

**COOPERATIVE DEVELOPMENT  
PROGRAM**

USAID CA# FAO-A-0097-00009-00

**Annual Work Plan  
for Year Four**

October 1, 2000-September 30, 2001

**Land O'Lakes, Inc.**  
International  
Development

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International Development  
P.O. Box 64406  
St. Paul, MN 55164-0406**

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## **I. EXECUTIVE SUMMARY**

The Land O'Lakes Cooperative Development Program (CDP) develops cooperative business systems in three target countries: Bulgaria, Guatemala, and Tanzania. The subawardee, HealthPartners, operates in Uganda. The goal of the program is to promote economic growth through the development and strengthening of agribusiness cooperatives.

Specifically for year four, the following will be implemented:

- **Bulgaria:** Land O'Lakes' in-country partner organization, the National Dairy Association, will provide training to its member associations, promote national dairy industry policy changes, conduct needs assessment meetings with regional association leaders, and issue a newsletter.
- **Guatemala:** The project will focus on technical assistance to coffee-growers cooperatives in these regions: Chimaltenango, Solola, Alta Verapaz, and Huehuetenango.
- **Tanzania:** Tanzania was added as a focus country in Africa in July 1999. CDP will continue to support the development of healthy dairy cooperatives and umbrella dairy cooperative associations.
- **Uganda:** HealthPartners will continue its efforts with the dairy cooperatives to develop more health care schemes. HealthPartners has targeted other organized groups as potential enrollees, such as micro credit groups.
- **U.S.:** Land O'Lakes will continue efforts to strengthen its headquarters and to promote USAID through raising of public awareness.

Land O'Lakes worked in West Bank for approximately six months, from March to September of 2000. Because of the political situation, the activity had to cease, and currently there are no plans to work in West Bank in year four of the CDP program.

**The financial projections are included as the first appendix.**

## **COUNTRY SUMMARIES: ACTIVITIES COMPLETED, ACCOMPLISHMENTS AND IMPLEMENTATION PLANS**

### **BULGARIA**

The Bulgaria CDP project is programmatically linked to the association development successes of Land O'Lakes' implementation of Bulgaria Dairy Links (LINKS) project. As a result of these projects and the Firm Level Assistance Group (FLAG) project, Land O'Lakes now supports 26 local, regional and national dairy producer and processor associations. Through these projects Land O'Lakes provided development support for the strengthening of the Bulgarian National Dairy Association (BNDA), founded September 17, 1998. BNDA is the counterpart association for CDP support. The appendix with impact stories summarizes growing BNDA's influence.

In pursuing the goal of strengthening the Bulgarian National Dairy Association (BNDA), the CDP supported and assisted all **BNDA activities which were concentrated in building up a stronger local, regional and national association network** and in establishing new structures within the National Association of Dairy Producers (NDPA) and the Association of Dairy Processors in Bulgaria and respectively within BNDA.

BNDA actively participated in the process of **planning the formation of a Food Industry Association in Bulgaria**. BNDA Executive Director participated in number of meetings with seven food industry associations.

The BNDA Executive Director and CDP Coordinator, Dr. Nikolay Oblakov, participated in numerous BNDA Board of Directors (BOD) and Committee meetings and delivered assistance to the Boards of Directors of ADPB, NDPA and their regional and local structures. A summary of these meetings is in Appendix C.

Dr. Oblakov **identified the need for the establishment of dairy associations** in:

- ◇ the Haskovo and Pleven Regions. He assisted farmers form their Steering Committees which were to organize the foundation meetings and deal with such issues as goals, charter, operating structure and registration, membership and financing of the associations.
- ◇ in the Vratza and Yambol regions form Regional Dairy Producers Associations on November 23, 1999, and on August 17, 2000.
- ◇ Two national associations – the Holstein breeders and the Brown Swiss breeders were formed. The Holstein Breeders Association was established on October 27 by over 60 founder members representing 3,600 animals. The Brown Swiss Association, formed on November 11, had over 125 founder members with 4,800 animals.

BNDA Executive Director conducted regular visits to **BNDA Milk and Dairy Products Testing Laboratory in order to provide support for its efficient functioning**. The equipment for the Laboratory has already been purchased and the GOB (MOA) will provide the buildings at the premises of the Regional Selection Centre in Dobrich.

**BNDA Executive Director Dr. Oblakov rendered nine training courses** in Animal Nutrition and implementation of EU SAPARD Project for funding dairy operations to “Zashtita” Regional Dairy Producers Association - Plovdiv, the Regional Association of Dairy Producers in Gulyantzi, Pleven Region and the Union of Dairy Producers “Razvitie” – Dobrich.

In the process of **developing dairy industry policy agenda** the Executive Director of the National Dairy Association conducted meetings at all government levels on defining the specific parameters for a more active cooperation of BNDA and the institutions, the involvement of associations in the development of all regulatory documents and issues in the dairy sector. As member of the working group on the implementation of the EU SAPARD Program, BNDA also held a series of meetings at MOA to discuss inclusion of BNDA in the national and regional committees for direct implementation of EU SAPARD Program. Also, meetings were held with the Bulgaria EU SAPARD Coordinator at MOA on the EU policy and strategy concerning NGOs in the ag sector and the necessity for establishing National and Regional Agencies for the development of the rural areas in Bulgaria, consisting only of NGOs.

BNDA has signed an Agreement for Cooperation with the Bulgarian Red Cross Organization for developing and implementing joint regional programs for dairy promotion and market information and generating incomes.

BNDA has developed relationships with EU partner organizations. A summary of these partnerships is included in Appendix C.

In December 1999, during his visit to Bulgaria, Macedonia and Montenegro, Mr. Ted Weihe, Executive Director of the U.S. Overseas Cooperative Development Council, had a series of meetings with government institutions and policy makers, agribusiness cooperatives, SME managers and NGOs with the attempt to explore possibilities for stimulating regional trade. This TA, addressing the goals of the upcoming Regional Dairy Associations Roundtable, focused on specific trade issues, such as identifying new markets and rebuilding the channels for regional distribution.

**BNDA hosted the 2<sup>nd</sup> Regional Dairy Association Roundtable.** The international forum was held on May 9 – 10, 2000, in Sofia. With the assistance of Land O'Lakes, this unique event was organized to build on progress in last year's first annual Dairy Association Roundtable for the region. The delegates were welcomed by officials of the USA and Bulgaria – USAID Private Sector Officer Nikolay Yarmov, the Chairman of the Commission on Agriculture, Forestry and Agrarian Reform at the Bulgarian Parliament and Honorary Chair of the National Dairy Association Mr. Vladislav Kostov, the Advisor to the President of the Republic of Bulgaria on agricultural issues Mr. Vassil Tzakov, officials from the Ministry of Agriculture, Ministry of Economy. Representatives of dairy associations from Albania, Bulgaria, Germany, Israel, Italy, Macedonia, Montenegro, the Netherlands, Romania, and USA presented overviews of the dairy sectors of the countries and the status of their associations.



Building on the work begun at last year's Roundtable, there were four main areas of focus:

- ◇ on dairy associations: increase familiarity with activities under way in other countries, identify common problems and areas of potential cooperation, further define the role of associations, and effective ways of increasing their impacts, both at government and industry level
- ◇ on trends/problems in the world wide dairy industry, and their impact on the Central European region
- ◇ on information – especially about world dairy policies, but also about new niche market areas with strong potential – especially the markets for "natural" and "organic" foods in the EU, the U.S. and worldwide
- ◇ on increasing bonds and linkages among associations and enhancing their effectiveness in the region

The 2<sup>nd</sup> Regional Dairy Association Roundtable was a demonstration of the intensified interest in taking practical steps to increase regional trade cooperation. Associations from the Region came together once again to share problems and experience, joining efforts to pave the road for accession to the EU.

### **Bulgaria Implementation**

#### **QUARTER 1:**

- Visit with NDA member associations to conduct needs assessments for training program development.
- Conduct two training seminars for BNDA association members.
- Target and deliver assistance to support the BNDA Board of Directors.
- Prepare and deliver CDP budget and activity reports.
- Participate in BNDA Board of Director and Committee meetings.
- Provide support for the registration, EU accreditation and efficient functioning of the 1<sup>st</sup> Independent Milk and Dairy Products Testing Laboratory.

- Identify EU and non-EU member partner associations and establish initial contacts.
- Identify and analyze the available dairy industry legislation and provide input on needed changes to create conducive industry environment.
- Conduct needs assessment meetings with regional association leaders/members.
- Assist in planning and conduct National Dairy Producers Association General Assembly.

#### QUARTER 2 FY00

- Conduct two training seminars for BNDA association members.
- Assist in the planning and conduct BNDA General Assembly.
- Plan and implement an agenda for 3rd Regional Dairy Association Roundtable.
- Conduct needs assessment meetings with regional association leaders/members.
- Prepare and deliver CDP budget and activity reports.
- Participate in BNDA Board of Director and Committee meetings.
- Co-ordinate development and delivery of BNDA regional newsletter and other member services.
- Regular visits to BNDA Dairy Testing Laboratory and provide support for its efficient functioning.
- Develop dairy industry policy agenda.
- Develop and maintain relationships with EU and non-EU partner associations.
- Meet with BNDA members to discuss and endorse new dairy industry legislation.
- Participate in a regular program for the promotion of milk consumption in schools on Bulgarian radio.
- US training for CDP Coordinator

#### QUARTER 3 FY00

- Conduct needs assessment meetings with regional association leaders/members.
- Direct and co-facilitate 3rd Regional Roundtable.
- Assist in development and direction of a permanent Dairy Products Promotion and Trade Center in the resort areas.
- Prepare and deliver CDP budget and activity reports.
- Participate in BNDA Board of Director and Committee meetings.
- Conduct two training seminars for BNDA association members.
- Coordinate development and delivery of NDA regional newsletter and other member services.
- Build up an information network.
- Regular visits to BNDA Dairy Testing Laboratory and provide support for its efficient functioning.
- Develop dairy industry policy agenda.
- Sign MOUs with EU and non-EU partner associations.
- Conduct a regional marketing survey.

#### QUARTER 4 FY00

- Conduct needs assessment meetings with regional association leaders/members.
- Develop and conduct two training seminar for BNDA association members.

- Prepare and deliver CDP budget and activity reports.
- Participate in BNDA Board of Director and Committee meetings.
- Coordinate development and delivery of BNDA newsletter and other member services.
- Regular visits to BNDA Dairy Testing Laboratory and provide support for its efficient functioning.
- Develop dairy industry policy agenda.
- Start implementation of MOUs with EU and non-EU partner associations.
- Conduct two regional dairy equipment and input suppliers workshops.

## GUATEMALA

Land O'Lakes' CDP counterpart in Guatemala is the International Indian Treaty Council, Central America Office (IITC/CA). IITC/CA is a human rights organization representing indigenous people in Guatemala. Due to military action in the country, extreme sensitivities exist within the indigenous cooperative community. Only five years prior, leaders of the cooperatives were sought out and executed for their role in organizing indigenous community members.

Over the last year, the CDP project worked to strengthen the coffee cooperatives in Guatemala and also to increase market activities for the cooperatives. Many activities were conducted for the benefit of the cooperatives and their development. The first activity was a roundtable organized for the leaders of the coffee cooperatives. Over 45 cooperative members attended along with representatives from government organizations, coffee exporting associations and representatives of Land O'Lakes and IITC/CA. The roundtable provided the cooperative members with a forum to discuss their problems and share success stories. They also learned of various services that are available to them through the government and other private organizations. The roundtable was a huge success, as was proven by the response Land O'Lakes received from the cooperative members. A follow-up roundtable was planned for August of 2000. Cooperative members decided to make government involvement a focus for the follow-up roundtable. The Minister of Agriculture will be invited to attend and discuss policies for the cooperatives.

In February 2000, Francisco Cali, CDP coordinator in Guatemala attended the Land O'Lakes Annual Meeting in Minneapolis, Minnesota, USA. In addition to viewing the booths and learning about Land O'Lakes products, Mr. Cali attended meetings at the Land O'Lakes offices with CDP team members. This gave the team a chance to meet together, review the implementation plan and also plan future activities. The visit was a very beneficial one.

Juan Leon, CDP coordinator in Guatemala attended the International Coffee Conference in San Francisco, California. Mr. Leon's goals were to meet with international coffee distributors and to promote Guatemalan coffee to exporters and importers. The conference provided Mr. Leon with important information regarding the coffee exporting market, and he realized that the Guatemalan cooperatives needed to market themselves better in order to compete in the international market. The CDP program will assist the coffee cooperatives in planning a marketing plan and strategy to promote their coffee to international buyers. In addition to gaining knowledgeable information, Mr. Leon made valuable contacts with which he will be able to make contacts in the future.

Throughout the year, various meetings were held with the cooperatives in order to gain an understanding of their needs and future goals and plans. Future roundtables, cooperative exchanges and technical assistance assignments were planned from the results of these meetings.

A follow-up roundtable was held at the end of August for the same cooperatives that attended the first roundtable. In attendance, along with the cooperative leaders, was the Assistant to the Minister of Agriculture. This event was also a success because the cooperatives were able to meet with a government official and discuss policy issues with him.

## **Guatemala Implementation**

### **QUARTER 1**

- Explore and develop local technical resources in organic coffee growing.
- Hold a roundtable for cooperative leaders to discuss marketing and credit opportunities for coffee cooperatives.
- Hold cooperative exchanges in order for cooperatives to share ideas and plans for the future.

### **QUARTER 2**

- Hold cooperative exchanges in order for the cooperatives to share ideas and plans for the future.
- Plan a technical assistance assignment in marketing.

### **QUARTERS 3 & 4**

- Conduct follow-up assistance in the target areas to include continued assistance in the gaps identified by the evaluation surveys as well as continued facilitation and encouragement of joint marketing activities.

## **TANZANIA**

Tanzania Cooperative Development Program is programmatically linked to support the development of healthy dairy cooperatives (primary societies) which provide the services needed by farmer-members to improve their on-farm production. The project has assisted in the formation of umbrella cooperatives (secondary societies) where appropriate, in order to allow sharing of business activities/assets for improved efficiencies (e.g., cooling centers, transportation, processing, marketing, distribution activities). Finally, the project has continued in the development of a strong Tanzanian dairy association to lead the development of the sector.

### **Accomplishments/Milestones**

The Cooperative Development Program activity has had the following impacts in Tanzania during the third year. Specifically, the following milestones were achieved:

- ◆ Seven cooperatives have been organized into member services, milk collection centers as result of Land O'Lakes training and technical assistance.
- ◆ Two small-scale processors have started processing yogurt and ice cream.
- ◆ The local dairy industry has organized and sponsored June Dairy Promotion activities using their own funding resources (non-federal funds).
- ◆ Ten (10) farmer groups and co-operatives have registered with the National Dairy Association.

A success story is included in the appendix with impact stories.

### **Lessons Learned**

The activities that were initiated during July 1999 and September 2000 period when the program started in Tanzania are still implemented. However, there has been increased attention placed upon delivery of these activities and services within a more disciplined framework where activities are linked to desired outcomes and performance.

A considerable increase in the rate of field implementation is planned in year four of the project. Particular emphasis will be placed on cooperative development and production in the northern region of Tanzania. Additionally, pilot activities will be undertaken to demonstrate immediate impacts and form the basis of a bigger project.

Drawing from the past experience, an important lesson to be drawn is that project formulation and design should take due cognizance of internal institutional capacity to ensure operational and development objectives are fulfilled. Land O'Lakes will recruit a field coordinator for the northern milk shed (Arusha and Kilimanjaro region) who will organize training sessions, provide technical assistance, and visit cooperatives in the region.

## Tanzania Implementation

Of significant importance, the Cooperative Development Program in Tanzania will continue to increase Land O'Lakes dairy promotion activities on a national level through enterprise development and strengthening of the existing cooperatives to continue sponsoring dairy promotional campaigns all year round.

As indicated earlier, a full-time field co-ordinator with cooperative and business development expertise will spend 100 percent of his/her time in the field to work with the cooperatives in northern Tanzania. The coordinator will be responsible for developing the training programs and technical content of materials Land O'Lakes produces for distribution. This resource will enable the project to deliver program activities that contribute directly to improving the performance of the dairy sector.

### QUARTER 1

- USAID training for Administrative and Financial Compliance Requirements in Nairobi, Kenya.
- Attend Regional Planning Meeting in Nairobi. Reached agreement that Tanzania will undertake a baseline assessment survey in the northern milk shed; to concentrate resources on one milk shed to increase program impacts.
- Administer baseline survey in Arusha and Kilimanjaro. Collect baseline data and document results. The survey will cover the northern zone, approximately 10 districts with dairy activities.

### QUARTER 2

- Visit the southern milk shed cooperatives. Learn from the more experienced and successful cooperatives in the south; transfer this knowledge to the coastal milk shed.
- Visit the northern milk shed for formalization. Meet with dairy stakeholders and establish firm contacts; identify areas where CDP can assist and make positive impacts.
- Attend LOL Annual Meeting and staff training.

### QUARTER 3

- Conduct associations/cooperatives formation and management training in different districts in Arusha and Kilimanjaro milk shed. Assist 20 dairy cooperatives and farmer associations to register, registration should be complete by June 2001.
- Cooperative development and follow-up activities: Train in production, record keeping, milk handling, marketing, processing and general business management. Assist in linking producers to processors. Participants are dairy stakeholders in the respective milk sheds, such as
  - Milk producers
  - Milk distributors
  - Processors
  - Dairy cooperatives
  - Farmers associations
  - Milk hawkers

- National Dairy Promotion Month: Expand national dairy promotion activities by developing promotional materials; plan promotion activities as a build-up to June dairy month; implement June Dairy Month.

#### QUARTER 4

- Continue cooperative development and follow-up activities: training in production, milk handling, marketing processing in the northern milk shed. Assist in linking producers to processors and other markets.
- Provide milk and milk products packaging training to milk handlers and processors.
- Artificial insemination (AI): Promote the use of AI services to upgrade the quality of dairy animals in the northern milk shed; assist in developing private AI services.
- Animal health training to AI technicians from each cooperative/association: Provide training to improve animal health; promote private animal health services.
- Provide additional record-keeping training to milk producers, milk processors, cooperative managers, and milk distributors.

## WEST BANK

Land O'Lakes worked in West Bank for approximately six months, from March to September of 2000. **Because of the political situation, the activity had to cease, and currently there are no plans to work in West Bank in year four of the CDP program.**

### **Accomplishments**

Initial work focused on identifying women's cooperatives and meeting with groups of women working to establish cooperative activities. A total of 13 groups were identified and considered for participation in the program. A selection process, based on the program objectives of sustainable cooperative economic activity and capacity to conduct outreach to other cooperatives, was implemented in May 2000. Through that process, three core cooperatives were identified. They are described below. Work concentrated on strengthening and expanding the economic activities of the groups.

#### Nwimeh Cooperative

Nwimeh cooperative is located in a village outside of Jericho. They began their cooperative activities at community festivals, opening a stand selling food from their cottage industries and retail sales of children's clothing. The group was encouraged by the additional income they were able to bring into their families through this activity, and they were interested in expanding their activities from one based on holiday festivals to one that would bring in regular income.

The CDP program provided them with support to do this by assisting them in purchasing bee hives through the Palestinian Department of Agriculture. The cooperative has expanded their activities into the sale of honey, bringing in more income for their members. They are interested in expanding their honey production. Land O'Lakes is provided them with technical expertise in conducting a marketing survey to assess their ability to invest in this area. For a success story on this cooperative, refer to the Appendix with the Impact Stories.

#### Tamoon Cooperative

Established in 1996, the Tamoon cooperative purchased sewing machines through a loan and have been working to establish income generation jobs for their members. Since their inception, the cooperative has faced significant challenges, including the need to relocate their sewing operations due to difficulties with access to electricity at their former location. The Cooperative Development Program worked with them to provided added benefits to their members; including exploring other means of income generation through cooperative job creation, expanded activities and supporting their application to the International Fund for Agriculture Development for a loan. The photo below shows a U.S. volunteer working with a woman from the Tamoon cooperative.



#### Marda Multi Purpose Women Cooperative

This cooperative was formed within the Marda Sustainable Center, a local NGO. Upon learning of the cooperative development program and meeting with the Land O'Lakes project coordinator, MARDA realized that they had community members who could benefit from such a program and they had the capacity to support such a program.

Utilizing resources provided to the cooperative, land, a local store, and most importantly water, the women are developing an herb production and marketing operation. The Land O'Lakes CDP program has supported them from the very beginning. It has assisted them in registering their new cooperative. As the cooperative does not have experience in this area, it has also provided them with training in the production of these herbs.

MARDA's retail outlet provides a unique opportunity for all of the cooperatives the CDP program worked with. It serves as a means to market everyone's products and at the same time be a meeting center for the cooperative members to share information and their experience.

## **HEALTHPARTNERS SUBAWARD -- UGANDA**

HealthPartners, a non-profit health care organization in Minnesota, has a subaward from Land O'Lakes to create a private, consumer-run health care benefit plan in Uganda. Since HealthPartners' first visit to Uganda in September 1997, a major effort to create a prepaid health care program for dairy cooperatives has been under development. HealthPartners started with an assessment of an existing prepayment program in one Uganda community, Kasiizi, and worked with other Uganda-based organizations including the Ministry of Health, Delivery of Improved Services for Health (DISH) and Land O'Lakes. HealthPartners began to formulate a model that would work with the existing community resources to create a cooperative-based health plan, starting with dairy cooperatives created by Land O'Lakes.

### **Accomplishments/Milestones**

Considerable progress towards the project's objective was made in the third year of the five-year project. Specifically, these milestones were achieved:

- **Increased enrollment into prepaid health plans in Uganda. Currently 30,000 people are enrolled in prepaid plans supported in part by HealthPartners administrative and information systems efforts;**
- Hired a Minnesota-based part-time project administrator;
- Two-person assessment and training trip to Uganda in March 2000;
- Installation of the beta version of the Uganda Information System in two Uganda Health Cooperative (UHC) providers in Uganda; demonstration for local staff on the database;
- Development of a preventive care plan by the public health nurse of UHC;
- Ten-day training at HealthPartners in May for the UHC director, public health nurse and the database technical advisor for the Uganda Community Based Health Finance Association;
- Hired Najjuka Winington Kano to focus on maternal and child health needs and to assist with marketing and administrative support;
- Twelve focus group discussions were held at the pilot district, Bushenyi and in the targeted districts of Mpigi and Mityan. The goal of the discussions was to identify issues and misperceptions regarding the existing health plan and to determine the viability of expanding services into these areas. Both members and non-members participated in this study. The results will be incorporated in the plan for the next phase of UHC development;
- Sent a delegation consisting of two members of the HealthPartners Board of Directors and two African American Community Leaders to Uganda to learn about the Uganda Health Cooperative and the impact this project is having on the people.

### **HealthPartners Uganda Implementation Plan**

HealthPartners' plan is to continue to tailor its services to best meet the needs of the members and providers currently contracting with UHC while simultaneously expanding the population served. More of the program administration will be transferred from the

Minnesota office to the Uganda office. One additional staff member will be hired in Uganda to represent UHC in the Bushenyi district (our initial and main service area.) The database system, designed specifically for this project, will be installed in four participating provider locations. Administrators and additional users will be trained to track data, run reports and maintain the Uganda Health Information System (UHCIS).

#### QUARTER 1

- Create more sophisticated marketing materials for demonstrations given by UHC staff to potential members.
- Continue to expand cooperative services to additional groups in Uganda.
- Hire and train an assistant in Bushenyi to perform marketing and administrative duties.
- Contract with a technical administrator to install, test and train users on the computerized database, Uganda Health Information System (UHCIS).
- Install UHCIS in Bushenyi Medical Center and Nsambya Hospital, test applications and enter codes.
- Presentation on UHC to HealthPartners Board of Directors at the Annual Planning Retreat, October 26, 2000.
- Attendance at the International Summit on the Private Health Sector by HealthPartners Chief Executive Officer and by the Vice President, December 3-6, 2000.

#### QUARTER 2

- Scott Aebischer, project team leader visit—sustainability and growth training.
- Upgrade UHCIS to include full reporting functions.
- Install UHCIS in Ishaka Hospital and Naguru Clinic.
- Roll out UHCIS training in all four locations for administrators and users.
- Train Uganda Cooperative Based Health Finance Association on UHCIS.

#### QUARTER 3

- Continue to transfer responsibilities to UHC local staff.
- Increase UHC scope of impact through expansion.
- Revisit the possibility of project expansion in additional countries.
- Provide UHCIS user support.
- Enhance UHCIS with feedback from users and tailor system functions to local needs.

#### QUARTER 4

- Continue to operationalize program for duplication in additional countries.
- Operationalize UHCIS for replication in additional countries.
- Provide UHCIS user support.
- Enhance UHCIS with feedback from users and tailor system functions to local needs.

### **III. Headquarters Organizational Strengthening**

- The U.S. project staff received cooperative and association training during the first quarter of the year three fiscal year. Ongoing training occurs through participation in U.S. training groups and through personal learning plans.
- Regular meetings/telephone updates will occur with USAID representatives when traveling.
- Land O'Lakes continues to look for project partnerships, both with fellow CDOs and other development organizations, and utilize partner organization strengths to meet project goals.
- Volunteers are becoming an integral part of Land O'Lakes projects in an effort to maximize results with limited resources. Throughout the year the CDP project anticipates about one-half of the assignments will be volunteers.
- Land O'Lakes continues to strive for new avenues of funding for development work. Focus is looking at government contracts or projects with a fee. This follows along the work of for-fee consulting by ABCI.
- Land O'Lakes project development staff will continue to develop unsolicited proposals for projects targeting the development of agribusiness cooperatives and associations. Time will be spent developing partnerships with both other US and international development organizations and targeting other multi-lateral and regional funding organizations. Several development trips will investigate possibilities for replicating agribusiness cooperatives and association work in the focus regions.
- Land O'Lakes continues its mentoring relationship to HeathPartners on their Uganda Heath Society Project, meeting on a monthly basis.

### **IV. Promotion of USAID and International Development Efforts**

- Land O'Lakes staff and technical specialists inform audiences about the CDP program, and other USAID-funded projects, through presentation to universities and colleges students in the Twin Cities area.
- Annually, the International Development Division has an informational booth at the Land O'Lakes Annual Meeting. The meeting hosts over 2500 members and staff. Technical specialist assignments and impact success reports are also publicized through press releases and through television and radio interviews.
- Education of the efforts of the work that USAID foreign assistance does will continue thorough quarterly publication of a newsletter. The newsletter is distributed to Land O'Lakes employees, members, our technical specialists and trainers, development organizations and contacts. The newsletter contains information on Land O'Lakes development projects, USAID, international development and success stories.
- Bulgaria:
  - Video materials of the National Conference and the National Water Buffalo Expo were distributed to regional structures of BNDA and LOL Headquarters.
  - Land O'Lakes/Bulgaria staff participates in different association events, presents USAID funded programs and promotes the international development efforts.

- Impact success reports are publicized through press releases and through TV and Radio interviews.
- Education of the efforts of the work that USAID foreign assistance does will continue through association newsletters and bulletins.
- Through the Annual Regional Dairy Association Roundtables in Bulgaria USAID international development efforts are promoted to EU and third country representatives.

## **V. Accomplishments/Progress Towards Anticipated Results**

### **IR 1 Operational and Technical Capacity of US PVOs Improved.**

- Land O'Lakes project staff have been receiving training on cooperative and association development.
- Land O'Lakes Tanzania, regional and U.S. staff have been trained in cooperative principles and practices through the series of training and technical assistance activities conducted.
- Land O'Lakes regional staff members provided technical information in the form of presentations at the Roundtables in Guatemala in 1999 and 2000.

### **IR 2 Strengthened Partnership between USAID and U.S. PVOs.**

- USAID/Bulgaria has participated in project activities including the 2<sup>nd</sup> Regional Dairy Associations Roundtable, held May 9-10, 2000, in Sofia.
- USAID/Tanzania has participated in project activities including the Regional Dairy Business Roundtable in May 2000 in Malawi and June Dairy Promotion events.

### **IR 3: Strengthened US PVO and NGO Partnership**

- Regular dialogues and participation by NGOs in the 2<sup>nd</sup> Regional Dairy Association Roundtable in Bulgaria.
- Tanzania: Regular dialogues and participation by NGOs in Regional Dairy Business Roundtable and in providing assistance to project cooperatives.
- Tanzania: Astro and other NGOs participated in the 4<sup>th</sup> Regional Dairy Business Roundtable in Malawi (May 2-4, 2000).
- Tanzania: The third National Dairy Development Conference held in June 2000, drew participants from every donor-supported milk shed in the dairy industry in Tanzania.
- Guatemala: Regular dialogues maintained with local counterpart organization in Guatemala. The second roundtable was organized by both parties, but mainly implemented by the in-country counterpart. This was mainly due to the strong partnership between CDP project implementers in the U.S. and implementers in Guatemala.

### **IR 3.1 Empowerment of NGOs and local partners of PVC grantees**

#### **Guatemala**

- The Aguacatan Women Mayan Association was formed as a result of a Land O'Lakes workshop. Their goal is to help supplement their family income by doing joint business ventures such as weaving, poultry, pig, or rabbit production.
- A local NGO took the initiative in planning a roundtable. With the guidance given by Land O'Lakes, the NGO took a lead role in organizing and planning the event which included cooperative leaders, members of local credit and loan institutions, coffee buyers and other prominent organizations within the coffee production sector.

#### **Tanzania**

- Twelve (12) cooperatives have organized Farm Inputs Shops, Milk Collection Centres, Pasture Development, Value Adding after cooperative training.
- Local dairy industry used their own resources to provide sponsorship on June Dairy Promotion materials and support the dairy month event.
- Cooperatives are sponsoring their representatives to different dairy-related trainings, seminars and workshops.
- The local industry has sponsored the National Dairy Development Conferences using their own funding.
- The industry organized the Regional Dairy Business Roundtable with substantial self-funding.
- Through stakeholder initiative, the industry is organizing its own industry dairy association.

#### **Bulgaria**

- The National Bulgaria Dairy Association has strengthened in several ways. It has been effective in regional cooperation; has built beneficial relationships with EU partner organizations; provides profitable business opportunities to its members; effective in lobbying efforts; and is recognized and respected as a partner to government.
- The Haskovo Dairy Producers Association, the Regional Association of Dairy Producers in Gulyantzi, Pleven Region, the Vratza Regional Dairy Producers Association and the Yambol Regional Dairy Producers Association were formed due to the efficient activities of BNDA Executive Director and CDP Coordinator. The associations formed to ensure the regions representation as members of the National Dairy Producers Association (NDPA) and in turn of the Bulgarian National Dairy Association (BNDA).
- The Bulgarian National Dairy Association through the support of Land O'Lakes assisted the formation of two national associations – the Holstein breeders and the Brown Swiss breeders.
- The regional and local structures of both the Association of Dairy Processors in Bulgaria and the National Association of Dairy Producers, members of

BNDA, have organized member services, contracting between dairy producers and processors.

**Uganda:**

- HealthPartners has continued enrollment of members into prepaid health plans. The health plan is active in five (5) hospitals in Uganda.
- Approximately 10 prepaid health insurance schemes are active in Kisiizi, Ishaka, Naguru, Bushenyi, Nsambya, Nyakibale, Mutolere, Luwero and Kisoro as a result of this project.
- Over 25,000 Ugandans benefit from this type of community-based health insurance.

**West Bank**

- A women's cooperative has been formed in the Marda village area of West Bank.

**IR 3.3** Local and global networks of PVOs/NGOs strengthened.

- Land O'Lakes is partnering with a local cooperative or association in each region. These counterpart cooperatives/associations provide coordination and logistical support to the project. Furthermore, the partnering cooperative or associations are receiving training in order for the local coordinator to provide training and technical assistance to their membership and other local cooperatives and associations.
- During marketing training workshops, participants exchanged contact information and took the first step towards establishing producer networks. Participants shared information from the workshop with other members of the community. Realized a profile of projects for the future.
- Regional Dairy Business Roundtables in Uganda, Kenya, Tanzania and Malawi have served to bring together PVOs/NGOs in the dairy sector. An informal network has been established in the Great Lakes Region of Africa through the annual regional dairy sector roundtables. Delegates from each country are working on formalizing the group.
- In West Bank, Land O'Lakes has organized training for three cooperatives and initiated the development of an informal network between these groups
- Land O'Lakes is partnering with the Bulgarian National Dairy Association, the counterpart association for CDP support, which provides coordination and logistical support to the project. The Bulgarian National Dairy Association was founded by the unanimous vote of delegates representing the National Association of Dairy Producers (NADP) and the Association of Dairy Processors in Bulgaria (ADPB) in September 1998.
- The 2<sup>nd</sup> Regional Dairy Association Roundtable was held in May, 2000, in Sofia, Bulgaria, to build on progress in last year's first annual Dairy Association Roundtable for the region. It was a demonstration of the intensified interest in taking practical steps to increase regional trade cooperation. Associations from the Region came

together once again to share problems and experience, joining efforts to pave the road for accession to the EU.

- An informal regional network has been established through the annual Regional Dairy Association Roundtables held in Bulgaria. Delegates from each country are working on formalizing the network.
- In July 2000 the Bulgarian Parliament voted in a law on animal production as a result of the successful efforts and work of BNDA within the MOA working groups.
- The implementation of the EU SAPARD “MILK Quality” pilot project, relying exclusively on associations assisted by Land O’Lakes, has started in the Dobrich Region of Bulgaria. Razvitie Dairy Producers Association – Dobrich is conducting the selection of the farmers, members of the association, suitable for application for the EU SAPARD grant.
- Land O’Lakes/Bulgaria, as member of the FLAG Consortium, works together with ACIDI/VOCA and four other USAID implementing organizations with the goal to maximize efficiency in implementing programs and activities

#### **IR 4: Resources Effectively Mobilized by PVC PVO Partners.**

- Advanced Business Concepts International (ABCI) generated revenue from the services it provides.
- A new area of funding was targeted, US government contracts. Land O’Lakes has already been awarded one contract in Macedonia.
- A combination of volunteers and consultants are used on the project. Land O’Lakes continues to view the use of volunteers as an integral part of maximizing results with limited resources.
- Land O’Lakes/Bulgaria, as member of the FLAG Consortium, works together with ACIDI/VOCA and four other USAID implementing organizations with the goal to maximize efficiency in implementing programs and activities.
- Tanzania: Equipment has been procured from other NGOs by newly formed Land O’Lakes cooperative organizations.
- Bulgaria: An Agreement for Cooperation was signed between BNDA and DeLaval South East Europe GmbH on September 9, 2000. The Agreement defines the joint development of projects with BNDA under the EU SAPARD Program. For each successfully completed project, BNDA will receive a fee for the service.
- Bulgaria: BNDA is implementing its action plan for the start-up of the Milk and Dairy Products Testing Laboratory in Dobrich, Bulgaria. Dr. Oblakov met with the Advisor to the President of the Republic of Bulgaria and requested assistance and support for the specific stages of the start-up of the Laboratory. The equipment for the Laboratory has already been purchased and its installation started. The buildings are provided to the Association by GOB (MOA). This proposal is funded by USDA, which expands the base of funding organizations.
- Bulgaria: The Union of Dairy Producers “Razvitie” – Dobrich generated more than \$2,500 from dairy processing companies, from members of Razvitie Union and from other agribusiness companies for the cow expo they organized during the Agribusiness Fair “Dobrich 2000.”

- Bulgaria: ADPB, the National Water Buffalo Producers Association, the Sofia Region Dairy Processors Association, Maritza Milk Dairy Processors Association, Zashtita Dairy Producers Association – Plovdiv, and the Union of Dairy Producers Razvitie – Dobrich generate income through rendering services to their members.

#### **IR 5: U.S. Public Awareness Raised**

- Land O'Lakes continues its efforts to illustrate the highly positive impacts of U.S. foreign assistance. A quarterly newsletter is distributed to members, employees, and other interested organizations and individuals to increase awareness.
- Approximately 2,600 members attended the Land O'Lakes annual meeting in February, where the Land O'Lakes International Development Division had an informational booth. Information on USAID programs, Land O'Lakes International Development projects, and information on the benefits of USAID assistance were given to members and company employees. The information provided builds a better understanding of the benefits of U.S. foreign assistance.
- Land O'Lakes has presented to various groups, including Land O'Lakes Young Producers, Twin Cities Rotaract Club, students at Hamline University, American Association of Agricultural Consultants Society, and Bethel College, etc. Land O'Lakes also encourages its technical specialists to conduct community outreach as well. These individuals have presented to the Association of Cooperative Educators (ACE), New Visions/New Ventures Group of Minneapolis and St. Paul, and local service organizations.
- U.S. trainers utilized under the program have conducted presentations to U.S. audiences both to inform and to develop linkages.
- Land O'Lakes has a web site highlighting Land O'Lakes USAID projects, including CDP ([www.landolakesidd.com](http://www.landolakesidd.com)).
- For Tanzania, linkages to other U.S. groups, such as Heifer Project International and African-American Institute, are being developed.
- A video and Land O'Lakes publication on Tanzania's cooperative dairy movement was developed and donated by Land O'Lakes cooperative training volunteers.
- HealthPartners: The HealthPartners web page ([www.HealthPartners.com](http://www.HealthPartners.com)) features regular updates on HealthPartners Uganda Health Cooperative. HealthPartners has featured articles in *Managed Care* and the Minneapolis and St. Paul newspapers about their Uganda project.

#### **VI. Special Requests**

Land O'Lakes requests that funds allocated to West Bank be allocated to other existing countries in order to enhance impact. The financial summary outlines the suggested allocations.

## **VII. Monitoring and Evaluation System**

Land O'Lakes has put special emphasis on establishing effective monitoring and evaluation systems for the Cooperative Development Program portfolio. In that regard, effective August 2, 1999, each focus country administered a baseline survey to participating cooperatives and associations in the project.

Originally, quarterly evaluation surveys were administered to track progress of the cooperatives and associations. In implementing this system, however, it has become clear that cooperatives are reluctant to release much data – especially financial data. The project is researching other means to obtain data that is relevant for decision-making purposes.

# **APPENDIX A**

## **Financial Projections**

**Cooperative Development Program  
Annual Obligations: Estimated Expenditure by Focus Country**

CDO: Land O'Lakes

Date: February 28, 2001

Cooperative Agreement: #FAO-A\_00-97-00009-00

LOP: \$3,750,000

Focus Countries*	Actual Expenses Booked					Projected FY 01 (Feb01- Sep01)	Total FY 01	FY 02 (Oct '01-Sept '02)	Total
	FY 97 (Oct '96-Sept '97)	FY 98 (Oct '97- Sept '98)	FY 99 (Oct '98- Sept '99)	FY 00 (Oct '99-Sept '00)	FY 01 (Oct '00-Sept '01)(only thru 01/01)				
1. Home Office(HQ)**	18,022.43	33,145.91	52,702.64	75,290.61	121,985.81	36,494.19	158,480.00	54,471.00	392,112.59
2. Bulgaria	7,616.28	40,162.67	114,551.36	83,668.94	58,501.33	422,180.67	480,682.00	75,000.00	801,681.26
3. Guatemala	2,250.94	23,482.66	76,324.09	69,617.39	18,337.34	140,885.66	159,223.00	50,000.00	380,898.07
4. Philippines	809.79	58,499.77	55,429.36	40,502.46	23,413.18	-	23,413.18	-	178,654.56
5. Uganda	16,752.22	341,152.06	362,744.70	323,296.99	12,111.85	283,643.15	295,755.00	93,897.00	1,433,597.97
6. Tanzania	-	-	38,686.29	107,154.45	33,843.01	282,372.99	316,216.00	100,000.00	562,056.74
<b>Total Expenditure</b>	<b>45,451.66</b>	<b>496,443.06</b>	<b>700,438.44</b>	<b>699,530.84</b>	<b>268,192.53</b>	<b>1,165,576.66</b>	<b>1,433,769.18</b>	<b>373,368.00</b>	<b>3,749,001.19</b>
<b>Total Obligation</b>	<b>750,000.00</b>	<b>950,000.00</b>	<b>683,334.00</b>	<b>683,333.00</b>			<b>683,333.00</b>	<b>-</b>	<b>3,750,000.00</b>

\* All line items include indirect

\*\* This line item includes US PM, HQ strengthening activities, and Project Development activities

## **APPENDIX B**

### **Impact Stories**

- Bulgaria**
- Tanzania**
- West Bank**

# **Bulgaria**

## **Land O'Lakes, Inc.**

## **IMPACT**

### **BULGARIAN NATIONAL DAIRY ASSOCIATION CONTINUES ITS SUCCESSFUL GROWTH AND GAINS RESPECT AT NATIONAL AND REGIONAL LEVEL**

Focusing on the establishment of a network of mutually beneficial association relationships, the two Regional Dairy Association Roundtables paved the road for the efforts, plans and activities of the Bulgarian National Dairy Association (BNDA) to seek possibilities for regional cooperation.

With the support and assistance of Land O'Lakes and as a follow-up of the 1<sup>st</sup> Regional Dairy Association Roundtable, held in May 1999 in Sofia, BNDA signed, back in July 1999, a trilateral Agreement for Cooperation with the Italian Holstein Association and the Bulgarian National Service for Selection and Reproduction. Based on this Agreement, BNDA receives monthly a wide range of information related to the dairy sector. The Italian Holstein Association also provides semen quantities free of charge for BNDA members.

The Agreement for Cooperation with DeLaval – Bulgaria defines preferential prices of dairy producer and processor equipment for members of the Bulgarian National Dairy Association.

BNDA is also active in providing its members with contacts with dairy producers and processors members of the associations in the Region. "BULTECH 2000" is a Bulgarian company involved in manufacturing and marketing of milk testing equipment, development of software products for the dairy industry. The best-selling products are ultrasonic raw milk analyzers. Those are portable and test for butter fat, solids non fat, proteins, density and adulteration of milk. It has a good domestic market and is also exporting to Turkey, Ukraine, Romania, Macedonia. Through the contacts established at the Roundtable and training activities, the company expanded its markets in the Region and has already sold 10 milk testing devices to Montenegrin farmers and processors and another 13 to Albanians, the sale amounting to 6,900 USD. The prospects for further regional market penetration are promising, as BNDA is providing associations in the Region with information on available second-hand milk processing equipment too.

Through the ongoing support and assistance of Land O'Lakes, the continuous and effective lobbying efforts of BNDA resulted in significant policy reform and deserved recognition by government.

✓ **Bulgarian National Dairy Association efficient and effective in regional cooperation**

✓ **Beneficial and resultful relationships with EU partner organizations**

✓ **National Association provides profitable business opportunities to its individual members as well as partner associations in the Region**

After a series of meetings of BNDA Executive Director with Ms. Valkana Todorova, Advisor to the President of the Republic of Bulgaria on the Agrarian Reform, on how the status of NGOs and BNDA in particular is defined in the Law on Animal Production, the association was included and participated in the meetings of the working group for the drafting of the law. Now, NGOs, as stated in the Law on Animal Production, shall use without payment and manage the property of the Bulgarian National Service for Selection and Reproduction after liquidation. The Northeast Association of Dairy Processors shall install and use without any rent the premises of the Regional Service for Selection and Reproduction for the Independent National Milk and Dairy Testing Laboratory.

BNDA is one of seven NGOs included in the Council of Experts to the Ministry of Economics. Issues related to the dairy sector like the status and registration regulations for NGOs, the strategy for liberalization of trade with dairy products, the tax regulations for import and export are discussed to meet the needs of the industry.

An Agreement for Cooperation was also signed between BNDA and the Bulgarian Red Cross (BRC). As a result BNDA is donated 20 computers of 20,000 USD value and receives free National TV time for promotion of milk consumption. In return BNDA members will support BRC programs with donations in cash and dairy products.

At the meetings with the Director of the National Center of Hygiene and Medical Ecology at the Ministry of Health the Food Law was discussed. The outcome was BNDA to come up with specific suggestions for changes of the existing regulations concerning the production, processing and marketing of milk and dairy products. The Food Law was adopted with all amendments proposed by the Association.

The Bulgarian National Dairy Association is a fully recognized partner in the development of industry-related strategies and policies. Now BNDA together with government is equally involved in working on regulations and laws in the dairy sector. The efforts of the Association have resulted in expanded regional trade, improved business performance, broader market information, policy development and quality assurance.

✓ **Government acknowledges need for joint actions with National Dairy Association**

✓ **BNDA develops alternative ways for support and assistance of its members**

✓ **Effective lobbying efforts by National Dairy Association**

✓ **BNDA – a recognized and respected partner to government**

### TANZANIA COOPERATIVE ESTABLISHES MILK COLLECTION CENTER

The Kiluvya Mpiji Dairy Farmers Cooperatives Society was registered on June 10, 1997, with 13 founder members. To date, the membership number has increased to 37.

Their major objective was to establish a milk collection center with cooling facilities.

Through a soft loan extended to them by the Austro Project Association, this cooperative managed to get a milk tank of 800 litres capacity worth US \$5000 in November 1998. Being as young as the cooperative was, the members could not guess how they could raise some money to pay for the cooler.

Land O'Lakes introduced a Milk Retention Scheme and a check-off system. Members of Kiluvya cooperative agreed to retain one day's milk collection every week and managed to raise the required amount to pay for the milk tank within nine months instead of the thirty-six months specified on the contract.

The cooperative has also bought an artificial insemination kit to offer service to its members.

The group's next course of action is: -

1. To continue with the retention and raise money to buy a standby generator.
2. Continue looking for a financier/donor so that they can acquire a bigger tank and pay through the same method.
3. Introduce the Milk Retention Scheme to the other cooperatives so that they could get some confidence and borrow from the donor agencies in the country so as to have feasible co-operatives.

✓ **Cooperative established June 1997**

✓ **Coop buys milk tank through loan from Austro Project Association**

✓ **Milk retention scheme pays for tank**

✓ **Cooperative plans next steps**

**Nwimeh Young Women's Cooperative  
and the Honey Project**

The women of Nwimeh were working in the field with their parents and family day and night, but they never got money for their efforts. The income this generated was divided between home consumption, support for the farm and money for the men of the family. Although they work in the farm, they have a lot of free time especially when the season is over. Land O'Lakes, through an extension program in the region, began working with them on ways to better utilize their free time. With the addition of support from the Cooperative Development Program (CDP) program in February 2000, the women decided to start a cooperative.

✓ **Women's cooperative formed.**

Initial activities had been focused on cooperatively selling products from their cottage industries during local festivals. While this was a profitable venture for the cooperative members, it was limited and did not provide a regular source of income.

The cooperative then decided to purchase bee hives and begin honey production. Capital is scarce, but they were able to receive training from the Palestinian Department of Agriculture program on caring for their bees. They also were able to improvise a suit to protect them while working with the bees. Together the cooperative members worked out a schedule to share the work of caring for the bees.

✓ **Cooperative branches out to honey production.**

The West Bank rural community is conservative, which has caused some challenges. Although the Land O'Lakes CDP coordinator is a woman, it has taken some time for her to gain the trust of this community. For example, most of the families in villages find it unacceptable for a woman to work outside her village. By her example, the coordinator is showing cooperative members that it is possible for women to travel and work outside their villages.

✓ **CDP coordinator set example for women working outside village.**

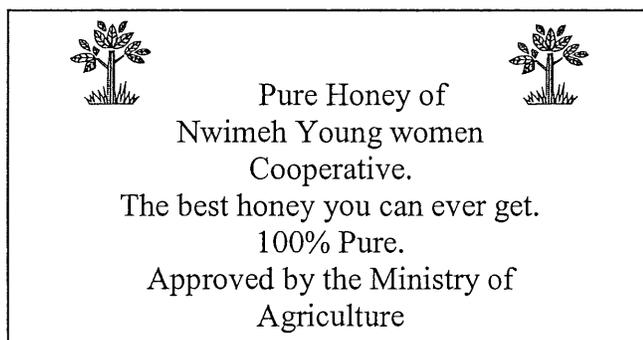
There have been numerous challenges, including theft. Members of the cooperative and the Land O'Lakes coordinator witnessed the theft of honey from two of their hives. Through the support of the cooperative and the CDP program, the women were empowered enough to take this issue directly to the local police station. This was a significant issue, as traditionally, women are not allowed to even enter the police station.

✓ **Women's role within community expanded.**

CDP was with them through each step of their development. The project provided them with support for their packaging material and project coordinator Samah El-Ghoug worked with them in developing a label for market their honey. The cooperative has not only expanded their business activities and the income the women members are able to bring to their families, but they also have been able to expand the role that women play in their communities and their access to protection under the law.

✓ **Label for product developed.**

✓ **Family income increased.**



English translation of honey product label

# **APPENDIX C**

## **Bulgaria Partnership Detail**

**BNDA has developed relationships with EU partner organizations.**

As a follow-up of the 2<sup>nd</sup> Regional Dairy Association Roundtable:

- ◇ BNDA conducted a series of meetings with the Secretary General of the Committee of Agricultural Organizations in the EU, which concentrated on the future relationship between BNDA and COPA and COGECA.
- ◇ BNDA had meetings with the Swedish Association of Farmers Unions to discuss signing an agreement for cooperation which will create a mutually beneficial relationship for improved business performance, market information, policy development and quality assurance.
- ◇ The implementation of the EU SAPARD "MILK Quality" pilot project, relying exclusively on associations built and assisted by Land O'Lakes, has started in the Dobrich Region. Razvitie Dairy Producers Association – Dobrich is conducting the selection of the farmers, members of the association, suitable for application for the EU SAPARD grant.
- ◇ With DeLaval SE Europe GmbH an Agreement for Cooperation was signed which defines the joint development of projects with BNDA under the EU SAPARD Program.
- ◇ With representatives from Tetra Laval Group, cooperation will be conducted in two directions: inclusion of Tetra Laval Group experts in the training program of BNDA and rendering assistance and support by Tetra Laval Group to the independent laboratory for testing milk and dairy products.

**The Bulgaria National Dairy Association (BNDA) Executive Director attended the following meetings.**

- ◇ Land O'Lakes and the Bulgarian National Dairy Association assisted the National Conference and the National Water Buffalo Expo, organized by the National Association of Water Buffalo Producers on September 3-4, 1999. The goals of this conference were to promote this fragment of dairy industry focused on health foods and foster cross boarder trade relationship and linkages.
- ◇ In January 2000, the National Association of Water Buffalo Producers organized a Deli Water Buffalo Dairy and Meat Products Expo in Shumen. More than 300 people attended.
- ◇ In August, during the Agribusiness Fair "Dobrich 2000", the Union of Dairy Producers "Razvitie" – Dobrich organized a cow expo. The Union succeeded in collecting more than \$2,500 from dairy processing companies, from members of the Union and from other agribusiness companies as assistance for organizing the expo and promotion of the dairy industry in the region.
- ◇ BNDA at their BOD meeting (17 February) voted BNDA Year 2000 action plan and budget. They also voted the official statement of BNDA concerning the dairy sector and discussed the role BNDA will play in the upcoming negotiations of the Government on the EU accession.
- ◇ On March 10, ADPB held their General Assembly. The General Director of the National Veterinary and Medical Control Services, the Head of Food Industry

Department at the Ministry of Economics, the EU Special Accession Program for Agriculture and Rural Development (EU SAPARD) expert from the Ministry of Agriculture, were invited to discuss with ADPB members legislation issues and documents concerning the dairy industry and EU accession regulations. On May 8, ADPB conducted their Annual Meeting and elected a new Chair. At their BOD meeting on May 18 the Association Board developed a working group system to provide a broader base for member input.

- ◇ On June 30, the BOD of NDPA held their meeting. Dr. Oblakov reported on activities and achievements of the Bulgarian National Dairy Association. It was decided that the milk supply contracts should be updated to meet the newly adopted Regulations of the National Veterinary and Medical Service as well as to serve their member needs and interests.