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LAND O'LAKES, INC.

**AGRICULTURAL COOPERATIVE/BUSINESS DEVELOPMENT
AND TRAINING FOR CENTRAL AND EASTERN EUROPE
GRANT NO.: EUR-0024-G-00-1072-00**

**QUARTERLY REPORT ON ACTIVITIES
FROM APRIL 1 TO JUNE 30, 1992**

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1. EXECUTIVE SUMMARY

"I thought this course wouldn't be [as] good as it was." [Advanced Marketing]

"For me it was useful that the lecturer was familiar with the problems of [the] milk industry." [Introduction to Marketing]

"Such seminars should be organized more often." [Introduction to Private Agribusiness Management]

"It would be nice if a larger group of future private business people could participate in such a seminar." [Introduction to Private Agribusiness Management]

"I have now seen the benefits of the cooperative system and will promote the concept among my fellow small farmers." [U.S. Leadership and Agricultural Policy Orientation]

Such were participants' comments in some of Land O'Lakes in-country and U.S.-based training courses/orientations presented this quarter. Four different Land O'Lakes trainers made these typical comments:

"I was thoroughly impressed...They did an excellent job..."

"[I was] amazed at the quality and creativity of their ideas...I've never had a class that was so interested."

"Communication was much easier than anticipated and group grasp of presented materials exceeded expectations."

"They were positive and enthusiastic learners throughout the course."

As evidenced by the participants' and trainers' comments, the training programs were received and delivered with enthusiasm and created a two-way learning experience.

Land O'Lakes conducted a U.S. Leadership and Agricultural Policy Orientation for a total of six key agricultural leaders from the Baltic countries June 14-23, 1992. Participants included leaders of national dairy associations and

private farmers. For ten days they toured Land O'Lakes headquarters, plants, research facility, local cooperatives and dairy farms; the agricultural campus of the University of Minnesota; the Minnesota Department of Agriculture; and other agriculture-related facilities in the Midwestern United States to gain an understanding of U.S. agricultural system.

Participants had the advantage of being a small group, which allowed each to ask many specific, detailed questions with which to compare conditions in their countries.

From written evaluations conducted by Land O'Lakes at the program's conclusion, their favorite stops were the Minneapolis Grain Exchange, Land O'Lakes' Answer Farm, the Wulf beef farm, and a discussion on the role of agricultural banks with D.P. Narayana of Norwest Banks. The Baltic leaders also indicated that they were most impressed by the knowledge they gained about the U.S. agricultural cooperative system. Several of them plan to work on promoting this movement in their countries.

Eleven agriculturalists were selected from the Czech and Slovak Federal Republics and Bulgaria to participate in the U.S.-based International Agriculturalist Program. This three-month agribusiness internship program will begin July, 1992. Five from Bulgaria, three from the Czech Republic, and three from the Slovak Republic were selected after in-person interviews conducted in-country.

Fourteen in-country training courses were conducted this quarter as follows:

- Poland - 7 courses
- Czech Republic - 1 course
- Slovak Republic - 2 courses
- Bulgaria - 3 courses
- Hungary - 1 course

Six of these courses were in introductory or advanced marketing, three in agribusiness management, four in training of trainers, and one in privatization.

The Polish course participants were almost evenly split between men and women, Hungary's participants were all men, and courses in the other countries had from 15-24% women. In terms of professional affiliation, participants represented agribusiness (sales, marketing, trade, processing, co-op managers, farmers), extension, ag associations, academia, researchers, and government employees.

Five technical assistance assignments were conducted by four specialists at the Paslek, Mragowo and Lomza dairy plants in Poland in marketing and dairy plant maintenance. Two of the specialists are retired vice presidents in Land O'Lakes' dairy/foods and logistics departments. The other two are a Land O'Lakes spreads plant manager and a Land O'Lakes marketing manager.

2. IMPLEMENTATION OF ACTIVITIES

During this quarter another U.S. Leadership and Agricultural Policy Orientation was conducted, this time for the Baltic countries. The activities of Phase III, "Training and Technical Assistance," continued during the second quarter of 1992.

A. U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION (June 14-23, 1992)

Six key agricultural leaders from the Baltics participated in Land O'Lakes' U.S. Leadership and Agricultural Policy Orientation. The participants were:

ESTONIA

- Arno Kannike, President, Estonian Dairy Association
- Mart Viileberg, General Manager, Ravvala Ltd.

LATVIA

- Ianis Iasans, Chairman, Ruyilna Dairy Producers Federation
- Janis Lochmelis, Private Farmer

LITHUANIA

- Vladas Lashas, Chairman, Lithuanian Dairy Center
- Alvydas Mikelionis, President, Farmers Union

The itinerary for this multi-faceted tour of American agriculture was very similar to the program provided to the group of key leaders from Central and Eastern Europe last January. (See their day-by-day itinerary in Attachment A.) Many of the same sites were chosen for the tour because of their importance in Midwestern agriculture and because of the proven quality of information received by participants. The Baltics leaders had the advantage of visiting the Midwest during the growing season, and consequently had the opportunity to see American agriculture in action.

One considerable advantage this group had over the Central and Eastern European group was that individual country groups were small (two people), which resulted in almost individual attention and instruction from their presenters and translators. This improved the quality of the tour from a logistical standpoint as well, because less time was taken for arranging minor details. More time was allotted at each site for questions and discussion during this tour, too. This is an important part of all Land O'Lakes tours, because it is the best forum for the exchange of ideas.

As with the program for the key leaders from Central and Eastern Europe, the Baltics leaders were asked to evaluate their ten-day orientation program. Attachment B contains the results of this evaluation.

B. U.S.-BASED INTERNATIONAL AGRICULTURALIST PROGRAM (July 20-October 23, 1992)

Eleven agriculturalists were selected from the Czech and Slovak Federal Republics and Bulgaria to participate in this three-month agribusiness internship program to begin July, 1992. They were selected after in-person interviews conducted in-country. The participants are:

<u>NAME</u>	<u>POSITION</u>	<u>FOCUS OF INTERNSHIP</u>
<u>BULGARIA</u>		
Stoino Atanasov	President of a feed production firm, and president of a village cooperative farm	Cooperative structure, governance, member relations and processing agricultural products.
Hristina Iantcheva	Assistant Professor, forage production research	New forage production techniques, research and technologies.
Nadia Nazarity	Dairy Scientist at the Research Institute of Animal Breeding	Milk quality control measures from the farm to the plant.
Nicolay Nikolaev	Head of Department of Dairy Science for the Institute of Animal Breeding	The milk production system, the farm to market system, and assisting in the rebuilding of the Bulgarian dairy sector.
Hristo Nikolov	Biochemist, milk production studying proteins and casein analysis in sheep milk	Different technologies of milk production, testing and product development.
<u>CZECH REPUBLIC</u>		
Petra Neuwirthova	Animal breeder for a village collective farm	New breeding techniques, milk quality and hygiene, and new milk production technologies.
Pavel Dostal	Animal husbandry advisor for a cattle breeding company	Artificial insemination and livestock production.
Jan Drbohlav	Head of technological division of a dairy research institute	Testing of quality milk and dairy products, and developing new dairy products.

<u>NAME</u>	<u>POSITION</u>	<u>FOCUS OF INTERNSHIP</u>
<u>SLOVAK REPUBLIC</u>		
Vladimir Foltys	Head of the department of milk quality for a research institute	Laboratory equipment for milk quality testing and research, and dairy milking equipment for the farm.
Igor Skvarla	Technologist for two dairy plants	New product development and dairy plant laboratory management.
Tomas Stevlik	Director of a district land office for the Ministry of Agriculture and Food	Various farm structures, optimal sizes for efficient use of resources, soil quality and soil mapping, and land pricing.

Internships will begin with a two-week on-farm stay followed by two one-week training programs at Land O'Lakes in farm business management and training of trainers. After completing their courses at Land O'Lakes, the interns will travel to their host organizations and families.

Examples of host organizations providing training include Land O'Lakes cheese and whey plants; Land O'Lakes' Answer (research) Farm; 21st Century Genetics; the Minnesota Extension Service; Blue Tower Farms; Morris Cooperative Association; the University of Minnesota's Departments of Soil Science, Animal Science, and Food Science; Dairy Quality Control Institute; a Minnesota adult farm management instructor and advisor; Progressive Farmers' Co-op; Pauper Hills Goat Farm; and Farm Credit Services. Since this program began July 20, more specific information regarding this training program will be forthcoming in the next quarterly report.

C. IN-COUNTRY TRAINING (14 courses)

<u>COURSE</u>	<u>DATES</u>	<u>LOCATION</u>	<u>TRAINER</u>
<u>POLAND (7 courses)</u>			
Intro. to Marketing	5/11-15/92	Sitno	E. Dolphin
Intro. to Marketing	5/11-15/92	Radom	B. Falk
Advanced Marketing	6/8-12/92	Bialystok	C. Isberner
Training of Trainers	6/13-17/92	Skierniewice	W. Martin
Agribusiness Mgmt.	6/22-26/92	Konin	V. Ritterling
Agribusiness Mgmt.	6/29-7/3/92	Bialystok	V. Ritterling
Training of Trainers*	6/29-7/3/92	Siedlce	M. Grantham
<u>CZECH REPUBLIC (1 course)</u>			
Training of Trainers	4/6-10/92	Louti	R. Edwards

* In the next quarterly report, Land O'Lakes will consolidate discussion of this course with the July 6-10 course "Training of Trainers" course Grantham is also conducting in Poland.

SLOVAK REPUBLIC (2 courses)

Privatization	4/6-10/92	Nitra	K. Gulliver
Intro. to Marketing	6/29-7/3/92	Kosice	S. Kujava

BULGARIA (3 courses)

Intro. to Marketing	5/11-15/92	Haskovo	M. Clary
Private Agribus. Mgmt.	5/18-22/92	Lovech	L. Vanicek
Training of Trainers	6/22-26/92	Trojan	W. Martin

HUNGARY (1 course)

Advanced Marketing	6/29-7/3/92	Godollo	B. Riordan
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Refer to Attachment B for charts on participant demographics (gender and professional affiliation).

D. TECHNICAL ASSISTANCE (POLAND)

<u>TOPIC</u>	<u>DATES</u>	<u>LOCATION</u>	<u>SPECIALIST</u>
1. Dairy Plant Maintenance	5/4-8/92	Paslek, Mragrowo and Lomza dairy plants	G. Hildre & E. Culp
2. Marketing	6/17-19/92	Paslek and Mragrowo dairy plants	K. Ewers & H. Gochberg

George Hildre and Howard Gochberg are retired vice presidents in Land O'Lakes' dairy/foods and logistics departments. Elliot Culp and Kim Ewers are a Land O'Lakes spreads plant manager and a Land O'Lakes marketing manager respectively.

3. HOW PARTICIPANTS BENEFITTED - SOME EXAMPLES

A. POLAND

In his trip report, Verland Ritterling wrote of the training received by those who took his "Introduction to Private Agribusiness Management" course:

"...the course clearly became a training of trainers in that these persons are directly interested in the success of farmers and cooperatives, actively providing them advice and counsel. The relevancy of the presentation on the role and responsibilities of the directors is very clear. Little training has been received by these participants to help them realize the importance of their positions as directors. Fully one-third of the participants hold this office in their cooperatives. They now can identify their duties and are also better able to understand the financial statements that hopefully will be requested by them of management."

Four more "Private Agribusiness Management" courses are planned for Poland in 1992.



Verland Ritterling (at right) presents a future private entrepreneur with her diploma as he gives her a congratulatory handshake on graduation day at one of his "Introduction to Private Agribusiness Management" courses held in Poland. The translator (center) assists Mr. Ritterling in the presentation.

The enthusiasm of the participants in Becky Falk's Introduction to Marketing class built as the week progressed. Every morning Falk held a short review of the previous day's material. By the end of the week, students who were quiet and hesitant on the first day were shouting out the answers to her review questions. Both teacher and students ended up having fun in the process.

Falk's students performed with dedication and diligence when assigned group projects to develop marketing plans. Since some participants were not staying in the dormitory, Falk allowed them time in class to work on their projects. She later learned that students made arrangements for later rides home and worked late into the evening to be able to come up with good marketing plans to present on the last day of class. "I was thoroughly impressed with their presentations," she remarked. "They did an excellent job, and went above and beyond what I expected of them."



Cheryl Isberner (far left) demonstrates product labeling using Polish juices and soft drinks in her "Advanced Marketing" course held in Bialystok, Poland. [See Polish newspaper article on Cheryl Isberner's course in Appendix C.]

B. CZECH REPUBLIC

Due to the make-up of the participants, Dr. Richard Edwards focused more on economics in conducting his "Training of Trainers" course. (See last quarter's report for a more detailed explanation.) One of the participants, a young woman, was one of the first to reclaim title to land in the Czech Republic. Her family was selling unprocessed milk in the local area. During a discussion in class focusing on her business situation, she realized that she had no idea what it cost her to produce the milk, much less how she should price it. She always charged the same amount for it because that's what the family had always charged, and she always sold all of the milk.

By examining her case further, the woman realized that if in the process of examining her costs she found they weren't being covered, she could probably raise the price incrementally without affecting sales at all. Looking at her business from a marketing/economics perspective in this way opened up new horizons for her to delve into aspects of her business that were totally foreign to her.

C. SLOVAK REPUBLIC

Susan Kujava had participants form small groups to develop marketing plans for five different products she bought locally during her "Introduction to Marketing" course. Participants were very surprised at this approach, since they were used to lectures and had never done group work or had experienced formal instruction in a participative manner. They actively and enthusiastically worked together and even commented on how much fun it was to learn that way. When they finally presented their marketing plans on the last day of the course, Kujava was "amazed at the quality and the creativity of their ideas, and how well they could apply these principles to the products they worked with...I've never had a class that was so interested."



One of Kujava's small groups presents their marketing strategy (projected on the wall behind them) for a toothpaste that is advertised to whiten teeth and is designed especially for smokers. They decided to focus on the largest potential market, those who want whiter teeth, and de-emphasize the advantages for smokers. In their plan they also expanded its distribution system by marketing it through pharmacies, which don't traditionally carry toothpaste in the Slovak Republic.

Learning often accompanies changing one's paradigm of thinking. A man in Kujava's class was asked how he would market a local brand of soap using new marketing techniques. He hesitated and then asked, "Does it sell?" Yes, the product was successful on the market, was the reply. "Then don't change it," he firmly answered. Kujava challenged him about what was going to happen when other countries' products began competing with local products on the market. He hadn't even considered this possibility, and once he was forced to consider it, he was struck with the real meaning of competition and the value of having solid marketing strategies.

At course end, over half the class indicated strong interest in receiving future marketing technical assistance from Land O'Lakes. In addition, all participants wanted Kujava to send them specific information related to their food-related businesses.

D. BULGARIA

The relevance and usefulness of Mike Clary's course, "Introduction to Marketing," were echoed by the enthusiastic final participant evaluations. Written comments from different participants included:

"It will be good to conduct such a seminar for managers and specialists from [the] dairy industry - private and state companies which will be privatized."

"For me it was useful that the lecturer was familiar with the problems of [the] milk industry."

"Mr. Clary is an excellent lecturer. Everything is comprehensive and we are pleased...I don't doubt Land O'Lakes' success in Eastern Europe..."

"It would be very nice if one day we develop together with Land O'Lakes our market strategy in food production."

Of his course Clary commented, "Communication was much easier than anticipated and group grasp of presented materials exceeded expectations. The group responded to the challenge of role plays and situation analysis."

One participant suggested a longer course (Clary's course ran five days) to allow participants more access to the trainer. It was apparent that this type of contact was welcomed and responded to a current need in Bulgaria.

[See newspaper article on Clary's course in Appendix C.]



Clary's class of enterprising Bulgarian marketers posed for a group picture with their teacher. Clary is front center.

Evaluation comments for LeRoy Vanicek's "Introduction to Private Agribusiness Management" course included:

"Such seminars should be organized more often."

"It would be nice if a larger group of future private business people could participate in such a seminar."

In Wayne Martin's "Training of Trainers" course trainees were given a course manual with worksheets, but not the presenter's overheads. Land O'Lakes' in-country coordinator offered to make copies of the overheads for any participants who might want to use them to make presentations in their own companies. It was a testament to the course's effectiveness and the participants' enthusiasm to implement what they had learned that by the end of the second day, fourteen out of 24 people asked for copies of the overheads.

Martin wrote of the course participants, *"They were positive and enthusiastic learners throughout the course. Since much of the land held by the State will*

be privatized beginning in the fall of 1992, they could see the immediate value of an ag extension system."

Land O'Lakes held its "Training of Trainers" course at the Upland Institute of Stockbreeding and Agriculture [USIA] in Trojan, Bulgaria. At present, Bulgaria does not have an agricultural extension system, but the Upland Institute is now going to submit a proposal to the Ministry of Agriculture to convert their institute from a purely research-oriented center to a center for training agricultural extension agents and farmers. As a result of holding the course there, 13 participants affiliated with the Institute learned training principles that they may be able to directly apply in an extension capacity in the near future.

E. HUNGARY

Participants in Barbara Riordan's "Advanced Marketing" course enthusiastically responded to Riordan's introduction of actual U.S. products and sales material that she brought with her as "props" to demonstrate different marketing concepts. Trainees generated many questions in their fascination with comparing packaging, products, and point-of-sale material, and in fact fought over them when Riordan gave them away when the class ended. They understood much better the tremendous influence of visual impact over the consumer's choice. When she showed them examples of "shelf talkers" (point-of-sale material hung from a grocery store shelf), one participant remarked in amazement, *"We've never used that before. I'm going to try that!"* Another trainee whose company packaged milk in bottles (perceived as a better product than that packaged in bags which are much more common) said that he was going to use the marketing techniques he learned to capitalize on his company's current packaging system and try to sell even more milk.

Several participants mentioned in their written course evaluations that they appreciated the stress placed on the practical application of the theories presented, and would have liked even more time to examine practical aspects (e.g., marketing planning) in detail.

In one practical exercise in Riordan's course, groups of three selected real products from their own companies on which to apply the marketing strategies and theories they'd been taught. New and creative strategies were devised by the groups to improve the marketing of products which have already been on Hungary's local market. It will be interesting to measure consumers' reactions to these new marketing strategies as they appear in Hungary.

One of the course participants summed up the week in the written evaluation: *"...I thought this course wouldn't be [as] good as it was."*

F. THE BALTICS

From the evaluations completed by the key agricultural leaders, the following comments are notable:

"I plan to use the knowledge in restoring our cooperative system."

"I have now seen the benefits of the cooperative system and will promote the concept among my fellow small farmers."

"Thank you for giving me the rare opportunity to be in the USA and to see first-class agricultural operations."

"It will influence the work I am doing on the Agricultural Committee of the Latvian Parliament."

"I plan to work and expand the cooperative movement in my country."

On their final evaluations, all participants felt the program met or exceeded their expectations, and all rated how well the program was organized as a nine or better on a scale of ten, with ten being "Very Well Organized."

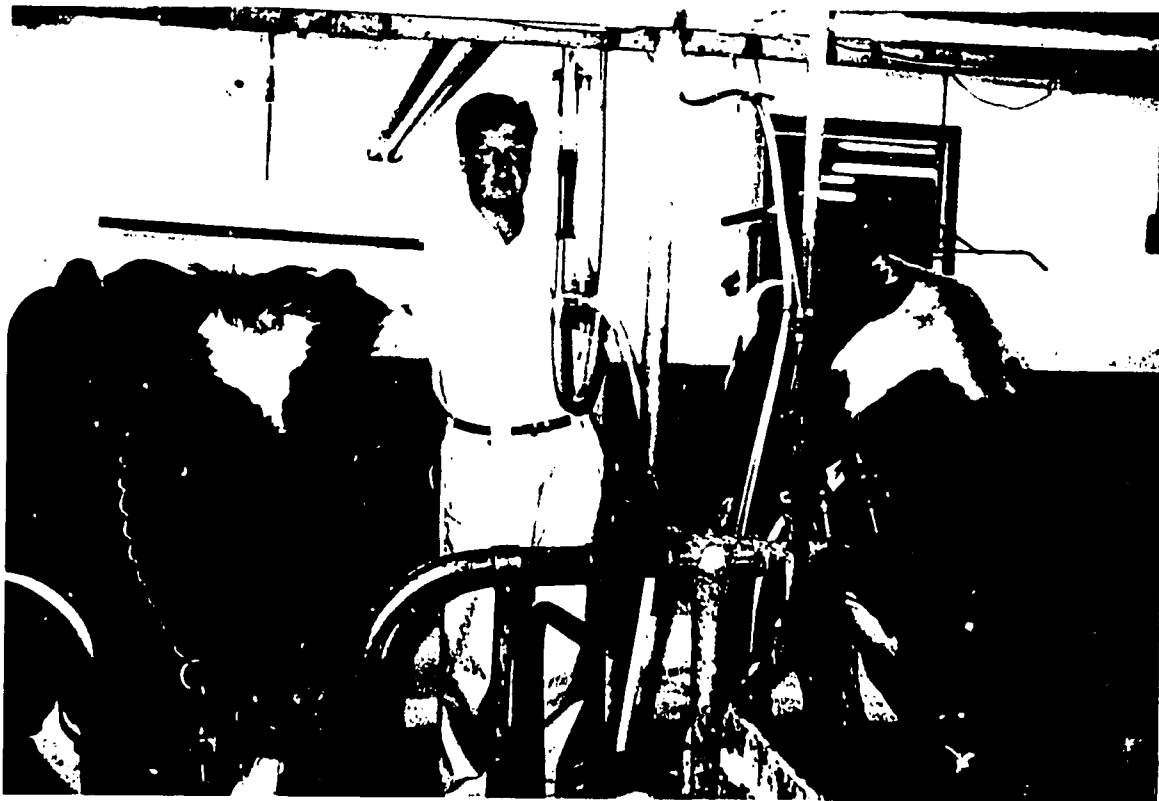
The group unanimously rated as "Excellent" their visits to the Minneapolis Grain Exchange, Land O'Lakes' Answer Farm, the Wulf beef farm, and a discussion on the role of agricultural banks with D.P. Narayana of Norwest Banks. In addition, all felt their translator was "Very Effective."

Please refer to Attachment B for more detailed evaluation results for the Baltic key leaders.

The following photographs illustrate some of the stops on the tour taken by the Baltics leaders.



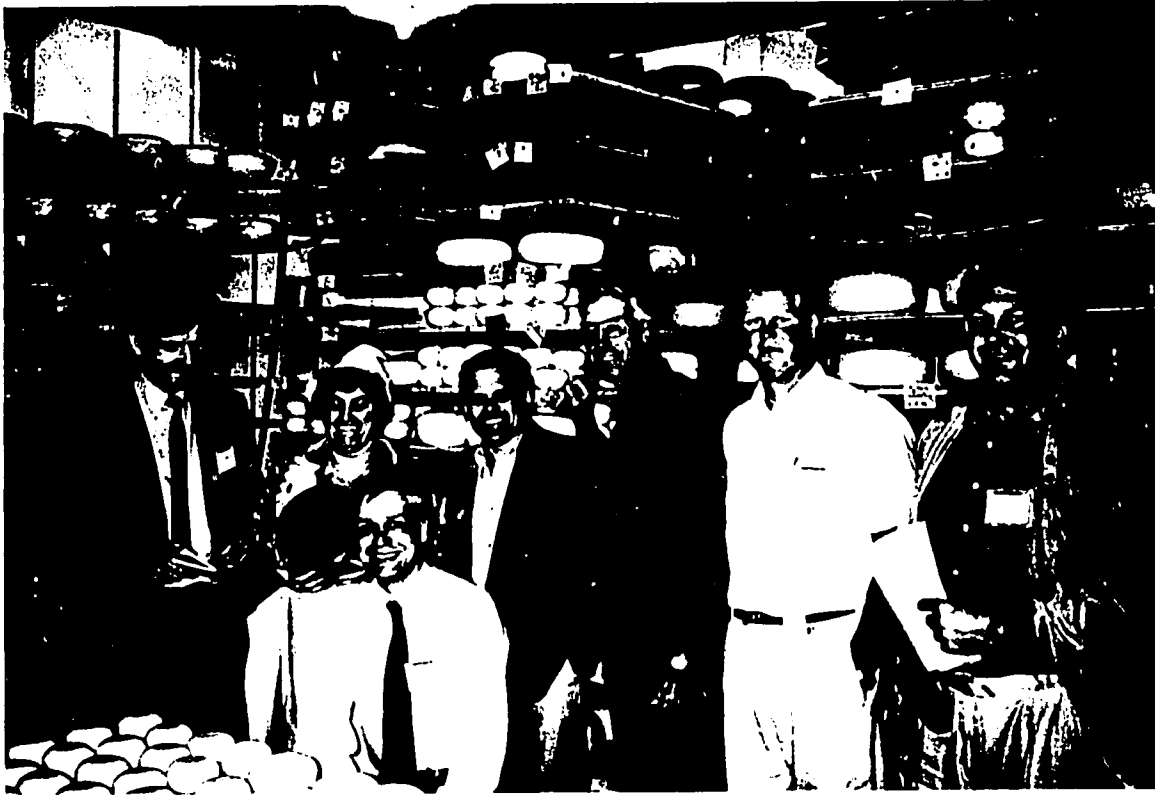
The agricultural leaders from the Baltics gather for a group photograph at the 535-acre Land O'Lakes Answer Farm in Fort Dodge, Iowa. Scientists conduct research on crops, feeds and livestock (dairy, poultry, swine) here which is designed to help farmers produce food more efficiently. From left to right are Kalju Kubits (translator), Vladas Lashas (Lithuania), Alvydas Mikelionis (Lithuania), Arno Kannike (reclining on the grass) (Estonia), Algirdas Vosylius (translator), James Bueltel (Land O'Lakes' Project Assistant), Janis Lochmelis (Latvia), Ianis Iasans (Latvia), and Mart Viileberg (Estonia).



Janis Lochmelis, one of the first private dairy farmers from Latvia, closely examined the Holsteins and the stanchion closed line milking system at the West Central Experiment Station Research Facility, Morris, Minnesota. As part of the Baltics leaders' tour, they also visited a typical Midwestern family dairy farm and were able to ask questions of its owners, Chester and Kevin Belkohl of Braham, Minnesota, in order to be able to compare farming practices in the Baltics and the Midwestern United States.



Arno Kannike from Estonia (right) discusses cooperative marketing and pricing with Jim Merritt, Manager, at the St. Paul Stockyards. The group had the opportunity to meet with a member of the Central Livestock Association to learn about selling cattle in a free-market auction setting. The Baltics leaders viewed a live auction of beef cattle at the stockyard operation.



The Baltics leaders examine and taste different types of cheese (gouda, cheddar, parmesan, flavored cheese spreads) and buffalo sausage produced at the Hidden Acres Cheese Farm in Center City, Minnesota. Participants appreciated and were interested in Mary and Joe Eichten's hands-on experience in every stage of their business. The Eichtens replaced their dairy herd with buffalo (to produce sausage), and now make cheese from milk bought from a local Land O'Lakes cooperative. For many years they milked their own dairy herd to produce the raw material for their natural and processed cheeses, and still market and sell the finished product in farmers' markets and in their own small retail store, which gives them a comprehensive, practical perspective of small business ownership. From left to right are Alvydas Mikelionis (Lithuania), Mary Eichten, Algirdas Vosylius (seated) (translator), Ianis Iasans (Latvia), Joe Eichten, Janis Lochmelis (Latvia), and Arno Kannike (Estonia).



(Left to right) Mart Viileberg and Arno Kannike from Estonia took a break as the group arrived in Hudson, Iowa, for a tour of Land O'Lakes' spreads operations. They were surprised and impressed at the extent of testing and other quality control measures implemented at the plant.

4. OUTCOMES

In future reports, this section will concern follow-on activities which have come about as a result of Land O'Lakes' training and technical assistance efforts, pointing to its continuing impact and the further dissemination of the benefits received. Not enough time has elapsed since the addition of this section (at the time the quarterly report format was revised) to gauge the long-term impact or outcomes of the activities Land O'Lakes has conducted thus far.

5. IMPORTANT PROGRAM ADJUSTMENTS

- a. The eleven International Agriculturalist Program interns from the Czech and Slovak Federal Republics and Bulgaria were originally scheduled to arrive June 27. As of early June, however, several individual programs required additional management time to confirm placement with host organizations and families. Since the primary objective of this program is provide a quality, relevant internship for all participants, and since Land O'Lakes wanted all eleven interns to arrive together, Land O'Lakes decided to postpone their arrival to July 20, 1992. This delay caused no problems for any of the participants.
- b. Hungary's training program was revised after consultation with USAID/Budapest. It was requested that Land O'Lakes focus on marketing and logistics, financial management and agribusiness management in place of production agriculture. It was further requested that the courses be primarily located in the eastern part of the country. These recommendations have been implemented. (A revised country training plan was submitted to AID/EUR/DR/FS on July 2, 1992.)
- c. Production agriculture courses in all countries have been moved to the end of the calendar year because farmers generally have difficulty making themselves available during the summer. This change was mentioned for Poland in the last quarterly report.
- d. In the Czech Republic and Bulgaria, "Privatization" and "Agri-Input Distribution" courses have been replaced with marketing courses because of greater interest in, and more requests for, marketing.
- e. In Poland more marketing courses will be conducted due to more requests for them, and "Agri-Input Distribution" will be delayed until next year as a result. "Privatization" will also be delayed until next year and replaced with "Cooperatives: Practices and Principles" due to requests.
- f. In the Slovak Republic, marketing courses have replaced an "Agri-Input Distribution" and a "Training of Trainers" course because of greater interest.
- g. More technical assistance assignments have been conducted in Poland than the other countries because requests have been generating faster.

- h. Most courses scheduled for July and August are being moved back until September or later. Land O'Lakes has found that during those months it is difficult to field trainees, translators and assistance at training sites because they are traditional holiday months in all countries involved.

ATTACHMENT A

**ITINERARY FOR U.S. LEADERSHIP AND
AGRICULTURAL POLICY ORIENTATION FOR KEY
LEADERS FROM THE BALTICS**

LAND O'LAKES, INC.
ITINERARY FOR U.S. LEADERSHIP AND
AGRICULTURAL POLICY ORIENTATION FOR
KEY LEADERS FROM THE BALTICS

JUNE 14 - 23, 1992

Day 1
Sunday
June 14

Arrival and Relax

Day 2
Monday
June 15

- 8:30 Welcome to Land O'Lakes - Helen Nelson, Manager of International Programs (and International Division staff) (Ontario Room)
- 9:30 Orientation to Land O'Lakes with Terry Nagle, Communications Department
- 10:30 Tour of Research, Technology & Engineering with Gint Behrens

Tour of the University of Minnesota Saint Paul Campus

- 13:00 Meet with Dr. Tony Warner and talk about "The Mission of a Land-Grant Institution."
- 13:45 Tour of dairy research facilities with Assistant Herdsmen Mark Bundger and Mark Triano
- 14:30 Meet with Dr. Gerold Miller, Minnesota Extension Service
- 15:15 Tour of crop research facilities, Lee Hardmen

Day 3
Tuesday
June 16

- 8:30 Leave hotel
- 9:30 Opening and tour of the Minneapolis Grain Exchange. After the tour there may be a chance to meet Jim Lindau, President.
- 13:00 Tour of Minnesota State Capitol, Pat Plonski, Agricultural Committee Administrator
- 14:30 Minnesota Department of Agriculture: Tour of labs. Meet with Newell Searle, Deputy Commissioner (and former dairy farmer)

-22'

**Day 4
Wednesday
June 17**

- 8:00 Leave hotel
- 8:30 Tour of Central Livestock Association -- demonstration of electronic marketing program (Jim Merritt, Manager) and live animal auction
- 10:00 Minnesota World Trade Center -- meeting in the Minnesota Trade Office with Paul D. Hansen, International Agricultural Trade Representative
- 13:30 Leave for the Waterloo, Iowa, Ramada Inn (800) 228-2828
SOUTHWEST BUS PICKUP FROM MAPLEWOOD INN

**Day 5
Thursday
June 18**

- 8:15 Leave hotel
- 8:30 Tour of Land O'Lakes Spreads Plant, Hudson, Iowa. Clara Johnson, Plant Manager
- 13:00 Tour of the Land O'Lakes Answer Farm, Fort Dodge, Iowa. Bruce Perry, Animal Research
- 15:00 Tour of the NEW Cooperative, Vincent, Iowa. Clarence Lehman, Manager
OVERNIGHT: SUNWOOD INN, MORRIS, MN (800) 228-2828

**Day 6
Friday
June 19**

- 8:15 Leave hotel
- 8:30 Presentation and Tour of the West Central Experiment Station Research Facility, Gary Lemme, Superintendent
- 10:00 Presentation and Tour of the Swan Lake Water Quality Research Farm & USDA North Central Soil Conservation Research Lab, Ward Voorhees
- 13:00 Wulf Limousin Farms, Jeral and Dave Wulf
- 15:30 Tour of Land O'Lakes Cheese/Whey Plant, Perham, Minnesota. Terry Moore, Assistant Manager
OVERNIGHT: HOLIDAY INN, BRAINERD, MN (218) 829-1441
- 23-

**Day 7
Saturday
June 20**

- 8:00 Leave hotel
- 9:00 Henry & Botzek Dairy Farm, Foley, MN
- 11:00 Kanabec Cooperative, Mora, MN. Tim Faust, Manager
- 13:30 Chester and Kevin Belkolm Farm, Braham, MN
- 15:30 Eichten's Hidden Acres Cheese Farm, Center City, MN
Store telephone: 257-1566
RETURN TO MAPLEWOOD INN

**Day 8
Sunday
June 21**

FREE DAY

**Day 9
Monday
June 22**

- 8:30 Leave hotel
- 9:00 Land O'Lakes Feed Mill, Inver Grove Heights. Mike Jewell, Plant Manager
- 13:00 Meeting with D.P. (Darin) Naryanna, Norwest Banks, to speak on the role of banks in agriculture (Land O'Lakes' headquarters - Ontario Room)
- 14:30 Meeting with Rosemarie Kelly-Rieks about in-country training programs
- 18:30 Dinner at Yvette's Restaurant, with Martha Cashman, Vice President, International Development, Land O'Lakes

**Day 10
Tuesday
June 23**

Completion of program evaluations

ATTACHMENT B

**EVALUATION RESULTS FOR U.S. LEADERSHIP AND
AGRICULTURAL POLICY ORIENTATION FOR KEY
LEADERS FROM THE BALTICS**

EVALUATION
for
U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

Land O'Lakes, Inc.
June 14-23, 1992

Land O'Lakes would like your opinion about this program. Please read each question carefully. Circle only one response for each question. You will not be asked to give your name.

1. How much did you learn about Midwest agriculture during this program? (please circle only one number).

(number of responses)

Nothing at all 0 0 0 0 0 0 0 1 0 4 1 Very Much

2. How well did this program meet your expectations based upon what you were told?

Exceeded my expectations	3
Met all of my expectations	3
Met only some of my expectations	0
Did not meet any of my expectations	0

3. How satisfied are you with the information you received during this program?

Very Satisfied	3
Satisfied	3
Undecided	0
Dissatisfied	0
Very Dissatisfied	0

4. How satisfied are you with the contacts you made during this program?

Very Satisfied	1
Satisfied	5
Undecided	0
Dissatisfied	0
Very Dissatisfied	0

5. How would you rate the transportation provided while in St. Paul and Minneapolis?

Excellent	5
Very good	1
Good	0
Average	0
Poor	0

6. How would you rate the bus accommodations provided by Southwest Tours while traveling throughout Minnesota and Iowa?

Excellent	5
Very good	1
Good	0
Average	0
Poor	0

7. Please rate each of the following:

SCHEDULED SITE VISITS

a. Introduction to Land O'Lakes' governmental structure.

Poor 0 0 0 4 2 Excellent

b. Tour of Land O'Lakes Research, Technology & Engineering department.

Poor 0 0 2 1 3 Excellent

c. University of Minnesota St. Paul Campus.

Poor 0 0 1 1 4 Excellent

d. Minneapolis Grain Exchange.

Poor 0 0 0 0 6 Excellent

e. State Capitol Building.

Poor 0 0 0 1 5 Excellent

f. Minnesota Department of Agriculture.

Poor 0 0 0 3 3 Excellent

g. Tour of Central Livestock Association.

Poor 0 0 0 3 3 Excellent

h. World Trade Center, Minnesota Trade Office.

Poor 0 0 1 1 4 Excellent

i.	Land O'Lakes' Spreads Plant.	Poor	0	0	0	1	5	Excellent
j.	Land O'Lakes' Answer Farm.	Poor	0	0	0	0	6	Excellent
k.	NEW Cooperative, Vincent, Iowa.	Poor	0	0	0	1	5	Excellent
l.	West Central Experiment Station Research Facility.	Poor	0	0	0	1	5	Excellent
m.	Swan Lake Water Quality Research Farm & USDA North Central Conservation Research Lab.	Poor	0	0	0	1	5	Excellent
n.	Wulf Beef Farm.	Poor	0	0	0	0	6	Excellent
o.	Perham Cheese/Whey Plant.	Poor	0	0	1	2	3	Excellent
p.	Henry & Botzek Dairy Farm.	Poor	0	0	0	1	5	Excellent
q.	Kannabec Cooperative.	Poor	0	0	0	4	2	Excellent
r.	Chester and Kevin Belholm dairy farm.	Poor	0	0	0	2	4	Excellent
s.	Eichtens' Hidden Acres Cheese Farm, Center City.	Poor	0	0	0	1	5	Excellent
t.	Land O'Lakes' Feed Mill.	Poor	0	0	1	3	2	Excellent
u.	Role of Agricultural Banks with D.P. Narayana, Norwest Banks.	Poor	0	0	0	0	6	Excellent

v. Meeting with Rosemarie Kelly-Rieks about in-country training programs.

Poor 0 0 0 1 5 Excellent

LODGING ACCOMMODATIONS

	Poor			Excellent		
Days Inn, Maplewood.	0	0	0	0	0	6
Ramada Inn, Waterloo Iowa.	0	0	0	1	1	5
Sunwood Inn, Morris, Minnesota	0	0	1	1	1	4
Holiday Inn, Brainerd, Minnesota	0	0	0	0	0	6

8. Compared to your expectations when you arrived, how would you rate this program?

Excellent 3
 Very good 3
 Good 0
 Average 0
 Poor 0

9. How helpful was the program to you?

Very helpful 3
 Helpful 3
 Somewhat helpful 0
 Not very helpful 0
 Not at all helpful 0

10. How much do you agree with the following statement: The number of participants in this program was just right.

Strongly agree 2
 Mostly agree 4
 Undecided 0
 Mostly disagree 0 --> How many do you feel would
 Strongly disagree 0 --> be just right? _____.

11. How well organized was the overall program?

(number of responses)
 Not organized at all 0 0 0 0 0 0 0 0 0 2 4 Very well organized

12. Overall, how would you rate the quality of this program?

Excellent 3
 Very good 3
 Good 0
 Fair 0
 Poor 0

13. How effective was your translator with assisting you in the translation process?

Very effective	6
Effective	0
Somewhat effective	0
Not effective at all	0

14. What other topics would you like to have seen on the program?

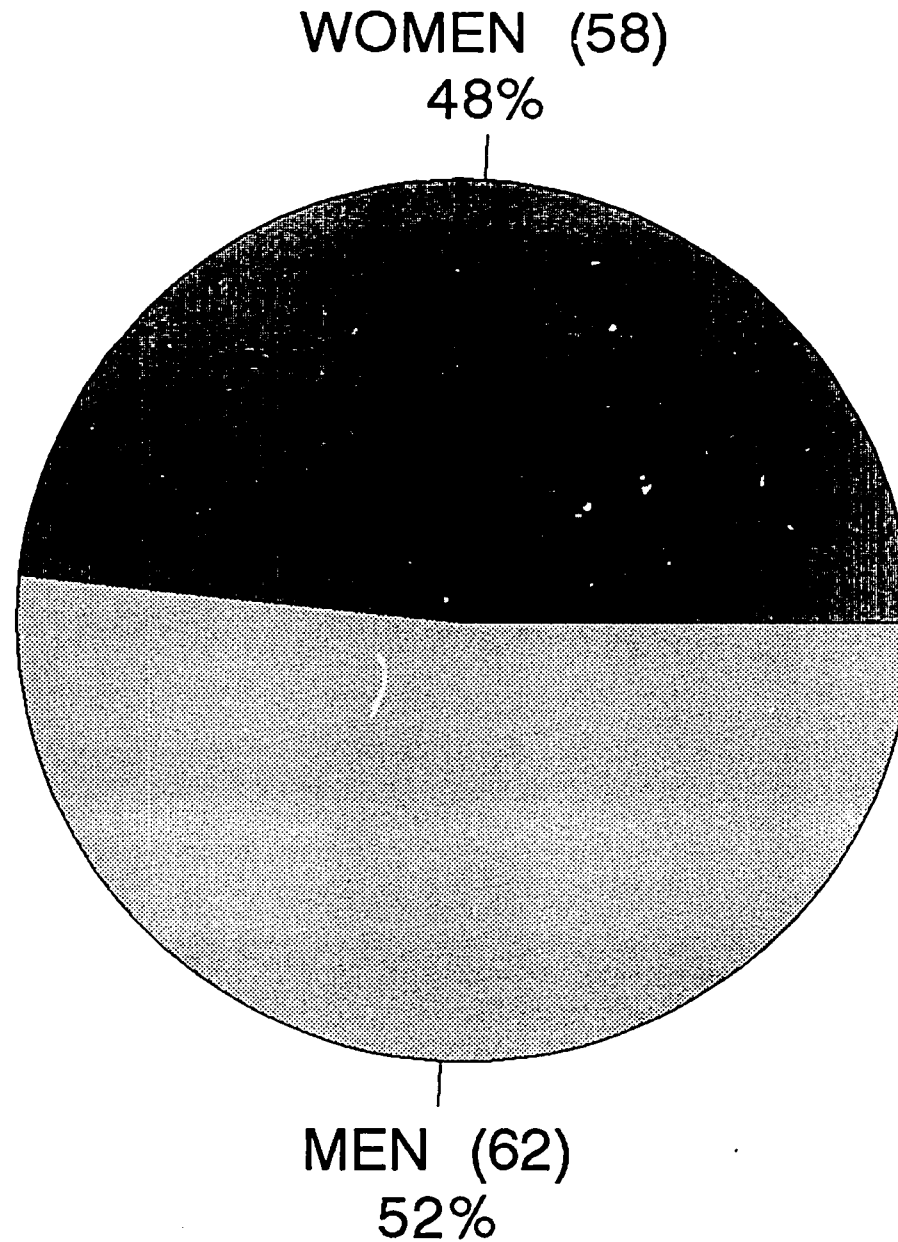
15. How do you plan to use the training received when you return to your home country?

Land O'Lakes appreciates any comments or suggestions you have regarding this program. Please write on the space below to share your comments with us.

130

ATTACHMENT C
DEMOGRAPHICS OF IN-COUNTRY TRAINING
PARTICIPANTS

POLAND

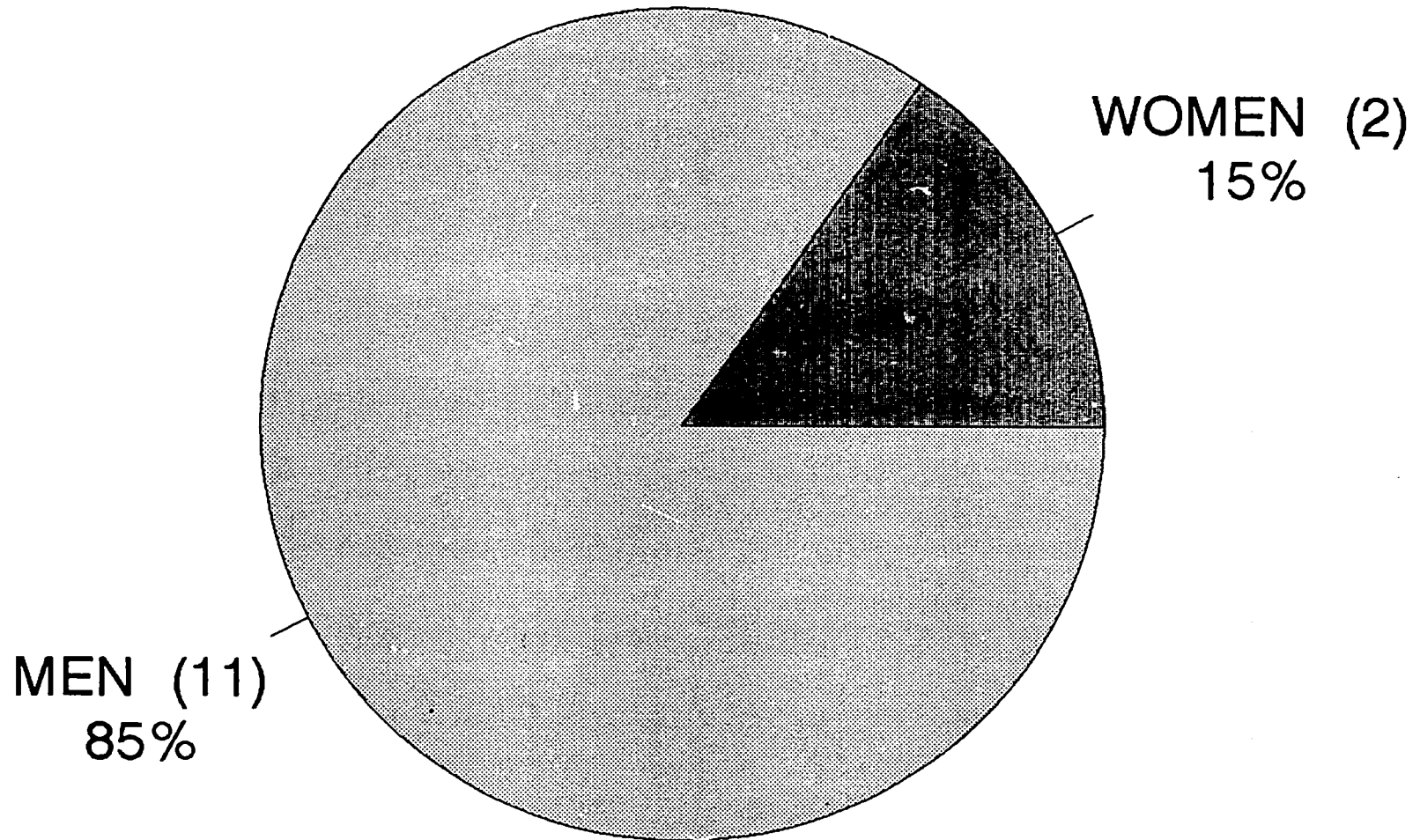


GENDER PROFILE

NUMBER OF COURSES = 6

27

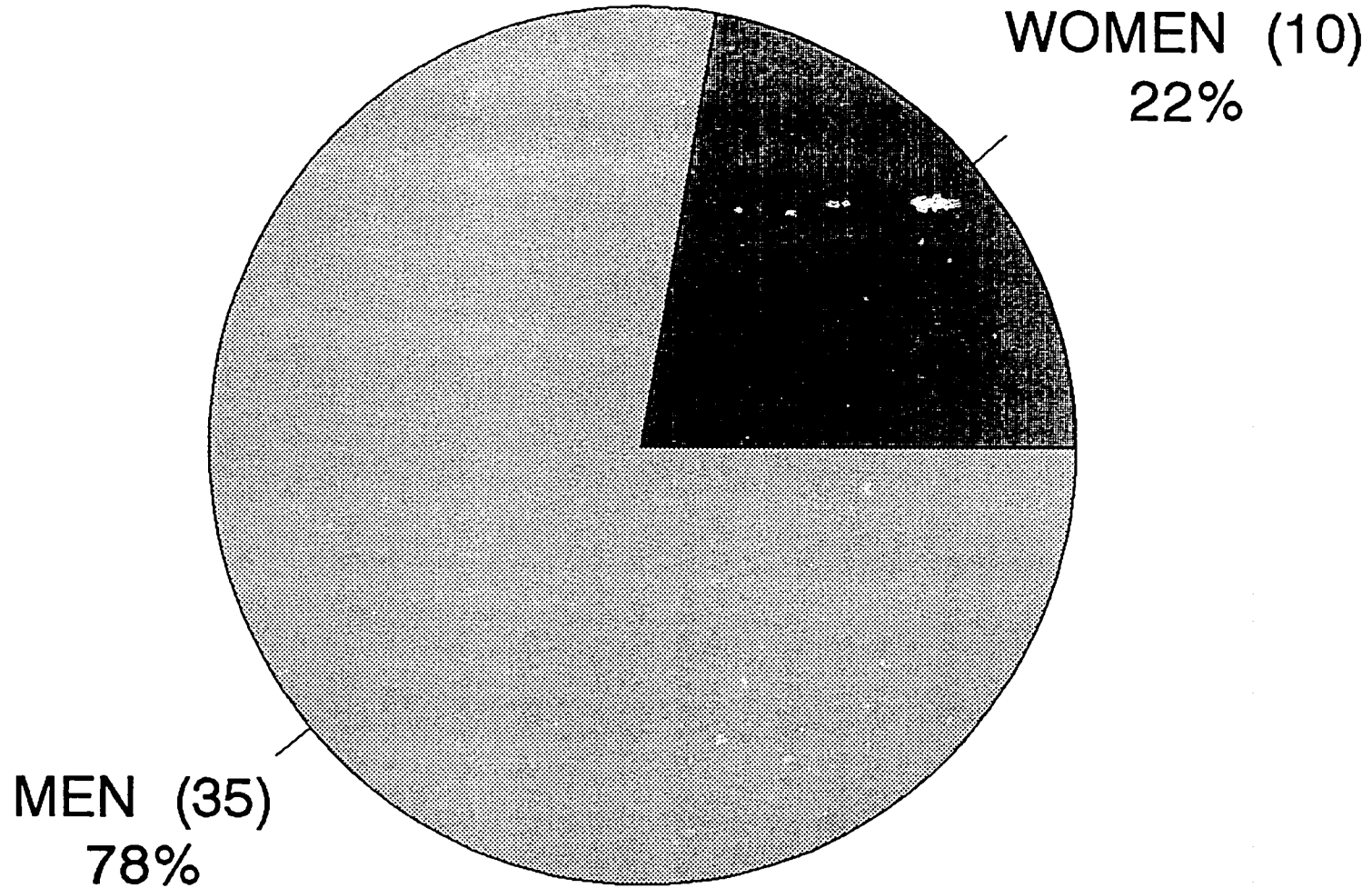
CZECH REPUBLIC



GENDER PROFILE

25/11 NUMBER OF COURSES = 1

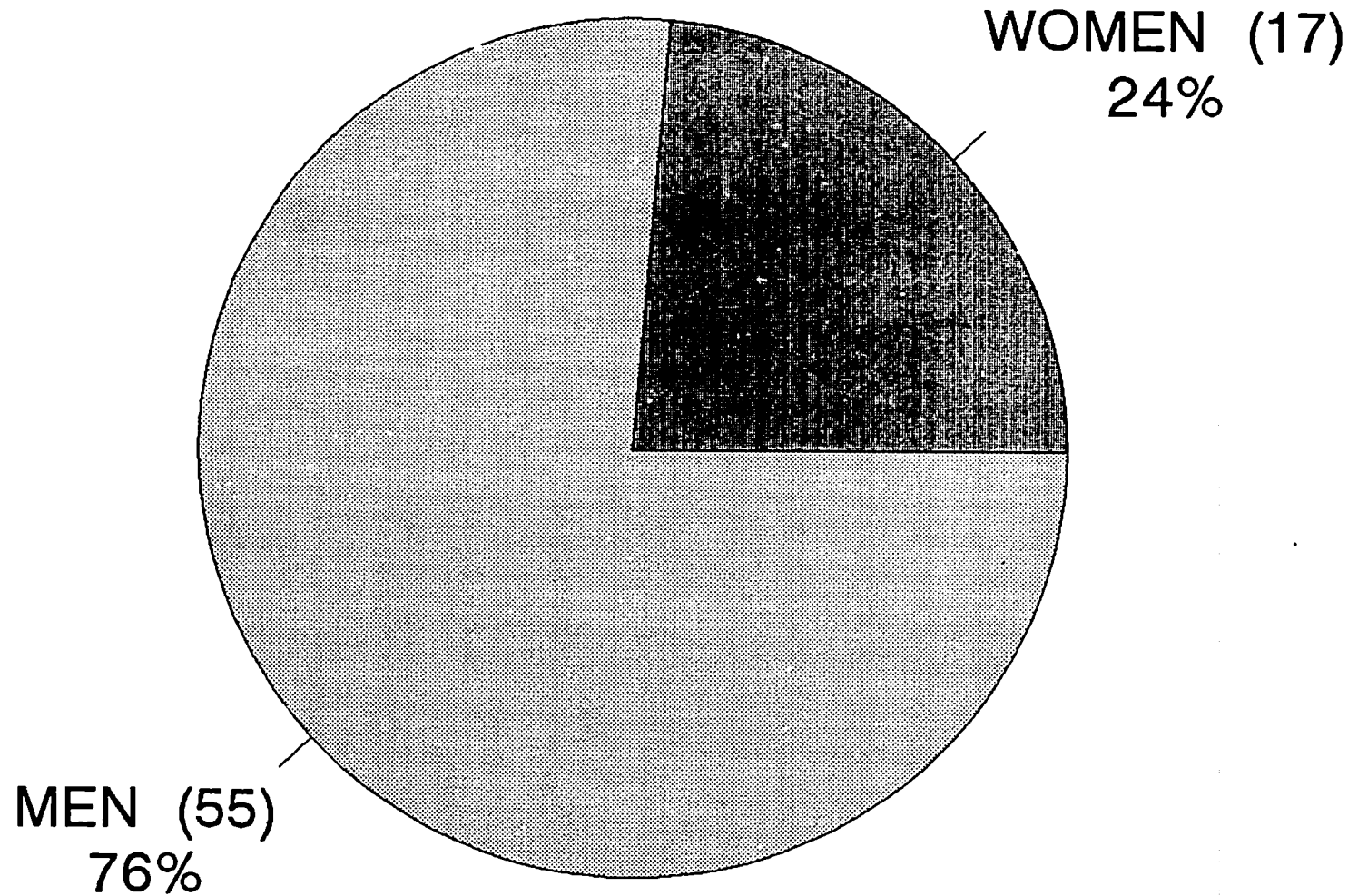
SLOVAK REPUBLIC



GENDER PROFILE

34 NUMBER OF COURSES = 2

BULGARIA



GENDER PROFILE

NUMBER OF COURSES = 3

HUNGARY

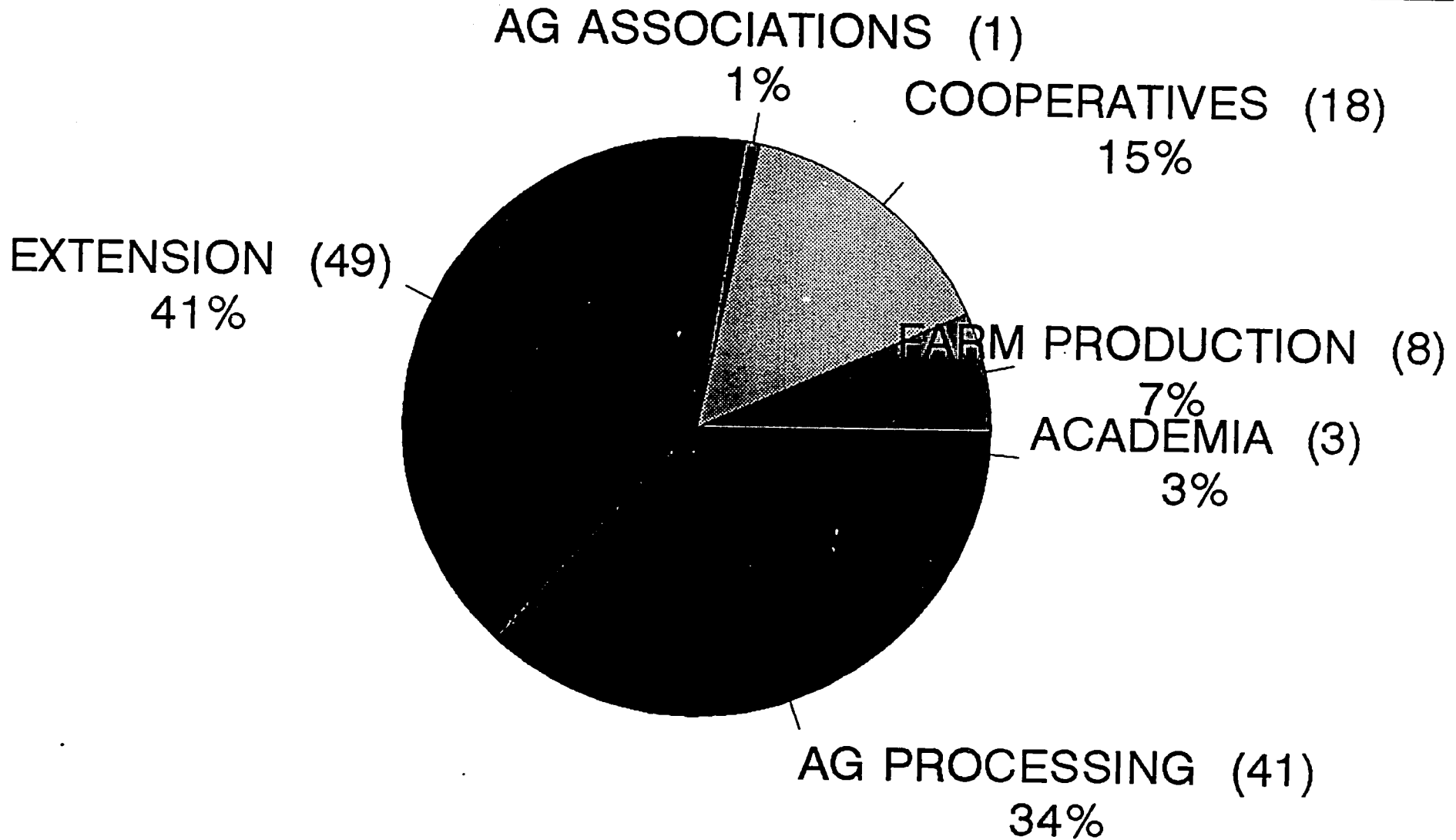
ALL PARTICIPANTS WERE MEN

NUMBER OF COURSES = 1

GENDER PROFILE

2/6

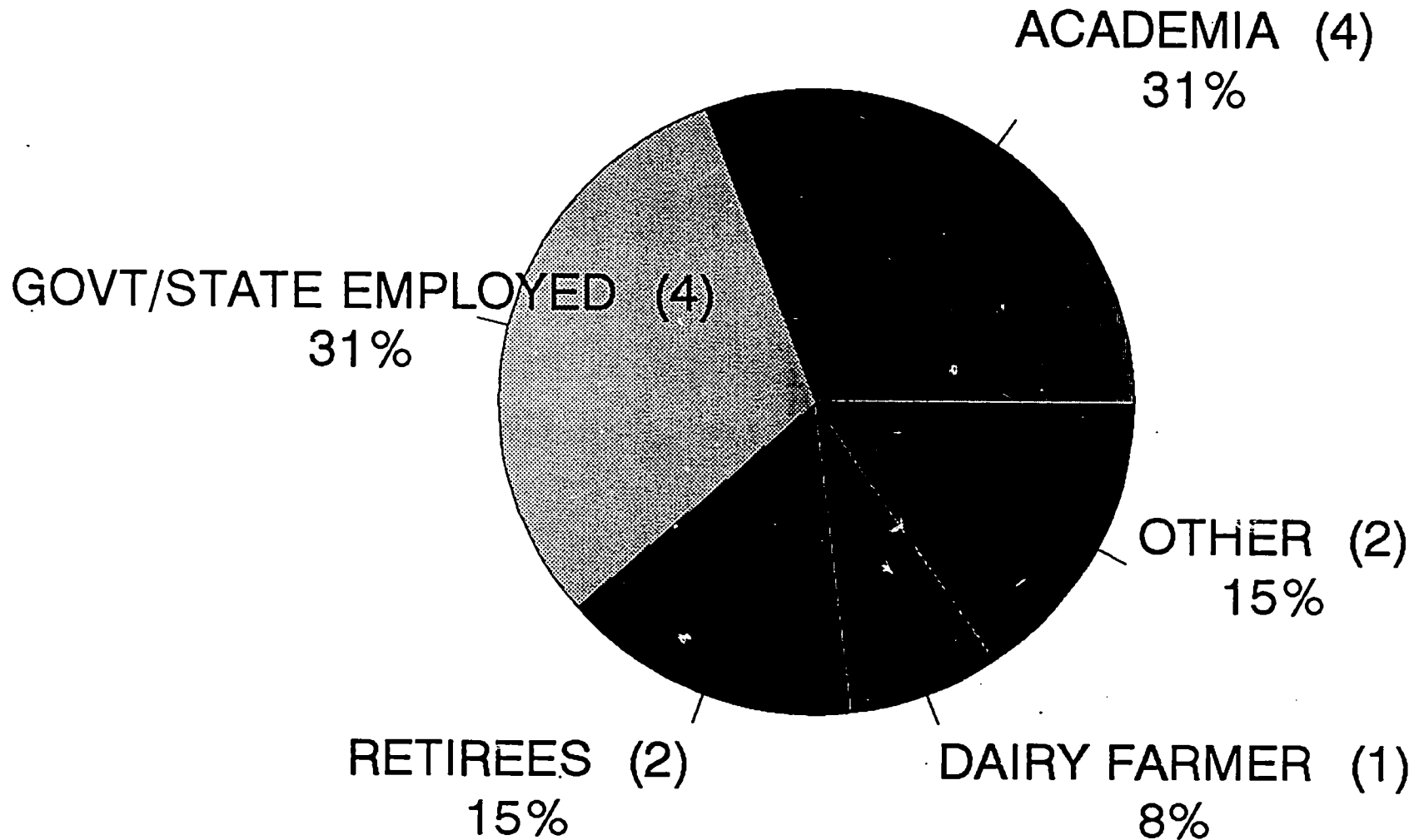
POLAND



PROFESSIONAL AFFILIATION

NUMBER OF COURSES = 6

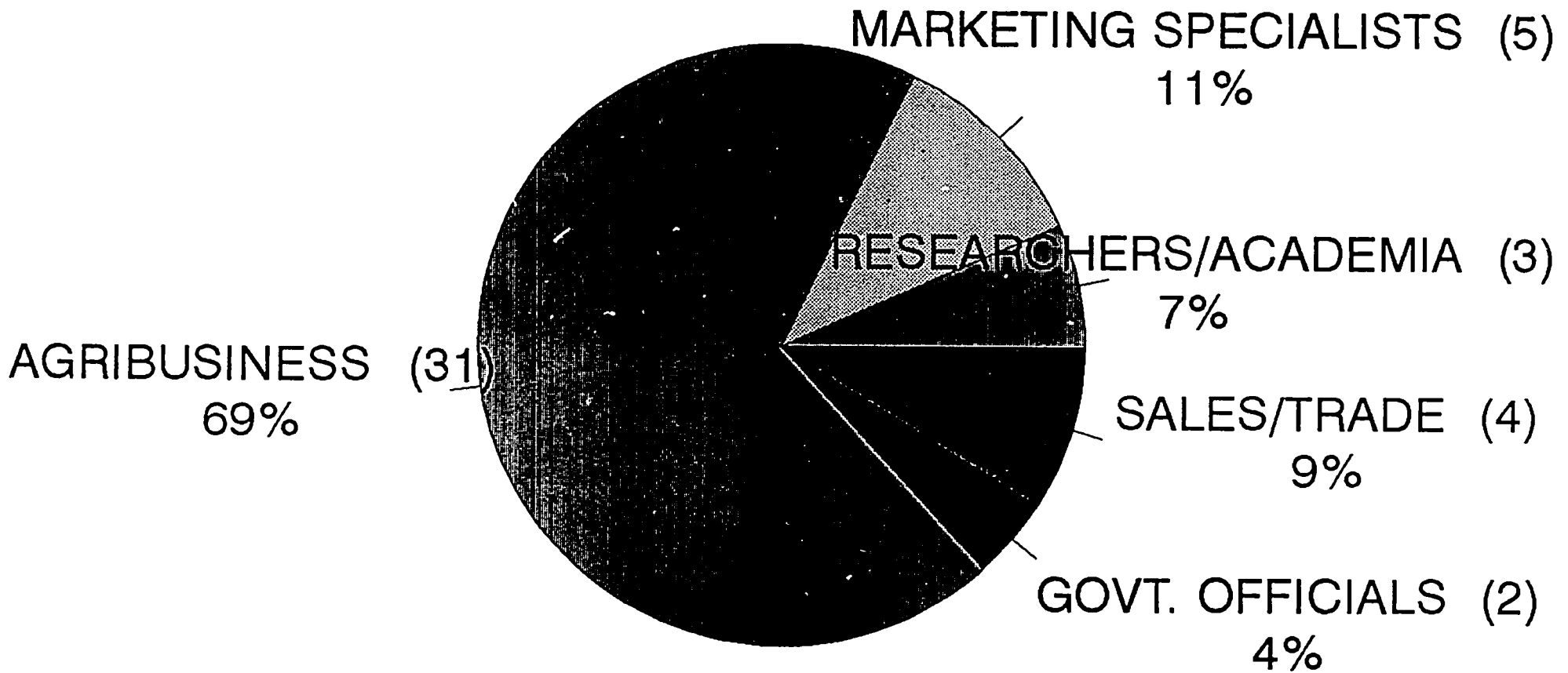
CZECH REPUBLIC



PROFESSIONAL AFFILIATION

NUMBER OF COURSES = 1

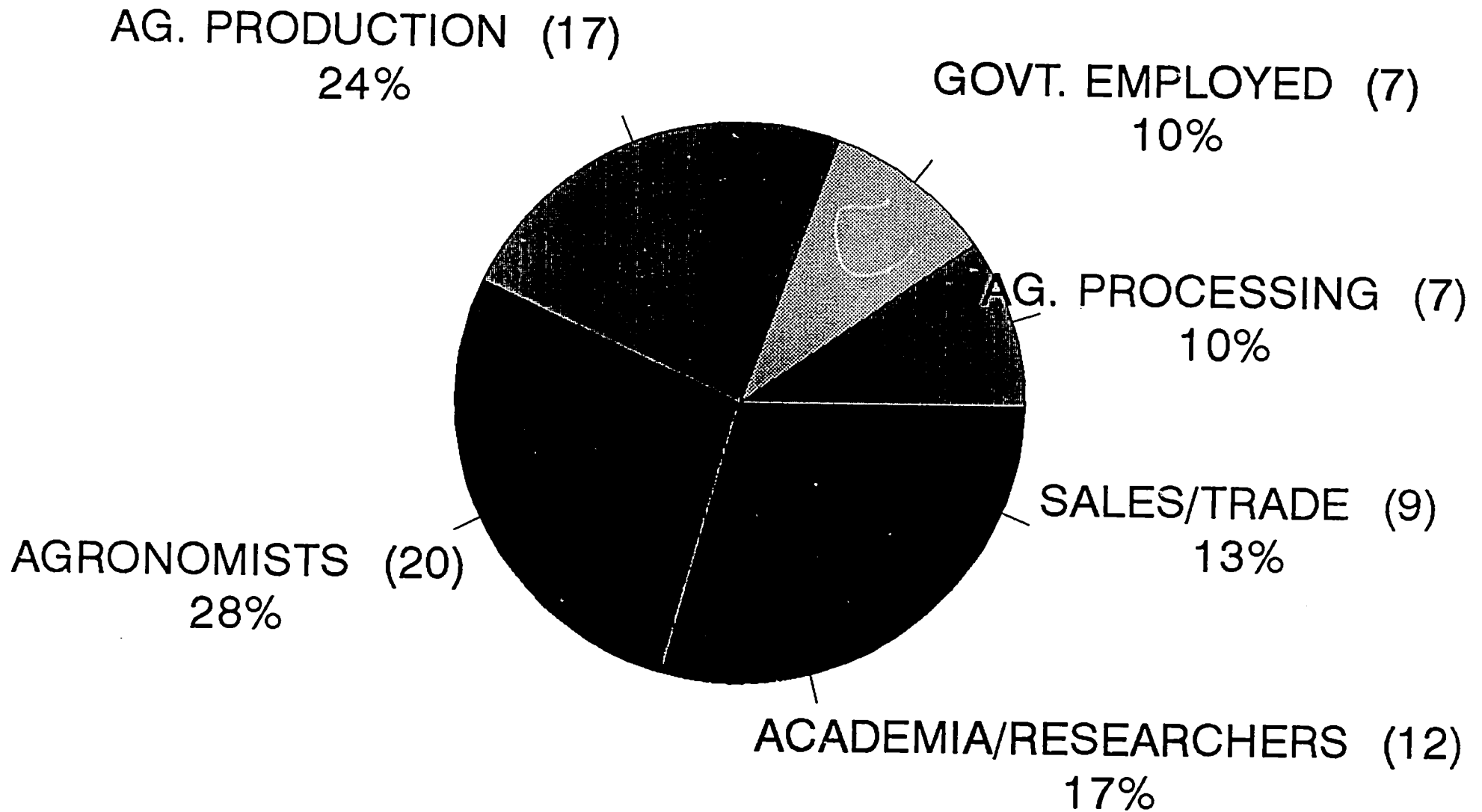
SLOVAK REPUBLIC



PROFESSIONAL AFFILIATION

NUMBER OF COURSES = 2

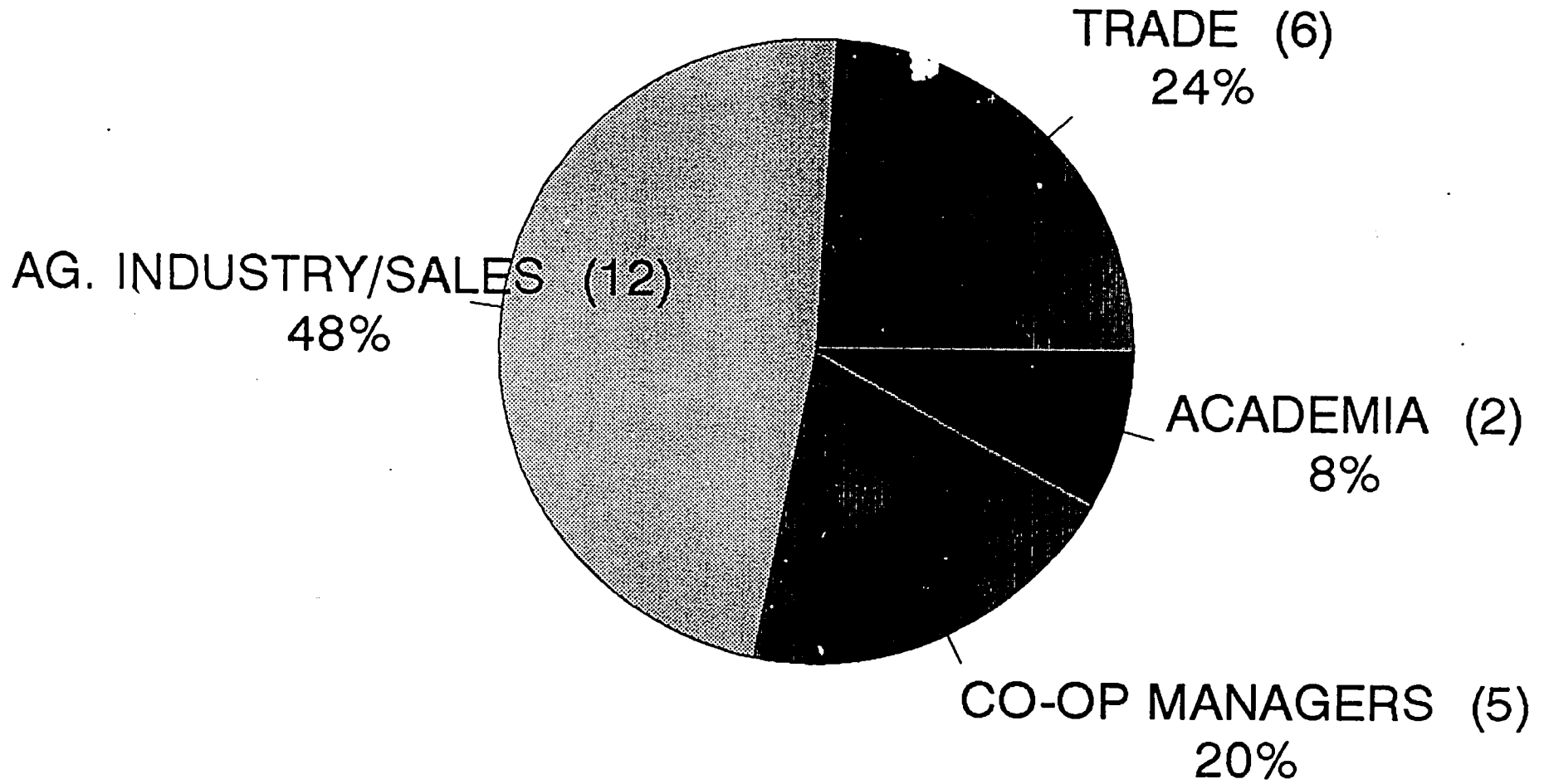
BULGARIA



PROFESSIONAL AFFILIATION

NUMBER OF COURSES = 3

HUNGARY



PROFESSIONAL AFFILIATION

≡ NUMBER OF COURSES = 1

ATTACHMENT D

**OVERSEAS NEWSPAPER ARTICLES ON IN-COUNTRY
TRAINING ACTIVITIES**

Lubelski

CZWARTEK Rok III Nr 104(586) Wyd. A-B 28 V 1992 r. Cena 1000

Amerykanie szkołą zamojskich rolników

W 1921 roku grupa hodowców bydła mlecznego z Minnesoty założyła w celu ochrony swych interesów spółdzielnię. Ta spółdzielnia ta, pod nazwą Land O'Lakes, ma swoją siedzibę w Minneapolis i skupia ponad 300 tys. farmerów z 15 stanów — od Wielkich Jezior po Pacyfik. Obroty tej spółdzielni sięgają rocznie 2,2 mld USD, a Land O'Lakes ma stałe miejsce na amerykańskim rynku wśród 200 największych firm.

Największą sławę zyskała dzięki produkcji najwyższej jakości przetworów mlecznych, takich jak: masło, ser i serwatka. Łącznie spółdzielnia produkuje ponad 600 różnych wyrobów. Docierają one do indywidualnych klientów, placówek zbiorowego żywienia i do przemysłu. Ponadto spółdzielnia produkuje i sprzedaje wiele środków do produkcji rolnej w postaci pasz, nasion, paliw, środków ochrony i nawozów. Służy także fachową radą w dziedzinie produkcji ziół i hodowli zwierząt.

Aby poprawić wyniki w produkcji i przetwórstwie artykułów żywnościowych, Land O'Lakes ciągle inwestuje w badania. Na swoim 235 ha gospodarstwie doświadczalnym prowadzi poszukiwania dotyczące nowych rozwiązań technologicznych. Nie dziwnego, że właśnie jednostka ta otrzymała

od Amerykańskiej Agencji Międzynarodowego Rozwoju fundusze na przeprowadzenie programów szkoleniowych dla przedstawicieli rolnictwa z Europy Środkowej i Wschodniej. Szkolenia te będą prowadzone również na terenie Polski (do połowy 1994 r.) w formie praktycznych i teoretycznych kursów. Program ma za zadanie pomóc spółdzielniom i państwowym przedsiębiorstwom rolnym w trudnym procesie przechodzenia z warunków gospodarki centralnie planowanej do wolnorynkowej.

Poprzedni wojewoda zamojski Janusz Różycki, na zaproszenie wiceprezydenta Land O'Lakes Chucka Schmidta, gościł w tej spółdzielni w Stanach Zjednoczonych. I był to właśnie początek kontaktów z tą firmą. Są one kontynuowane przez prak-

tyczną współpracę z Nathaniellem — przedstawicielem firmy w Polsce reprezentującym zakres spraw programów na Europie kową i Wschodnią. Na przełomie czerwca i kwietnia br. przeznaczono budżetu 25 doradców rolnych zamojskiego i chełmskiego. W dniach zakończył się następny kurs, którym objęto przedstawicieli władz i pracowników spółdzielni — głównie mleczarskiej. Kurs nie obejmował dystrybucji i marketingu i sprzedaży artykułów nabiału.

Dyplomy ukończenia kursu w sam Nathaniel Carla, którego — z prowadzącą kurs Elizabeth I — przyjął wicewojewoda z — Bogdan Kawalko. Pozytywnie siono dotychczasową współpracę wskazuje też na potrzebę jej rozszerzenia. Ustalono, że kontynuowany ustalony wcześniej program. W tym celu z kolei kursy, które planowano pod koniec roku, a udział 25 osób — głównie w części ostatniego szkolenia.

Summary of the article on previous page:

From the morning newspaper from the Lublin region of Poland
[May?], 1992

"The previous Zamosc Voivodship Governor, Jan Rozycki, was invited to the United States by a Vice President of Land O'Lakes, Chuck Schmidt. Mr. Schmidt later hosted him when he visited Land O'Lakes. It was the first contact. After that our cooperation continued through Nathaniel Carin, Representative, Central and Eastern Europe Programs. Land O'Lakes trained 25 extension agents from Chelm and Zamosc Voivodship in the end of March. Just recently a dairy marketing and distribution course was conducted for employees of local dairy cooperatives. Certificates were handed out by N. Carin, E. Dolphin (teacher) and Governor Bogdan Kawalko.

"The cooperation has been positively appraised and the need for further courses has been emphasized."

[Much of the article contains information about Land O'Lakes]

Translation of an article appear in the "Gazeta Wyborcza" newspaper, Poland:

"AMERICANS TRAIN DAIRY PEOPLE

"American cooperative, Land O'Lakes, has begun a five-day course for 23 employees of dairy plants and other agribusiness in the Bialystok region. This marketing course is being conducted by Cheryl Isberner, and Mary Jo Stangl, who is responsible for the 'didactic' part of the course."

[continues with information about Land O'Lakes]

"Land O'Lakes has been doing courses in Poland and internships in the United States for the last two years. This year Land O'Lakes will conduct 40 courses similar to the one we're having now in Bialystok.

"Nathaniel Carin, who has been working in Warsaw for the last three years, learned Polish very well and has already arranged training in many places around Poland, says that the ODR director in Bialystok, Mr. Wojciech Sobocinski, organized the course perfectly and much better than in other places. "I'm in Bialystok for the first time and will come here again," says Nathaniel Carin, Land O'Lakes' Representative in Poland.

"Cheryl Isberner and Mary Jo Stangl came to Poland recently. Before their arrival they had read short reports on Polish agriculture and that is all they know about it. Cheryl Isberner says that marketing rules are the same all over the world. Mary Jo Stangl is interested in improving the pedagogical side of the course and agricultural problems are not necessary for that.

"The ODR also presents the region of Bialystok to the American guests. On Sunday they went to Tykocin, on Monday to Kruszaniany, and on Tuesday to Bialowieza, which they heard about in the United States."

Translation of an article appearing in the daily newspaper "SHIPKA" of Haskovo, Bulgaria, May 14, 1992:

"AMERICAN EXPERTS WILL TEACH US HOW TO ACCOMPLISH OUR PRIVATIZATION

"Haskovo. The basic principles of marketing and management in the conditions of a free-market economy are clarified by Michael Clary, a marketing manager at the American company, 'Land O'Lakes,' conducting a seminar in 'Klokotnitsa' motel this week. Interested in the lectures have been directors of dairy plants in Haskovo, Stara Zagora, Jambol, Kardjali, Plovdiv, Sofia and others. They are the first lucky participants in a seminar looking upon the moving forces and basic principles in the transition period towards privatization.

"Maybe some of the participants in the seminar will later have the chance to visit the USA. This will eventually be financed by an agency involved in the education of people from East European countries in cooperation with Land O'Lakes."

ATTACHMENT E
FINANCIAL REPORT

FINANCIAL REPORT

	<u>Expenditures</u>		
	<u>Grant</u>	<u>Actual</u>	<u>Projected</u>
	<u>to Date</u>	<u>4/1/92 to 6/30/92</u>	<u>7/1/92 to 9/30/92</u>
1. U.S. Training	\$96,224	\$12,278	\$0
2. Country Forums	39,671	2,649	0
3. Program Management	138,512	60,786	54,578
4. Int'l. Agriculturalist. Training Program	8,583	8,188	49,006
5. In-Country Training	133,975	129,912	100,056
6. Technical Assistance	19,338	14,568	10,570
7. Independent Program Evaluation	0	0	0
8. Indirect Cost**	<u>209,425</u>	<u>109,623</u>	<u>23,970</u>
Total	<u><u>\$645,728</u></u>	<u><u>\$338,004</u></u>	<u><u>\$238,180</u></u>

** The provisional overhead cost rate will be adjusted in 1992. I estimate the new rate to be at 35% as of 1/1/92. A prior period adjustment estimated at \$51,004 will be made sometime in the third quarter of 1992.

Land O'Lakes, Inc.

Participant Training Report for
 Agricultural Cooperative/Business Development
 and Training in Central and Eastern Europe
 Grant Number EUR-0024-G-00-1072-00
 April 1 - June 30, 1992

NAME	CITIZEN	GENDER	TRAINING SITE	DATES	PURPOSE	ACTIVITIES	FUNDING
Arno Kannike	Estonia	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	To observe and experience the U.S. free-market system of agriculture with an emphasis on learning about agricultural-based companies and cooperatives. Methods of production, processing, marketing and distribution are examined. Training focuses on how free-market businesses and cooperatives operate, and includes training sessions, tours and other participatory activities.	Technical	USAID
Mart Viileberg	Estonia	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	See the purpose above.	Technical	USAID
Vladas Lashas	Lithuania	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	See the purpose above.	Technical	USAID
Alvydas Mikellionis	Lithuania	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	See the purpose above.	Technical	USAID
Ianis Iasans	Latvia	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	See the purpose above.	Technical	USAID
Janis Lochmelis	Latvia	Male	Multiple sites in Minnesota and Iowa. Itinerary attached.	June 14 - June 22, 1992	See the purpose above.	Technical	USAID

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LAND O'LAKES, INC.
ITINERARY FOR U.S. LEADERSHIP AND
AGRICULTURAL POLICY ORIENTATION FOR
KEY LEADERS FROM THE BALTICS

JUNE 14 - 23, 1992

Day 1
Sunday
June 14

Arrival and Relax

Day 2
Monday
June 15

- 8:30 Welcome to Land O'Lakes - Helen Nelson, Manager of International Programs (and International Division staff) (Ontario Room)
- 9:30 Orientation to Land O'Lakes with Terry Nagle, Communications Department
- 10:30 Tour of Research, Technology & Engineering with Gint Behrens

Tour of the University of Minnesota Saint Paul Campus

- 13:00 Meet with Dr. Tony Warner and talk about "The Mission of a Land-Grant Institution."
- 13:45 Tour of dairy research facilities with Assistant Herdsmen Mark Bundger and Mark Triano
- 14:30 Meet with Dr. Gerold Miller, Minnesota Extension Service
- 15:15 Tour of crop research facilities, Lee Hardmen

Day 3
Tuesday
June 16

- 8:30 Leave hotel
- 9:30 Opening and tour of the Minneapolis Grain Exchange. After the tour there may be a chance to meet Jim Lindau, President.
- 13:00 Tour of Minnesota State Capitol, Pat Plonski, Agricultural Committee Administrator
- 14:30 Minnesota Department of Agriculture: Tour of labs. Meet with Newell Searle, Deputy Commissioner (and former dairy farmer)

**Day 4
Wednesday
June 17**

- 8:00 Leave hotel
- 8:30 Tour of Central Livestock Association -- demonstration of electronic marketing program (Jim Merritt, Manager) and live animal auction
- 10:00 Minnesota World Trade Center -- meeting in the Minnesota Trade Office with Paul D. Hansen, International Agricultural Trade Representative
- 13:30 Leave for the Waterloo, Iowa, Ramada Inn (800) 228-2828
SOUTHWEST BUS PICKUP FROM MAPLEWOOD INN

**Day 5
Thursday
June 18**

- 8:15 Leave hotel
- 8:30 Tour of Land O'Lakes Spreads Plant, Hudson, Iowa. Clara Johnson, Plant Manager
- 13:00 Tour of the Land O'Lakes Answer Farm, Fort Dodge, Iowa. Bruce Perry, Animal Research
- 15:00 Tour of the NEW Cooperative, Vincent, Iowa. Clarence Lehman, Manager
OVERNIGHT: SUNWOOD INN, MORRIS, MN (800) 228-2828

**Day 6
Friday
June 19**

- 8:15 Leave hotel
- 8:30 Presentation and Tour of the West Central Experiment Station Research Facility, Gary Lemme, Superintendent
- 10:00 Presentation and Tour of the Swan Lake Water Quality Research Farm & USDA North Central Soil Conservation Research Lab, Ward Voorhees
- 13:00 Wulf Limousin Farms, Jeral and Dave Wulf
- 15:30 Tour of Land O'Lakes Cheese/Whey Plant, Perham, Minnesota. Terry Moore, Assistant Manager
OVERNIGHT: HOLIDAY INN, BRAINERD, MN (218) 829-1441
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**Day 7
Saturday
June 20**

- 8:00 Leave hotel
- 9:00 Henry & Botzek Dairy Farm, Foley, MN
- 11:00 Kanabec Cooperative, Mora, MN. Tim Faust, Manager
- 13:30 Chester and Kevin Belkolm Farm, Braham, MN
- 15:30 Eichten's Hidden Acres Cheese Farm, Center City, MN
Store telephone: 257-1566
RETURN TO MAPLEWOOD INN

**Day 8
Sunday
June 21**

FREE DAY

**Day 9
Monday
June 22**

- 8:30 Leave hotel
- 9:00 Land O'Lakes Feed Mill, Inver Grove Heights. Mike Jewell, Plant Manager
- 13:00 Meeting with D.P. (Darin) Naryanna, Norwest Banks, to speak on the role of banks in agriculture (Land O'Lakes' headquarters - Ontario Room)
- 14:30 Meeting with Rosemarie Kelly-Rieks about in-country training programs
- 18:30 Dinner at Yvette's Restaurant, with Martha Cashman, Vice President, International Development, Land O'Lakes

**Day 10
Tuesday
June 23**

Completion of program evaluations

52