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***Quarterly Report July 1 - September 30, 1993***

***Agribusiness Exchange Program for Eastern and Central Europe  
Contract Number: EUR-0024-G-00-1066-00***

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**September 1993**

**AGRIBUSINESS EXCHANGE PROGRAM for EASTERN and CENTRAL EUROPE**

**Grant Number EUR-0024-G-00-1066-00**

**Quarterly Report**

**January 1993 - March 1993**

**ADMINISTRATIVE DATA**

Country: Eastern and Central Europe

Implementing Agency: Agency for International Development

Contractor: Agricultural Cooperative Development International  
50 F Street, NW, Washington, D.C. 20001

Date of This report: April, 1993

Date of Last report: January, 1993

AID Project Officer: Dr. James Snell

Date Original Authorization: 7/31/91

Estimated Completion: 8/1/94

Project Field Director: Lee Rosner

Director of Training/Poland: Kathleen Lynch

Director of Training/Southern Tier: Peter Fergin

Employees in CEE: Poland - 2 U.S., 1 Polish

Bulgaria - 1 U.S., 1 Bulgarian

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**PERFORMANCE DATA**

**I. Project Purpose and Progress Toward Objective**

The purpose of the project is to increase the efficiency and the effectiveness of the agricultural sectors of the economies of Central and Eastern European countries. The objectives are to provide training in management, financial and technical skills to agriculturalists and the staff of rural credit institutions; and to extend the benefits of Farmer - to - Farmer programs and other ACDI technical assistance projects in CEE. The project has provided training in the United States for participants from five countries (Poland, Czech and Slovak Federal Republic, Albania, Lithuania and Latvia). Agriculturalists and bankers have received training through in-country workshops in Poland, Estonia, and the Czech and Slovak Federal Republic.

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## II. Situation

The Agribusiness Exchange Program is currently focusing its training efforts in Poland, Bulgaria, Albania, and Romania. In each of these countries, the agricultural sector plays a key economic and political role in the transition from a planned to a market economy. Each of these countries faces some common problems: unresolved land tenure issues; control of farm supply, agricultural marketing, and food processing by inefficient state enterprises; lack of agricultural credit; and lack of trained individuals with skills in management and marketing. However, there are also significant differences in the pace of privatization and the particular problems each of these countries face. For example in Poland more than 80% of productive land remained in the hands of small farmers, while in Bulgaria, land was expropriated by the State and farmed in large collectives.

## III. Implementation Methodology

In order to achieve the project objectives, the following methodology is employed:

### Assessments:

- \* Initial needs assessments or quick survey assessments are conducted in targeted countries to ascertain needs and resources. In response to AID directives and within budget constraints an implementation plan is developed.

### Participant Training Selection:

- \* A training candidate selection process is determined for each of the targeted countries.
- \* ACDI works closely with VOCA and other ACDI projects in CEE to identify candidates and to prioritize training needs. Previous participants also make recommendations. Site visits are made to candidates place of employment to ensure that supervisors support the training.

### Participant Training:

- \* ACDI arranges training programs that range from two weeks to two months, but average four weeks. Programs are designed to meet the specific needs of participants and may include study/observation tours, seminars, and on the job training.
- \* When appropriate, ACDI also arranges internships at various cooperatives and other agribusiness areas for English speaking participants.

In - Country Training:

- \* ACIDI conducts workshops in cooperative organization, farm enterprise management, marketing, management, and technical areas.
- \* In addition, ACIDI conducts specialized training for agricultural credit institutions on cooperative business practices, farm financial analysis, cooperative financial analysis and other banking topics.

Follow - On:

- \* ACIDI conducts periodic follow - up evaluations to assess the impact of training.
- \* ACIDI facilitates regular meetings of training groups; organizes seminars; and involves participants in planning future training programs and identifying training candidates.

**IV. Progress**

During this quarter, a total of 25 participants received training in the United States; and 11 in-country training workshops were held in CEE. Details of programs follow:

**Poland**

**U.S. Participant Training:**

Polish Parliamentarians :In January a seven member delegation from the Polish Parliament, members of the Cooperative Law Committee, participated in a very successful tour of U.S. agricultural cooperatives and farm credit institutions. The training program was closely coordinated with VOCA and included sessions with Richard Magnuson, a VOCA volunteer advisor to the Committee, and John Malcheski and Damon Szymanski who have worked with private cooperatives in Poland. The purpose of the trip was to gain a better understanding of the principles and practices of private cooperatives; how local and regional cooperatives function; how farmers govern their cooperatives; management responsibilities to members; and how cooperatives are involved in political action.

The combined ACIDI training and VOCA technical assistance has had significant impact. The delegation has written a new cooperative law that will make farmer-owned and controlled cooperatives a reality. It has passed the Sejm and is expected to pass the Senate. Since their return, they have requested continued cooperation with ACIDI and VOCA.

Trade Association Training: A three-week training course, March 13 - April 2, was conducted on US trade association operations for ten cooperative bank officials of the National Union of Cooperative Banks. This training program, requested by NUCB and ACIDI's Cooperative Bank Development Project, provided training in the organization and operations of trade associations in the US at the state and national levels. They met with a variety of national trade associations, members of Congress to get an understanding of the relationship between legislators and trade associations, and state organizations.

Cooperative Advisor Training: A group of seven extension directors/agents and one regional Cooperative Development Unit trainer are completing a four-week program, March 20 - April 19, on how to advise farmers to organize and operate farmer-controlled cooperatives. The group traveled to Pennsylvania for a program organized by Larry Yager, who was a USDA Extension Project specialist in Nowy Sacz, and then to Ithaca, New York, to work with Monica Crispin, also a USDA Extension Project specialist. At both sites, the group met with extension specialists responsible for cooperative education and visited a variety of agricultural cooperatives and enterprises.

#### **In - Country Workshops:**

Trade Association Seminar: In February, Vern Moore, a retired Land O'Lakes executive, and former Chairman of ACIDI's Board of Directors, and Dr. Malgorzata Korzycka, an Associate Professor in the Faculty of Law at Warsaw University, developed and conducted two 2 1/2 day seminars on how to organize a trade association. Former ACIDI-trained agribusiness professionals requested the seminar in order to learn how the U.S. trade association system might be implemented in Poland. Participants in the two seminars included twenty two former and six newly selected ACIDI training participants, three bankers associated with ACIDI's Cooperative Bank Development Project, and two Cochran Fellows (10 women, 21 men).

Farm Financial Analysis: A total of nine courses in Farm Financial Analysis were conducted this quarter. The courses were conducted by Warren Gerber, Cooperative Bank Advisor.

In February, four 2 1/2 day courses were conducted for loan officers in Poznan in collaboration with ACIDI's Cooperative Bank Development Project. One hundred bankers participated in the courses (77 women, 23 men).

Five courses were conducted in March, two in Zamosc and three in Wroclaw. The Zamosc courses were requested and organized by one of the Zamosc ODR staff members who participated in an ACIDI US training program for cooperative bank loan officers. Forty-seven bankers and extension agents participated in the course (27 women, 20 men). The Wroclaw courses also had a total of forty-seven trainees.

## **SOUTHERN TIER**

### **Albania**

Preparations were made for two courses on Farm Enterprise Management to be held in April. The courses will be conducted in Skoda and Korce and will target members of the new private farmers associations. Contacts were made with the Albanian Fertilizer and Agri-Inputs Dealer Association to identify potential candidates for a U.S. training program on agricultural input supply marketing.

### **Bulgaria**

The second candidate for training in poultry was selected. Mr. Minchev, the general director of a processing plant, will participate in a training program organized by Robert Strickler, Chairman of Rocco, Inc. Preparations are underway for in-country training courses on the Formation of Production and Marketing Associations to be conducted in June in the Kyustendil area. The target group for the training program are private farmers who want to maintain orchard production.

## **V. Actions Scheduled for Next Quarter**

### **Poland**

- \* April - Conduct four courses on How to Organize a Cooperative (rescheduled from March)
- \* May - Conduct four courses on Basics of Cooperative Business
- \* May - Conduct six Council Member Training courses for cooperative bank directors
- \* June - Conduct four Council Member Training courses for agricultural cooperative directors
- \* June - Arrange internships for two agriculturalists in strawberry marketing and production

### **Albania**

- \* April - Conduct two courses on Farm Enterprise Management
- \* May - Arrange training for six in-put supply association managers

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## Bulgaria

- \* April - Arrange internship for poultry processing plant manager
- \* June - Conduct two courses on the Formation of Production and Marketing Associations

## Romania

- \* April - Conduct assessment of agricultural banks in Romania
- \* May - Select bank officials for training program

## II. Additional Observations and Comments

Lee Rosner joined ACDI's Agribusiness Exchange Program in March. As Project Director for ABE, he will be responsible for overseeing the implementation of all ABE activities in the field. He will be based in Warsaw, but will be traveling frequently to the Southern Tier to monitor activities there.