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AGRICULTURAL COOPERATIVE/BUSINESS DEVELOPMENT AND TRAINING FOR CENTRAL AND EASTERN EUROPE

GRANT NUMBER: EUR-0024-G-00-1072-00

QUARTERLY REPORT ON ACTIVITIES

FROM JANUARY 1 TO MARCH 31, 1992

AGRICULTURAL COOPERATIVE/BUSINESS DEVELOPMENT AND TRAINING IN CENTRAL AND EASTERN EUROPE

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Table of Contents

1. PROGRAM MANAGEMENT 1

2. IMPLEMENTATION OF PHASE I: U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION 1-2

   A. PROGRAM ITINERARY 2-5

   B. EVALUATION RESULTS FOR U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION 5-7

   C. PROGRAM FOR THE BALTIC REPUBLICS 7

3. IMPLEMENTATION OF PHASE II - THE NATIONAL AND REGIONAL TRAINING FORUMS 7

   A. GENERAL OVERVIEW OF FORUMS 8
      (1) Facilities 8
      (2) Participant Background 8
      (3) Forum content/Focus 8
      (4) Conclusions/Recommendations 8-9

   B. POLAND FORUM 9
      (1) Course Implementation 9-12
      (2) Technical Assistance Interventions 12
      (3) Poland Forum Evaluation 12

   C. THE CZECH FEDERAL REPUBLIC FORUM 13
      (1) Course Implementation 13-14
      (2) Czech Federal Republic Forum Evaluation 14

   D. THE SLOVAK FEDERAL REPUBLIC FORUM 14
      (1) Course Implementation 14-15
      (2) Slovak Federal Republic Forum Evaluation 15

   E. HUNGARY FORUM 15
      (1) Course Implementation 16
      (2) Hungary Forum Evaluation 16

Table of Contents (Cont.)

F. BULGARIA FORUM 16
(1) Course Implementation 17
(2) Bulgaria Forum Evaluation 17

4. IMPLEMENTATION OF PHASE III: TRAINING AND TECHNICAL ASSISTANCE 17

A. U.S.-BASED INTERNATIONAL AGRICULTURALIST PROGRAM 17

B. IN-COUNTRY TRAINING 17

(1) "Privatization: Risk Analysis in a Free Market Economy" Course . 17
a. Background 17
b. General Comments 17-18
c. General Recommendations 18
d. Recommend follow-up courses 18
e. Course Facilities 19
f. Interpreters 19
g. Participant Background 19-20
h. Course Content/Focus 20

(2) "Training of Trainers" course 21
a. Background 21
b. General Comments 21
c. General Recommendations 21
d. Course Facilities 21
e. Interpreter 22
f. Participant Background 22
g. Course Content/Focus 22-23

(3) Expansion of Training Program into the Baltic Republics 23

C. TECHNICAL ASSISTANCE 23-24

5. ATTACHMENTS (Listing) 24

LAND O'LAKES, INC.

AGRICULTURAL COOPERATIVE/BUSINESS DEVELOPMENT AND TRAINING IN CENTRAL AND EASTERN EUROPE
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QUARTERLY REPORT ON ACTIVITIES FROM JANUARY 1 TO MARCH 31, 1992

Activities during the first quarter, 1992, for the Agricultural Cooperative/ Business Development and Training grant took place in four parts:

1. Program Management,
2. Implementation of Phase I - U.S. Leadership and Agricultural Policy Orientation,
3. Implementation of Phase II - National and Regional Training Forums,
4. Implementation of Phase III - Training and Technical Assistance.

1. PROGRAM MANAGEMENT

Land O'Lakes will acquire additional staff to assist in the administration of programs under this grant in the Baltic republics. A project specialist, located at Land O'Lakes headquarters, will be responsible for all logistics with respect to preparing trainers and materials for courses in the Baltics. Land O'Lakes' representative in the Warsaw office will provide support for the implementation of courses in Latvia, Lithuania, and Estonia with the assistance of in-country agricultural organizations. Land O'Lakes has identified three counterpart organizations that will assist in organizing training courses. These are the Latvian Dairy Committee, the Lithuanian Dairy Center and the Estonian Dairy Association.

2. IMPLEMENTATION OF PHASE I: U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

On Sunday, January 19, 1992, twenty-four key agricultural leaders arrived from Poland, Hungary, the Czech and Slovak Federal Republic, and Bulgaria for a ten-day orientation program to U.S. agriculture and the Land O'Lakes cooperative system. These leaders represented a cross-section of the agricultural sector: ministries of agriculture, extension, local government, dairy cooperatives, dairy processing facilities, research institutions, and other private entities.

The twenty-four agricultural leaders and their organizational affiliation are identified below by country:

<u>Poland</u>

Andrzej Malinowski	*Agricultural Bank of Ilawa*
Miroslaw Drygas	*Ministry of Agriculture Head of Extension*
Janusz Tatarynowicz	*Director, Dairy Plant in Paslek*
Janusz Rozycki	*Governor, Zamosc Province*
Marek Plichta	*Director, Siedlce Extension Center*
Stefan Bartela	*Manager, Wielun Dairy Cooperative*

Czech Republic

Cestmir Nemec	*Private entrepreneur/farmer*
Ivan Branzovsky	*Ministry of Economy, Head of International Cooperation Service, Division of Agriculture and Food Service*
Dr. Karel Prokop	*Special Assistant to Vice Minister for Privatization, Mr. Tlusty*

Slovak Republic

Michal Maco	*Ministry of Agriculture and Food, Head of Foreign Relations*
Ladislav Hetenyi	*Research Institute of Animal Production*
Fedor Rosochae	*Head, Marketing and Agribusiness, University of Kosice*

Bulgaria

Nadezhda Petrova	*Head, Dairy Science, Research Institute of Animal Breeding in Kostinbrod, Sofia*
Krasimir Stefanov	*Chairman, Parliamentary Committee on Agriculture, Member of Parliament*
Stefka Boyadjieva	*Director, State Dairy Plant in Pazardjic*
Lidiya Angelova	*Director, Feed and Grain Institute in Kostinbrod, Sofia*
Todor Minkow	*President, Bulgarian Dairy Union*
Iliev Petkan	*Ministry of Agriculture, Director, Research Department*

Hungary

Beata Sandorne	*Deputy Secretary General, Godollo Agricultural University*
Viktor Berki	*Ministry of Agriculture, Counsellor*
Dr. Ferenc Katona	*Dairy Specialist, Retired, University of Veterinary Sciences, Budapest*
Miklos Bory	*General Director, Dairy Co-op Association*
Sandor Laszlofi	*Ministry of Agriculture, Head of Privatization Department*
Csaba David	*Counsellor, International Economic Relation, National Federation of Cooperatives (MOSZ)*

2.A. PROGRAM ITINERARY

Careful attention was given to program development to provide a holistic approach in exposing the delegation to as many facets of the U.S. agricultural system as possible in the course of ten days.

An examination was made of various agricultural-related institutions and leaders located within the Minneapolis-St. Paul metropolitan area. Commodity trading organizations, research and educational facilities, both public and private, trade offices and local state and federal governmental offices were identified and solicited to participate in the program.

A similar approach was used in designing the road portion of the program. However, in addition to considering possible sites to include in the program an added effort was made to expose the delegation to geographic differences in agriculture by creating a travel plan that would take the delegation through southeastern Minnesota, across northern Iowa into south central and western Minnesota, through north central Minnesota, and concluding in eastern Minnesota. This route took the group through rolling dairy country; corn and

soybean country; good and poor growing regions; regions with primarily small family farms; heavily irrigated and non-irrigated areas; small grain and timber producing areas; glacial till areas highly susceptible to water erosion; and regions heavily dominated by local and regional cooperatives.

Efforts were made to contact key community agricultural and government leaders, and to solicit their participation in the program.

Four foreign national translators, living and working in Minnesota, were identified and selected prior to the arrival of the program participants. Although all of the participants understood Russian, a translator was provided for Hungarian, Czech, Polish, and Bulgarian languages.

Following is a breakdown of activities for the group by day:

Day one, Sunday, January 19, 1992: All participants arrived in Minneapolis in the early evening and were met at the airport by Land O'Lakes staff. Each individual was provided with a bag of fresh fruit and a Sunday paper, and were driven to the hotel. Two translators also stayed at the hotel with the group.

Day two, Monday: All translators met their respective country teams for breakfast. The entire delegation arrived at Land O'Lakes where they were greeted by the Vice President for the Feed Division, Mr. Chuck Schmidt. An introduction to Land O'Lakes' governance was presented followed by a tour of the pilot plant and research facility. The afternoon program was located at the University of Minnesota, St. Paul agricultural campus, where the group was met by Drs. Persons and Warner of the Agricultural Education Department. The delegation was presented with a brief lecture on the Land Grant University system followed by a tour of the University's dairy research facility by Dr. Otterby. Dr. Coon of the Animal Science Department presented a tour of the poultry research facility. Returning to the Department of Agricultural Education, the key leaders heard a presentation by Dr. Grantham of the Minnesota Extension Service describing the Extension Service and its role in the state's agricultural sector. The delegation was given a buffet-style reception hosted by the Department of Agricultural Education. Here they had an opportunity to meet with staff from seven departments within the College of Agriculture.

Day three, Tuesday: A trip to the Minneapolis Grain Exchange started the day where participants were greeted by its president, Jim Lindau. Prior to the opening of trade the group observed, from the observation deck, trading activity taking place on the Chicago Board of Trade. The opening bell in Minneapolis followed, when they had an opportunity to experience the frenzied trading that immediately follows. The afternoon program took place in St. Paul at the State Capitol and the World Trade Center. Hosting the delegation at the Capitol was Rep. Steve Wenzel (DFL), Chairman of the House Agriculture Committee. In addition to meeting with Wenzel, the delegation received a briefing on Minnesota government and agriculture policies and procedures from Dee Long, Speaker of the Minnesota House of Representatives; John Riley, Chief of Staff to Governor Carlson; Elton Redalen, Minnesota's Commissioner of Agriculture; Rep. Ted Winter (DFL), Fulda; Rep. Mike Jaros (DFL), Duluth; and Patrick Plonski, Committee Administrator, House Agriculture Committee. On the next page is a photo taken of the delegation including interpreters, along with Messrs. Polanski, Wenzel, Jaros, and Boraas (Manager, U.S. Training Programs, Land O'Lakes), in the Minnesota House of Representatives' Chamber.

Following the reception in the Governor's reception room, the group traveled the short distance across the Capitol grounds to the World Trade Center and the Minnesota Agricultural Trade Office. Mr. George Crolick, Executive Director; and Mr. Paul Hanson, International Agriculture Trade Representative hosted the delegation and gave a presentation on the role of the Agricultural Trade Office.

Day four, Wednesday: The morning began with a trip to the Central Livestock Association. The group was met by the General Manager, Curt Zimmerman, and had the opportunity to tour the stockyards, and observe a livestock auction and the electronic marketing program. The afternoon program was spent at the Minnesota Department of Agriculture hosted by the Deputy Commissioner of Agriculture, Mr. Newell Searle. From the Department of Agriculture the group began its road trip by motorcoach. With a destination of Waterloo, Iowa, the delegation stopped at Land O'Lakes' Pine Island cheese and whey powder plant for a tour of the facility.

Day five, Thursday: Just a ten-minute drive from Waterloo, in Hudson, was the first stop for the day -- Land O'Lakes spreads plant producing margarine. After a tour of the spreads plant the group stopped off at Land O'Lakes research farm near Fort Dodge, Iowa. Here they were presented with a tour of the research facility where they had the opportunity to observe and learn about some of the current research activity. Traveling from the research farm

north to Minnesota the group received a tour by bus of NEW Cooperative, a large grain cooperative with storage capacity of eight million bushels, hosted by the General Manager, Mr. Clarence Lehman.

Day six, Friday: Located in the city of Mankato was the first stop for the day, Honeymead Products Company, a plant processing raw soybeans into edible protein and oils. The group was greeted by the Vice President, Mr. Stan Eichten and provided with a tour of the plant. The delegation arrived at the University of Minnesota, Morris campus for lunch hosted by President Johnson. A bus tour of Wulf Farms, a 12,000 head Limousine beef operation, was followed by stops at the USDA North Central Soil Conservation Research Lab, hosted by the Director, Mr. Ward Voorhees; the Minnesota Extension's West Central Experiment Station, hosted by the Director, Mr. Dennis Johnson; and finally, a stop with at the U.S. Fish and Wildlife Service, hosted by the Manager, Mr. Al Radtke.

Day seven, Saturday: The delegation started the morning out with a tour of Low-Land Bison Ranch, a small family owned bison ranch, near Sauk Center, followed by another farm stop at the Henry/Botzek Dairy Farm, a 350-head dairy operation. The afternoon program consisted of a stop at the Kanabec Coop Association, a local Land O'Lakes cooperative, hosted by the General Manager, Tim Faust, and a stop at the Belkholm family dairy farm.

Day eight, Sunday: Free day in Duluth, Minnesota.

Day nine, Monday: The group toured the Eichten's Hidden Acres Cheese Farm near Center City, Minnesota. This is a family owned and operated cheese processing farm with wholesale production and a retail shop. The afternoon and the program concluded back at Land O'Lakes. The participants met by country with Rosemarie Kelly, Manager, Overseas Training Programs, for briefings on the upcoming national and regional forums. Opportunity was also made available for other Land O'Lakes staff to meet with the participants on a less formal basis and answer more specific questions. At the close of the afternoon session, each of the participants was presented with a certificate of completion for the program.

Day ten, Tuesday: All twenty-four participants departed Minneapolis for their respective home countries.

2.B. EVALUATION RESULTS FOR U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

An evaluation was developed to generate feedback from the program participants about the overall program and general comments (see Attachment B). All twenty-four participants (100%) took the time to complete the survey, and not one question went unanswered. This is an exceptional response rate that most likely reflects the quality of the individuals who participated in the program and the emphasis placed on the need for feedback regarding the program. The survey results were entered into a statistical analysis program where statistics were generated.

Attachment C is a copy of the evaluation results illustrating the response frequencies for the values under each question. All numbers are listed as percentages. The following are highlights of the survey analysis:

- On a ten-point scale the participants were asked to rate how much they learned during the program with 10 being Very Much. Eighty-eight (88%) percent indicated a score of five or better with a mean of 7.

- Seventy-five (75%) percent of the participants were satisfied with the information they received during the program.

- When asked how satisfied they were with the contacts they made during the program over three-quarters (79%) were either Satisfied or Very Satisfied.

- The twenty-three hosting sites were consistently rated high. The highest rating of 5 (on a 1 to 5 scale) was scored an average of 60% of the time.

- The participants were asked to indicate how helpful the program was to them and 22 (92%) felt it was either Somewhat Helpful, Helpful, or Very Helpful.

- Ninety-two (92%) percent of the participants felt the program met or exceeded their expectations.

- When the participants were asked to rate the organization of the program on a 10-point scale, eighty-three (83%) percent scored the organization eight or better. The mean score was 8.4.

- Eighty-three (83%) percent of the participants felt their translator was Effective or Very Effective.

The mean score of the participants responding to the question asking if their expectations were met was only 2.67 on a 4-point scale. Also, when participants were asked how satisfied they were with the program, based upon what they were told to expect, the mean score was 3.83 on a 5-point scale. One possible explanation for these low scores may be a lack of adequate information about the program conveyed to the participants during their interview, selection, and program preparation process.

As a result, these individuals participated in a program that was not developed along the lines that would have met their expectations. Therefore, the mean scores given to the questions pertaining to how much the participant learned in the program (#1), expectations for the program (#2), satisfaction with the program (#3), contacts made (#4), program organization (#13), and the overall quality of the program (#14), were lower because of the scores provided on these questions. This resulted in a skewed distribution of the responses, pulling the mean down.

However, despite less-than-desirable scores on these questions, the participants scored the host sites consistently high. This inconsistency may offer yet another possible explanation for the few outlying scores, some of which were more that two standard deviations away from the mean. These outliers may be a result of inadvertent scoring on the evaluation resulting

from using surveys in English and translated by the interpreters. However, not enough information is available to draw a conclusion supporting either scenario.

2.C. PROGRAM FOR THE BALTIC REPUBLICS

Land O'Lakes plans to implement an orientation program for participants from Estonia, Latvia and Lithuania from May 30 to June 10, 1992:

U.S. Leadership and Agricultural Policy Orientation - One private dairy farmer and one dairy association leader from each of the republics will have the opportunity to travel to the United States to observe and experience the U.S. free market system of agriculture. The emphasis will be on learning about agriculture-based companies and cooperatives. Methods of production, processing, marketing and distribution will be examined. This U.S.-based training and orientation will be approximately seven to ten days in length.

3. IMPLEMENTATION OF PHASE II - THE NATIONAL AND REGIONAL TRAINING FORUMS

As reported in the letter to James Snell, Chief, Food Systems Division, EUR/DR/FS, dated March 18, 1992, the forums took place from February 3-12, 1992, at the following venues:

Country	Location	Date
Poland	Ministerstwo Rolnictwa Ul, Wspolna 30 Warsaw	February 3, 1992
Czech Republic	Oseva Praha Jankovcova 18 170 37 Prague 7	February 5, 1992
Slovak Republic	Agroinstitut Nitra Ul, Akademicka 4 Nitra 949 01	February 7, 1992
Hungary	World Trade Center Kossuth Ter Budapest	February 10, 1992
Bulgaria	National Palace of Culture Bulgaria Square Sofia	February 12, 1992

Samples of the packets presented to each participant accompanied the letter to James Snell.

3.A. GENERAL OVERVIEW OF FORUMS

The forums were successful in achieving their desired objectives. Some were better attended than others, and all served the purpose of stimulating open discussion and questions about training needs and the privatization process as it relates to land and cooperatives. Land O'Lakes made significant contacts with both representatives of governments and the private sector which will aid in the implementation of grant activities in each country.

(1) Facilities

All facilities were adequate. The facilities at the Ministry of Agriculture/Warsaw were the least desirable due to the narrowness of the room which made it difficult for the participants to see the panelists without standing and made it warm and stuffy. The National Palace of Culture in Sofia, Bulgaria was the most desirable for its spaciousness and good acoustic system.

(2) Participant Background

There was a good cross-section of agricultural leaders represented at the forums. There were private farmers, state and collective farm managers and staff, private entrepreneurs, government officials and representatives of the agricultural academic community. Participant lists are in Attachment D.

(3) Forum Content/Focus

The forum agendas in Attachment E list the speakers and their topics. One of the forum objectives was to give an overview of Land O'Lakes' training program and get feedback from those most qualified to comment - local agricultural experts. The forums gave Land O'Lakes a better understanding of the status of the countries' cooperative and land laws, and of their training needs. Mr. Al Wanous, former board member of Land O'Lakes, and general manager of LOL AGRA International in Warsaw, was the keynote speaker. His topic was: "Introduction to Land O'Lakes and the American Cooperative Movement: Past, Present, and Future."

Attachment F is the format used for the forum evaluations.

(4) Conclusions/Recommendations

Each country has abandoned its economic plan of state ownership and centrally planned production and is now establishing a free market economy. Poland's transition from a command-driven economy to a market-driven economy is, and will continue to be, difficult. Although their agricultural sector is heavily burdened by inefficiencies, labor intensive production, and debt, the structure of the agricultural sector is changing under the influence of market forces.

Technical assistance interventions are request-driven and the direct outcomes of training courses. Therefore, it will be difficult to plan the total number of technical assistance interventions for 1992 this early in the year.

A grid report of the revised course schedule for Poland, the Czech and Slovak Federal Republic, and Bulgaria is in Attachment G. A revised report for Hungary will be forthcoming in the next quarterly report.

Following is a summary of the countries visited and how Land O'Lakes' training program has been revised to meet the needs of their agricultural sectors.

3.B. POLAND FORUM

One hundred thirty-three (133) participants attended the Land O'Lakes forum in Warsaw, and sixty-eight (51%) completed the forum evaluation. Messrs. Plichta, Bartela, Rozycki, and Drygas, all of whom participated in Phase I, key leader orientation, were speakers at the forum (see agenda in Attachment E). Mr. Tadeusz Kensy, Director of the Regional Council on Economic Solidarity Foundation in the Rzeszow region, spoke on the role of the Foundation for Economic Development in the region.

The cooperative law has yet to be passed and there are several versions under consideration. The privatization process, i.e., the transformation of state run enterprises, is slow. Yet, there are many small private businesses springing up as a result of free market forces.

Land O'Lakes can be most effective in helping establish Western-style cooperatives in the dairy sector by providing cooperative education training, agribusiness management, marketing and distribution training courses and technical assistance. Training of Trainer courses should also be emphasized to give extension advisors the skill to engage in one-on-one discussion with farmers on how to manage their farm operations with respect to herd management and quality milk production.

Based on the findings of the needs assessments (Attachment H) which was completed by forum participants, the training plan has been revised. Courses geared toward producers (Dairy Herd Health and Nutrition, Dairy Production, and Forage Production) have been rescheduled to take place at the end of the year when farmers will be available to attend. Additional marketing courses, by far the most popular, have been added. In order to make these adjustments, the Agri-Input Distribution course, and the two Dairy Plant Maintenance courses were replaced with Marketing and Distribution courses. Land O'Lakes' training program in Poland for 1992 is as follows:

(1) Course Implementation - POLAND

Land O'Lakes is concentrating training for 1992 in 26 selected voyevodships (provinces) to maximize the effectiveness of the training and follow-up activities. These voyevodships, representing about half of the total number in Poland, were chosen due to an expressed need and interest in Land O'Lakes training program:

Koszalin	Slupsk	Olsztyn
Suwalki	Bialystok	Elblag
Ostroleka	Ciechanow	Lomza
Siedlce	Skierniewice	Wloclawek
Pila	Poznan	Bydgoszcz
Konin	Lodz	Radom
Zamosc	Czestochowa	Krakow
Przemysl	Krosno	Opole
Legnice	Zielona Gora	

It will be more effective to repeat courses periodically in the same areas than to try to cover every voyevodship in one year.

Course 1. **"Training of Trainers" [Completed]**
- Time: March 30 to April 3, 1992
- Trainer: Richard Edwards, Professor, Texas A & M University Extension Services
- Location: Sitno, Zamosc Province

[See section 4 for a detailed report on the outcome of the "Training of Trainers" course.]

Course 2. **"Introduction to Marketing Principles"**
- Time: May 11 to 15, 1992
- Trainer: Elizabeth Dolphin, Marketing Manager, Food Service, Land O'Lakes, Inc.
- Location: Sitno, Zamosc Province

Course 3. **"Introduction to Marketing Principles"**
- Time: May 11 to 15, 1992
- Trainer: Becky Falk, Marketing Manager, Food Service, Land O'Lakes, Inc.
- Location: Radom Province

Course 4. **"Advanced Marketing Principles/Product Merchandising and Distribution"**
- Time: June 8 to 12, 1992
- Trainer: Cheryl Isberner, Marketing Manager, Food Service, Land O'Lakes, Inc.
- Location: Bialystok

Course 5. **"Training of Trainers"** course with emphasis on farm management for swine
- Time: June 15 to 19, 1992
- Trainer: Wayne Martin, Land O'Lakes' trainer
- Location: Bielice (Skierniewice)

Course 6. **"Private Agribusiness Management"**
- Time: June 22 to 26, 1992
- Trainer: Verland Ritterling, Manager, Sheboygan Falls Cooperative
- Location: Wresnia (Poznan area)

Course 7. **"Training of Trainers"** course with emphasis on farm management
Time: June 29 to July 3, 1992
Trainer: Marilyn Grantham, Program Leader, Agricultural Consulting, University of Minnesota Extension Service
Location: Siedlce Province (regional course for more than one province)

Course 8. **"Private Agribusiness Management"**
Time: June 29 to July 3, 1992
Trainer: Verland Ritterling, Manager, Sheboygan Falls Cooperative
Location: Wloclewek

Course 9. **"Training of Trainers"** course with emphasis on management of a farm as a business
Time: July 6 to 10, 1992
Trainer: Marilyn Grantham, Program Leader, Agricultural Consulting, University of Minnesota Extension Service
Location: Slupsk

Courses 10-12. **"Private Agribusiness/Cooperative Management"** (three courses)
Time: July, September, or October, 1992
Location: Koszalin, Wrzesnia, and a third location to be determined

Course 13. **"The Privatization Process"**
Time: Last three weeks of September or early October, 1992
Location: Western Poland - a regional course for Szczecinskie, Wroclawskie, Opolskie, Koszalinskie

Course 14. **"Dairy Procurement and Product Assembly"**
Time: July, August, September, or October, 1992
Location: To be determined

Course 15. **"Advanced Marketing"**
Time: To be determined
Location: To be determined

Courses 16-17. **"Farm Management"**
Time: To be determined
Location: To be determined

Courses 18-20. **"Dairy Breeding and Reproduction"** (three courses).
Time: Late September and October, 1992
Location: Korytniki, Przemsyl province, Krakow, and Wloclawek

Courses 21-22. **"Dairy Processing and Manufacturing"** (two courses)
Time: September or October, 1992
Location: Bydgoszcz and another location to be determined

Courses 23-24. **"Marketing"** (two courses)
Time: October and December, 1992
Location: Zielona Gora and Koszalin

Courses 25-27. **"Dairy Production"** (three courses)
Time: November and December, 1992
Location: Krosno, Konin, and a third location to be determined

Courses 28-30. **"Forage Production"** (three courses)
Time: October, November, or December, 1992
Location: Bielice, Bydgoszcz, and a third location to be determined

Courses 31-32. **"Dairy Herd Health and Nutrition"** (two courses)
Time: November, 1992
Location: To be determined

Course 33. **"Marketing and Distribution"**
Time: October, 1992
Location: Bratoszewice, Lodzkie voyevodship

Courses 34-35. **"Training of Trainers"** (two courses)
Time: September or November, 1992
Location: To be determined

A total of 36 courses are scheduled for Poland in 1992.

(2) Technical Assistance Interventions - POLAND

TA #1 & 2: **Marketing [Completed]**
Time: March 9 to 13, 1992
Adviser: Garrit Memelink, Director, International Agricultural Marketing, Land O'Lakes, Inc.
Location: Wegrow, and Paslek dairy cooperatives

TA #3, 4, 5: **Dairy plant operations**
Time: May 4 to 8, 1992
Advisers: Elliot Culp, Manager, Land O'Lakes spreads plant; and George Hildre, retired Vice President, Dairy Foods Division, Land O'Lakes, Inc.
Location: Paslek, Mragrowo, and Lomza dairy plants

TA #5 & 6: **Marketing issues**
Time: June 17 to 19, 1992
Advisers: Howard Gochberg, retired Vice President, Logistics, Land O'Lakes, Inc.; and Kim Ewers, Marketing Manager, Land O'Lakes, Inc.
Location: Paslek & Mragrowo dairy plants

(3) Poland Forum Evaluation

See Attachment I.

3.C. THE CZECH FEDERAL REPUBLIC FORUM

Of the seventy-three (73) people invited, 40 participated in the Land O'Lakes' forum in Prague, and 25 (62%) completed the evaluation forms. The program agenda is in Attachment E and the list of invited participants in Attachment D.

Politically, the Czech Republic has moved to a more open approach to reform with key reformers in key government positions. The privatization law provides every citizen over 18 years of age who paid a 1,000-crown registration fee with coupons worth 1,000 points. The coupons are to be used to buy enterprises or portions thereof as an individual, partnership, or stock company. Unfortunately, no provisions were made for these coupons to be exchanged for shares in a true cooperative. Thus, a group of partners could buy a dairy plant and convert it to a cooperative when the law allows. This, of course, is less likely to happen in the current economic climate. All state and collective farms must submit plans for privatization to the Ministry of Privatization for review and approval by the end of May, 1992. If they are not privatized by the end of the year, the state will take them over and privatize them next year.

Vice Minister Tlusty has advised Land O'Lakes to emphasize the privatization and cooperative education courses early in the training program and to include topics on cooperative structure and principles.

The following is Land O'Lakes training program for the Czech Republic:

(1) Course Implementation - CZECH FEDERAL REPUBLIC

Course 1. **"Privatization Process - Risk Analysis in a Free Market Economy" [Completed.**
- Time: March 30 to April 3, 1992
- Trainer: Karen Gulliver, Consultant to Land O'Lakes, and professor at Metropolitan State University
- Location: Louti

Course 2. **"Training of Trainers" [Completed]**
- Time: April 6 to April 10, 1992
- Trainer: Richard Edwards, Land O'Lakes' trainer
- Location: Louti

Course 3: **"The Privatization Process"**
- Time: June/July, 1992
- Location: Prerov, Moravia

Course 4: **"Dairy Breeding and Reproduction"**
- Time: July, 1992
- Location: Northern Bohemia or Central Bohemia (Oskorinek Collective Farm)

Course 5: **"Dairy Processing and Manufacturing"**
Time: September, 1992
Location: Western Bohemia

Course 6: **"Distribution, Marketing and Retailing"**
Time: December, 1992
Location: Southern Bohemia

Course 7: **"Agri-Input Distribution"**
Time: October, 1992
Location: Central Bohemia (Montano)

Course 8: **"Training of Trainers"**
Time: November, 1992
Trainer: Doug Wertish
Location: Prague - Research Institute of Animal Production

Course 9: **"Cooperative Practices and Principles"**
Time: To be determined
Location: To be determined

(2) Czech Federal Republic Forum Evaluation

See Attachment I.

3.D. THE SLOVAK FEDERAL REPUBLIC FORUM

Seventy-three (73) people participated in a lively debate and discussion on agricultural policy and training needs in the Slovak Republic. Forty-eight (48) (65%) completed their evaluation forms.

The Slovak Federal Republic's political situation is similar to that of the Czech Republic. The privatization laws are the same. The Slovak agricultural leaders were very receptive to assistance and asked that the privatization and training of trainers courses be emphasized early in the training program. Land O'Lakes was asked to include cooperative education courses.

(1) Course Implementation - SLOVAK FEDERAL REPUBLIC

Course 1. **"Privatization Process - Risk Analysis in a Free Market Economy" [Completed]**
Time: April 6 to 10, 1992
Trainer: Karen Gulliver, former Land O'Lakes employee and professor at Metropolitan State University
Location: Slovak Republic

Course 2. **"Introduction to Marketing Principles"**
Time: June 1 to 5, 1992
Trainer: Susan Kujava, Marketing Manager, Food Service, Land O'Lakes, Inc.
Location: Slovak Republic

Course 3: **"Training of Trainers"**
Time: November, 1992
Trainer: Doug Wertish
Location: Vyskumny ustav zivocisnej vyroby, Nitra

Course 4: **"Dairy Plant Maintenance"**
Time: September, 1992
Location: Dairy Research Institute in Zhilina

Course 5: **"Dairy Processing and Manufacturing"** (advanced)
Time: September, 1992
Location: Western Slovakia (Milex)

Course 6: **"Dairy Herd Health and Nutrition"**
Time: November, 1992
Location: Western Slovakia (Senkvice)

Course 7: **"Agri-input Distribution"**
Time: October, 1992
Location: Zhilina (participants will be from all over the Slovak region)

Course 8: **"Dairy Processing and Manufacturing"**
Time: September, 1992
Location: Eastern Slovakia (Kezmarok/Poprad)

Course 9: **"Dairy Production"**
Time: September, 1992
Location: Central Slovakia (Zazriva area)

(2) Slovak Federal Republic Forum Evaluation

See Attachment I.

3.E. HUNGARY FORUM

Eighty-five (85) people attended the Hungarian forum, of which 71% completed the evaluations. The forum was well-attended and a lively discussion followed each presentation. Dr. Ferenc Katona, Dr. Csaba David, and Mrs. Beata Palfalvy Sandorne, all of whom were phase I key leaders participants, were panel members. Mr. Teller Gyula, Member of Parliament, spoke on the status of the cooperative law.

Generally, a large contingency at the forum felt that only cosmetic changes are necessary in their collective farms to make them "true cooperatives". The feeling is that they are not in as much need as their fellow East European countries because their higher levels of production and efficiencies. A brief view of the countryside would indicate this is true. However, the cost of production appears to be non-competitive in the world market. Training courses should emphasize production efficiency, cooperative education and privatization.

(1) Course Implementation - HUNGARY

The following course is already planned:

Course 1.		**"Advanced Marketing Principles/Product Merchandising and Distribution"**
	Time:	June 29 to July 3, 1992
	Trainer:	Barbara Gail Riordan, Marketing Manager, Food Service, Land O'Lakes, Inc.
	Location:	Godollo

(2) Hungary Forum Evaluation

Land O'Lakes' coordinator, Ms. Judit Uzvolgyi, is completing the analysis of the results of the needs assessments. A thorough analysis will be forthcoming in the next quarterly report.

3.F. BULGARIA FORUM

One hundred twenty-five (125) people attended the forum at the National Palace of Culture. Seventy-five (60%) completed the evaluations. (See a list of the participants in Attachment D.) Members of the press, radio and television were also present. Twenty to thirty more attended whose names do not appear on the list. Of those who attended, 38 were private farmers and/or agribusiness entrepreneurs; 29 were from academia; 23 were from government, banks, and other official offices; 15 were dairy plant managers; 12 were leaders of unions, associations, or foundations at the national and regional level in the agricultural sector; and 8 were representatives of U.S. organizations.

Politically, members of 'old guard' are well-represented in Congress. The parliament is deliberating a land law to privatize land ownership. It is considering waiting two years before land can actually be bought to allow time to settle previous ownership claims.

The Land O'Lakes' forum was well-received and preliminary findings indicate that interventions are necessary to develop the agricultural sector. Of the twelve proposed in-country training courses the top five courses requested were: agribusiness and cooperative management, dairy production, distribution, marketing and retailing, forage production, and the privatization process.

Land O'Lakes' coordinator, Mr. Todor Markov, and Central and Eastern Europe Representative, Mr. Nathaniel Carin are finalizing their assessment of Bulgaria's training needs. A thorough and complete training plan will be included in the next quarterly report.

Following are courses already planned:

(1) Course Implementation - BULGARIA

Course 1. **"Introduction to Marketing Principles"**
Time: May 11 to 15, 1992
Trainer: Mike Clary, Marketing Manager, Food Service, Land O'Lakes, Inc.
Location: Bulgaria

Course 2. **"Introduction to Private Agribusiness Management"**
Time: April/May, 1992 (tie-in with a VOCA assignment)
Trainer: LeRoy Vanicek, retired co-op manager from York, Nebraska, VOCA Volunteer
Location: Lovech

(2) Bulgaria Forum Evaluation

See Attachment I.

4. IMPLEMENTATION OF PHASE III: TRAINING AND TECHNICAL ASSISTANCE

4.A. U.S.-BASED INTERNATIONAL AGRICULTURALIST PROGRAM

Interviews for interns from the Czech and Slovak Federal Republic and Bulgaria were begun in the first quarter and continued into the second quarter, 1992. A full report on all interviews held will be forthcoming in the next quarterly report.

4.B. IN-COUNTRY TRAINING

During the first quarter of 1992 a total of four courses were conducted in Poland and the Czech and Slovak Federal Republic. A training plan was also developed for the Baltic Republics.

(1) "Privatization: Risk Analysis in a Free Market Economy" course

a. Background

Land O'Lakes' trainer, Karen Gulliver, conducted two five-day, forty-hour courses entitled "Privatization: Risk Analysis in a Free Market Economy". The first began Monday, March 30, 1992, in Louti, Bohemia, the Czech Republic. The second began Monday, April 6, 1992, at the AgroInstitute in Nitra, Slovak Republic.

b. General Comments

The course was the first in a series offered to producers and food processors, mostly in the dairy industry. The course objective was to introduce managers

to the language, thought processes and business climate conditions of a market economy, explain the risk and tools available to firms, and describe the role of finance. The course stressed application of theory with concrete examples of principles.

There was a high level of interest in U.S. agriculture, agricultural policy, the operation of markets, pricing and cash flow management. The participants were especially interested in how firms compete in a market economy, focusing on marketing and underemphasizing the role of production efficiencies, pricing policy, financial decisions, cash and credit management, tax policies, and macroeconomic changes on overall firm performance. They were unfamiliar with discounted cash flow, deposit multiplication within financial institutions, elasticity, derived demand, the transformation of income to wealth, the concept of depreciation, changes in asset values, the impact of inventory value and receivables on financial statements, leveraging, spreading risk, economic rents and taxes, and the impact of market structure on market price.

Each participant was asked to provide personal and professional information. Twenty-one participants attended the Czech course and twenty in Slovakia. See Attachment J for course rosters.

At the end of the courses the participants were given the opportunity to evaluate the course and instructor (Attachment K). The results of these evaluations are included as Attachment L in this report.

c. General Recommendations

The courses were well-received as evidenced by the participants' evaluations (Attachment L). The course on privatization is important because it sets the stage for future business courses. The privatization course is best suited for mid-level managers and people in charge of the transformation of state farms, cooperatives, and the food processing industry. The course is less well-suited for those involved in the production end of the food chain.

d. Recommended follow-up courses

Financial management - Particularly financial operating statements, cash flow analysis, cash management, milk pricing policy, the use of spreadsheets, and information system design, using the case study approach.

Human resource management and development - Work habits were governed by a different set of principles under the previous system. Managers must become exposed to the concept of incentive, skills development, performance review and results-based promotion policy.

Sales - Developing new markets, cultivating customers, responding to customer needs and providing service.

Organizational management/communication - State farms and cooperatives have inherited an organizational structure that is out of step with decision making in a market economy. They struggle with this daily but are unaware of alternatives.

e. Course Facilities

Czech Republic - The course was held at a facility rented by the Ministry of Agriculture, located in Louti, about 45 minutes outside of Prague. Students were housed on-site, in dormitory style rooms. Meals were prepared and served on-site. Classrooms are good - i.e., large, comfortable. Board space is adequate. Overhead projector, flip charts and VHS equipment are in good condition. Copy machine and fax are available. The course ran smoothly under the supervision of Mr. Smejkal, the manager of the facility. Course material, sourced in-country, was of adequate quality.

Housing for the instructor was in Merin, a town 2 kilometers from Louti. The hotel is a former spa for Soviet military officers and is a comfortable setting.

Slovak Republic - The course was held at the AgroInstitute in Nitra, about one hour outside of Bratislava. The facility has on-site hotel style dormitory housing, where the instructor and participants lodged. Same-site housing is advantageous and enhances rapport between the instructor and the participants. Dinner conversations about course material were spontaneous and lively. Meals were prepared and served on-site. Classrooms were excellent. Overhead projector and flip charts are in good condition. There is a first rate central VHS system with voice connection. Copy machine and fax are available between 7:30 a.m. and 4 p.m.

Mrs. Viera Parencenko, the designated course manager for the Institute, was extremely conscientious and saw to every detail for the course. Through her, the course ran smoothly with minimal instructor supervision. Course materials, sourced in-country, were of adequate quality.

f. Interpreters

Czech Republic - Mr. Bruno Cempirsky provided translation and interpretation services. Mr. Cempirsky was familiar with agribusiness and economic terms. He also helped to create a bridge between the students and the instructor, which helped to build rapport.

Slovak Republic - The first interpreter had to be changed due to a misunderstanding and a second was found immediately. The Ministry was very flexible and quick in arranging for a second interpreter. It was found to be important for the interpreter to be housed at the same site as the instructor for review of the course material each evening.

g. Participant Background

Course participants were drawn from a variety of backgrounds.

Czech Republic - The following is a breakdown by occupation:

28% cooperative members
21% farmers - cooperative members involved in production
17% private entrepreneurs
10% academics
7% government officials
17% agricultural engineers, agricultural insurance agents, agronomists, and animal husbandry specialists

The following is a breakdown by gender:

90% male
10% female

Slovak Republic - The following is a breakdown by occupation:

48% managers from the milk processing industry
32% managers from cooperative farms
12% government officials
8% academics

The following is a breakdown by gender:

84% male
16% female

h. Course Content/Focus

The course on privatization attempted to give a general overview of:

1. macro- and micro-economics
2. financial and risk analysis

The purpose was to introduce participants to the operation of markets and the role of finance in a firm. Topics covered were:

- Financial statements, financial analysis, cash flow analysis, pro forma forecasting, time value of money, discounting.

- Case studies of privately held companies converted into cooperatives. Two were presented: one in video format, one written.

- Fundamentals of supply/demand, elasticity analysis, static equilibrium analysis of markets, market organization and price determination in competitive markets, monopoly and oligopoly.

- A brief history of agricultural policy, the economic development of the agricultural sector and the dairy industry in the United States, history of the U.S. economic development, and U.S. dairy policy.

- Macroeconomic policy and the impact of inflation, deflation, tight money policy and the business cycle on agriculture.

(2) "Training of Trainers" course

a. Background

Land O'Lakes' trainer, Mr. Richard Edwards, conducted two five-day, forty-hour courses entitled "Training of Trainers". The first began Monday, March 30, 1992, at the Extension Center in Sitno, Poland. The second began Monday, April 6, 1992, at the training facility operated by the Ministry of Agriculture in Louti, Czech Republic.

b. General Comments

The course was designed to provide participants with training in three separate areas: basic economic skills, teaching strategies relating to the adult learning process, and program development. Twenty-six took part in the training in Poland, and thirteen in the Czech Republic. See Attachment J for course rosters.

At the end of the courses the participants were given the opportunity to evaluate the course and instructor. The results of these evaluations are included as Attachment L in this report.

c. General Recommendations

The workshops were well-received as evidenced by the participants' evaluations (Attachment L). However, the "Training of Trainers" course should be more country-specific. For example, in Poland the training was directed toward personnel working in extension centers who are involved in training and disseminating information to farmers. In the Czech Republic no such institution exists. Therefore, a different program should be developed for countries such as the Czech and Slovak Federal Republic.

d. Course Facilities

Czech Republic - The course was held at the Ministry of Agriculture's training facility in Louti, about 45 minutes outside of Prague. Students were housed on-site in dormitory style rooms. Meals were prepared and served on-site. The classrooms are good - i.e., large and comfortable, with all the necessary amenities (chalkboard, overhead projector, flip charts and VHS equipment, all in good condition). Copy machine and fax were available. The seminar ran smoothly under the supervision of Mr. Smejkal, the manager of the facility. Course material, purchased in-country, was of good quality. Mr. Edwards was housed in the former Soviet spa facilities in Merin, a town 2 kilometers from Louti.

Poland - The course was held at the Extension Center in Sitno. The staff was especially helpful in providing support to the trainer. Lodging and meals were also good.

e. Interpreter

Two interpreters were provided in Poland whereas the trainer felt one would have been sufficient.

f. Participant Background

Poland - In Poland twenty-six members of the extension staff from the Zamosc Province attended the course. The group was homogeneous with respect to work-related activities. All were extension specialists whose responsibilities included assisting farmers in improving production of crops and livestock.

The following is a breakdown by occupation:

100% extension agents

The following is a breakdown by gender:

54% male
46% female

Czech Republic - The following is a breakdown by occupation:

31% academia
23% currently involved in or will be involved in production agriculture
31% government agencies/state farms
15% retirees

The following is a breakdown by gender:

85% male
15% female

g. Course Content/Focus

Poland - The course was designed to give an overview of basic economic skills, teaching strategies relating to the adult learning process, and program development. In Poland, the five-day course was divided into three components.

1. **Learning styles of adults and teaching strategies.** Topics addressed: meeting structure, facilities, teaching methods, and adoption curves.

2. **Program Development.** Topics addressed: developing program committees, developing issues statement, using critical issues as a foundation from which to build programs, and decisions on who should make presentations on programs.

   This component was especially relevant in Poland as one participant had received funds to develop a program on the economics of producing higher quality milk. This provided the opportunity to apply principles that were introduced.

3. **Basic economic concept.** Topics addressed: categorization of costs and revenues, determining breakeven revenue based on cost structures, marginal analysis concepts relating to profit maximization, budgets, and investment analysis evaluation techniques.

Czech Republic - The course was adjusted due to the backgrounds of the participants and their diverse interests. More emphasis was placed on economics. Based on an informal needs assessment conducted prior to the course, it was decided to de-emphasize the program development component. The consensus was that it was not relevant to those in attendance. Only two of the participants were required to design and deliver programs on-the-job. Thus, additional materials relating to financial statement development and analysis of the data generated by these statements were added. At the request of the participants, a brief introduction to the marketing channels through which agricultural commodities flow was added.

(3) Expansion of Training Program into the Baltic Republics

Four courses will be implemented in each of the Baltic Republics in 1992. The targeted areas of training in each republic are the following:

Dairy Production and Extension Techniques - The objective of this course is to improve the dairy management and milk production skills of trainees and to introduce methods of extension in transferring this information to dairy farmers.

Agribusiness and Cooperative Management - The objective of this course is to improve and expand the management, supervisory and business skills of participants to promote cooperative and private sector business growth.

Processing Plant Engineering, Maintenance, and Efficiency - The objective of this course is to improve overall dairy processing plant maintenance and operation. It will acquaint participants with maintenance systems, with emphasis on improved engineering and operation efficiency.

Product Distribution and Marketing - The objective of this course is to improve the dairy product marketing and distribution skills of the participants.

The courses are designed to be offered in units of five days. U.S. trainers will deliver the courses using participatory methods including "hands-on" practical training and a training-of-trainers component.

4.C. TECHNICAL ASSISTANCE

During the first quarter of 1992, the first technical assistance assignments were conducted under this agreement. Garrit Memelink, Director of International Agricultural Marketing, Land O'Lakes, provided technical advice to Wegrow Dairy Plant, Wegrow, Poland; Paslek Dairy Plant, Paslek, Poland; and Mragowo Dairy Plant, Mragowo, Poland from March 9-14, 1992. During his visits with the managers at these plants, he discussed international marketing with a focus on preparing products according to international customers'

specifications and world market requirements, international trade customs, and international credit. In addition, Memelink made recommendations to improve plant operations and efficiency to the plant managers. Land O'Lakes staff will discuss his recommendations with the client plants and provide an evaluation of his assignment in the report for the second quarter of 1992.

5. ATTACHMENTS

A. U.S. Leadership and Agricultural Policy Orientation - Itinerary
B. U.S. Leadership and Agricultural Policy Orientation - Evaluation Form
C. U.S. Leadership and Agricultural Policy Orientation - Evaluation Results
D. Forum Participants
E. Forum Agendas
F. Forum Evaluation Form
G. Revised Training Plan
H. Training Needs Assessment Form
I. Forum Evaluations
J. Course rosters
K. Course evaluation form
L. Overseas Training Course Evaluations
M. Quarterly financial report
N. Illustrative Budget for Baltics Training

ATTACHMENT A

U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

ITINERARY

ITINERARY
for
U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

Land O'Lakes, Inc.
January 19-28, 1992

Day 1
Sunday
January 19

4:20	Scheduled arrival time for participants from **Poland**, **Hungary** and **Czechoslovakia**, St. Paul, Minnesota. Met by Land O'Lakes and chauffeured to Days Inn hotel.
6:40	Scheduled arrival time for participants from **Bulgaria**, St. Paul, Minnesota. Met by Land O'Lakes and chauffeured to Days Inn hotel, Maplewood.

Day 2
Monday
January 20

8:00	Breakfast, Days Inn.
8:45	Leave Days Inn for Land O'Lakes, Inc.
9:00	Arrive Land O'Lakes, Arden Hills, Mississippi Room. Greetings from Mr. Chuck Schmidt, Vice President, Feeds.
9:15	Presentation by Gary Weness, Introduction to Land O'Lakes' Governmental Structure.
10:30	Tour Pilot Plant, Gint Behrens, Director Technical Services.
12:00	Lunch, Land O'Lakes, Arden Hills cafeteria.
1:30	Leave for University of Minnesota, St. Paul campus.
2:00	University of Minnesota, St. Paul Agricultural Campus and Minnesota Extension Service. Tour research facilities. Reception to follow.
6:00	Leave for Science Museum.
6:45	Arrive Science Museum. Tour exhibits before 8:00 film.
8:00	Minnesota Science Museum, Omnitheater, showing of Minnesota Seasons.
9:15	Options available for Rainbow Foods grocery shopping, Perkins Restaurant, or arrive Days Inn hotel Maplewood.

Day 3
Tuesday
January 21

7:00	Breakfast, Days Inn.
8:00	Leave for Minneapolis Grain Exchange.
8:30	Minneapolis Grain Exchange. Meet Jim Lindau, President. Operating since 1881, tour facility.
9:30	Watch opening-bell trading from observation deck.
11:00	Leave for Old Country Buffet, lunch.
11:30	Lunch, Old Country Buffet, West St. Paul.
12:30	Leave for State Capital Building.
1:00	State Capital, Tour of Capital and introduction to Midwest agricultural policy. Meet with members of the Minnesota House Agriculture Committee, current Speaker of the House Dee Long, House Members, and Governor of Minnesota Arne Carlson or Chief of Staff John Riley.
2:45	Leave for Minnesota Agricultural Trade Office.
3:00	Minnesota Agricultural Trade Office. George Crolick Executive Director; Paul Hanson, International Agriculture Trade Representative.
4:30	St. Paul Center, shopping, and foot tour.
6:00	Dinner, St. Paul Grill. Winter Carnival ice carving activity Rice Park, Landmark Center, Galtier Plaza.
9:30	Arrive hotel, Days Inn, Maplewood.

Day 4
Wednesday
January 22

7:00	Breakfast.
8:00	Leave for Central Livestock Association.
8:30	Central Livestock Association, observe livestock auction, tour stockyards and demonstration of electronic livestock marketing. Jim Merritt, Manager Electronic Marketing, Curt Zimmerman, General Manager.
10:30	Bus tour Twin Cities. Beginning at St. Paul Cathedral.
12:30	Lunch, St. Paul Radisson Le Carrousel, rotating restaurant.
1:30	Leave for Minnesota Department of Agriculture.
2:00	Minnesota Department of Agriculture. Tour of lab, meet with Deputy Commissioner of Agriculture, Newell Searle.
3:30	Leave for Pine Island and Midwest tour by Motorcoach.
5:00	Tour Land O'Lakes, Pine Island Cheese, Whey Powder Plant.
6:30	Leave for Waterloo, Iowa.
8:30	Arrive Ramada Inn, Waterloo, Iowa.

Day 5
Thursday
January 23

7:30	Breakfast, Ramada Inn.
8:15	Leave for Hudson Spreads Plant.
8:30	Tour Land O'Lakes, Spreads Plant, Hudson, Iowa.
12:30	Lunch, Fort Dodge, Iowa.
2:00	Land O'Lakes Answer Farm, Fort Dodge. Tour of Livestock Research Farm.
4:00	Tour Land O'Lakes Feed Plant, Fort Dodge.
8:00	Arrive Mankato, Minnesota. Dinner, Bonanza Restaurant.
9:30	Arrive hotel, Holiday Inn, Mankato.

Day 6
Friday
January 24

7:00	Breakfast, Holiday Inn.
7:45	Leave for Honeymead Products Company.
8:00	Honeymead Products, Processing of raw soybean into edible protein and edible oils.
11:00	Rest stop, Timber Family Restaurant, coffee and rolls, Willmar (brief 20 minute stop).
1:00	Lunch University of Minnesota, Morris Campus. Meet: President Johnson, Morris Campus; Dennis Johnson, Head Minnesota Extension Research Facility; Ward Voorhees, Director, United States Department of Agriculture Research Station.
2:00	Leave for Wulff Farms.
2:15	Wulff and Sons Beef Ranch, Morris: 12,000 head Limousine beef operation.
3:30	United States Department of Agriculture, Research Lab
4:30	Minnesota Extension Experiment Station.
5:30	Fish and Wildlife Conservation Service Office.
6:15	Dinner, Minnewaska House Supper Club. Meet John (Jack) Morris, Minnesota Extension Agent of the Year.
8:30	Arrive hotel, Scottwood Inn, Glenwood.

Day 7
Saturday
January 25

8:00	Breakfast, Scottwood Inn.
9:00	Leave for Low-Land Bison Ranch.
9:30	Low-Land Bison Ranch, 100 head buffalo, Sauk Center.
11:30	Arrive Henry/Botzek Farm, 350 head dairy operation.
12:45	Leave for Glenfields, Lunch.
1:30	Lunch, Glenfields, Mora. Lunch buffet.
2:30	Tour local cooperative, Kanabec Coop Association, Randy Peterson, General Manager.
4:00	Tour private dairy farm, Kevin Belkholm, owner/operator.
5:00	Leave for Duluth.
7:30	Arrive, Park Inn Hotel, Duluth.
8:00	Dinner, Jolly Fisher.

Day 8
Sunday
January 26

5:30	Beata Sandorne arrive Duluth airport. Depart Duluth NW 760 6:25 a.m. Arrive Minneapolis 7:05 p.m. Depart Minneapolis NW 46 1:15 p.m.

Free Time until 6:00.

8:00	Breakfast, Park Inn. Sightseeing options: Duluth, largest fresh-water port in the world; International Center for Fresh Water Research; Boardwalk, shops, downtown Duluth. Lunch options: Grandma's, Jolly Fisher, Pickwick.
5:45	Leave for Glenshen Mansion.
6:00	Dinner at Glenshen Mansion and tour.

Day 9
Monday
January 27

7:30	Breakfast, Park Inn.
8:30	Depart for Land O'Lakes, Arden Hills.
11:30	Eichtens Hidden Acres Cheese Farm, Center City.
1:00	Lunch, County Seat Cafe, Center City.
2:00	Leave for Land O'Lakes, Inc.
3:00	Land O'Lakes, Meet with Rosemarie Kelly.
Open	Tour of Winter Carnival Ice Palace. Evening entertainment and dinner.
Open	Hotel, Days Inn, Maplewood.

Day 10
Tuesday
January 28

Open morning

	Breakfast, Days Inn.
11:00	Depart from Days Inn, all groups, for airport, main terminal, Northwest Airlines.
11:30	Check in.
1:15	Departure, Northwest flight 46 to Boston.

ATTACHMENT B

U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

EVALUATION FORM

EVALUATION
for
U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

Land O'Lakes, Inc.
January 19-28, 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).

   Nothing at all 0 1 2 3 4 5 6 7 8 9 10 Very Much

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

Exceeded my expectations	4
Met all of my expectations	3
Met only some of my expectations	2
Did not meet any of my expectations	1

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

Very Satisfied	5
Satisfied	4
Undecided	3
Dissatisfied	2
Very Dissatisfied	1

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

Very Satisfied	5
Satisfied	4
Undecided	3
Dissatisfied	2
Very Dissatisfied	1

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

Excellent	5
Very good	4
Good	3
Average	2
Poor	1

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

Excellent	5
Very good	4
Good	3
Average	2
Poor	1

7. Please rate each of the following:

SCHEDULED SITE VISITS

a. Land O'Lakes introduction to governmental structure.

Poor 1 2 3 4 5 Excellent

b. Tour of Land O'Lakes Pilot Plant, and labs.

Poor 1 2 3 4 5 Excellent

c. University of Minnesota tour and extension service.

Poor 1 2 3 4 5 Excellent

d. Minneapolis Grain Exchange.

Poor 1 2 3 4 5 Excellent

e. State Capital Building stop.

Poor 1 2 3 4 5 Excellent

f. Session with governmental leaders.

Poor 1 2 3 4 5 Excellent

g. World Trade Center, Minnesota Trade Office.

Poor 1 2 3 4 5 Excellent

h. Central Livestock Association.

Poor 1 2 3 4 5 Excellent

i. Minnesota Department of Agriculture lab tour.

Poor 1 2 3 4 5 Excellent

j. Pine Island Cheese, Whey Powder Plant.

Poor 1 2 3 4 5 Excellent

k. Land O'Lakes Hudson Spreads Plant.

Poor 1 2 3 4 5 Excellent

l. Land O'Lakes Answer Farm.

Poor 1 2 3 4 5 Excellent

m. NEW Cooperative, Vincent, Iowa.

Poor 1 2 3 4 5 Excellent

n. Honeymead Products Company, Mankato.

Poor 1 2 3 4 5 Excellent

o. Wulf Beef Farm.

Poor 1 2 3 4 5 Excellent

p. United States Department of Agriculture tour, Morris.

Poor 1 2 3 4 5 Excellent

q. Minnesota Extension Service Research Station, Morris.

Poor 1 2 3 4 5 Excellent

r. Fish and Wildlife Conservation Service, Morris.

Poor 1 2 3 4 5 Excellent

s. Low-Land Bison Farm.

Poor 1 2 3 4 5 Excellent

t. Henry/Botzek dairy farm.

Poor 1 2 3 4 5 Excellent

u. Kannabec Cooperative Association, Mora.

Poor 1 2 3 4 5 Excellent

v. Chester and Kevin Belkholm dairy farm.

Poor 1 2 3 4 5 Excellent

w. Eichtens Hidden Acres Cheese Farm, Center City.

Poor 1 2 3 4 5 Excellent

TOURS AND MISCELLANEOUS

	Poor				Excellent
Science Museum exhibits.	1	2	3	4	5
Science Museum film.	1	2	3	4	5
St. Paul Cathedral stop.	1	2	3	4	5
Glenshen Mansion tour.	1	2	3	4	5
Free time in Duluth.	1	2	3	4	5

LODGING ACCOMMODATIONS

	Poor				Excellent
Days Inn, Maplewood.	1	2	3	4	5
Ramada Inn, Waterloo Iowa.	1	2	3	4	5
Holiday Inn, Mankato.	1	2	3	4	5
Park Inn International, Duluth.	1	2	3	4	5

MEAL ACCOMMODATIONS

	Poor				Excellent
Lunch, Land O'Lakes, Inc.	1	2	3	4	5
Lunch, Le Carrousel, downtown St. Paul.	1	2	3	4	5
Lunch, Old Country Buffet.	1	2	3	4	5
Dinner, St. Paul Grill.	1	2	3	4	5
Lunch, McDonalds, Webster City, Iowa.	1	2	3	4	5
Dinner, Bonanza Restaurant, Mankato.	1	2	3	4	5
Lunch, University of Minnesota, Morris.	1	2	3	4	5
Dinner, Minnewaska House.	1	2	3	4	5
Lunch, Glenfields, Mora.	1	2	3	4	5
Dinner, Glenshen Mansion.	1	2	3	4	5
Lunch, County Seat Cafe, Center City.	1	2	3	4	5

8. Overall, were the meal selections reasonably priced?

Yes 1
No 2

9. Overall, was the selection of meal stops appropriate?

Yes 1
No 2

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

Excellent	5
Very good	4
Good	3
Average	2
Poor	1

11. How helpful was the program to you?

Very helpful	5
Helpful	4
Somewhat helpful	3
Not very helpful	2
Not at all helpful	1

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

Strongly agree	5	
Mostly agree	4	
Undecided	3	
Mostly disagree	2	--> How many do you feel would
Strongly disagree	1	--> be just right? _____.

13. How well organized was the overall program?

Not organized at all 0 1 2 3 4 5 6 7 8 9 10 Very well organized

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

Excellent	5
Very good	4
Good	3
Fair	2
Poor	1

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

Very effective	4
Effective	3
Somewhat effective	2
Not effective at all	1

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

_____

_____

_____

_____

_____

_____

17. 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.

ATTACHMENT C

U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

EVALUATION RESULTS

EVALUATION RESULTS
for
U.S. LEADERSHIP AND AGRICULTURAL POLICY ORIENTATION

Land O'Lakes, Inc.
January 19-28, 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). **(N=24)**

Nothing at all	0	1	2	3	4	5	6	7	8	9	10	Very Much

Frequency by percentage (%)

Nothing at all	0	4	4	0	4	8	8	25	17	13	17	Very Much

2. How well did this program meet your expectations based upon what you were told? **(N=24)**

Exceeded my expectations	17%
Met all of my expectations	42%
Met only some of my expectations	33%
Did not meet any of my expectations	8%

3. How satisfied are you with the information you received during this program? **(N=24)**

Very Satisfied	25%
Satisfied	50%
Undecided	17%
Dissatisfied	0
Very Dissatisfied	8%

4. How satisfied are you with the contacts you made during this program? **(N=24)**

Very Satisfied	38%
Satisfied	42%
Undecided	17%
Dissatisfied	4%
Very Dissatisfied	0

5. How would you rate the transportation provided while in St. Paul and Minneapolis? **(N=24)**

Excellent	54%
Very good	21%
Good	25%
Average	0
Poor	0

6. How would you rate the bus accommodations provided by Southwest Tours while traveling throughout Minnesota and Iowa? **(N=24)**

Excellent	100%
Very good	0
Good	0
Average	0
Poor	0

7. Please rate each of the following: SCHEDULED SITE VISITS **(N=24)**

----------percentages----------

a. Land O'Lakes introduction to governmental structure.

Poor	0	0	16	54	29	Excellent

b. Tour of Land O'Lakes Pilot Plant, and labs.

Poor	0	0	21	33	46	Excellent

c. University of Minnesota tour and extension service.

Poor	0	0	13	29	58	Excellent

d. Minneapolis Grain Exchange.

Poor	0	4	8	29	58	Excellent

e. State Capital Building stop.

Poor	0	4	4	29	63	Excellent

f. Session with governmental leaders.

Poor	0	0	4	42	63	Excellent

g. World Trade Center, Minnesota Trade Office.

Poor	0	0	8	38	54	Excellent

h. Central Livestock Association.

Poor	0	0	13	20	67	Excellent

i. Minnesota Department of Agriculture lab tour.

Poor	0	0	13	35	52	Excellent

j. Pine Island Cheese, Whey Powder Plant.

Poor	0	0	13	33	54	Excellent

k. Land O'Lakes Hudson Spreads Plant.

Poor	0	0	4	30	65	Excellent

l. Land O'Lakes Answer Farm.

Poor	0	0	8	25	67	Excellent

m. NEW Cooperative, Vincent, Iowa.

Poor	0	0	8	25	54	Excellent

n. Honeymead Products Company, Mankato.

Poor	0	4	8	33	54	Excellent

o. Wulf Beef Farm.

Poor	0	0	4	13	83	Excellent

p. United States Department of Agriculture tour, Morris.

Poor	0	0	4	21	75	Excellent

q. Minnesota Extension Service Research Station, Morris.

Poor	4	0	4	29	63	Excellent

r. Fish and Wildlife Conservation Service, Morris.

Poor	0	0	8	38	54	Excellent

s. Low-Land Bison Farm.

Poor	0	8	8	21	63	Excellent

t. Henry/Botzek dairy farm.

Poor	0	0	4	33	63	Excellent

u. Kannabec Cooperative Association, Mora.

Poor	4	4	4	50	38	Excellent

v. Chester and Kevin Belkholm dairy farm.

Poor 0 0 8 17 75 Excellent

w. Eichtens Hidden Acres Cheese Farm, Center City.

Poor 0 4 4 17 75 Excellent

TOURS AND MISCELLANEOUS **(N=24)**

	Poor				Excellent
	------percent-----				
Science Museum exhibits.	0	0	8	42	50
Science Museum film.	0	0	0	25	75
St. Paul Cathedral stop.	0	0	13	25	63
Glenshen Mansion tour.	0	4	17	13	67
Free time in Duluth.	0	0	13	21	67

LODGING ACCOMMODATIONS **(N=24)**

	Poor				Excellent
	------percent-----				
Days Inn, Maplewood.	0	4	4	33	58
Ramada Inn, Waterloo Iowa.	0	8	8	17	67
Holiday Inn, Mankato.	0	8	8	13	71
Park Inn International, Duluth.	0	8	4	17	71

MEAL ACCOMMODATIONS **(N=24)**

	Poor				Excellent
	------percent-----				
Lunch, Land O'Lakes, Inc.	0	4	13	29	54
Lunch, Le Carrousel, downtown St. Paul.	0	13	25	25	38
Lunch, Old Country Buffet.	0	0	8	25	67
Dinner, St. Paul Grill.	0	0	17	25	58
Lunch, McDonalds, Webster City, Iowa.	0	0	4	38	58
Dinner, Bonanza Restaurant, Mankato.	0	4	13	25	58
Lunch, University of Minnesota, Morris.	0	8	8	21	63
Dinner, Minnewaska House.	0	4	13	33	50
Lunch, Glenfields, Mora.	0	0	17	38	46
Dinner, Glenshen Mansion.	0	4	8	21	67
Lunch, County Seat Cafe, Center City.	0	13	17	42	29

8. Overall, were the meal selections reasonably priced? **(N=24)**

Yes 100%
No 0

9. Overall, was the selection of meal stops appropriate? **(N=24)**

Yes 92%
No 8%

10. Compared to your expectations when you arrived, how would you rate this program? **(N=24)**

Excellent	21%
Very good	58%
Good	13%
Average	4%
Poor	4%

11. How helpful was the program to you? **(N=24)**

Very helpful	29%
Helpful	46%
Somewhat helpful	17%
Not very helpful	8%
Not at all helpful	0

12. How much do you agree with the following statement: The number of participants in this program was just right. **(N=24)**

Strongly agree	17%
Mostly agree	33%
Undecided	29%
Mostly disagree	13%--> How many do you feel would
Strongly disagree	8%--> be just right? **Mean = 8.6**

(n=5)

13. How well organized was the overall program? **(N=24)**

Not organized at all	0	1	2	3	4	5	6	7	8	9	10	Very well organized
	Frequency by percentage (%)											
Not organized at all	4	0	0	4	0	0	0	8	25	17	42	Very well organized

14. Overall, how would you rate the quality of this program? **(N=24)**

Excellent	38%
Very good	42%
Good	17%
Fair	4%
Poor	0

15. How effective was your translator with assisting you in the translation process? **(N=24)**

Very effective	50%
Effective	33%
Somewhat effective	16%
Not effective at all	0

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

Food Industry - Marketing and Dairy Plant Management.

Opportunity for more focused discussion with contacts made.

State agricultural policies regarding subsidies, finance, and planning; system of agricultural education; more visits of food processing plants, ie. meat; more economic information.

More private farms, discussion on credit for farmers, lectures on regulations; more detailed discussions on farm waste programs. Sight-seeing tour during the free part of the program.

DHIA record keeping.

What kind of control does the state have on agribusinesses.

Meet with more farmers of Land O'Lakes cooperative.

Too little about the Extension Service.

Very wide range of topics; I wouldn't change a thing.

Presentation of the philosophy of the federal government programs dealing with agriculture; more precise presentation of the principles of organizations and how the coop functions in the U.S. including Land O'Lakes; more detailed characterization of the organization and the means of functioning of the Extension Service.

More time devoted for more precise presentations about type and scope of agriculture organizations relating to coops in relation to the Extension Service and agricultural politics of the federal government.

To become better informed with the private life of American citizens.

Small meeting with farmers, members of coops in general and those who take part in coop activities for example in the evening in a pub.

Questions not answered: What is the point of government agriculture programs; how high are subsidies, other than financial, for farmers ; through what channel does this help go to farmers; what is the role of cooperatives in delivering the help; what are Land O'Lakes taxes like, its financial situation; how are dividends paid to farmers; and how do farmers pay taxes.

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

Preparing of training programs and cooperation with Land O'Lakes.

To inform agriculture people who could use my American experience.

I will inform students of the Agriculture University of Land O'Lakes activities, family farms, the dairy industry, food markets, etc.

I shall organize micro seminars on the American research and industry experience.

Write more with Land O'Lakes cooperation.

I will coordinate Land O'Lakes assistance program in the Slovak Republic of CSFR.

Assist with the Forum in Sofia, Bulgaria.

I will hold lectures on my experience; solicit support of farmers to participate in Land O'Lakes programs; discussions about the future of agriculture with the Agricultural Committee of the Parliament and the various parties; try to help Land O'Lakes realize the programs by helping with the organization in Hungary.

Will study the research publications received from the scientists during the program.

Will provide assistance with the Forum, Training of Trainers, and Technical Assistance activities.

The program will help me in specifying the goal of my coop if I am able to explain to my coop members the directions of this way. Their acceptance will be the best evaluation of my stay.

To adopt some of the solutions of the agriculture organizations in the U.S. to Polish conditions.

To share with my closest co-workers my impressions; at meetings with farmers I will take about Land O'Lakes; and some of the technology I will put into effect.

It is necessary to plan a meeting in groups; also, one afternoon meeting with one to three American farmers and then many of the doubts will be cleared up.

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.

I very much appreciated the opportunity to meet and visit with an American family; it was a very valuable experience for me. I'm really grateful.

I will inform you later after processing my observations.

Better selection of the participants is necessary.

Separate the nations more.

EVAL.FMC\1-28-92

ATTACHMENT D

FORUM PARTICIPANTS

POLAND

LIST OF FORUM PARTICIPANTS

1.	Tadeusz Alankiewicz	Spółdz. Szkol.-Uslug., Września
2.	Jerzy Aleksandrowicz	MRiGZ, Warszawa
3.	Steve Arkfeld	"Caresbac", Warszawa
4.	Stefan Bartela	Spółdz. Dostawców Mleka, Wieluń
5.	Wayland Beeghly	Ambasada Amerykańska, Warszawa
6.	Janusz Berdowski	MRiGZ, Warszawa
7.	Tomasz Biliński	Instyt. Nauk Rolniczych, Zamość
8.	Stanislaw Blukacz	NSZZ "Solidarność" RI, Warszawa
9.	Aleksander Bochenski	"Agro-Wisconsin", Olsztyn
10.	Katarzyna Boczek	WODR, Bielice
11.	Tomasz Borek	NSZZ "Solidarność" RI, Warszawa
11.	Jan Borkowski	Urząd Wojewódzki, Siedlce
13.	Adam Bres	OSM, Żółkiewka
14.	Izabela Byszewska	Red. "Gospodyni", Warszawa
15.	Nathaniel Carin	Land O'Lakes,Inc., Warszawa
16.	Edward Cioch	Spółdz. Mleczarska, Laszczów
17.	Eugieniusz Czarnota	Urząd Wojewódzki, Koszalin
18.	Józef Czelej	OSM, Wlodawa
19.	Barbara Dorul	Urząd Gminny, Burzenin
20.	Joanna Drozd	FDPA, Warszawa
21.	Miroslaw Drygas	MRiGZ, Warszawa
22.	Krystyna Faltynowska	FDPA, Warszawa
23.	Szczepan Figiel	ART, Olsztyn
24.	Józef Flaga	WODR, Boguchwala
25.	David Franzblau	Korpus Pokoju, USA
26.	Janina Gajda	ODR, Iwonicz
27.	Andrzej Gąsiorowski	WODR Siedlce
28.	Tadeusz Gluchowski	Urząd Wojewódzki, Siedlce
29.	Józef Golec	Urząd Woj. Lublin
30.	Kazimierz Grabczuk	Bank Spółdz., Piaseczno
31	Kazimierz Grabski	Rada Gminna, Konopnica
32.	Miroslawa Grzanka	ART, Olsztyn
33.	Joanna Grzelak	Tlumącz, Toruń
34.	Zdzislaw Halaczkiewicz	MRiGZ, Warszawa
35.	Andrzej Hopfer	ART, Olsztyn
36.	Janusz Iwaniak	OSM Krasnystaw
37.	Joanna Iwanicka	"Gromada - Rolnik Polski", W-wa
38.	Liliana Jablońska	SGGW Warszawa
39.	Ryszard Jasiński	WODR Bonin
40.	Dale Johnson	WODR Bonin
41.	Bill Joslin	USAID, Warszawa
42.	Wojciech Joźwiak	IERiGZ, Warszawa
43.	Antoni Jurkun	Urząd Wojewódzki, Opole
44.	Faina Kapulkin	MRiGZ, Warszawa
45.	Bogdan Kawalko	Urząd Wojewódzki, Zamość
46.	Rosemarie Kelly	Land O'Lakes,Inc., USA
47.	Tadeusz Kensy	Reg. Rada Sol. Gosp. Fund., Rzeszów
48.	Jan Klimkiewicz	Bank Spółdz., Grodzisk Maz.
49.	Jacek Klos	Land O'Lakes,Inc., Warszawa
50.	Antoni Kogut	Spółdz. Mleczarska, Zamość
51.	Iwona Kowalczuk	Bank Spółdzielczy, Sochaczew
52.	Henryka Książek	WODR,Zamość
53.	Malgorzata Lawicka	MRiGZ, Warszawa
54.	Elżbieta Legutko	Tlumącz, Kraków
55.	Henryk Leśniewicz	MRiGZ, Warszawa
56.	Clara Lipson	"Caresbac", Warszawa
57.	Urszula Lonc	VOCA, Warszawa
58.	Adam Lukawski	Spółdz. Ogr.-Pszcz., Strzyżów
59.	Tadeusz Machnik	Urząd Gminy, Konopnica
60.	Ignacy Maciejewski	Kombinat Ogrod., Mysiadlo
61.	p. Mackiewicz	Bank Unii Gospodarczej, W-wa
62.	Nina Majer	USAID, Warszawa

63.	Krzysztof Majkowski	RSP, Kieźliny
64.	Andrzej Malinowski	Gosp. Rolne, Tynwald
65.	Piotr Malinowski	"Indoor", Ilawa
66.	Tadeusz Mańkowski	Spółdz. Mleczarska, Zamość
67.	Julie Mashburn	USAID, Waszyngton
68.	Waldemar Matusz	Urząd Wojewódzki, Siedlce
69.	Lee Mayer	MRiGZ
70.	R.G. McCreery	FDPA, Warszawa
71.	p. Michalski	
72.	Lynn Moses	ACDI, Warszawa
73.	Roman Mużeja	Bank Spółdz., Konopnica
74.	Tadeusz Nadrowski	OSM, Ostrolęka
75.	Norbet Neuhoff	WODR, Piotrków Trybunalski
76.	Tadeusz Niesiobędzki	"Indoor", Ilawa
77.	Aleksandra Orlik	Land O'Lakes,Inc., Warszawa
78.	Bogdan Oszust	Urząd Wojewódzki, Zamość
79.	Iga Paplińska	ACDI, Warszawa
80.	Claudia Parliament	WODR, Siedlce
81.	Antoni Pawlak	GS "SCH" Przeworsk
82.	Joanna Pawlak	VOCA, Warszawa
83.	Stanislaw Pawlowski	"KOPNASZ" Ilawa
84.	Alicja Piskorz	MRiGZ, Warszawa
85.	Marek Plichta	WODR Siedlce
86.	Eugieniusz Podelkiewicz	Spółdz. Instytut Badawczy, W-wa
87.	Tadeusz Potoczny	WODR, Iwonicz
88.	p. Pruchnik	Rzeszów
89.	Kazimierz Przedpelski	Spółdzielnia Mlecz., Chorzele
90.	Ewa Pstragowska-Niesiobędzka	"Prosper", Ilawa
91.	Kazimierz Ptasiński	RSP Odrzywolek
92.	Mark Raczyński	"Caręsbac", Warszawa
93.	John Ragland	MRiGZ, Warszawa
94.	Zygmunt Rejkowski	WODR, Zglobice
95.	Krystyna Robak	WODR, Sielinko
96.	Tom Rysavy	Land O'Lakes,Inc., USA
97.	Konstanty Rostek	Posel na Sejm
98.	Janusz Rozycki	Urząd Wojewódzki, Zamość
99.	Piotr Ruciński	Ambasada Amerykańska, Warszawa
100.	Andrzej Rudkowski	Urząd Wojewódzki, Ciechanów
101.	Charles Rust	WODR, Plock
102.	Philip Seitz	ODR, Korytniki
103.	Andrzej Skalski	Urząd Wojewódzki, Suwalki
104.	Waldemar Skibiński	OSM, Chelm
105.	Eugieniusz Sobczak	WODR, Olsztyn
106.	Wojciech Sobociński	WODR, Bialystok
107.	Tadeusz Stadnik	Kombinat Rolny, Urszulin
108.	Janina Stalińska	Stol.Inst.Badawczy, Warszawa
109.	Kazimierz Stasiński	RSP, Odrzywolek
110.	Mieczyslaw Stelmach	MRiGZ, Warszawa
111.	Barbara Szablewska	WODR, Leszno
112.	Michal Sznajder	AR, Poznań
113.	Megan Szybist	FDPA, Warszawa
114.	Iwona Szymaniak	Tlumącz, Warszawa
115.	Jerzy Szymański	MRiGZ, Warszawa
116.	Andzej Szymczak	Centr.Spółdz.Ogrod.-Pszcz.,W-wa
117.	p. Tarkowska	
118.	Janusz Tatarynowicz	OSM, Paslęk
119.	Roger Taylor	Consultant, USA
120.	John Thurgood	WODR, Siedlce
121.	Krzysztof Tomaszewski	Red. "Rolnik-Spoldzielca", W-wa
122.	Stanislaw Trąba	Urząd Wojewózdki, Zamość
123.	Albert Wanous	LOL Agra International, W-wa
124.	Edward Warzecha	SIMAD sp. z o.o., Warszawa
125.	Jan Witkowski	Rol.-Handl.Izba Gosp."SCH", W-wa
126.	Izabela Wójcik	Sekretariat Marszalka Senatu
127.	Zenon Wojdon	GS, Sędziszów Malopolski
128.	Ferdynand Wolan	GS "SCH", Strzyżów
129.	Henryk Wujec	Posel na Sejm
130.	Stefan Wyganowski	PZHID, Warszawa
131.	Kalina Zielińska	Asystent Posla H. Wujca, W-wa
132.	p. Zukąwski	
133.	Józef Zuraw	ART, Olsztyn

CZECH REPUBLIC

Seznam účastníků Českého národního fóra

(abecedně, bez titulů)

Balažíková Anna, Agrobanka Praha
Blata L., Beskydské mlékárny, N. Jičín
Bobek Jan, Regionální odbor MZe ČR, Mělník
Bochniček Robert, Regionální odbor MZe ČR Plzeň
Branžovský Ivan, Federální ministerstvo hospodářství
Bříza Zdeněk, Regionální odbor MZe ČR Děčín
Carin Nathaniel, Land O'Lakes
Čechvala J., VOCA Praha
Divišek Otakar, Regionální odbor MZe ČR Hradec Králové
Dokoupil Oldřich, Regionální odbor MZe ČR Olomouc
Fischer Otto, Regionální odbor MZe ČR Cheb
Forman Ladislav, VŠCHT Praha
Frydrych, Stát. plem. podnik Tlumačov
Gajdoš Emil, Regionální odbor MZe ČR Karlovy Vary
Gajdůšek Stanislav, VŠZ Brno
Hajn Jiří, Regionální odbor MZe ČR Nymburk
Hajný Petr, SOU Kroměříž
Hanibal Josef, Český institut agrární ekonomiky
Háza Miloš, Regionální odbor MZe ČR Šumperk
Horel Alois, Trojská mlékárna, Praha
Hrubý Václav, Akademie zemědělských věd ČSFR
Karimová Jana, Čs. rozhlas
Kelly Rosemarie, Land O'Lakes
Kočař Pavel, Mlékárenský průmysl Č. Lípa
Koska Jindřich, Regionální odbor MZe ČR Opava
Kožmín Jiří, Regionální odbor MZe ČR Kladno
Krákora Václav, Kooperativa Praha
Kraus Josef, Regionální odbor MZe ČR Jablonec n.Nisou
Kříž Josef, Agrobanka Praha
Kubát Jaromír, VÚRV Praha
Loutchan Stanislav, soukromý zemědělec
Lysenko Ivan, Regionální odbor MZe ČR Ústí n.L.
Lysenková Lenka, Mlék. průmysl Chomutov
Macka Ladislav, ČM pro hospodářskou politiku a rozvoj
Mahoney Rosemary, VOCA Praha
Mareš Rudolf, Lacrum Brno
Matějka Miroslav, Regionální odbor MZe ČR Žatec
Matouš Aleš, Regionální odbor MZe ČR Znojmo
Melka František, Regionální odbor MZe ČR Příbram
Mikel Jindřich, Regionální odbor MZe ČR Zlín
Morava Petr, Milko Liiberec
Novotný Michael, Regionální odbor MZe ČR Kolín
Němec Čestmír, CASO Všetaty
Němec Luboš, Regionální odbor MZe ČR Jihlava
Novotná Jana, Beskydské mlékárny V. Meziříčí
Novotný Miroslav, Regionální odbor MZe ČR Písek
Obermaier Oldřich, VÚ mlékárenský Praha
Orel Josef, VÚ potravinářský Praha
Pazdera Josef, VÚŽV Praha

(pokračování na další straně)

(pokračování)

Pešl Ladislav, Regionální odbor MZe ČR Brno
Petránek St., Regionální odbor MZe ČR Praha
Pilz Zdeněk, VÚŽV Praha
Pittner Josef, Regionální odbor MZe ČR Litomyšl
Procházka Miroslav, Regionální odbor MZe ČR Č. Budějovice
Prokop Karel, Ministerstvo zemědělství ČR
Rubín Zdeněk, Ministerstvgo zemědělství ČR
Rožeň Jaroslav, Regionální odbor MZE ČR Klatovy
Ryppel Dušan, Lacrum Brno
Senko Vlastimil, ZD Jílové
Schwarz Jan, Regionální odbor MZe ČR Havlíčkův Brod
Sluka Tomáš, ZD Bílá
Somol Tomislav, České a moravskoslezské zemědělské noviny
Ševčík Lubomír, Lacrum Brno
Šimeček Karel, VÚ výživy zvířat Pohořelice
Šrefl Josef, Agria Brno
Tlustý Vlastimil, Ministerstvo zemědělství ČR
Uřičář Jiří, Regionální odbor MZe ČR Hodonín
Vařeka Jan, Olma Olomouc
Večerek Rudolf, Federální ministerstvo hospodářství
Wanous Albert, Land O'Lakes
Zadražil Milan, Jesenické mlékárny Bruntál
Zadražil Pavel, Regionální odbor MZe ČR Náchod
Zimková Mária, VÚ lúk a pasionkov, B. Bystrica

5. Abecedný zoznam účasníkov Slovenského národného fóra

Andel	Ladislav, Ing.,	PD Veľký Cetín okr.Nitra
Andrejuv	Juraj, MVDr.,	RPIS Svidník
Bajči	Pavol, Doc.Ing.CSc.,	VŠP Nitra
Bessler	Vojtech,Ing.,	Agrozemp Michalovce
Bottka	Pavel, Ing.,	Ižla okr.Komárno
Carin	Nathaniel,	Land O'Lakes, USA
Čery	Karol, MVDr.CSc.,	ŠVS Bratislava
Doboly	Tibor ,Ing.,	Mäsový priemysel Bratislava
Duda	Michal, Ing.CSc.,	Semex Bratislava
Dunár	Milan, Ing.,	Veľké Leváre okr.Senica
Džatko	Michal, RNDr.CSc.,	VÚPÚ Bratislava
Fandel	Peter, Doc.Ing.CSc.,	VŠP Nitra
Florková	Mária, Ing.,	RPIS Dolný Kubín
Foldeš	Dionýz, Ing.,	Mliekoservis Košice
Fukas	Ján,Ing.,	RPIS Nitra
Habiňák	Michal, Ing.,	ZJHR Zázrivá okr.D.Kubín
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Vitek	Ľubomír, Ing.,	MVP Pezinok
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Bálint Árpád • „Zrínyi MgTsz, Mozsgó
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Dr. Bartha István • Fejér-Komárom Megyei Tejipari Vállalat
Dr. Basa János • GATE
Basa József • vállalkozó, Bag
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Béres János • Vörösmarty MgTsz, Fót
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Bodor András • Törekvés MgTsz, Fót
Boródi Gábor • Agromilk Kft., Agárd
Boros Iván • AMECOM Kft., Budapest
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Csákvári László • Veszprém Megyei Tejipari Vállalat
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Dr. Deák Géza • „Rákóczi" MgTsz, Földes
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Kolozs László • Zöldmező MgTsz, Vácszentlászló
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A résztvevők névsora lezárva 1992. február 5-én.

Land O'Lakes, Inc.

BULGARIA

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ATTACHMENT E

FORUM AGENDAS

POLISH NATIONAL FORUM FOR AGRICULTURAL POLICY AND TRAINING

8:00 - 8:15
Introduction and Overview of Forum Activities
Nathaniel Carin, Representative

8:15 - 8:55
Official Opening and Welcome; Overview of Land O'Lakes Programs in Poland
Rosemarie Kelly, Manager, Overseas Training Programs

8:55 - 9:25
Introduction to Land O'Lakes and the American Cooperative Movement: Past, Present, and Future
Al Wanous, General Manager, LOL Agra

9:25 - 10:15

O P E N D I S C U S S I O N

10:15 - 10:40

Status of the Dairy Sector in Poland
Zdzislaw Halaczkiewicz, Pelnomocnik Ministra d/s Restrukturizacji Mleczarstwa

10:40 - 11:00

Status of Co-op Laws and the Future for Cooperatives
Stefan Bartela, Director, Wielun OSM

11:00 - 12:30

O P E N D I S C U S S I O N -- Questions for panelists

12:30 - 13:30

L U N C H B R E A K

13:30 - 13:50

Training Needs for the Dairy Sector - The Crosscultural Exchange of Skills and the Role of the Voyevod Administration
Janusz Rozycki, Voyevod, Zamojskie woj.

13:50 - 14:20

The Role of the Foundation in the Rzeszow Region
Tadeusz Kensy, Director, Regionalna Rada Solidarnosci Gospodarczej Fundacja

14:20 - 15:00

O P E N D I S C U S S I O N - Questions for Panelists

15:00 - 15:30

Plans for the Transformation of the ODR System -- Meeting the Needs of the Agricultural System
Miroslaw Drygas, Director of Extension, Ministry of Agriculture and Marek Plichta, Director, ODR - Siedlce

15:30 - 16:20

O P E N D I S C U S S I O N - Questions for Panelists

16:20 - 16:30

C O N C L U D I N G C O M M E N T S
Nathaniel Carin, Representative, Central and East European Programs

CZECH REPUBLIC

P R O G R A M

ČESKÉHO NÁRODNÍHO FÓRA PRO ZEMĚDĚLSKOU POLITIKU A VZDĚLÁVÁNÍ

8.00 - 8.30	Prezence
8.30 - 8.45	Úvod a seznámení s programem semináře (Nathaniel Carin, Land O'Lakes)
8.45 - 9.25	Oficiální zahájení a přivítání účastníků; přehled programů firmy Land O'Lakes v ČR (Rosemarie Kelly, Land O'Lakes)
9.25 - 9.55	Představení firmy Land O'Lakes, Inc., a informace o americkém družstevnictví, jeho minulosti, současnosti a budoucnosti (Albert Wanous, LOL Agra)
9.55 - 10.30	Diskuse
10.30 - 11.20	Privatizační proces v sektoru výroby a zpracování mléka v ČR a nové zákony - zákon o půdě a transformační zákon (Ing. Vlastimil Tlustý, CSc., Ministerstvo zemědělství ČR)
11.20 - 12.00	Diskuse
12.00 - 13.30	Polední přestávka - oběd
13.30 - 13.55	Zahraniční pomoc českému zemědělství a potravinářskému průmyslu na úseku know-how (PhDr. Karel Prokop, CSc., Ministerstvo zemědělství ČR)
13.55 - 14.15	Úloha vzdělávání v rozvoji družstevních struktur (Ing. Čestmír Němec, CASO Všetaty, spol.s r.o.)
14.15 - 14.45	Diskuse
14.45 - 15.05	Rozvoj soukromého bankovnictví a podpora malých a středních podniků prostřednictvím Českomoravské záruční a rozvojové banky (Ing. Ladislav Macka, Ministerstvo pro hospodářskou politiku a rozvoj ČR)
15.05 - 15.25	Potřeby vzdělávacích programů pro transformaci zemědělského sektoru (Ing. Václav Hrubý, CSc., Akademie zemědělských věd ČSFR)
15.25 - 16.20	Diskuse a dotazy
16.20 - 16.30	Závěrečné zhodnocení (N. Carin, Land O'Lakes)

3. Program Slovenského poľnohospodárskeho fóra

8:30 - 8:45 Úvod a prehľad aktivít Fóra

Nathaniel Carin,splnomocnenec,Land O'Lakes, Programy pre strednú a východnú Európu

8:45 - 9:25 Oficiálne otvorenie a privítací prejav

Rosemarie Kelly, riaditeľka, Land O'Lakes, Zámorské výcvikové programy

9:25 - 9:55 Predstavenie združenia Land O'Lakes a amerického družstevného hnutia - minulosť, súčasnosť a budúcnosť

Al Wanous,generálny riaditeľ,Land O'Lakes-Agra

9:55 -10:30 Verejná diskusia

10:30-11:00 Súčasný stav a perspektívy ďalšieho rozvoja poľnohospodárstva na Slovensku

Ing.Jozef Habovštiak,CSc.,námestník ministra Ministersrvo poľnohospodárstva a výživy SR

11:00-11:20 Verejná diskusia

11:20-11:40 Možnosti využitia zahraničnej pomoci pri transformácii slovenského poľnohospodárstva

RNDr.Michal Maco,CSc., vedúci samostatného oddelenia zahraničných stykov, MPVž SR

11:40-12:00 Verejná diskusia

12:00-13:30 Obed

63

13:30-14:00 **Proces privatizácie v poľnohospodársko-potravinárskom komplexe na Slovensku**

JUDr.Anton Kuchárik, riaditeľ odboru privatizácie, MPVž SR

14:20-14:40 **Základný a aplikovaný výskum v oblasti živočíšnej výroby**

Ing.Ladislav Hetényi,CSc.,riaditeľ, Výskumný ústav živočíšnej výroby v Nitre

14:40-15:00 **Verejná diskusia**

15:00-15:20 **Potreba konzultačného nutričného a zdravotného servisu pre zvyšovanie efektívnosti živočíšnej výroby**

Doc.MVDr.Vladimir Vajda,CSc.,pedagóg, Vysoká škola veterinárska v Košiciach

15:20-15:40 **Verejná diskusia**

15:40-16:00 **Mliekárenstvo na Slovensku - stav a perspektívy**

Ing.Ján Mesík,CSc., riaditeľ odboru potravinárskej výroby, MPVž

16:00-16:20 **Verejná diskusia**

16:20-16:30 **Záverečné slovo**

Nathaniel Carin,splnomocnenec,Land O'Lakes, Programy pre strednú a východnú Európu

64

HUNGARY

MEZŐGAZDASÁGI FEJLESZTÉSI ÉS OKTATÁSI PROGRAM MAGYARORSZÁGI FÓRUMA

8:30-8:45
Bevezetés és a Fórum napirendjének áttekintése: Nathaniel Carin, a LOL közép- és kelet-európai programjának képviselője

8:45-9:25
Hivatalos Megnyitó és Köszöntő: Rosemary Kelly, a LOL külföldi oktatási programok szervezője

9:25-9:55
A Land O'Lakes Inc. bemutatása – múlt, jelen és jövő: Al Wanous, vezérigazgató, LOL Agra

9:55-10:15
KÁVÉSZÜNET

10:15-10:35
A magyar tejszektor helyzete:
Dr. Katona Ferenc, Állatorvostudományi Egyetem

10:35-10:55
Az új szövetkezeti törvény és a szövetkezetek jövője:
Dr. Dávid Csaba, MOSZ, főtanácsos

10:55-11:15
Szövetkezeti jog és szövetkeztek átalakulása:
Tellér Gyula, országgyűlési képviselő,

11:15-12:00
KÉRDÉS-FELELET

12:00-13:30
EBÉDSZÜNET

12:00-12:15
SAJTÓTÁJÉKOZTATÓ

13:30-14:00
Az oktatás /továbbképzés szerepe a tejágazat privatizációjában: Lászlófi Sándor, Földművelődésügyi Minisztérium, Élelmiszeripari Vállalatok Privatizációs Osztálya

14:00-14:30
Az oktatás /agrártudományi egyetemek szerepe a szövetkezetek és agrobusinessek fejlesztésében:
Sándorné Pálfalvy Beáta, GATE, Nemzetközi Kapcsolatok Csoport

14:30-14:50
A szaktanácsadói rendszer fejlesztése Magyarországon: Dr.Kozári József, GATE, Munkatudományi Intézet, az EEC PHARE program képviselője

14:50-15:10
KÁVÉSZÜNET

15:10-16:20
KÉRDÉS-FELELET

16:20-16:30
ZÁRÓ KÖVETKEZTETÉSEK
Nathaniel Carin, közép- és kelet-európai képviselő

65

Land O'Lakes, Inc.

BULGARIAN NATIONAL FORUM FOR AGRICULTURAL POLICY AND TRAINING

8:30 – 8:45	**Introduction and Overview of Forum Activities** Nathaniel Carin, Representative, Central and East European Programs
8:45 – 9:25	**Official Opening and Welcome and Overview of LOL Programs in Bulgaria** Rosemarie Kelly, Manager, Overseas Training Programs
9:25 – 9:55	**Introduction to Land O'Lakes, Inc. and the American Cooperative Movement: Past, Present and Future** Al Wanous, General Manager, LOL Agra
9:55 – 10:30	**OPEN DISCUSSION – Questions for panelists**
10:30 – 10:50	**The New Land and Cooperative Laws – The Road to Transformation of the Agricultural Sector** Mr. Krassimir Stefanov, Chairman of Parliamentary Committee on Agriculture
10:50 – 11:10	**Bulgarian Cooperatives – Similarities and Differencies with the American Cooperative Movement in the Context of Agricultural Reform** Mr. Christo Petkov, Director, ACDI / Bulgaria
11:10 – 12:00	**OPEN DISCUSSION – Questions for panelists**
12:00 – 13:30	**LUNCH BREAK**
13:30 – 13:50	**The New Structure and Functions of the Ministry of Agriculture in the Transition from State to Private Farming** Jelez Sabotinov, Parliamentary Secretary
13:50 – 14:10	**The Work of the Small Enterprise Fund in Promoting a Private Dairy Sector** Todor Minkov, President of the Bulgarian Dairy Union
14:10 – 14:55	**OPEN DISCUSSION – Questions for Panelists**
14:55 – 15:15	**Targeting the Training Recipient – Recruiting Issues for LOL Training** Lidiya Angelova, Director of the Feed and Grain Research Institute
15:15 – 15:35	**Barriers to the Development of a Private Farming and Cooperative System – From a Practical Viewpoint** Peter Georgiev, private farmer /Chaskovo/ Georgi Iliev, President of private agribusiness /General Toshevo/
15:35 – 16:30	**CONCLUDING COMMENTS** Nathaniel Carin, Representative, Central and East European Programs

66

ATTACHMENT F

FORUM EVALUATION FORM

LAND O'LAKES, INC.
FORUM ON AGRICULTURAL POLICY AND TRAINING
CITY, COUNTRY
DATE

We would like your opinion as to what you thought of this conference. Please read each question carefully. Circle only one response for each question.

1. Have you attended other conferences similar to this one?

   Yes --> If yes, how would you rate this conference compared
   No to those you have attended?

   Excellent.....4
   Good.....3
   Fair.....2
   Poor.....1

2. Compared to your expectations when you arrived, how would you rate this conference?

   Excellent.....4
   Good 3
   Average.....2
   Poor.....1

3. Compared to your other useful sources of information, how valuable was this conference as a source of information?

   Excellent.....4
   Good.....3
   Average.....2
   Poor.....1

4. Compared to your own personal ideals of what you should get out of a conference, how would you rate this conference session?

   Excellent.....4
   Good.....3
   Fair.....2
   Poor.....1

5. How satisfied were you with the information you received at the conference?

   Very Satisfied.....5
   Satisfied.....4
   Undecided.....3
   Dissatisfied.....2
   Very Dissatisfied...1

6. Overall, how appropriate were the topics discussed at this conference?

Very relevant.....4
Relevant.....3
Somewhat relevant.....2
Not relevant at all.....1

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

7. How helpful was the conference to you?

Very helpful.....4
Somewhat helpful.....3
Not too helpful.....2
Not at all helpful.....1

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

Strongly agree.....5
Mostly agree.....4
Undecided.....3
Mostly disagree.....2 --> How many do you
Strongly disagree.....1 --> feel would be just right?_____.

9. Overall, how would you rate the quality of this conference?

Excellent.....4
Good.....3
Fair.....2
Poor.....1

10. How would you rate the site where this conference was held?

Excellent.....4
Good.....3
Fair.....2
Poor.....1

11. Do you feel this conference met the objectives it was intended to accomplish?

Yes.....1
No.....2

We would appreciate any comments or suggestions you have regarding this conference. Please write on the space below or use the back of this page to share your comments with us.

fmevlfmt.fmo

ATTACHMENT G

REVISED TRAINING PLAN

Table 1. Projected Courses, Timetable, Frequency and Country - 1992

Courses and Forums	Number of Times Course Presented in Each Country by Quarter																				Number of participants per course
	** POLAND				CSFR				BULGARIA												
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
*Farm Management				2							2	1									25
Agribusiness/Cooperative Management		2	2	1						1	1										25
The Privatization Process			1		1	2					2										25
Dairy Procurement and Product Assembly			1																		25
Dairy Breeding and Reproduction			2	1			1				1										25
Dairy Processing and Manufacturing			2				3														25
Dairy Product Distribution, Marketing and Retailing		2	3	2		1		1		1	1										25
Dairy Plant Maintenance								1													25
Dairy Production				3			1					1									25
Forage Production				3								1									25
Dairy Herd Health and Nutrition				2				1			1	1									25
Agri-Input Distribution								2				1									25
Training of Trainers	1	2	1	2		1	1	2		2		1									25
Total Courses	1	6	12	16	1	4	6	7		4	8	6									
TOTAL NUMBER OF PARTICIPANTS	875				450				450												ALL COUNTRIES: 1,775

* This course has been added due to local request.

** A total of thirty-five courses has been identified in Poland so far; however, thirty-six courses are planned in fiscal year 1992.

REVISED--4/28/92

ATTACHMENT H

TRAINING NEEDS ASSESSMENT FORM

Training Needs Assessment Form

Name of Organization: _____
Contact Person: _____
Contact Telephone: _____
Contact Fax: _____

Based on the topics planned for the Land O'Lakes training courses, please list in order of priority the three areas of greatest interest to your organization. Land O'Lakes cannot guarantee that it will be able to fulfill the expectations of each organization, but will strive to provide training where it is capable of doing so and where it is needed most.

1. _____
2. _____
3. _____

Who would be the recipient of such training?

_____
_____

What type of consulting assistance could your organization gain from Land O'Lakes specialists?

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

ATTACHMENT I

FORUM EVALUATIONS

FORUM EVALUATIONS

09:02 WEDNESDAY, APRIL 29, 1992

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: POLAND FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. COMPARE THIS COURSE TO SIMILIAR COURSES?(0-4)	0 - NEVER ATTENDED	12.0	0.0
	1 - POOR	2.0	1.0
	2 - AVERAGE	12.0	2.0
	3 - GOOD	30.0	3.0
	4 - EXCELLENT	12.0	4.0
	TOTAL FOR THIS QUESTION	68.0	2.4
02. HOW WELL WERE YOUR EXPECTATIONS MET? (1-4)	ANSWER		
	1 - POOR	3.0	1.0
	2 - FAIR	10.0	2.0
	3 - GOOD	43.0	3.0
	4 - EXCELLENT	12.0	4.0
	TOTAL FOR THIS QUESTION	68.0	2.9
03. HOW VALUABLE AS A SOURCE OF INFORMATION? (1-4)	ANSWER		
	1 - POOR	5.0	1.0
	2 - FAIR	20.0	2.0
	3 - GOOD	27.0	3.0
	4 - EXCELLENT	16.0	4.0
	TOTAL FOR THIS QUESTION	68.0	2.8
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	ANSWER		
	1 - POOR	3.0	1.0
	2 - FAIR	18.0	2.0
	3 - GOOD	32.0	3.0
	4 - EXCELLENT	15.0	4.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: POLAND FORUM

QUESTION		RESPONSE #	RESPONSE AVER.
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	TOTAL FOR THIS QUESTION	68.0	2.9
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	ANSWER		
	1 - VERY DISSATISFIED	1.0	1.0
	2 - DISSATISFIED	17.0	2.0
	3 - SOMEWHAT	34.0	3.0
	4 - SATISFIED	16.0	4.0
	TOTAL FOR THIS QUESTION	68.0	3.0
06. HOW APPROPRIATE WERE THE TOPICS? (1-4)	ANSWER		
	2 - SOMEWHAT RELEVANT	5.0	2.0
	3 - RELEVANT	35.0	3.0
	4 - VERY RELEVANT	28.0	4.0
	TOTAL FOR THIS QUESTION	68.0	3.3
07. HOW HELPFUL WAS THE CONFERENCE? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	17.0	2.0
	3 - HELPFUL	38.0	3.0
	4 - VERY HELPFUL	13.0	4.0
	TOTAL FOR THIS QUESTION	68.0	2.9
08. THE NUMBER OF PARTICIPANTS WERE JUST RIGHT? (1-5)	ANSWER		
	1 - STRONGLY DISAGREE	2.0	1.0
	2 - DISAGREE	8.0	2.0
	3 - UNDECIDED	16.0	3.0
	4 - AGREE	35.0	4.0
	TOTAL FOR THIS QUESTION	61.0	3.4

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: POLAND FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	1 - POOR	1.0	1.0
	2 - FAIR	9.0	2.0
	3 - GOOD	32.0	3.0
	4 - EXCELLENT	26.0	4.0
	TOTAL FOR THIS QUESTION	68.0	3.2
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	ANSWER		
	1 - POOR	2.0	1.0
	2 - FAIR	5.0	2.0
	3 - GOOD	10.0	3.0
	4 - EXCELLENT	51.0	4.0
	TOTAL FOR THIS QUESTION	68.0	3.6
11. DID THIS CONFERENCE MEET THE OBJECTIVES? (1-2)	ANSWER		
	1 - YES	55.0	1.0
	2 - NO	6.0	2.0
	TOTAL FOR THIS QUESTION	61.0	1.1

FORUM EVALUATIONS

09:02 WEDNESDAY, APRIL 29, 1992

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: CZECH FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. COMPARE THIS COURSE TO SIMILIAR COURSES?(0-4)	0 - NEVER ATTENDED	7.0	0.0
	2 - AVERAGE	1.0	2.0
	3 - GOOD	14.0	3.0
	4 - EXCELLENT	1.0	4.0
	TOTAL FOR THIS QUESTION	23.0	2.1
02. HOW WELL WERE YOUR EXPECTATIONS MET? (1-4)	ANSWER		
	2 - FAIR	5.0	2.0
	3 - GOOD	15.0	3.0
	4 - EXCELLENT	4.0	4.0
	TOTAL FOR THIS QUESTION	24.0	3.0
03. HOW VALUABLE AS A SOURCE OF INFORMATION? (1-4)	ANSWER		
	2 - FAIR	3.0	2.0
	3 - GOOD	16.0	3.0
	4 - EXCELLENT	5.0	4.0
	TOTAL FOR THIS QUESTION	24.0	3.1
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	ANSWER		
	2 - FAIR	3.0	2.0
	3 - GOOD	9.0	3.0
	4 - EXCELLENT	11.0	4.0
	TOTAL FOR THIS QUESTION	23.0	3.3
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	ANSWER		
	3 - SOMEWHAT	3.0	3.0
	4 - SATISFIED	18.0	4.0

(CONTINUED)

FORUM EVALUATIONS

09:02 WEDNESDAY, APRIL 29, 1992

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: CZECH FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	5 - VERY SATISFIED	3.0	5.0
	TOTAL FOR THIS QUESTION	24.0	4.0
06. HOW APPROPRIATE WERE THE TOPICS? (1-4)	ANSWER		
	2 - SOMEWHAT RELEVANT	10.0	2.0
	3 - RELEVANT	10.0	3.0
	4 - VERY RELEVANT	4.0	4.0
	TOTAL FOR THIS QUESTION	24.0	2.8
07. HOW HELPFUL WAS THE CONFERENCE? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	3.0	2.0
	3 - HELPFUL	18.0	3.0
	4 - VERY HELPFUL	3.0	4.0
	TOTAL FOR THIS QUESTION	24.0	3.0
08. THE NUMBER OF PARTICIPANTS WERE JUST RIGHT? (1-5)	ANSWER		
	1 - STRONGLY DISAGREE	4.0	1.0
	2 - DISAGREE	4.0	2.0
	3 - UNDECIDED	3.0	3.0
	4 - AGREE	10.0	4.0
	5 - STRONGLY AGREE	3.0	5.0
	TOTAL FOR THIS QUESTION	24.0	3.2
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	ANSWER		
	2 - FAIR	1.0	2.0
	3 - GOOD	18.0	3.0
	4 - EXCELLENT	5.0	4.0

(CONTINUED)

FORUM EVALUATIONS

09:02 WEDNESDAY, APRIL 29, 1992

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: CZECH FORUM

QUESTION		RESPONSE #	RESPONSE AVER.
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	TOTAL FOR THIS QUESTION	24.0	3.2
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	ANSWER		
	2 - FAIR	3.0	2.0
	3 - GOOD	8.0	3.0
	4 - EXCELLENT	13.0	4.0
	TOTAL FOR THIS QUESTION	24.0	3.4
11. DID THIS CONFERENCE MEET THE OBJECTIVES? (1-2)	ANSWER		
	1 - YES	24.0	1.0
	TOTAL FOR THIS QUESTION	24.0	1.0

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: SLOVAK FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. COMPARE THIS COURSE TO SIMILIAR COURSES?(0-4)	0 - NEVER ATTENDED	11.0	0.0
	2 - AVERAGE	2.0	2.0
	3 - GOOD	25.0	3.0
	4 - EXCELLENT	10.0	4.0
	TOTAL FOR THIS QUESTION	48.0	2.5
02. HOW WELL WERE YOUR EXPECTATIONS MET? (1-4)	ANSWER		
	1 - POOR	1.0	1.0
	2 - FAIR	5.0	2.0
	3 - GOOD	26.0	3.0
	4 - EXCELLENT	16.0	4.0
	TOTAL FOR THIS QUESTION	48.0	3.2
03. HOW VALUABLE AS A SOURCE OF INFORMATION? (1-4)	ANSWER		
	2 - FAIR	10.0	2.0
	3 - GOOD	23.0	3.0
	4 - EXCELLENT	14.0	4.0
	TOTAL FOR THIS QUESTION	47.0	3.1
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	ANSWER		
	2 - FAIR	8.0	2.0
	3 - GOOD	34.0	3.0
	4 - EXCELLENT	5.0	4.0
	TOTAL FOR THIS QUESTION	47.0	2.9
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	ANSWER		
	2 - DISSATISFIED	1.0	2.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: SLOVAK FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	3 - SOMEWHAT	2.0	3.0
	4 - SATISFIED	36.0	4.0
	5 - VERY SATISFIED	8.0	5.0
	TOTAL FOR THIS QUESTION	47.0	4.1
06. HOW APPROPRIATE WERE THE TOPICS? (1-4)	2 - SOMEWHAT RELEVANT	4.0	2.0
	3 - RELEVANT	34.0	3.0
	4 - VERY RELEVANT	9.0	4.0
	TOTAL FOR THIS QUESTION	47.0	3.1
07. HOW HELPFUL WAS THE CONFERENCE? (1-4)	3 - HELPFUL	26.0	3.0
	4 - VERY HELPFUL	21.0	4.0
	TOTAL FOR THIS QUESTION	47.0	3.4
08. THE NUMBER OF PARTICIPANTS WERE JUST RIGHT? (1-5)	2 - DISAGREE	6.0	2.0
	3 - UNDECIDED	2.0	3.0
	4 - AGREE	26.0	4.0
	5 - STRONGLY AGREE	12.0	5.0
	TOTAL FOR THIS QUESTION	46.0	4.0
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	2 - FAIR	2.0	2.0
	3 - GOOD	30.0	3.0
	4 - EXCELLENT	15.0	4.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECHOSLOVAKIA
AND COURSE NAME TRAINEE ATTENDED: SLOVAK FORUM

QUESTION		RESPONSE #	RESPONSE AVER.
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	TOTAL FOR THIS QUESTION	47.0	3.3
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	ANSWER		
	2 - FAIR	1.0	2.0
	3 - GOOD	12.0	3.0
	4 - EXCELLENT	34.0	4.0
	TOTAL FOR THIS QUESTION	47.0	3.7
11. DID THIS CONFERENCE MEET THE OBJECTIVES? (1-2)	ANSWER		
	1 - YES	46.0	1.0
	TOTAL FOR THIS QUESTION	46.0	1.0

COUNTRY LOCATION COURSE OFFERED: HUNGARY
AND COURSE NAME TRAINEE ATTENDED: HUNGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. COMPARE THIS COURSE TO SIMILIAR COURSES?(0-4)	0 - NEVER ATTENDED	18.0	0.0
	2 - AVERAGE	4.0	2.0
	3 - GOOD	30.0	3.0
	4 - EXCELLENT	8.0	4.0
	TOTAL FOR THIS QUESTION	60.0	2.2
02. HOW WELL WERE YOUR EXPECTATIONS MET? (1-4)	ANSWER		
	2 - FAIR	12.0	2.0
	3 - GOOD	42.0	3.0
	4 - EXCELLENT	6.0	4.0
	TOTAL FOR THIS QUESTION	60.0	2.9
03. HOW VALUABLE AS A SOURCE OF INFORMATION? (1-4)	ANSWER		
	1 - POOR	3.0	1.0
	2 - FAIR	18.0	2.0
	3 - GOOD	30.0	3.0
	4 - EXCELLENT	9.0	4.0
	TOTAL FOR THIS QUESTION	60.0	2.8
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	ANSWER		
	1 - POOR	1.0	1.0
	2 - FAIR	15.0	2.0
	3 - GOOD	29.0	3.0
	4 - EXCELLENT	15.0	4.0
	TOTAL FOR THIS QUESTION	60.0	3.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: HUNGARY
AND COURSE NAME TRAINEE ATTENDED: HUNGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	2 - DISSATISFIED	3.0	2.0
	3 - SOMEWHAT	7.0	3.0
	4 - SATISFIED	40.0	4.0
	5 - VERY SATISFIED	9.0	5.0
	TOTAL FOR THIS QUESTION	59.0	3.9
06. HOW APPROPRIATE WERE THE TOPICS? (1-4)	ANSWER		
	2 - SOMEWHAT RELEVANT	1.0	2.0
	3 - RELEVANT	33.0	3.0
	4 - VERY RELEVANT	25.0	4.0
	TOTAL FOR THIS QUESTION	59.0	3.4
08. THE NUMBER OF PARTICIPANTS WERE JUST RIGHT? (1-5)	ANSWER		
	2 - DISAGREE	3.0	2.0
	3 - UNDECIDED	12.0	3.0
	4 - AGREE	31.0	4.0
	5 - STRONGLY AGREE	13.0	5.0
	TOTAL FOR THIS QUESTION	59.0	3.9
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	ANSWER		
	2 - FAIR	5.0	2.0
	3 - GOOD	38.0	3.0
	4 - EXCELLENT	16.0	4.0
	TOTAL FOR THIS QUESTION	59.0	3.2
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	ANSWER		
	2 - FAIR	4.0	2.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: HUNGARY
AND COURSE NAME TRAINEE ATTENDED: HUNGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	3 - GOOD	20.0	3.0
	4 - EXCELLENT	35.0	4.0
	TOTAL FOR THIS QUESTION	59.0	3.5
11. DID THIS CONFERENCE MEET THE OBJECTIVES? (1-2)	ANSWER		
	1 - YES	54.0	1.0
	2 - NO	3.0	2.0
	TOTAL FOR THIS QUESTION	57.0	1.1

COUNTRY LOCATION COURSE OFFERED: BULGARIA
AND COURSE NAME TRAINEE ATTENDED: BULGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. COMPARE THIS COURSE TO SIMILIAR COURSES?(0-4)	0 - NEVER ATTENDED	24.0	0.0
	2 - AVERAGE	2.0	2.0
	3 - GOOD	24.0	3.0
	4 - EXCELLENT	25.0	4.0
	TOTAL FOR THIS QUESTION	75.0	2.3
02. HOW WELL WERE YOUR EXPECTATIONS MET? (1-4)	ANSWER		
	2 - FAIR	6.0	2.0
	3 - GOOD	30.0	3.0
	4 - EXCELLENT	39.0	4.0
	TOTAL FOR THIS QUESTION	75.0	3.4
03. HOW VALUABLE AS A SOURCE OF INFORMATION? (1-4)	ANSWER		
	1 - POOR	1.0	1.0
	2 - FAIR	6.0	2.0
	3 - GOOD	39.0	3.0
	4 - EXCELLENT	28.0	4.0
	TOTAL FOR THIS QUESTION	74.0	3.3
04. HOW WELL WOULD YOU RATE THIS CONFERENCE? (1-4)	ANSWER		
	2 - FAIR	10.0	2.0
	3 - GOOD	28.0	3.0
	4 - EXCELLENT	36.0	4.0
	TOTAL FOR THIS QUESTION	74.0	3.4
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	ANSWER		
	2 - DISSATISFIED	1.0	2.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: BULGARIA
AND COURSE NAME TRAINEE ATTENDED: BULGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
05. WERE YOU SATISFIED WITH THE INFORMATION? (1-5)	3 - SOMEWHAT	30.0	3.0
	5 - VERY SATISFIED	44.0	5.0
	TOTAL FOR THIS QUESTION	75.0	4.2
06. HOW APPROPRIATE WERE THE TOPICS? (1-4)	ANSWER		
	2 - SOMEWHAT RELEVANT	5.0	2.0
	3 - RELEVANT	28.0	3.0
	4 - VERY RELEVANT	40.0	4.0
	TOTAL FOR THIS QUESTION	73.0	3.5
07. HOW HELPFUL WAS THE CONFERENCE? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	1.0	2.0
	3 - HELPFUL	23.0	3.0
	4 - VERY HELPFUL	49.0	4.0
	TOTAL FOR THIS QUESTION	73.0	3.7
08. THE NUMBER OF PARTICIPANTS WERE JUST RIGHT? (1-5)	ANSWER		
	1 - STRONGLY DISAGREE	2.0	1.0
	2 - DISAGREE	1.0	2.0
	3 - UNDECIDED	19.0	3.0
	4 - AGREE	42.0	4.0
	5 - STRONGLY AGREE	10.0	5.0
	TOTAL FOR THIS QUESTION	74.0	3.8
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	ANSWER		
	2 - FAIR	7.0	2.0
	3 - GOOD	27.0	3.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: BULGARIA
AND COURSE NAME TRAINEE ATTENDED: BULGARIAN FORUM

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
09. HOW WOULD YOU RATE THE QUALITY OF CONFERENCE?(1-4)	4 - EXCELLENT	37.0	4.0
	TOTAL FOR THIS QUESTION	71.0	3.4
10. HOW WOULD RATE THE CONFERENCE SITE? (1-4)	ANSWER		
	2 - FAIR	1.0	2.0
	3 - GOOD	10.0	3.0
	4 - EXCELLENT	64.0	4.0
	TOTAL FOR THIS QUESTION	75.0	3.8
11. DID THIS CONFERENCE MEET THE OBJECTIVES? (1-2)	ANSWER		
	1 - YES	70.0	1.0
	2 - NO	2.0	2.0
	TOTAL FOR THIS QUESTION	72.0	1.0

ATTACHMENT J

COURSE ROSTERS

TRAINING OF TRAINERS

List of participants for TOT in Sitno (Zamość)

First/Last Name	Employer	Position
1. Ms. Wanda Syty	ODR Bilgoraj	Extension Agent
2. Mr. Zdzisalw Zwolak	ODR Bilgoraj	Extension Agent
3. Mr. Leslaw Gargola	ODR Tarnawatka	" " "
4. Mr. Miroslaw Gardiasz	ODR Zamość	Senior Extension Agent
5. Mr. Leszek Jeremek	ODR Zamość	Extension Agent
6. Mr. Wieslaw Romanek	ODR Rudnik	Extension Agent
7. Mr. Stefan Krauz	ODR Bilgoraj	" " "
8. Mr. Franciszek Jakubczak	ODR Hrubieszów	" " "
9. Mr. Krzysztof Jasinski	ODR Tomaszów	" " "
10. Ms. Teresa Jaworska	ODR Zamość	" " "
11. Ms. Liliana Gardiasz	ODR Zamość	" " "
12. Ms. Grażyna Różycka	ODR Zamość	" " "
13. Mr. Leszek Kubina		" " "
14. Ms. Barbara Bartecka	ODR Tomaszów	" " "
15. Ms. Maria Jarzyna	ODR Zakrzew	" " "
16. Ms. Zofia Jaworska Kasperkiwicz	ODR Rejowiec	" " "
17. Ms. Wanda Kędzierawska	ODR Chelm	" " "
18. Ms. Maria Jaszczuk	ODR Wlodawa	" " "
19. Mr. Wieslaw Koszuta	ODR Wlodawa	" " "

20. Ms. Teodora Szyszkin	ODR Krasnystaw	,, ,, ,,
21. Mr. Waldemar Abramczuk	ODR Urszulin	,, ,, ,,
22. Mr. Kazimierz Radko	ODR Urszulin	,, ,, ,,
23. Mr. Wojciech Jaroszyński	ODR Walkowiany	,, ,, ,,
24. Ms. Anna Brzezicka	ODR Lapiennik	,, ,, ,,
25. Ms. Józefa Zielonka	ODR Laszczów	,, ,, ,,

26. Mr. Tadeusz Piasecki sitno Mgr. Inz.

LAND O'LAKES, INC.
COURSE ROSTER

Course Title: Privatization Czech Republic

Name of Instructor(s) Dr. Karen Gulliver

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
1. TRNA	JIŘÍ	Zootechnik	ZD DRAHOTUŠE	Chov prasat + výpěr
2. ŠVAJDÁREK	OLDŘICH	vedoucí míchárny krmiv	ZD DRAHOTUŠE	služby zemědělství
3. Němec	Čestmír	ENTREPRENEUR vedoucí	CASO Vlčetín spol. s r.o.	potravinářský průmysl
4. TOMAN	JAN	[illegible]	[illegible]	[illegible]
5. KEJDA	Jaroslav	[illegible]	[illegible]	[illegible]
6. VILHELM	Václav	vrchní dispečer	České pojišťovna	pojišťovací činnost všeobecného pojištění
7. SVOBODA	Miroslav	agromechanizátor	ZP Mor. Třebějovice	[illegible]
8. SMEKAL	Jiří	vedoucí farmy	ZD Vobětice	obilí, [illegible]
9. NOVÁK	LUBOŠ	UČITEL NA VŠZ-PRAHA	PRAHA 6-SUCHDOL VŠZ	TRIBOLOGIE, DIAGNOSTIKA TRAKTORY
10. [illegible]	[illegible]	[illegible]	[illegible]	[illegible]

CRSTRFMT.ADM

Course Title: Privatization

Name of Instructor(s) Dr. Karen Gulliver
Czech Republic

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
11. BOBUMSKÁ	[illegible]	[illegible]	ZÁMEK BOHUMÍN	[illegible]
12. Lysenko	IVAN	Ředitel	MZE ČR PO [illegible]	[illegible] APK
13. KŘÍŽOVÁNÍ	MILAN	[illegible]	MZ ČR PO [illegible]	— " —
14. TEICHMAN	Petr	[illegible]	[illegible]	[illegible]
15. DROBÍLEK	FRANTIŠEK	AGRONOM	ZD ZÁSEČLE	RESTLINNÁ VÝROBA
16. MRKVAN	JIŘÍ	vedoucí firmy	FAJA spol. s r.o. JANKOV 15 okr. Č. Budějovice	Živočišná - rostlinná rostlinná výroba
17. MIKLAS	VACLAV	[illegible]	[illegible] STRA	[illegible]
18. PETRÍK	JAN	Ředitel	AGROCONTACT	marketing pro zahraniční firmy v zemědělství
19. BERLÁK	PAVEL	JEDNATEL	FLELDC 42 s.r.o.	chov mléčného skotu a zpracovatelství mléka
20. Šlejanovský	Josef	[illegible]	[illegible] Žlunice	Sl. [illegible]

CRSTRFMT.ADM

Land O'Lakes, Inc.
Course Roster

Course Title: Participation

Name of Instructor(s) Karen Gulliver
Czech Republic

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
21. Meštan	Jiří	Podep. pace	Přírod. [illegible] [illegible] & Budej	Stroj [illegible]
22.				
23.				
24.				
25.				
26.				
27.				
28.				
29.				
30.				

CRSTRFMT.ADM

LAND O'LAKES, INC.
COURSE ROSTER

Course Title: Privatization / Slovak Republic

Name of Instructor(s) Karen Gulliver

FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
PRIEZVISKO	MENO	PRACOVNÉ ZARADENIE	NÁZOV ORGANIZÁCIE	HLAVNÁ ČINNOSŤ VAŠEJ ORGANIZÁCIE
1. WITTMANN	KATARINA	PRESIDENT	I. WITTMANN-SYN	[redacted]
2. SKALNICKÝ	JURAJ	Hl. ekonóm	PD KOLÁROVO	poľnohosp. výroba
3. OZORÁK	ALEXANDER	HL. EKONOM	PA NESVADY	poľnohosp. výroba
4. [illegible]	Ján	Hl. ekonóm	JM SENICA	poľnohosp. výroba
5. JABLONICKÁ	KVETOSLAVA	Hl. EKONÓMKA	RPIS SENICA	poľnohosp. informácie
6. Vrbovský	Ján	Hl. ekonóm	PD Boleráz	poľnohosp. výroba
7. Jačmenik	Ladislav	hl. ekonóm	ŠM Fiľakovo	poľnohosp. výroba
8. Leňo	Ján	riaditeľ	ŠM Nová Baňa	poľnohospodárstvo
9. Habiňák	Michal	Manažér	JHR Zázrivá	poľnohospodárstvo, riadenie
10. HVIEZDA	MILAN	predseda	PD Kokyne	poľn. výroba

CRSTRFMT.ADM

Land O'Lakes, Inc.
Course Roster

Course Title: PRIVATIZATION / SLOVAK Republic

Name of Instructor(s) KAREN Gulliver

	FAMILY NAME	FIRST NAME	OCCUPATION/ TITLE IN ORGANIZATION	NAME OF ORGANIZATION	MAJOR BUSINESS OF YOUR ORGANIZATION
11.	REVÁK	ANDREJ	HL. EKONÓM	RD BARDEJOV NOVÁ VEŠ	POLNOHOSP. VÝROBA
12.	HARČARIK	MARIAN	VED. REFERENT ODBYTU	PD BARDEJOV	POLNOHOSP. VÝROBA
13.	Pelle	František	ved. obch. úseku	Agrosemy Nitra	Poľnoh. výroba
14.	FEDOR	ANTON	HL. EKONÓM	RPIS Nitra	Poľnoh. výroba
15.	ŽIŽIAR	ŠTEFAN	VED. KONTR. A TRAV. ÚTVARU	ŠM VEĽKÉ REVÚŠTA	POĽNOHOSP. VÝROBA
16.	ŽORKOVÁ	MÁRIA	RIADITEĽKA	RPIS D. Kubín	POĽNOHOSP.
17.	ŽEMBER	LUDOVÍT	Ekon. námestník	Milex Bratislava	Potravinárska výroba
18.	PETRÍKOVÁ	Eduna	SOB Marketingu	Milex Bratislava	Potravinárska výroba
19.	ŽIHELOVÁ	MARIA	EKONOMKA	PD LOKCA	POĽNOHOS. VÝROBA
20.	Šoholová	Mária	ekonómka	PD Tesáre	poľ. výroba

CRSTRFMT.ADM

ATTACHMENT K

COURSE EVALUATION FORM

Land O'Lakes, Inc.
International Development Division
Course Evaluation

Date:_____Country:_____City:_____
(dd/mm/year)

Course Title:_____

Name of Instructor(s):_____
_____

1. How would you rate your proficiency in this topic before you took the course?

   No proficiency at all 0 1 2 3 4 5 6 7 8 9 10 High proficiency

2. How would you rate your level of proficiency in this topic after completing the course?

   No proficiency at all 0 1 2 3 4 5 6 7 8 9 10 High proficiency

3. How much did you learn in this course?

   A great deal.....5
   Much.....4
   Some.....3
   Little.....2
   Nothing at all.....1

4. How well prepared was (were) the instructor(s)?

   Well prepared.....5
   Prepared.....4
   Somewhat prepared.....3
   Not too well prepared....2
   Not at all prepared.....1

5. How knowledgeable was (were) the instructor(s) in the material covered?

   Very knowledgeable.....5
   Knowledgeable.....4
   Somewhat Knowledgeable...3
   Not too knowledgeable....2
   Not Knowledgeable at all 1

6. How satisfied are you with the instructor(s)'s presentation of the material?
Very Satisfied.....5
Satisfied.....4
Undecided.....3
Dissatisfied.....2
Very Dissatisfied...1

7. Do you feel the instructor(s) adequately responded to your questions, concerns or comments?

Yes 1
No 2 --> Why not?_____

8. How satisfied are you with the instructor(s) for this course?

Very Satisfied.....5
Satisfied.....4
Undecided.....3
Dissatisfied.....2 --> Why?_____
Very Dissatisfied...1 --> Why?_____

9. How satisfied are you with the information you received in this course?

Very Satisfied.....5
Satisfied.....4
Undecided.....3
Dissatisfied.....2 --> Why?_____
Very Dissatisfied...1 --> Why?_____

10. How strongly do you agree or disagree with the following statements:

a) The number of days for this course is just right.

Strongly agree.....5
Somewhat agree.....4
Undecided.....3
Somewhat disagree...2 --> How many days would
Strongly disagree...1 --> be appropriate?_____

b) The amount of time spent on each topic was just right.

Strongly agree.....5
Somewhat agree.....4
Undecided.....3
Somewhat disagree...2 --> Too much or
Strongly disagree...1 --> too little time?_____

100

c) The material and handouts used in this course was of high quality.

Strongly agree.....5
Somewhat agree.....4
Undecided 3
Somewhat disagree...2
Strongly disagree...1

d) The number of course participants was just right.

Strongly agree.....5
Somewhat agree.....4
Undecided.....3
Somewhat disagree...2 --> How many participants would
Strongly disagree...1 --> be appropriate? _____

11. How helpful was the course to you?

Very helpful.....4
Somewhat helpful.....3
Not too helpful.....2
Not helpful at all.....1

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

Excellent.....5
Good.....4
Fair.....3
Poor.....2
Unacceptable...1

13. How would you rate the site where this course was held.

Excellent.....5
Good.....4
Fair.....3
Poor.....2
Unacceptable...1

14. How effective was the translator in providing translations?

Very effective.....5
Effective.....4
Somewhat effective.....3
Not too effective.....2
Not at all effective.....1

15. What is your age?_____years old.

101

16. What is your highest level of completed formal education?

Some high school.....1
High school.....2
Vocational school.....3
Some college.....4
College graduate or more 5

17. What is your occupation?_____.

Land O'Lakes appreciates any comments or suggestions you have regarding this course. Please write on the space below or on the back of this page to share your comments with us. Thank You.

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ATTACHMENT L

OVERSEAS TRAINING COURSE EVALUATIONS

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #1/PRIVATIZATION PROCESS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. PROFICIENCY BEFORE COURSE? (0-10)	0-3 - LITTLE OR NONE	4.0	2.3
	4-7 - SOME	7.0	4.7
	TOTAL FOR THIS QUESTION	11.0	3.8
02. PROFICIENCY AFTER COURSE? (0-10)	ANSWER		
	0-3 - LITTLE OR NONE	1.0	3.0
	4-7 - SOME	7.0	6.3
	8-10 - HIGH	3.0	8.3
	TOTAL FOR THIS QUESTION	11.0	6.5
03. HOW MUCH DID YOU LEARN? (1-5)	ANSWER		
	3 - SOME	1.0	3.0
	4 - MUCH	11.0	4.0
	5 - A GREAT DEAL	1.0	5.0
	TOTAL FOR TH'S QUESTION	13.0	4.0
04. HOW WELL WERE THE INSTRUCTORS PREPARED? (1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - PREPARED	1.0	4.0
	5 - WELL PREPARED	11.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.8
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	ANSWER		
	2 - NOT VERY KNOWLEDGEABLE	1.0	2.0
	3 - SOMEWHAT	3.0	3.0
	4 - KNOWLEDGEABLE	5.0	4.0
	5 - VERY KNOWLEDGEABLE	4.0	5.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #1/PRIVATIZATION PROCESS

QUESTION		RESPONSE #	RESPONSE AVER.
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	TOTAL FOR THIS QUESTION	13.0	3.9
06. HOW WAS THE PRESENTATION? (1-5)	ANSWER		
	4 - SATISFIED	5.0	4.0
	5 - VERY SATISFIED	8.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.6
07. HOW DID THE INSTRUCTORS RESPOND TO YOU? (1-2)	ANSWER		
	1 - DID RESPOND	12.0	1.0
	TOTAL FOR THIS QUESTION	12.0	1.0
08. HOW SATISFIED ARE YOU WITH THE INSTRUCTORS? (1-5)	ANSWER		
	4 - SATISFIED	2.0	4.0
	5 - VERY SATISFIED	11.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.8
09. DID THE INFORMATION RECEIVED SATISFY YOUR NEEDS?(1-5)	ANSWER		
	3 - SOMEWHAT	2.0	3.0
	4 - SATISFIED	9.0	4.0
	5 - VERY SATISFIED	2.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.0
10A. HOW WAS THE LENGTH OF THE COURSE? (1-5)	ANSWER		
	2 - DISAGREE	1.0	2.0
	4 - AGREE	5.0	4.0
	5 - STRONGLY AGREE	7.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.4

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #1/PRIVATIZATION PROCESS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
10B. WAS THE TIME ALLOCATED TO EACH TOPIC APPROPRIATE? (1 -4)	2 - DISAGREE	2.0	2.0
	3 - UNDECIDED	3.0	3.0
	4 - AGREE	5.0	4.0
	5 - STRONGLY AGREE	3.0	5.0
	TOTAL FOR THIS QUESTION	13.0	3.7
10C. WERE THE MATERIALS USED OF HIGH QUALITY? (1-5)	ANSWER		
	2 - DISAGREE	2.0	2.0
	3 - UNDECIDED	2.0	3.0
	4 - AGREE	5.0	4.0
	5 - STRONGLY AGREE	4.0	5.0
	TOTAL FOR THIS QUESTION	13.0	3.8
10D. WERE THE NUMBER OF PARTICIPANTS JUST RIGHT? (1-5)	ANSWER		
	4 - AGREE	3.0	4.0
	5 - STRONGLY AGREE	10.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.8
11. HOW HELPFUL WAS THE COURSE TO YOU? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	1.0	2.0
	3 - HELPFUL	11.0	3.0
	4 - VERY HELPFUL	1.0	4.0
	TOTAL FOR THIS QUESTION	13.0	3.0
12. OVERALL QUALITY OF THIS COURSE? (1-5)	ANSWER		
	4 - GOOD	8.0	4.0
	5 - EXCELLENT	4.0	5.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #1/PRIVATIZATION PROCESS

QUESTION		RESPONSE #	RESPONSE AVER.
12. OVERALL QUALITY OF THIS COURSE? (1-5)	TOTAL FOR THIS QUESTION	12.0	4.3
13. HOW WAS THE COURSE SITE? (1-5)	ANSWER		
	2 - POOR	4.0	2.0
	3 - FAIR	3.0	3.0
	4 - GOOD	4.0	4.0
	5 - EXCELLENT	2.0	5.0
	TOTAL FOR THIS QUESTION	13.0	3.3
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - EFFECTIVE	3.0	4.0
	5 - VERY EFFECTIVE	9.0	5.0
	TOTAL FOR THIS QUESTION	13.0	4.6

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #2/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. PROFICIENCY BEFORE COURSE? (0-10)	0-3 - LITTLE OR NONE	3.0	2.3
	4-7 - SOME	6.0	5.5
	8-10 - HIGH	2.0	8.0
	TOTAL FOR THIS QUESTION	11.0	5.1
02. PROFICIENCY AFTER COURSE? (0-10)	ANSWER		
	0-3 - LITTLE OR NONE	1.0	3.0
	4-7 - SOME	5.0	5.4
	8-10 - HIGH	5.0	8.2
	TOTAL FOR THIS QUESTION	11.0	6.5
03. HOW MUCH DID YOU LEARN? (1-5)	ANSWER		
	3 - SOME	6.0	3.0
	4 - MUCH	4.0	4.0
	5 - A GREAT DEAL	1.0	5.0
	TOTAL FOR THIS QUESTION	11.0	3.5
04. HOW WELL WERE THE INSTRUCTORS PREPARED? (1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - PREPARED	3.0	4.0
	5 - WELL PREPARED	7.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.5
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	ANSWER		
	4 - KNOWLEDGEABLE	4.0	4.0
	5 - VERY KNOWLEDGEABLE	7.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.6

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #2/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
06. HOW WAS THE PRESENTATION? (1-5)	4 - SATISFIED	4.0	4.0
	5 - VERY SATISFIED	7.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.6
07. HOW DID THE INSTRUCTORS RESPOND TO YOU? (1-2)	ANSWER		
	1 - DID RESPOND	11.0	1.0
	TOTAL FOR THIS QUESTION	11.0	1.0
08. HOW SATISFIED ARE YOU WITH THE INSTRUCTORS? (1-5)	ANSWER		
	4 - SATISFIED	6.0	4.0
	5 - VERY SATISFIED	5.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.5
09. DID THE INFORMATION RECEIVED SATISFY YOUR NEEDS?(1-5)	ANSWER		
	3 - SOMEWHAT	1.0	3.0
	4 - SATISFIED	10.0	4.0
	TOTAL FOR THIS QUESTION	11.0	3.9
10A. HOW WAS THE LENGTH OF THE COURSE? (1-5)	ANSWER		
	4 - AGREE	10.0	4.0
	5 - STRONGLY AGREE	1.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.1
10B. WAS THE TIME ALLOCATED TO EACH TOPIC APPROPRIATE? (1 -4)	ANSWER		
	4 - AGREE	10.0	4.0
	5 - STRONGLY AGREE	1.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.1

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #2/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
10C. WERE THE MATERIALS USED OF HIGH QUALITY? (1-5)	2 - DISAGREE	1.0	2.0
	4 - AGREE	7.0	4.0
	5 - STRONGLY AGREE	3.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.1
10D. WERE THE NUMBER OF PARTICIPANTS JUST RIGHT? (1-5)	ANSWER		
	2 - DISAGREE	1.0	2.0
	4 - AGREE	5.0	4.0
	5 - STRONGLY AGREE	5.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.3
11. HOW HELPFUL WAS THE COURSE TO YOU? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	1.0	2.0
	3 - HELPFUL	4.0	3.0
	4 - VERY HELPFUL	5.0	4.0
	TOTAL FOR THIS QUESTION	10.0	3.4
12. OVERALL QUALITY OF THIS COURSE? (1-5)	ANSWER		
	4 - GOOD	7.0	4.0
	5 - EXCELLENT	4.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.4
13. HOW WAS THE COURSE SITE? (1-5)	ANSWER		
	4 - GOOD	11.0	4.0
	TOTAL FOR THIS QUESTION	11.0	4.0
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	ANSWER		
	4 - EFFECTIVE	1.0	4.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: CZECH REPUBLIC
AND COURSE NAME TRAINEE ATTENDED: FMC #2/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	5 - VERY EFFECTIVE	10.0	5.0
	TOTAL FOR THIS QUESTION	11.0	4.9

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: FMC #1/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
01. PROFICIENCY BEFORE COURSE? (0-10)	4-7 - SOME	25.0	5.4
	8-10 - HIGH	1.0	8.0
	TOTAL FOR THIS QUESTION	26.0	5.5
02. PROFICIENCY AFTER COURSE? (0-10)	ANSWER		
	4-7 - SOME	8.0	6.4
	8-10 - HIGH	18.0	8.8
	TOTAL FOR THIS QUESTION	26.0	8.0
03. HOW MUCH DID YOU LEARN? (1-5)	ANSWER		
	3 - SOME	11.0	3.0
	4 - MUCH	12.0	4.0
	5 - A GREAT DEAL	3.0	5.0
	TOTAL FOR THIS QUESTION	26.0	3.7
04. HOW WELL WERE THE INSTRUCTORS PREPARED? (1-5)	ANSWER		
	3 - SOMEWHAT	3.0	3.0
	4 - PREPARED	6.0	4.0
	5 - WELL PREPARED	16.0	5.0
	TOTAL FOR THIS QUESTION	25.0	4.5
05. HOW KNOWLEDGEABLE WERE THE INSTRUCTORS? (1-5)	ANSWER		
	4 - KNOWLEDGEABLE	10.0	4.0
	5 - VERY KNOWLEDGEABLE	16.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.6
06. HOW WAS THE PRESENTATION? (1-5)	ANSWER		
	2 - DISSATISFIED	1.0	2.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: FMC #1/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
06. HOW WAS THE PRESENTATION? (1-5)	4 - SATISFIED	14.0	4.0
	5 - VERY SATISFIED	10.0	5.0
	TOTAL FOR THIS QUESTION	25.0	4.3
07. HOW DID THE INSTRUCTORS RESPOND TO YOU? (1-2)	ANSWER		
	1 - DID RESPOND	26.0	1.0
	TOTAL FOR THIS QUESTION	26.0	1.0
08. HOW SATISFIED ARE YOU WITH THE INSTRUCTORS? (1-5)	ANSWER		
	4 - SATISFIED	14.0	4.0
	5 - VERY SATISFIED	12.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.5
09. DID THE INFORMATION RECEIVED SATISFY YOUR NEEDS?(1-5)	ANSWER		
	2 - DISSATISFIED	3.0	2.0
	3 - SOMEWHAT	2.0	3.0
	4 - SATISFIED	20.0	4.0
	5 - VERY SATISFIED	1.0	5.0
	TOTAL FOR THIS QUESTION	26.0	3.7
10A. HOW WAS THE LENGTH OF THE COURSE? (1-5)	ANSWER		
	2 - DISAGREE	1.0	2.0
	3 - UNDECIDED	1.0	3.0
	4 - AGREE	22.0	4.0
	5 - STRONGLY AGREE	2.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: FMC #1/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
10B. WAS THE TIME ALLOCATED TO EACH TOPIC APPROPRIATE? (1 -4)	4 - AGREE	15.0	4.0
	5 - STRONGLY AGREE	11.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.4
10C. WERE THE MATERIALS USED OF HIGH QUALITY? (1-5)	ANSWER		
	2 - DISAGREE	5.0	2.0
	4 - AGREE	12.0	4.0
	5 - STRONGLY AGREE	9.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.0
10D. WERE THE NUMBER OF PARTICIPANTS JUST RIGHT? (1-5)	ANSWER		
	4 - AGREE	7.0	4.0
	5 - STRONGLY AGREE	19.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.7
11. HOW HELPFUL WAS THE COURSE TO YOU? (1-4)	ANSWER		
	2 - NOT TOO HELPFUL	4.0	2.0
	3 - HELPFUL	14.0	3.0
	4 - VERY HELPFUL	8.0	4.0
	TOTAL FOR THIS QUESTION	26.0	3.2
12. OVERALL QUALITY OF THIS COURSE? (1-5)	ANSWER		
	3 - FAIR	4.0	3.0
	4 - GOOD	17.0	4.0
	5 - EXCELLENT	5.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.0

(CONTINUED)

COUNTRY LOCATION COURSE OFFERED: POLAND
AND COURSE NAME TRAINEE ATTENDED: FMC #1/TRAINING OF TRAINERS

QUESTION	ANSWER	RESPONSE #	RESPONSE AVER.
13. HOW WAS THE COURSE SITE? (1-5)	3 - FAIR	7.0	3.0
	4 - GOOD	13.0	4.0
	5 - EXCELLENT	6.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.0
14. HOW EFFECTIVE WAS THE TRANSLATOR? (1-5)	ANSWER		
	4 - EFFECTIVE	3.0	4.0
	5 - VERY EFFECTIVE	23.0	5.0
	TOTAL FOR THIS QUESTION	26.0	4.9

ATTACHMENT M

QUARTERLY FINANCIAL REPORT

FINANCIAL REPORT

	Expenditures		
	Actual		Projected
	Grant to Date	1/1/92 To 3/31/92	4/1/92 To 6/30/92
1. U.S. Training	83,946	83,671	30,880
2. Country Forums	37,022	22,304	0
3. Program Management	77,726	49,133	54,880
4. Int'l Agricultst Training Program	395	20	27,780
5. In-Country Trg	4,063	4,063	161,525
6. Tech Assistance	4,770	4,770	7,580
7. Indepndnt Program Evaluation	0	0	0
8. Indirect Costs	99,803	78,701	98,926
Total	307,725	242,662	381,571

ATTACHMENT N

ILLUSTRATIVE BUDGET FOR BALTICS TRAINING

Agricultural Cooperative/Business Development and Training for the Baltics
Illustrative Budget

U.S. Training - 6 Participants

Airfare @ $2,500 each (Baltics-Mpls rt coach)	$15,000
Per diem @ $82 per day for 10 days	4,920
Travel Per diem @ $135 per day for 1 day	810
Local Transportation @ $400 per day	4,000
Subtotal Travel Expense	$24,730
3 Translators/Drivers @ $200 for 10 days	$6,000
Materials @ $25 per person	150
Subtotal Other Expense	$6,150
Total U.S. Training	$30,880

In-Country Training - 12 Courses

U.S. Trainers:	
60 training days @ $295	$17,700
60 preparation days @ $295	17,700
Subtotal Salaries	$35,400
Airfare 8 trips @ $4,234 (U.S.-Baltics rt Business Class)	$33,872
Local Transportation $200 x 8 trips	1,600
Per diem 12 x 7 days @ $205	17,220
Miscellanous Travel 12 x 7 days x $20	1,680
Subtotal Travel	$54,372
Per diem 12 x 25 Part. x $9.5 x 5 days	14,250
Translator 6 days x 12 courses @ $100	7,200
Field trips 12 x $35	420
Course Materials & Supplies	9,200
Material Translation	15,000
Miscellaneous Expense	500
Subtotal Other Expense	$46,570
Total In-Country Training	$136,342

Program Management

U.S. Project Specialist(ICT Training) - 7 months	$18,083
U.S. Manager (U.S. Training) - 1 month	$4,600
Airfare 2 per year x $500 (Warsaw-Baltics rt Coach)	1,000
Airfare 1 per year x $4,234 (Mpls-Baltics rt Business Class)	4,234
Per diem 7 days x 3 trips x $205	4,305
Car Rental in Baltics	1,000
Miscellaneous Travel	525
Total Program Management	$33,747

Total Direct Costs	$200,969
Indirect Costs (48%)	96,465
Total Baltics Training Cost	$297,434