well as

a catalyst for agriculturally related enterprise development in the Tarnobrzeg District "

Both Goal and Purpose have remained as originally stated throughout the life of the project (LOP) No changes were made in subsequent planning documents or in amendments to the Cooperative Agreement

The Cooperative Agreement stated that in order to accomplish the Goal and Purpose, TNS planned six principal activities

- 1 Development of a Regional Enterprise Promotion and Support Center,
- 2 Provision of fee-based analytical support services for local farmers and entrepreneurs,
- 3 Provision of fee-based short term consulting advice and technical assistance to local farmers and entrepreneurs,
- 4 Development and provision of commercial technical services to local farmers and entrepreneurs such as soil analysis, tractor repair, warehousing, agricultural input supply,
- 5 Improved linkages between key support institutions (e g banks, extension services) and small-farm agribusiness sector, and,
- 6 Replication of the model and services to other regions

Amendment # One, modified this list of activities The new "Program Description" upgraded TNS intentions from "plans" to "will undertake " It added three new activities, and expanded or more sharply focused the description of some of the original six

### New activities

- 7 Implement a fee structure for the Center to enhance revenue generation and establish the basis for financial viability of the Center,
- 8 Identify and provide assistance to "model" enterprises with the goal of assisting 5 to 10 by end of the project,
- 9 Provide training to other Polish organizations and institutions, e g in business planning, financial analysis, accounting, market analysis, agribusiness development, etc

Original Activity # 1 was expanded to focus on the staffing of the Center " providing professional training on and off-site for Polish staff in areas of marketing, financial analysis, accounting, business planning, and general business and institutional management "

Activities #s 2 and 3 remained essentially as stated in the original Program Description of the Cooperative Agreement

Activity # 4, which describes proposed commercial technical services, was modified by substituting "machine repair" for "tractor repair" and adding "accounting" and "marketing "

Activity # 5 was altered and expanded (underlining highlights added wording) "Establish and/or improve linkages between key support institutions such as banks, extension services and the small-farm based agri-business sector, and investigate Venture Capital Funds to determine how this clientele can access such funds "

It is unclear why the original list of activities was modified and made more obligatory -- what motivated AID and TNS. Unfortunately, the External Evaluator had no access to AID and/or TNS staff who participated in the articulation of Amendment # 1. The inability to interview TNS staff, in Norwalk and in Poland, who were involved in policy and management of the project in the early days, since they are no longer with TechnoServe, prevented the External Evaluator from making a more thorough historical analysis of the project. Apparently, when preparing Amendment # 1, there was a sense that the Center had been through its more difficult administrative and organizational phase and was, therefore, more adequately prepared to take on these responsibilities.

TNS and AID demonstrated clear expectations that the Center could and would become increasingly involved in for-profit activities which would generate revenues to help defray some of the costs involved in the not-for-profit activities. AID may have read more into the later planning documents and proposals than TNS intended. The original proposal and implementation plan anticipated for-profit activities would probably generate between 25 and 30% of necessary income by the conclusion of the project. However, later documents implied a higher percentage and TNS never adequately documented its position that there was no declared intention that the Center would be fully or nearly financially self-supporting by the end of project support.

## **B. PROGRESS TOWARDS ACHIEVEMENT OF PROGRAM OBJECTIVES**

As the project draws to a close, one can state that, on balance, there has been, at least, minimal achievement of the goal and purpose as stated in the original planning documents. Likewise, the listed activities have been central to project operations, even

though some of their implicit objectives have only partially been achieved. A local, on-its-way-to-being-autonomous, institution has been established. Some local farmers and entrepreneurs have benefited. Limited new employment has been generated, and some project beneficiaries have realized improvement in their incomes, or in income security. Much more needs to be done before it can categorically be stated that there has been full achievement.

The critical question is one of degree -- to what extent have goal and purpose been achieved? It is clear that, in the first instance, the planners and funders were overly optimistic. Yet, given the limited knowledge regarding Poland and how to go about planning and implementing a development project such as this one, it is reasonable to state that the original concept and design, based on available data and information, were sound. The quality and extent of the study prepared by the initial TNS delegation provided sufficient background information to design a project that certainly appeared coherent and feasible at the time.

Measuring impact of the program would have been made easier if TNS had followed up on its original baseline survey of 177 farmers and continued to provide up-dated information and data in its regular reporting format. Both the original proposal and the Project Implementation Plan were quite specific in clearly outlining anticipated results. From then on project reporting has been less results-oriented, focusing more on activities rather than on what happened as a result of those activities.

Curiously, although Amendment # 1 added three activities to the original list of six, subsequent reports (i.e. 93-94 Annual Report, May 1994) only report on the original six.

EPSC technical assistance and training (TA/T) activities are referred to, listed, and accounted for as projects -- in essence, sub-projects of the overall EPSC project. These are apart from and in addition to outreach and public relations activities, networking with other programs and institutions, and organizational and administrative activities, including staff training.

Actual TA/T began in 1992, following an intensive period in 1991 of start-up activities, including staff orientation and training, and the conduct of original and follow-up studies. Utilizing staff in carrying out the various studies constituted valuable, on-the-job training exercises.

Beginning in 1992, to date Center staff has performed 37 major discrete activities on behalf of clients and/or the community, including

- 25 individual projects -- feasibility studies, financial analyses and assessments, business plans (some with multiple sub-projects, i.e. potato activities)

- 4 community events (i.e. Strawberry Festival, workshop with FDPA as co-sponsor, Potato Field Day)
- plus feasibility studies of proposed Center endeavors (i.e. agri-tourism)
- and presentation/report for the Ministry of Agriculture

Of the 25 specific projects, not counting the various potato activities and sub-projects, 22 require(d) minimal payment by the client(s). Payment for 20 has been received, 1 project is completed awaiting payment from the client before delivering the project output -- a business plan, 1 project was initiated but has been discontinued due to lack of follow-up by the client.

A further breakdown of the 22 projects requiring minimal payment indicates

- 3 feasibility studies
- 10 business plans
- 9 State Farm studies -- either restructuring plans, or feasibility studies/business plans for leasing the farm

Seven of the State Farms were located in Tarnobrzeg, two in adjacent voivods (districts). Given a total of 14 State Farms in Tarnobrzeg, the Center has been involved in some form of restructuring with 50% of the State Farms. In all instances, but one, the individual or group seeking Center assistance has successfully utilized the assistance provided by the Center, although one of these is still pending final legal action. The one exception was a State Farm where the interested parties didn't follow through, and the plan is in limbo.

See Table 1 for additional details.

Prior to undertaking these projects, Center staff had several contacts with the key players in each enterprise. The Center logs all walk-in inquiries and requests for services. To date, there have been 207. These involved interaction with a total of 1680 individuals -- 1005 men and 675 women.

These individuals and/or groups were essentially interested in one, or a combination, of the following:

- ideas for starting a new business,
- guidance on starting a new business,
- credit where to get it, requirements/steps for securing it,
- market information where/how to market product, potential suppliers

In addition, many sought technical production advice. These inquiries were logged under five categories: meat production and processing, fruit and vegetables production and processing, dairy operations, credit, other. The first three were selected in keeping with the original studies of the region which identified these as the best potential areas for Center services.

Clearly, Center staff was not qualified to provide complete answers and/or detailed guidance and technical advice to the wide variety of questions and inquiries. Nevertheless, the inquiries did provide a two-fold useful purpose: broadening the perspective of Center personnel to the types of problems faced by farmers and agribusiness entrepreneurs (existing or hopeful), and forcing staff to develop a diverse resource base to be utilized in seeking the appropriate answers or to provide referrals to clients.

Every project, discussed above, originated through the "walk-in" process. It is instructive to note that payment, though minimal, even token, was required for the project products: feasibility and analytical studies, and business plans. The Evaluator's experience in Poland and other Central-Eastern European countries has been that some, though not all, AID-funded projects provide this type of service gratis. To its credit, from the beginning TNS insisted on clients contributing at least a portion of the cost of these types of service which, invariably, require substantial staff time, particularly early in the learning curve.

Charging fees for services which do not cover actual costs, or even begin to cover them, is not without merit. While it represents a minimal contribution to Center income, it is a valuable training tool -- beneficiaries learn that business services carry a cost. As their enterprises expand and grow they need to anticipate, plan and budget for additional external assistance. One important caveat -- the beneficiaries need to understand that the fees they pay to the Center are substantially lower than fees they would pay in the future to for-profit firms. However, there should be an increasing scale. As will be seen, there were limited increases.

Within this context, it is instructive that income from Center projects has progressively increased from year to year. From a base of NZL970 (ZL9,700,000) in 1992, income in 1993 more than tripled -- NZL3,240 (ZL32,400,000), and more than doubled in 1994 -- NZL6,520 (ZL65,200,000), for a total income of NZL10,730 (ZL107,300,000). (See Table 2)

The amount charged per project also increased from year to year. In 1992, only two clients were charged amounts greater than NZL100 (ZL1,000,000) -- NZL250 and NZL500. In 1993, only one client was charged under NZL100 (NZL40), with the other charges ranging from NZL250 to NZL1,000. By 1994, the smallest charge was NZL700, with other charges ranging up to NZL2,000.

Granted, as stated above, these amounts do not come close to covering the cost of staff person-hours dedicated to each project, much less the overall cost involved (factoring in overhead and administrative costs)

The spread between actual costs and charges paid by clients is illustrated by an analysis of three of the projects visited during the Evaluation

Project # 110      Ruszcza State Farm -- Restructuring, feasibility study/business plan for leasing of farm

This project passed through several phases, with the final one being the business plan for an individual client -- Tadeusz Borowiec, former manager of the farm -- to lease 95 of the overall 150 ha. The other potential lessors decided to drop out of a potential joint venture. As of January 1995, Borowiec's lease was granted by the State Agency which accepted the EPSC-prepared plan with, according to Borowiec, "no problem."

The lease is for 15 years and is subject to termination at the discretion of the State. Farm equipment and inventory must be purchased by Borowiec over an eight year period. Under these circumstances, Borowiec is not inclined to make any permanent investments -- improving the buildings or constructing new ones. He will only invest in equipment and facilities which he can remove if and when necessary.

Of the 15 full-time employees, Borowiec has retained 3, and plans to hire 2 more and contract the services of the former bookkeeper on a part-time basis.

The land currently is distributed between a 65 ha orchard (mostly apples) and 30 ha wheat fields. Borowiec feels that, given the age of the orchard, his farm will be more profitable if he gradually rains out the orchard and devotes the cleared land to cultivating other fruits and/or vegetables.

Without the feasibility study/business plan, Borowiec would have been hard pressed to convince the State Agency of his ability to manage the farm and turn a profit.

Early in 1993, Borowiec paid ZL3,000,000 (NZL300) to ESPC for the project. Staff time (three agricultural specialists) totaled 202 person/hours, or ZL9,784,427 (NZL978 44), not counting overhead and administrative costs. The Center recovered a little less than one-third of direct personnel costs.

Project # 118      Regional Dairy Cooperative, Opatow -- Business Plan for modernizing milk collection and developing new dairy

products, required by BGZ (Bank Gospodarki Zywnosciowej -- Food Economy Bank) in order to approve a loan

The dairy cooperative was established in 1903 Current membership is 3525 Milk is purchased from 2700 dairy farmers Accounting for the seeming discrepancy between membership and suppliers is the fact that when the dairy industry faced difficulties, two or three years ago, several members sold their dairy herds, but retained membership in the cooperative In addition, the staff of 176 in the main plant and 26 in a second, candy production plant, are also members

The Manager, Jaroslaw Gumula, supervises all aspects of dairy operations, is the sales and marketing agent, and reports to a Board of Directors

The dairy operates 16 collection centers in 6 gminas (voivod subdivisions) It experiences losses in milk sales, but its cheese and cream product lines are profitable, substantially contributing to the overall 30% net profit A new line -- yogurt -- was introduced on the day the Evaluation Team visited the dairy Pre-tax profit in 1994 totaled ZL334,000,000 (NZL33,400)

When the Manager approached BGZ for a loan to cover some of planned modernization and diversification costs, he was informed that he would have to present a Business Plan BGZ recommended he solicit EPSC assistance Manager Gumula has since determined that EPSC provides the best, most thorough service in Tarnobrzeg District To find equivalent quality he would have to go to another district and pay ten times EPSC's price

In 1994, Gumula paid ZL10,000,000 (NZL1,000) for the EPSC-prepared Business Plan Staff time (4 agricultural specialists) totaled 381 person/hours, representing a cost to EPSC of ZL28,696,014 (NZL2,869 60,, not counting overhead and administrative costs The Center recovered 35% of direct personnel costs

Project # 123 Tursko Wielkie, bread bakery owned by Marek Chyla and his wife, Alicja -- Business Plan, required by BGZ to justify loan covering some of the investment (equipment) costs of a new bakery

Chyla and his wife together planned to open a new business -- a bakery Utilizing their own and family funds they erected a building and furnished it However, they did not have enough funds to purchase the necessary equipment, including oven, and approached the bank for a loan BGZ required a Business Plan and recommended EPSC

Chyla worked extensively with EPSC staff in preparing the Business Plan and was eventually awarded a five-year, 20% loan for ZL540,000,000 (downgraded by Chyla himself from the originally planned ZL600,000,000 ) He enjoys a one-year grace period on payment of principal, which is due every six months

Chyla's current output is 1000 loaves daily, six days a week Besides himself and his wife he employs three bakers

Chyla paid ZL7,000,000 (NZL700) to ESPC in 1993 for the Business Plan EPSC staff (three persons) devoted a total of 230 person-hours, for a cost of ZL23,273,657 (NZL2,327 37), not counting overhead and administrative costs The Center recovered less than one-third (30%) of direct personnel costs

### C. IMPACT OF PROGRAM ON PROJECT BENEFICIARIES

From the beginning -- project conceptualization through project proposal and implementation -- the project was designed to provide assistance to the farmers and the agroindustrial infrastructure in Tarnobrzeg Voivod, and adjacent voivods

The Voivod Statistics Office provided the following information regarding the farms in Tarnobrzeg

	<u>Number</u>	<u>Total ha</u> (000)	<u>Average ha</u>
Individual Farms	74,276	326 6	4 4
Cooperative Farms	21	3 1	147 6
State Farms	14	10 1	721 4
TOTALS	74,311	339 8	

Obviously, farmland is predominantly in the hands of individual farmers -- 99 95% of the total number of farms and 96 1% of the total number of hectares Equally obvious, however, is the fact that most individual farmers do not own viable landholdings, with the average being only 4 4 ha A further breakdown of the individual farms indicates that two-thirds are under 5 hectares This demonstrates the critical agricultural outlook in the area Too many farmers with farms too small to provide adequate income

While the Center has had limited contact with some of the individual farmers, as indicated previously in this report, it has provided assistance to 50% of the State Farms

The project was not intended as an agricultural production support project In fact, apart from the focus on the state farms, which

came early on in the project, greater attention has been paid to the processing and marketing of agricultural production

The Voivod Statistics Office provided the data listed in Table 3 Agroindustries in Tarnobrzeg, which distinguishes between private sector and public sector enterprises in ten separate categories, their number and employees per category

Of a total of 269 agroindustries, 12, or 3%, are State owned. However, of the total number of 6227 employees, 3726, or 60%, are employed by State-owned enterprises. By far the biggest employer is a meat processing plant with 2180 employees.

Focusing on those categories which early on were identified by the project for priority concentration, and on only the private sector agroindustries, the following picture of potential project beneficiaries emerges:

- Meat processing -- 85 with 271 employees
- Dairies -- 9 with 960 employees
- Fruit and vegetable processing -- 15 with 107 employees

The project also added bakeries to its list of potential clients:

- Bakeries -- 103 with 595 employees

Within this universe, the Center has provided direct assistance (business plans) to four bakeries, two dairies, and one meat processing plant. Among the various activities involved in the ambitious potato project, the Center has provided advice regarding the critical role of a processing plant in the production of frozen french fries, to supply the growing demand for this product. In more recent brokerage/wholesaling operations, it has been focusing on the fruit and vegetable subsector. The Center has also worked with potential investors interested in frozen strawberries for export.

In its direct assistance activities, the Center has worked with firms or farms which together have a total of 6039 employees. The impact of the project on individuals and on enterprises ranges from indirect, or marginal, to substantial, depending on the degree of involvement of the Center and the extent to which its assistance has been accepted and put into practice. The greatest impact has been realized in those projects in which the Center prepared business plans and feasibility studies for privately owned firms, or restructuring plans for State Farms.

Absent data on changes in income of project beneficiaries and of factors indicating increased competitive advantage, it is not possible to provide an exact, quantified estimate of the economic impact of the project.

One factor, which is evident in even a superficial review of the various projects (Tables 1 and 2), is that some of them (i.e. assistance to State Farms) do not contribute to the creation or stabilization of employment in the area, an objective of the project. For instance, Ruszcza Farm, a beneficiary of a restructuring plan, has experienced an 80% loss of employment -- from 15 employees to three.

From an employment generation, or stabilization, point of view this is the downside of restructuring state farms. But from the standpoint of critical economic decisions affecting the long-term viability of the region it is essential.

Balancing this negative factor is the bakery in Tlursko Wielkie, for which the Center prepared a business plan, enabling the bakery to receive a needed loan. Three new jobs were created (with more planned in the near future), in addition to the employment of the owner and his wife.

Also, since the Opatow dairy is a cooperative, its members (staff and farmers) presumably will benefit from increased profits which will be realized due to the modernization of the plant and collection points.

In determining impact of the project in Tarnobrzeg it is important to bear these distinctions in mind. The process of conversion from a centrally controlled to a free market economy does involve the loss of some redundant or unproductive jobs, particularly in State enterprises with unreasonably high numbers of employees. The creation of new jobs, unfortunately, does not take place rapidly enough to provide jobs for the newly unemployed. But it is not unreasonable to assume that the new jobs which are being created are more stable than those which have been lost.

While the Center was originally viewed by the public as a US-run operation -- TechnoServe being viewed as a recipient of US Government funds to operate a project in Tarnobrzeg -- it is now perceived as a Polish Center, operated by Polish experts. Increasingly, it is being requested to provide assistance and advice beyond the types of services it has provided in the past, and, of greater long-range importance, to participate in the strategic planning of the Voivod government and agencies.

## SECTION TWO: FINDINGS -- THE CENTER

### A MANAGEMENT, STAFFING, AND TRAINING

Table 4 lists the present Polish staff of the EPSCenter. Comparing it with the Chronology (Section I A Project Evolution) one can trace the growth of staff from two expatriates and seven Polish specialists and administrative personnel to one expatriate and twelve Poles, working under the supervision of a Polish Director.

In its relationship with Center staff, TNS has concentrated heavily on training -- both on-the-job as well as more discrete, external training events in the office, in Poland, and in the U S. Table 5 covers most, though not all, training activities, indicating who received the training, who or which organization provided it, and when.

Without attempting to gauge the quality of the training, it is apparent that the quantity more than satisfies the originally stated purpose of selecting and training Polish staff. The Evaluator suggests that some of the training events might have been more effective if they had been followed up with refresher courses, particularly in disciplines which were new to staff -- i.e. business organization, marketing.

Expatriate staff and a Peace Corps Volunteer provided most of the in-house and on-the-job training. Involvement in the various studies conducted by visiting experts from organizations such as IESC and VOCA, providing invaluable training experiences for staff.

While additional training is planned, short-term training similar to that which has been offered cannot substitute for certain types of expertise and experience not found in the current staff. Given the increasing demand for assistance in preparing business plans and in EPSC's intention of expanding these beyond merely satisfying loan application requirements, the Center needs to add staff with business expertise and training. Simultaneously, unless the Center plans to move more decisively into emphasis on agricultural production as opposed to agribusiness and processing, it needs to either thin out the number of agricultural experts currently on the staff or select those which show the greatest promise and provide them with intensive business training, including, if possible, internships.

It is evident that Polish expertise in private sector agribusiness is limited, and even more critically so in areas such as Tarnobrzeg District. It is, therefore, understandable that initially TNS had to rely on contracting the type of expertise currently on board and provide the training which would broaden their educational and professional background. For instance, of the agricultural specialists, five were previously employees of ODR (the Polish Agricultural Extension Service). These required sound orientation

to the free market economy, in contrast to the State-control approach with which they were familiar

During the period in which these individuals have been employed by the Center, in the main, they have, through training and exposure to market-oriented viewpoints, displayed genuine ability to grasp and understand the role of the free market economy and the functions inherent in private sector agribusinesses. But most still lack basic business skills

In order to involve the staff in the evaluation process, the External Evaluator invited each one to prepare in writing what they hoped would be achieved by the Evaluation. Their responses were significantly on target and incisive. " a realistic sense of what's possible from now on and of where we are help us point our weaknesses and strengths, and also give practical hints for the future pointing mistakes and weaknesses will help us understand their reasons and avoiding them in the future the ability to close the door on the past and all its negative baggage "

The Polish staff has displayed remarkable stability -- only two of the technical staff have resigned. This is probably due, in large measure, to the lack of jobs in the area which provide the level of income received in the Center. Conversely, TechnoServe has not been as successful in maintaining stability in the U S personnel directly involved in the management and supervision of the project and Center -- either in Poland or in Norwalk

In Poland, the original expatriate staff in 1991 consisted of a Center Director and an Agribusiness Development Advisor. (The term "Center Director" was often used interchangeably with "Project Director" and "Country Representative or Director") By mid-1992 the U S expatriate staff was reduced to one, when the first Project Director resigned, and the Agribusiness Development Advisor was named Project Director

The "Program Description," attached to Cooperative Agreement, Amendment # 1, signed a couple of months later (September 1992), stated "Two expatriate TechnoServe professional staff will serve as the Center's Managing Director and Agribusiness Development Director with responsibilities for institutional development, general management, governmental relations, fund raising, agribusiness development, and project replication "

TNS never filled the second expatriate position, although it seemed to signal its intention to do so since some quarterly reports refer to a target of "Hire and install senior expatriate staff," while indicating no change in status. However, by late 1993, when the U S Project Director resigned and the Polish Project Coordinator was named Acting Director, TNS belatedly determined that it was time to install a Polish Director, which it finally did in March 1994, by elevating the Acting Director to the Director position

Coincidentally, this was the original date for project termination. Expatriate staff was and is limited to the current U S Consultant/Advisor to the Center who also serves as TNS Country Representative

The continuity of TNS/Norwalk supervision and management of the project is more problematic, and, possibly, reflects a degree of ambivalence in Norwalk with regards to Poland and Central & Eastern Europe. In 1991/1992, TechnoServe indicated in its overall strategic plan its intention to explore program expansion in other Central & Eastern European countries. However, by 1994, based on exploratory activities, TNS apparently decided not to expand outside of Poland. This may be a partial reason for the project in Poland not finding a comfortable home in the Norwalk hierarchy there was, and is, no geographic regional department into which Poland could be neatly fitted. Obviously, it could not be incorporated into either the Latin American or the African regional departments.

Thus, supervision of the project was assigned to the Research and Development department with either the Director or the Vice President designated as the responsible supervisor. However, personnel changes in that department are reflected in the Chronology (see Section I A, above). Reiling, from December 1990 to May 1992, Schmaedick, from May 1992 to February 1993, Herne, from February 1993 to December 1994. The current TNS/Norwalk supervisor (since January 1995), Steve Londner, Senior Program Officer, is not in the R & D Department. He reports to the Vice President for Program.

Depending on the interests of the person involved in supervising the project, and/or the pressure of other responsibilities, attention to Poland has not been as consistent as it should have been. If the Norwalk function were limited to project and financial monitoring, this would not pose too great a problem. But, at least initially, the project required far more supervision and intervention by TNS/Norwalk than it received, certainly during 1992 and 1993.

Whether or not TNS/Norwalk is fully aware of the effect this has had on the staff in Poland, it is clear that the Center staff feels somewhat marginalized from the priority interests and program thrust of the parent company. Justified or not, this is a fact.

Amendment # 1 to the Cooperative Agreement reiterated the contractual obligation of Norwalk for the effective implementation of the project. "James G Herne, Director of TechnoServe's Department of Research and Development will be principally responsible for overall management and implementation of the program."

Although it was TNS intention from the beginning to move as

expeditiously as possible into a situation where the Center would be run by a Polish staff, including its Management Team, this only happened in March 1994, when Halina Siemaszko was appointed Project Director and Director of the Center. To complete the transition, additional work must be undertaken. The Advisory Committee, which has not officially met for over a year, needs to be replaced by a Board of Directors. Other organizational and structural changes will be required. These are currently under active discussion between TNS/Norwalk and Center Management.

In 1994, prior to the departure of Jim Herne from TNS, he and key EPSC Management personnel performed an intensive assessment of the Center. The results of the assessment were published in an internal document "Program Assessment: An Assessment of the Internal Capabilities of the Enterprise Promotion and Support Center in Sandomierz, Poland" -- December 1994. This was in keeping with a similar exercise begun conducted in each of TechnoServe's country programs in Latin America and Africa, focusing on the degree of readiness to assume "eventual autonomy."

The exercise was guided by an overall questionnaire prepared by TNS covering a variety of topics:

- Strategic Planning
- Environmental & Social Impact Analysis
- Proposal Writing and Project Analysis
- Project Monitoring and Evaluation
- Research & Development Functions
- Marketing & Fundraising
- Human Resource Management
- Management Information Systems (MIS) & Computer Skills
- Program Financial Management
- Other Administrative Functions

To cover all of the material contained in this assessment would require more space than is justified in this report. However, it is important to highlight some of the responses and observations. The assessment was an incredibly tough exercise in self-criticism and analysis. Key weaknesses or deficiencies in management and administration were identified and remedial steps for correcting these were elaborated.

One item identified in the Assessment, became self-evident when the External Evaluator began reviewing the various documents provided to him: the project lacks a thorough system for monitoring impact and measuring cost-effectiveness. Given the External Evaluator's previous experience with AID reporting requirements, he finds it unusual that AID did not more aggressively require changes in reporting which would reflect the more results-oriented type of reports.

EPSC Management gave itself one of its lowest rankings in this category (Project Monitoring and Evaluation). Overall, EPSC Management indicated its belief that the strongest functions of the Center are in proposal writing and project analysis, research and development, human resources management, and some other administrative functions, such as community relations. Conversely, apart from the item identified above (monitoring and evaluation), EPSC Management identified marketing and fundraising, and management information systems as its weakest functions. It felt that it was about average in the other areas.

The External Evaluator basically agrees with these self-evaluation rankings and congratulates EPSC Management for performing a difficult and painful task with grace and honesty. The External Evaluator has seldom found such candor in PVO development organizations.

Table 4 provides a picture of how unique the recruitment of Center staff has been -- it is, basically, gender blind. The Director, the Expatriate Advisor, the Administrative Assistant (the title does not do justice to her duties and responsibilities), and two of the three Project Coordinators are all women. The External Evaluator understands that this is a first for TNS. The outcome wasn't deliberately planned. It happened, based on the qualifications of the individuals TNS was able to identify and recruit.

## **B THE CENTER AS A CATALYST**

The project has been involved in a wide variety of activities, as evidenced by the projects listed in Tables 1 and 2. These range from the preparation of business plans to feasibility studies (pro forma for a given agroindustry area, or for a specific enterprise, or for the restructuring of a state farm).

Some of these have generated interest in agroindustrial activities not previously attempted in the geographic confines of Tarnobrzeg District and surrounding voivods, or a variation in those that have.

On several occasions, EPSC has attempted to examine the potential of developing new agribusinesses, generally in processing, in the region, or in upgrading/privatizing existing enterprises: soft drink production, apple packing house, fast track dairy, fertilizer mixing plant, privatization of a confectionary plant, live animal trading company.

Some of these exercises have had limited success, some have not. But the overall effect has been to focus the attention of entrepreneurs and investors on potential activities which had heretofore been ignored or unnoticed.

The most ambitious, comprehensive, controversial, and problematic venture of the EPSCenter was the Russet Burbank potato project in 1993. After investing considerable time, effort, and money, the Center discontinued its active role in the production and processing (frozen french fries) of this brand of potato. The ultimate goal was to provide frozen french fries in quantity to quick-food, hamburger enterprises. Original estimates indicated that there was a ready, plentiful market. Producing the potatoes, complicated by the need for irrigation and extensive spraying, was the critical, major problem.

Hindsight suggests that the Center should have conducted more extensive research prior to committing to such an ambitious venture. In any event, although the potato project was not successful as a business venture (in fact, the Center lost money on this one), it was a real public relations success. The Center became identified with experimentation in new areas and it realized an increase in inquiries and demand for services.

This underscores the fact that while the original intention was to provide services under two program categories -- Business Analysis and Advisory Services, and Farm Service Center -- only one, the BAAS took off, as illustrated in the list of projects, above. The FSC was to have been the for-profit arm of the Center. But after exploring a variety of experimental activities (e.g. tractor servicing and repair, accounting services, export brokering, potato processing), none proved as promising as originally conceived.

## **C SUSTAINABILITY AND REPLICABILITY OF CENTER**

### **Sustainability**

Terms such as "financial viability" and "self-sustaining" utilized in planning documents and reports have been the subject of various interpretations by AID and TNS. It is apparent that some believe that it was originally intended that the Center would be financially independent at the conclusion of the project, or close to it, requiring little or no additional, external funding. This, in the opinion of the External Evaluator, is an extreme, even ludicrous, expectation.

It is clear that the Center was intended to be a not-for-profit foundation -- a local NGO. No PVO or NGO, whether U.S. or other nationality, is fully financially independent. Each must solicit funds from private and/or public sector sources in order to survive.

Conversely, initial and subsequent planning and other documents strongly imply that the Center would begin deriving income from some for-profit ventures. One estimate was up to 25 to 30% of overall income, or even higher (75%?). This has not happened, not

even close. At best, cost recovery to date is estimated at between 1 and 2%

The Center did increase its fee-income each year, and also increased the amount charged for individual services from year to year. But, this was minimal. The Center could have been more aggressive in progressively charging more, testing the market to determine the limits acceptable to its clients.

However, the Center, and the project which created it, are not structured easily to provide some services for free, others for a fee, and still others on a full cost-recovery basis. The current system causes some confusion, and is not satisfactory. Staff appears always to be under pressure to come up with income-earning alternatives. There is considerable tension between "for profit ventures" and "development-support activities."

An alternative which the Center should probably explore is the creation of a for-profit subsidiary. There are foundations and PVOs in Poland which have done this. Their experience should prove invaluable to the Center if it decides to determine the feasibility of such a move.

A for-profit subsidiary could share, on a cost-reimbursable basis, some administrative support facilities with the non-profit foundation, but it should be run as an independent operation. Preferably, its staff should be contracted to engage exclusively in for-profit ventures.

The non-profit foundation could still charge fees for some services, but only to the extent that beneficiaries are honestly assessed as not being able to afford the full cost of such services. This should be a training tool, with the beneficiaries being fully informed re the true costs and educated as to what such services would cost in the free marketplace.

### Replicability

In the statement of purpose, and more specifically, in the list of proposed activities, TNS assumed the responsibility of developing a "replicable model" -- replicable elsewhere in Poland and in Eastern Europe. In fact, there was an implicit mandate to replicate the model in another region in Poland.

The Center worked with key officials in the Soil Institute in Lublin District in an attempt to assist in setting up a similar center. For various reasons, including lack of funding, this did not materialize.

Whether the Center represents a replicable "model" or not (and the External Evaluator has a decided bias against the ubiquitous utilization of the terms "model" and "replicability") depends on

the viewpoint of those who wish to make the judgment. Certainly, the experience of the Center and its learning curve -- successes and failures -- provide ample examples of how to go about setting up a similar program -- what to avoid, what to do. The concept is valid. Whether the "model" is replicable is subject to debate.

In any event, the Center has enough to do without trying to replicate itself elsewhere in Poland.

### SECTION THREE. CONCLUSIONS AND RECOMMENDATIONS

**OVERALL CONCLUSION:** The project -- to establish a center for the promotion and support of enterprises in Tarnobrzeg District -- has gone through an evolutionary process. However, the basic project concept and purpose have not been significantly altered. Both Goal and Purpose have remained as originally stated throughout the life of the project (LOP). No changes were made in either subsequent planning documents or in the amendments to the Cooperative Agreement.

Given the limited knowledge regarding Poland and how to go about designing and implementing a development project such as this one, it is reasonable to state that the original concept and design, based on then available data and information, were sound. The quality and extent of the study prepared by the initial TNS delegation provided sufficient background information to design a project that certainly appeared coherent and feasible at the time.

If there was any deficiency it was in over optimism. On balance, there has been, at least, minimal achievement of the goal and purpose as stated in the original planning documents. Certainly, a local, on-its-way-to-being-autonomous, institution has been established and some local farmers and entrepreneurs have benefited. Limited new employment has been generated, and some project beneficiaries have realized improvement in their incomes, or in income security.

The critical question is one of degree -- to what extent have goal and purpose been achieved. It is obvious that much more needs to be done before it can categorically be stated that there has been full achievement. For instance, it was TNS intention from the beginning to expeditiously turn over the management and running of the Center to Polish personnel and provide it with a relatively high degree of autonomy, in keeping with the manner in which TNS has developed many of its country programs elsewhere. This only happened in March 1994, when Halina Siemaszko was appointed Project Director and Director of the Center.

To complete the transition, additional work must be undertaken. I.e. the Advisory Committee, which has not officially met for over a year, needs to be replaced by a Board of Directors. Other organizational and structural changes will be required. Funding to carry Center operations through to the end of the year must be secured. These concerns are currently under active discussion between TNS/Norwalk and Center Management.

**OVERALL RECOMMENDATION:** The appropriate recommendation is academic, since TechnoService is currently expending considerable effort and time to assist the Center in becoming a fully accredited, indigenous PVO, registered as such with AID and other donor organizations. This effort must involve

an assessment of additional staff training needs, of critical advice and guidance for the Management Team, of fundraising methods, and of structuring and providing orientation to a Board of Directors

It is incumbent on TNS/Norwalk, and, to the extent possible AID, to provide critical, ongoing guidance and direction to the Center as it moves through this transition period. After the substantial investment of effort by all parties concerned -- the Center staff, TNS/Norwalk, AID -- it would be tragic if the Center were forced to close due to the lack of funds.

The Center represents a resource to the Tarnobrzeg and surrounding districts and is increasingly being viewed as such by local business and political authorities as well as farmers and entrepreneurs. Given this positive image, the Center must not be allowed to close its doors.

**A. CONCLUSION** It is evident that Polish expertise in private sector agribusiness is limited, and even more critically so in areas such as Tarnobrzeg District. It is, therefore, understandable that initially TNS had to rely on contracting personnel with agricultural backgrounds but limited agribusiness experience and provide them with training which would broaden their educational and professional background. For instance, of the agricultural specialists, five were previously employees of ODR (the Polish Agricultural Extension Service) a State agency, imbued with the traditional, bureaucratic philosophy of the previous regime.

**RECOMMENDATION** While additional staff training is planned, short-term training similar to that which has been offered cannot substitute for certain types of expertise and experience not found in the current staff. Given the increasing demand for assistance in preparing business plans and in EPSC's intention of expanding these beyond merely satisfying loan application requirements, the Center needs to add staff with business expertise and training.

Simultaneously, unless the Center plans to move more decisively into primary or sole emphasis on agricultural production as opposed to agribusiness and processing, it needs either to thin out the number of agricultural experts currently on the staff or select those which show the greatest promise and provide them with intensive business training, including, if possible, internships.

**B. CONCLUSION:** One item, identified in the 1994 Program Assessment, became self-evident when the External Evaluator began reviewing the various documents provided to him: the project lacks

a thorough system for monitoring impact and measuring cost-effectiveness. Given the External Evaluator's previous experience with AID reporting requirements, he finds it unusual that AID did not more aggressively require changes or improvements in reporting which would reflect the more results-oriented type of reports.

**RECOMMENDATION** As part of the currently planned reorganization of the Center, TNS/Norwalk should provide guidance and assistance to the EPSCenter in designing a more effective results-oriented monitoring and reporting system.

**C. CONCLUSION:** Terms such as "financial viability" and "self-sustaining" utilized in planning documents and reports have been the subject of various interpretations by AID and TNS. It is apparent that some believe that the Center was intended to be financially independent at the conclusion of the project, or close to it, requiring little or no additional, external funding.

Since it is clear that the Center was intended to be a not-for-profit foundation -- a local NGO, this assumption lacks validity. No PVO or NGO, whether U.S. or other nationality, is fully financially independent. Each must solicit funds from private and/or public sector sources in order to survive.

Conversely, some planning documents strongly imply that the Center would begin deriving income from proposed for-profit ventures. One estimate was up to 25 to 30%, or even higher, of overall income. This has not happened, not even close. At best, cost recovery is estimated at between 1 and 2%.

The Center did increase its fee-income each year, and also increased the amount charged for individual services from year to year. But, this was minimal. The Center could have been more aggressive in charging more, testing the market to determine the limits acceptable to its clients.

The Center is not structured easily to provide some services for free, others for a fee, and still others on a full cost-recovery basis. The current system causes some confusion, and is not satisfactory. Staff appears always to be under pressure to come up with income-earning alternatives. There is considerable tension between "for profit ventures" and "development-support activities."

**RECOMMENDATION:** As the Center moves forward with its reorganization, it should explore the feasibility of creating a for-profit subsidiary. While the subsidiary could share, on a cost-reimbursable basis some administrative support facilities, it should be run as an independent operation. Preferably, its staff should be hired to engage exclusively in for-profit ventures.

The non-profit foundation could still charge fees for some services, but only to the extent that beneficiaries are honestly assessed as not being able to afford the full cost of such services. This type of limited, fee-for-services should be a training tool, with the beneficiaries being fully informed re the true costs and educated as to what such services would cost in the free marketplace.

**D. CONCLUSION:** In the statement of purpose, and more specifically, in the list of proposed activities, TNS assumed the responsibility of developing a "replicable model" -- replicable elsewhere in Poland and in Eastern Europe. In fact, there was an implicit mandate to replicate the model in another region in Poland.

The Center worked with key officials in the Soil Institute in Lublin District in an attempt to assist in setting up a similar center. For various reasons, including lack of funding, this did not materialize.

Whether the Center represents a replicable "model" or not, depends on the viewpoint of those who wish to make the judgment. The experience of the Center and its learning curve -- successes and failures -- provide ample examples of how to go about setting up a similar program -- what to avoid, what to do. The concept is valid. Whether the "model" is replicable is subject to debate.

**RECOMMENDATION:** Given the need to concentrate on its transition from a semi-autonomous subsidiary of TNS/Norwalk to a Polish NGO, the Center has enough to do without trying to replicate itself elsewhere in Poland. The Center should drop the objective of replication in its action plan and concentrate on getting itself firmly established as an NGO. AID and TNS should fully support this position.

**E. CONCLUSION** In the 1994 Program Assessment, Center Management indicated one of the areas in which improvement was needed was in marketing and fundraising. These functions are critically important to the Center as an NGO, in self-marketing and in fundraising. If the Center is to actively pursue for-profit activities and assist the creation and development of for-profit enterprises, marketing expertise is certainly vital.

**RECOMMENDATION:** TNS should provide the Center with advice and guidance in these functions, either using in-house expertise or through contracted consulting services. Mastery of these functions is critical to the future viability of the Center.

**F CONCLUSION:** It is apparent that EPSC will have to let some of its staff go at the end of June. It is obvious that this will be painful and that the decision will be made (is being made) considering various options and exploring various ways in which staff who must be released can find meaningful employment.

**RECOMMENDATION** The Center should consider the possibility of assisting technical staff, particularly those who have been involved in assessing State Farms' viability and in preparing business plans, in setting up independent or joint consulting services to continue this type of activity on their own. One of the staff might even be able, with a little assistance, to set up a mini-wholesale marketing operation.

## LESSONS LEARNED

1 The major lesson to be learned from both the planning and execution of this project are that development architects should not attempt to mix for-profit and not-for-profit activities under one umbrella organization or program, unless there is clear, organizational and administrative separation between them. Utilizing staff indiscriminately for both types of activities causes confusion. Staff will probably find it difficult to distinguish between development and commercial activities.

While a non-profit organization can promote the creation of for-profit enterprises, and provide initial guidance and direction, attempting to engage in for-profit activities while simultaneously carrying out its not-for-profit mandate inevitably causes unnecessary and diversionary tension. It can also cause real problems when dealing with the State tax authorities.

2 Prior to launching a new venture, particularly one which is a pioneering effort for a given region, development practitioners should undertake as thorough a feasibility study as possible (e.g. the potato project). This should include not only analyzing the potential market, but the potential production problems as well. This is axiomatic, yet far too often, PVOs and other development organizations seize on good ideas, acting on them before all key factors are placed in perspective and potential pitfalls are fully explored.

This does not mean that experimental activities should not be attempted. Rather, they should be undertaken with full knowledge that they are admittedly, experimental and that they just might not provide the hoped-for results.

3 When setting a goal of establishing an indigenous, autonomous institution or organization, the creator/initiator should place the highest priority on developing the key local support infrastructure, including identifying key individual leaders and providing them with intensive training and guidance.

The Center would now be further ahead in its development as an indigenous NGO if TNS had insisted on moving the evolution of the Advisory Committee from a committee to a Board of Directors, and in identifying a Polish leader for the Center earlier than the last year of the project. Once identified, this person should receive maximum training and guidance regarding a new and, possibly, untried role. While the Polish Director has been exposed to other development projects and programs outside of Poland, and has been provided with a fairly high degree of observation and instructional training, it is her judgment that this has not been as intensive and in-depth as it might have been. The External Evaluator agrees with her.

4 This "lesson learned" is not new, or exclusive to this project. In fact, it has been stated in various ways in the past two-to-three years in evaluations of various Eastern and Central European projects (The External Evaluator participated in some of these )

In spite of the intense, political pressure to "do something" and "show results ASAP" in Eastern and Central Europe, AID would have been better advised to make a more careful analysis of the unique character of the region -- its rapidly evolving political context, the pervasiveness of Communist mentality, its strong and diverse cultural, social, economic and political backgrounds -- prior to, or in conjunction with, providing grant funding for projects which are now perceived as experimental or pioneering

Hindsight provides the luxury to make these statements. The External Evaluator is fully aware of the fact that many assistance practitioners in and/or affiliated with AID subscribe to this point of view, either in part or in whole. He also appreciates the urgent necessity of approving project proposals, shortcutting the usual AID procedures

The question facing AID and the organizations (PVOs, NGOs, consulting firms, etc ) charged with implementing AID-funded programs and designing scaled-down future activities, is "where do we go from here?"

Clearly, AID cannot provide anything approximating the funding levels previously enjoyed. The dilemma faced by local, indigenous organizations, such as the EPSCenter in Sandomierz, requires the identification of a broad, potential resource base of grants, loans, and technical talent, and the ability to market itself effectively

In turn, it is incumbent on AID and the U S -based assistance providers to act as a coordinated clearinghouse of information and referrals. This should include not only identification of funding sources, but also of technical talent (consulting services) which can be accessed by indigenous organizations. AID could perform a broker role, alone or in conjunction with OPIC and other USG agencies, and/or with private sector foundations and PVOs

AID could take a page from the referral assistance it has provided to Saudi Arabia and to Latin American countries as AID missions faced out and closed down operations. This could provide the current recipients of AID assistance with invaluable information to enable continued operations, even if at a reduced level

ANNEXES

- A SCOPE OF WORK
- B INDIVIDUALS/ORGANIZATIONS CONTACTED
- C DOCUMENTS AND MATERIALS CONSULTED

ANNEX A

EVALUATION SCOPE OF WORK

**Scope of Work for the  
Final Evaluation of  
Cooperative Agreement EUR-0032-A-0-1026-00  
An Enterprise Development Program of TechnoServe, Inc  
& the Enterprise Promotion and Support Center of Sandomierz, Poland**

**Introduction**

TechnoServe's work in Poland began in 1990 with a series of visits to assess the agricultural situation in southeastern Poland. TechnoServe had been requested to undertake these studies by Senator Zbigniew Romaszewski, who then represented the Tarnobrzeg District, as part of his own efforts to address the problems confronting the area's small-scale farmers. From these studies a project design soon emerged.

In April, 1991 the U.S. Agency for International Development Bureau for Europe and the Near East, Office of European Affairs, awarded TechnoServe, Inc. a grant of \$1 million (subsequently amended to \$1.39m) under the terms of its Private Voluntary Organization (PVO) Humanitarian/Development Initiatives Project (Project Number 180-0032) for Eastern Europe.

The Cooperative Agreement text states,

"The overall goal of the proposed program is to generate new sources of employment as well as sustainable sources of income for the economically distressed farm families of southeastern Poland and to develop viable, sustainable sources of income for the region."  
"The purpose of the program is to establish a financially sustainable and replicable local institution which will serve as a support and service center as well as a catalyst for agriculturally related enterprise development in the Tarnobrzeg District."

To accomplish the goal and purpose, TechnoServe planned the following activities:

- The development of the Enterprise Promotion and Support Center (EPSC) in Sandomierz
- Provision of fee-based technical and business support services for area farmers and entrepreneurs
- Improvement of linkages between key support institutions and the small-farm business sector
- Development and provision of commercial technical services to local farmers and entrepreneurs (e.g. warehousing, tractor repair, input supply, bookkeeping, etc.)
- Replication of the model and services to other regions

**Purpose of the Evaluation**

The primary objectives of this final evaluation are to

Analyze and assess the appropriateness of the original program design, the Project Implementation Plan, and its subsequent modification as indicated by annual plans, the mid-term evaluation, program reporting, and actual performance

Analyze and assess progress made towards achievement of program objectives, describing major obstacles encountered and the responses made to them

Identify and quantify the economic impact of the program's activities on its targeted beneficiaries

The evaluation will seek to identify lessons learned and make recommendations relevant to AID's continuing programming interests in agricultural enterprise development in Poland and other central and eastern European/NIS/CIS states as well as to TechnoServe's own continuing activities in support of the EPSC

Specific evaluation questions will include

Is the EPSC appropriately organized and staffed to serve its intended functions?

Has the EPSC been effective in serving as a catalyst for agriculturally related enterprise development in the Tarnobrzeg District?

How have local farmers and entrepreneurs benefitted from the existence of the EPSC?

Is the EPSC financially sustainable?

Does the EPSC represent a replicable model for Poland?

#### Evaluation Method and Procedures

The evaluation team will be composed of an external evaluator (to be approved by the AID/EUR/DR/PRI Project Officer) and one TechnoServe representative. The external evaluator will serve as the Evaluation Team Leader. The process will be bracketed by pre- and post-evaluation briefings to include the AID/EUR/DR/PRI Project Officer. The evaluation team will set out a program of documentation review, interviews, site visits, discussions, and analyses to answer the evaluation questions. As possible, the AID Project Officer will also participate in the evaluation activities in Poland.

**Reports** Prior to leaving Poland the team leader will prepare a draft report for review and comment by AID and TechnoServe. These written comments will be due within four weeks of receipt of the draft report. The final report will be due within two months of the completion of

the work in Poland, and delivered in seven (7) copies to the AID Project Officer

The presentation of the final report should follow the basic outline below

Title Page

List of Acronyms (if necessary)

Executive Summary (under 5 pages)

Table of Contents (with Appendices, Figures, and Tables)

Main Report (organized in accordance with the list of evaluation questions in the SOW)

Introduction and Background

Methodology

Findings and Conclusions (to include lessons learned and recommendations)

Appendices

Appendix 1 Scope of Work

Appendix 2 Evaluation Team Itinerary ✓

Appendix 3 Individuals Contacted

Appendix 4 References Consulted

Appendix 5 (As needed)

The report will be concise, appropriately organized, and to-the-point

**Schedule** The field component of the evaluation will take place in May/June, 1995. The exact dates of the evaluation will be finalized based on the availability of the external evaluator, the AID Project Officer and TechnoServe's representative. It is expected that the external evaluator will provide a total of 20 - 25 working days through completion of the final report. TechnoServe's representative will spend some 2 weeks in Poland on the evaluation, the external evaluator will stay on for a several additional days to complete the draft report. The team will work with local TechnoServe and EPSC staff to develop the actual work schedule.

**Logistics** TechnoServe and the EPSC will coordinate local travel, translation, lodging, and meals arrangements. The AID Project Officer will be responsible for all their own costs related to this evaluation.

**External Evaluator Qualifications** The external evaluator should be familiar with AID evaluation requirements, have a background in economics, and have significant private sector and not-for-profit experience with the development and management of programs to assist small and medium scale enterprises. Previous experience with enterprise development and promotion programs in central and eastern Europe is desirable.

ANNEX B

INDIVIDUALS/ORGANIZATIONS CONTACT

AID CONTACTS

AID/Washington

ENI/HR/EHA

Mary Lee McIntyre

Poland

OAR/Warsaw Poland

Magdalena Wyganowska, Project Specialist

Mark Kraczkiewicz Deputy Economic Restructuring C

## I CONTACTS IN POLAND

Date	Place	Name of the institution	Name of the person met
05/V/95	Warsaw	FDPA - Foundation For The Development of Polish Agriculture	dr hab Andrzej Gąsowski Deputy Director/ Technical Assistance
10/V/95	Opatów	Regional Dairy Cooperative in Opatów	Jarosław Gumuła Director of Cooperative Management Board, Wiesława Kaczmarczyk, Member of Cooperative Management Board
10/V/95	Sandomierz	City Council of Sandomierz	mgr inż Wiesław Warzecha Mayor of Sandomierz
10/V/95	Tursko Wielkie	Bread bakery in Tursko Wielkie	Marek Chyla and wife, Alicja, co-owners and managers of bread bakery
11/V/95	Tarnobrzeg	Provincial Government Office (Tarnobrzeg Voivodship), Agriculture Department	mgr inż Dariusz Surma Director of Agriculture Department/Tarnobrzeg
11/V/95	EPSC office Sandomierz	Bank For Food Economy (BGZ), Department in Tarnobrzeg	Wojciech Drozdowski Vice-director of Tarnobrzeg Department
12/V/95	EPSC office Sandomierz		Ryszard Jania Former Vice Voivod of Tarnobrzeg Province
12/V/95	Puławy	IUNG - Institute of Soil Science and Plant Cultivation	Seweryn Kukuła, Ph D Deputy D G for Internatoinal Cooperation

Date	Place	Name of institution	Name of the person met
12/V/95	Sadłowice	IUNG's experimental farm	Stanisław Jaszczuk Manager of IUNG experimental farm
15/V/95	Mokoszyn/Sandomierz	Agricultural Advisory Center (ODR)	mgr inż Janusz Suszyna Director of Agricultural Advisory Center, a Division chief, and a visiting farmer, member of apple cooperative
15/V/95	Ruszcza	State farm in Ruszcza (owned by Agency for Rural Property of State Treasury)	Tadeusz Borowiec The leasor of the farm Former Manager of the State farm

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II CONTACTS IN POLAND

Date	Place	Name	Job position
5-23/V/95	EPSC Sandomierz	Halina Siemaszko	Program Director, Director of Management Board
5-23/V/95	EPSC Sandomierz	Suzi Kanyr Hagen	TechnoServe Representative
5-23/V/95	EPSC Sandomierz	Anna Stasiak	Project Coordinator, Member of Management Board
5-23/V/95	EPSC Sandomierz	Witold Biernat	Specialist I
5-23/V/95	EPSC Sandomierz	Stefan Broda	Project Coordinator
5-23/V/95	EPSC Sandomierz	Piotr Korpysz	Specialist II
5-23/V/95	EPSC Sandomierz	Barbara Malarz	Bookkeeper
5-23/V/95	EPSC Sandomierz	Jadwiga Małkiewicz	Specialist II
5-23/V/95	EPSC Sandomierz	Anna Noga	Specialist I
5-23/V/95	EPSC Sandomierz	Halina Sadecka	Administrative Assistant
5-23/V/95	EPSC Sandomierz	Leszek Szczęch	Secretary/Translator
5-23/V/95	EPSC Sandomierz	Alicja Szymańska	Specialist I
5-23/V/95	EPSC Sandomierz	Marta Toś	Project Coordinator

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ANNEX C

DOCUMENTS AND MATERIALS CONSULTED

PROJECT AND EPSCENTER DOCUMENTS

Cooperative Agreement, Attachment 2, Program Description, AID, April 1 1991

Cooperative Agreement, Amendment # 1, AID, September 1993

Cooperative Agreement, Amendment # 2, AID, December 31, 1994

Enterprise Promotion and Support Center, Tarnobrzeg, Poland A Proposal to The Agency for International Development, TechnoServe, December 1990

Mid-Term Evaluation of the Enterprise Promotion & Support Center of Tarnobrzeg District, Poland, TechnoServe, February 1993

Pre-Feasibility Study of the Agricultural Situation in the Tarnobrzeg District of Poland, TechnoServe, August 1980

Program Assessment An Assessment of the Internal Management Capabilities of the Enterprise Promotion and Support Center in Sandomierz, Poland, TechnoServe, December 1994

PROJECT REPORTS, TechnoServe

Annual  
Quarterly  
Monthly

Project Implementation Plan, Technoserve, April 26, 1991

Report on First Annual Planning Retreat, EPSCenter, 3 April 1995

Selected Business Plans (as available in English translations)

Selected Feasibility Studies (as available in English translations)

Selected Project Correspondence

OTHER DOCUMENTS

Strategic Programme of Economic Development for the Tarnobrzeg Province, prepared by the Governor of the Tarnobrzeg Province for a conference held in Warsaw October 1994

Strategy -- United States Assistance to Poland, 1995-1997, Warsaw, 1994

Selected journal clippings -- Poland economic, political, social information and data

**TABLES**

- 1 List of EPSC Projects
- 2 Income derived from EPSC Projects
- 3 Agroindustries in Tarnobrzeg
- 4 List of EPSC Staff
- 5 Staff Training List

TABLE 1

LIST OF EPSC PROJECTS

LISTA PROJEKTÓW OPRACOWYWANYCH PRZEZ OŚRODEK PROMOWANIA I WSPIERANIA PRZEDSIĘBIORCZOŚCI ROLNEJ  
W RAMACH PROGRAMU ŚWIADCZENIA USŁUG KONSULTINGOWYCH  
THE LIST OF PROJECTS PREPARED BY EPSC

Numer proj No of proj	Data Date	Zlecający Requesting Client	Wykonujący Prepared by	Temat Subject
101	02 92 Feb 92	Zygmunt Siwek ul Sadowa 2 27-630 Zawichost tel 64-206	Jadwiga Małkiewicz Deborah Ryan	Założenia dla Zakładu Produkcji Spożywczej "Wod-Pol", wersja I, II  "Wod-Pol" Soft Drink Production Proposal, version I, II
102/1	09 92 Sept 92	Władysław Ankurowski Państwowe Gospodarstwo Rolne we Włostowie ul Parkowa 180 Włostów	Marta Toś Stefan Broda	Analiza opłacalności dzierzawy Państwowego Gospodarstwa Rolnego we Włostowie  Economic analysis for leasing State Farm in Włostów
102/2	92	W Ankurowski Gospodarstwo Zasobu Własności Rolnej Skarbu Państwa we Włostowie	Stefan Broda	Program Restrukturyzacji Gospodarstwa Zasobu Skarbu Państwa we Włostowie  Restructuring program for State Farm in Włostów (owned by Agency for Rural Property of State Treasury)
103	Wrzesień 92 Sept 92	B Dębniak, Bałtów 19 Zakład Rolno-Handlowy "Rolspir" sp z o o Ruda Kościelna	Piotr Korpysz	Analiza finansowa możliwości dzierzawy Gospodarstwa Rolnego Ruda Kościelna  Profitability analysis for leasing State Farm in Ruda Kościelna
104	Sierpień 93 August 92	M Bończarowska, Ozarów "Agrozbyt" sp z o o Wólka Wojnowska	Bernard Ziolo	Oferta dzierzawy Zakładu Rolnego w Wólce Wojnowskiej  Leasing offer of State Farm in Wólka Wojnowska

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105	Wrzesień 92 Sept 92	B Jakubowska, J Frańczak Spółdzielnia Pracy Przemysłu Spożywczego w Opatowie	Anna Stasiak Lilianna Zipser	Projekt ekonomiczno-finansowy i marketingowy dla Spółdzielni Pracy Przemysłu Spożywczego w Opatowie  Economic-Financial and marketing proposal for Food Industry Cooperative in Opatów
106	Wrzesień 92 Sept 92	Z Kaczorek Państwowe Gospodarstwo Rolne w Czyzowie Szlach	Marta Toś	Projekt reorganizacji Państwowego Gospodarstwa Rolnego w Czyzowie Szlacheckim  Reorganizational project of State Farm in Czyzów Szlachecki
107/I	92		Stefan Broda Marta Toś	Feasibility study Małej Masarni wersja I  Feasibility study for Small Meat Processing Plant
107/II	93		Stefan Broda	Feasibility study Małej Masarni wersja II  Feasibility study for Small Meat Processing Plant
108	Listopad 92 Novem 92	Z Kaczorek Gospodarstwo Rolne Zasobu Własności Rolnej Skarbu Państwa w Czyzowie Szlacheckim	Marta Toś	Program restrukturyzacji Gospodarstwa Zasobu Własności Rolnej Skarbu Państwa w Czyzowie Szlacheckim  Restructuring program for State Farm in Czyzów Szlachecki (owned by Agency for Rural Property of State Treasury)
109	Grudzień 92 Decem 92	Władysław Bednara Baranów Sandomierski ul Zamkowa Osiedle 4 tel 92	Deborah Ryan Jadwiga Małkiewicz	Biznes plan piekarni w Baranowie S  Business - plan for bread bakery

10	Luty 93 Feb 93	Państwowe Gospodarstwo Ogrodnicze w Ruszczy	Bernard Ziolo	Program Restrukturyzacji Gospodarstwa Zasobu Własności Rolnej Skarbu Państwa w Ruszczy  Restructuring program for State Farm in Ruszcza (owned by Agency for Rural Property of State Treasury)
11	Marzec 93 March 93	J Jurecki Gospodarstwo Rolne Zasobu Własności Rolnej Skarbu Państwa w Chmielniku	Piotr Korpysz Marta Toś	Program Restrukturyzacji Gospodarstwa Zasobu Własności Rolnej Skarbu Państwa w Chmielniku  Restructuring program for State Farm in Chmielnik (owned by Agency for Rural Property of State Treasury)
12	Kwiecień 93 April 93	E Bystron Tarnobrzeskie Przedsiębiorstwo Obrotu Zwierzętami Hodowlanymi w Sandomierzu	Anna Stasiak	Analiza działalności i program reorganizacji Tarnobrzeskiego Przedsiębiorstwa Obrotu Zwierzętami Hodowlanymi w Sandomierzu  Analysis of activity and reorganizing program for Tarnobrzeg Animal Trade Company in Sandomierz
L14/I	Styczeń 93 January 93		Wayne Halvorson	French Fry Operation - concept paper
L14/II	Maj 93 May 93		Marta Toś Alicja Romek Paul Clark Deborah Ryan	Biznes plan dla badania możliwości uprawy ziemniaków odmiany Russet Burbank  Business - plan for growing test plots of Russet Burbank Potatoes
L14/ III	Czerwiec 93 June 93		Gregory B Kruse Marta Toś Anna Stasiak Deborah Ryan	Feasibility study for NEWCO frozen french fries

14/IV	Czerwiec 93 June 93		Herb Koenig	Executive summary VOCA Adviser - Herb Koenig, Potato Project
14/V	Listopad 93 Novem 93		Herb Koenig	Herb Koenig's Potato Plots, Final Report
14/VI	Grudzień 93 Dec 93		Marta Toś Alicja Szymańska Anna Stasiak	Raport z badania możliwości uprawy ziemniaków odmiany Russet Burbank w województwie tarnobrzeskim w 1993 r  Report of growing test plots of Russet Burbank Potatoes in Tarnobrzeg District in 1993
14/ VII	Grudzień 94 Dec 94		Marta Toś	Raport z projektu upowszechniania uprawy ziemniaków odmiany Russet Burbank realizowanego przez OPiWPR w Sandomierzu w 1994 r  Report of popularization of growing Russet Burbank Potatoes done by EPSC in 1994
15	Styczeń 94 January 94	W Szydłowski Gospodarstwo Rolne Zasobu Własności Rolnej Skarbu Państwa w Straszęcinie	Piotr Korpysz Bernard Ziolo Anna Nogaj	Program Restrukturyzacji Gospodarstwa Rolnego Zasobu Własności Rolnej Skarbu Państwa w Straszęcinie  Restructuring program for State Farm in Straszecin (owned by Agency for Rural Property of State Treasury)
16/I	Sierpień 93 August 93	Henryk Turowski	Piotr Korpysz Anna Stasiak Kazimierz Kęsik	Biznes-plan wytwórni nawozów mieszanych  Business-plan for fertilizer mixing plant
16/II	Lipiec 94 July 94	Henryk Turowski	Piotr Korpysz Anna Stasiak	Aneks do biznes-planu wytwórni nawozów mieszanych  Annex to business-plan for mixed fertilizers plant

17	Luty 94 Feb 94	Janusz Sadios Zakłady Cukiernicze "Delima" Gałkowice Kolonie	Anna Stasiak Jadwiga Małkiewicz	Biznes-plan dla Zakładów Cukierniczych "Delima"  Business-plan for Commercial cookie "Delima"
18	Kwiecień 94 April 94	W Gomuła Okręgowa Spółdzielnia Mleczarska Opatów ul Sienkiewicza 54 27-500 Opatów	Piotr Korpysz Anna Stasiak Anna Nogaj	Biznes-plan na modernizację skupu i wprowadzenie nowych produktów w Okręgowej Spółdzielni Mleczarskiej w Opatowie  Business-plan of modernizing collection milk and developing of new dairy products for Regional Dairy Cooperative in Opatów
20	Sierpień 94 August 94		Jadwiga Małkiewicz Izabela Przyboś-Perła Krzysztof Kwiecień	Raport z Festynu "Truskawkowa Niedziela"  "Strawberry Sunday" Festival Report
122	Czerwiec 94 June 94	Z Kaczorek Gospodarstwo Rolne Zasobu Własności Rolnej Skarbu Państwa w Czyzowie Szlacheckim w Tymczasowym Zarządzie	Marta Toś Anna Nogaj	Program restrukturyzacji Gospodarstwa Rolnego Zasobu Własności Rolnej Skarbu Państwa w Czyzowie Szlacheckim  Restructuring program for State Farm in Czyzów Szlachecki (owned by Agency for Rural Property of State Treasury)
123	Wrzesień 94 Sept 94	Marek Chyla Nieskurza 26 28-222 Struzki	Anna Stasiak Piotr Korpysz	Biznes-plan piekarni w Tursku Wielkim Inwestor Marek Chyla  Business-plan for bread bakery in Tursko Wielkie Investor Marek Chyla
125	Grudzień 94 Dec 94	Krystyna Bilińska ul Cicha 4 23-310 Modliborzycy tel 120	Anna Stasiak Piotr Korpysz	Biznes-plan piekarni w Modliborzycach Inwestor Krystyna Bilińska  Business-plan for bread bakery in Modliborzycy Investor Krystyna Bilińska

	Maj 94 May 94		Stefan Broda	Projekt opłacalności uprawy truskawek (szkic)  Profitability analysis of growing strawberries (draft)
20	Lipiec 94 July 94		Jadwiga Małkiewicz	Raport z "Truskawkowej Niedzieli"  Final report "Strawberry Sunday 12 June 1994
14	Grudzień 94 Dec 94		Marta Toś	Raport z uprawy Russet Burbank w 1994 r  1994 Russet Burbank potato project report
	Styczeń 95 January 95		Jadwiga Małkiewicz	Raport z warsztatów "Jak zaprojektować i przeprowadzić festyn"  How to develop and run successful festival, 1995 workshop report
	Marzec 95 March 95	Ministerstwo Rolnictwa i Gosp. Żywnościowej Ministry of Agriculture	Piotr Korpysz, Anna Stasiak, Halina Sadecka	Sprawozdanie z działalności Fundacji za rok 1994  1994 EPSC operational report
	Maj 95 May 95		Stefan Broda	Raport ze sprzedaży sadzeniaków ziemniaka, kwiecień/maj 95  April/may 95 seed potatoes sales report
126	Maj 95 May 95	"Konieczynka" sp z o o , Zbydniów 293, 39-430 Zbydniów gm Zaleszany, <b>Bogumiła Sadecka,</b> ul Sienkiewicza 63/35 39-460 Tarnobrzeg	Piotr Korpysz Anna Stasiak	Biznes plan na mleczarnię  Business plan for dairy

TABLE 2  
INCOME DERIVED FROM EPSC PROJECTS

INCOME FROM STUDIES DONE BY EPSC SINCE 1992

Date	No of project	Subject of study prepared	Income in new zł
1992	101	"Wod-Pol" Soft Drink Production Proposal	20,
1992	102/I	Restructuring program for State Farm in Włostów	40,
1992	103	Profitability analysis for leasing State farm in Ruda Kościelna	40,
1992	105	Economic-Financial and marketing proposal for Food Industry Cooperative in Opatów	80,
1992	106	Reorganizational project of State Farm in Czyzów Szlachecki	40,
1992	108	Restructuring program for State Farm in Czyzów Szlachecki	250,
1992	109	Business-plan for bread bakery in Baranów Sandomierski	500,
<b>1992</b>		<b>Income from services for 1992</b>	<b>970,</b>
1993	102/II	Economic analysis for leasing State Farm in Włostów	250,
1993	104	Leasing offer of State Farm in Wólka Wojnowska	40,
1993	107/II	Feasibility study for small Meat Processing Plant	250,

SS

Date	No of project	Subject of study prepared	Income in new zł
1993	110	Restructuring program for State Farm in Ruszcza	300,
1993	111	Restructuring program for State Farm in Chmielnik	900,
1993	112	Analysis of activity and reorganizing program for Tarnobrzeg Animal Trade Company in Sandomierz	1000,
1993	116/I,II	Business plan (and annex) for fertilizer mixing plant	500,
1993		<b>Income from services for 1993</b>	<b>3240,</b>
1994	115	Restructuring program for State Farm in Straszecin	2000,
1994	117	Business - plan for Commercial Cookie "Delima"	1000,
1994	118	Business - plan of modernizing, collection milk and developing of new dairy products for Regional Dairy Cooperative in Opatów	1000,
1994	122	Restructuring program for State Farm in Czyzow Szlachecki	820,
1994	123	Business - plan for bread bakery in Tursko Wielkie	700,
1994	125	Business - plan for bread bakery in Modliborzyce	1000,

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Date	No of project	Subject of study prepared	Income in new zì
1994		Income from services for 1994	6520,
1992- 1994		TOTAL	10730,

TABLE 3

AGROINDUSTRIES IN TARNOBRZEG

This is the information regarding the agroindustries working on the area of Tarnobrzeg voivodship prepared on the basis of the data received in the voivod statistics office on May 19, 95

INDUSTRY	OWNERSHIP	NUMBER	NUMBER OF EMPLOYEES
	S - STATE-OWNED P - PRIVATE		
Meat industry	S	1	2180
	P	85	271
Dairy industry	S	-	-
	P	9	960
Flour and pasta	S	4	231
	P	94	221
Fruit and vegetables	S	3	840
	P	15	107
Sugar	S	1	450
	P	-	-
Spirits and yeast	S	3	25
	P	-	-
Bakery	S	-	-
	P	103	595
Confectionery	S	-	-
	P	30	270
Other (vinegar, mustard, etc )	S	-	-
	P	15	44
Feed	S	-	-
	P	6	33

TABLE 4  
LIST OF EPSC STAFF

THE LIST OF EPSC STAFF

Name	Educational title	Job title	Date hired
Halina Siemaszko	Master of Agriculture Warsaw Academy of Agriculture, 1978	Program Director, Director of Management Board	1/VI/92
Anna Stasiak	Master of Economics, Kraków Academy of Agriculture, Rzeszów Division, 1990	Project Coordinator Member of Management Board	15/IV/92
Witold Biernat	Master of Agriculture Lublin Academy of Agriculture, 1987	Specialist I	8/I/92  (8/VII/91)*
Stefan Broda	Master of biology, Marie-Curie Szkłodowska University Lublin, 1974	Project Coordinator	8/I/92  (8/VII/91)*
Piotr Korpysz	Master of Agriculture Lublin Academy of Agriculture, 1983	Specialist II	8/I/92  (8/VII/91)*
Barbara Malarz	Technician-Economist, Economic High School, Sandomierz, 1977	Bookkeeper	8/I/92  (8/VII/91)*
Jadwiga Małkiewicz	Diploma from Hotel School, Zakopane 1972	Specialist II	8/I/92  (8/VII/91)*
Anna Noga	Master of Agriculture Kraków Academy of Agriculture, Rzeszów Division, 1992	Specialist I	1/VII/93
Halina Sadecka	Master's degree in Anthropology of Culture, University of Łódź, 1980	Administra tive Assistant	8/I/92  (8/VII/91)*
Leszek Szczech	Graduate of Teachers' Training College in Sandomierz, 1994	Secretary/ Translator	1/VII/94
Alicja Szymańska	Master of Agriculture Szczecin Academy of Agriculture, 1978	Specialist I	26/IV/93
Marta Toś	Master of Agriculture Lublin Academy of Agriculture, 1983	Project Coordinator	8/I/92  (8/VII/91)*

\* - original date, prior to Center's legal registration

TABLE 5

STAFF TRAINING LIST

I OUTSIDE TRAININGS FOR THE EPSC STAFF

Subject, organizer, place, date	Wito ld Bier nat	Ste fan Broda	Piotr Kor pysz	Barba ra Ma larz	Jadwi ga Małki ewicz	Anna No gaj	Hali na Sade cka	Hali na Siema szko	Anna Sta siak	Alic ja Szy mań ska	Mar ta Toś
Basics of Fox Pro, Delta Software, Warsaw, 1 week, May 92	#										
Introduction to Private Agribusiness Management, ODR, Pacyna, 1 week, Jul /Aug 92			#					#	#		#
Basics of Marketing and Planning, Land O'Lakes, Miętne, 1 week, Oct 92											#
Basics of Marketing, Business School in Rzeszów, Rzeszów, 48 hrs, Nov 92		#									

Subject, organizer, place, date	Wito ld Bier nat	Ste fan Broda	Piotr Kor pysz	Barba ra Ma larz	Jadwi ga Mał kie wicz	Anna No gaj	Hali na Sade cka	Hali na Siema szko	Anna Sta siak	Ali cja Szy mań ska	Mar ta Toś
Agricultural Cooperative Develop Interna tional,ACDI,Mięt ne,3 days,Apr 93			#					#			
Basics of FoxPro,Delta Software,Warsaw, 3 days,June 93					#				#		
Agricultural Cooperative,ACDI Miętne,3 days, Jul 93		#	#								
TechnoServe operations,TNS USA,Costa Rica,Belize,El Salvador,1 week Sept 93		#						#			
Agribusiness in Utah & Connect , Yale Univ USA, TNS Norwalk, 2 weeks Sept /Oct 93		#	#					#	#	#	#

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Subject, organizer, place, date	Wito ld Bier nat	Ste fan Broda	Piotr Kor pysz	Barba ra Ma larz	Jad wiga Mał kie wicz	Anna No gaj	Hali na Sade cka	Hali na Siema szko	Anna Sta siak	Ali cja Szy mań ska	Mar ta Toś
Marketing, Land O'Lakes, Lublin, 1 day, Oct 93		#						#			
Lessons learned, New directions, OIC, Lublin, 1 week, Nov 93					#			#			
Real Estate Appraisal, Manager Information Center, Warsaw, 90 hrs, Dec 93									#		#
Accountant Management, FRPP, Warsaw, 1 week, Feb /March 94						#					
Management of NGO's, Accountant System Taxes, BOSIF, Miedzeszyn 4 days, July 94						#		#			

Subject, Organizer, Place, Date	W Bier nat	S Broda	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Sie masz ko	A Sta siak	A Szy mań ska	M Toś
Workshops, Polish Foundations Forum, Warsaw, 2 week ends, July, Aug 94								#			
Financial Management, CETT, Warsaw, distance learning, Sept 94 -Sept 95									#		
Finance & Administration, TNS Norwalk, 2 days Oct 94											
Training-of- Trainers, Johns Hopkins Univ USA, Oct /Nov 94								#			
Agriturisem in Macroregion, UW, Biała Podlaska, 2 days, Jan 95						#					
Agriturisem, CDIER, Kraków, 1 week, Feb 95						#					

Subject, organizer, place, date	W Bier nat	S Broda	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Siema szko	S Sta siak	A Szy mań ska	M Toś
Agriturisem, ODR, Jelenia Góra, 2 days, March 95						#					
Foundations & Associations, FRP Łódź, 2 week- ends Feb /March 95	#						#		#		
III Regional Forum of Nongovernmental Initiatives, 2 days, May 95	#						#	#	#		

II TRAININGS, WORKSHOPS ORGANIZED IN SANDOMIERZ BY EPSC

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Sie masz ko	A Sta siak	L Szczę ch	A Szyma Ńska	M Toś
Preparing & analyzing Financial Reports, 13-20 Yan 93, H Orłowski, business consultant, Hamden CT, USA	#	#		#		#		#	#	#			#
Marketing management, strategic planning, 23-29 June 93, H Orłowski	#	#		#		#		#	#	#		#	#
Management of NGOs, 7-10 March 94, R Jenkins, Riki Abzug, Yale Univers USA	#	#	#	#		#	#	#	#	#		#	#

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Sie masz ko	A Sta siak	L Szczę ch	A Szy mań ska	Mar ta Toś
Money, Banking & Financial Markets, International Marketing, 27-30 June 94, H Orłowsky	#	#		#		#	#	#	#	#		#	#
Wholesale market, 22-23 July 94, A Jaworski, Representative of Gdańsk Wholesale Market	#	#		#		#	#	#	#	#	#	#	#
How to develop and run successful festival, 02-05 Jan 95, EPSC, S Mackay, M E Thibault, Unparalleled Communications USA	#	#	#	#		#	#	#	#	#	#		#

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Sie masz ko	A Sta siak	L Szczę ch	A Szy mań ska	M Toś
Effective meetings, 28 Jan 95, Polish Foundations Forum, Johns Hopkins University USA	#	#	#	#	#	#	#	#	#	#	#		#

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III EPSC INTERNAL TRAININGS

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Siema szko	A Sta siak	L Szczę ch	A Szyma ńska	M Toś
Market and marketing, 02 -04 Dec 92, J Schmaedick TechnoServe Norwalk	#	#		#		#		#		#			#
The new EPSC Structure and you, 13 June 94, Suzi Hagen	#	#	#	#	#		#	#	#	#		#	#
Performance reviews, 20 June 94, Suzi Hagen	#	#	#	#	#	#	#	#	#	#		#	#
How to attract US Business, 01 Aug 94, Don Droubay Peace Corps Volont	#	#	#		#		#	#	#	#	#	#	

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Koi pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Siema szko	A Sta siak	L Szczę ch	A Szyma ńska	M Tos
Annual Planning Making a presentation 19-21 Sept 94, EPSC staff, Jim Herne, Ian Gibson, Plunkett Foundation	#	#	#	#			#	#	#	#	#		#
Seed potatoes import procedures, 10 Oct 94, Marta Toś	#	#			#	#	#	#			#		#
Time management, 20 Dec 94, Suzi Hagen	#	#	#		#	#	#	#	#	#	#		#
Review on presentation 27 Jan 95, Suzi Hagen	#	#	#	#	#	#	#	#	#	#	#		

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Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A No gaj	H Sade cka	H Siema szko	A Sta siak	L Szcze ch	A Szy mań ska	M Toś
Review on presentation 30 Jan 95, Suzi Hagen	#		#	#	#	#	#	#	#	#	#		
Amendments to the social security law 13 March 95, Halina Sadecka	#	#		#	#	#	#	#		#	#		#
Promotion of the foundation, 20 March 95, Witold Biernat	#		#	#	#	#	#	#		#	#		
Professional communica tion 20 March 95 Halina Sadecka	#		#	#	#	#	#	#		#	#		

Subject, date, trainer	W Bier nat	S Bro da	S Ha gen	P Kor pysz	B Ma larz	J Mał kie wicz	A Npo gaj	H Sade cka	H Siema szko	A Sta siak	L Szczę ch	A Szy mań ska	M Toś
Strategic planning, EPSC staff, 26,27 Apr 95	#	#	#	#	#	#	#	#	#	#	#		#

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