

PD-ARF 399

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LAND O'LAKES

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

GRANT NO.: EUR-0024-G-00-1072-00

ANNUAL REPORT

November 1, 1992 - September 30, 1993

Table of Contents

Performance Indicators	1
Summary of Activities Under the Grant	2
Significance of Grant Activities	
Selected Impact Examples	4
Comments and Lessons Learned	5
Appendixes	
A. . Regional Logical Framework	
B. Project Activity Summary/ Country Specific Logical Framework	

PERFORMANCE INDICATORS

The project summary with performance indicators in a logical framework format follows as appendix A. Each paragraph addresses objectively verifiable indicators in the four sections of the Log Frame.

OVI for Goals

During the life of the grant, over 150 courses have been completed. As demonstrated by examples of impact on pages 4 and 5. Knowledge and skills were not only gained by course participants, but many of them used the information to improve their businesses and farms. Attitudes also were changed during course work. The most common reaction was an increased willingness to look for opportunities which come about as a result of the changes happening in Eastern Europe. Many of the course participants reported that they regularly contact other course participants, so industry wide networks are developing.

OVI for Purpose

The focus of the courses that Land O' Lakes presented were on management of farms processing, facilities, and supply businesses, as well as cooperative development.

OVI for Outputs

The research done for dairy sector reports generated by subcontractor, Sparks Companies, Inc., helped Land O' Lakes in its efforts to address individual needs of each country. Key leaders from each country were identified and trained in the United States Policy Orientation phase of the program. It is safe to say that at least 50 entities were reached and are utilizing new information in Poland, Bulgaria, Hungary, Slovakia, and the Czech republic. To date, less than 50 entities have been reached in Latvia, Lithuania, Estonia, Albania, and Romania.

OVI for Activities

At least two key leaders from each country have participated in the key leader United States Policy Orientation. These individuals have participated in all of the national forums, many of them took active roles in organizing the forums. At least six courses have been completed in the Czech Republic, Slovakia, Hungary, Bulgaria, and Poland. To date, less than six courses have been completed in Latvia, Lithuania, Estonia, Albania, and Romania. Internships have been completed (three month and six month in duration) during two growing seasons in the upper midwest. In the third quarter of 1993, the first United States based short course was held.

SUMMARY OF ACTIVITIES UNDER THE GRANT

The methodologies of the grant for the year ending September 30, 1993, followed the training model which was described in the proposals for the grant and amendment number one.

The early phase of the model includes a United States policy orientation for selected individuals from each country. This orientation gives exposure to agriculture policy and practices the United States to individuals who have a high degree of influence on policy in their home country. It also starts the process of developing a network of individuals and organizations that serve as a pool of prospective participants for assistance. In most of the countries in which the grant is applied, these people serve as advisors to Land O' Lakes staff. Their experience and willingness to assist in an advisory capacity has been invaluable to the success of the projects under the grant. The policy orientations for most of the countries served by the grant occurred in 1992. Latvian, Estonian, Romanian and Albanian leaders participated in orientations during the year.

An in country forum is the second major activity in the model. Technical and policy experts from the United States as well as the host country were the most common presenters on these programs. The forums introduced the grant activities to dairy producers, government officials, education institution staff, and other interested people. In addition to participants gaining information on how to improve the dairy related industries in their country, Land O' Lakes staff used the opportunity to have a relatively large group of people critique the program planned for the country. This allowed Land O' Lakes staff to make changes to the training schedule to more effectively meet the needs of the developing private agricultural sector in the country.

The core of the activities was broad based training in topics supportive of dairy production followed by technical assistance. Technical assistance was provided in response to requests generated almost entirely from course participants. Cooperatives and businesses which are private or in the process of privatizing are chosen as technical assistance recipients.

Two other methodologies, internships and a United States based short course were also utilized. These methods are very cost intensive, but they have the advantage of allowing the participant to experience United States based business practices first hand.

An evaluation was completed of the projects with a Land O' Lakes team traveling to Estonia, Bulgaria, and Poland. Impact and accomplishments of the grant were documented. Needs of individual countries were addressed. At a planning workshop, Land O' Lakes staff developed the following program changes.

Poland: Land O' Lakes will provide customized technical assistance and training with up to 10 private firms/cooperatives and up to 10 agri-input firms. Materials from existing courses will be institutionalized.

Bulgaria & Romania: Land O' Lakes will provide long term technical assistance in 2 regions in Bulgaria and Romania, ranging from association enhancement and development in Bulgaria to dairy marketing, retailing and agri-input development in Romania. Materials from existing courses will be institutionalized.

Estonia: Land O' Lakes will seek to improve raw milk quality through creation of a model private extension service for small dairy producers in the Tartu region of Estonia. Materials from existing courses will be institutionalized.

Albania: Land O' Lakes will conduct 3,600 dairy information campaigns with rural Albanian women in order to increase the quantity and quality of milk in Albania.

Latvia and Lithuania The current model of broad based training will be concluded by the end of 1993. Materials from existing courses will be institutionalized. Analyses of the needs of the two countries, and resources available for projects in the two countries are currently underway. Program changes or generated for these two countries will be reported in a later report.

Hungary, the Czech Republic, and Slovakia. Programs will be concluded in these three countries by the end of 1993. Materials from existing courses will be institutionalized.

Some of the course materials have already been informally institutionalized. One O.D.R. center in Poland went as far as to translate two Land O' Lakes courses into Russian and combine them for presentation to farmers in Belarus. As a formal endeavor, Land O' Lakes is facilitating the formation of an association of a group of young agriculturalists, the core of which have all completed internships under this and other Land O' Lakes programs. The association will function similarly to the Future Farmers of America in the United States.

During the latter part of the year the grant was extended to mid-1998. Amendment number two added five million dollars to the grant. The focal points of the extension are the projects in Bulgaria and Romania.

A table summarizing program activities, and project descriptions with indicators for the new modifications, follows as appendix B.

SIGNIFICANCE OF GRANT ACTIVITIES

Selected Impact Examples

- In Poland, a large regional and member-controlled cooperative dairy was dramatically helped which resulted in its first advertising efforts, an extensive program of market analysis, creation of an attractive logo and brand name, improved and consumer-friendly packaging, savings through new plant maintenance procedures, and a new corporate structure in which managers and employees work as a team to produce quality market-driven products.
- As a result of Land O'Lakes training, a private Polish dairy captured the local milk market that was previously controlled by a state dairy plant. Using new skills in marketing, logistics, distribution and packaging, the dairy developed new products with longer shelf life which are now distributed through 20 stores.
- Land O'Lakes interns have organized an FFA-type young agriculturists organization with eight clubs and about 200 high school boys and girls in the Siedlce region of Poland. In conjunction with vocational educational schools and extension services, the program will be extended throughout Poland to bring prestige to village life, strengthen cooperation among future agriculturalists, provide an understanding of the entire agricultural system (not just production) and help reverse the flight of young people to urban centers.
- A participant at a Land O'Lakes marketing course learned how to frame transaction documents for his private training company to assure high quality supplies (i.e., protein specifications of feeds) from Belarus for sale to domestic and foreign customers. As a result, he saved \$20,000 on 60 transactions within three months on an annual business volume of \$75,000.
- The most dramatic impact in Bulgaria is Milk Way dairy plant which is the most modern, recently built private processor of cheeses in the country. Land O'Lakes provided critical technical assistance (and the sole outside foreign expertise) in helping prepare a business marketing plan just prior to the facility coming on line. The manager has closely followed the Land O'Lakes plan (1) to initially capture local markets with branded and superior traditional Bulgarian cheeses (white brine), (2) expand into the Sofia market, (3) develop a specialized cheese for a big splash (processed cheese), and (4) begin exporting (Lebanon).
- Land O'Lakes helped form a 17-member, extended-family Bulgarian cooperative for processing sunflower seeds and milling wheat. The cooperative turned a 300% increase in profit within one year.
- A Land O'Lakes technical advisor recommended ways to save one-half of 400 tons in waste water at Estonia's largest dairy plant. An annual savings of \$7,200 in water treatment costs frees up resources to pay ten employees as well as promotes environmental conservation. The dairy manager indicated major savings in improved milk production due to technical assistance. At a second plant, a Land O'Lakes intern saved substantial funds by better analyzing the economics and design of a new evaporator to make powdered milk.
- A Land O'Lakes marketing course was the place where a marketing manager from the Czech

Republic learned about "differentiation" in the marketplace. He developed a new size package, which appealed to consumers. He developed promotional items for retailers to use in their stores. Promotional items were given to retailers and wholesalers. In one year his firm has become dominant in its region.

Comments and Lessons Learned

A key attribute that most of the trainers on this project have in common is line experience. Credibility of the material was greater when it was delivered by an individual who does (in his or her job) what is being taught. One trainee stated that the trainer was effective at teaching a course on cooperative principles because he had been a manager of a cooperative and "he knows how it tastes."

While examples of project impact are available for most of the courses which were taught as part of the broad based training methodology, the greatest impacts were demonstrated in areas where Land O' Lakes has the greatest business expertise. The strengths of Land O' Lakes which correlated most positively to impact in the field were:

- a. Operation and Management of business enterprises like manufacturing plants and coops.
- b. Establishment and operation of private extension services
- c. Marketing of products.

Marketing courses were able to generate impact because of the relatively small amount of resources that are needed to implement out a simple marketing strategy. However a caveat is that western companies will soon be participating in markets in many of the countries which the grant is serving. These western companies, with vast experience and resources, will provide stiff competition for the existing businesses in eastern Europe.

Even as broad based training of people in the field brought much needed information and skill development to the countries served under the grant, Land O' Lakes realized that more specific needs exist in each country. As trainers will readily admit, both in international development and incorporate settings, the impact of training on the learner's occupation or life is the most important concept to quantify. Unfortunately, it is also the most difficult to quantify. The broad based training model helped Land O' Lakes to identify these needs through contact with a representative number of people. More importantly, it served as a screening process whereby viable development candidates were identified.

The evaluation and other feedback from other sources indicated the need to realign the activities of the grant to meet country specific needs. Even before the evaluation, however, the program change for Albania, and the program for Bulgaria and Romania (amendment number 2) demonstrated that specificity by country was the direction that Land O' Lakes was taking the grant activities. The previous experience with the training model was a key part of the process of identifying the needs of each country. Ongoing monitoring and evaluation will be continued to watch for changing conditions which may warrant future adjustments to the grant methodologies.

APPENDIX A
REGIONAL LOGICAL FRAMEWORK

LOGICAL FRAMEWORK**Country: Regional: Poland, Baltics, CSFR, Hungary, Bulgaria, Romania, Albania****Project Name: Free Market Coops****Project Number: EUR-00240G-00-1972-00****Date of This Summary: January 1992****Estimated Project Completion Date: January 1994**

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL To make an investment in human capital & establish a network of individuals whose common goal is to assist in the free market reform of the Eastern European agroindustrial economy.	<ol style="list-style-type: none">1. A cadre of individuals who successfully complete Land O'Lakes training courses.2. Knowledge & attitudinal changes regarding operating in a free market system.3. Producer-to-processor, distributor-to-producer, information provider-to-producer or processor, and/or processor-to-market network established.	1.1 Individual follow up interviews.	1.1 Support from in country organizations in organizing and contributing to project activities.

LOGICAL FRAMEWORK

Country: Regional: Poland, Baltics, CSFR, Hungary, Bulgaria, Romania, Albania

Project Name: Free Market Coops

Project Number: EUR-0G240G-00-1972-00

Date of This Summary: January 1992

Estimated Project Completion Date: January 1994

<p>PURPOSE To assist in the restructuring & privatization of Eastern European agriculture & make it globally competitive by providing training & technical assistance to agroindustries at both the managerial & operational levels.</p>	<p>1. Dairy related agribusinesses have received information on operating in a free market system, including courses regarding management, marketing & cooperative organization.</p>	<p>1.1 Interviews with agribusiness managers. 2.2 Project files. 3.3 Follow-up interviews.</p>	<p>1. Trainees are open and willing to accept new ideas and integrate new knowledge into their practices.</p>
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LOGICAL FRAMEWORK

Country: Regional: Poland, Baltics, CSFR, Hungary, Bulgaria, Romania, Albania

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: January 1992

Estimated Project Completion Date: January 1994

OUTPUTS			
1. Greater understanding of dairy sector in Eastern Europe as basis for future projects.	1.1 Dairy sector report.	1.1 Copy of dairy report.	1. Information gathered is reliable and current enough to act on.
2. Establish a network of agricultural leaders in Poland, the Baltics, CSFR, Hungary, Bulgaria, Romania and Albania.	2.2 Network of key leaders trained & sharing or applying their knowledge.	2. Individual follow up interviews.	2. Individuals remain in contact with fellow classmates and act on information received.
3. Private agribusinesses assisted with business operations and/or business or marketing plans through technical assistance interventions and U.S. internships.	3.3 At least 50 entities reached in each country and utilizing new information to improve their operations.	3. Individual follow up interviews.	3. Individuals/organizations integrate new knowledge into their operations.

LOGICAL FRAMEWORK

Country: Regional: Poland, Baltics, CSFR, Hungary, Bulgaria, Romania, Albania

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: January 1992

Estimated Project Completion Date: January 1994

ACTIVITIES			
1. U.S. Key Leader Orientation	1. At least two key leaders in agriculture identified and trained.	1. Key leader participation lists.	1. Appropriate leaders can be identified and are able to travel to the U.S.
2. National Forum	2. Key leaders assist with forum to "kick off" training and TA activities.	2. Participation lists and follow up interviews.	2. Leaders are willing and able to contribute to LOL activities.
3. Training Courses and technical assistance in areas identified to be of concern.	3. At least 6 training courses and technical assistance given in each country which meet the needs of local conditions.	3. Implementation schedules and follow up interviews with participants.	3. Local collaborating institutions and individuals assist LOL identify and develop appropriate materials/assignments.
4. U.S. Internships	4. A cadre of interns with knowledge of how to improve operations on their farms.	4. Follow up interviews.	4. Interns integrate knowledge into their operations.
5. U.S. Short Courses	5. A cadre of business leaders who will use the information to better their operations.	5. Follow up interviews.	5. Individuals integrate knowledge into their operations.

10

APPENDIX B

**PROJECT ACTIVITY SUMMARY/
COUNTRY SPECIFIC LOGICAL FRAMEWORK**

1993 PROJECT ACTIVITY SUMMARY

NOVEMBER 1, 1992 THROUGH SEPTEMBER 30, 1993

	US Leadership & Ag Policy Orientation (Number of Participants)	National Forum Date	Number of Courses	Technical Assistant	International Agriculturalist Program (Number of Participants)	US Based Short Courses (Number of Participants)
Czech Rep.			13	2	1	
Slovakia			12		2	
Hungary			16	3	2	
Bulgaria			28	10	3	
Poland			42	29	4	9
Latvia		March 31, 1993	3		1	
Lithuania			4			
Estonia		March 15, 1993	3	7	1	
Albania		August 18, 1993	2			
Romania	5	March 25, 1993	3	1		2

12

LOGICAL FRAMEWORKCountry: BulgariaProject Name: Free Market CoopsProject Number: EUR-00240G-00-1972-00Date of This Summary: November 30, 1993Estimated Project Completion Date: June 1998

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL To restructure the Bulgarian dairy industry by assisting small private commercial dairy producers to effectively compete in the marketplace.	Competitive and profitable commercial sized dairy operations.	Survey of targeted area farms.	Dairy policy remains conducive to growth in dairy sector and farmers have access to funds to enlarge herds.
PURPOSE Formation and strengthening of private producers associations in order to increase their income, milk quality, and linkage to processors and input suppliers.	Progressive, functioning producers associations which positively contribute to producer success.	Interview with producer association, survey of their services and interviews with members.	Support from in country organizations and associations in order to form the necessary networks.

LOGICAL FRAMEWORK

Country: Bu'garia

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1998

OUTPUTS			
1. Creation of a Producers Assn.	1. Creation of MW producer assn.	1. Existance and functionality of MW producer association.	1. Support is gained from MW management to participate in program.
2. Model Quality program for private producers	2. Creation of a model QQM program in Plovdiv region.	2. Existance and functionalty of model QQM program.	2. Processing facility supports project and implements QQM objectives in work.
3. Strenthening of existing farm network organizations.	3. Marketing information system, information on QQM programs, dairy promotion, policy, and advocacy strengthening.	3. Interview with union representatives to assess activites on producer, national and federal level.	3. Dairy union integrates knowledge of training into union action on all levels.
4. Formation Dairy Service Cooperative.	4. Creation of Stara Zagora dairy service cooperative.	4. Existance of service cooperative.	4. All pertinent groups can be brought together to work as cooperative.

LOGICAL FRAMEWORK

Country: Bulgaria

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1998

ACTIVITIES			
1. Individualized Logframes are being created to meet the needs of each of the 4 organizational entities targeted.			

LOGICAL FRAMEWORK

Country: Romania

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1995

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>GOAL To improve the capacity of small private agribusinesses to diversify products, improve packaging, conduct consumer market research, and improve distribution systems.</p>	<p>Existence of private food retailers, wholesalers, and ag input company with improved operations.</p>	<p>1. Individual company interviews and review of systems in place.</p>	<p>1. Targeted individuals/ companies exist, willing to participate in program and integrate knowledge into work.</p>
<p>PURPOSE To improve the capacity of small private agribusinesses to diversify products, improve packaging, conduct consumer market research, and improve distribution systems</p>	<p>More diverse product lines, better packaging, market research and distribution systems.</p>	<p>1. Review of company's current operating lines and position.</p>	<p>1. Targeted individuals/ companies exist, willing to participate in program and integrate knowledge into work</p>

LOGICAL FRAMEWORK

Country: Romania

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1995

OUTPUT			
1. Private cheese plants with market oriented management systems.	1. At least 12 small private cheese plants with modern market oriented systems and larger market share.	1. Review of plants for market oriented systems in place and interview with management.	1. Targeted individuals/ companies exist, willing to participate in program and integrate knowledge into work.
2. Functioning ag-service input dealers.	2. At least 8 successful ag-service input dealers functioning.	2. Existence of 8 input dealers and review of their current operating situation.	
3. Dairy food retailers with improved operations.	3. At least 100 pvt food retailers which include dairy products trained in retailing (cash flow, cost svc, advrtg, business planning, invty mgmt, acctg).	3. Individual interviews and company review of management systems in place.	
4. Wholesalers with improved operations.	4. At least 10 of the leading wholesalers in each town within the targeted region with impvd sales, mgmt, invty ctrl, computer use, and logistics.	4. Individual interviews and company review of management systems in place.	
5. Institutionalization of dairy & business information sources.	5. Strengthening the pvt consulting firms in above sectors.	5. Consultants exist and are willing to participate in project.	2. Consultants exist and project can tap into them as resources.

LOGICAL FRAMEWORK

Country: Romania

Project Name: Free Market Coops

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1995

ACTIVITIES			
1. Targeted Courses in business management for each sector listed. 2. Long term follow up technical assistance with targeted organizations/individuals.	Currently being created.		

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LOGICAL FRAMEWORK

Country: Albania

Project Name: Albanian Dairy Improvement Campaign

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: December 1994

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>GOAL To assist Albanian dairy industry better compete within the evolving free market environment.</p>	<p>1. Competitive and more efficient dairy production and processing systems.</p>	<p>1. A cadre of trained change agents, processing managers, and key leaders in selected regions of Albania.</p>	<p>1. Government positively supports dairy industry reforms.</p>
<p>PURPOSE To increase the quality and quantity of milk through targeted dairy campaigns with village women in Albania.</p>	<p>1. Better quality dairy products.</p>	<p>1. Somatic cell counts and bacteria counts. Absence of antibiotic residue and adulterated milk.</p>	<p>1. Participants integrate knowledge into their operations. Important factors affecting dairy quality including availability of cooling tanks, refrigeration, and appropriate milking supplies are available and affordable for women.</p>

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LOGICAL FRAMEWORK

Country: Albania

Project Name: Albanian Dairy Improvement Campaign

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: December 1994

OUTPUTS			
<p>1. Change agents trained in basic dairy quality and marketing issues in order to sufficiently share information through dairy campaign interventions.</p>	<p>1.1 Confident and accurate dairy campaign presentations given by change agents.</p>	<p>1.1 At least 3000 dairy campaign interventions completed by the end of December 1994.</p>	<p>1. Change agents are able to effectively and accurately present dairy quality information to village women.</p>
<p>2. Women dairy producers trained in basic dairy quality issues through targeted dairy campaign interventions.</p>	<p>2.1 Improved sanitation in 50% of the dairy operations which the change agents reach.</p>	<p>2.1 Comparison of baseline data, including SCC, antibiotic tests with present conditions.</p>	<p>2. Women producers are open and able to integrate knowledge into their dairy operations.</p>
<p>3. Improved recordkeeping practices by women producers and processing facilities.</p>	<p>3.1 Dairy processing facilities and/or key women leaders in selected villages and producers begin keeping records in their organization/ operations.</p>	<p>3.1 Existence and review of production and processing records.</p>	<p>3. Women producers and processors willing to take responsibility for accurate recordkeeping practices.</p>
<p>4. Strengthen capacity of Albanian institutions.</p>	<p>4.1 Materials and curriculum development concentrating on milk quality.</p>	<p>4.1 Existence of new curricula and training brochures which include milk quality.</p>	<p>4. Appropriate materials and demonstrations can be developed in a reasonable timeframe.</p>

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LOGICAL FRAMEWORK

Country: Albania

Project Name: Albanian Dairy Improvement Campaign

Project Number: EUR-00240G-00-1972-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: December 1994

ACTIVITIES				
1. U.S. key leader orientation.	1.1 Five dairy industry leaders introduced to U.S. Midwestern agriculture and support from leaders gained.	1.1 Attendance list and interviews with key leaders.	1.1 Key leaders can be identified and are able to travel to the U.S.	
2. National forum to kick off Albanian dairy campaign program.	2.1 At least 75 attendees ranging from Albanian government to dairy producers and processors introduced to LOL activities and made aware of current Albanian dairy situation.	2.1 Attendance list and interviews with selected attendees.	2. People are able and interested in attending national forum.	
3. Change agent training courses.	3.1 Change agents learn basics of milk quality.	3.1 Basic survey of agents' milk quality technical understanding.	3. Change agents are able to effectively and accurately understand technical information.	
4. Dairy campaign interventions conducted by change agents with women producers and processors in selected regions of Albania.	4.1 At least 3000 interventions conducted in selected regions of Albania by end of 1994.	4.1 Survey of database containing list of village women contacted and training received.	4. Change agents are able to travel into countryside to reach village women.	
5. Basic dairy information and materials campaign.	5. Materials created by communications staff.	5.1 Existence of training materials/informational brochures.	5. Materials can be revised to fit the Albanian situation and appropriate knowledge on materials needs and curriculum design exists.	

LOGICAL FRAMEWORK

Country: Poland

Project Name: Free Market Coops (FMC)

Project Number: EUR-00240G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Project Completion Date: June 1998

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>GOAL To assist in the privatization and restructuring of the private dairy sector in Poland</p>	<p>1. A more efficient private dairy system.</p>	<p>1.1 Up to 20 viable dairy and/or dairy-related organizations.</p>	<p>1. Positive Polish government dairy policies. 2. European dairy policy is conducive to Polish dairy growth.</p>
<p>PURPOSE To help dairy cooperatives and/or related industries (feed, seed, private advisory services) become more economically sustainable and increase competition in the dairy sector.</p>	<p>1. More profitable and democratically controlled dairy cooperatives/related industries. Market share increased by at least 5%.</p>	<p>1.1 Sales & market price figures. 1.2 Organization ownership status. 1.3 Expanded product lines. 1.4 Production costs lowered.</p>	<p>1. Local market conditions are receptive to change.</p>

LOGICAL FRAMEWORK

Country: Poland

Project Name: Free Market Coops (FMC)

Project Number: EUR-00240G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Project Completion Date: June 1998

OUTPUTS			
1. Private dairy firms/cooperatives with increased profitability, quality products, and increased market share.	1.1 10 private dairy firms/cooperatives by the end of 1994 with increased profitability, higher quality products and increased market share.	1.1 Sales and market price figures. 1.2 Shelf life of products. 1.3 Raw milk quality reports.	1. Management receptive to recommendations and employees follow through with recommendations.
2. Model dairy cooperatives which are democratically, producer-controlled, responsive coops.	2.1 5 or more of the 10 above organizations are democratically controlled dairy cooperatives by the end of 1994.	2.1 Documentation of organizational structure.	2. No resistance to member-controlled organizations.
3. Private dairy-related firms (feed, seed, private advisory services) which are competitive, high quality sources of inputs to the dairy industry.	3.1 Up to 10 private dairy-related firms with increased market share, better quality inputs by the end of 1994.	3.1 Sales and market price figures. 3.2 Analysis of product lines.	3. Small producer mentality is positive towards change.
4. Regions that promote private agribusiness and democratic values.	4.1 5 Young Agriculturalist Clubs (YACs) in 5 regions which expose	4.1 A registered YAC organization with by-laws and an action	4. Appropriate funding is sourced for YACs. 5. YACs willingness to volunteer. 6. Interest in continued participation by YAC agriculturalists, ODR

LOGICAL FRAMEWORK

Country: Poland

Project Name: Free Market Coops (FMC)

Project Number: EUR-00240G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Project Completion Date: June 1998

ACTIVITIES			
1.1	Customize training and technical assistance.	1.1	Activities customized by organization.
1.2	Conduct training and follow-up technical assistance.		
1.3	Use participants to spread model and give credibility to model.		
1.4	Use of Polish co-trainer and advisors to give credibility and to institutionalize programs.		
			<ol style="list-style-type: none">1. Recipients open to customized training and technical assistance.2. Willingness and time of previous participants, Polish co-trainers and advisors to participate in programs.

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LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Completion Date: June 1998

Hierarchy of Objectives	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>GOAL To assist the Estonian private dairy industry to better compete within the evolving free market place.</p>	<p>1. Competitive and efficient processing facilities.</p>	<p>1.1 Up to four Private Extension Service organizations in processing facilities created.</p>	<p>1. Government dairy policy remains conducive to growth of dairy sector. 2. Selected dairy plants willing to work with Land O'Lakes project.</p>
<p>PURPOSE To improve raw milk quality through creation of a model private extension service for small dairy producers.</p>	<p>1. Better quality dairy products.</p>	<p>1.1 SCC & bacteria counts. 1.2 Financial stability of plants and recognition by other agricultural organizations.</p>	<p>1. Collection Specialists in private dairies integrate knowledge into their work with farmers and willing to establish appropriate policies on milk quality and farmers willing to make changes in their means of production. 2. Management of private dairies is open and supportive of changes to strengthen their organization.</p>

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LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Completion Date: June 1998

OUTPUTS			
1. Establish model Private Extension Service.	1.1 Up to four model Private Dairy Extension Services by the end of 1995.	1.1 Up to four established private extension services.	1. Receive cooperation by the management of the four targeted processing facilities.
2. Improve sanitation on farms and in plants.	2.1 Improved sanitation in 50% of the farms the extension service has reached and good sanitation practices in up to 4 processing facilities worked with by the end of 1995.	2.1 SCC and bacteria count tests for 50% of farms reached and up to 4 processing plants.	2. Farmers and processors are open and committed to implementing quality procedures.
	2.2 Extension employees become technical experts in milk quality issues	2.2 Interview employees to find out how much information was learned.	
3. Develop better marketing capability, through better quality products.	3.1 Marketing plans for up to 4 processing facilities by the end of 1995.	3.1 Existence and use of up to 4 new marketing plans by processing facilities.	3. Marketing department implements marketing plans.
4. Strengthen capability of Estonian institutions.	4.1 Materials and curriculum development concentrating on milk quality.	4.1 New curricula and training programs which include milk quality.	4. Gain support and assistance from Estonian Dairy Assn, Farmers Union, and VoEd institutions.

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024G-00-1972-00

Date of This Summary: December 1, 1993

Estimated Completion Date: June 1998

<p>ACTIVITIES</p> <p>1.1 U.S. quality internship for Estonian technical specialist.</p> <p>1.2 Focused short courses offered by Estonian technical specialists and U.S. Expert with immediate followup technical assistance.</p> <p>1.3 Information and materials campaign.</p>	<p>1.1 Technical staff person learns milk quality information and basics of how to organize a private extension service.</p> <p>1.2 Activities customized according to each organization's needs.</p> <p>1.3 Materials created by Communications staff person.</p>	<p>1.1 Internship completed.</p>	<p>1. Information provided will be applicable to Estonian situation.</p> <p>2. Materials generated will be presented and used by farmers & processors.</p>
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