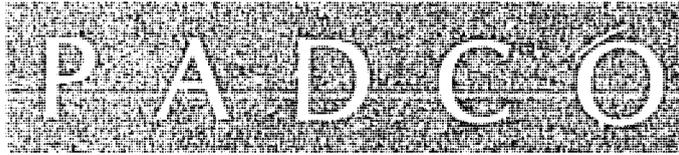


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PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL, INC.

# **FINAL REPORT**

**PRIVATE SECTOR DEVELOPMENT OF HOUSING  
EASTERN EUROPE**

**PROJECT AND CONSTRUCTION  
MANAGEMENT IN THE  
CZECH AND SLOVAK REPUBLICS**

**WORKSHOPS AND CONSULTATION  
OCTOBER 1992  
MISSION REPORT**

**Prepared for**

**United States Agency for International Development  
Bureau for Private Enterprise  
Office of Housing and Urban Programs**

**December 1992**

PROVIDES GOVERNMENTS AND PRIVATE CLIENTS WITH SERVICES IN PLANNING, HOUSING, MANAGEMENT, FINANCE, ECONOMICS, ENVIRONMENT, GEOGRAPHIC AND OTHER INFORMATION SERVICES, AND TRAINING.

**FINAL REPORT**

**PROJECT AND CONSTRUCTION MANAGEMENT**

**IN THE**

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**WORKSHOPS AND CONSULTATION**

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**United States Agency for International Development**  
**Office of Housing and Urban Programs**

**Prepared by**

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**1012 N Street, NW**  
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**Contract No. EUR-0034-C-00-2032-00, RFS 6&6A**

**December 1992**

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## APPENDIX A. Mission Itinerary

## EXECUTIVE SUMMARY

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As the Czech and Slovak Republics emerge from a controlled regime and more towards a free market economy, changes of enormous proportion must, and will, take place in every sector of the economy. This is particularly evident in the development and construction industry which faces the challenge of privatization and a competitive market place.

During October 1992, a mission, within the framework of a U.S. Agency for International Development contract, visited the Czech and Slovakian Republics to present workshops on Project and Construction Management in Prague and Bratislava, with follow-up consultation with a variety of firms and institutions throughout both Republics.

The change from State organized delivery systems to privatization and a free market economy requires an ethical and professional structure for project delivery. This is clearly not in place at this time, and we believe there is a real opportunity for future assistance in this direction. This help should be offered at the Republic level, where the most influence can be exerted and there is the greatest possibility of developing national policies and procedures.

There is an urgent need to review and replace outmoded and inefficient construction practices and to introduce building systems and materials commonly used throughout the Western world. More specifically, there is a major concern regarding thousands of sub-standard, heavy pre-cast concrete panelized high rise residential blocks. Programs must be put in place to cure the technical deterioration of these units and to upgrade the quality of the buildings themselves. An associated issue is the disposition and future use of the many pre-cast concrete factories erected to produce these panelized housing units.

Academic institutions and professional and trade associations can provide a solid base for education, at all levels, in project and construction management. This is clearly another opportunity for future assistance. The Universities in Prague and Bratislava have specifically requested help in the development of curricula and the provision of visiting lecturers. The Associations sponsored the Workshops in this mission, and should be encouraged to continue education programs within their organizations.

Several of the private design and construction companies, that were met during the follow-up consulting during the mission, have made specific requests for assistance. The proposed consultations range from the development of organizational policies and management strategies, to assistance in solving technical problems related to the housing stock.

It is recommended that a second mission should be organized during January/February 1993 and that the team should respond to the specific requests for consultation; identify and meet with potential owner groups regarding procurement and practice policies, and continue the support to universities and associations in the development of curricula and training programs.

## **1 INTRODUCTION**

### **1.1 Background**

As the Czech and Slovak Republics emerge from a controlled economy and move towards a free market economy, changes of enormous proportions must and will take place in every sector of the economy. The entire process of design, construction and delivery of buildings must respond to privatization and a competitive market place. Private sector construction and development firms face many obstacles to their growth. The Guild of contractors in the Czech Republic and the Association of Entrepreneurs in the Slovak Republic represent the interests of private construction and development firms. In the fall of 1991, a survey was completed in cooperation with these organizations to establish the constraints and priorities for TA/training for their members (as well as potential members). The need for training in construction management, project management, and business strategy techniques was emphasized by the respondents to the survey. The following report summarizes the seminars and follow on consulting cosponsored by the Guild of Czech Contractors, the Association of Slovak Entrepreneurs, and PADCO, under U.S. AID Contract No. EUR-0034-C-00-2032-00, RFS 6 and 6A.

### **1.2 Mission Statement**

"The objective of this project is to provide private sector construction and development firms with a hands-on introduction to modern business and construction techniques through a series of one to two day seminars in both the Czech and Slovak Republics. The seminars will be followed up by hands on technical assistance to firms that require it, to assist in further demonstrating and applying the concepts introduced at the seminars. The seminar/TA program will be co-sponsored by the Czech Guild of Private Contractors in the Czech Republic and the Association of Entrepreneurs in Slovakia."

Phase I of the seminar/TA program took place from October 12 to October 30, 1992. A one-day seminar was held in Prague and another in Bratislava. Follow-up consultation was provided to a variety of firms and institutions after each of the seminars in both Republics. A complete itinerary for Phase I of the program appears in Section 7.1 of this report.

Phase II, the follow-up TA component of the program, is planned for late January or early February 1993. This second mission has been designed to respond to specific requests for consultation in both Republics.

## **2 GENERAL OBSERVATIONS**

### **2.1 Project Delivery**

The change from state organized delivery systems to privatization and a free market economy, requires an ethical and professional structure for project delivery. Many comments received during the mission spoke of concerns regarding corruption and patronage in the award of contracts. Vaclav Havel, in his speeches and writings, frequently refers to the need to put "the rules of the game" in place as the foundation to building a stable economy.

We believe there is a real opportunity for future assistance in this direction. It will be important, however, to ensure that future assistance is focused towards appropriate "purchasing" authorities who will have the greatest influence in effecting strategic change. These would clearly include state and municipal authorities; large scale institutional groups (education and health care authorities); professional associations and the institutes of higher learning.

### **2.2 Political and Economic Issues**

The general impression is that both of the Czech and Slovak Republics are "in a hurry" to catch up to the 1990s and embrace all that a free market economy represents. Privatization proceeds and many new companies are being organized on a day to day basis. Energetic entrepreneurs are assessing markets, searching for capital and preparing themselves for future growth. They are eager to learn and absorb the management techniques of the Western Construction Industry and divest themselves of old regimes.

A major concern, however, is lack of investment capital necessary to sustain a viable economy. There is little doubt that external investors may wait until partition between the two Republics actually takes place (this is still scheduled for January 1993) and government legislation is firmly in place, before any major commitments are made.

Throughout this mission, concerns were frequently voiced regarding the impact of partition. In addition to the pros and cons to be expected in both Republics, joint issues such as the potential risk of rapidly increasing inflation, the nature and efficacy of future legislation, environmental pollution, public housing policy, future tax and international trading policies, represent many of the concerns in the minds of the business community.

Clearly, it will take time to even begin to resolve these issues, but they do help us to focus on areas where technical and professional support would be beneficial.

## **2.3 Technical Issues**

Technical problems abound throughout the Czech and Slovak Republics. For example, there is an urgent need to review and replace outmoded and inefficient construction practices and to introduce building systems and materials commonly used in Western countries.

However, a major concern related specifically to housing, is the immediate problem of some 600,000 sub-standard, heavy panel concrete construction, high-rise housing units. Problems range from poor interior planning and amenity, to structural and physical deterioration, creating defects such as water leakage, poor insulation and cracking and spalling of the concrete panels themselves. The enormous massing of the housing blocks in severe, unattractive and depressing colonies also presents social problems which must be addressed in improved visual appearance and landscaping.

Three specific issues provide opportunity for future support:

1. Raising the quality of the housing stock to acceptable living standards.
2. Increasing the usage of the buildings themselves (several groups are studying the conversion of the roof of a residential block to habitable dwellings).
3. Guidance in the future use of prefabrication plants and the production of quality components.

It should be understood that the Eastern Block countries were not alone in the widespread construction of panelized dwellings. Similar techniques have been used extensively throughout Western Europe and, although initial quality control may have been better, many of the same problems have been observed and solutions implemented.

There is therefore, a potential reservoir of information available for study and adaptation to suit the specific problems related to panelized housing construction.

## **3 EVALUATION OF MISSION**

### **3.1 Interest/Participation**

There were between 30-35 participants at each of the workshops. We believe this to be a good response for a first effort and certainly favorably consistent with similar seminars in the U.S.A.. The audiences at the workshops were clearly interested and involved, they participated actively in question and answer periods, they stayed until the end, and asked meaningful questions. The mission should be viewed as an introduction of this type of program in the Czech and Slovak Republics. As a first time effort, much

was learned about the difficulties of communication, the time necessary to get to the heart of problems, and to earn the trust of potential TA recipients.

Subjects that were well received included "management of construction from an investor's perspective" and "internal management of firms." Those who attended this lecture commented on the interest and the need for training in new techniques in these areas. They recommended future seminars to include specific examples of projects illustrating how the different management techniques succeeded or failed.

We were informed that our presence generated a certain trust and comfort level missing from presentations made by other more commercial organizations that seemed to be trying to sell something or were self serving. Our presentations were straight forward and professional and in the follow up meetings honest appraisals were given of the problems faced by the companies.

Detailed descriptions of the follow-up meetings are included in Appendices to this report.

All requests for follow-up consultation derived from specific and serious problems faced by the participants, and covered a broad spectrum of topics. These included the basis of organization and management of construction firms; technical problems related to construction and building materials, and a strong request for continued education programs based upon our lecture at the Technical University of Slovakia in Bratislava.

Whereas participants might have been constrained at asking private questions in a public forum, they clearly felt more comfortable in a private follow-up consultation. The feedback was very positive, and they also had the opportunity to ask further questions on the seminar material. However, half or one day follow-up consulting can only have limited rewards.

Many terms and concepts that are taken for granted in the West are absent, or at best misunderstood, in a controlled economy. Importantly, the role of an entity that is prepared to accept the risk/reward formulae of the Western developer is just evolving. Without it, words such as profit; on-time delivery; quality control; value engineering; design-to-budget and cost control provide little force to generate change. Also, without a public or private developer there is no single point of responsibility or accountability for success or failure. It was repeatedly pointed out that no one was punished if a project overran the budget, or was delayed, and hardly anyone cared if the building was built with unacceptable quality.

Since projects were started as a result of 1 year or 5 year plans; and since the demand for facilities was uncertain at the outset, it should not be surprising that schedules and costs were of little concern. At the same time, workers held disproportionate control

over productivity and quality control standards. Incentives and other management options were not available.

It is felt that an appropriate measure of success to come out of this brief but ambitious program would be the bridges that have been created to the construction community; the sense of acceptance by the community; the expressed desire to have us return and the good personal relationships that have begun.

## **3.2 Recommendations for the Future**

### **3.2.1 Promotion**

It is recognized that the logistics of promoting future seminars and consulting between the United States and the Czech and Slovak Republics are somewhat complex. However, we recommend that, if possible, this task should be entrusted to a single source, either an individual or group which could assume this responsibility of making, checking and confirming all necessary logistical arrangements. Specific recommendations would include:

- providing more explanations/marketing of the seminar topics
- advertising in newspaper and other publications, such as the Union of Construction Companies
- telephoning or visiting 15-20 firms to explain seminar topics and enlist cooperation in advertising in that region
- enlist a consortium of co-sponsors (Universities, Union of Construction Companies, various Guilds)

It will also be necessary to ensure that adequate budgeting and funding is put in place.

### **3.2.2 Client Identification**

It is apparent from this mission that potential clients or recipients of proposed consulting, fall into three generic types:

- Owner Groups
- Design and Construction firms
  - Management training
  - Advice on privatization
- Educational Institutions

We recommend that future consulting be tailored to suit the specific group and that individual clients are identified within the generic classification. This topic is dealt with in the following section of this report.

## **4 FUTURE PROGRAMS**

### **4.1 General**

The material presented in the workshops is, in effect, basic training in the U.S., but is very difficult for most of the audience in the Czech and Slovak Republics to absorb at one sitting. They have functioned so long under a radically different system that a single lecture or consultation can not effect necessary deep changes. Several times during our presentations and question and answer periods, issues of stringent cost or schedule ramifications went unnoticed and unchallenged by the audience. This leads to the conclusion that while the material may have been understood, it was not yet vital to them.

It also emphasizes the "rules of the game" are not yet in place. The task of converting a construction industry which functioned in a controlled economy to one which utilizes free market principles cannot be resolved with intermittent and short term consulting assignments. No matter how effective the consultants, the first visits require both extended descriptions of the existing system and continuing definitions of Western construction business practice.

### **4.2 Owner Groups**

Potential clients within this group would include State and Municipal Agencies; Associations and Guilds; Cooperatives; Health and Educational Institutions; Financial Institutions that take a debt and/or equity position in new construction or reconstruction; including new institutions, corporations and other major potential building and owner groups. The basic objective would be to assist in the preparation of a "Code of Practice" for the procurement of Design and Construction which could be achieved by providing one or more intermediate term professionals to assist National and Local government construction agencies in the creation of appropriate organizations for construction procurement; assist in the development of rules and regulations for efficient and honest methods for the selection of architects and contractors; assist in the development of procedures for getting prospective projects through the review and permitting process.

The personnel will also:

- assist in the writing of legislation affecting the construction industry
- conduct workshops on the architectural selection process and permitting regulations in the United States
- initiate and develop together with local authorities the writing of rules and procedures noted above
- interface with personnel attempting to modernize banking systems
- interface with personnel assisting in the development of real estate and contract law

Recommended initial clients are:

- Municipalities which are procuring work (e.g. Bratislava 3 which has written a letter of request for assistance)
- Reconstruction of housing including rooftop additions
- Public work projects such as water, sewer, gas and roads
- Ministry of Public Works in developing new legislation for public works projects and implementing this legislation on specific projects. This work should include reconciling the proposals by the Union of Civil Engineers (as explained by Ruzansky in the October 21 Seminar). Most probable client would be Ing. Marek at the Slovakian Ministry of Public Works.

### **4.3 Design and Construction Firms**

#### **4.3.1 Construction Companies**

Contractors are just beginning to recognize the benefits of association. This mission seemed to act as a catalyst in raising the awareness of a collective need among contractors for an educational forum. It should be encouraged to continue, and expand. The Guild of Contractors and the Association of Entrepreneurs should provide continuity by periodically offering short construction management lectures. Lectures should be scheduled so that a complete circuit of cities can be included at each visit. The organization should request from its members firms identification of problems to be addressed by the visiting lecturer. It is most effective to provide assistance to companies in response to specific stated problems at the time they are occurring.

#### **4.3.2 Company Strategy: Privatization In Slovakia**

After the elections in June 1992, the Ministry of construction in Slovakia was dissolved and the responsibilities were divided between the Ministry of Public Works (Minister Hoffbauer) and the Ministry of Economy (Minister Cernak). The heavy works companies (i.e. Hydrostav), companies which construct building shells (i.e. Pozemne Stavby), Infrastructure companies (i.e. Vodohospodarske), and Prefab material companies are currently the responsibility of the Ministry of Public Works. Other construction companies, primarily lighter construction and finishing works (i.e. Stavomontaz) are the responsibility of the Civil Engineering Department (Stavebna Skcia) at the Ministry of Economy. In the first wave of privatization which occurred in 1992, approximately 400 construction firms were privatized. The second wave of privatization will include approximately 100 construction firms which are currently part of the Ministry of Economy. (It is unknown how many firms from the Ministry of Public Works will be privatized in the Second wave). Firms are privatized either by direct investment, management buyout, or coupon/voucher privatization.

There are 14 divisions of Stavomontaz in Slovakia. For example, the Stavomontaz Nitra has 650 employees covering 16 trades (not including masonry or steel). 1991 income was approximately 350 million Kcs, a 40 percent decrease from 1990. The book value of the firms is 120 million Kcs. There is still work for a year or two in finishing existing projects, however, the company will need to develop a new business strategy and seek private investors to compensate for the end of government funding housing construction. These firms will need to develop 1) a corporate strategy including new production focus and marketing strategy as well as 2) internal management systems including new organizational structure, personnel incentives, cost control and monitoring systems.

Subsequently, two meetings were held with Stavomontaz and Nitra. They formed a stock company with the intention of buying a major State owned construction company being offered by the Government in December, in the second round of national privatization. The director of the group, Jan Petras, has indicated that he intends to organize and run this company on western principles; including attention to quality construction, and within budget and on-time completion. He is in the process of preparing a formal Business Plan with proposed organization, and marketing and employment strategy. A request was made for assistance in the preparation of the design and implementation of a strategy for company organization, cost control, marketing, etc.

Since several other similar Government firms are slated for privatization in Slovakia, it was suggested that assistance in the preparation of similar strategies be made available to companies (through an agency to be determined) interested in improving their management systems. Companies should be advised that A.I.D. would need a statement of the type of help requested, including an expression of their needs and a list of problem areas. They should indicate how many people might be needed from the U.S., which specializations, and for how long.

#### **4.3.3 Company Organization and Management: Personnel Management**

Construction firms are either growing at a rapid pace and need growth management and personnel systems to manage the growth or they are, in the case of newly privatized state firms, reorganizing to meet the demands of new investors (movement away from state funded housing) and sometimes reducing staff or spinning off profit centers/sister corporations. In both cases, they have expressed a need to develop systems of motivating and retaining personnel.

#### **4.3.4 Technical Issues/Technologies**

##### **Materials Distribution**

Access to basic materials does not seem to pose an obstacle to private companies. There seem to be no major institutional barriers to the formation of private distribution

companies. Materials such as OSB and drywall can be obtained, however, access and distribution in Slovakia is slower than in the Czech Republic. There are still adequate channels to provide information about new technologies from abroad. Use of these technologies and materials is important to the competitiveness of Czech and Slovak private firms.

### **Government Policy for Financing Retrofit**

New materials produced abroad or using foreign licenses (i.e. drywall, insulation, materials, roofing materials, metering and control systems), are seemingly more expensive (particularly first cost) than traditional materials and methods of construction. Construction companies using these materials have difficulties persuading the investors of the advantages, such as higher performance, lower maintenance and lower life cycle costs. Both the Czech and Slovak Republics have a program, managed by the Ministry of Economy which provides grants to owners (generally municipalities and cooperatives) for insulating housing. By providing grants, the Slovak government, for example, was able to fund the retrofit of 2,000 of the 600,000 units in need of this work. By changing the program from one of a grant program to one of loans or tax incentives, the government would provide incentive for private capital to pay for the energy efficient retrofit and stimulate the private construction industry.

### **Panelized Housing Stock**

Several of the firms met with during the follow-on consulting were involved in studies related to panelized housing, and expressed interest in continuing support in this effort and requested further assistance. Several topics are of specific concern:

#### **1. Planning Standards**

Studies related to improving the planning and circulation within the housing units. This would address structural issues related to changes in internal wall layout and improvement of elevator systems.

#### **2. Flat Roof Conversion**

These studies combine the desire to create additional space by converting existing flat roofs to habitable space by adding a new light weight roof structure, with a need to stop water penetration through the flat roofs.

#### **3. Exterior Wall Systems**

Exterior walls suffer from a series of problems related to structural deterioration; poor insulation; water leakage and aesthetics. Resolution of this problem is a vital aspect of maintenance of the existing housing stock.

#### **4. Pre-cast Concrete Factories**

There are many pre-cast concrete factories throughout both Republics, built to produce panelized housing. It will be necessary to evaluate their potential for future use and to establish whether or not any of them can be converted for the production of other pre-cast concrete elements (stairs, box culverts, etc.) useful in the reconstruction effort.

##### **Study Tour/Demonstration Project**

It is recommended that research and experience in other European locations where some or all of these problems have been addressed should be provided to the Czechs and Slovaks. The firm Ratio in Bratislava has requested consulting assistance to assist in their ongoing contract to study these matters. It is also recommended that a pilot project similar to the one being considered for Bulgaria, would be a practical way of testing potential solutions (this could also be used as a model for project management).

#### **4.4 Educational Institutions**

##### **4.4.1 Universities**

Substantive meetings at the Prague Technical University with the Dean of Civil Engineering School; and at SVST University in Bratislava with the head of the Construction Economics Department resulted in an expression of need by these institutions for incorporating project and construction management courses for study in the engineering technology curriculum. These educators are determined to introduce free market principles into the construction curriculum. University faculty members provide consulting services to companies and thus have extraordinary potential to effect changes.

Many options for incorporating teaching assistance efforts were discussed:

- Intensive short term training program for faculty
- Evening programs for people in industry/adult education
- Full semester CM course for post graduate students
- Full semester CM course for undergraduate students
- Correspondence type courses
- TV/Multi media long distance or video taped lectures

Additional meetings and exchange of proposals will be required before the details of teaching in the universities can be finalized.

However, it is recommended that U.S. AID provides intermediate term instructors or short term guest lecturers to the universities to teach modern construction management techniques. While it may be important to provide full semester or short intensive adult courses for current practitioners and instructors, it is more important to reach younger

students who will be more open to ideas that are not in conflict with their educational and/or professional past.

#### **4.4.2 Associations**

Encouragement should be given to professional and trade associations to adopt training programs in project and construction management for their members. Assistance in the development of these programs and the provision of visiting lecturers should be made available under the AID program.

### **5 FOLLOW UP ACTIVITIES**

#### **5.1 Immediate Follow-Up**

##### **5.1.1 Owner Groups**

Confirm appropriate National and Local Government representatives who would be potential clients for assistance in developing procurement and practice policies for design and construction, e.g.:

- Bratislava 3
- Ministry of Public Works (Slovakia)

##### **5.1.2 Private Firms**

###### **Construction Companies**

Respond to specific requests:

- Stavomontaz Nitra

###### **Design/Consulting Firms**

The firm RATIO in Bratislava has requested continuing assistance in its study program related to solving the many problems associated with prefabricated concrete panel housing. It was also suggested that a demonstration project would be a preferable way to test solutions.

- Assist RATIO to develop a proposal for specific on-going consulting and the general outline of the demonstration project. (this proposal may also be the basis for soliciting funding from other multi-lateral funding agencies, e.g. the World Bank and the European Development Bank)
- Discuss with AID the concept of sharing research and experience between Central and Eastern European countries concerning resolution of many of the problems which are typical of panelized housing.

### **5.1.3 Teaching Institutions**

#### **Universities**

Meet with the universities in Prague and Bratislava to develop a program for assistance in teaching Project and Construction Management. This should include curricula development for graduate and undergraduate students, correspondence courses, TV/Multi Media "distance learning", visiting lecturers, faculty training and associations with other universities.

#### **Associations**

Meet with professional guild and associations to encourage the creation of training programs and workshops. In this respect, it is recommended that consideration be given to separate workshops dealing with Project Management and Construction Management.

### **5.2 Medium and Long Term Proposals**

It is anticipated that all of the issues contained in the Immediate Follow-Up section will become medium and long term activities.

The contacts established with the Associations and educational institutions have laid the ground work for developing appropriate courses, exchange programs, and study tours during the second mission.

### **5.3 Applicability to Other Countries**

As an introduction to the topics of Project and Construction Management, and a means of determining the nature of problems and concerns in the host country, we believe the workshop format with follow up consulting is an excellent way to start a technical assistance program. We recommend this format be replicated in other Central and Eastern European Countries.

## **6 NEXT MISSION**

### **6.1 Schedule and Objectives**

It is recommended that the next mission be scheduled for January/February 1993. The objective of this mission should be:

- to consolidate the immediate follow-up recommendations
- to meet with specific owner groups and prepare outline and schedule for developing procurement and practice policies.

- to respond to written requests from specific agencies and firms (Bratislava 3, Nitra, Ratio)
- to develop teaching programs with Universities and Associations

## APPENDIX A

### MISSION ITINERARY

---

#### Monday, October 12

Arrive Prague - Jalta Hotel

Meeting to discuss seminar

Ing. Jan Zdarsky - Urban Research/Construction Guild

Olga Sedlackova - Interpreter

Roman Chudoba - Team Technologies, Inc.

#### Tuesday, October 13

Review with Guild, panel members and local lecturers the topics for seminar.

Ing. Jaroslav Travnicek, Studio AJT Praha tel: 02/532467

Frank Spain, John Moriarty Associates tel: 02/2324081 or 02/2320340 or  
fax: 02/2320298

Roman Chudoba, Team Technologies 02/846241 or 02/847241 fax: 02/843570

Ing. Jan Hruba, Construction Guild tel: 02/360351

Ing. Jan Zdarsky, Urban Research/Construction Guild tel: 02/360351

Allan Willis, Davis Langdon Ceskoslovensko

#### Wednesday, October 14

Seminar in Prague

#### Thursday, October 15 (Darken)

Plzen (Law, Zdarsky, Soukup)

— Frestol Schwarzova 27 32016 Plzen tel: 019/270855 or 019/270851 or  
fax: 019/271871 Miroslav Kuzilek

— Stakus Koterovska 162, Plzen tel: 019/46630 Stanislav Kuzilek

Prague (Heyman)

— DSK Prazska 16 Praha 10 tel: 752641-9 ext. 332,333,334 Martin Ruzicka

#### Friday, October 16

Prague

Review design competition finalists for The Holisovice site in Prague 7. Exhibition in  
Town Hall.

Frank Spain Moriarty Associates (proposed 90 acre site development for Ed Callan  
Interests) Meeting and site visit.

ABF - Architecture and Building Foundation - Jan Fibiger

**Saturday, October 17**

Karlovy Vary (Law, Heyman, Maxian, Soukup)

- Jo and Co Sedlecka 27 36010 Karlovy Vary tel: 017/44741 44553 44512  
fax: 017/44306  
David Jozefy  
Ing. Korfu  
Ing. Kubicek

**Monday, October 19**

Travel to Bratislava (CAR)

ing. Rychlik - Association of Entrepreneurs

**Tuesday, October 20**

Bratislava

- Ratio Drienova 34 82616 Bratislava tel: 07/295525 Ing. Cernakova
- Slovak Technical University, Faculty of Civil Engineering, Department of Economics and Management of Building Industry Radlinskeho 11 81368 Bratislava tel: 07/57537 fax: 07/57616  
Dr. Koloman Ivanicka  
Dr. Olga Cejpkova
- Meeting to finalize details of seminar  
Ing. Rychlik  
Ing. Ruzansky (tel: 07/335093)  
Jaroslava Perlakiova (tel: 07/375151)

**Wednesday, October 21**

Seminar in Bratislava

**Thursday, October 22**

- Penor Huskova 21 stefanikova 22 04011 Kosice tel: 095/23658 26616  
Peter Novicky  
Ing. Fabo
- Slovak Technical University (Lecture)  
Dr. Cejpkova  
Dr. Gabriela Bellova tel: 07/58093  
Dr. Sindlerova  
Ing. Jancova  
Ing. Dagmar Svecova

**Friday, October 23**

- Ratio  
Ing. Zdeno Sudek  
Ing. Elena Szolgayova  
Ing. Gadus

- Ing. Marian Hanzalik
- Stavomontaz
- Ing. Jan Petras
- EBI
- Ing. Brestovsky
- Ing. Jesenic

**Tuesday, October 27**

- Bolek PO Box 290 74601 Opava (Premyslovci 32)  
tel: 0653/212392, 211424  
Boleslav Zurek
- City of Opava  
Ing. Turek, Deputy Mayor tel: 0653/215860
- Chamber of Commerce, Opava  
Ing. Germanic tel: 0653/214259
- Oldrich Kodeda tel: 0646/88430
- Ruchstav  
Petr Kozacek

**Wednesday, October 28**

Workshop in Opava with regional chapter of Guild

(Heyman, Maxian, Petros, translator)

- Bolek PO Box 290 74601 Opava (Premyslovci 32) tel: 0653/212392, 211424  
Boleslav Zurek—Chairman of Regional Chapter
- Mateza Hradecka 17 tel: 218331 Trade of building materials  
Ing. Siamkova  
Ing. Kurikova  
Ing. Hocenice
- Ingstav Opava Hradecka 1 Construction  
Ing. Hodak tel: 211198  
Ing. Brendl tel: 211366
- IPOS - Engineering and Design tel: 918638 Kostelec 445, Zlin Urban Planning  
Arch Mazak
- ASCOUNT Krnovska 83 tel: 217081—economics, business management  
Ing. Trvalova

**Thursday, October 29**

(Heyman, Maxian)

Czech Technical University

Dean Witzany 02/3324873 fax 02/3117034

Dr. Vaclav Jelen  
Dr. Miroslava Umlaufova

**Friday, October 30**

**(Heyman, Maxian, Soukup)**

Follow up meeting with Stavomontaz Nitra/EBI

Ing. Jan Petras

Ing. Brestovsky

**(Law)**

The Calders, Edinburgh Scotland

Exterior upgrading of heavy concrete panel high-rise blocks.