

Growing Inclusive Markets Forum
Dalhousie University
Halifax, NS, Canada
June 19 through 22, 2008

Roundtable discussion - Innovations in building knowledge and human capital development for entrepreneurship: Advancing the organic agro food sector in Croatia through education and training

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UNDP model from Capacity Assessment and Development: In a Systems and Strategic Management Context.

Level 1 - The Broader System

SYSTEMS FACTORS:

- 1 Socio-political
- 2 Government/ Public Sector
- 3 Economic/ Technological
- 4 Physical Environment

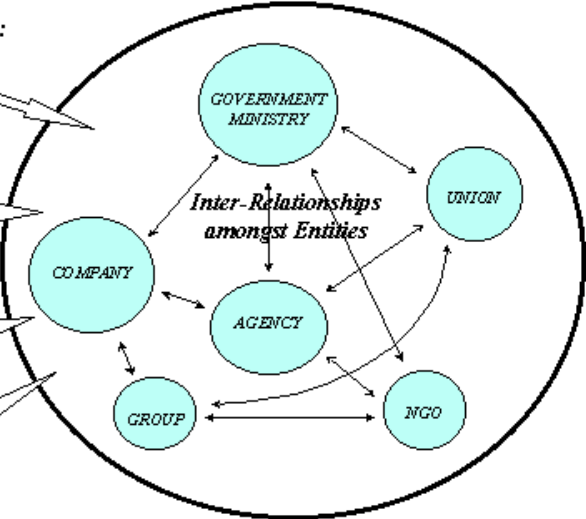


Figure 3 Source: <http://mirror.undp.org/magnet/cdrb/slide3.gif>

Level 2 - The Entity

INTERACTION WITHIN THE BROADER SYSTEM

INTERACTION WITH OTHER ENTITIES OR "STAKEHOLDERS"

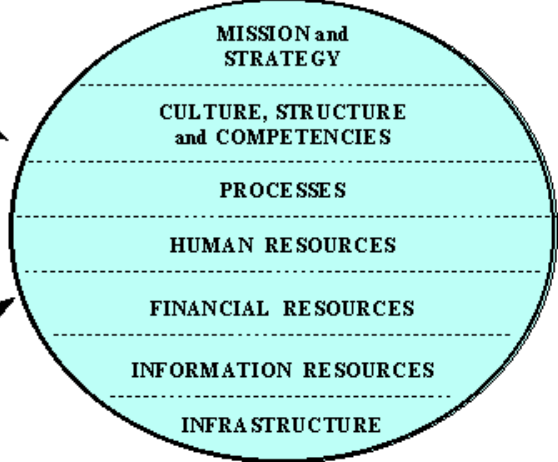


Figure 4 Source: <http://mirror.undp.org/magnet/cdrb/slide4.gif>

LEVEL 3 - THE INDIVIDUAL

- JOB REQUIREMENTS
- SKILL LEVELS AND NEEDS
- TRAINING / RE-TRAINING
- INDIVIDUAL LEARNING
- ON-THE-JOB TRAINING
- CAREER PROGRESSION
- ACCOUNTABILITY / ETHICS
- ACCESS TO INFORMATION
- PERSONAL/PROFESSIONAL NETWORKING
- PERFORMANCE / CONDUCT
- INCENTIVES / SECURITY
- VALUES AND ATTITUDES
- MORALE AND MOTIVATION
- INTER-RELATIONSHIPS AND TEAMWORK
- INTER-DEPENDENCIES

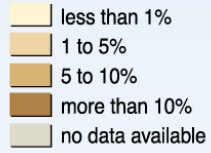


- WORK RE-DEPLOYMENT
- JOB SHARING
- PROFESSIONAL INTEGRITY
- COMMUNICATIONS SKILLS

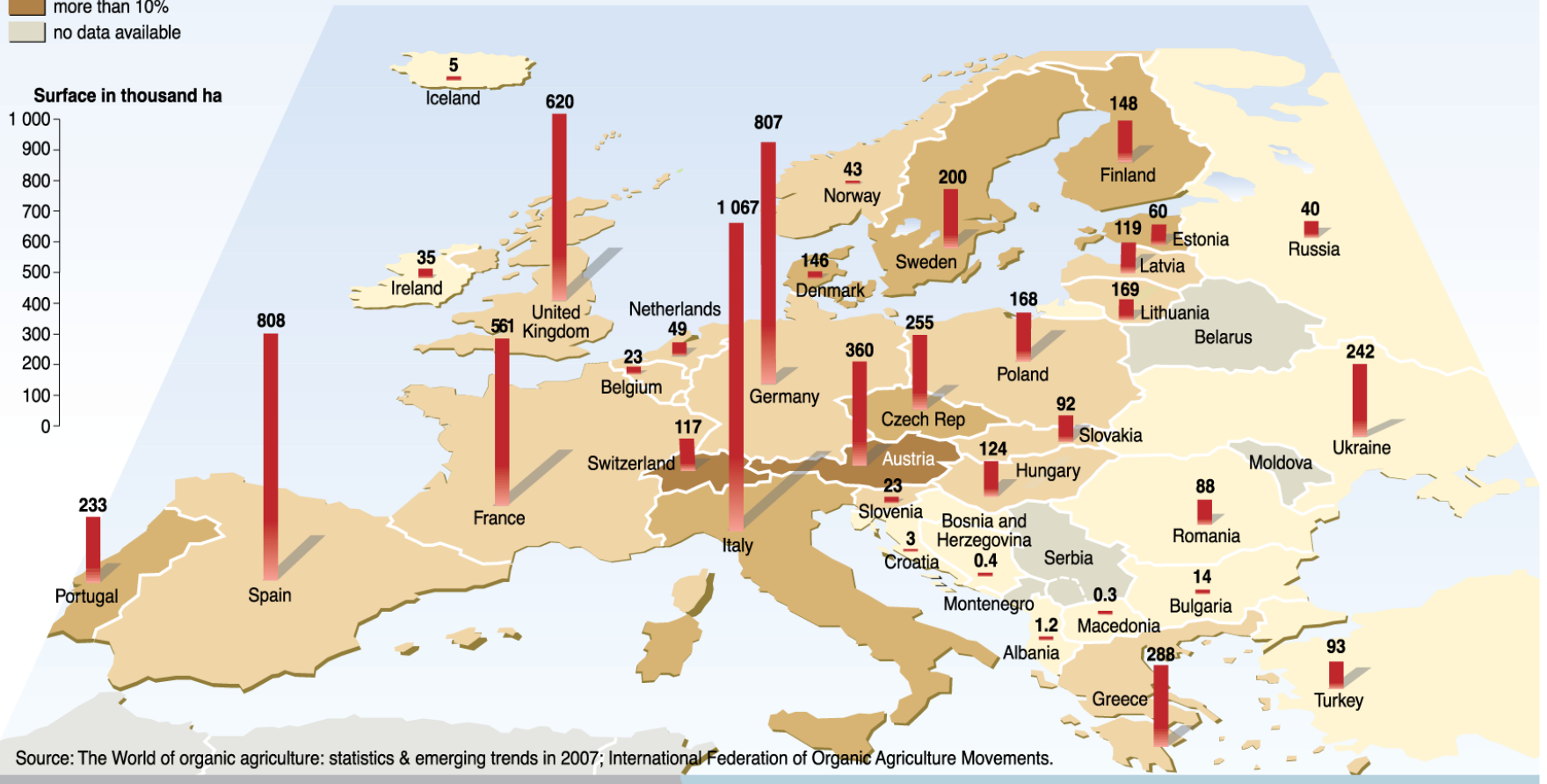
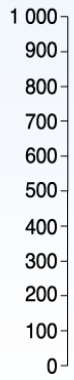
Figure 5

Organic farming in Europe

Area, in % of total



Surface in thousand ha



Source: The World of organic agriculture: statistics & emerging trends in 2007; International Federation of Organic Agriculture Movements.

Level 1 - The Broader System

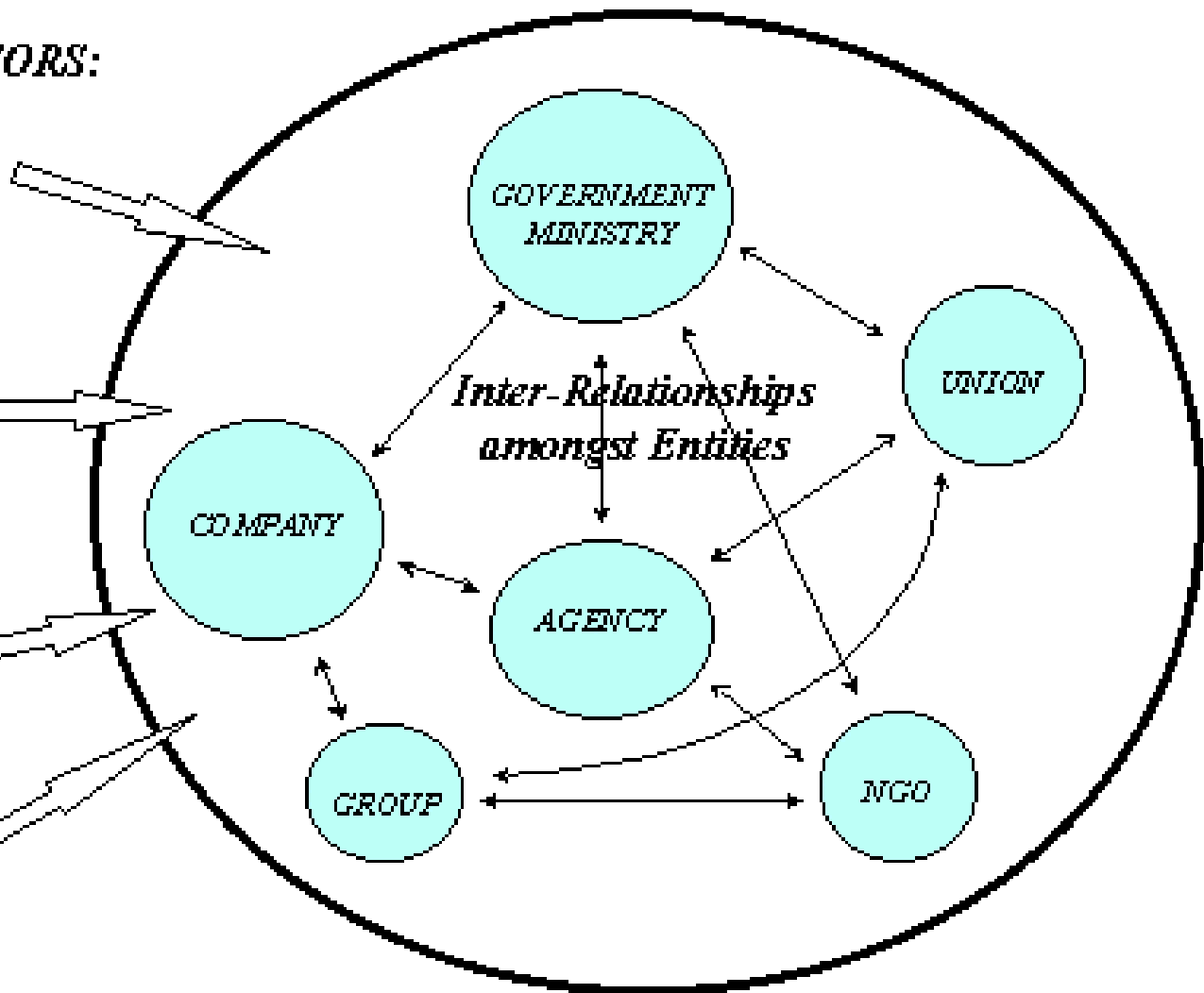
SYSTEMS FACTORS:

1 Socio-political

2 Government/
Public Sector

3 Economic/
Technological

4 Physical
Environment



Source: <http://mirror.undp.org/magnet/cdrb/slide3.gif>

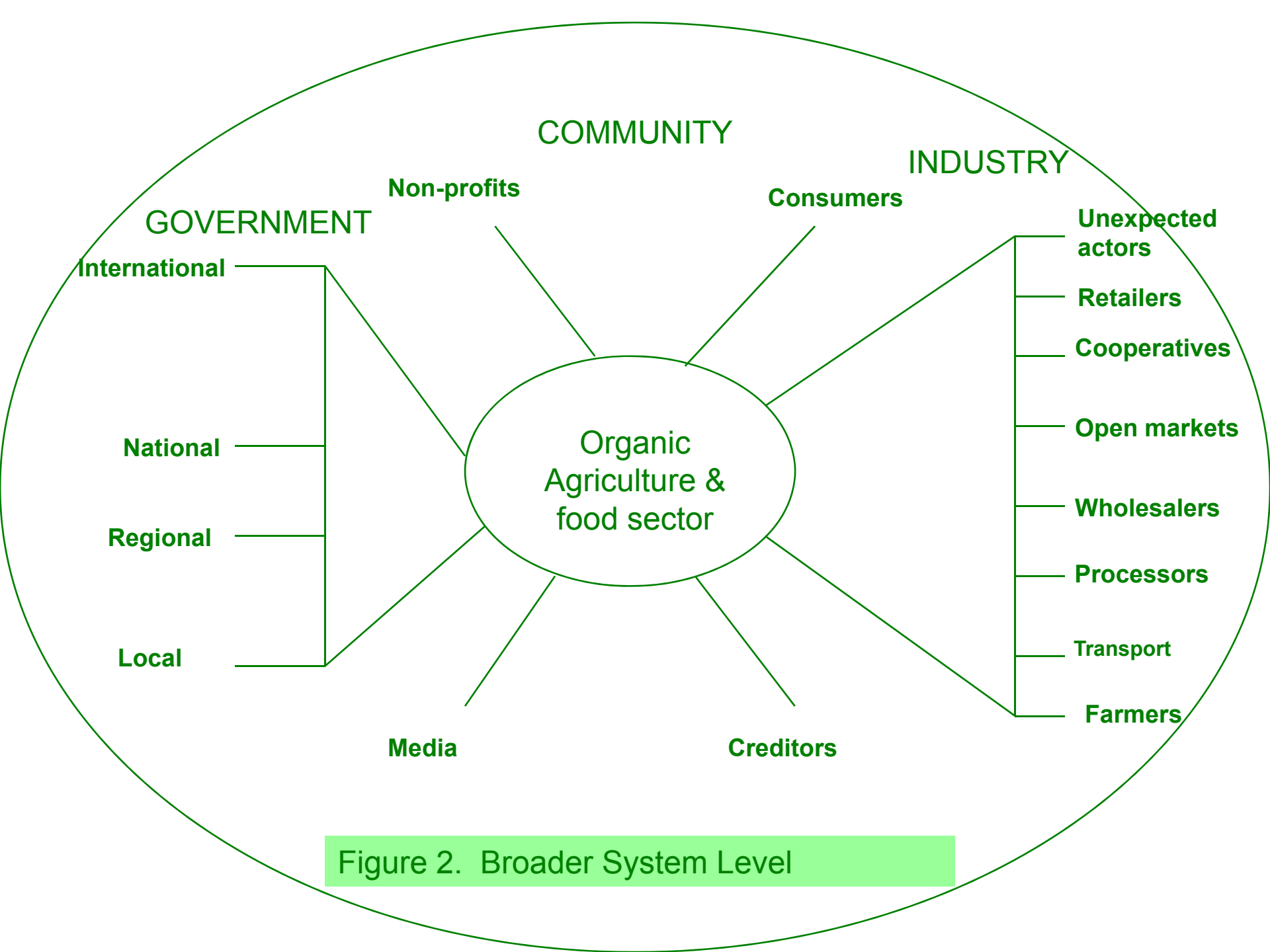
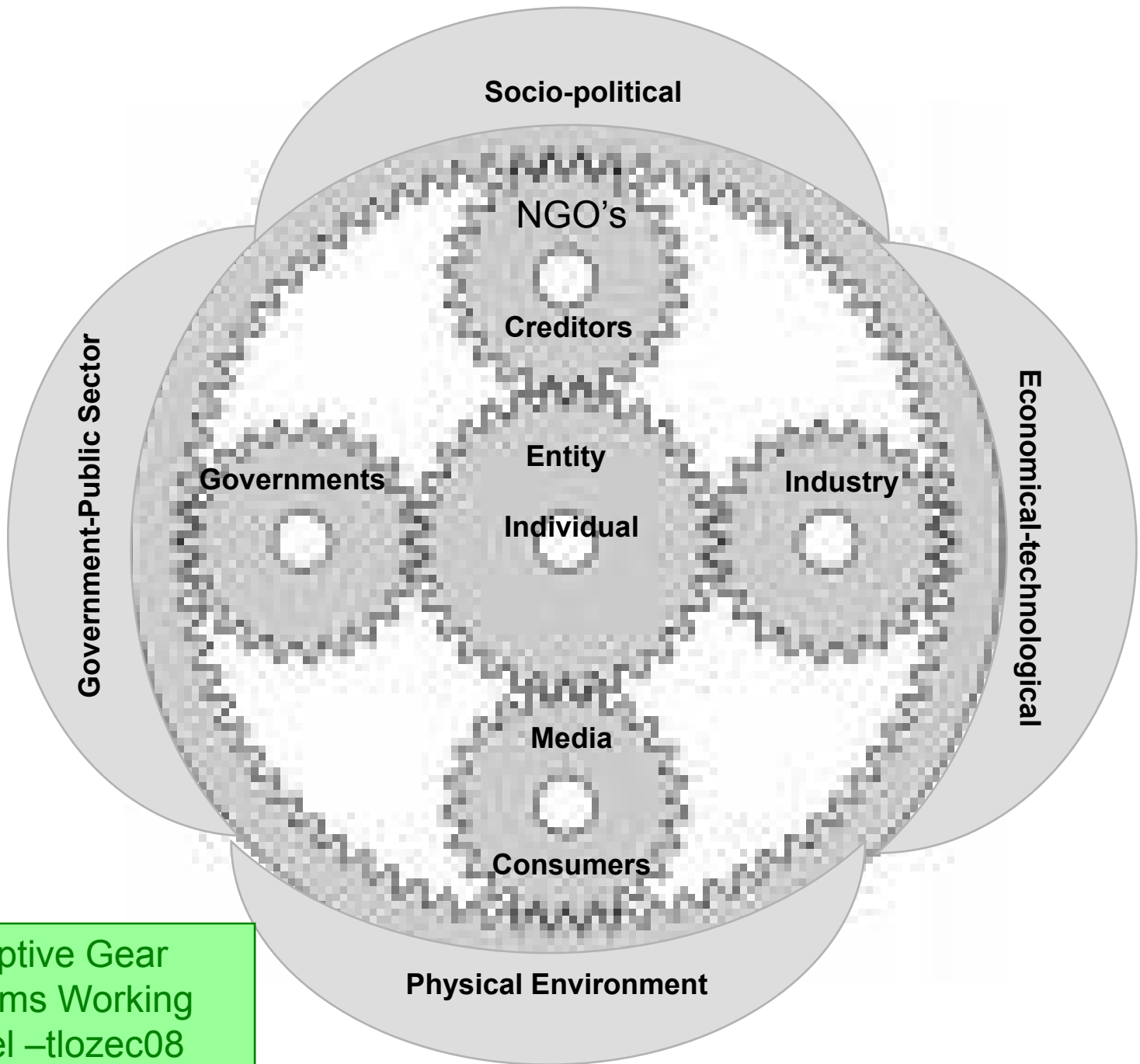


Figure 2. Broader System Level



Adaptive Gear
Systems Working
Model –tlozec08

Level 2 - The Entity

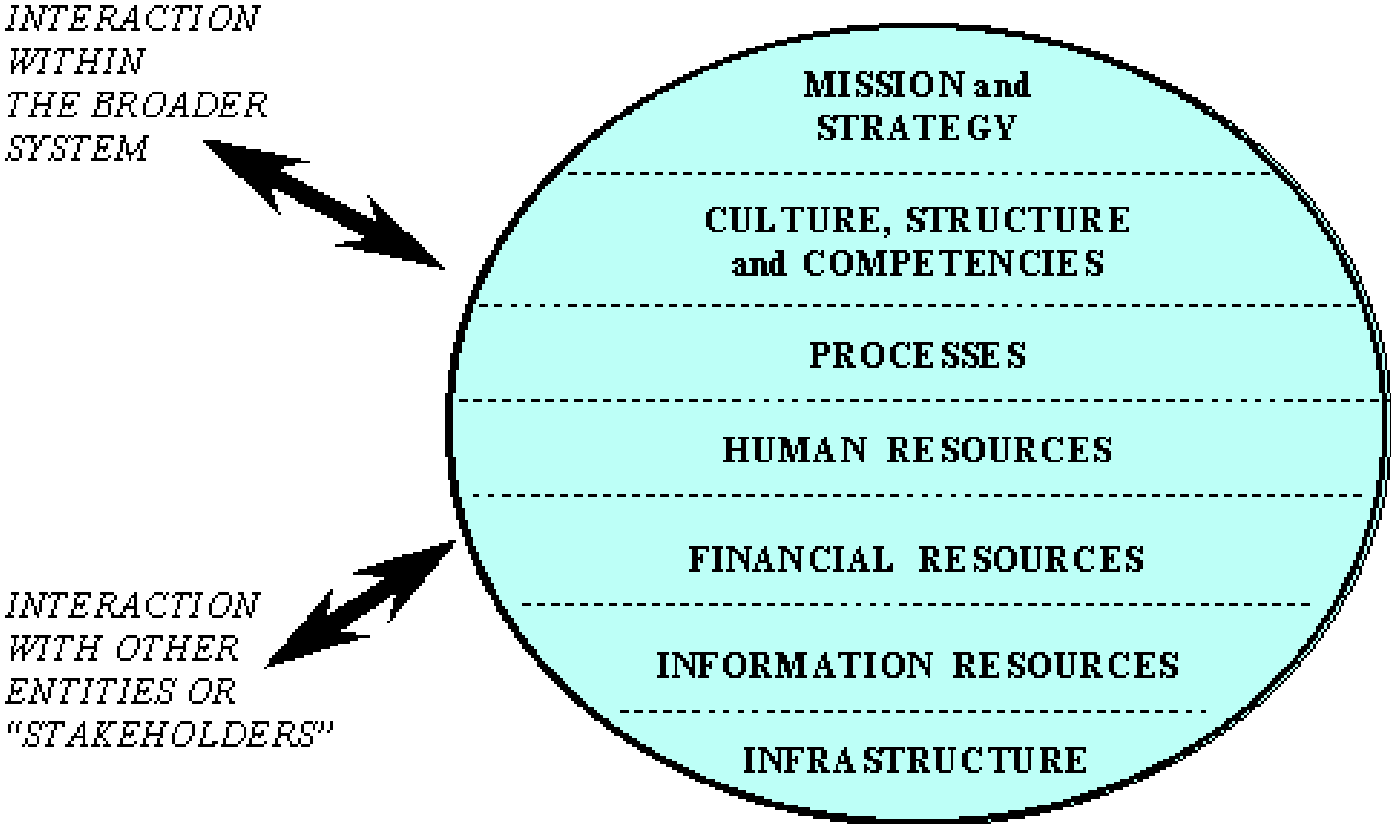


Figure 4

Entity Level: Eko-Mavrović Group

Mission/Strategy	People: , Planet, Profit
Culture/Structure	3 limited liability companies: 2001 agriculture, 2005 bakery, 2003 sales, 1 association: 2003 agricultural education
Processes	Customer research, openness to collaboration, excellent value chain network
Human Resources	Charismatic leadership, Key staff, 100 employees
Financial Resources	Self-funding - Sell 1/10 bread in country and ongoing relationship since 2006 with leading bank
Information Resources	Active media relations and connections to domestic and international outlets
Infrastructure	Ownership/concession of organic land around 400 ha. Offices in capital city, in rural east and northern coast

LEVEL 3 - THE INDIVIDUAL

*JOB REQUIREMENTS
SKILL LEVELS AND NEEDS*

*TRAINING / RE-TRAINING
INDIVIDUAL LEARNING
ON-THE-JOB TRAINING*

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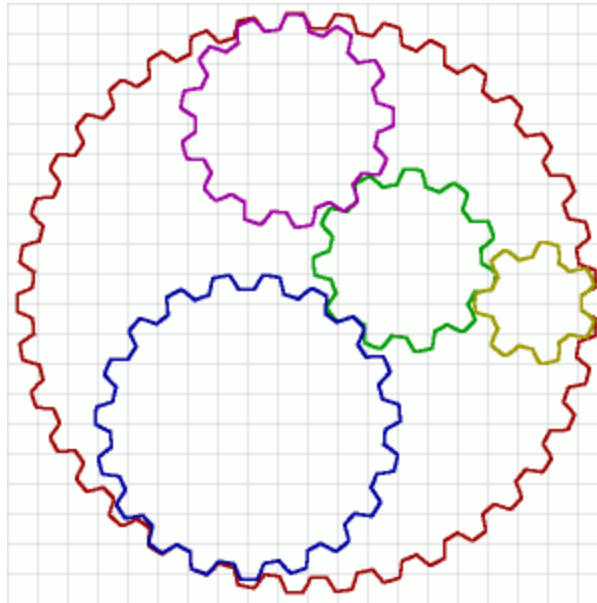
Figure 5

UNDP(1998)

Individual Level: Željko Mavrović



Adaptive Gear Systems Model in simulation



Source:

<http://mathpuzzle.com/LoonyGearsAnimation.gif>