

PD-ABG-748
84325

PROGRAM REPORT

PERIOD:

April 1 to June 30, 1993

for

**Management and Economics Education
for Central and Eastern Europe**
Project No. 180-0029
U.S.A.I.D. Grant No. EUR-0029-G-00-1051-00

from the

Partners in Economics and Management:
Hubert H. Humphrey Institute of Public Affairs
Department of Agricultural and Applied Economics
Curtis L. Carlson School of Management
of
The University of Minnesota
and
Land O'Lakes, Inc.
Sparks Companies, Inc.
The American Trus. for Agriculture in Poland

Contact Persons: Dean G. Edward Schuh
or Randal J. Zimmermann
Telephone: 612-626-8176
Facsimile: 612-625-6351

Part One

University of Minnesota

UNIVERSITY OF MINNESOTA

I. Summary of Activities Offered

During this quarter the University continued its management and economics training program in Poland as well as at the University campus in Minnesota. The following university-level training activities were conducted in Poland:

A. Seminar: Economics of the Public Sector - April 14-16

US Instructors: John Brandl
Robert Kudrle

Polish (PL)
Instructors: Andrzej Slawinski
Alojzy Zaleski

Participation: 21 faculty and advanced students

B. Academic Course: Advanced Public Finances - April 14-22

US Instructor: Robert Kudrle
PL Instructor: Andrzej Slawinski

Participation: 32 faculty and advanced students

C. Academic Course: Advanced Cost-Benefit Analysis - April 14-22

US Instructor: John Brandl
PL Instructor: Alojzy Zaleski

Participation: 28 faculty and advanced students

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- D. Curricula Workshop: Human Resources Management - April 19-20**
US Instructor: John Fossum
PL Instructors: Aurelia Polanska
Julian Daszkowski
- Participation: 23 faculty and advanced students
- E. Academic Course: Advanced Human Resources Management - April 21-30**
US Instructor: John Fossum
PL Instructors: Aurelia Polanska
Julian Daszkowski
- Participation: 17 faculty and advanced students
- F. Curricula Workshop: Environmental and Resources Economics
May 17-19**
US Instructors: Marie Livingston
Zbigniew Bochniarz
PL Instructors: Bazyli Poskrobko
Kazimierz Gorka
- Participation: 28 faculty and representatives of environmental
administration
- G. Academic Course: Economic Principles of Environmental Policy
May 20-28**
US Instructor: Marie Livingston
PL Instructor: Bazyli Poskrobko
- Participation: 19 faculty and advanced students
- H. Curricula Workshop: Agricultural Markets - June 7-18**
US Instructor: Jerry Hammond
PL Instructor: Szczepan Figiel
- Participation: 12 faculty and advanced students

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I. Academic Course: Agricultural Markets - June 7-18

US Instructor: Jerry Hammond

PL Instructor: Szczepan Figiel

Participation: 17 faculty and advanced students

J. Summer School of Management - June 6-19

US Instructors: Bruce Erickson
W. David Kelton

PL Instructors: Avner Ben-Ner
Krzysztof Przybylowski
Joanna Kisiel

Participation: 35 faculty and advanced students

K. Summer School of Economics - June 20 - July 1

US Instructors: Richard Todd
Michael Keane
Hamid Mohtadi

PL Instructors: Urszula Grzelonska
Elzbieta Adamowicz

Participation: 39 faculty and advanced students

L. Public Lectures - April - May

US Instructors: John Brandl
John Fossum
Robert Kudrle
Marie Livingston

Participation: Over 200 faculty members, students, government reps, business and NGOs, and public-at-large; announced in major mass media; and delivered mostly at WSE

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M. Hands-On Consultations - April - May

US Instructors: Zbigniew Bochniarz
 John Brandl
 John Fossum
 Robert Kudrle
 Marie Livingston

Participation: Representatives of the Polish Government (Central
 Planning Office, Ministry of Finance and National Bank
 of Poland, Ministry of Environmental Protection, Natural
 Resources and Forestry, Ministry of Labor and Social
 Affairs), regional and local governments, NGOs and
 business.

It is significant to note that all training activities were conducted with the participation of a Polish instructor as a co-teacher or facilitator. This is consistent with the PEM objectives for Year Two in developing teaching competencies within the Polish faculties for teaching courses that have been introduced by this project. Many of these courses have been incorporated into the regular curriculum at the Warsaw School of Economics and the Olsztyn University of Agriculture and Technology and will become standard offerings for the 1993-94 academic year.

There were nine courses, seminars and curricula workshop provided 5,013 student contact hours and involved about 200 Polish faculty and post-graduate level students. PEM also conducted two summer schools which provided an additional 8,924 contact hours for 74 participants.

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The U.S. faculty members also delivered 5 public lectures to the general public (with one exception) at the WSE. Participants included faculty members, students, representatives of governments, business and NGOs, and the public-at-large. The lectures addressed current issues in the U.S. and Polish economy, politics and the environment. The lectures were organized and sponsored by the Polish-American Center for Economics and Management (PACEM) which also served as a good publicity for the project and the PACEM.

In response to the AID requests, the project undertook several attempts to reach out policy-makers. One of the most popular form of contacts with them were visits of U.S. faculty and "on spot" delivered consultations dealing with current Polish issues. The consultations also gave us opportunities to learn more about Polish problems and in this way better address them in the PEM plan for Year 3.

Simultaneous to the training activities in Poland, the University of Minnesota was also host to small groups of Polish instructors for the purpose of curricula development training in specific areas of management and economics. The objectives for these study tours to Minnesota were to expose Polish faculty to live classroom settings where they could observe the techniques and methods used by American faculty, work one-on-one with American faculty in developing course outlines and materials, and become exposed to the inter-relationship in research, teaching and outreach as practiced by a major Land-Grant university.

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During the quarter the following groups were hosted:

- N. Strategic Management - March 27 to April 8**
US Instructors: Bruce Erickson (primary host)
David Kelton
Fred Beier
- PL Instructors: Zdzislaw Pierscionek
Krzysztof Przybylowski
Alicja Sosnowska
Joanna Kisiel
Andrzej Nieradka
- O. Master's in Business Administration Programs - April 24 to May 2**
US Instructors: Mahmood Zaidi (primary host)
David Kelton
- PL Instructors: Tomasz Szpiro (dean of the WSE Graduate School)
Marek Rocki (Pro-rector for Academic Programs)
Aleksander Sulejewicz (director, MBA Programs)
- P. Public Sector - May 1-11**
US Instructors: Robert Kudrle
John Brandl
- PL Instructors: Janusz Kalinski
Andrzej Slawinski
Alojzy Zaleski

The product from the study tours for the Strategic Management and Public Sector groups was for each of the participants to develop courses in topics related to these

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concentrations and be prepared to lead classes in the next academic year at their institutions. The character of the study tour for the MBA group was more programmatic in that they divided their time between attending MBA classes, meeting with directors of the Day, Evening and Executive MBA programs at the Carlson School of Management and formulating with PEM project leaders implementation plans for establishing a MBA program at WSE. Altogether, 11 Polish faculty participated in the study tours this quarter for a total of 810 contact hours.

The aggregate totals for university-level PEM training came to 14,323 student contact hours for 285 Polish instructors.

II. Internal Evaluation Methods and Results

All university-level PEM courses were evaluated based on information collected from post-course participant surveys, project staff observations and trainer's written reports. Beginning with courses in May, the project added a pre-workshop questionnaire to better understand participants expectations and level of preparation for the course or seminar. It became clear during the two summer schools that the pre-workshop questionnaire became a valuable tool for trainers to determine the approach to a certain topic and the level of sophistication to use. Conversely, it helped the participants engage in the course and "take ownership" of the agenda. As a result, satisfaction levels to increase both for participants and trainers.

III. Summary of Country's Political Climate

Despite visible progress in the Polish economy-- marked by stabilizing economic growth, increases in labor productivity and general efficiency, lowered inflation-- political developments did not follow these trends. The fragmented Sejm (the lower chamber of the Polish Parliament) did not produce a strong governmental coalition. For that reason, the Suchocka Government fought for survival by making some mostly reasonable compromises within the coalition camp. Unfortunately for the Government, the Solidarity Trade Union which supported this Government until recently, not only withdrew its support due to the Government's rejection of their demand to raise salaries in the budget sphere, but presented a motion of no-confidence in the Parliament on May 28, which passed by a single vote.

In such circumstances, the Polish President Lech Walesa announced on May 29 that he would dissolve the Parliament and call for new elections rather than accept the resignation of the Suchocka Government. The President's decision was well received by Poles, who lost confidence in the old Parliament some time ago. New elections were scheduled for September 19 and this caused a lot of speculation and question marks. The major question is whether the current or a similar Center-Right coalition will be able to gain a majority in the new parliament. The alternative is a government formed by a Left coalition, which seems to be gaining strength due to public discontent with the results of the slow transition to a market economy. In Poland, like in other CEE countries, there's a lot of populist criticism of the economic reforms-- though usually without any viable, alternative solutions. There is no doubt that during the next year, PEM will be working with a new government; but what type of government is impossible to predict now.

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These national political events did not much affect our partner institutions. University elections were held in May and resulted in victories for reformers at our partner institutions who have strongly supported our project. Although, Professor Mueller -- a supporter of PEM from the beginning-- was not re-elected at the Warsaw School of Economics, the new rector Professor Janina Jozwiak and her deputies represent a new generation of WSE leaders who will rely heavily on collaboration with PEM to fulfill their reform strategy. Professor Hopfer was re-elected rector of the Olsztyn University of Agriculture and Technology and in Bialystok and Lublin a new generation of leaders is in place. Therefore, we expect that changes in university leadership in Poland will not adversely affect our plans; to the contrary, we expect our collaboration to be even more effective.

IV. Plans for Next Quarter

No programmatic activities are scheduled for the period July 1 to September 30, 1993. However, during this time the project management will actively be engaged in analysis of Year Two activities, planning for implementation of training during academic year 1993-94, and developing further the scope of collaboration with PEM partner institutions in Poland. These will include particular, finalization of MBA and Post-Diploma curricula, selection, preparation, and publication of teaching materials, etc.

V. Efforts to Insure Sustainability

Throughout the PEM project, management has emphasized the *primary role Polish partner institutions play with insuring the sustainability of this project*. For that reason, PEM entered into collaborative relationships with the Warsaw School of Economics and the Olsztyn University of Agriculture and Technology. In doing this, PEM reasoned that the Polish partner institutions would not only benefit directly from the PEM training programs but also from becoming the proprietors of the PEM training centers. Once established, these Centers became PEM's bases of operations in Poland; engaging Polish nationals as staff, advisors, consultants, and trainers, and using their influence in the development of PEM training activities.

Sustainability has also been enhanced through a re-orientation of university level training to appeal more to Polish faculty by focusing more on curriculum development and by working with partner institutions to reform existing programs and establish new ones. The success of these efforts will become manifest in the introduction of an Executive MBA program at WSE and the Post-Diploma Agricultural Studies Certificate program at Olsztyn. Also, recently established at WSE are two new post-diploma studies programs in Management for Statistics and Marketing in Foreign Trade. These programs will be offered in affiliation with the Polish-American Center for Economics and Management (PACEM) and will not only present a new challenge for PEM but also a revenue-enhancing opportunity for the Center.

VI. Administrative/Personnel Issues

Nothing to report for this period.

VII. Additional Information

The Carlson School of Management received word from the Andrew W. Mellon Foundation that a decision had been made by the board to fund a two-year proposal to develop and establish a Master's in Business Administration degree program at the Warsaw School of Economics. This proposal was sponsored by Professor Richard E. Quandt of Princeton University and is intended to supplement the AID Management Training and Economics Education project. Activities sponsored by the Mellon Grant will focus more on the structure and administration of the program and offer training of a longer duration than was possible under the AID project. The period of the grant will also allow the partnership between WSE and the University of Minnesota to extend beyond the expiration of the AID project -i.e., June 30, 1994.

Part Two

Land O'Lakes, Inc.

**MANAGEMENT TRAINING AND ECONOMICS EDUCATION
FOR CENTRAL AND EASTERN EUROPE
LAND O'LAKES SUBCONTRACT TO THE HUBERT H. HUMPHREY INSTITUTE
USAID GRANT NO. EUR-0029-G-00-1051-00
QUARTERLY REPORT
APRIL - JUNE 1993**

I. SUMMARY

In the third quarter of fiscal year 1993, Land O'Lakes implemented the last five of nine short courses planned for the second year of a USAID-funded subcontract with the University of Minnesota Hubert H. Humphrey Institute. The Foundation for the Development of Polish Agriculture (FDPA) provided in-country coordination. The courses were conducted at The University of Agriculture and Technology in Olsztyn, Poland.

The thrust of year two's objectives was to build on the seven courses delivered in year one by offering more advanced-level economics and management training for year-one participants and by strengthening the local resource capacities of cooperating institutions. Emphasis was given in training activities to facilitate the development of marketing strategies. The courses in the second year built on the first year accomplishments and on feedback from course participants and trainers.

Land O'Lakes offered one 8-day and eight 5-day seminars between November 1992 and June 1993 in the areas of logistics management, video communications, and various marketing courses with emphases on food merchandising, sales, and marketing research.

Land O'Lakes conducted two seminars in the first quarter of fiscal year 1993. Lynne Heuton, Inventory Technical Resource Manager at Land O'Lakes in Arden Hills, conducted two 5-day courses on Logistics Management in November of 1992.

In the second quarter, trainer Samuel Smyrl, retired Land O'Lakes dairy feed sales representative, conducted two 5-day courses on intermediate marketing principles with a focus on sales management during March 1993.

In the third quarter, Land O'Lakes presented an eight-day course entitled Advanced Agri-Business Marketing Using Custom Video Programs, two 5-day seminars on Market Research, and two 5-day seminars on Intermediate Marketing Principles with a focus on food merchandising, labeling, and advertising.

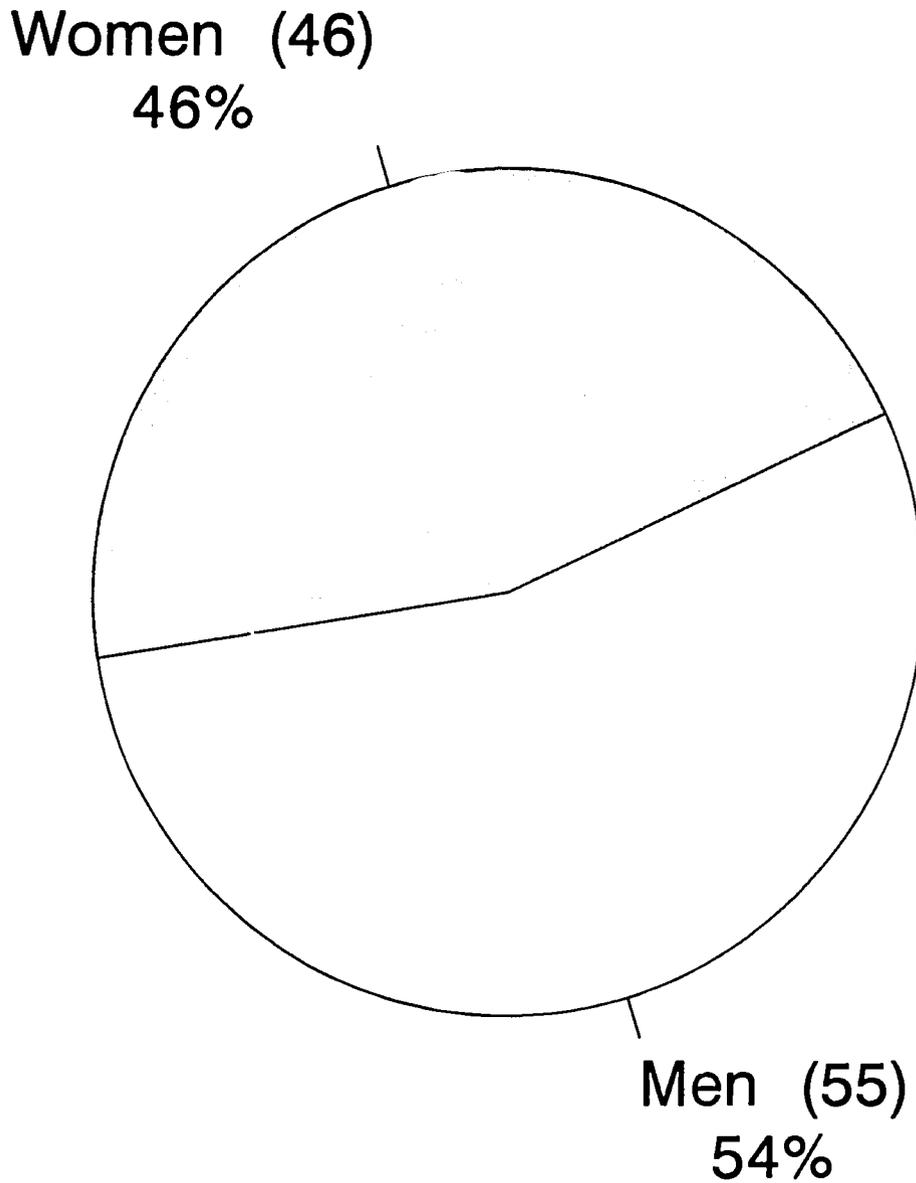
See Attachment 1 for a summary listing of the courses provided in year two.

Below is a graph depicting the gender breakdown of classes for the past quarter: 46% women, 55% men (Chart 1). The 101 participants in the five seminars came from a wide variety of types and sizes of organizations and farms (Chart 2). Fifty-eight of the

POLAND

Gender Profile

In-Country Training, 2nd Quarter, 1993

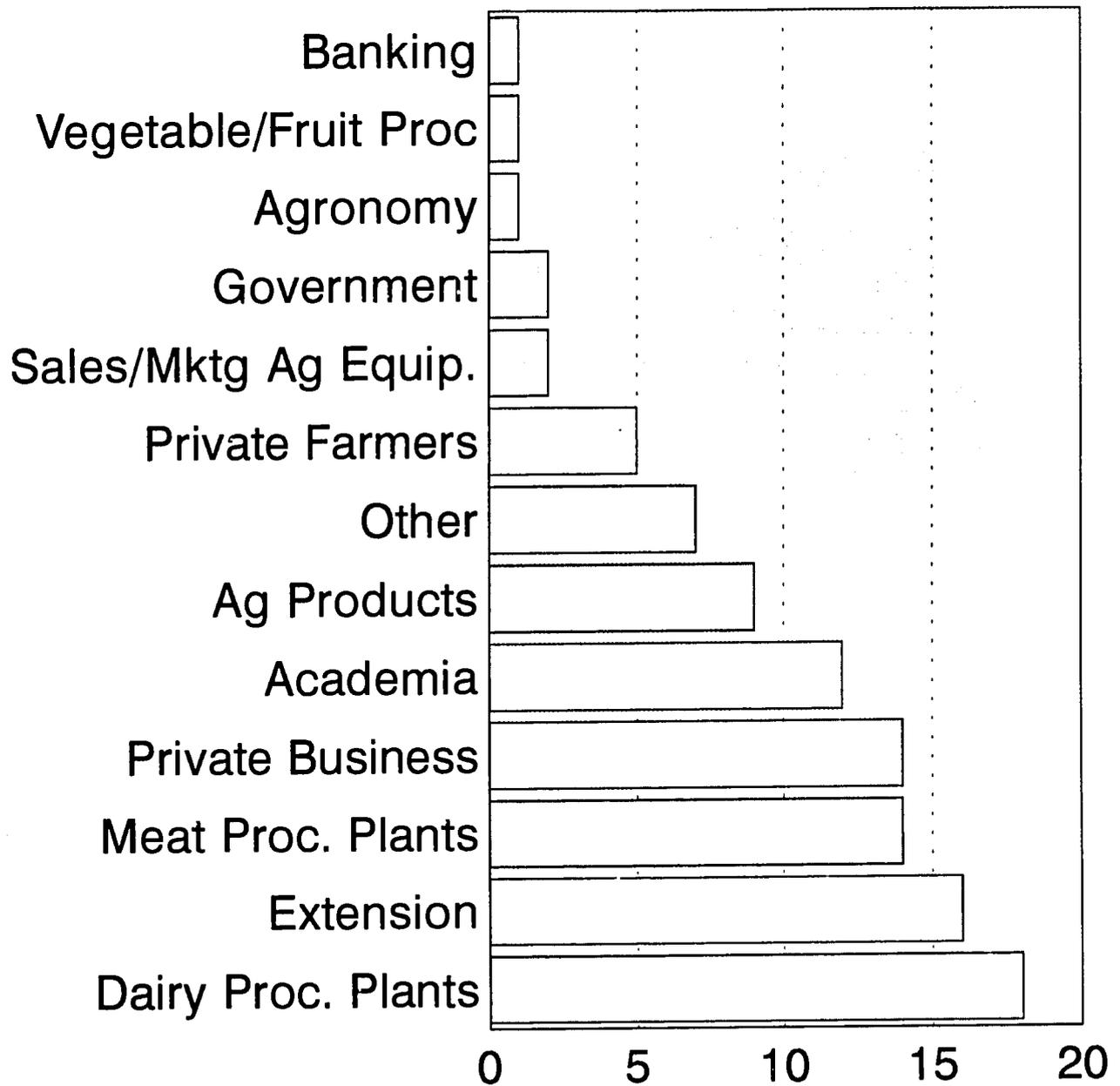


Number of Courses = 5

Land O'Lakes, Inc.

POLAND

Professional Affiliation In-Country Training, 2nd Quarter, 1993



Number of Participants 101

Number of Courses = 5

Land O'Lakes, Inc.

participants were in agribusiness; 8 from other businesses; 18 from government and rural extension; 12 from academia; and 5 were farmers.

The Student Contact Hours report in Attachment 2 provides another summary on the class composition.

II. TRAINER'S EXPERIENCES

Roman Paluta taught the second session on **Intermediate Marketing Principles**. As a Polish-speaker with many close relatives in Poland, he was aware of many of the situations the Polish people face. Roman found that his participants understood the concept of premium pricing, but doubted whether or not it would work in Poland. Roman stressed that Poles need to recognize the global marketplace and that, if Poland wanted to be active in the export market, they should consider this concept for export opportunities if it wouldn't work in Poland.

Paluta commented that discussion exercises on specific Polish situations "proved very useful in forcing the audience to think about and apply their learning, and brought much lively discussion to the course." By the end of the sessions, the class had dubbed themselves "The Future Eagles of Polish Marketing."

Paluta found that for cultural, as well as practical reasons, Poles are much more receptive to training and assistance from the U.S. rather than Germans or Swedes, whom they view as immediate competitors.

Paula Buchta commented that the participants in the first **Intermediate Marketing Principles** class were "challenging, aggressive, and eager to learn, and more importantly, to apply the marketing principles to their individual companies and business situations."

Dr. Ellen Kennedy, who taught the first session of **Market Research**, said that the students clearly demonstrated ability to practice marketing research by the end of the course. She felt that, given the students' participation in the course, they will be able to bring a working knowledge of marketing research back into their organizations. Students offered many examples in class of marketing decisions made in the past that could have benefitted from some thoughtful research. Because of the experientially oriented nature of the course, she was able to observe students learn research skills and actually practice them (e.g., conducting an observational study in class; conducting qualitative, exploratory interviews and summarizing and interpreting them; writing surveys; and developing sample strategies).

Dennis Karlstad, in his **Advanced Agri-Business Marketing Using Custom Video Programs** seminar, drove home the importance of responding quickly to changing business conditions in a real-life way. When the class realized its video project was addressing the wrong issue for one of the class participants, it worked extra hours to refocus and rewrite the script for the video production. This was a far more effective learning tool than creating a video from a mock-up situation. Refer to the description in III.C.3. below.

III. INDIVIDUAL COURSE REPORTS

A. INTERMEDIATE MARKETING PRINCIPLES

1. Trainer

Paula Buchta, marketing consultant and small business owner, and Roman Paluta, marketing and advertising consultant, each conducted a five-day course on **Intermediate Marketing Principles: Focus on Food Merchandising, Labeling, and Advertising**. Buchta taught May 4-8, 1993, and Paluta taught May 10-14, 1993.

2. Participants' Backgrounds

Twenty-seven (27) participated in the first Intermediate Marketing Principles seminar and thirty (30) in the second, for a total of 57. Of those, 39% were women, 61% men. The professional backgrounds of participants were broad, including education, animal husbandry, dairy and other agricultural cooperatives, retail and wholesale sales, and food processing, manufacturing and distribution. The students in the second course were from such diverse backgrounds as rural extension (ODRs), manufacturing, dairy and meat processing, beer-making, seed production, and the agricultural university. The two course rosters are attached (Attachment 3).

3. Seminar Content/Focus

The main objective of the course was to increase awareness of and the ability to apply principles of marketing in the current Polish economy, with emphasis on food merchandising, labeling, and advertising. Topics covered were role of marketing; marketing mix; the competitive climate; marketing strategy; market segmentation and targeting, consumer behavior; product, pricing, place, and promotion strategies; new product development.

Specific classroom activities included lectures, case study analysis, class discussions of in-country applications, and exercises. Exercises included the development of a marketing plan by small teams of participants, a market segmentation exercise, and an exercise to name a new product.

Paula Buchta brought many props to class for analysis, such as packaging, magazines, and advertisements. She also used cereal boxes to explain target segmentation and various forms of Reese's candy to explain product extension.

Roman Paluta changed his participants' ideas of marketing's role in business. Many participants felt at the outset that marketing's purpose is to figure out how to sell products to consumers. He stressed that marketing's role is to identify a consumer need and fulfill a need which that consumer feels is important. In the marketing plan segment, he asked his students to group together and create a marketing plan for a real or imagined product. One

group created a marketing plan for a frozen pre-cooked french fry and presented an excellent marketing plan, including why there was a consumer need for it (busy working mothers do not have time to cut potatoes and fry them) and a competitive analysis (Poland is the third highest producer of potatoes in the world).

B. MARKET RESEARCH

1. Trainer

Dr. Ellen Kennedy, marketing research professor at the University of St. Thomas, and Lori Mastrian, Land O'Lakes senior sensory scientist, each taught the **Market Research** course. Dr. Kennedy conducted one of the seminars May 31 - June 4, 1993, and Mastrian conducted the other June 21-25, 1993.

2. Participants' Backgrounds

Fifteen (15) participated in the first Market Research seminar and eighteen (18) in the second, for a total of 33. Of these, 61% were women, 10 in each course. The following businesses or organizations were represented in the first course: computer services and sales, trade, science, meat processing, retail and industrial trade education, banking, food trade, dairy industry, and milk processing. The second course, the students were from horticulture, dairy production and procurement, the meat industry, and the other agricultural and cooperative services. The two course rosters are included in Attachment 3.

3. Seminar Content/Focus

The general focus was on the importance of conducting qualitative exploratory research as the basis for either preliminary decision-making or the basis of informed subsequent quantitative data gathering. The course addressed all steps in the marketing research process and did so in a practical, "hands-on" way, based on the maxim that the only way to teach research is by having students do research. For instance, in both courses, the students learned qualitative exploratory research through an out-of-class exercise where they, in groups of three to four, developed a testable hypotheses, established an interview guide, developed a sampling strategy, and interviewed people.

Topics for the course included marketing research methodologies, secondary data, qualitative data, data collection, sampling, survey research, survey analysis, interpreting results, and ethics.

Below is a picture of Dr. Kennedy's market research class testing potato chips. Through this fun but practical exercise, the students learned the basics of observation studies.



C. ADVANCED AGRI-BUSINESS MARKETING USING CUSTOM VIDEO PROGRAMS

1. Trainer

Dennis Karlstad, manager of communications at Land O'Lakes, and Mr. Krzysztof Woloczko, communications department at the University of Agriculture and Technology in Olsztyn, team-taught **Advanced Agri-Business Marketing Using Custom Video Programs** June 21-29, 1993. Woloczko and Karlstad worked side by side to teach agribusiness men and women managers how to better market their products through the visual media.

Dennis Karlstad's first venture to Poland was in December 1991, where he team-taught a video communications course. In the first year of this program, Land O'Lakes, through funding from the United States Agency for Development (USAID), arranged for the purchase and shipment of video equipment for the University's Communications department. Karlstad's assignment exemplifies the type of partnership Land O'Lakes has with the university: building on and using available local resources to develop the university's infrastructure.

2. Participants' Backgrounds

Eleven (11) participated in the seminar: 7 men and 4 women. They work in the business areas of dairy processing and production, meat and poultry processing, fruit and vegetable seed production, flour milling, and agricultural products distribution. The course roster can be found in Attachment 3.

3. Seminar Content/Focus

The goal of this eight-day course is to provide participants with a usable video tool for marketing. The co-trainers taught the course with practicality in mind and focused on the use of video in production promotion. Learning to produce videos is a timely topic because most businesses have videocassette recorders (VCRs) now. The key trainer, Dennis Karlstad, taught the general process of planning and creating any marketing project and how, within that framework, to follow steps leading to the output, specifically, of a videotape. The focus was video's use as a marketing tool rather than on the technical aspects of video production.

The course emphasized applying video promotion to actual business issues of the participants. The class wrote and produced a videotape marketing promotion piece to address the real-life promotion need of a local dairy processor. The employee of that dairy processor who was a participant of the course thought that the focus should be promoting yogurt to distributors. The class wrote a script to fit this goal, but when they toured the dairy facility and talked to other employees, they realized that the aim of the original concept was misguided. A better purpose was to promote, to the end consumer, the cleanliness of the milk and the modern technology used. The class felt such ownership of the project that six of them spent their one day off re-writing the video script to meet the new goal. The students learned firsthand how they must adapt quickly to changing conditions and rise to the challenge of close deadlines.

IV. EVALUATION

Land O'Lakes prepared its own evaluation forms for the courses. Summaries are included as Attachment 4. The seminars were well received, the responses averaging from average to excellent ratings for each topic, with one exception. The market research training manual was poorly translated. Steps have been taken to correct this for next year's courses.

The evaluation forms required by USAID are attached as Attachment 5 and have been sent also to Dr. Leslie Koltai. The forms for three of the five courses this quarter are included. The other Koltai evaluation forms, for the June 21-25 Market Research course and the June 21-29 Video Communications course, will be forthcoming.

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ATTACHMENTS

- | | |
|---------------------|-----------------------------------------|
| Attachment 1 | Summary Listing of Courses |
| Attachment 2 | Student Contact Hours |
| Attachment 3 | Course Rosters |
| Attachment 4 | Land O'Lakes Summary Evaluations |

ATTACHMENT 1

Summary Listing of Courses

**SUMMARY LISTING OF COURSES
LAND O'LAKES - YEAR TWO**

- Course 1** **Logistics Management**
Date: **November 16-20, 1992**
Trainer: **Lynne Heuton, Inventory Planning Specialist, Logistics Division,
Land O'Lakes**
- Course 2** **Logistics Management**
Date: **November 23-27, 1992**
Trainer: **Lynne Heuton, Inventory Planning Specialist, Logistics Division,
Land O'Lakes**
- Course 3** **Intermediate Marketing Principles: Focus on Sales Management**
Date: **March 8-12, 1993**
Trainers: **Samuel Smyrl, retired Land O'Lakes employee**
- Course 4** **Intermediate Marketing Principles: Focus on Sales Management**
Date: **March 15-19, 1993**
Trainers: **Samuel Smyrl, retired Land O'Lakes employee**
- Course 5** **Intermediate Marketing Principles: Focus on Food Merchandising,
Labeling, and Advertising**
Date: **May 4-8, 1993**
Trainers: **Paula Buchta, consultant**
- Course 6** **Intermediate Marketing Principles: Focus on Food Merchandising,
Labeling, and Advertising**
Date: **May 10-14, 1993**
Trainers: **Roman Paluta, consultant**
- Course 7** **Market Research**
Date: **May 31-June 4, 1993**
Trainers: **Dr. Ellen Kennedy, University of St. Thomas**
- Course 8** **Market Research**
Date: **June 21-25, 1993**
Trainers: **Lori Mastrian, Sensory Specialist, Market Research, Land O'Lakes**
- Course 9** **Advanced Agri-Business Marketing using Custom Video Programs**
Date: **June 21-29, 1993**
Trainers: **Dennis Karlstad, Manager of Communications, Land O'Lakes
and
Mr. Krzysztof Woloczko, Communications Department, University of
Agriculture and Technology, at Olsztyn, Poland**



ATTACHMENT 2

Student Contact Hours

- 24'

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

Institution: Land O'Lakes, Inc.

Quarter: April-June 1993

Contact Person Regarding this Report: Cheryl Yasis, Project Officer

Project Component: Intermediate Marketing Principles

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

1200

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	60					<u>Olsztyn, Poland</u>
Students (Traditional)	60					<u>Olsztyn, Poland</u>
Government Officials						
Business Community/ Business Managers	1410					<u>Olsztyn, Poland</u>
Journalists - Media						
Other Groups/Individuals Rural Extensionists	180					<u>Olsztyn, Poland</u>
Other Groups/Individuals						
Other Groups/Individuals						

COMMENTS: Two classes, five days each

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

Institution: Land O'Lakes, Inc.

Quarter: April-June, 1993

Contact Person Regarding Cheryl Yasis
this Report Project Officer

Project Component Marketing Research

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER: 1200

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	60					<u>Olsztyn, Poland</u>
Students (Traditional)						_____
Government Officials						_____
Business Community/ Business Managers	930					<u>Olsztyn, Poland</u>
Journalists - Media						_____
Other Groups/Individuals						_____
Other Groups/Individuals						_____
Other Groups/Individuals						_____

COMMENTS: 2 classes, 5 days each

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

Institution: Land O'Lakes, Inc.

Quarter: April-June

1993

Contact Person Regarding
this Report Cheryl Yasis
Project Officer

Project Component Advanced Agri-Business
Marketing Using Custom Video Programs

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

480

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	<div style="border: 1px solid black; padding: 2px;">48</div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<u>Olsztyn, Poland</u>
Students (Traditional)	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____
Government Officials	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____
Business Community/ Business Managers	<div style="border: 1px solid black; padding: 2px;">480</div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<u>Olsztyn, Poland</u>
Journalists - Media	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____
Other Groups/Individuals	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____
Other Groups/Individuals	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____
Other Groups/Individuals	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	<div style="border: 1px solid black; width: 40px; height: 20px;"></div>	_____

COMMENTS: one 3-day class

ATTACHMENT 3

Course Rosters

COURSE ROSTER

COURSE NAME: INTERMEDIATE MARKETING
 COURSE LOCATION, COUNTRY & DATE: POLAND, 4-8 May 1993
 TRAINER: PAULA BUCHTA

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. DĄBROWSKI	ZENON	MR	County (Regional) Cooperative "Sch" SWIĄTKI - OLSZTYN district	Sale, production of bread, bakery, sweet cakes etc. of long shelf life	Yes
2. DZIEWULSKI	KRZYSZTOF	MR	Regional County Office, Dept. of Geodesy, Agriculture Food, 4 Spokojna Str. LUBLIN	Contact with businesses dealing with food industry in the whole administrative region	Yes
3. DZIEDZIAK	JAROSŁAW	MR	Agriculture Trade Company "Ahold" Ltd. LUBLIN, 35 Krosniewska Str.,	2 bakery plants, import & export of fresh & preserved vegetables & fruit	NO
4. GOŁĘBIEWSKI	JACEK	MR	Frozen Food Plant, LUBLIN, 11 Turystyczna Str.,	vegetable & fruit processing (frozen) division	it is to be directed by the President of the firm!
5. GROSS	ROMUALD	MR	Meat Plant, LUBLIN, 9, Turystyczna Str.,	yearly sale of \$ 30,000,000, mainly, Siering, meat production & processing, fats, sausages, trade exports	Cooperation with export of 5 countries technology leasing, marketing management
6. GRABOWSKA	RENATA	MS	CESAR COMPANY LTD 33/35 Mszczonowska Str., SKIERNIEWICE	retail & wholesale sale of plant production material, furniture, cars & car parts, RTV equipment	it is up to the President

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**COURSE ROSTER
PAGE TWO**

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. JANIK	NIECZYŚLAW	MR	Agriculture School 23-109	teacher of production & sell of appinary products (school subject)	Yes
8. KAPTURKIEWICZ	ANDRZEJ	MR	Regional Dairy Cooperative 2, KORMORANTÓW Str, 11-700 MRAGOWO	Production & sell of dairy products	No
9. KARZEWSKA	JANINA	MS	Foundation for Rural Cooperatives, Regional Service Center, OLSZTYN	economic and legal consultancy for rural cooperatives	Yes
10. KOWALSKI	WIESLAW	MR	County Cooperative "Sarnopolska Chlopska" Plac Wolności Str. 1 21-520 RYF	production & sell of bakery, meat, beverages products, trade of these products	Yes, with introduction of new technological machines
11. LUKOMSKI	STANISLAW	MR	"Spółdzielnia" Food Cooperative Plac Bohaterów Miasta Str. 42 21-350 MIEDZYRZECZ PODLASKI	Retail & wholesale sell of food & bakery products, hardware products sell	Yes, electronic weights (calculus) joined with computers with each shop
12. ŁOBACZ	WŁADYSŁAW	MR	S.O.F. "ELIM" Kosymierów Str. 3 21-500 BIAŁA PODLASKA	sausages production and sell	package technologies and techniques
13. MAJKOWSKA	ZOFIA	MS	County Cooperative "SCh" Szczepanowska Str. 31 22-400 ZAMOŚĆ	production - bakery, meat, sausages, trade - food products	
14. NIEDZIANOWSKA-TURONSKA	AGNIESZKA	MS	Warmia Appinary Cooperative, 45, Jagiellończyka Str. OLSZTYN	bee honey purchase, honey classification, wholesale of honey	economic situation doesn't allow for the modernization

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COURSE ROSTER
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. NURZYŃSKI	WIESŁAW	MR	vide position 12 (the same)		
16. OBŁĘKOWSKA	ANNA	MS	Regional Cooperative "Sch" MSZCZONÓW	sale and production of bakery & meat products	
17. PAŁACH	HANNA	MS	the University of Agriculture and Technology OLSZTYN	research & tutoring	yes, I am interested in it
18. PAWIAK	BOŻENA	MS	Regional Dairy Plant "KOSAKOWO" GDYNIA	dairy products sale and production	yes
19. PSZENNA	ELŻBIETA	MS	as above	as above	yes, in production & marketing
20. PIETRZAK	HENRYK	MR	Mustard & Vinegar Plant 2, Przemysłowa str. OLSZTYNEK	vinegar & mustard of 6 kinds (production)	yes
21. PYTEL	CZESŁAW	MR	Regional Cooperative 26-800 BIAŁOBRZEGI	bakery & meat, vegetable production & sale,	yes, in development of fruit & vegetable processing
22. ROSIŃSKI	STANISŁAW	MR	Regional Cooperative "Sch" ZŁSZKOWICE	bakery production, retail sale; agriculture production means	yes, in production

**COURSE ROSTER
PAGE FOUR**

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
23. FLUTECKA	GENOWEFA	MS	Seed & Plant Company, 35, Żółkiewskiego Str., TORUŃ	seed, produce and sale, vegetable & flower produc- tion, corporation market	Yes, machines for putting seeds into bags
24. SĄCZUK	MARIA	MS	Vinegar & Mustard Plant 2, Płacemysłowa Str., OLSZTYNEK	vinegar & mustard production	Yes
25. STAVS	KRZYSZTOF	MR	ZPOW "Milejów" 11, Pawłosaucka Str., 21-020 MILEJÓW	fruit & vegetable processing	Yes, marketing independent of a firm
26. TUREK	ANDRZEJ	MR	Sugar Plant "KĘTRZYN" 5, Cukrownicza Str., 14-400 KĘTRZYN	sugar production	Yes, packaging of molasses
27. ROSIŃSKI	STANISŁAW	MR	Regional Cooperative "SCA" ZYSZCÓWICE	bakery production, trade of food; and culture articles sale & production	Yes
28.					
29.					
30.					

LAND O'LAKES, INC.
COURSE ROSTER

Course Title: Intermediate Marketing

Course Location and Dates: Olsztyn, Poland May 10-14, 1993

Name of Instructor(s) Roman Paluta

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
1. ALEKSIUK	PIOTR	Mr	agriculture consul- tant - specialist	ODR Biłystok	tech consultancy in technology & economy
2. BŁASZKIEWICZ	BOGUSŁAW	Mr	farmer advisor	ODR Przysiek	shaping of farmers' attitudes in present economic situation
3. BOKU	DARIUSZ	Mr	specialist in seed selling	PLANTICO Ltd. ZIELONKI	breeding & production of seeds
4. CZERWIŃSKA	KALINA	Ms	economist for selling matters	P.H.S.R. "Agroma" KIELCE	sale of agriculture machines & spare parts
5. CZUBAŁA	ANDRZEJ	Mr	specialist in breeding	PLANTICO Ltd GOŁĘBIŃO	production & sale of seeds
6. DUCH	SYLWESTER	Mr	specialist in selling	AGRARIA Ltd SKIERNIEWICE	horticulture & agriculture production materials
7. DZIUBA	DARIUSZ	Mr	meat plant owner	S.C. "RYSIEK"	beef & pork processing
8. GRZELAK	WIĘCŁAW	Mr	marketing unit manager	Brewery S.A. LUBLIN	Production, sale, marketing
9. JURKIEWICZ	ANDRZEJ				
10. JUZAŁA	PIOTR	Mr	specialist - import matters	Z.P.H. "MEGUM" 50 MŁODNICZA ST. 04-239 WARSZAWA	rubber elements for cars & agriculture use drum production & repair

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
11. KAMIŃSKA	BEATA	MS	specialist in finance controlling	Foundation for Coopera- tion WARSZAWA	training of advisors and employees of cooperative banks & agriculture supply
12. LASKA	MARIANNA	MS	"Delikatesy" shop, manager	PLATICO Ltd ZIELONKI	production & sale of seeds
13. LUBAW	KALINA	MS	specialist in plant production & market trading	GHAD Świętosław 27-853 KRUSZYN	plant breeding, seed production & sale
14. NADLEWSKI	PAWEŁ	MR	economist	AGENCY FOR LOCAL INITIATIVES	consultancy in small business
15. NIEWIĄS	FRANCISZEK	MR	deputy director	District Council KIELCE	government administration
16. ORZECHOWSKA	EWA	MS	sale unit employee	meat plant Ostróżka	meat production & sale of products
17. PASTUSZKO	MIECZYSLAW	MR	agriculture consultant	ODR PRZYSIEK	market search for sales
18. PSZENICZNA	MARIA	MS	supervision in provincial authority & office council	District Council LUBLIN	agricultural infrastructure
19. PRZYCHODZIEN	JANINA	MS	advisor in agriculture	ODR PRZYSIEK	market search for sales
20. ROMANIK	STANISLAW	MR	agricultural advisor for economic matters	ODR OSTROŻKA	market research, data collecting, price relations

for

FAMILY NAME	FIRST NAME	MS./MR.	OCCUPATION/ TITLE IN ORGANIZATION	NAME AND ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
21. SERUTA	STANISLAW	Mrs	horticulture engineer manager for trade	TPH "FRUCTOPOL" CO-950 WARSZAWA ul. KRUCZA 24/26	export, import, all nation trade of vegetable & fruit products
22. SKRZYPCZAK	ANDRZEJ	Mr	util. building engineer syndic	Metal Factory SKARZYSKO	production & sale of household equipment, lawn mowers
23. STARZYCKA	MARIA	Mrs	manager of trade department	Horticulture Plants Farm KRZESOWICE	production & sale of fruit & vegetables, new varieties breeding
24. STEPLEUSKI	ANDRZEJ	Mr	Employee of sales unit	Meat Plant Ostroda	Sale of meat and meat products
25. SLASKA	ELIZBIETA	Mrs	sales expert	Okregowa (Regional) Dairy Plant PRAGAWA	dairy products - production & sale
26. WEREMCZAK	LEON	Mr	specialist for information	ODR BIALYSTOK	technological consulting marketing,
27. WOJNIAK	MIECZYSLAW	Mr	Board President	J.S. "Samopomoc Chlopska ZUKOWO	trade production
28. DROZD	JUONA	Mrs	Student	University of Agriculture & Technology in Olsztyn	
29. MANKIEWICZ	STANISLAW	Mr	animal husbandry specialist	District Council Agriculture Department LUBKIN	
30. BUKOUSKA	DOROTA	Mrs	Student	Academy of Agriculture & Technology - Olsztyn	

COURSE ROSTER

COURSE NAME: Marketing Research

COURSE LOCATION, COUNTRY & DATE: Olsztyn, Poland May 31 - June 4, 1993

TRAINER: Ellen Kennedy

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. ANDRUSZKIEWICZ	MALGORZATA	MS	Olsztyn ul Michalczewice 5	Semco's Importers which specializes in computer services and sales	nie NO
2. BARAN	KRYSTYNA	MS	Wroclaw - Gdansk ul. ...	Handel	financial
3. DRUGOTECKA	JANINA	MS	Olsztyn Dworcowa 7 S.C. INFOBANK	Services	nie NO
4. GABINECKI	PAWEL	MR	Wroclaw - Gdansk ul. ...	Science	financial technical
5. GROSS	ROMUALD	MR	Wroclaw - Gdansk ul. ...	Skup, who produces meat, sausage, luncheon meat processing	Praktyka - a zainter- esuje marketing studium the job practice in USA
6. ZRAELSKI	ANDRZEJ	MR	Wroclaw - Gdansk ul. ...	Science	financial technical

COURSE ROSTER
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. JUZALA	PIOTR	MR	ZIEMIEC - WARSZAWA	retail and wholesale trade	
8. JASIŃSKA	ELŻBIETA		High Economic Schools	educating	NO
9. KAMIŃSKA	BEATA	MS	Francuskie Stowarzyszenie w Warszawie CO-OP Warszawa	agricultural product the cooperative banking, training	NO
10. KOMOR	LESZEK	MR	LIPIELSKA SPOKOZIELNIA USKOG MLECZARSTWA LUBLIN UL. PROBOSZMO 4	HANDEL ARTYKULAMI SPÓŻYWCZYMI FOOD trade	NIE MO
11. KOZIET	MARIA	MS	Okropce Spółdzielczość Miejska, Michalska 24-140 ul. Miłkowska-leska 45	Handel art. mlecz. Skup mlecz. indywidualny Montażing w mlecz. mlecz.	Technical and marketing extension services Morska dietetyka Technologia i Marketing
12. KRĄCZYK	MARIANNA	MS	OSM - BYCHAWA diary co-op	SKUP PELENIOPSTUD KANDEL	TECHNICON F-FINANSONWA FORADCA
13. MIAŚNIK	WIEŚLAWA	MS	OSM Kurova diary co-op	Skup mlecz. mlecz. mlecz. mlecz. mlecz. KANDEL trade	Fimonsony Jodelstrowe
14. PATACK	HANNA	MS	AKCJA Academy of Agriculture and Technology	Academy of Agriculture and Technology	NO

COURSE ROSTER
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. ROMANOUSKA	LIDIA	I		assistance for extension centers	Yes No
16. SOBIESZEW	DARIUSZ	Mr			
17. JEZERSKI	WOJCIECH	Mr			
18.					
19.					
20.					
21.					
22.					

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COURSE ROSTER

TRANSLATED COURSE ROSTER

COURSE NAME: Marketing Research LORI MASTRIAN
COURSE LOCATION, COUNTRY & DATE: Market Research, Olsztyn, Poland
TRAINER: _____

June 21-25, 1993

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	Cooperation MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Bator	Andrzej	Mr	Consulting office for Agr. - - Food Industry "TERIKO" 25-520 Kielce, ul. Turpowa 18/410	Consulting for Economic subjects	informational- educational and
2. Bek	Dariusz	Mr	Plantico - Zielonki 05-082 170.10 Babice	Plant Cultivation and horticultural seed production	specific information
3. CIZEWSKI	Jacek	Mr	Torun Dairy co-operative ul. B. Chrobrego 64/80 Torun	Milk and dairy products production procurement - sales	information - educa- tional and
4. CZUBALA	Andrzej	Mr	Plantico - Gotsbiew 99-300 Kutno	Horticultural plants and seed production	specific information
5. GAGO	MICHAŁA	Mrs	Dairy co-operative in Wypiów ul. Gdanska, 83, 07-100 Wypiów	Milk procurement and processing, services for farmers	consulting on firm development
6. GASIOR	MALGORZATA	Mrs	PLANTICO PNOS TORUN 87-100 ul. Zielonkowska 35		specific directions.

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COURSE ROSTER
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. KASINSKA	ANNA	MS	Regional Dairy Co-op in Końskie 26-200 Końskie, ul. Zielona 11	Activity: milk procurement, production and trade, services for farmers	consulting in firm development
8. KAPUŚCZYK	ANDRZEJ				
9. KWASNA	BARBARA	MS	PLANTICO ZIELONKI, LTD. ZIELONKI, 05-082 Babice STARE	Horticultural cultivation and seed production seed turnover	
10. LUTWIN	LESZEK	MR	Provincial Centre for Agricultu- ral consulting in Modliszewice 26-200 Końskie	Consulting in enterprise and marketing	enterprise promotion and marketing pro- motion
11. IMATENKO	HELENA	MS	PLANTICO, Zielonki, Ltd. Zielonki, 05-082 Stare Babice	Horticultural cultivation and seed production	
12. STEPLEWSKI	ANDRZEJ	MR	- " -	- " -	
13. SYSIAR	ANDRZEJ	MR	Meat Packer Morling - Ostroda	Processing	
14. SZENIAWSKA	DANUTA	MS	Lublin Dairy Services Co-op. 20-084 Lublin, Piastów 4	purchase of dairy production surplus, trade, distribution	Consulting in marketing

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COURSE ROSTER
PAGE THREE

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
15. WOJTLAWSKA	BOGUMIŁA	Ms	Agricultural Consulting Centre 19-400 Obkko ul. Kolojowa 31	Activity: information, training, consulting for farmers	aid in surveys and position depending on the needs
16. UFNAL	ANNA	Ms	Dairy co-operative ul. gdańska 83 07-100 Wyszow	milk purchase and processing services for agriculture	aid in marketing activity
17. ZACEWSKA	JULIANA	Ms	Regional Agency for Agricultural Marketing Lublin, ul. Karłowicza 4	Intervention on meat products market	Consulting in marketing
18. ZOWSIK	IRENA	Ms	Trade Dairy Co-operative "LACTIM" Warsaw, ul. Towarowa 30	wholesale and retail trade of dairy and food products	aid in marketing activity
19. ZABZON	ZBIGNIEW	Mr	Regional Dairy Co-operative Opole Lub. ul. Piłsudskiego 16 24-300 Opole Lub.	milk purchase and processing	Consulting in marketing.
20.					
21.					
22.					

Translated course roster

COURSE ROSTER

COURSE NAME: Advanced Agri-Business Marketing Using Custom Video Programmes

COURSE LOCATION, COUNTRY & DATE: 21-29.06.93

TRAINER: Dennis Karlstad

Olshyn, Poland

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
1. Adamiec	Irena	Ms.	BIOLACTA, OLSZTYN	production and sales of bacteria cultures & tests for dairy products, microbiological tests	YES
2. Gilis	Wiesława	Ms.	DSM, HRĄGOWO KORMORANÓW 1	production of dairy products, mainly hard cheese	YES
3. Grzelak	Barbara	Ms.	POULTRY PLANT, JĘZAWA DĄBROWSKIEGO 11	poultry meat processing (mainly ducks, geese & chickens)	YES
4. Karpiński	Dariusz	Mr.	ALCZES, OLSZTYN CEMENTOWA	distributing pesticides, seeds animal feed & veterinary medicine	YES
5. Klemba	Jolanta	Ms.	SKIERNIEWICE, INST. SADOWNICTWA	research and production of fruit seeds	YES
6. Matys-Baran	Iwona	Ms.	ZAKŁADY MIĘSNE (meat plant) LUBLIN	processing pork, beef and veal	YES

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COURSE ROSTER
PAGE TWO

FAMILY NAME	FIRST NAME	MS/MR	NAME, ADDRESS OF ORGANIZATION	MAJOR BUSINESS OF ORGANIZATION	ARE YOU INTERESTED IN RECEIVING TECHNICAL ASSISTANCE?
7. Michalski	Waldemar	Mr.	STUDIUM ZARZĄDZANIA (marketing management) LUBLIN	marketing management training	YES
8. Mioduszewski	Jarosław	Mr.	AGROEKOM OLSZTYN		
9. Olekszak	Mirosław	Mr.	OSM OLSZTYN ul. Poprzeczna 11	dairy production	
10. Nadachewicz	Antoni	Mr.	PRZED. OGRODNICTWA i Szkoła Karstwa TORUN	production and sale of vegetable and flower seeds	
11. Radwański	Mirosław	Mr.	PLANTICO Zielonki	seed production, growing many kinds of vegetables	
12.					
13.					
14.					

6/11

ATTACHMENT 4

Land O'Lakes Summary Evaluations

LAND O'LAKES, INC. EVALUATION SUMMARY

SEMINAR TITLE: INTERMEDIATE MARKETING
 COUNTRY: HHH POLAND
 TRAINER: PAULA BUCHTA
 DATE OF COURSE: 4-8 MAY 1993

QUESTION	AVERAGE ANSWER	AVERAGE (8 BEST)	HIGH	LOW
OVERALL EFFECTIVENESS OF TRAINER?	EXCELLENT	7.1	8	4
HOW EFFECTIVE WAS YOUR PARTICIPANTS HANDBOOK?	EXCELLENT	6.0	8	4
HOW ACCURATELY DID THE SEMINAR ADDRESS YOUR COUNTRY SPECIFIC SITUATION?	AVERAGE	4.1	8	1
HOW ACCURATE WAS THE PRINTED TRANSLATION OF SEMINAR MATERIALS?	AVERAGE	5.6	8	2
HOW EFFECTIVE WAS THE INTERPRETER?	EXCELLENT	6.2	8	3
HOW EFFECTIVE WAS THE USE OF VISUAL AIDS?	AVERAGE	5.3	8	2
WERE THE SEMINAR ACTIVITIES OF VALUE?	EXCELLENT	7.0	8	3
WAS THE CONTENT OF THE SEMINAR OF VALUE?	EXCELLENT	6.0	8	3
HOW NEW WAS THE INFORMATION PRESENTED TO YOU?	AVERAGE	4.6	8	1
THE SEMINAR LEVEL WAS:	ABOUT RIGHT	2.0	2	1
THE SEMINAR PACE WAS:	ABOUT RIGHT	1.9	2	1
THE TIME ALLOWED WAS:	ABOUT RIGHT	2.2	2	3
THE SEMINAR LENGTH WAS:	ABOUT RIGHT	2.2	2	3

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LAND O'LAKES, INC. EVALUATION SUMMARY

SEMINAR TITLE: INTERMEDIATE MARKETING
 COUNTRY: HHH POLAND
 TRAINER: ROMAN PALUTA
 DATE OF COURSE: 10-14 MAY 1993

QUESTION	AVERAGE ANSWER	AVERAGE (8 BEST)	HIGH	LOW
OVERALL EFFECTIVENESS OF TRAINER?	EXCELLENT	7.5	8	7
HOW EFFECTIVE WAS YOUR PARTICIPANTS HANDBOOK?	EXCELLENT	6.8	8	4
HOW ACCURATELY DID THE SEMINAR ADDRESS YOUR COUNTRY SPECIFIC SITUATION?	POOR	5.2	8	5
HOW ACCURATE WAS THE PRINTED TRANSLATION OF SEMINAR MATERIALS?	EXCELLENT	6.2	8	4
HOW EFFECTIVE WAS THE INTERPRETER?	EXCELLENT	6.7	8	3
HOW EFFECTIVE WAS THE USE OF VISUAL AIDS?	EXCELLENT	6.3	8	3
WERE THE SEMINAR ACTIVITIES OF VALUE?	EXCELLENT	6.9	8	0
WAS THE CONTENT OF THE SEMINAR OF VALUE?	EXCELLENT	6.7	8	3
HOW NEW WAS THE INFORMATION PRESENTED TO YOU?	AVERAGE	5.5	8	3
THE SEMINAR LEVEL WAS:	ABOUT RIGHT	2.1	2	3
THE SEMINAR PACE WAS:	ABOUT RIGHT	2.0	1	3
THE TIME ALLOWED WAS:	ABOUT RIGHT	2.4	2	3
THE SEMINAR LENGTH WAS:	ABOUT RIGHT	2.4	2	3

LAND O'LAKES, INC. EVALUATION SUMMARY

SEMINAR TITLE: MARKET RESEARCH
 COUNTRY: HHH POLAND
 TRAINER: ELLEN KENNEDY
 DATE OF COURSE: MAY 31 - JUNE 4 1993

QUESTION	AVERAGE ANSWER	AVERAGE (8 BEST)	HIGH	LOW
OVERALL EFFECTIVENESS OF TRAINER?	EXCELLENT	7.9	8	7
HOW EFFECTIVE WAS YOUR PARTICIPANTS HANDBOOK?	AVERAGE	5.4	8	1
HOW ACCURATELY DID THE SEMINAR ADDRESS YOUR COUNTRY SPECIFIC SITUATION?	EXCELLENT	6.1	8	3
HOW ACCURATE WAS THE PRINTED TRANSLATION OF SEMINAR MATERIALS?	POOR	1.5	5	0
HOW EFFECTIVE WAS THE INTERPRETER?	AVERAGE	5.8	8	0
HOW EFFECTIVE WAS THE USE OF VISUAL AIDS?	EXCELLENT	6.3	8	0
WERE THE SEMINAR ACTIVITIES OF VALUE?	EXCELLENT	7.1	8	6
WAS THE CONTENT OF THE SEMINAR OF VALUE?	EXCELLENT	7.1	8	6
HOW NEW WAS THE INFORMATION PRESENTED TO YOU?	AVERAGE	5.4	8	3
THE SEMINAR LEVEL WAS:	ABOUT RIGHT	2.0	2	1
THE SEMINAR PACE WAS:	ABOUT RIGHT	1.8	2	3
THE TIME ALLOWED WAS:	TOO LITTLE	2.6	2	3
THE SEMINAR LENGTH WAS:	TOO SHORT	2.6	2	3

LAND O'LAKES, INC. EVALUATION SUMMARY

SEMINAR TITLE: MARKET RESEARCH
 COUNTRY: HHH POLAND
 TRAINER: LORI MASTRIAN
 DATE OF COURSE: 21-25 JUNE 1993

QUESTION	AVERAGE ANSWER	AVERAGE (8 BEST)	HIGH	LOW
OVERALL EFFECTIVENESS OF TRAINER?	AVERAGE	5.1	7	7
HOW EFFECTIVE WAS YOUR PARTICIPANTS HANDBOOK?	AVERAGE	3.1	5	4
HOW ACCURATELY DID THE SEMINAR ADDRESS YOUR COUNTRY SPECIFIC SITUATION?	AVERAGE	3.7	8	4
HOW ACCURATE WAS THE PRINTED TRANSLATION OF SEMINAR MATERIALS?	POOR	2.7	6	4
HOW EFFECTIVE WAS THE INTERPRETER?	AVERAGE	5.9	8	5
HOW EFFECTIVE WAS THE USE OF VISUAL AIDS?	AVERAGE	5.3	8	5
WERE THE SEMINAR ACTIVITIES OF VALUE?	AVERAGE	4.7	7	5
WAS THE CONTENT OF THE SEMINAR OF VALUE?	AVERAGE	5.2	8	6
HOW NEW WAS THE INFORMATION PRESENTED TO YOU?	AVERAGE	4.6	8	5
THE SEMINAR LEVEL WAS:	ABOUT RIGHT	2.1	2	3
THE SEMINAR PACE WAS:	ABOUT RIGHT	1.9	1	3
THE TIME ALLOWED WAS:	TOO LITTLE	2.5	1	3
THE SEMINAR LENGTH WAS:	ABOUT RIGHT	2.4	2	3

LAND O'LAKES, INC. EVALUATION SUMMARY

SEMINAR TITLE: ADVANCED AGRI-BUSINESS MARKETING USING CUSTOM
 VIDEO PROGRAMS
 COUNTRY: HHH POLAND
 TRAINER: DENNIS KARLSTAD
 DATE OF COURSE: 21-29 JUNE 1993

QUESTION	AVERAGE ANSWER	AVERAGE (8 BEST)	HIGH	LOW
OVERALL EFFECTIVENESS OF TRAINER?	EXCELLENT	7.8	8	7
HOW EFFECTIVE WAS YOUR PARTICIPANTS HANDBOOK?	EXCELLENT	6.3	8	4
HOW ACCURATELY DID THE SEMINAR ADDRESS YOUR COUNTRY SPECIFIC SITUATION?	EXCELLENT	6.5	8	4
HOW ACCURATE WAS THE PRINTED TRANSLATION OF SEMINAR MATERIALS?	EXCELLENT	6.4	8	4
HOW EFFECTIVE WAS THE INTERPRETER?	EXCELLENT	7.1	8	5
HOW EFFECTIVE WAS THE USE OF VISUAL AIDS?	EXCELLENT	6.8	8	5
WERE THE SEMINAR ACTIVITIES OF VALUE?	EXCELLENT	6.8	8	5
WAS THE CONTENT OF THE SEMINAR OF VALUE?	EXCELLENT	6.9	8	6
HOW NEW WAS THE INFORMATION PRESENTED TO YOU?	AVERAGE	5.9	8	5
THE SEMINAR LEVEL WAS:	ABOUT RIGHT	2.0	2	2
THE SEMINAR PACE WAS:	ABOUT RIGHT	1.9	2	1
THE TIME ALLOWED WAS:	TOO LITTLE	2.7	2	3
THE SEMINAR LENGTH WAS:	ABOUT RIGHT	2.3	2	3

Part Three
Sparks Companies, Inc.

Sparks Companies, Inc.

Memphis, Tennessee

Washington Division
6708 Whittler Avenue
McLean, Virginia 22101

(703) 734-8787
Fax: (703) 893-1065
Telex: 4993332 SCIDC

Memorandum

Date: July 20, 1993
To: Randy Zimmermann
Regarding: PEM activities, 2nd quarter, 1993
From: William Motes

SCI presented four agribusiness management seminars during the second quarter, 1993. The first seminar (May 12-15) covered the organization and functioning of commodity exchanges and was designed specifically for grain merchandisers. The second seminar (May 17-20) covered more general agribusiness management concepts and was tailored to a class of high school teachers. The third and fourth seminars (June 30-July 1 and July 5-8) were given to classes with a wide range of backgrounds and interests. The majority of the participants were agribusiness managers, although also in attendance were high school and university teachers, veterinarians, agricultural scientists, bankers, and local government employees.

These seminars have continued to be conducted by SCI staff and experienced Polish instructors. From SCI, the first and second seminars were presented by Mr. Tom Scott and Ms. Melanie Romine, while the third and fourth were presented by Dr. Jonathan Coleman. As part of the presentation team, Dr. Szczepan Figiel, a professor of agricultural economics at the Olsztyn Academy, has continued to add his in-depth knowledge of Polish agriculture and agribusiness. Also, Dr. Janucz Cichon, also from the Olsztyn Academy, joined our team and is expected to become an instructor in future seminars. Their capacity to present in Polish has been invaluable to the understanding of materials, especially of the more technical topics. Overall, the team of experienced U.S. business people and well-grounded Polish economists has continued to be extremely effective.

The response by course participants have been overwhelmingly positive. In fact, a number of participants requested that SCI broaden the scope of its seminar series. For example, a professor at the university of agriculture and technology in Olsztyn who attended the course on commodity exchanges, requested that SCI develop further courses in this area. Specifically, he

suggested that SCI provide practical training to brokers and other market participants to better market their grain. Another example was the president of a major sugar processing plant who suggested that in future we develop a four-day seminar course devoted entirely to agricultural marketing.

Agribusiness for Grain Merchandisers			
May 12-15			
	Description of Participants		
	Participant	Hours	
Students	3	72	
Government Officials	14	336	
Business Managers	14	336	
Journalist			
Other Groups	1	24	
Total Contact hours: 4 days x 6 hours x 32 participants = 768			
	Summary of Evaluations		
	Good/Excellent	Acceptable	Poor
Contents	97%	3%	
Practicality	86%	14%	
Level of Materials	97%	3%	
Presentation materials	97%	3%	
Presentation	100%		

Agribusiness for High School Teachers			
May 17-20			
	Description of Participants		
	Participant	Hours	
Students			
Government Officials			
Business Managers	2	48	
Journalist			
Other Groups	19	456	
Total Contact hours: 4 days x 6 hours x 21 participants = 504			
	Summary of Evaluations		
	Good/Excellent	Acceptable	Poor
Contents	84%	16%	
Practicality	84%	16%	
Level of Materials	100%		
Presentation materials	100%		
Presentation	100%		

Agribusiness for Agribusiness Managers			
June 30 - July 3			
	Description of Participants		
	Participant	Hours	
Students	1	24	
Government Officials	5	120	
Business Managers	10	240	
Journalist			
Other Groups	7	168	
Total Contact hours: 4 days x 6 hours x 23 participants = 552			
	Summary of Evaluations		
	Good/Excellent	Acceptable	Poor
Contents	100%		
Practicality	96%	4%	
Level of Materials	100%		
Presentation materials	100%		
Presentation	100%		

Agribusiness for Agribusiness Managers			
July 5-9			
	Description of Participants		
	Participant	Hours	
Students			
Government Officials	5	120	
Business Managers	19	456	
Journalist			
Other Groups	8	192	
Total Contact hours: 4 days x 6 hours x 32 participants = 768			
	Summary of Evaluations		
	Good/Excellent	Acceptable	Poor
Contents	100%		
Practicality	100%		
Level of Materials	97%	3%	
Presentation materials	94%	6%	
Presentation	100%		

Part Four

American Trust for Agriculture in Poland

ATAP/FDPA

PEM REPORT

Third quarter of PEM project was initiated by "Writing a Business Plan" on April 20-22 delivered by CAL. 25 students attended. 100% of people had a university degree. Evaluations were as follows:

- Course content: Excellent 16% Good 84%
- Practicality: Excellent 16% Good 76% Fair 8%
- Level of materials: Excellent 16% Good 84%
- Presentation: Excellent 72% Good 24% Fair 4%

"Commodity Exchange" seminar was delivered for the first time by Tom Scott of Sparks on May 12-15. The course was targeted at mid-level managers. 29 participants attended, of whom 100% had a university degree. Evaluations were as follows:

- Course content: Excellent 20% Good 72% Fair 8%
- Practicality: Excellent 24% Good 69% Fair 27%
- Level of materials: Excellent 41% Good 55% Fair 4%
- Presentation: Excellent 45% Good 55%

On May 17-20 "Marketing and Agribusiness Management" for high economic school teachers was delivered by Sparks. 19 teachers attended, of whom 100% had a university degree. Evaluations were as follows:

- Course content: Excellent 37% Good 47% Fair 16%
- Practicality: Excellent 47% Good 47% Fair 6%
- Level of materials: Excellent 63% Good 37%
- Presentation: Excellent 63% Good 37%

"Intermediate Marketing Principles: with a focus on food merchandising, labelling and advertising" was delivered by Paula Duchta and Roman Paluta of LOL on May 4-8 and May 10-14. In all, 55 people who attended previous LOL marketing courses, participated, of whom 96% had a university degree. Evaluations were as follows:

- Course content: Excellent 16% Good 84%
- Practicality: Excellent 16% Good 76% Fair 8%
- Level of materials: Excellent 16% Good 84%
- Presentation: Excellent 72% Good 24% Fair 4%

"Market Research" course directed to dairy coop marketing staff was delivered on May 31-June 4 by LOL. 15 people attended, of whom 46% had a university degree. Evaluations were as follows:

- Course content: Excellent 46% Good 54%
- Practicality: Excellent 33% Good 67%
- Level of materials: Excellent 33% Good 54% Fair 13%
- Presentation: Excellent 94% Good 6%

SE

The repetition of "Market Research" course was held by LOL also on June 21-25. This time 17 people attended, of whom 52% had a university degree. Evaluations were as follows:

- Course content: Excellent 7% Good 70% Fair 23%
- Practicality: Good 82% Fair 18%
- Level of materials: Excellent 6% Good 47% Fair 41% Poor 6%
- Presentation: Excellent 13% Good 70% Fair 17%

"Advanced Agri-Business Marketing Using Custom Video Programs" was delivered by LOL on June 21-29. The course was intended for people working for agricultural cooperatives and other agri-business firms (such as milk buying coops, coops selling equipment or services to farmers, meat packing/marketing firms). 12 people attended, of whom 55% had a university degree. Evaluations were as follows:

- Course content: Excellent 34% Good 58% Fair 8%
- Practicality: Excellent 26% Good 66% Fair 8%
- Level of materials: Excellent 63% Good 37%
- Presentation: Excellent 67% Good 29% Fair 4%

31

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

Institution: FDPA

Quarter: APRIL 1 - JUNE 30 Contact Person Regarding this Report: ANNA PCEWJANSKA

Project Component: PEM

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

7015

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Actual	Actual	
Project Sustainability (Training Faculty/Trainers)	829					ACADEMY OF AGRICULTURE AT OLSZTYN
Students (Traditional)	327					
Government Officials	-					
Business Community/Business Managers	1343					
Journalists - Media	-					
Other Groups/Individuals economists	3745					
Other Groups/Individuals farmers	282					
Other Groups/Individuals teachers	489					

COMMENTS:

07/21/93 16:24 '93 14:05 PDPH WACSW 11/03/93 SPARKS COMPANIES 004-004 P.4-4

Part Five

Student Contact Hours Worksheet

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

Institution: U University of Minnesota

Management Training and
Economic Education Project

Quarter: 4/1/93
6/30/93

Contact Person Regarding
this Report

Randal J. Zimmermann
(612) 626-8176

Project
Component

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

14,377

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER	EDUCATION VIA MEDIA SOURCES	LOCATION
				Public		
	Actual	Actual	Actual	Lectures	Actual	
Project Sustainability (Training Faculty/Trainers)	4551	5333		200		Warsaw
Students (Traditional)	2275	1778		100		Warsaw
Government Officials			20	50		Warsaw
Business Community/ Business Managers			20	50		Warsaw
Journalists - Media						
Other Groups/Individuals						
Other Groups/Individuals						
Other Groups/Individuals						

COMMENTS: Training was conducted through a variety of methods: Winter School of Finance, classes at the Warsaw School of Economics, public lectures and curricula development workshops at the University of Minnesota

AA

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

Institution: University of Minnesota

4/1/93

Randal J. Zimmermann

Project Component: Management Training and Economic Education Project

Quarter: 6/30/93

Contact Person Regarding this Report

(612) 626-8176

TOTAL PROJECTED STUDENT CONTACT HOURS THIS QUARTER:

12,835

STUDENT CONTACT HOURS	MANAGEMENT EDUCATION	ECONOMICS EDUCATION	CONSULTATION	OTHER Applied	EDUCATION VIA MEDIA SOURCES	LOCATION
	Actual	Actual	Actual	Management Training	Actual	
				Actual		
Project Sustainability (Training Faculty/Trainers)	<input type="text"/>	<input type="text"/>	<input type="text"/>	997	<input type="text"/>	Olsztyn
Students (Traditional)	<input type="text"/>	<input type="text"/>	<input type="text"/>	483	<input type="text"/>	Olsztyn
Government Officials	<input type="text"/>	<input type="text"/>	<input type="text"/>	576	<input type="text"/>	Olsztyn
Business Community/ Business Managers	<input type="text"/>	<input type="text"/>	<input type="text"/>	5243	<input type="text"/>	Olsztyn
Journalists - Media	<input type="text"/>					
Other Groups/Individuals	<input type="text"/>	<input type="text"/>	<input type="text"/>	5536	<input type="text"/>	Olsztyn
Other Groups/Individuals	<input type="text"/>					
Other Groups/Individuals	<input type="text"/>					

COMMENTS: Seminars conducted by Land O'Lakes, Sparks Companies, nad American Trust for Agriculture in Poland/
 Fundation for Development of Polish Agriculture.

Part Six
Financial Report

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

University of Minnesota

Period: 7/1/92 - 6/30/93

Contact: R.J. Zimmermann

(612) 626-8176

Management Training & Economics Education in Poland

PROJECT EXPENDITURES	AID FUNDS		COST SHARE		ACCRUED EXPENSES	AID FUNDS REMAINING
	BUDGETED	ACTUAL	BUDGETED	ACTUAL		
Salaries - U.S.						
Instructors	\$311,002	\$225,160	\$41,300	\$67,540	\$67,652	\$18,190
Staff	268,352	271,159	16,176	17,450	(971)	(\$1,836)
Fringe Benefits	173,438	121,909	17,243	24,648	20,309	\$31,220
Salaries Local	230,622	97,786	0	0	21,982	\$110,854
Consultants	[n/a]	[n/a]	0	0	0	\$0
Travel - Per Diem	270,093	215,365	0	0	24,054	\$30,674
Nonexpendable Equipment	35,500	34,119	0	0	2,096	(\$715)
Expendable Supplies	50,998	51,833	0	0	2,335	(\$3,170)
Indirect Costs	390,789	238,422	26,960	0	52,069	\$100,298
Participant Costs	105,920	79,017	0	0	28,280	(\$1,377)
Workshops, Seminars	[n/a]	[n/a]	0	0	0	\$0
Video/TV Production	[n/a]	[n/a]	0	0	0	\$0
Subcontractor 1: Land O'Lakes	532,079	325,501	50,976	35,035	50,711	\$155,867
Subcontractor 2: Sparks Companies	350,170	342,941	20,000	0	0	\$7,229
Subcontractor 3: ATAP/FDPA	402,399	355,351	1,312,746	0	0	\$47,048
Translation	27,500	23,576	0	0	5,729	(\$1,805)
Scholarships	[n/a]	[n/a]	0	0	0	\$0
Curriculum Development	[n/a]	[n/a]	0	0	0	\$0
Other Direct Costs	[n/a]	[n/a]	0	0	0	\$0
Other _____	[n/a]	[n/a]	0	0	0	\$0
TOTALS =	\$3,148,862	\$2,382,139	\$1,485,401	\$144,673	\$274,246	\$492,477

1/2