

Land O'Lakes, Inc.
International
Development

LAND O'LAKES, INC.

COOPERATIVE SUPPORT GRANT
COOPERATIVE AGREEMENT NUMBER:
PDC-0192-A-00-1045-00

QUARTERLY REPORT
JULY 1, 1993 - SEPTEMBER 30, 1993

OCTOBER 26, 1993

**LAND O'LAKES, INC.
COOPERATIVE SUPPORT GRANT
COOPERATIVE AGREEMENT NUMBER: PDC-0192-A-00-1045-00**

**QUARTERLY REPORT
JULY 1, 1993 - SEPTEMBER 30, 1993**

TABLE OF CONTENTS

I.	Executive Summary	1
II.	Activities	1
III.	New Funding	3
IV.	Evaluation	4

Appendices

- Financial Summary
- Front Lines Article
- Land O'Lakes Newsletter

LAND O'LAKES, INC.
COOPERATIVE SUPPORT GRANT
COOPERATIVE AGREEMENT NUMBER: PDC-0192-A-00-1045-00

QUARTERLY REPORT
JULY 1, 1993 - SEPTEMBER 30, 1993

I. EXECUTIVE SUMMARY

In the last quarter, Land O'Lakes underwent a final evaluation of this program. The preliminary summary by outside evaluator Dr. Gar Stock indicates that Land O'Lakes met or surpassed nearly all projected core grant indicators.

The project development team explored the potential for new projects, such as swine waste management in Malaysia, various agricultural projects in Russia, and dairy production and processing in Cameroon. Land O Lakes won funding for artificial insemination training in Cameroon, butter monetization in Russia, customized U.S. short-course training, and also received notification that it is a collaborator on a privatization IQC for the New Independent States (NIS).

Refer to Appendix A for the financial report.

II. ACTIVITIES

A. PROGRAM DEVELOPMENT

Russia

July 11-17, 1993

Traveler: Jill Kohler

Jill Kohler's trip to Russia served several purposes. She began to make arrangements for the shipping of 5,000 metric tons of USDA-donated butter to Russia; the proceeds of that monetization then are intended to fund agricultural projects. She explored possibilities for working with farmers in Nizhny Novgorod regarding marketing of potatoes, rye, and flax; assistance to determine the most effective/efficient seed varieties; livestock production assistance; and U.S. internships in farm management. She discussed with World Bank their ARIS project, which is a major agricultural reform project with many components, of which the seed portion is of most interest to Land O'Lakes.

Cameroon

August 10-16, 1993

Traveler: Rosemarie Kelly-Rieks

Rosemarie Kelly-Rieks met with the Fulanis of the Tadu Dairy Cooperative Society (TDCS) to map out their technical assistance and training needs over the next two years. To meet part of those needs, Eileen Eichten-Carlson will return to Cameroon in November to present a forum on cooperative education to the TDCS. Through future funding, Land O'Lakes plans to provide pasture management training, technical assistance in designing a small dairy processing plant, and U.S. internships in the various aspects of dairy production and dairy processing.

Malaysia

August 16-21, 1993

Traveler: Rosemarie Kelly-Rieks

As the Malaysian government imposes strict environmental regulations, the swine farmers need technical assistance in the area of swine waste management. Land O'Lakes proposes to assist the Malaysian Livestock Cooperative Society (MLCS) and the Serbaguna Tenusu Dairy Cooperative with a series of one-day intensive seminars on agribusiness management, feed management, farm management, waste management, animal nutrition, and artificial insemination. The USDA's Cochran program will focus on waste management treatment for the swine industry, and Land O'Lakes seeks to play a role in the training of those swine farmers.

Kaliningrad, Russia

August 22-25, 1993

Traveler: Kristin Penn

Kristin Penn traveled to the Kaliningrad oblast of Russia to try to identify possible agricultural development activities in collaboration with the Association of Private Farms and Agricultural Cooperatives of Russia (AKKOR) and other private agricultural entrepreneurs. AKKOR-Kaliningrad has requested assistance in these areas: development of a dairy processing plant design, milk collection, and milk product marketing.

Russia and Kazakhstan

August 21-September 2, 1993

Traveler: Wade Fauth

As a member of the annual ACDI Board of Directors tour, Wade Fauth of Land O'Lakes' International Development Division represented Land O'Lakes and assessed project potential as the group visited World Bank, the U.S. Resident Agriculture Policy Advisor to the Russian Ministry of Agriculture (Craig Infanger),

AKKOR, the League of Cooperators and Businessmen of Russia, and private banks and farmers in the Smolensk and Tula areas.

Travel for Next Quarter: Kazakhstan, Kyrgyzstan, Ukraine, Cameroon, Uganda, and South Africa.

B. COMMUNICATIONS

The March 1993 issue of USAID's Front Lines featured an article on Land O'Lakes' training programs in Cameroon, Philippines, and Hungary (Appendix B).

The dairy training for the Tadu Dairy Cooperative Society of the Bamenda Highlands in Cameroon is highlighted in the Summer 1993 issue of Land O'Lakes' International Outlook quarterly newsletter (Appendix C).

III. NEW FUNDING

Over the past quarter, Land O'Lakes has been awarded new funding for international development projects:

- \$174,277 Butter Monetization in Russia, funded by the U.S. Department of Agriculture
- \$ 68,000 Customized Short Course Training in the U.S., funded by various sources, such as Pakistan Participant Training Program, Pragma, and USDA/OICD.
- \$ 50,000 Artificial Insemination Training for the Tadu Dairy Cooperative Society (TDCS) in Cameroon, funded by USAID/Yaounde.
- indefinite Indefinite Quantity Contract (IQC) for privatization in the New Independent States (NIS), KPMG/Peat Marwick the prime.

IV. EVALUATION

Dr. Gar Stock evaluated Land O'Lakes' performance to date on this program. His preliminary executive summary states that "the project has been very successful as measured by the Scope of Work, implementation plan and projected outputs." Land O'Lakes leveraged the core support grant's funds at a level of 2,142.2%, obtaining a total of \$25 million in new funding as a result of project development and organizational strengthening efforts. The proposal for the next core grant incorporates Dr. Stock's suggestions for improvement.

934QTR.REP

APPENDIX A

FINANCIAL REPORT

5

COOPERATIVE SUPPORT GRANT
#PDC-0192-A-00-1045-00
FINANCIAL SUMMARY

	Expenditures			
	Grant to Date		Projected	Quarter
	A.I.D.	Match	10/1/93 to 12/31/93	7/1/93 to 9/30/93
Africa				
Program Development	\$62,448	\$5,732	\$3,528	\$6,472
Limited Program Svcs	34498	0	0	0
Subtotal	96946	5732	3528	6472
ANE/CEE/APRE/Baltics				
Program Development	82211	4654	18745	1255
Organizational Development	28	0	0	0
Limited Program Svcs	18620	6109	0	25
Subtotal	100859	10763	18745	1280
NIS				
Program Development	168165	3155	9822	67742
Limited Program Svcs	38918	188953	0	0
Resource Enhancement	12	0	0	0
Subtotal	207095	192108	9822	67742
Latin American/Caribbean				
Program Development	7634	0	0	0
Limited Program Svcs	21509	0	22764	2236
Subtotal	29143	0	22764	2236
Headquarters				
Program Development	216528	1179	4240	23464
Organizational Development	84,506	73	7,041	2,391
Limited Program Svcs	5117	0	1267	445
Resource Enhancement	54797	7	0	1288
Evaluation	204	0	29796	204
Staffing	6167	0	0	0
Program Management	42208	237	6287	2441
Land O'Lakes Contribution	0	147740	0	0
Subtotal	409527	149236	48631	30233
Total Direct Costs	843570	357839	103490	107963
Indirect Costs	<u>356998</u>	<u>97808</u>	<u>46229</u>	<u>36312</u>
Total Program Costs	<u>\$1,200,568</u>	<u>\$455,647</u>	<u>\$149,719</u>	<u>\$144,275</u>

This report represents a summary of actual and accrued expenses for the referenced agreement or grant. If accrual expense amounts were not available for activities occurring in the reported quarter, those expenses will be included in the next quarterly financial summary.

APPENDIX B

FRONT LINES ARTICLE

Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

MARCH 1993



THIS ISSUE

2
Agency Studies
In-Country Presence

3
Immunizations
Avert Epidemics
In Central Asia

4
Madagascar Confronts
Drought Crisis

5
Seeds Sow Relief for
Southern Africa

7
U.S. Farmers Teach
Dairy Trade

Training Assists Dairy Farmers

BY PATRICIA MILLER

A misty November night cloaked the eastern Hungarian town of Heves, but Janos Orcsik was still at work. He was inspecting the stainless steel vats and pipelines that are the heart of his backyard dairy processing plant. Begun just over a year ago, Orcsik's small-scale plant is the only privately owned dairy in Hungary.

Orcsik launched the venture because the region needed high-quality dairy products, as well as a stable market for dairy farmers' milk. Although his business is thriving—Orcsik says he could sell 1,000 percent of his production—he's a newcomer to dairy processing and marketing. So he jumped at the opportunity to attend a USAID-funded marketing seminar by Land O'Lakes Inc., the Minneapolis-based dairy processing, food marketing and farm supply cooperative.

"I'll say to anyone that my current success — and why I'm expanding the plant — is the result of that course," Orcsik says. "Much of what I'm doing in marketing began as concepts from the course. I've used it as a launching pad for new activities and new ideas."

Orcsik is just one of thousands of entrepreneurs, managers, farmers and agricultural officials for whom the Land O'Lakes international development program is providing training and technical assistance worldwide. These programs are the result of a successful partnership between USAID, which supplies the funding, and Land O'Lakes, which furnishes the expertise.

Land O'Lakes specialists offer courses in-country from Hungary to the Philippines, Cameroon to Pakistan, as well as in the United States. Topics include food processing, human and animal nutrition, agricultural practices, cooperative and agribusiness management, transportation and distribution, marketing and privatization.

In Warsaw, Poland, Krystyna Celemencka attended a course on privatization. Celemencka, a senior specialist in food processing with the Ministry of Agriculture, helps transfer state-owned food processing plants to private ownership.

"In the course I learned to establish a net value for a company, determine how much it's worth, whether a project can be profitable and if it will be able to survive without support from the Ministry of Agriculture," Celemencka says.

"The course helped me look at the market in a different way and decide how the proposals that come across my desk will fit into it."

Half a world away, Mike Sohl, a Land O'Lakes milk production specialist, worked in the Philippines for two weeks with current and prospective dairy farmers

wanting to improve their milk production and income.

"The people in my class were determined to give dairy farming their best shot," Sohl says. "I gave them information on feeding, herd health and management practices that will help them right now or that will help them get off to a good start."

At the same time, Land O'Lakes was busy training African women in the United States. A group of women from the Fulani highland tribe in Cameroon spent nearly a month in the United States at Land O'Lakes farms and facilities as part of a non-formal education program for illiterate adults. Because Cameroon is developing its dairy industry by building on the cattle farming traditions of the Fulanis and because women handle the milking chores, this program was especially important. The



A Fulani woman from Cameroon practices feeding a calf at a Land O'Lakes member's farm. With USAID funding, Land O'Lakes provided training on all aspects of the dairy business, from food processing to marketing.

Agencies Honor Dr. King

More than 200 employees from USAID and the Arms Control and Disarmament Agency attended a program in honor of Dr. Martin Luther King Jr. at the State Department Jan. 13. The program marks the eighth year that the nation has commemorated King's birthday (Jan. 15) as a federal holiday. Black History Month was celebrated in February.

On behalf of both agencies, USAID Acting Administrator James Michel and then ACDA Deputy Director Stephen Hanmer Jr. welcomed the participants. In his remarks, Michel emphasized the interdependent nature of the world community, quoting Dr. King:

"All men are interdependent. Every nation is an heir of a vast treasury of ideas and labor to which both the living and the dead of all nations have contributed. . . . When we arise in the morning, we go into



Taking part in the Martin Luther King Day program are (from left) Robert Nealy of the Arms Control and Disarmament Agency; Stephen Hanmer Jr., then ACDA deputy director; Rev. Emmett Burns Jr., pastor of the Rising Sun First Baptist Church of Baltimore; James Michel, acting administrator for USAID; and Jessalyn Pendarvis of USAID.

the bathroom where we reach for a sponge which is provided for us by a Pacific islander. We reach for soap that is created for us by a European. Then at the table we drink coffee which is provided for us by a South American, or tea by a Chinese, or cocoa by a West African. Before we leave for our jobs we are already beholden to more than half the world."

Michel observed that "there is strength in the diversity we find not only in the world, but in our nation and in our agency."

The guest speaker for the occasion was Rev. Emmett Burns, pastor at the Rising Sun First Baptist Church in Baltimore. Burns recalled his earlier years in Mississippi, affiliated with civil rights activist Medgar Evers, pressing for civil rights and being jailed for drinking water from a fountain marked "Whites Only." He challenged the audience to summon the courage exemplified by King "to tackle the many and intractable problems we face as a nation."

Music was provided by the Ambassadors of Song from the Foreign Affairs

Recreation Association and by Lorna Terri of ACDA. In closing remarks, Jessalyn Pendarvis, director of USAID's Office of Equal Opportunity Programs, stressed the call to service made by King and played a moving tape of his sermon on "The Drum Major Instinct" to conclude the program.

—David Grim

Dairy Farmers

(from page 7)

course helps the women improve their milk quality and handling and storage practices. They also learn processing techniques for making wholesome and marketable products.

Like Janos Orcsik, the Eichten family (Mary and Joe Eichten and their daughter Eileen Eichten Carlson) operates a small dairy processing plant virtually in their backyard. But unlike Orcsik, the Eichtens have 17 years of experience behind them. Their Hidden Acres Cheese Farm in rural

Minnesota provides a model for Land O'Lakes course participants wanting to learn the art, vs. the technology, of cheesemaking and how to operate similar plants in their home countries.

"We have anywhere from 5 to 35 Land O'Lakes visitors a year to observe or participate in all aspects of the business," Eileen says. "Here they can see the whole process from milk production and cheesemaking to labeling, packaging, marketing and sales all in one place."

Land O'Lakes also places interns on the farms of its members for a longer-term training experience. Dairy farmers Dan and Terri Pearson of rural Wisconsin have

hosted interns from Jamaica and Poland since 1989.

"It's a real learning experience—and culture shock—on both sides," Terry says. "There's always a honeymoon period while we settle into a routine. It's somewhat of a bittersweet experience sharing our lives with others. We don't want them to think they have to do it our way and only our way. We want them to learn how to better their lives at home, to make what they learn fit their country, their situations. We try to provide them with those tools."

Miller is a senior writer for Land O' Lakes of Minneapolis.

APPENDIX C

INTERNATIONAL OUTLOOK NEWSLETTER

INTERNATIONAL

O U T L O O K

VOLUME 1, No. 3

SUMMER 1993

The Cashman Report

Dear Readers:

Ingenuity, determination, entrepreneurship, the human spirit, **COOPERATION** — these are the common threads you will see as you peruse this issue of International Outlook. Our focus this quarter is Africa, specifically our projects and experience in Cameroon.

Cameroon lies at the junction of western and central Africa and has a population of approximately 12 million people. Agriculture accounts for one-fourth of the gross domestic product but employs nearly three-fourths of the work force. Cameroon is one of several African countries moving towards establishing a free market economy. Just three years ago, only a handful of African states could be called multiparty democracies. Now, the number of highly authoritarian states has declined from 34 to 21. A grassroots movement calling for pluralistic democracy has been catching hold in Cameroon — the result of long term discontent and hope for a better future. There have been false starts — a hotly contested election in 1992, and the arrest of some opposition members. But Cameroon and the people persevered — presidential elections will be held this year, and the government has agreed to debate ideas for a new constitution.

Though we have previously highlighted projects being done on a much larger scale in Poland and Russia, our experience in Cameroon exemplifies what can be accomplished when dedicated people are determined to make a difference. It all began in 1989, when Land O'Lakes received an inquiry from Lawrence Shang regarding dairy practices and feed rations. Shang, a graduate of the University of Minnesota, had a vision to help the people of his

country. Since then the Land O'Lakes - Cameroon relationship has been a continuous and fruitful one, culminating in 10 Fulani men and women trained at Land O'lakes: five men in 1991 and five women in 1992.

Ten men & women who, having never travelled outside their village, were willing to cross the ocean to learn skills to help improve their people's nutrition and economic viability. People committed to sharing their knowledge, skills, and resources to assist others in their efforts to improve their quality of life — these are the components that, when combined, produce the success stories you will read about in this issue.

The process is not easy and there are many challenges — the absence of modern equipment and facilities, adapting training to a format that could be taught to adults without formal education, working with, and allowing for limited resources, to name a few. The key to success is to identify the needs, provide skills that are applicable within the parameters of the environment, and to utilize and maximize the resources available.

Land O'Lakes, through continued funding by the United States Agency for International Development (USAID), hopes to replicate and apply these principles throughout other areas of Africa. Working with individuals like Lawrence Shang of Africa, who are returning home to assist their countries through this difficult period of nation building and democratization, Land O'Lakes hopes to be a part of the sustainable development on the continent.

Sincerely,



Martha Cashman, Vice President
International Development



A Fulani woman attending cattle in the beautiful highlands of Cameroon.

Cameroon. This west African country is a composite of post-World I French and British colonies. In February 1961, British Cameroon split in two, the north to join Nigeria, the south to join with French Cameroon to become the Republic of Cameroon, one of Africa's most enduring single-party states. Headed by Ahmadou Ahidjo from independence in 1961 until 1982, and then run by his prime minister, Paul Biya, this country comprises

Cameroon, continued on page 4

Inside . . .

6 The Venev Model
7 LOL hosts Russians
7 Poland revisited

Doing Business in Cameroon

by Lawrence Shang

The Republic of Cameroon is located in West Central Africa, north of the Equator on the Gulf of Guinea.

With a population estimated at 12 million inhabitants and a surface area of 475,000 square kilometers, Cameroon is marked by an enormous diversity of climate and ecology; from the tropical rain forests of Mundemba, through the temperate highlands of Bamenda to the Rhumsiki and Kapsiki plateaus, which lie in the southern fringes of the Sahara.

Caught between a rock...

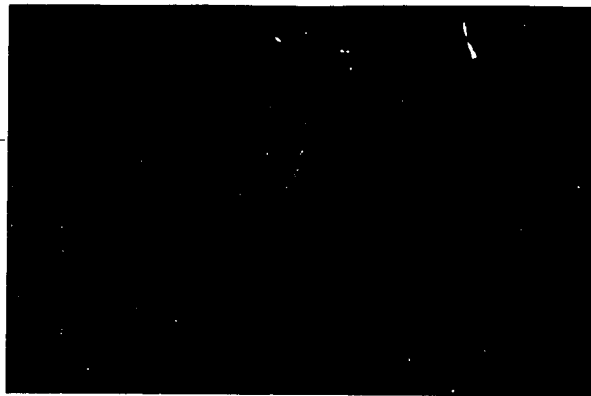
Between 1985 and 1992, Cameroon experienced a 70 percent fall in her terms of trade, and consequently, a shrinking economy. This contraction is being felt principally in the agricultural tradable sector where more than 70 percent of the country's work force is engaged. The non-farm tradable sector has taken its real income loss in the form of business failures and unemployment rather than wage reduction. Current "Internal Adjustment" measures aimed at reducing nominal wages and employment in the non-tradable sector — notably the huge government bureaucracy — are politically very difficult.

Thus, Cameroon and the would-be entrepreneur face many risks namely:

- ▶ A banking system fraught with allegations of corruption
- ▶ A labor code that makes it difficult for firms to reduce their work force
- ▶ Political, credit, and exchange rate risks, generally unfavorable to private enterprise.

...And a hard place.

In the absence of dramatic favorable movements in World Commodity prices, a currency devaluation seems eminent.



Lawrence Shang, Coordinator, Tadu Dairy Cooperative, and Martha Cashman, V.P. International Development, during her visit to Cameroon.

Meanwhile, unilateral devaluation is out of the question because of Cameroon's membership in the Franc Zone Currency Union (CFA); from which Cameroon cannot withdraw without risking severe inflation. The union, as a whole, currently has a growing balance of payment deficits; the question is no longer whether the CFA franc will be devalued, but when and how.

A place called Hope

As the over-valuation of Cameroon's economy is reduced, the risks in doing business in Cameroon could be offset by sustainable opportunities for American exporters of capital goods and other inputs in areas such as agribusiness, communications, and logistics. In fact, these opportunities could grow for several years as Cameroon's large under-employed labor pool is re-employed. Moreover, the country's underdeveloped agricultural, natural gas, and hydro-electric resources are abundant and Cameroonians are hard working, enthusiastic, and generally well-educated. In fact, Cameroon's literacy rate, at 65 percent, is among the highest in West Africa.

As the current wave of political and economic liberalism parades across the Cameroons, we are also likely to see greater transparency and accountability in government and as such, durable economic policies and resumption of growth. ■

Lawrence Shang is the Coordinator of the Tadu Dairy Cooperative Society, Bamenda Highlands, Cameroon, West Africa.

The Cameroon Experience

by Eileen Eichten-Carlson

Africa. When I say the word, people always ask me about the herds of animals they see on the National Geographic specials on TV. Well, I tell them that Africa is a big continent and the terrain differs from north to south, and east to west. And that where I was in the northwest Bamenda Highlands in Cameroon, West Africa, the kinds of animals one can see are monkeys, goats, chickens, and cattle. Bamenda is a mountainous region just south of the Nigeria border.

Cattle are what brought my team-mate, Mary Crave, and me to Cameroon (Mary Crave is an extension agent at the University of Wisconsin-Extension and

taught Train the Trainer techniques).

My assignment was to work with the Fulani women of the Bamenda Highlands: to teach quality milk-handling techniques. I was in Cameroon from February 3 to 28, 1993, teaching milking hygiene and sanitation procedures.

Upon arrival in Yaounde, the capital of Cameroon, I was greeted with 95 degrees Fahrenheit and very high humidity. It was quite a difference from Minnesota's 30 degrees 32 hours earlier! I silently prayed for cooler weather in Bamenda, my final destination.

The first day was a busy one. We spent the day in

Experience, continued on page 3

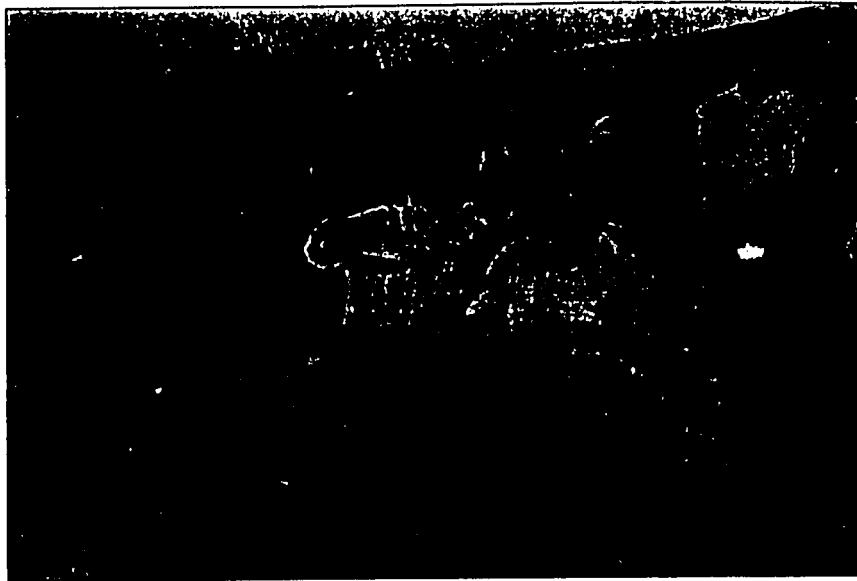
Experience, continued

Yaounde buying supplies, which would not be available in Bamenda—things such as chlorine and iodine for sanitation. Immediately we knew we would have to adapt our techniques; to identify local supplies that would serve just as well as chlorine and iodine.

The second morning Mary and I left Yaounde with its crowded city streets, open markets, and street vendors, and headed north on a nine hour drive, which took us through the small village of Sab. Sab, in contrast to the big city of Yaounde, is still pristine with village huts made of grass. We reached cooler weather, but dusty roads with soil as fine as red powder. It gets into everything! It was the dry season; there had been no rain for six months. I was surprised, however, to see so much green foliage. I saw farmers who were busy everyday preparing the land for seeding as soon as the March rains arrive. Farming is done by hand with hoe-like tools.

My journey to Bamenda to work with the Fulani people was truly an adventure. The Fulani people are traditionally a nomadic, cattle-rearing tribe. Their main purpose for raising cattle is for meat; milk is for family consumption. Lawrence Shang's idea to help the Fulani people, economically and nutritionally, is to start a small dairy cooperative using the Fulani tribe's milk cows to produce and pasteurize a quality milk for all the people of the Highlands. This will also greatly improve nutrition among children and create a new source of income for the women, who do all the milking. So, Lawrence, with assistance from Land O'Lakes, created the Tadu Dairy Cooperative Society. Land O'Lakes will provide specialists to train members and farmers in all areas of dairy operation, including breeding, quality milk handling, forages, and marketing.

One of the things I learned while working with the women was that their concerns are the same as women all over the world: mainly to make a better living environment for their children and husbands, especially in the field of health and nutrition.



Trainers Mary Crave (l) & Eileen Eichten-Carlson (r) instruct a group of Fulani women in the sanitation of stainless steel milking containers.

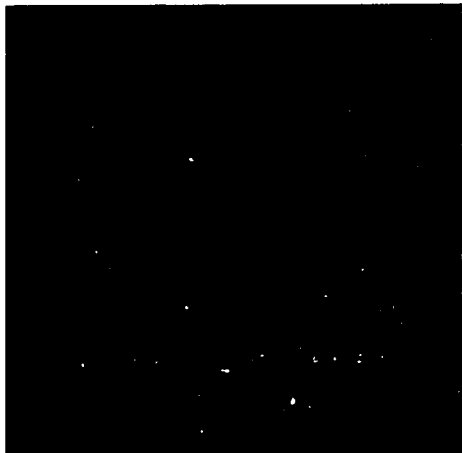
Women are responsible for general herd management and milking. The women definitely know how to handle the cattle, which are usually Fulani Red or Gudali breeds. Cows are milked right in the grazing area. Each family owns 2 to 3 cows. According to tradition, men own cattle and are responsible for grazing them.

During the seminar, the women learned about improved milking techniques and how to sanitize equipment. They learned about bacteria; what it is, and how it can make them ill. Once women saw the bacteria under the microscope, they truly believed. Seeing is believing.

It is quite a feeling to know that you are in on a grass roots development; that the work I am doing is helping to create a dairy cooperative. My experiences with my own family's outdoor lifestyle — camping and growing up on a small mid-western dairy farm with nine brothers and sisters — were certainly an advantage in this experience. It was an exciting time in my life, crossing bridges into another culture. It has given me a new outlook on many things I do day to day as I go about living in America. ■

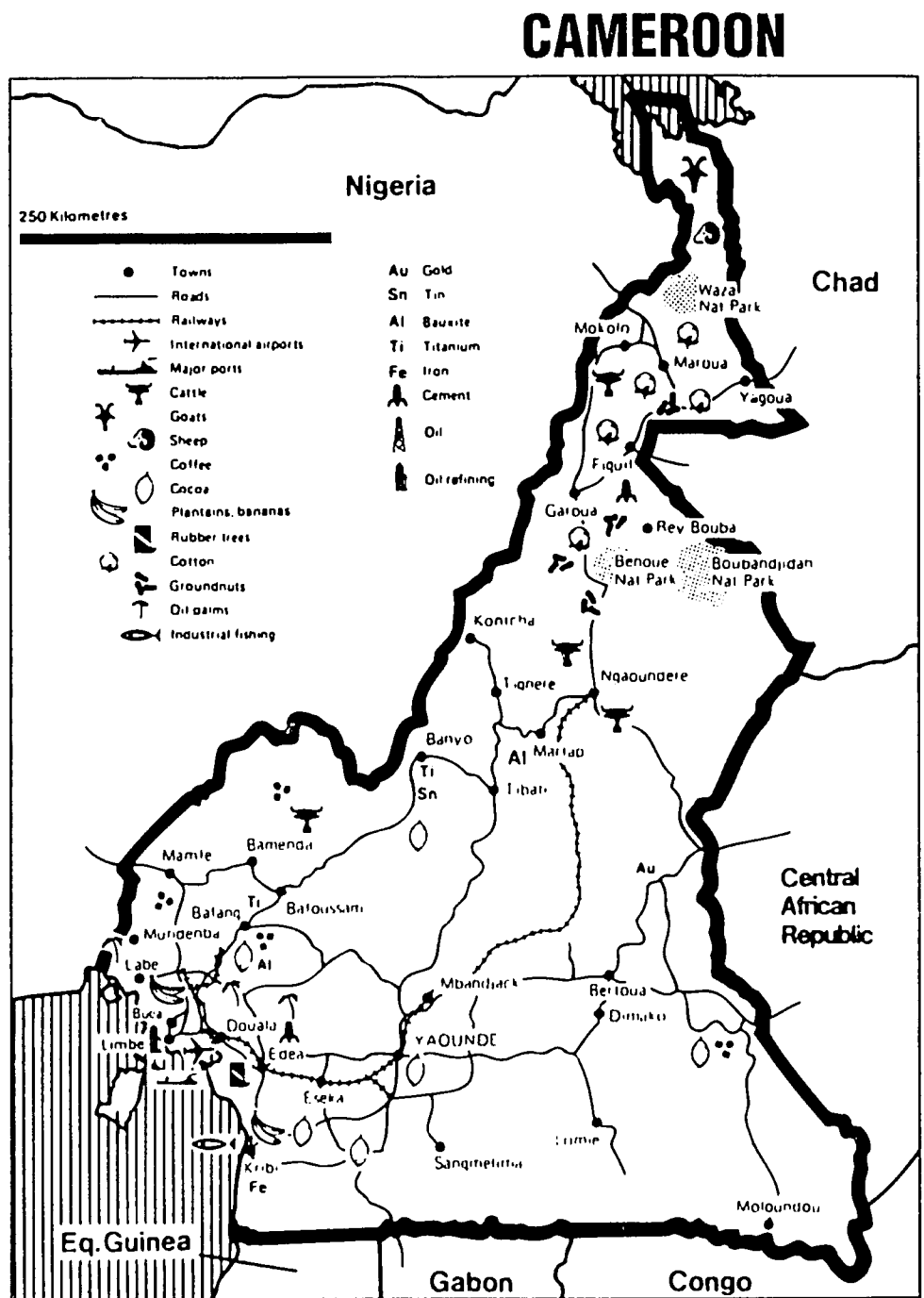
Cameroon, continued

200 tribes and languages. In 1966, all political parties were incorporated into one party. More recently, in 1990, President Biya accepted the idea of multipartyism by legalizing 25 opposition groups.



Cameroon's Anglophone sector hosts the largest opposition party, the Social Democratic Front (SDF), headed by John Fru Ndi. The SDF and other opposition groups pressured Biya's government throughout 1991 over its refusal to write a new constitution and move toward a separation of power in the three branches of government. Demonstrations, general strikes, and a civil disobedience campaign called "Dead Cities," modeled on Gandhi's campaign for India's independence, shut down business, trade, and traffic in Douala, Cameroon's big seaport, and other cities. The Biya government responded with mass arrests, the suspending of opposition parties, and the closing of five newspapers.

Eventually, however, the multiparty elections promised in 1990 were held in 1992. In November of that year, Paul Biya



Source: New African Yearbook, An IC Publication

retained his seat as President, winning a scant 4% more than his opposition rival, Ndi. The election result was hotly contested by opposition candidates and international observers, including the Washington D.C.-based National Democratic Institute.

More recently, due to international and internal pressures, the government has released a number of political prisoners and has been promising to debate ideas for a new constitution. Presidential elections are due again this year.

Cameroon, continued on page 5

Meeting the twenty-first century

Cameroon's experience illustrates a great deal about Africa's transition to multiparty democracy. First, it is to the credit of the people of Cameroon that civil war has been avoided.

For democracy to succeed in Africa, several analysts suggest that the loyalty of diverse populations must be engaged. The rural population in particular should be courted, since the strongholds of Western-style democratic institutions tend to be in urban areas. Multiparty democracy clearly looks like the way to include a variety of peoples; however, stronger democratic institutions must also be put in place. These include holding genuinely free elections, establishing independent judicial and legislative branches, a free press as a legitimate means to express political dissent, and infrastructure for the protection of human rights.

The role of the West

The West has an important role to play, through observing elections and facilitating negotiations as well as through aid and development projects. The U.S. has been emphasizing compliance with human rights standards as a condition for aid; this is surely one reason why Cameroon is allowing a team from Amnesty International into the country to examine its post-election actions, a step forward for its internal and external relations.

Perhaps even more important is western influence on the economy. The global economy ensures that even remote corners of small countries like Cameroon are affected by world market forces. Cameroon is in better shape than most African nations, being able to feed itself; but declining oil prices, its biggest export, has been a factor in the public discontent. Finding new ways of plugging into world markets offers hope for new revenue and higher living standards.

The Minnesota connection

Many African students have studied abroad over the decades, but recently, some are returning home to combine Western learning with traditional practices to obtain more successful outcomes.

Lawrence Shang, the Coordinator of the Tadu Dairy Cooperative Society, is one such student. A graduate of the University of Minnesota Agricultural School, he has returned to Cameroon to help found a dairy operation that could collect and sell excess milk. Key to the success of the operation was his ability to work with the Fulanis, a nomadic people whose work is structured by gender. Men raise cash crops, like rubber and cocoa, while women raise food crops for family sustenance. Each gender controls any money that is earned from their crops.

Shang was able to recruit women and men to form a dairy co-op. Four women were first sent to the U.S. to train at Land O'Lakes in Minnesota. When they returned, 'other women started congregating around them,' Shang says, 'and

then a number of women were nominated to participate in seminars to be taught as trainers.' In learning how to produce clean, marketable milk, many women are receiving some education and attention for the first time. 'It's exciting to see them learn,' says Shang. 'They haven't been invested in heretofore.'

Some of the things they are learning about is how to run a co-op, become a member, elect a board of directors, and what the rules and regulations of a co-op are. 'In June, the work of the elected officers will be reviewed and people will learn something about democracy. They can vote their own economic interests.' Shang adds, 'Cooperatives are an excellent school for democracy.'

The achievement of building a co-op is all the more remarkable in that the goodwill and disposition of the participants is necessary to make the dairy operation thrive. Shang gives a lot of credit to Land O'Lakes for their training help. 'They were keen to listen to us and see where we had concerns. They asked, what are you interested in? What are your concerns? What will work? The result is a good program.'

The creation of the dairy co-op illustrates the potential for the West to aid Africans in their pursuit of a better life, both economically and politically. Such projects will surely draw on African solutions and culture as much, if not more, than on Western technology. ■

Update on Russia

VENEV: A MODEL COOPERATIVE

One hundred eighty kilometers south of Moscow is a private cooperative owned by 90 dairy farmers. The formation of the Venev cooperative, located in the Tula Oblast, was a five-year effort on the part of Land O'Lakes, the Russian Ministry of Agriculture, and AKKOR, the Association of Peasant Farms and Agriculture Cooperative. Established in December of 1992, the cooperative is a tribute to the sheer determination and will of all involved.

Since 1989, Land O'Lakes has invested its members' funds to become acquainted with the dairy industry in Russia and to seek the establishment of a private agribusiness in cooperation with the Ministry of Agriculture and AKKOR. The result: the Venev Farmer's Cooperative. The Tula region is renowned for its mixed agriculture in grains, sugar beets, potatoes, vegetables, fruits and berries, dairy production, and livestock. The excellent fodder and nearby markets also made this site attractive for the model dairy cooperative. Additionally, Tula was the region chosen by President Boris Yeltsin as a symbol of reform policies; former Vice Minister, Staraduptsev, a co-conspirator in the attempted coup of August 1991, is from Tula Oblast.

'As the first venture of its kind in the area, it carries with it enormous good will, and the support of the local people. As a model project, it also enjoys the strong support of local and regional government officials, and the national leadership of AKKOR,' reported Michael Gormley, the Private Enterprise Development Specialist in Land O'Lakes International Development Division. Gormley, a former Vice President in the International department at Norwest banks, made this assessment after returning from an assignment to assess the financial viability of the cooperative.

The cooperative will receive 16 and one half person months of technical



A Minneapolis Grain exchange tour guide explains the different samples of corn, wheat and sunflower seeds to members of Russian delegation on the trading floor (see Opportunities p7)

assistance from Land O'Lakes over a three-year period (this assistance is funded in part by the USAID-Farmer-to-Farmer program). In addition, Land O'Lakes will assign two long-term technical advisors to the cooperative over a two-year period. One advisor, John Brannaman, who recently joined Land O'Lakes Development staff after working for a year with state and collective farms in the Ukraine, commented that he is 'excited about working with private farmers, especially a [private] cooperative instead of collective and state farms.' John, a native Iowan, will live in Venev and work alongside Mr. Alexandr Kondratenko, Chairman and Manager of the cooperative, to provide continuity and assistance in the management of the farm supply side of the business. In the short-term, Land O'Lakes will also provide the cooperative with two pieces of farm equipment, a John Deere harvester and rotary mower/conditioner. Land O'Lakes technical advisors will provide technical support with regard to the handling and usage of the equipment.

In addition to Land O'Lakes assistance, the cooperative has recently been notified that it will receive 14 grain

storage bins courtesy of a grant from North American Agriculture, Inc. (NAA) Grain Storage Project, a USAID-funded project. This storage will allow the farmer members and the cooperative a better means of storing their grain. Farmers will consequently not be forced to sell their grain after harvest. They will be able to wait until the market improves without worrying about molding or rotting grain in inadequate storage facilities.

The Venev cooperative is a fledgling business that needs support from the West in order to succeed in the highly fragile economic and political climate that is Russia today. Land O'Lakes is uniquely qualified to make a strategic contribution to the success of this cooperative. Land O'Lakes was present at the inception, and with long-term, continuous technical assistance to the cooperative, plans to stand by the farmers and managers as they strive to work together to make this "model project" a success. ■

For more information on Land O'Lakes activities in Russia, contact Kathy Maro, Project Officer at 612/481-2345.

Another participant, Mr. Feodor Aleksandrovich Chikalov, president of the local private farmer's association (AKKOR) in Nizhny Novgorod, was impressed by how well-packaged food items are in grocery stores: 'I like the packaging — no matter [what] the product everything is very well packed. In our (Russian) stores things are not sealed in special packages.'

The hosts involved in making this program a success, such as Land O'Lakes member Robert Botzek of Henry & Botzek farms, commented that they could discern the group's keen interest in absorbing all the knowledge they could by their thoughtful and probing questions.■

Many foreign nationals work and live alongside Land O'Lakes members and employees as participants in Land O'Lakes U.S.--based, customized programs and short courses. International Development is seeking interested members and employees to host foreign visitors for an hour, a day, a week, or a month on farm or in a business setting.

If you would like to host a foreign visitor, or conduct a training program, contact Lori Anderson, Project Officer, Special Projects, at (612) 481-2507

Partnerships

Poland Revisited

Dennis Karlstad, Manager of Communication Services in Land O'Lakes Public Affairs division, is packing his bags again. His destination is Poland and the University of Agriculture and Technology (ART) in Olsztyn. Karlstad's first venture to Poland was in December 1991, where he team-taught a video communications course with Scott Olson, formerly with Land O'Lakes Communications division.

The second time around, Karlstad will team-teach an 8-day course entitled "Advanced Agri-Business Marketing Using Custom Video Programs" with Mr. Krzysztof Woloczko of the Communications department at Olsztyn University. 'The team teaching is a good idea,' Karlstad remarked. 'It makes all the sense in the world to leave skills behind.' Mr. Woloczko and Dennis Karlstad will work side-by-side to teach agribusiness men and women managers how to better market their products through the visual media. In the first year of the 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.

Year two objective at ART is to add to the first year's efforts by offering advanced-level management training for first year participants, and by enhancing the resources and capacities of the University. The nine courses planned for fiscal year 1993 took place between November 1992 and June 1993. The course topics included: marketing and sales, food merchandising, video management and promotion, and logistics management. Lori Mastrian, Senior Scientist, Land O'Lakes Sensory and Market Research division, taught the last course of this fiscal year; the course, "Market Research," took place June 21 to 25.

Land O'Lakes partnership with the University includes involving the university staff in all phases of program development: the planning, organizing, and implementation of the training courses. Samuel Smyrl, retired Land O'Lakes Feed Sales Specialist, returned from Poland in March after teaching two "Intermediate Marketing" courses. Smyrl wrote in his final report, 'The level of care shown by Land O'Lakes, the Foundation for the Development Polish Agriculture (FDPA), and the University people in Olsztyn is outstanding.'

Plans for the third year, fiscal year 1994, are still in the discussion stage. Discussions include assisting the University in the implementation of a certificate program. As such, Land O'Lakes will provide technical experts to provide weekend training in the areas of Applied Marketing, Strategic Planning, and Market Research for up to 30 business managers. Participants will need to complete a total of 250 hours of classroom time in order to earn a certificate in Agricultural Marketing. Land O'Lakes will also continue to provide applied management training to agribusiness managers in topics such as: Strategic Planning for Agribusiness Firms and Cooperative Organization: Principles and Practices.■

For more information on Land O'Lakes activities in Poland, contact Cheryl Yasis, Project Officer at (612) 481-2579

TRAVELER TO TRAVELER: WHEN IN CAMEROON...

SLOW DOWN, BE HAPPY. Services, products, and resources are very limited, and as a result, travel and even simple errands seem to take a long time. Make the most of the slower pace by enjoying the scenery and observing the culture.

ASK BEFORE SNAPPING. While traditional and everyday activities, such as village markets, make great photos, nationals do NOT appreciate having their pictures taken. Ask first!

GO TO CHURCH - LEARN SOMETHING. Attending a local church service is a fun way to learn a bit about culture, colonialism, music, relationships between men and women, and more.

WASH AND WEAR CLOTHING — THE ONLY WAY TO FLY. It is extremely dusty during the dry season — Clothing should be lightweight and washable, and all luggage and bags need tight closures. Also, take a jacket as nights are cool (40 degrees F) in the Bamenda Highlands. **DID YOU REMEMBER?...For travel to the villages up-country pack toilet paper, small bars of soap, a flashlight and extra batteries, and any necessary pharmaceutical items you might need as these are not readily available outside of Yaounde, the capital.**

...AND DON'T FORGET THE SUN SCREEN!

These tips come courtesy of Mary Crave and Eileen Eichten-Carlson, Land O'Lakes trainers.

Land O'Lakes contacts for U.S. based programs and all projects outside of Europe.

In the U.S.:

Lori Anderson, Project Officer, Special Projects, at (612) 481-2507

Land O'Lakes, Inc.

P.O. Box 116, Minneapolis, Minnesota 55440-0116

This publication was made possible through support provided by the U.S. Agency for International Development under Cooperative Agreement No. FAO-0705-A-00-2091-00 & PDC-0192-A-00-1045-00. The views expressed therein do not necessarily reflect those of the Agency.

International Outlook is published quarterly by the International Development Division of Land O'Lakes, Inc.

For more information or to contribute articles, contact:

Rosemarie Kelly-Rieks, Editor
International Development Division
MS-2010

Ph: (612) 481-2534

Fax: (612) 481-2556

Land O'Lakes, Inc.

4001 LEXINGTON AVE. N., ARDEN HILLS, MINNESOTA

P.O. Box 116

Minneapolis, MN 55440-0116

USA