

**PILOT LOCAL GOVERNMENT  
PARTNERSHIP PROGRAM**

**TRAINING PLAN FOR THE  
NOWY SACZ PUBLIC SERVICE  
CITY ZONE**

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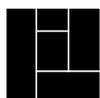


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## **PILOT LOCAL GOVERNMENT PARTNERSHIP PROGRAM**

### **TRAINING PLAN FOR THE NOWY SACZ PUBLIC SERVICE CITY ZONE**

#### **INTRODUCTION**

This report describes a training plan for improving the skills of the staff of the Nowy Sacz Public Service City Zone (PSCZ). USAID has provided assistance to the PSCZ since 1996, first through the Development Alternatives Inc. (DAI) contract and later through the Urban Institute Consortium. An Urban Institute team visited Nowy Sacz in March 1997 to develop an action plan for USAID assistance. One of the areas of assistance recommended was additional specialized training. The Urban Institute team recommended that a follow up consultancy would be necessary to define the areas of specialized training that would be included. This report presents a training plan that resulted from the consultancy that took place September 22-26, 1997.

The starting point for the consultancy was a proposed training plan drafted by the Department of the Public Economy and Administration in the Cracow Academy of Economics in February 1997. The Cracow Academy has been the primary partner of the PSCZ in establishing and launching the Zone. Academy staff have been very active in providing technical assistance and training to the Zone. Before the Zone officially opened its doors on January 1, 1997, Academy staff conducted a first round of training courses for PSCZ staff and board members on legal issues, communication, computer training, and information and promotion. The second round of training builds on the first round of training courses. The assumption is that the Cracow Academy will be responsible for providing most, if not all, of this training that is proposed in this plan.

During this visit, the focus was on interviewing key faculty members of the Cracow Academy and other Polish experts based in Cracow who might serve as trainers in the second round. Some of these had conducted the first round of courses in late 1996. In a few cases, the topics were outside the experience and expertise of the Academy staff so other individuals were identified to be interviewed. In all cases, the persons interviewed were also potential, if not likely, trainers of the various courses. A complete list of persons interviewed is included as Appendix A.

Towards the end of the consultancy, the consultant traveled to Nowy Sacz to discuss the training plan with the Chairman, Mr. Borusiewicz, and the Executive Director, Mr. Szewczuk. Both concurred with the training plan and offered some very helpful suggestions. In addition, the consultant interviewed the Head of the Building and Construction Department and the Head of the Education Department to discuss two of the specific courses that are in this plan. In this visit, Zone staff were not interviewed since the team in March 1997 had interviewed many of the Zone staff about training needs and it was not considered necessary to repeat those interviews. The consultant who developed this training plan was also part of the March 1997 team.

As a new organization, the PSCZ needs more than training to firmly establish itself. Many proponents of local government have high hopes for the Zone and see it as a model throughout Poland for a second level of local government. Although training is not the only form of assistance needed, it is one of the keys to building a strong institution. The Zone and its strategic partner, the Cracow Academy of Economics, believe that training is an essential way for its employees to develop and for the Zone to meet the expectations that

many have. Many of the courses proposed in this training plan are designed to help the Zone provide services more efficiently and effectively than at present. In the long run the success of the Zone will be judged primarily by its ability to provide services such as education and health care better than they were provided by the central government.

## APPROACH TO PLANNING AND IMPLEMENTING TRAINING

The approach to planning and implementing the courses in this plan has several key elements.

- The trainers for each course should conduct a needs assessment at least 2-4 weeks before a course begins. This needs assessment does not have to be extensive and could last only 1-2 days. The main purpose of the needs assessment is for the trainers to familiarize themselves with the current situation in the Zone in their area of focus and to collect information to design the course. No trainer should attempt to design their course in Cracow without making sure that the course is targeted to the needs of the participants. This will require some time in Nowy Sacz for discussions with Zone staff and other stakeholders.
- After the needs assessment adequate time should be allowed to design the course and prepare the materials. The basic rule of thumb is that it will take at least as much time to prepare the course as to deliver it. In many cases, it will take twice as much time to prepare as to deliver. This time should be budgeted and if a trainer does not have the time to do adequate preparation, someone else should be identified.
- The courses should be taught by a training team, not by a collection of individuals each presenting their portion of the course. So, for example, if a course on external relations has a public information component and a customer relations aspect and requires two trainers, these two trainers should present the course as a team. This means that if the course were three days in length, they should both be there for the full three days and not have one trainer there only when his or her topic was being covered. This will lead to an integrated training design which is planned jointly by the training team. In the first round of training by the Academy, faculty only came when their part of course was delivered, undoubtedly resulting in a fragmented and compartmentalized design.
- For the most part, the training should be delivered during regular working hours and not on the weekends. All potential trainers said it was not a problem for them to provide training during the week as long as they had sufficient notice.
- Training should be practical and not theoretical. This is another reason for doing a needs assessment prior to the course—to ensure that it is oriented to what the Zone actually needs. PSCZ leadership is rightly concerned that the training is practical and focused on their specific needs. The implication of designing practical training is that the trainers for each course will have to spend some time in the Zone to determine the needs and review the training design with the appropriate staff prior to implementation.



- Follow-up should be built into the training plan so the training courses are not one-time events that have limited impact. In some cases, the trainers themselves should be responsible for follow-up. In other cases, Zone supervisors and senior managers should be responsible for follow-up. Additional technical assistance might also be required. Whatever the form of follow-up, it is essential that the courses not be seen as the solution to a problem, but as one part of a strengthening program.
- The courses should be limited to approximately 20-25 participants in order to ensure that they are participatory. When the number is above 20-25, the course is likely to turn into a lecture and be didactic. If there are more than 25 participants, two courses should be considered.
- The Academy and the PSCZ should each designate a focal point for coordinating training. The logistic and organizational details in putting together a training course are essential to its success. The trainers should not have to take responsibility for these details. It is their job to say what they need, but they should not have to notify participants themselves and identify a training site.

## OVERVIEW OF THE PROPOSED COURSES

The proposed courses fall into two areas. The first area includes cross cutting subjects such as legal issues and strategic budgeting. These subjects would apply to all the departments of the Zone. The second area includes training that is aimed at a particular function of the Zone such as health care or road management.

The overview for each course should not be considered definitive. It is based on the interviews with potential trainers, the accumulated experience of the Academy, and interviews with Zone staff. However, a careful needs assessment and more detailed course planning may well result in some changes to what is proposed.

The training plan includes nine areas of training and 20 distinct course. In a few cases, an area consists of more than one course since it would take too long to cover all the material if taught in the same course and the subject matter is quite different. A description of each course follows in the next section. This list is intended to be a comprehensive set of training courses for the Zone over the next 12-24 months. No one donor may want to fund the implementation of all the courses. However, including all the courses identified allows the reader to see the entire training picture. The courses are not listed in order of importance.

Three of the courses targeted at a technical function of the Zone fall outside the specific areas of assistance in the USAID Local Government Partnership Project—health care administration, education, and road management. These courses are included for one very basic reason. They occupy the lion's share of the Zone's budget and two of them—health care and education—are the highest priority of the Chairman. Education represents 49 percent of the Zone's budget and Health Care represents 43 percent. It seems

difficult to not support two areas which together currently represent 92 percent of the budget. Road management will be transferred to the Zone on January 1, 1998 and will become the third largest budget area. Approximately 10 staff will be transferred from the Voivod for road management and 26 from the gminas for license and vehicle registration. In large measure the Zone's success will be dependent on how well it can provide services in these three areas.

Below is a list of the proposed courses.

### ***Cross-Cutting Courses***

1. Legal Issues (taught as three separate courses)
  - Civil Law
  - Labor Law
  - Administrative Law
2. Strategic Budgeting
3. Computer Training (taught as six separate courses)
  - Beginning and Advanced Microsoft Word
  - Beginning and Advanced Microsoft Excel
  - Beginning and Advanced Microsoft Access
4. Fund Raising Techniques
5. Customer Relations

### ***Targeted Courses***

6. Health Care Administration (taught as four separate courses)
  - Strategic planning
  - Improving quality of health care services
  - Financial Management
  - Project Management
7. Land Use Planning
8. Road Management (taught as two separate courses)
  - Improving road management
  - Drivers licenses and vehicle registration



## 9. Improving the Management of Post Elementary Education

### PROPOSED COURSES

#### *Cross-Cutting Courses*

##### ■ Legal Issues

###### *Civil Law*

**Goal:** Provide a basic understanding of civil contracts at the local government level including the use of contracts to procure goods and services and the enforcement of contracts.

**Participants:** Decision-makers including the heads of department and members of the Board.

**Duration:** 30 hours of training divided into two-day courses delivered one week apart.

**Discussion:** As a local government entity, the Zone will have the opportunity to enter into civil contracts for goods and services. Many of the staff do not have experience in contracting and would benefit from having a basic understanding. To make the course practical, the trainer will focus on solving cases that are applicable to the Zone. Five hours of more theoretical training on civil law was provided during the first round of training course.

**Trainers:** Marek Benio, Lawyer at the Cracow Academy of Economics.

###### *Labor Law*

**Goal:** Provide a basic understanding of labor law including labor contracts and collective bargaining.

**Participants:** Decision-makers including the heads of department and members of the Board.

**Duration:** 15 hours delivered on two consecutive days.

**Discussion:** As a unit of local government, the Zone staff will negotiate labor contracts for contingent (non-permanent) workers and must be aware of the basic requirements. The Zone will also play a role in collective bargaining since Polish law requires that in any collective bargaining situation, a unit of government must be present along with the employer and trade union. In the past the Central Government has played this role, but in the future local government will be represented in certain collective bargaining situations. The intent of this course is to provide a basic understanding of these issues. Since five hours of

training on the Labour Code was provided during the first round of training, this course will focus on cases and the application of the law.

Trainers: Marek Benio, Lawyer at the Cracow Academy of Economics.

#### *Administrative Law*

Goal: Ensure that Zone officials can apply administrative law in their day to day responsibilities.

Participants: Decision-makers including the heads of department and members of the Board.

Duration: Three two-hour meetings or one six hour course.

Discussion: Administrative law is the most common type that Zone officials will need. Fortunately, most Zone staff will already be familiar with administrative law since the law for local government is the same as for central government and most staff worked for the Voivod before transferring to the Zone. Administrative law includes such issues as what is required to make a document official, deadlines, and administrative procedures. This course will focus entirely on the application of administrative law since eight hours of basic training was provided during the first round of training in 1996. The focus will be on typical cases that apply to the Zone.

Trainer: Marek Benio, Lawyer at the Cracow Academy of Economics.

#### ■ **Strategic Budgeting**

Goal: Develop a budget based on the strategic priorities of the Zone.

Participants: 10-12 participants including the Treasurer, department heads, and all six members of the budget committee.

Duration: Three four-hour sessions, each one week apart. The participants would have practical exercises to work on between each session, based on real budget needs.

Discussion: The focus of this course is to learn how to develop a budget based on the strategic priorities of the Zone. Zone staff have the basic accounting skills to develop a budget, but they have never been asked to develop a budget based on priorities. For the most part, they use historical figures to develop budgets. This is especially important since the Zone has the budget flexibility to move money from one account to another, based on its priorities. A precondition to this workshop is the development of the Zone's priorities. In the April 1997 Action Plan, the team suggested a leadership workshop which would result in the definition of the Zone's priorities. This workshop would be an effective way for the Zone to establish its priorities and ensure that all key Zone staff understand and support the priorities.



Trainers: Lukasz Mamica, Economist, Lecturer at the Cracow Academy of Economics.

### ■ Customer Relations

Goal: Improve the customer orientation of Zone employees.

Participants: All Zone staff who deal with the public.

Duration: Three days

Discussion: This course was also proposed in the April 1997 Action Plan. The proposed objectives were to enhance customer orientation of zone employees, manage disagreement and conflict in a customer-friendly manner, use negotiation skills to solve everyday problems with customers, and reduce stress that comes with difficult customer relations. The Academy conducted a course on effective communication in the first round of training that this course would build on. In interviews with Zone staff in March 1997, this course was the most felt need. Topics to be addressed include communicating with customers in a positive manner, soliciting input from customers, solving customer problems using negotiation skills, resolving conflict, and communicating positive messages about the Zone.

Trainers: In the Action Plan, it was proposed that this course be designed and delivered with U.S. consultant assistance in conjunction with Academy staff. During the development of this plan, the consultant interviewed several Academy staff, but they did not have the right type of experience or background to conduct this course. Perhaps the right person is available, but it may require U.S. consultant assistance.

### ■ Computer Training

Goal: Learn basic word processing, spreadsheet, and data base programs at the basic and advanced levels.

Participants: All Zone employees who work in the Central Administration. Participants and their supervisors would decide whether they belong in the basic or advanced course and whether they need training in all three applications.

Duration: Basic Course - 8 hours  
Advanced Course - 6 hours

Discussion: Increased use of computers would greatly increase the efficiency of Zone employees. Zone employees do not need sophisticated computer training. Any special computer training needs can be handled by sending the person to the software vendor, most of whom provide training. What is needed are skills in word processing, spreadsheets, and data bases. One precondition to this training is for the Zone to standardize the software

it uses. The Academy recommends the use of Microsoft Office as one possibility since it is easy to use, readily available, and already familiar to some Zone staff. This means that staff would be trained in Word for word processing, Excel for spreadsheets, and Access for data bases. All computer training should take place at the Nowy Sacz Business School since they have a computer laboratory. The number of participants in each course should be determined by the number of computers in the laboratory so there is no more than one participant per computer. Since computer training was given in the first round, it is likely that there will be increased demand for the advanced courses.

Trainers: Rudolf Boder, Computer Specialist in the Cracow Academy.

### ■ Fund Raising

Goal: Increase skills in attracting extra-budgetary funding for Zone and gmina activities.

Participants: Gmina representatives and a team from the Nowy Sacz Club that was formed at the recent Economic Development Workshop.

Duration: Two to three days

Discussion: Zone leaders are very interested in being able to find sources of funding other than their regular budget. Their current budget does not provide for funding for anything other than their assigned functions. Staff do not where to look for other funding sources nor do they know how to write effective proposals to apply for funding. Zone officials are also interested in improving the skills of gminas to obtain external funding. The type of funding that the Zone is interested in includes donor funding, Polish government grants, and private sector sources. Although Zone leadership thinks that the course should focus on those who would actually locate and apply for funding, a shorter version of the course, say 3-4 hours, could also be given to Zone leadership and heads of organizations involved in economic development and other activities requiring outside funding. Since fund-raising was taught in the first round of training, this course should build on that.

Trainers: It was not possible to identify potential trainers for this course during the time available.

### ***Courses Targeted at a Specific Function***

#### ■ Land Use Planning

Goal: Provide an overview of the elements of a zone-wide land use plan as well as the specific steps involved in developing a land use plan.

Participants: Representatives from each gmina, representatives from the Nowy Sacz Club, the head of the Building and Construction Department, and senior Zone officials.



Duration: Four to five days

Discussion: Each gmina is responsible for preparing its own land use plan and must submit it to the Voivod for approval. Often the gminas contract with outside organizations to develop their plans. The Zone offers the potential for coordinating the development of land use plans among the 14 gminas. The Institute of Physical Planning has recently completed an extensive manual for developing land use plans with assistance from the British Know How Fund. In addition, the Institute has developed two courses for gmina officials, one a five-day course on the elements of a land use plan and the steps needed to develop a plan and the other a three-day course in the goals and process in carrying out a study, which is the first major step in the development of a land use plan. The Institute proposes to combine these two courses into a 4-5 day event and adapt it to the needs of a regional institution like the Zone.

Trainers: Skawomir Podolak, Institute for Physical Planning, Cracow Branch and staff.

## ■ Road Management

### *Road Management*

Goal: Develop a strategy for improving road management.  
Expose Zone to new techniques for more effective and efficient road management.

Participants: 10 staff to be transferred after January 1, 1997 from Voivod.

Duration: Two days

Discussion: As of January 1, 1998 the Zone will be responsible for management of the roads within the Zone that the Voivod is currently managing. Gminas will continue to manage local roads and the Voivod will continue to manage roads serving the entire Voivod. Approximately 10 employees from the Voivod will be transferred to the Zone along with the right to use road maintenance equipment and 26 people will be hired to take care of drivers licenses and vehicle registration. Road management is a complicated issue because of the interdependence of the road system, lack of resources to adequately maintain all the roads, and some poor legislation. Despite these difficulties, the City of Cracow has been creative in its management of roads. It has awarded contracts to the private sector and changed some of its techniques to improve efficiency. Because road management is a new function for the Zone, it is an opportune time to help the newly transferred staff to think creatively about road management, using the experience of Cracow.

Trainers: Jan Friedberg, former Deputy Mayor for the City of Cracow.

### *Drivers Licenses and Vehicle Registration*

- Goal:** Train the new staff in the basics of licensing drivers and registering vehicles.
- Participants:** 26 new employees who will be responsible for drivers licenses and vehicle registration.
- Duration:** Two days
- Discussion:** In January 1998, the Zone will hire 26 people responsible for drivers licenses and vehicle registration. Some of these currently work for the gminas and will be transferred to the Zone. Others will have to be hired. All of the new hires will need basic training in the basics of drivers licenses and vehicle registration. All will need training in traffic law. This training should not take place until all new staff are on board.
- Trainers:** It was not possible to determine who might be able to provide training in this subject.

### ■ **Health Care**

For the past year, the School of Public Health in Jagiellonian University in conjunction with Harvard School of Public Health have provided assistance to the Zone in improving the management of health care. This assistance has focused primarily on the development of a strategic plan so the Zone can make rational decisions regarding health care. The most important issue is health care financing. In general, the Nowy Sacz region has not been active in the area of training and is behind other areas of Poland in health care reform. For this reason, a series of four courses is proposed and they are presented in order of priority. One of the benefits of providing assistance in this area is that it builds on other USAID assistance. In addition, health care represents 43 percent of the Zone's budget and is one of the prime areas where citizens are looking for improved services. The Zone currently manages a hospital in Krynica, two health care centers—one in Nowy Sacz and the other in Krynica—and a network of 30 outpatient clinics of varying sizes. The Zone's Board also has a committee of 15 people responsible for overseeing health care. Ten of these are members of the General Assembly and not particularly knowledgeable about health care and 5 are at-large members with some experience in health care.

### *Strategic Planning*

- Goal:** Develop skills in how to use the new strategic plan as a management tool for improving health care.
- Participants:** Health Care Committee and senior staff of the two health care centers.
- Duration:** Three days
- Discussion:** The first draft of a strategic plan is almost ready and will be finalized within two months. The Health Care Committee has little familiarity with strategic planning and how to use it as a management tool. Because the strategic plan has been developed, the course will



focus specifically on how to use the plan. The participants can develop a strategy for communicating this plan to others, specific indicators for tracking performance, and actions for follow up.

Trainers: Sojniew Sitko and others from the Jagiellonian University.

### *Improving the Quality of Health Care Services*

Goal: Identify areas for improving the quality of health services and the measures required for monitoring quality.

Participants: Senior staff of the two health centers and clinic directors.

Duration: Two to three days

Discussion: Quality of health care services is a new concept for the health care system in Poland. One of the key measures of the Zone's success is whether people feel that the quality of health care services has improved. This workshop will focus on the concept of quality, identify where opportunities for improving quality exist, develop specific measures to measure quality, and produce an action plan to improve quality.

Trainers: Sojniew Sitko and others from the Jagiellonian University.

### *Financial Management*

Goal: Improve the ability to manage a budget and control costs.

Participants: Clinic directors, health care center staff, and some members of the health care committee.

Duration: Three days

Discussion: Health care administrators do not have the necessary financial management skills to make the best use of their budgets. They do not have the right tools for managing costs. They do not know how to do a financial analysis. No comparative data exists to compare the financial performance of a clinic with that of another. There are no agreed upon indicators to measure financial performance. This workshop will focus on introducing participants to the tools needed for financial analysis as well as the development of indicators to track financial performance.

Trainers: Sojniew Sitko and others from the Jagiellonian University.

### *Project Management*

- Goal:** Introduce participants to the key skills in project management.
- Participants:** Staff from the health care administrative centers.
- Duration:** Two-three day course.
- Discussion:** Health care officials have the potential to create project funding from their regular budget and from external sources. Yet they do not have basic skills in project management. These include managing towards a set of objectives, developing and managing a budget to accomplish those objectives, developing and managing a work plan, and monitoring progress within a specified time frame.
- Trainers:** Sojniew Sitko and others from the Jagiellonian University.

### ■ Education

- Goal:** Use the experience of other gminas to help the Zone improve its management of education.
- Participants:** 21 school principals, Head of Zone Education Department, members of the Board's education committee, and interested staff from the Education Department in the Voivod.
- Duration:** Three days
- Discussion:** With 49 percent of the Zone's budget and 21 schools, education is the single largest Zone responsibility. Although the central government retains much control over education, on paper the Zone does have the responsibility for management of the schools. The central government retains control over the curriculum and has the right of approval over key management decisions such as the closing of schools. In the area of elementary education (grades 1-8), the government has delegated responsibility for management to the gminas and in post-elementary education (grades 9-12) the government has given responsibility to some of the big cities. The Zone is the first example of a region encompassing multiple gminas being given responsibility for post-elementary schools. The proposed workshop would bring together the education leaders in the Zone with those who have experience with decentralized control over elementary education in the gminas and post elementary in the big cities. The intent is to use the experience of others to make improvements in the way the Zone is managing the post-elementary schools.
- Trainers:** Although it was not possible to interview trainers for this workshop, Zone officials had several suggestions of who to contact. Mr. Andrzej Porawski in Poznan is the Chairman of the Education Department in the Union of Polish Cities and could be a valuable source of contacts. Mr. Andrej Bulzak of Lublin University is an expert on educational reform and a possible speaker at the workshop.

## CONCLUSION AND NEXT STEPS

1. This training plan is a comprehensive set of courses over the next 12-18 months. It may be more than USAID wants to fund. The report does not attempt to prioritize the courses in order of importance. USAID, the PSCZ, and the Cracow Academy may all have different criteria for determining the priorities. All the courses are important for the future of the Zone. Determining the priorities and the degree of USAID support is a critical first step.
2. This consultant believes that the highest training priority is the leadership training proposed in the April 1997 Action Plan. That workshop proposed to combine training on key topics with real work on zone issues. The workshop was to focus on issues such as the impact of leadership and management on organizational effectiveness, the structure and purpose of vision and values, team effectiveness, and communication. One of the key outputs of the workshop was the definition of the strategic goals of the Zone. This four-day workshop should take first priority and be done as quickly as possible. Because of the nature of the workshop, it should be conducted with U.S. consultant assistance in conjunction with the Academy. This workshop will lay the foundation for much of the training which is proposed in this plan.
3. USAID should consider a 3-5 day training of trainers workshop for the Academy faculty and other people who will be providing the training. It is fairly clear that the Academy faculty who trained in the first round use the same type of teaching methods they use in their university courses. This seems to consist mostly of lecture, discussion, and case studies. All of these individuals would benefit from a workshop which would improve their skills in providing practical training. This workshop would cover the following:
  - Needs assessment techniques and how to use that information to design a workshop
  - The elements of a training design
  - Basic training delivery skills
  - Training techniques including the use of flipcharts and overheads, small groups, role playing, and field activitiesThe training of trainers workshop should be taught a month or two before the first course is scheduled.
4. Following are the immediate next steps:
  - Urban Institute should translate this report into Polish and send it to the Zone and the Cracow Academy.
  - USAID should review the report and decide which courses it would like to fund through the Cracow Academy. USAID may want to consult with the Academy and Zone to determine the priorities.

- USAID or the Pilot LGPP contractor should then request a budget proposal from the Cracow Academy.
- If the plan is funded, the Zone should appoint an in-house training coordinator to be a focal point for organizing the workshops. Finding the training site, notifying the participants, and securing the training materials requires someone with organizational skills and attention to detail.

It is particularly important to decide quickly on the follow up to this training plan. For a variety of reasons, the only concrete activity that has taken place in the past year in Nowy Sacz has been the Economic Development workshop, which took place in early September 1997. This training plan offers a number of specific ideas for additional training assistance. Other ideas were offered in the Action Plan developed in April 1997. With the change in Contractors from the Urban Institute, this training plan could fall between the cracks as the new Contractor mobilizes and pays attention to other issues. That would be unfortunate since a delay in implementation will cause a loss of momentum and energy. In addition, it is likely that the Zone and the Academy are expecting that some, if not all, of the courses will be funded. If a donor funds a plan, it is not an unreasonable expectation to expect some funding for its implementation unless it was made perfectly clear that no further funding was available. This consultant made it clear to both the Academy and the Zone that the implementation of the plan was up to USAID. It is important, however, that this decision be made as soon as possible.

## APPENDIX A

### LIST OF PERSONS INTERVIEWED

Stan Alwasiak — Former employee of the PSCZ

Marek Benio — Lawyer, Lecturer at the Cracow Academy of Economics

Rudolf Boder — Computer Specialist at the Cracow Academy of Economics

Rudolf Borusiewicz — Governor of the PSCZ Board

Dr. Robert Chrabaszcz — Political Scientist, Lecturer at the Jagiellonian University

Jan Friedberg — C. Engineer, City Hall, Cracow

Jerzy Hausner — Chairman of the Board of the Research Center for Public Economy and Administration

Lukasz Mamica — Economist, Lecturer at the Cracow Academy of Economics

Antoni Matuszko — Institute of Physical Planning and Municipal Economy, Cracow Branch

Stanislaw Mazur — Manager of the Research Center for Public Economy and Administration, Cracow Academy of Economics

Pawel Planeta — Press Research Institute, Jagellonian University

Skawomir J. Podolak, Ph.D. — Institute of Physical Planning and Municipal Economy, Cracow Branch

Jerzy Poltorak — Head of Building Construction and Architecture Department in PSCZ

Dr. Stojgniew Jacek Sitko — Consultant, Harvard and Jagiellonian Consortium for Health

Marek Surowiak — Head of the Education Department in PSCZ

Zenon Szewczyk — Director of the PSCZ