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**LAND O'LAKES, INC.**

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

**QUARTERLY REPORT**  
October 1 to December 31, 1993

**January 31, 1994**

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## **I. Executive Summary**

The fourth quarter of 1993 was a transition time for most of the projects under the grant. Many of the projects in individual countries were scheduled to change at the end of the quarter, as reported in the third quarter 1993 report. The Bulgaria and Romania Dairy Reform project, which was funded by amendment number two, started in the fourth quarter.

Study teams investigated regions and potential working partners in Bulgaria and Romania for the start up of the Bulgaria and Romania Dairy Reform Project under the grant. Technical managers will be placed in both countries in the first quarter of 1994.

In Albania, the dairy improvement campaign in November, has given sanitation and health benefits demonstrations to 516 women. In November the tenth field agent was hired.

In response to an opportunity identified by specialists who provided technical assistance, a study team was sent to Lithuania. A proposal is being generated, and will be submitted in the first quarter of 1994.

In Poland, three teams of two business and technical specialists collected baseline data on potential working partners. These working partners will be the focus of customized, repeat technical assistance over the course of 1994. Up to twenty will be identified early in the first quarter of 1994.

Fourteen courses and forty-six technical assistance interventions were completed across all of the countries served by the grant. Course topics included dairy processing, agricultural inputs, and farm management. Technical assistance interventions were completed on farms, processing plants, cooperatives, educational institutions, and government agencies.

Two short courses were held in Minneapolis and other sites in Minnesota and Wisconsin. The topics were distribution of agricultural inputs and dairy processing. Participants were from Hungary, Estonia, Bulgaria and Poland.

## **Albania**

### **Dairy Improvement Campaign**

Field agents working on the Dairy Improvement Campaign have given demonstrations to 516 women. Each demonstration lasts approximately two hours and includes information on:

- Dietary advantages of milk
- Health advantages of improving milk quality
- Preparation of cow for milking
- Sanitation of milking equipment

After the demonstration, the field agents request that one of the participants volunteer to be a "Key Leader." This volunteer is invited to attend additional training which she then shares with the women in her village who attended the demonstration with her. The first of the Key Leader training sessions was held in December. The topic was how to treat milk by boiling or pasteurizing to make it more safe.

In November, three field agents were hired bringing the total number to ten. These field agents, who are Albanian nationals, are the cornerstone of the Dairy Improvement Campaign.

Mr. Jorge Restrepo, a consultant from Fundacion Carvajal, worked for four days in November, with the Communication Specialist, to create effective materials for use in the demonstrations.

The staff in Albania arranged a collaborative effort with the Department of Statistics, Ministry of Agriculture and Food, to collect data which can be used for program evaluation.

Three articles were published about the Dairy Improvement Campaign, and a radio interview was done by Neritan Mujo of Radio Kukës. A copy of the articles and a summary in English of the one which was written in Albanian, are included in the appendix.

Eldina Xhakrosa shows women in the village of Drithas, Korce, how to check the body condition of the cow.





**Merita Uruci explains the need for constant stirring while heating milk to pastuerize it.**

**Merita Uruci, field agent, shows key leaders in Lusbaje how to pastuerize milk with a dairy thermometer.**



## **Bulgaria**

### **Study teams**

In November, 1993, a study team composed of five Land O'Lakes staff, investigated regions and potential working partners for inclusion in the "Bulgaria and Romania Dairy Reform" project. At the end of the one week probe, the team identified:

- Intended outputs
- Regions of focus
- Local working partners
- Staffing
- A year one work plan.

Land O'Lakes will work to establish a producers association in Nova Zagora, a dairy service cooperative in Stara Zagora, a model quality milk program in Plovdiv, and work to strengthen existing national producer associations in Bulgaria.

Land O'Lakes will place a long term technical manager in Bulgaria in the first quarter of 1994.

### **Training**

**Jim Schweisthal** taught *Dairy Plant Maintenance* in Velingrad (October 4-8) and in Pleven (October 11-15). Jim reports that, at both sites, participants were a mix of managers, maintenance and production foremen, some from the same plant. The mix of participants was positive, it allowed the participants to get a feel for how different jobs mesh together.

*Agri-Input Distribution* was taught three times during the fourth quarter.

- Stara Zagora (November 1-5) by **James Tiedke**
- Shumen (November 8-12) by **Bob Jacobus**
- Plovdiv (December 13-17) by **Myron Koets**

Jim reported that the marketing section of the course was a highlight, "The students really liked the market research unit." One of the participants, Rangel Marinov, a farmer from Plovdiv, became interested in organizing a cooperative to help solve agri-input distribution problems in his area.

Bob reported that the two sections which generated the best response from participants were:

1. The discussion on cooperatives, how to organize, structure, and manage a cooperative
2. Market Research

Myron Koets also reported that the participants were the most interested in the marketing section of the course. The participants had many misconceptions about issues like, the definitions of a wholesaler and a retailer. He also contrasted the distribution systems in the United States and Western Europe to the system that exists in Bulgaria. Several of the participants voiced their concerns about the current status of agricultural policy in Bulgaria.

### **Technical Assistance**

**Ed Lotterman** assisted the **Serdika 90** dairy plant in Dobritch to prepare a privatization strategy, which it will submit to the Bulgarian government (November 29 - December 3). Ed and the staff of the plant discussed options for the privatization of Serdika 90.

**Myron Koets** traveled to Yambol, Bulgaria (December 20-24) and met with the board of directors of the **Yambol Farmers Association**. He assisted them with various operational challenges that they are experiencing.

**Nigel Adcock** assisted **Milcho Ivanov** with his dairy farm near Korten (December 13-17) Mr. Ivanov only recently began farming. Nigel addressed many aspects of the operation. These included:

- Management/personnel issues;
- Quality of feed and forages, and timing of harvesting;
- Heat detection and artificial insemination;
- Basic milking procedures and sanitation issues; and
- Housing and location of buildings in relation to farm center.

### **Short course**

In October, ten participants from Bulgaria participated in a short course which was held in Minneapolis and other sites in the midwest. The course title was *Agri Input Distribution*. The purpose of the course was to help the participants gain an understanding of the farm distribution system of agricultural inputs in the United States. It included an overview of Land O'Lakes' distribution system, grain elevators, shipping barges, cooperative supply stores, veterinary suppliers and others. A participant training report is attached in the appendices.

### **The Czech Republic**

#### **Training**

**Richard Kellems** was the instructor for *Dairy Herd Health & Nutrition* (October 4-8) which was held in Merin. Participants were most interested in the use of computers to formulate rations. Richard provided copies of public domain nutrition software for participants who requested them.

*Financial Management of the Farm* was presented in Merin by **Dale Dunivan** (November 15-19). The areas of analysis, budgeting, feasibility & profitability were particularly useful for the class, which was primarily made up of farmers.

#### **Technical Assistance**

**Richard Kellems** spent two days working with the **Agricultural Coop in Hustopece**, on computer formulation of rations, mastitis prevention, and herd management techniques. (September 30 - October 1) He gave a slide presentation on production efficiency and mastitis control. Richard also met with the crop production manager, and addressed the importance of forage quality and the impact that it has on formulating rations for high producing dairy cows. During Richard's assignment, the manager of the coop contacted the director of the local Holstein Association. Between them they asked Richard to write an article about feeding high producing cows. Richard indicated that he planned to write the article after his return to the United States.

**Norris Ace** worked with the **ORMILK Company** in Zamberk (October 18-22) Norris advised the company on marketing issues and how to use marketing to improve their current situation. He showed them how to target different demographic groups in the marketplace. He also recommended that they establish a sales department in order to increase their sales and profits. Mr. Ace also traveled to Zlin to assist the **LACMO Company** (October 25-29). Norris worked with this company on marketing issues and personnel management. He recommended that the company create job descriptions for the positions in the

company. He also advised that they have annual evaluations for employees, and company incentives to promote loyalty and good will.

**Joe Leedom** assisted the **Laf Miroslav Farm** in Zablati (November 29-30). Joe assisted them with their plans to modify and expand their operation.

**Mike Christenson** assisted the **Selekta Pacov** near Pacov (December 13-14) with marketing issues, promotion, marketing, methods of personal selling and generation of publicity to stimulate demand for their product. He also helped them become aware of opportunities that they may be able to access internationally.

**Dave Marr** worked with the **AVENA** farm near Hrobce (December 13-15) and assessed its current situation. The farm owner reported that he will likely change from a diversified livestock operation to a single livestock enterprise in an attempt to maximize profit.

Mr. Marr also assisted **Farma Brestany**. He addressed nutrition, forage management, and early post partum health of the cows. He also challenged the management of the farm to empower employees as opposed to dictating to them. He addressed the basic concepts of Total Quality Management and Deming's "14 points."

**Ed Lotterman** met with the management of the **Zod Vacov** farm near Vacov (November 22-26). He addressed how to fairly handle claims against the coop by former landowners, dairy management, sanitation, and labor management. He also noted that some of the challenges faced by the cooperative can only be addressed by national policy changes. An example is the challenge of selling meat or milk in a monopolistic system.

**Roger Landon** assisted two farms in December. They were the **Frantisek Drbohlav Farm** at Skalice and the **ZDVP** farm at Knezeves. Frantisek Drbohlav is working with a very limited cash flow, and is hampered by nonpayment from the dairy which receives his milk. To say the least, Mr. Drbohlav is very discouraged. Roger tried to encourage him to work on the things that he can affect, with the limited resources he has, to improve his operations. Roger addressed cost control, cost efficiency, labor efficiency, separating higher quality feed from poor quality feed, grouping the herd, and timing of forage harvest. At the ZDVP farm, Roger addressed dairy, crop production, and labor management. He also worked on plans to remodel some of the existing facilities to make them more efficient.

**Steve Wilson** provided business management and technical production advice to the **ZIVA Farm** near Hruha Vrbka (December 3-4; 6-7). The management issues addressed included development of an organization chart and establishment of a business plan. Technical discussions included intensive grazing techniques and ration formulation which will help them improve their productivity and profit.

**John Molumby** assisted three farms in November. **Chrancovice Farm** in Listany, **EROUS family farm** in Chribska, and **Olga Smyrhova Farm** in Brezany. John worked with the Chrancovice farm to review and advise on all aspects of the dairy operation. The farm has only recently been established and must work with limited resources. The EROUS family farm needed assistance with feeding and health aspects of their dairy enterprise. Issues addressed included:

- Mastitis control
- Difficult calving
- Abortions
- Pneumonia in calves
- Herd nutrition

Olga Smyrhova has also a recently established a farm. Neither of the husband and wife team had farmed before, so John was able to give them solid, practical advice. Recommendations included advice on:

- Feed rations
- Correct milking procedures
- Ventilation,
- Animal handling

**Greg Wildhaber** assisted **Zd Bavornye** near Zdice (October 4-8). Greg's assignment was to advise on dairy production issues the farmer was having trouble with, including milk yield, inadequate feed inventory, and nutritional issues. Their biggest problem is due to the high incidence of mastitis in the herd. One indicator of the organization's commitment to improve occurred when Greg noticed they were not teat dipping. When he suggested they begin teat dipping, they obtained the necessary supplies and began the practice the next day.

## **Estonia**

### **Training**

**Marilyn Grantham** taught *Training of Trainers* to a group of 25 Estonian agriculture faculty, students, Farmers' Union representatives, and other agriculturalists (October 4-8). Some participants were already working in the field of extension, other participants had an interest in the subject. The course included basic principles of adult education and educational program development. The participants developed their own program plans during the course that they could use in their jobs.

**Chris Meyers** taught a five-day *Dairy Processing and Manufacturing* course in Tartu, Estonia (October 25-29). The activity included two dairy plants tours prior to the class session and one during the course. The tours served as an exercise in plant inspection and served as a laboratory to generate class discussion. The course emphasized understanding the customer, total quality management, cleaning and sanitation, food manufacturing practices, and quality as a way of life. Technical issues such as pasteurization standards, testing for specific pathogenic bacteria, waste management, and energy savings were also addressed.

### **Short course**

In November, five participants from Estonia participated in *Dairy Processing and Manufacturing*, a short course which was held in Minneapolis and other sites in Minnesota and Wisconsin. The objective of the course was to allow participants to examine the newest achievements in dairy processing used by United States' dairy processing facilities. A participant training report is attached in the appendices.

## **Hungary**

### **Training**

**Peter Zoltai** taught *Training of Trainers* in Godollo (October 4-8). He reported that even though most of the course participants were in the education field, most of them gained new ideas that they can use in the courses they teach. Several participants reported that they will now teach more than "what the professor wants". They will do target research to find out the needs of their students and the needs of the country, thereby becoming more effective teachers.

***Financial Management of the Farm*** was the title of the course taught by **Steve VerBeek** in Debrecen (December 6-10). The group did cash-flow projections specific to their interests/areas of business. The participants showed most interest in the balance sheet section and whole farm planning/budgeting section of the course.

### **Technical Assistance**

**Jim Schweisthal** assisted three organizations during the fourth quarter. The milk processing facility in **Miskosc, the Limited Liability Co. in Barcs**, and the **Tejut Dairy Production, Processing & Mktg, Ltd.** in Kaspovar. In Miskosc, Jim's assignment was to make recommendations to improve operations in a dairy processing facility. He met with 15 people from the management staff and discussed processing methods in the United States, and also addressed plant inspections. During his entire four days with the company, the plant staff video taped his interaction with them and captured his recommendations on tape so they could show it to staff who were not able to be present. At the Limited Liability Co. in Barcs, Mr. Schweisthal worked intensively on product quality and equipment maintenance. Jim also identified a problem with the company's waste treatment system, and he arranged for another technical assistance intervention to take place while one of the owners traveled to the United States for a Land O'Lakes short course in November. At Tejut Dairy Production, Processing and Mktg., Ltd., near Kaspovar, Jim prepared an annual business plan and presented it to the company for their consideration. He also analyzed the structure of production, discussed market segments, and made recommendations for them to pursue new sources of milk supply. He addressed training for new employees, and made recommendations to help the firm improve quality in its products.

**Steve Wilson** worked with the **Nagynyárád Ag. Production & Servicing Coop** in Nagynyárád (November 29- December 1). Steve's assignment focused on mastitis management and dairy production issues of the cooperative. His recommendations will take little cost for the organization to implement and are aimed at improving profit and milk quality.

**Al Wanous** met with the management of the **Borjád Agricultural Cooperative** in Borjád, Hungary (October 18-22). He assessed current status of the company and made several recommendations regarding staffing, employee performance, competition with other firms in the region, and future goals for the organization. He recommended that the firm undergo major reorganization and restructuring in order to increase the survivability of the company.

Al also traveled to Debrecen to the **Debrecen University of Agricultural Sciences**. As part of his assignment, Al held an interactive discussion with second-year college students. The topic was the United States private agricultural extension system. The staff indicated that they would incorporate Al's material into their curriculum.

**Maggie Woodburn** worked with the **Nagynyárád Ag. Production & Servicing Coop** in Nagynyárád (November 9-11). She completed a market survey for the organization, which will help them focus their marketing efforts.

### **Short course**

In November, five participants from Hungary traveled to the United States to participate in ***Dairy Processing and Manufacturing***, a short course which was held in Minneapolis and other sites in Minnesota and Wisconsin. The objective of the course was to allow participants to examine the newest achievements in dairy processing used by United States' dairy processing facilities. A participant training report is attached in the appendices.

## **Latvia**

### **Technical Assistance**

**Marianne Smukowski** conducted a technical assistance intervention with Latvia's state inspectors on dairy quality control issues (November 8-12). She gave a 4-day presentation to dairy, meat, and horticulture inspectors. After the first of the year, some changes are planned for the regulatory labs in Latvia. The main goal of the intervention was to give the regulatory staff an overview of United States regulatory system as a whole and to help her structure the new system.

## **Lithuania**

### **Study Team**

Land O'Lakes conducted a study team effort in Lithuania during December, 1993. Through feedback received during technical assistance efforts, Land O'Lakes discovered an opportunity to impact the restructuring of the dairy sector in Lithuania. The team investigated the opportunity and explored regions and potential working partners for the proposed project. Since the project would require significant additional resources, Land O'Lakes is preparing a proposal to submit to AID/Washington in collaboration with the Geonomics Institute. The proposal will be submitted in the first quarter of 1994.

## **Poland**

### **Baseline Studies**

Three teams of two people conducted baseline studies of the prospective working partners in Poland. **Gint Behrens** worked with **Russ Ryss** (November 2-6) and **Gary Zinter** with **Henry Vehrs** (November 29 - December 9). Together they made up the two teams that evaluated dairy processing facilities. **Jerry Jones** and **Al Czapski** (November 4-10) made up the team that evaluated agricultural service and supply businesses. The purpose of the studies was to obtain baseline information concerning the operations of each partner/firm in order to have a comparison against which future progress can be measured, as well as aiding in the selection of viable organizations. All teams collected information on the financial, production, organizational, and other relevant areas of business activities. The teams also made suggestions regarding the future training needs of each organization.

### **Technical Assistance**

After he participated in the study team, **Gint Behrens** addressed three specific problems for **Lacpol** in Torun, **Lidsark Verminski**, and the **Cooperative in Lowicz**. The first two organizations had manufacturing processes that they needed help with, and the last one had a challenge with excessive alkalinity in its milk supply.

**Dean Harder** met with several young people from Poland who are interested in organizing an organization similar to the FFA organization in the U.S. Also in attendance at the meetings were teachers from the local agricultural high schools in the area, and the director of the ODR in Siedlce, Mr. Plichta, and a Ms. Bunko and Mr. Rytel, who are in the process, along with Mr. Plichta, on registering the organization.

Highlights are:

- Organization name; **Future Leaders of Polish Agriculture**
- Monthly meetings

- Meetings will use democratic process
- They determined a list of activities they want to be involved in
- Mr. Plichta, Ms. Bunko, and Mr. Rytel will formally organize and go through the legal process of getting them registered
- The group will start regionally, and later may go national
- The Ministry of Agriculture has committed funding for 1994 (Tadeusz Gluchowski)
- Agricultural businesses will be contacted solicit sponsorships

**Mike Christenson** worked with LACPOL in Torun (November 22-26). Mike taught some of the staff at LACPOL how to conduct market research by accompanying them to a store affiliated with a major supermarket chain. In the store, they conducted in-store intercept interviews to gain an understanding of the perception of the consumer to LACPOL's products. Later, he addressed use of marketing tools, reviewed graphic designs on packaging, and recommended that they make the brand name more prominent on all packaging.

**Tom Boeding** met jointly with directors of boards from two private cooperatives, Nowa Huta and Nowy Targ (November 8-12). He made recommendations related to dairy production, cooperative development, milk quality and membership education. He addressed the economic importance of cooperative functions and the responsibilities, rights, and duties of the Board of Directors. He also followed up on the plan that was proposed in September to create regional cooperative with neighboring dairy processors.

**Ken Schamberger** worked with two organizations, Alczes, near Olsztyn, (December 6-10) and the newly formed Lisców cooperative in Lisców (December 13-17). At Alczes, a privately owned farm supply business, he assisted the staff with the operational start up and enterprise planning of a formerly state owned farm that was recently acquired. At Lisców, he worked with the officers of the new coop on milk quality and development of concepts for services that the coop can provide.

### Short course

In October, one participant from Poland participated in a short course which was held in Minneapolis and other sites in the midwest. The course title was *Agri Input Distribution*. The purpose of the course was to help the participants gain an understanding of the farm distribution system of agricultural inputs in the United States. It included an overview of Land O'Lakes' distribution system, grain elevators, shipping barges, cooperative supply stores, veterinary suppliers and others. Also in November, one participant from Poland, Aleksandra Kondratowicz, traveled to the United States to participate in *Dairy Processing and Manufacturing*, which was held in Minneapolis and other sites in Minnesota and Wisconsin. The objective of the course was to allow the participant to examine the newest achievements in dairy processing used by United States' dairy processing facilities. Participant training reports are attached in the appendices.

### Romania

#### Study Teams

In November, 1993, a study team composed of five Land O'Lakes staff, investigated regions and potential working partners for inclusion in the "Bulgaria and Romania Dairy Reform" project. At the end of the one week probe, the team identified the projects intended outputs, regions of focus, local working partners, staffing, and a year one work plan.

Current plans are to improve the capacity of small private agribusiness including helping 12 small private cheese plants, 100 private food retailers, and 10 leading agribusiness wholesalers establish modern market oriented systems, and assist and/or establish up at least 8 functioning ag-service input dealers.

Land O'Lakes will place a long term technical manager in Romania to oversee the project.

### **Training**

**Steve VerBeek** taught *Financial Management of the Farm* in Sibiu (November 29 - December 3). Half of the course participants were staff members at the research institute at Sibiu and the rest were ag professionals and extension agents. The seminar focused on planning for farm enterprises.

### **Technical Assistance**

**Jim Schweisthal** spent three days at the **CDA Agricultural High School** in Curtea De Arges (December 6-10). Topics he addresses were cooperative development, milk processing, and adult education. He worked on the formation of a cooperative with Tudorel Barbulescu, who is the leader of a farmers group in the area around Curtea De Arges. He then completed two days of sessions on dairy processing, pasteurization of milk, quality control, and small farm management.

## **Slovakia**

### **Training**

**Richard Kellems** was the instructor for *Dairy Herd Health and Nutrition* in Banska Bystrica (October 4-8). Computerized ration balancing and United States dairy production methods were the topics most asked about by the participants.

*Farm Management* was taught in Drienica by **Dale Dunivan** (November 8-12). Most participants owned or worked on farms while the rest were teachers, and one was a university professor. The course content included goal setting and planning. Course participants were encouraged to develop their own definition of success and to evaluate their enterprise to assess whether or not it would support their personal goals.

### **Technical Assistance**

**Michael Schaeffer** worked with **Wittmann Dairy** (November 20-22). The Wittmanns recently returned to Slovakia to claim their family dairy which was taken from them by the communist government. There have been significant challenges to overcome during this privatization process. Mr. Schaeffer assisted the Wittmann Dairy with the development of a business plan. A S.W.O.T. (Strength/Weaknesses/Opportunities/Threats) analysis was done. Ms. Wittmann was asked to provide additional market and financial information to add to the business plan. She was also provided with a Strategic Operating Plan from which she could begin to implement needed changes to strengthen the business. The changes include:

- Reduce debt
- Add an information system
- Develop an organizational structure
- Improve the marketing and sales department
- Improving raw milk and product quality

**Joe Leedom** performed three technical assistance interventions. In the first, he assisted the **Milking spol S.R.O.** in Bratislava with business management issues (December 2-4). In the second, he consulted with the **University of Nitra** about their current research in the field of raw milk quality (December 6-10). Third, he added to Mr. Schaeffer's work with Wittmann Dairy (December 9-10). One of Joe's tasks was to assist Ms. Wittmann to complete her business plan.

**Greg Wildhaber** worked with the management of the **Agricola** farm, near Presov, on milk quality, milking system design, mastitis management, and ration balancing (October 11-15). Dale Dunivan was the next person to provide technical assistance to this farm, following Greg. Dale observed that the farm was actively implementing Greg's recommendations. Recommendations included:

- Installing vacuum lines
- Purchased new milker units
- Washing the cows' udders prior to milking
- Using teat dip
- Sanitizing their milking equipment
- Isolate animals that have mastitis, and milk them last

After Mr. Wildhaber finished his assignment with the **Agricola** farm in Presov, **Dale Dunivan** assisted them (December-8). Dale assisted the management to improve their:

- Dairy management practices
- Forage and grain production
- Selection and breeding of dairy cattle
- Efficient Utilization of crops in the ration

Dale also completed a financial analysis for the **Agricola** farm.

**Dale Dunivan** worked with **Milan Karlubik Farm** near Trnava (December 9-11). This farm was established in the last year, producing grains and vegetable crops. The farmer would like to expand into dairy and/or livestock production and requested assistance in planning for building set-up and herd management. Dale completed a financial analysis of his crop production for the past year, developed a budget for 1994, and developed some alternative proposes for livestock production to be considered in the future as land and buildings become available. Next, Dale visited the **Ag High School in Trnava** (December 13-17). Dale taught ag high school students various topics including dairy production, forage production, and farm financial management. Discussions were also held regarding leadership development and goal setting for success in life. Dale had the students engage in a brainstorming activity where they developed market strategies for agricultural products, and discussed changes needed in government policies affecting private farmers. On the fifth day of Dale's assignment, he met with teachers representing several ag schools in the region near Trnava. These teachers had been present in the classroom the previous four days and had observing Dale's teaching methods. Dale introduced them to some of the curricula and materials used in American agricultural education. They asked for copies, which he provided. Staff members with English language skills translated the material for use at the school.

**John Danz** worked with two organizations, **Presov Agricola** in Presov, (December 3,4, and 6) and **Polnohospodarske Druzstvo** in Pavlice (December 8-10). In Povlice, he reviewed plans for a new processing enterprise and advised that the products they were considering would not justify expenditures. The cooperative needs to continue research in order to develop a complete plan which includes marketing and production before making changes. At Presov Agricola he discussed feasibility of starting a processing plant or forming a joint venture processing company between the other small cooperatives in the area.

**Mike Christenson** taught mini-lectures regarding the use of effective marketing practices to the faculty of the **Economic University at Bratislava** (November 29 - December 3). During his stay in Bratislava, he took a faculty member to a local business where a three hour meeting was conducted with the sales staff on how to effectively use multiple branding and in store promotion to increase market share. The faculty indicated that they will continue using the case studies he provided in his class. The marketing faculty of the university is planning to provide consulting services to area businesses in the area of marketing.

**Tom Boeding** traveled to **Pavlice** (November 1-5) and met with board members, who are also employees, of this privatized cooperative. He made recommendations to management and board of directors, most of which were on management related issues. They were receptive to new technology, and new management ideas, but do not have access to adequate capital. Tom urged them to have patience and to implement the ideas that would have limited capital expense.

**Majorie Faust** met with staff from the **Ministry of Agriculture in Bratislava**. This TA was initially intended to cover topics in dairy facilities, breeding and genetics but was changed after her arrival to the integration of economics and genetics. The group was resistant to many of the new concepts. However, Majorie was able to teach principles of economic decision making. By using actual on-farm problems (i.e., perceived high cost of soybean meal), the group was able to calculate the actual benefit of using such products.

**Nigel Adcock** visited the **Ag High School in Nitra** (December 9-10). He presented a two-day series of lectures, designed to instruct participants in management techniques for high production in holstein dairy cows. Topics covered were dairy production, veterinary sciences, and agricultural production. At one point, the students expressed concern about the future outlook of Slovakian agriculture and for future opportunities in the job market. Nigel addressed their concerns, and gave them some suggestions which he felt would promote self esteem among students looking for employment.

### III. Evaluation.

During **Martin Clark's** technical assistance intervention in **Lisców, Poland**, he worked with a group of farmers who planned to start a farmer controlled cooperative. When Martin met them in September of 1993, they were thirty men with a dream. They have few resources other than their small privately owned farms. During the planning session that they had, Martin became so excited about the group's plan that he donated \$100.00 of his personal money to the group. He told them that he wished to become an honorary member of the coop. Martin also volunteered to sell honorary memberships back in the United States.

When **Ken Schamberger** consulted with the group in December of 1993, the group had followed up on the idea of honorary memberships. They developed a certificate, obtained a donation of printing services from the local extension center, and had the certificates printed. On the first day after the certificates were printed, they sold three certificates locally. Two days later the Gmina (local government similar to a county) board voted to donate \$500.00 to the new cooperative and became an honorary member. The donation from the Gmina was large enough to pay for the cost of registering the new coop.

**Nelly Oinus** was a participant in **Marilyn Grantham's Training of Trainers** course in October of 1993. Nelly, a veterinarian by training, was employed as an advisor to the Estonian Farmers Union. Before the end of 1993, Nelly developed and presented a three day course on bookkeeping to Estonian farmers. She used the style and methods that she learned in Marilyn's course to make the bookkeeping course more effective. Some of the methods that she used included, using an icebreaker, developing handouts, and

providing pencils and notepads to the participants. She reported that the course she developed and presented was a stark contrast to the traditional lecture based sessions which were common in Estonia.

In October of 1993, **Greg Wildhaber** worked with the management of the **Agricola farm**, near Presov, Slovakia on milk quality, milking system design, mastitis management, and ration balancing. Dale Dunivan provided technical assistance to this farm about a month later. Dale observed that the farm was actively implementing Greg's recommendations. Changes they had implemented were:

- Modifying the milking system to improve the cow's udder health
- Changing milking procedures to reduce mastitis
- Improving the sanitation methods to improve milk quality

In January, 1994, a team of two Land O' Lakes staff people traveled to Estonia to select the working partners for the private extension project there. The team discovered that two thirds of the dairies that they evaluated had recently hired advisors to assist their producers improve their milk quality and productivity. When asked why they had hired the advisors, one manager stated that it was due to the courses, technical assistance, and internships that Land O'Lakes had provided. He said, "These courses pointed out the importance of making the farmer successful. When the farmer is successful, we will be successful."

#### **IV. Program Adjustments**

In Albania, the original implementation plan in the proposal, called for campaigns which lasted for three hours per day for two days in each location. The women who are the participants in the campaign do not have the resources or time available to spend that long away from their farms. Facilities are generally not available to host demonstrations for multiple days. As a result, the campaign demonstrations have been developed that are two hours long. The demonstrations are hosted in the home of one of the demonstration participants.

The use of public transportation as the sole transportation method has changed due to challenges with lack of reliability of bus schedules, lack of accessibility of many villages, and concerns for staff safety. Public transportation will be utilized as the primary method. Staff will travel by bus to major towns in the area near the village where the demonstration is to take place. Drivers with cars will be hired to transport the staff from the major town to the village where the demonstration will take place.

The groups of participants do not average twenty five people, as was projected in the proposal for the project. In the initial demonstrations, the average has been about fifteen. The current goal is to train 3,600 women instead of the originally planned 4,000.

The original implementation strategy in the proposal called for 20,000 copies of instructional handouts to be developed. Printing costs in Albania are lower than the original budget, so more than 20,000 will be produced.

#### **Corrections**

In the third quarter 1993 report for the grant, the Participant training report for the International Agriculturalist Interns contained some errors. A corrected report is attached in the appendices. Also included are the third quarter Process and Affiliation charts in the appendices.

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Albania

Project Name: Albania Dairy Improvement Campaign

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: December 31, 1994

| Hierarchy of Objectives  | Objectively Verifiable Indicators (OVI)  | Means of Verification (MOV)  | Important Assumptions  |
|--|--|--|--|
| <p><b>GOAL</b><br/>To increase the quality and quantity of milk produced in target villages.</p> | <p>1. Women milk producers know most factors affecting quality and quantity of milk.</p> <p>2. Milk produced by target audience tests better for various quality tests than milk from baseline survey.</p> <p>3. Perceived amount of milk produced by target audience is higher.</p> | <p>1.1 Field interviews.</p> <p>2.1 Baseline survey results from record of cheese processors, and random sampling.</p> <p>3.1 Field visits and interviews.</p> | <p>Purpose to Goal:</p> <p>1. Women have access and can afford more feed for cows.</p> <p>2. Women have access and can afford more water for cows.</p> <p>3. Women desire to increase milk production.</p> <p>4. Women have access and can afford equipment and chemicals needed to increase milk quality.</p> <p>5. Production records from cheese processors are maintained and access is permitted.</p> |

V. Logical Framework Summaries of Program Components

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LAND O'LAKES

LOGICAL FRAMEWORK

Country: Albania

Project Name: Albania Dairy Improvement Campaign

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: December 31, 1994

|  |   |  |  |
|--|---|--|--|
| <p><b>PURPOSE</b><br/>         1. To train 3,000 to 4,000 women milk producers three times each with information on milk handling, dairy nutrition, and marketing.</p> | <p>1.1 Numbers of women milk producers trained three times each.</p> <p>2.1 Numbers of additional handouts of dairy material given out.</p> <p>2.2 Numbers of advertisements in various media with estimates of audience reached.</p> | <p>1.1.1 Database containing name and address of each woman trained and in training.</p> <p>2.1.1 Records of amount of materials printed and amounts of materials handed out by field agents.</p> <p>2.1.2 Records of amounts of materials handed out by other organizations.</p> <p>2.2.1 Average audience reached if reports are available for advertisements placed in media.</p> | <p><b>Goal to Super Goal:</b></p> <p>1. Women are interested in changing their behavior to increase quality and quantity of their milk.</p> <p>2. Villages can be reached in a reasonable time frame with reasonable cost.</p> <p>3. Appropriate Field Agents who are willing to travel can be found.</p> <p>4. Additional materials given out are read.</p> <p>5. 25 women can be gathered and trained at one time.</p> |
|--|---|--|--|

1/6

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Albania

Project Name: Albania Dairy Improvement Campaign

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: December 31, 1994

| OUTPUTS  |  |  | Output to Purpose:   |
|--|--|--|--|
| 1. Increase of common dairy knowledge among producers.   | 1.1 3,000 - 4,000 women trained three times.   | 1.1 Project files on each woman. Random field interviews.  | 1. Field Agents can correctly impart information to producers.   |
| 2. 15 Albania-specific Dairy Information booklets.   | 2.1 Producers demonstrate new knowledge.   | 2.1 Copies of booklets.  | 2. Information imparted is practical, useful and easily remembered by women producers.   |
| 3. 10 Albanians trained and functioning as Extension Agents.   | 3.1 15 different booklets developed and published.   | 3.1 Project records and personal interviews with field agents.   | 3. Booklets can be printed at reasonable cost.   |
| 4. About 250 Local Key Leaders trained and functioning as technical resources for their communities. | 4.1 Agents attend training courses and implement knowledge in field through campaigns.                 | 4.1 Monthly sign-in sheets for Key Leader meetings and Key Leader's files showing learning activities conducted. | 4. Albanians found who are willing to work for the program.  |
|  | 5.1 Key leaders attend monthly training sessions and conducting learning activities in their villages. |  | 5. Key leaders are interested and willing to travel once a month to come to regional trainings and are willing to train other women. |
|  |  |  | 6. Women in each group are willing to learn from their Key Leaders.  |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Albania

Project Name: Albania Dairy Improvement Campaign

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: December 31, 1994

|   |  |  |   |
|---|--|--|---|
| <p><b>ACTIVITIES (Key Activities Clusters)</b></p> <ol style="list-style-type: none"> <li>1. Hold In-Country Forum.</li> <li>2. Hire and train staff.</li> <li>3. Develop demonstrations.</li> <li>4. Develop additional supporting materials.</li> <li>5. Conduct baseline survey.</li> <li>6. Conduct dairy campaigns.</li> <li>7. Distribute supportive information through handouts and advertisement campaigns.</li> </ol> |  | <ol style="list-style-type: none"> <li>1.1 Participant list and registration list.</li> <li>2.1 Project Manager Records</li> <li>3.1 Project Files</li> <li>4.1 Booklets, Flip Charts</li> <li>5.1 Survey Reports</li> <li>6.1 Project Files</li> <li>7.1 Distribution List</li> </ol> | <p><b>Activities to Output:</b></p> <ol style="list-style-type: none"> <li>1. People interested in attending a forum.</li> <li>2. Women Field Agents willing to travel can be found and trained.</li> <li>3. Appropriate materials and demonstrations can be developed in a reasonable time frame.</li> <li>4. A representative baseline survey can be done at reasonable cost and in a reasonable time frame.</li> </ol> |
|---|--|--|---|

## LOGICAL FRAMEWORK

Country: BulgariaProject Name: Free Market CooperativesProject Number: EUR-0024-G-00-1072-00Date of This Summary: November 30, 1993Estimated Project Completion Date: June 1998

| Hierarchy of Objectives   | Objectively Verifiable Indicators (OVI)  | Means of Verification (MOV)  | Important Assumptions   |
|---|--|--|---|
| <b>GOAL</b><br>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. |
| <b>PURPOSE</b><br>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.             |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Bulgaria

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: November 30, 1993

Estimated Project Completion Date: June 1998

| <b>OUTPUTS</b>   |  |  |  |
|--|--|--|--|
| 1. Creation of a producers association.                  | 1. Creation of Milk Way Producer Association.  | 1. Existence and functionality of Milk Way Producer Association.                                       | 1. Support is gained from Milk Way management to participate in program.         |
| 2. Model Quality program for private producers.          | 2. Creation of a model QQM program in Plovdiv region.  | 2. Existence and functionality of model QQM program.   | 2. Processing facility supports project and implements QQM objectives in work.   |
| 3. Strengthening 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 activities on producer, national and federal levels. | 3. Dairy union integrates knowledge of training into union action on all levels. |
| 4. Formation of Dairy Service Cooperative.               | 4. Creation of Stara Zagora dairy service cooperative.   | 4. Existence of service cooperative.   | 4. All pertinent groups can be brought together to work as cooperative.          |

**LOGICAL FRAMEWORK**

Country: Bulgaria

Project Name: Fresh Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

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. |  |  |  |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: June 1998

| Hierarchy of Objectives  | Objectively Verifiable Indicators (OVI)                    | Means of Verification (MOV)   | Important Assumptions  |
|--|--|---|--|
| <p><b>GOAL</b><br/>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.<br/><br/>2. Selected dairy plants willing to work with Land O'Lakes project.</p>  |
| <p><b>PURPOSE</b><br/>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 &amp; bacteria counts.<br/><br/>1.2 Financial stability of plants and recognition by other agricultural organizations.</p> | <p>1. Collection Specialists in private dairies will integrate knowledge into their work with farmers and are willing to establish appropriate policies on milk quality; farmers willing to make changes in their means of production.<br/><br/>2. Management of private dairies is open and supportive of changes to strengthen their organization.</p> |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: June 1998

| <b>OUTPUTS</b>   |  |  |   |
|--|--|--|---|
| 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 Association, Farmers Union, and Vocational Education institutions. |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Estonia

Project Name: Estonian Dairy Improvement through Private Extension

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 31, 1994

Estimated Completion Date: June 1998

|   |  |                                  |  |
|---|--|----------------------------------|--|
| <p><b>ACTIVITIES</b></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 follow-up 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 &amp; processors.</p> |
|---|--|----------------------------------|--|

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Poland

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 24, 1994

Estimated Project Completion Date: June 1998

| Hierarchy of Objectives   | Objectively Verifiable Indicators (OVI)   | Means of Verification (MOV)  | Important Assumptions   |
|---|---|--|---|
| <p><b>GOAL</b><br/>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.<br/><br/>2. European dairy policy is conducive to Polish dairy growth.</p> |
| <p><b>PURPOSE</b><br/>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 &amp; market price figures.<br/><br/>1.2 Organization ownership status.<br/><br/>1.3 Expanded product lines.<br/><br/>1.4 Production costs lowered.</p> | <p>1. Local market conditions are receptive to change.</p>  |

LAND O'LAKES

LOGICAL FRAMEWORK

Country: Poland

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 24, 1994

Estimated Project Completion Date: June 1998

| <b>OUTPUTS</b>  |  |   |   |
|---|--|---|---|
| 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.<br>1.2 Shelf life of products.<br>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 co-ops.   | 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.<br>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 young agriculturalists to ag opportunities.                               | 4.1 A registered YAC organization with by-laws and an action plan.                                  | 4. Appropriate funding is sourced for YACs.<br>5. YACs willingness to volunteer.<br>6. Interest in continued participation by YAC agriculturalists, ODR centers, and VoAg institutions. |

**LOGICAL FRAMEWORK**

Country: Poland

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of This Summary: January 24, 1994

Estimated Project Completion Date: June 1998

|  |   |  |   |
|--|---|--|---|
| <p><b>ACTIVITIES</b></p> <p>1.1 Customize training and technical assistance.</p> <p>1.2 Conduct training and follow-up technical assistance.</p> <p>1.3 Use participants to spread model and give credibility to model.</p> <p>1.4 Use of Polish co-trainer and advisors to give credibility and to institutionalize programs.</p> | <p>1.1 Activities customized by organization.</p> |  | <p>1. Recipients open to customized training and technical assistance.</p> <p>2. Willingness and time of previous participants, Polish co-trainers and advisors to participate in programs.</p> |
|--|---|--|---|

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LAND O'LAKES

LOGICAL FRAMEWORK

Country: Romania

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

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><b>GOAL</b><br/>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><b>PURPOSE</b><br/>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 Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of this Summary: November 30, 1993

Estimated Project Completion Date: June 1995

| <b>OUTPUTS</b>  |  |   |  |
|---|--|---|--|
| 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 private food retailers which include dairy products trained in retailing (cash flow, cash services, advertising, business planning, inventory management, accounting). | 3. Individual interviews and company review of management systems in place.             | 2. Consultants exist and project can tap into them as resources.   |
| 4. Wholesalers with improved operations.                          | 4. At least 10 of the leading wholesalers in each town within the targeted region with improved sales, management, inventory control, 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 private consulting firms in above sectors.  | 5. Consultants exist and are willing to participate in project.                         |  |

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**LOGICAL FRAMEWORK**

Country: Romania

Project Name: Free Market Cooperatives

Project Number: EUR-0024-G-00-1072-00

Date of this Summary: November 30, 1993

Estimated Project Completion Date: June 1995

| ACTIVITIES   |                                 |  |  |
|--|---------------------------------|--|--|
| <ol style="list-style-type: none"> <li>1. Targeted Courses in business management for each sector listed.</li> <li>2. Long term follow up technical assistance with targeted organizations and individuals.</li> </ol> | <p>Currently being created.</p> |  |  |

VI. Financial Report

FREE MARKET COOPERATIVE  
GRANT # EUR-0024-G-00-1072-00  
FINANCIAL REPORT

|  | Expenditures       |                        |                      |
|--|--------------------|------------------------|----------------------|
|  | Actual             |                        | Projected            |
|  | Grant<br>to Date   | 10/1/93<br>to 12/31/93 | 1/1/94<br>to 3/31/94 |
| 1. U.S. Training (Key Leader)                  | \$158,646          | \$2,696                | \$0                  |
| 2. Country Forums                              | 62,010             | 7,007                  | 0                    |
| 3. Program Management                          | 1,036,865          | 234,594                | 283,141              |
| 4. Int'l. Agriculturalist.<br>Training Program | 261,395            | 40,461                 | 0                    |
| 5. U.S. Short Courses                          | 135,793            | 119,811                | 0                    |
| 6. In-Country Training                         | 1,487,070          | 210,972                | 47,204               |
| 7. Dairy Campaign                              | 2,367              | 2,367                  | 13,929               |
| 8. ST Technical Assistance                     | 431,161            | 260,305                | 110,046              |
| 9. LT Technical Assistance                     | 51,832             | 51,832                 | 208,532              |
| 10. Program Dev./Site Assessments              | 20,979             | 0                      | 0                    |
| 11. Independent Program<br>Evaluation          | 46,039             | 15,701                 | 0                    |
| 12. Subcontracts                               | 334,644            | 95,377                 | 78,381               |
| 13. Indirect Cost                              | <u>1,568,057</u>   | <u>340,331</u>         | <u>274,256</u>       |
| Total  | <u>\$5,596,858</u> | <u>\$1,381,454</u>     | <u>\$1,015,489</u>   |

This report represents a summary of actual and accrued expenses for the referenced agreement or grant. If accrual expense amounts were not available for activities occurring in the reported quarter, those expenses will be reflected in the next quarterly financial summary.

**APPENDIX A**  
**PARTICIPANT TRAINING REPORT**

**Land O'Lakes, Inc.**  
 Participant Training Report  
 Agricultural Cooperative/Business Development & Training  
 in Central and Eastern Europe  
 Grant Number EUR-0024-G-00-1072-00  
 October 18-29, 1993

| NAME                 | CITIZEN  | GENDER | TRAINING SITE                                 | DATES            | PURPOSE  | ACTIVITIES | FUNDING |
|----------------------|----------|--------|---|------------------|--|------------|---------|
| VELKOV, Mihail       | BULGARIA | MALE   | Multiple sites in Minnesota. Agenda attached. | Oct. 18-29, 1993 | To gain an understanding of the farm to distribution system of agricultural products and farm inputs in the U.S., including an overview of the Land O'Lakes distribution system and various grain elevators, shipping berges, cooperative supply stores, farm supply stores, machinery manufacturers and implement dealers, veterinary suppliers, seed and feed supply and distribution systems. The class learned how to develop an appropriate western-style distribution system into their own business setting, and learned more about some of the necessary components that help enable the system to function. | Technical  | USAID   |
| MARTCHEV, Venelin    | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| VARBESHKY, Oleg      | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| ALI, Mehmed          | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| PAVLOVA, Vanya       | BULGARIA | Female | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| MONEV, Pencho        | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| MITEV, Ilia          | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| VELIKOV, Daniel      | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| MIRCHEV, Tochko      | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| CHTILIANOV, Chtilian | BULGARIA | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| WONASZEK, Krzysztof  | POLAND   | Male   | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |
| ZOLOBOWSKA, Lena     | POLAND   | Female | Same as above.                                | Oct. 18-29, 1993 | Same as above.   | Technical  | USAID   |

**Land O'Lakes, Inc.**  
 Participant Training Report  
 Agricultural Cooperative/Business Development & Training  
 in Central and Eastern Europe  
 Grant Number EUR-0024-G-00-1072-00  
 November 8-19, 1993

| NAME                     | CITIZEN | GENDER | TRAINING SITE  | DATES           | PURPOSE  | ACTIVITIES | FUNDING |
|--------------------------|---------|--------|--|-----------------|--|------------|---------|
| GUBA, Peter              | HUNGARY | MALE   | Multiple sites in Minnesota, Wisconsin, and Iowa. Agenda attached. | Nov. 8-19, 1993 | Participants examined the newest achievements in dairy processing used by U.S. dairy processing facilities. Topics included the production of cheese and dairy-based spreads, quality control, product flow, plant automation, sanitation, utilization of whey and other dairy by-products, and steam scouring as a means of energy. Participants were also exposed to the link between the producer and the manufacturer, the importance placed on customer service in a free-market economy. |            |         |
| FRANCZ, Rozsoné          | HUNGARY | FEMALE | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| ELOHAZI, János           | HUNGARY | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| KÁROLY, Jenei            | HUNGARY | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| OTVOS, Imre              | HUNGARY | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| LOUK, Alar               | ESTONIA | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| KANGRO, Kaie             | ESTONIA | FEMALE | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| PIHLAK, Mati             | ESTONIA | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| SARTAKOV, Viktor         | ESTONIA | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| RAIMETS, Heiki           | ESTONIA | MALE   | Same as above.   | Same            | Same as above.   | Technical  | USAID   |
| KONDRATOWICZ, Aleksandra | POLAND  | FEMALE | Same as above.   | Same            | Same as above.   | Technical  | USAID   |

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**APPENDIX B**  
**NEWSPAPER ARTICLES**

## CZECH REPUBLIC

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# A NEWSPAPER ARTICLE TRANSLATION

Czech Headline: Marketing v americkém zemědělství

Authors: Zlata Ludvíková, Otakar Bujnoch

Newspaper: Bionoviny

Date: 12/1993

Purpose: A Land O'Lakes' seminar participants' evaluation

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## TRANSLATION

### MARKETING IN AMERICAN AGRICULTURE

DURING THIS YEAR, AMERICAN FOOD COOPERATIVE LAND O'LAKES OF MINNESOTA AND THE US AGENCY FOR INTERNATIONAL DEVELOPMENT ORGANIZED SEVERAL COURSES IN THE CZECH AND SLOVAK REPUBLICS. THE JUNE COURSE, FOCUSED ON MARKETING PRINCIPLES, WAS FOLLOWED BY THE SEPTEMBER ONE, INTERMEDIATE MARKETING COURSE.

Its trainer, Professor Michael Christenson, has graduated from international trade and has acquired a rich professional practice in different parts of the world. In his forties, he not only lectures his field at a university but also at managerial courses and also works as a technical assistance expert in East European countries.

Marketing is a process putting sellers and buyers into contact. According to Professor Christenson, marketing is a strategy, like chess. Strategic planning suggests how to enterprise successfully. For agriculture, the most important part of marketing undoubtedly is food marketing. Of course, only the sophisticated way of social marketing leads to success in enterprising. Mere quality of products and services does not ensure market success if it cannot address the buyer.

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Marketing is one of the most important fields of American agribusiness. It is a part of the government's agrarian policy. So, it is not only a source of concerns of the farmer, of the producer and of the trader! American farmers realize their production on stock exchanges and auctions or sell directly to processing industry or to trade organizations. In the point of introduction of agrarian production into the marketing process the government intervenes by means of the Department of Agriculture with help of various measures. Its very efficient subsidizing policy is being permanently backed by various State programs so that American agriculture has favourable conditions for its prosperity. With most plant commodities guaranteed prices are determined. Also, farmers are given advantageous loans for storing their production, which makes the delayed sale more profitable. Guaranteed prices are often in programs lowering the production intensity and are focused on environment protection and creation. With other products, namely milk, fruits and vegetables, market orders are mostly applied. These are legal marketing rules giving farmers a guarantee in sales of their quality production at (relatively lower) prices. Market orders and other State measures favourably balance the interests of consumers and producers. In the opposite case (which is well known with us), considerable fluctuations occur. Another very widespread marketing measure is the contract farming; here, sales are based upon a contract between the farmer and the consumer which determines or influences the production process. The quality criteria are very precisely specified to fulfill the consumer's wishes as well as possible. At present, this form of marketing is being applied with almost one third of all American agrarian market production and most commodities are involved, beef and pork, eggs, fruits, vegetables and even fodder.

It is obvious that the State, the producer, the processor, the trader and the consumer are interested in AG and food production marketing. It is said that at least three quarters of each dollar spent for food in the US go to marketing. Just one quarter goes to AG production. Maybe this is why the US are the world biggest AG exporter (40 to 45 billion \$ yearly) and the base of the US' wealth is agriculture! The merits belong to its thoroughful agribusiness, AG policy, state programs, advanced marketing and functioning trade. In America, the market is almost overfilled with plenty of quality and cheap foodstuffs for which 12% of the family budget is spent (while with us it is almost 60%). Both in the US and with us the problem is not production but sales. And in the US, with their State support, they can do it. Both our State and our entrepreneurs have much to learn.

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Course participants were acquainted with concepts of marketing mix, relations between elements (product, distribution, price, promotion), marketing management and planning, marketing strategy, competition environment, market segmentation (division of a heterogenous market into several homogenous ones), decision making on targeting and locating the product in the market, market research etc. The participants could practise the theory in work-groups making market research in the particular city where the course was located. Other topics were consumer behaviour, production strategy, trade- and protected marks, pricing, communication- and promotion strategy, distribution management and new products development. The workbook contained very suitable case studies in each chapter.

Worth mentioning is also the entrepreneurial strategy Americans are unrivalled in. The only comparable ones are the Japanese who have been learning from Americans. They are switching from the US Professor Deming's Total Quality Management to the Zero-Defect Management. Quality control's objective is improving products and services; the managers are responsible for the quality. They have to create a motivating and creative atmosphere. Here, education and research play an important role. Top quality is reached not through a systematic and strict inspection but through a long-term active approach and efforts. While the Total Quality Management principle accepts certain percentage of errors and deficiencies, the Zero-Defect Management accepts no errors at all. This obviously is the limit of our possibilities.

Let us come back to agriculture and the course: Many laws, rules and experience are valid generally. This is why, during all the course, the marketing computer game "Shoes" was played. The participants had to mobilize maximum of information, abilities and the art of combination. Their experience was being acquired during their playing only. Without any risk they could verify their customers' behaviour on the local-, domestic- and foreign markets. They were put in the position of a new manager and were faced with important decisions. The decisive factors here were the market price, consumer's promotion, consumer's advertisement, personal sale, dealer promotion, new product development and market research. The objective here was maximum profit and penetrating into the market at lowest costs. The decision making itself in the process of the entrepreneurial strategy was based upon the very precise estimation of the consumer's behaviour in three given areas (local, domestic and foreign market), to organize promotion accordingly and thus to make the customer to purchase.

This is possible through the use of two strategies:

(1) The Pull Strategy which uses promotion for stimulating the final customer to ask for the product by means of pulling it along the distribution route;

(2) The Push Strategy. Here, the producer or supplier promotes sales or handing the product over to other members of the distribution route by means of pushing.

Those who found the best combination of methods for each of the three markets, were successful.

The game's price was estimated for about \$300 which is relatively high; still, several representatives of schools and other institutions were interested in buying it. In the free market economy, marketing is indispensable. The Land O'Lakes course was traditionally of high quality and its inspirational friendly atmosphere contributed to its success.

# Farm

A-10 West Central Tribune, Minn.

Saturday, October 23, 1993

## Bulgarians, Poles tour Willmar area

### Ag representatives looking for tips on American know-how

By DAVID LITTLE  
Staff Writer

WILLMAR — It was Vanya Pavlova's first visit to the United States and she found it to be a strange, beautiful and clean place.

"I've heard many things about America but it's always different when you go and see with your own eyes what it is," said Pavlova, marketing manager for Yambol Private Farmers' Association of Yambol, Bulgaria.

She was one of 12 representatives of farm and agribusiness operations in Bulgaria and Poland who are in Minnesota from Oct. 18 to 30 under the Land O'Lakes International Development project.

The three-year project, now in its second year, is bringing dozens of people associated with agriculture in Eastern Europe to the United States to learn about farming, manufacturing, food processing and distribution methods in this country and to take those ideas back to their country. The project also sends trainers from the United States to Europe to teach those who cannot come to the U.S.

The group of 10 Bulgarians and two Poles, led by retired agriculture teacher Don Brandt of Willmar, will be taken to farms, manufacturing plants, implement stores, seed companies, feed mills and an oil refinery in the Willmar, St. Cloud, Faribault, Renville, Olivia, Cookato Red Wing and Twin Cities areas.

The group stayed in Willmar from Tuesday night through Fri-

day. In Willmar, the group visited the Willmar Large Animal Pet Hospital, Willmar Technical College, Willmar Manufacturing, Relco Manufacturing, Lange Ag Systems, Damhof dairy farm and Minnesota Feeder Pig Market.

The group also visited Keltgen Seed Company and Thurston Inc., both of Olivia, and Southern Minnesota Sugar Cooperative and Farmers Country Co-op Elevator, both of Renville.

Brandt, who retired last spring from the Willmar Technical College Ag Department, said the project gives foreign visitors a broad overview of agriculture and the businesses that serve agriculture.

"They are very interested. They ask a lot of questions, take a lot of pictures," said Brandt on Thursday morning at a stop at Relco Manufacturing.

Many of the places being visited by the foreigners are businesses associated with Land O'Lakes or do business with Land O'Lakes, which has its headquarters in Minnesota. Many of the places being visited are within about 100 miles of the Twin Cities.

The visitors represent a variety of government and private interests. Roughly half of the group is involved in dairy and the rest are involved with seed sales and production. For example, one is a farmer, one is from a bank, one is an economist and one is president of a dairy union. Pavlova said there are 60 members in the as-



Tribune photo by David Little

Loren Corle, co-owner of Relco Manufacturing of Willmar, explains the operations of the company on Thursday to a group of Bulgarians and Poles touring Minnesota farms and businesses that serve farmers. Relco is a dairy equipment

sociation for which she works. However, most of the members are cooperatives, which consist of many crop farmers.

"I have many questions. I hope I'll have a chance to ask

questions. We'll have to discuss many things," said Pavlova, who speaks English.

Oleg Varbeshey, manager of the Selected Seeds Company in Pleven, Bulgaria, said there are

many changes taking place in his country. Soon, he said, it will be private enterprise.

He said it was important for him to learn about the distribu-

tion system. "Everything is arranged so it will be very available for me to learn about your way of business and communication," he said.



**EVEN AMERICAN FARMERS HAVE MADE MISTAKES**  
By Vita Beļavnieca

One of the largest dairy cooperatives in the U.S., *Land O'Lakes*, has received funds from the U.S. government to organize training for agricultural business specialists and farmers in Latvia.

The third *Land O'Lakes* seminar in Latvia just concluded in Madliena (the previous took place in Jelgava and Priekule), the topic being dairy plant maintenance. From the 25 participants invited, only 15 participated, dairy specialists from Valmiera, Bauska, Tukuma, Skrīveri, Krāpe, Mēngole, Cēsvaine, Aizkraukle, Krimūda and Limbaži. Ten participant places were left unfilled, although all expenses (housing and meals) were covered by the Americans. The only expense in Madliena was time, even though one should hope this will pay off in the long term.

Judy Olichwier, the trainer in Madliena and dairy plant specialist from Spencer, Wisconsin was asked, Farming in Latvia and America; aren't these two very different concepts? Are you able to come down to the real situation in Latvia and understand the local dairy technical and material possibilities? "Farmers are similar all over the world, because they have to deal with difficulties and problems. That is why one farmer must help the other. I visited the Bauska dairy plant and Stelpe plant. I got an impression on plant conditions here, but the differences were not shocking. But you know (this is a bit off the topic) what impressed me the most in Latvia? Even though people are going through hard times and must work hard, everywhere you hear music and see flowers. Don't be surprised by the value Latvians put on beauty..."

Judy continued, "The trainers from *Land O'Lakes* do not come here to say, 'You must do things this way, because we know that is the way it should be done'. What I hoped to accomplish was to share in my experiences, to share in concrete examples as to how to maintain a dairy plant as is done somewhere else. I really tried to stress how important preventative maintenance is and that it is important to a plant's profits."

"*Land O'Lakes* unites 350,000 farmers in 15 states, even though the initial Minnesota farmers that came together in 1921 to form the cooperative started with little. In the past 70 years, even American farmers have made mistakes, and Latvian farmers can learn from these mistakes," adds our compatriot Vivita Rozenberga, *Land O'Lakes* program coordinator in Latvia. "For example, some practical information that could be applicable to local conditions and where our firm has great experience is in livestock nutrition. Our products are known throughout the United States for their high quality. *Land O'Lakes'* butter, cheese and buttermilk are healthy and ecologically clean products and this quality starts at the farm from clean, tasty milk. Now, when Latvia's farmers do not receive payment for their milk for months and they have no place to sell their products, they do not have great motivation to expand production and improve quality. But those problems must be solved by the Latvians themselves. Who else is to blame for uncontrolled borders and illegally imported food products, where no taxes are collected. It must be in the power of the State to oversee and manage such things. But this abnormal situation will not last forever!"

Maybe because of the current unclear, unstable, unpredictable situation, farmers do not have particular inspiration to tackle big jobs and restructuring. For this reason, we should try not to pass-up any chance (at least in our thoughts and hopes) to get out of this chaos!

We have the chance to savor this gift to Latvia - knowledge, experience and trends from the ordered world and economy.

Vivita Rozenberga:

"Seminar materials, in this case, for example, 270 pages of information translated into the Latvian language, remain with the participant. It would be a shame if materials would wind-up sitting on a shelf in someones house, without further circulation. Therefore, we make an effort to invite to every seminar instructors from agricultural highschools, vocational schools or the agricultural university.

We still must assess if there is impact from our courses, if participants can apply the knowledge and materials to their situation, if the U.S. Agency for International Development (USAID) designated funds are bringing a blessing. We ask all seminar participants to fill out a questionnaire. Answers such as, 'I am interested in everything,' are difficult to take seriously. It just is not the case that one can be interested in all topics equally, so it must mean that a person has not put much effort into assessing their own needs. Our firm is a beginner in Latvia and our continued work depends largely on the support and response of Latvia's organizations, enterprises and farmers. We have successfully developed a working relationship with the Ministry of Agriculture, Latvia's Dairy Association and the Agricultural Advisory Centre."

What will follow the seminar in Madliena?

"In October, two seminars will take place: privatization and agribusiness management. In November, a training of trainers seminar will be offered agricultural advisors," says Rozenbergs.

"Land O'Lakes offers an international agriculturalist training program in the United States. Soon, the first Latvian farmer will return home after an eight month long internship on an American farm. It is hoped that next year, Land O'Lakes will train ten Latvian farmers. There is one great restriction though, we need people who have knowledge of the English language."

"The available information and experience that Land O'Lakes has to offer is very dynamic. In my opinion, this is proven by the fact that this cooperative can manufacture a variety of 600 (!) products, including consumer food and agricultural supplies, such as feed, seed, fertilizer and chemicals. Land O'Lakes is also a leader in cooperative agricultural research in the United States. They have provided much assistance, especially to Third World farmers and producers. Some joint ventures have been formed, experimental farms and agricultural training organized. In Pakistan, for example, assistance was provided to dairy processing plants that manufacture nutritional and healthy products for children," says Rozenbergs.

Has Latvia expressed interest about Land O'Lakes work related to healthy food products for children? For many years, people have argued about the benefits of infant formulas, and the shame is, nothing is resolved... children are born, grow and eat cereals imported from far away.

"If there is an enterprise in Latvia with an interest in receiving consultation on a topic such as this, we would not deny it. Our current goal in Latvia though, is not establishing a joint-venture, but provide educational assistance. We begin with an exchange of information. An agribusiness or farmer can request American consultation and our specialists travel to Latvia. The area of possible assistance is broad: livestock nutrition and feed formulation, dairy processing, product marketing, plant equipment installation. We can arrange such assistance within the U.S. government's assistance program."

What is the first step an interested party should take?

"One should contact the Land O'Lakes International Development Division representative in Latvia: Vivita Rozenbergs, Republikas ieluma 2, 1418. Istaba, Riga, LV-1981. We ask that you fill out a request form, answering a number of questions. The requesting party must demonstrate willingness to cooperate. We have to gather enough information about the farm or agribusiness, about their achievements, problems and goals, so that Land O'Lakes is confident they can meet the assistance needs."

Farmers will need a lot of confidence to approach a rich American company and ask for advice!

"Not at all," says Rozenbergs, "only willing to cooperate. They should understand their problem and, at least partially understand what is necessary to solving it. They also need to have a goal, for example, where they want to be in a year, two or three."

[We should] have enough sense to take what is kindly offered us!

13-01-84 15:51 USAID LATVIA

## How to cheaply produce good milk

### A seminar supported by a U.S. dairy cooperative

An all-Estonian seminar on milk production and assembly that has been organized by the Estonian Research Institute of Animal Breeding and Veterinary Science and a big U.S. dairy cooperative Land O'Lakes began in Tartu on Monday. Today summary is made.

By the words of Arvi Olkonen, the head of the milk laboratory of the institute Land O'Lakes is assisting the East-European countries in producing quality milk and dairy products. In March we held a preliminary seminar, now the study program started. Dairy extension agents, farmers and others are participating in the seminar. The objective is to produce quality milk cheaply. The main problem is how to reduce the bacterial count in milk. The subject is treated by the manager of the U.S. company James Glaeser and the scientists of the research institute.

James Glaeser talked about the activities of the company and the improvement of milk quality. Land O'Lakes is a dairy cooperative of 300 000 farmers and known as a producer of high quality dairy products. The company is selling more than 600 different foodstuffs. The company has its own research centre and experimental farm doing fundamental developmental and technological research.

The americans are concerned about big farms. In the U.S.A. milk production has traditionally been concentrated to the Northern states (Wisconsin, Michigan, Minnesota and New York). In 1960 about a half of the country's milk came from those states. In the last thirty years milk production has passed to the Western coast, particularly California. Big dairy farms for 3000 head of cattle have been established in this region. These huge farms mostly buy their feed from abroad. But dry hay is bought from the neighbouring state Nevada.

Big farms have given trouble to small farmers in the other states. The management of a dairy plant has to be very careful to secure the competitiveness of its products compared with the Californian cheap products. Dairy plants have started to look for the means for small farmers to compete with big farms in the future.

In all states farms are growing bigger. Neighbouring farms cooperate in order to reduce production costs. In

California 97% of the farms have more than a hundred cows. In 1990 an average dairy farm (250 cows) produced about eight times more there than a farm in a Northern state (55 cows on an average).

The participants visited some farms. Yesterday laboratory workers of dairy plants came to the seminar to learn how milk quality is estimated in the U.S.A. The participants got to know some new equipment for milk quality estimation.

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# Kuidas toota odavalt head piima

## Seminar USA piimaühistu toetusel

Loomakasvatusteaduste instituudi (ELVI) ja USA suure piimaühistu «Land O'Lakes» eestvõttel algas Tartus esmaspäeval piimatootmist ja -varumist käsitlev üle-eestiline seminar. Täna tehakse kokkuvõtteid.

ELVI piimanduslabori juhataja Arvi Olkonen sõnul abistab firma «Land O'Lakes» Ida-Euroopa riike kvaliteetse piima ja piimasaaduste saamisel. «Märtsis oli meil eelseminar, nüüd rakendus õppeprogramm. Seminarist võtavad osa piimatootmise konsultandid, talunikud jt. Eesmärk on toota odavalt kvaliteetset piima. Põhiküsimuseks on piima bakteriaalse saastatuse vähendamine. Teemat käsitlevad USA firma mänedžer James Glaeser ja ELVI teadlased.» ütles Olkonen.

James Glaeser rääkis firma tegevusest ja piima kvaliteedi parandamisest. «Land O'Lakes» on 300 000 farmerit hõlmav piimanduskooperatiiv, mida tuntakse kui kõrgekvaliteediliste piimatoodete valmistajat. Firma turustab rohkem kui 600 liiki toiduaineid. FIRMAL on uurimiskeskus ja katsefarm, kus tehakse põhjanevaid arengus- ja tehnoloogilisi uuringuid.

### Ameerikas tekitavad muret suurfarmid

Kuulajad said teada, et USA-s on traditsiooniliselt piima toodetud põhjaosariikides (Wisconsin, Michigan, Minnesota ja New York). 1960. aastal saadi nendest ligikaudu pool kogu maa piimast. Viimase kolmekümne aastaga on piimatoodang kandunud üle läänerannikule, eriti Kaliforniasse. Selles piirkonnas on asutatud 3000 lehmaga piimafarme. Need hiiglased ostavad loomasööda põhiliselt välismaalt. Kuid kuiva heina tuuakse palju sisse naaberosiirgiist Nevadast.

Suurfarmid on tekitanud muret teiste osariikide väiketalupidajatele. Meierei juhatus peab olema hoolas, et selle tooted suudaksid võistelda Kalifornia odavate saadustega. Ka osanikke meiereid on hakanud otsima vahendeid, et väiketalupidajad saaksid tulevikus võistelda suurfarmidega.

Kõikides osariikides suurenevad talud pidevalt. Mõned naabertalud tahavad hakata koos tegutsema, et vähendada tootmiskulusid. Kalifornias on 97% taludel üle saja lehma.

Keskmise suurusega piimatalu (250 lehma) andis seal 1990. aastal



Meliss Lokk

□ «Land O'Lakes» mänedžer James Glaeser ütles seminaril, et Ameerikas suurenevad piimatallud.

tal ligi kaheksa korda rohkem toodangut kui põhjaosariikide talu (keskmiselt 55 lehma).

ELVI seminarist osavõtjad tutvusid mõne Eesti laudaga. Eile olid ELVI-s ka piimatööstuste la-

borite töötajad, et kuulata, kuidas USA-s piima kvaliteeti hinnatakse. Tutvuti uute kvaliteedi hindamise aparatuuridega.

GUINAR KII DVERE

## America was discovered in Saku

There was a dairy management seminar in Saku from May 3rd to 7th. Lecture was Kevin Dahlen from the U.S. company Land O'Lakes, corporation of local cooperatives and farmers. Land O'Lakes is the leading feed producer in the U.S.A. and the biggest alfalfa, soya and corn grower. The company has 38% of the U.S. CF-industry that mines raw material for mineral fertilizers. Land O'Lakes processes 4 mill. pounds of milk per year having 30% of the U.S. butter market. The company supplies restaurants and schools with foodstuffs, produces cheese powder and does a lot of other things.

Land O'Lakes has been a fortunate company having realized a profit from its establishment in 1921. The head office of the company is in Minneapolis, Minnesota. The member cooperatives and farmers can have their share of the profit.

The company buys milk from farmers and sells back feed. In America calves mostly get milk replacer. Whole milk replacers are made of the cheese industry by-products which are twice as cheap as whole milk (12-13 dollars per 100 pounds; 1 pound - 0,45 kg).

On the seminar dairy production was treated very thoroughly. Many similar things to Estonia were pointed out but there were also many differences there. Calf management is very different from our practice. In the U.S.A. a calf is put into a separate box on its second day of life. On the fourth day it is put into a separate box outside. The boxes are plastic and not heated and calves are kept there regardless of season (their climate doesn't differ from our climate). The death rate of holstein-frisian calves is 20% and in better farms only 2%. Calves mostly die in the first two weeks of their life, among bull calves the death rate is higher. Bull calves are usually castrated and in order to avoid decrease in gain they are hormone treated. Bull calves are sold (the price of a week old bull is 175-200 dollars). Bulls are usually sold in the age of one week when their weight is 1 kg or in the age of 420 days by the weight of 600-700 kg.

On the U.S. market holstein meat is estimated rather high as the percentage of lean meat is high in it. About 30 years ago holsteins were regarded as dairy cattle. Now

people prefer lean meat and holsteins have risen in value.

It was very interesting to learn how young calves are fed there. It is very important to give them colostrum right away. The remainder (the first 12-13 milkings) is collected and kept at room temperature. Soured colostrum will last a calf about five weeks. Before feeding it is diluted with water.

The week old calves are fed starter (a special compound feed) and at the age of 4-6 weeks they are weaned.

On an American farm profit has to be maximum, milk field the best and meat also has to bring in something. The age of a herd is usually 3,5 to 4 years. A cow on its sixth or seventh lactation is already very old.

The objective is to get maximum profit with minimum expense. If one only gets back less than 1,75 per one invested dollar the investment is regarded as bad.

The state wouldn't interfere in people's affairs. A person can do anything on his land but he has to meet the environment protection requirements and pay his taxes. Everything concerning people's health is controlled very carefully. If antibiotics are found in a farmer's milk for the first time he will still be paid though the milk is rejected. Second time the farmer also has to pay for the milk spoiled because of his carelessness. Third time the farmer will lose his licence to sell milk.

The other subjects of the seminar were feeds and animal feeding, silage production and storage. Very thorough was the lecture on mastitis, performance control and genetics.

If you are interested in the americans' lectures or in training in the U.S.A. you should contact Malle Klaassen at the Ministry of Agriculture (441933).

-PV-  
In Land O'Lakes Kevin Dahlen is responsible for dairy herd. He makes feed rations and advises farmers. Nine specialists are working below him, each services about 5000 animals. Kevin Dahlen left his parents at the age of 16 and went to work on a farm. His main goal was to get a dairy farm. In two years he wanted to get credit from a

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bank in order to buy a farm but it the banker advised him to study some more. So he went to study agriculture at the Minnesota university. In two years he didn't get the loan either. In four years he graduated from the university as a specialist in animal husbandry and genetics.

After the university he understood that the price of milk was too low and the price of land too high to buy a farm. Instead of buying a farm he rented one with 40 cows. In ten years he collected enough money to buy a farm but then his son was born and he was allergic to cattle hair. After several serious knee operations Kevin decided to look for a job in Land O'Lakes.

# Ameerikat avastati Sakus

— PV — 3.—7. maini oli Sakus PIIMAKARJAKASVATUSE seminar. Lektor oli KEVIN DAHLEN USA firmast «Land o Lakes», mis kujutab endast kohalike kooperatiivide ja üksikute farmerite korporatsiooni. Firma on söotade tootjana USAs juhtival kohal, samuti on ta suurim lutserni-soja- ja maisikasvataja. Sellisena firma käes on 38% USA CF-tööstusest, mis kaevandab mineraalväetiste toorainet. «Land o Lakes» töötleb oma 20 tehases neli miljonit naela piima aastas ja talle kuulub 30% USA võitlust. Firma varustab toiduainetega restorane ja koole, teeb juustupulbrit ning tegeleb veel palju muuga.

«Land o Lakes» on olnud õnnelik firma, sest on töötanud asutamiseast peale (1921) kasumiga. Peakorter asub Minneapolisese Minnesota osariigis. Kooperatiivid ja farmerid, kes on korporatsiooni liikmed, on osalised ka kasumi jaotamisel.

Firma ostab farmeritelt piima ja müüb nendele sööda tagasi. Ameerikas antakse vasikatele enamasti piimaasendajaid. Täispiimaasendajaid tehakse juustutööstuse kõrvalproduktidest ja need on täispiimast poole odavamad (täispiima hind on 12—13 dollarit 100 naela; 1 nael = 0,45 kilo).

• • •

Seminaril räägiti piimakarjakasvatusest väga põhjalikult. Palju oli Eestiga sarnast, kuid oli ka suuri erinevusi. Näiteks erineb tunduvalt vasikate kasvatamine siin ja seal. USAs võetakse vasikas ema juurest ära teisel päeval ja pannakse eraldi boksi. Neljandal elupäeval pannakse nad õues eraldi majakesse. Need on soojustamata plastikonnid, kus vasikaid hoitakse vaatamata aastaajale (kliima ei erine

seal, kus nii toimitakse, eriti meie kliimast). Vasikate suremus on USAs holstein-friisi tüül 20% ja paremates farmides vaid 2%. 25% surevad esimesel kahe elunädalal, sealjuures pullvasikaid rohkem. Pullvasikad tavaliselt kastreciritakse ja et siis juurdetasv ei pidurduks, tehakse neile hormoonravi. Nad müüakse, sest ka lihal on korralik hind (enne Kevin Dahleni siiasõitu oli nädalavanune pull maksnud 175—200 dollarit). Tavaliselt müüakse pulle, kui nad on kas ühe nädala vanused, või 100—150kilosed, või 420 päeva vanused ning 600—700kilosedi.

Praegu hinnatakse holsteini liha USA turul üsna kõrgelt, sest selles on teilihä protsent suur. Umbes 30 aastat tagasi peeti sealgi holsteini veel vaid piimaveiseks, aga nüüd on inimesed hakanud liha vähem rasvast toitu sööma ning holsteingi on hinda läinud.

Väga huvitav oli kuulata, kuidas seal väikest vasikat toidetakse. Oluliseks peetakse, et ta saaks võimalikult kiiresti ternespiima. See ternespiim, mis vasika söögist üle jääb (esimesed 12—13 lüpsli), kogutakse kokku ja hoitakse toatemperatuuril. Hapendatud ternespiima jätkub vasikale umbes viieks nädalaks. Enne jootmist lahjendatakse piim veega (vett pannakse sõltuvalt tahke aine sisaldusest kas pooleks või 1/3; ternespiima koostise määramiseks on igal ameerika farmeril olemas oma mõõteriist).

Nädalavanustele vasikatele hakatakse söötma starterit (spetsiaalne jõusööt) ja neljakuunenädalast nad võõrutatakse.

• • •

Ameerika farmis osatakse arvestada, et kasum oleks

maksimaalne, piimakogus parim ning et ka liha midagi sisse tooks. Karja vanuseks on tavaliselt 3,5—4 aastat. Kuunenädal-seitsmendal laktatsioonil olev lehm on juba väga vana.

Eesmärk on suur kasum ning minimaalsed kulutused. Kui ühe investeeritud dollari kohta saadakse tagasi vähem kui 1,75, siis peetakse investeeringut kehvaks.

Riik oma elanike asjadese ei sekku. Kui sul on maa, võid sa seal teha, mida tahad, kuid keskkonnakaitse nõuded peavad olema täidetud ning makstud makstud. Kõik, mis puudutab inimeste tervist, on hoolika kontrolli all. Kui näiteks farmer saadab ära pilma, milles leitakse antibiootikume, siis esimesel korral makstakse põim talle veel kinni (kuigi piim ise hävitatakse), kuid teisel korral peab farmer ise kinni maksma teiste piima, mis tema lohkuse tõttu ka raisku läinud on. Kolmandal korral võetakse farmerilt piimamüügilitsents ära.

• • •

Seminaril räägiti veel söötadest ja karja söötmisest, silo tootmisest ja säilitamisest. Väga põhjalik oli loeng mastiidist, jõudluskontrollist ning aretustööst.

Kui kellelgi selle jutu peale huvi tekkis ka ameeriklaste loenguid kuulata või koguni USAsse stažeerima sõita, siis tasuks ühendust võtta Malle Klaasseniga põllumajandusministeriumist (tel. 44 19 33).

— PV — Kevin Dahlen tegeleb firmas «Land o Lakes» piimakarjaga, koostab söödaratsioone ja annab farmeritele nõu. Tema alluvuses töötab veel üheksa spetsialisti, igapäeval on teenindada umbes 5000 looma.

KD lahkus oma ema ja isa juurest, kui oli 16aastane, ning läks farmi tööle. Tema elu eesmärk oli siis saada endale piimakarjafarm. Kahe aasta pärast oligi ta valmis pangast laenu võtma, et farmi osta, aga pankur oli arvanud, et õppigu ja kasvagu veel mõni aasta. Nii läks ta õppima põllumajandust Minnesota ülikooli. Kui ta kahe aasta pärast taas pank laenu tegema läks, ei õnnestunud ka nüüd raha saada. Ta õppis veel neli aastat ülikoolis ning sai loomakasvatuse ja loomaaretluse spetsialisti tunnistuse.

Nüüd, pärast ülikooli, oli ta olnud nii tark, et mõistis: piima hind on liiga madal ja maa hind liiga kõrge, et endale farmi osta. Ostmise asemel rentis ta endale talu, kus oli 40 lehma. Kümne aastaga kogus ta seal nii palju raha, et oli valmis lõpuks ise farmi ostma. Aga asi jäi nüüd seetõttu katki, et peresse sündis poeg, kellel on allergia veisekarvade suhtes. (Aga ta olevat noor pesapallitähk ning isa loodab, et poeg pesapallimänguga tulevikus nii palju teenib, et vanemad ülal pidada jõuab...) Et vahepeal oli ka Kevin Dahlenil endal olnud mitu rasket põlveoperatsiooni (silotornist kukkumise tagajärg), otsustas ta asuda tööle hoopis firmasse «Land o Lakes».

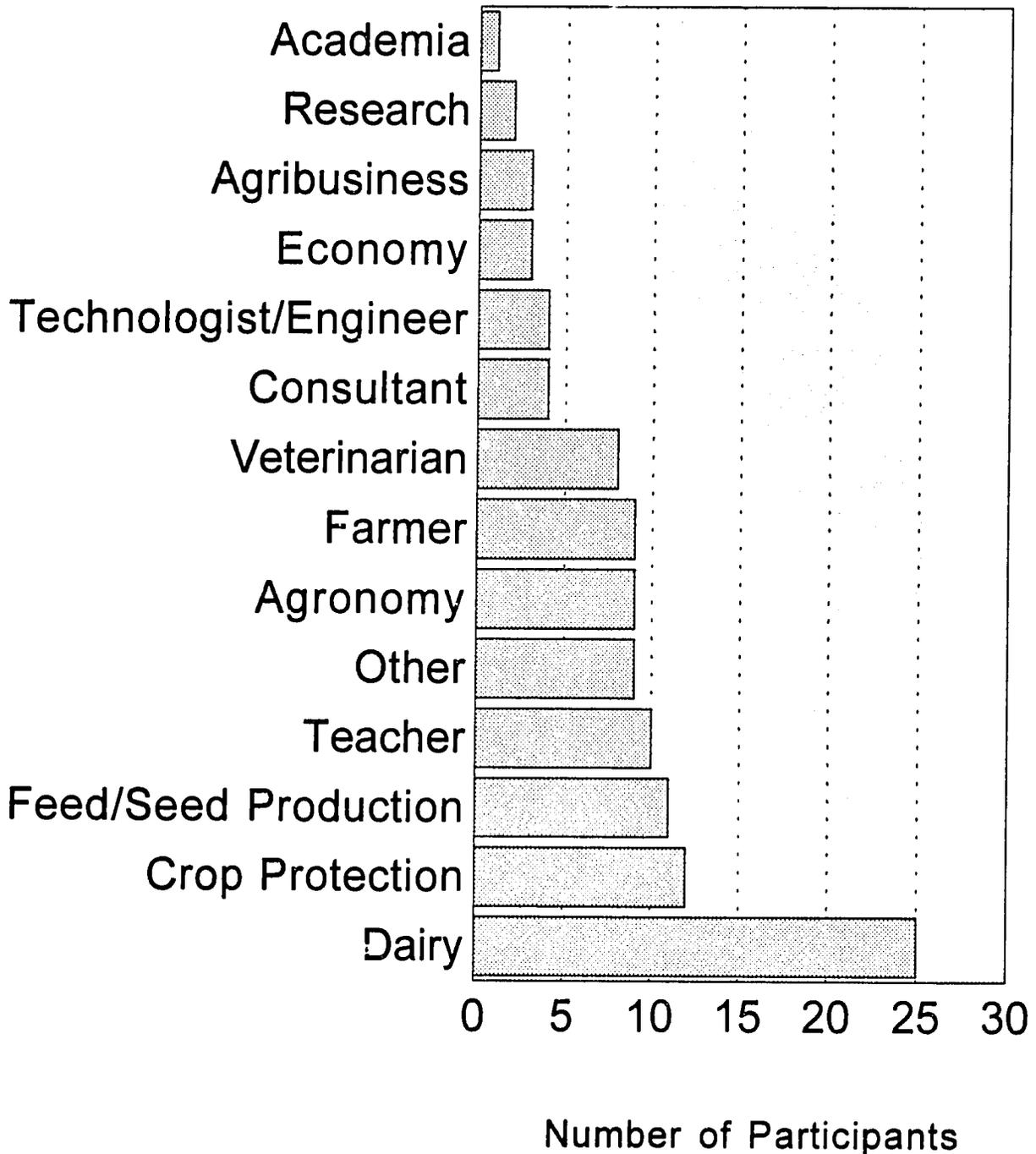
**APPENDIX C**  
**DEMOGRAPHICS**

# BULGARIA

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Courses = 5

Land O'Lakes, Inc.

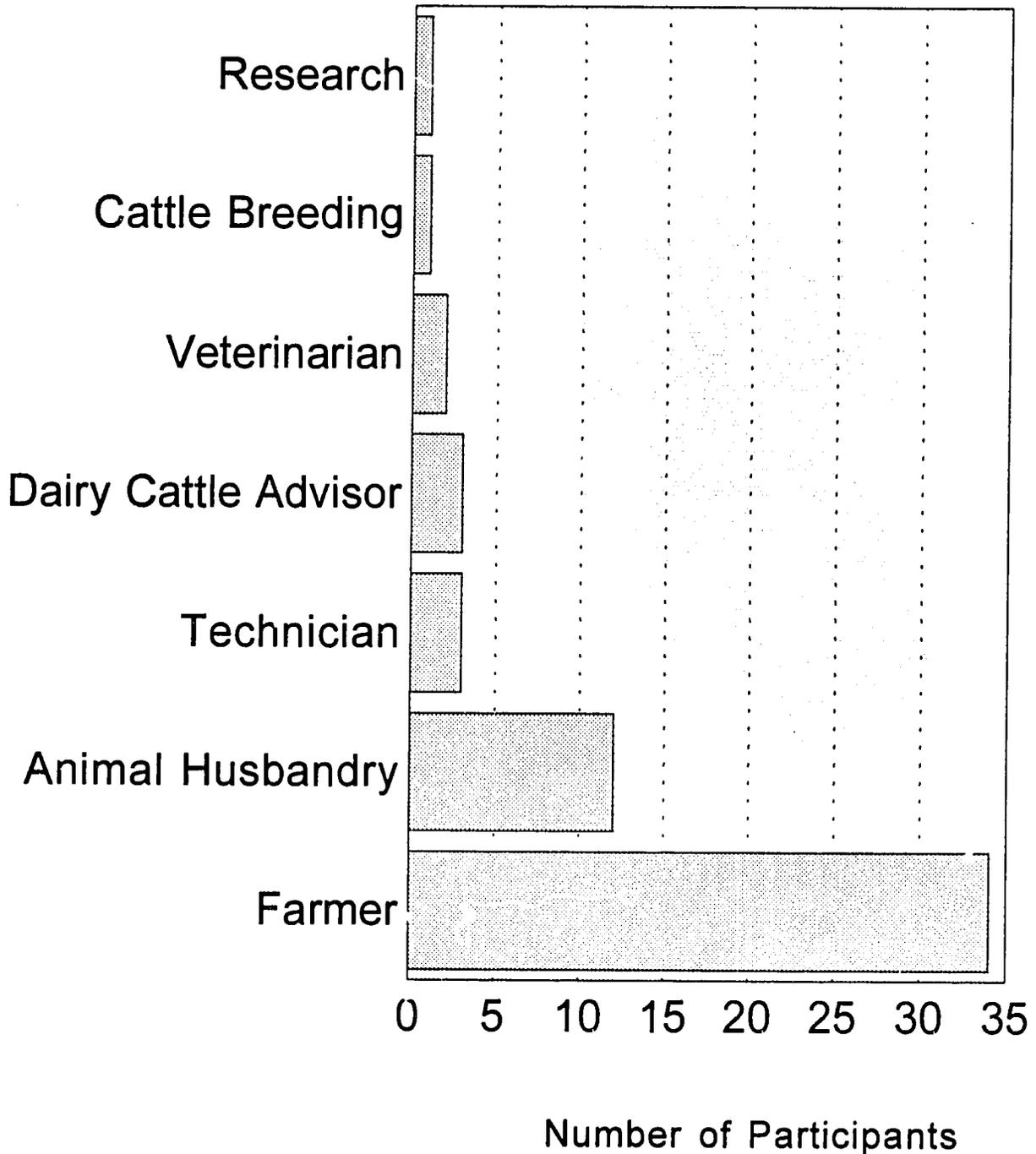
52

# THE CZECH REPUBLIC

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Courses = 2

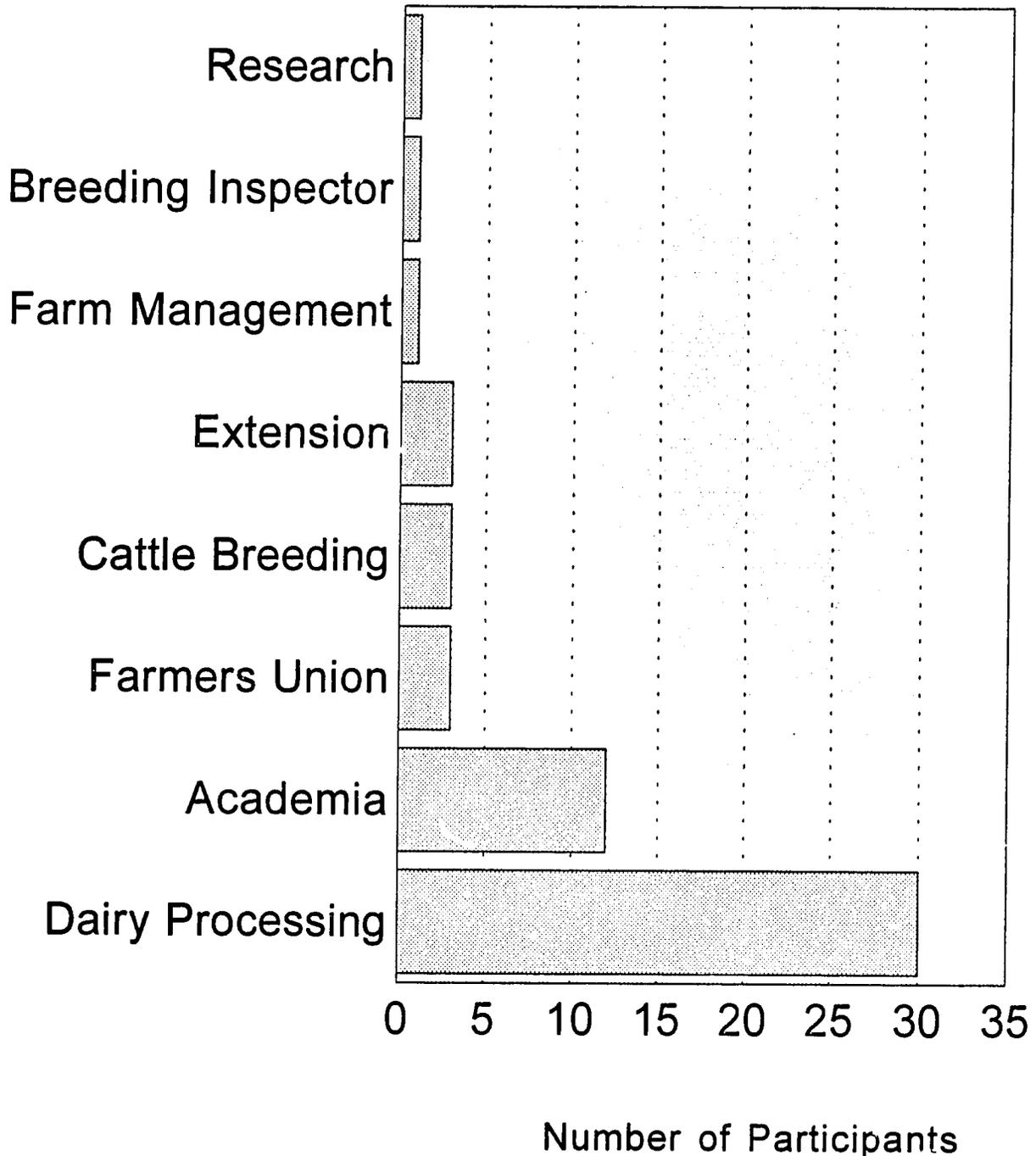
Land O'Lakes, Inc.

# ESTONIA

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Courses = 2

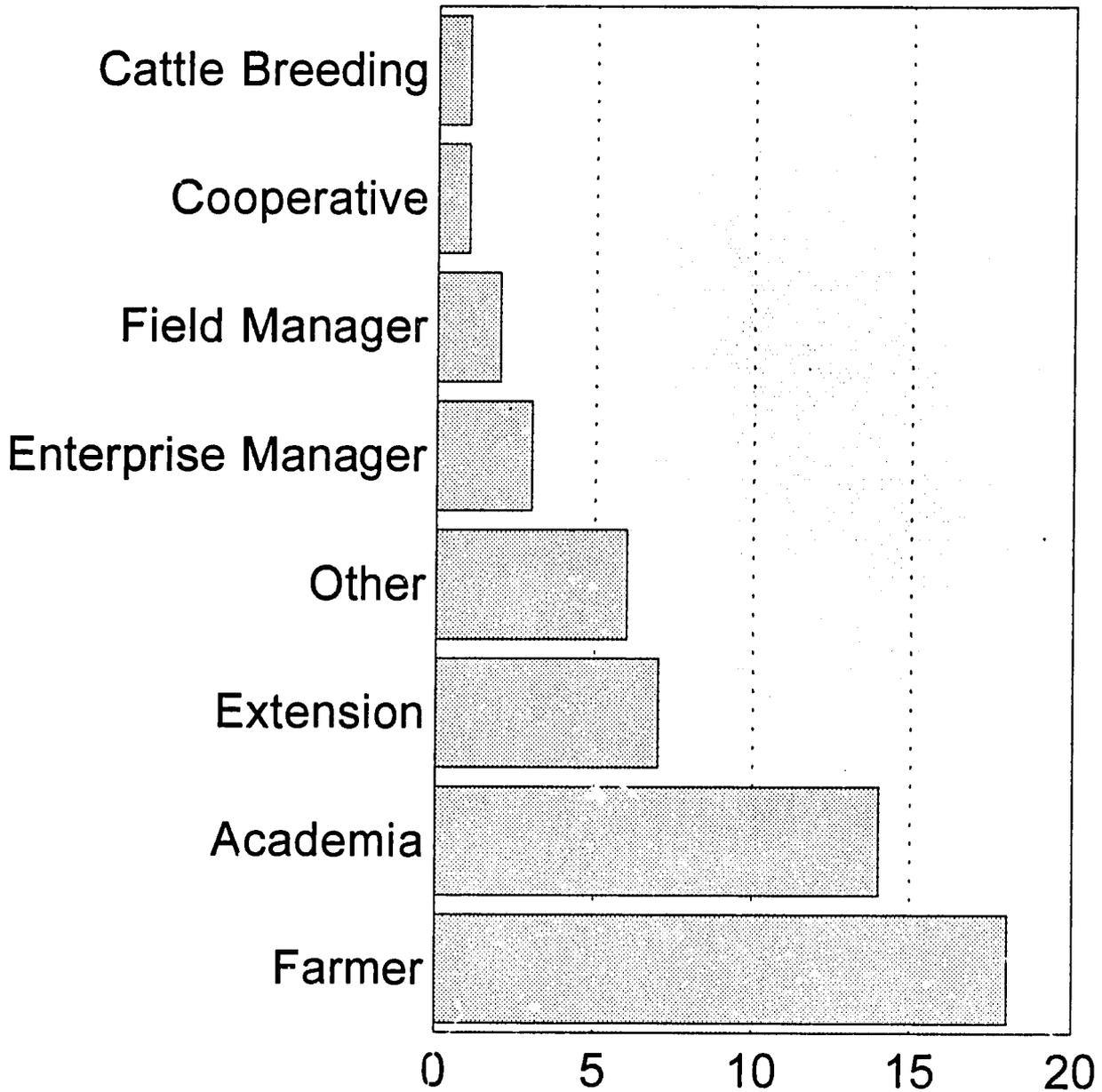
Land O'Lakes, Inc.

# HUNGARY

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Participants

Number of Courses = 2

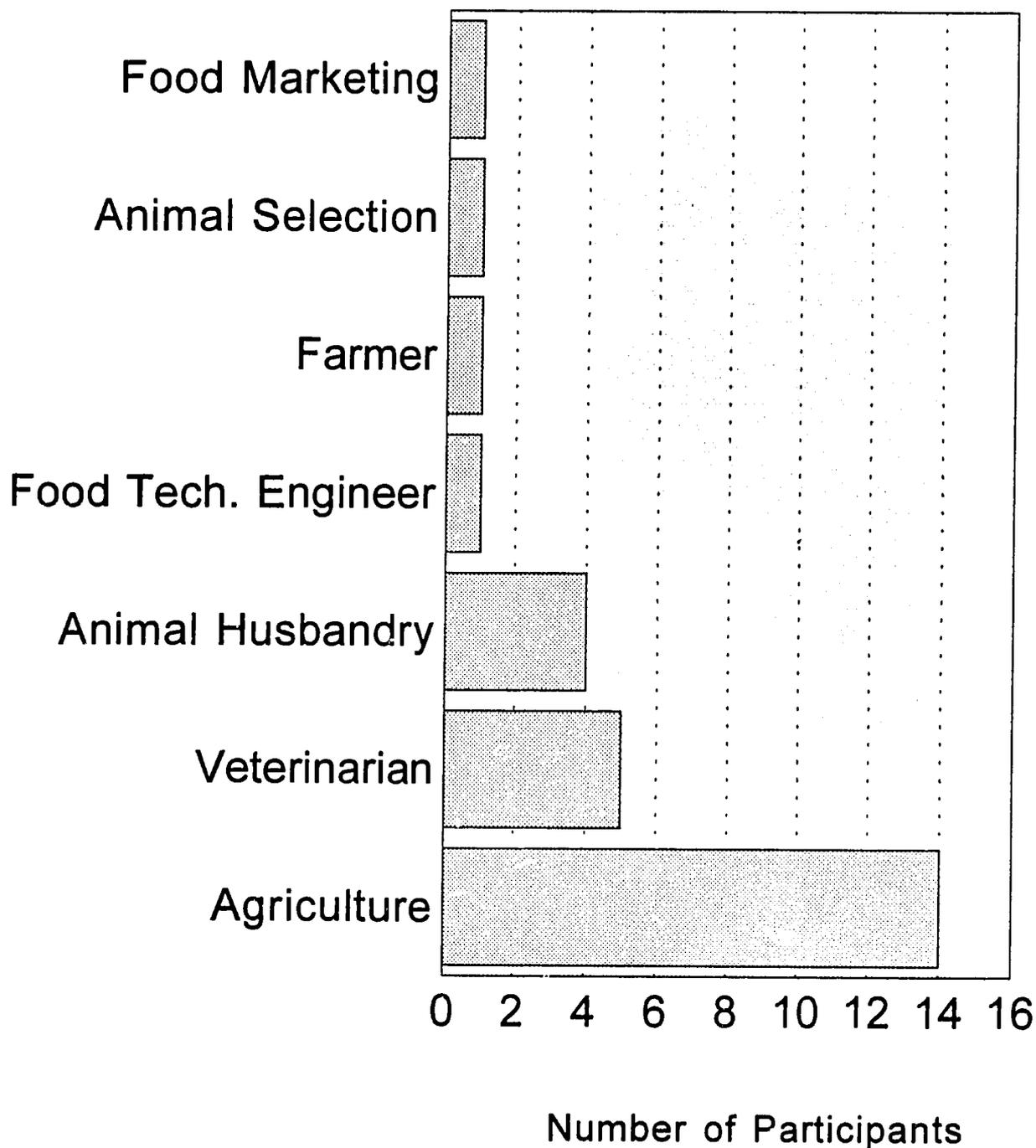
Land O'Lakes, Inc.

# ROMANIA

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Courses = 1

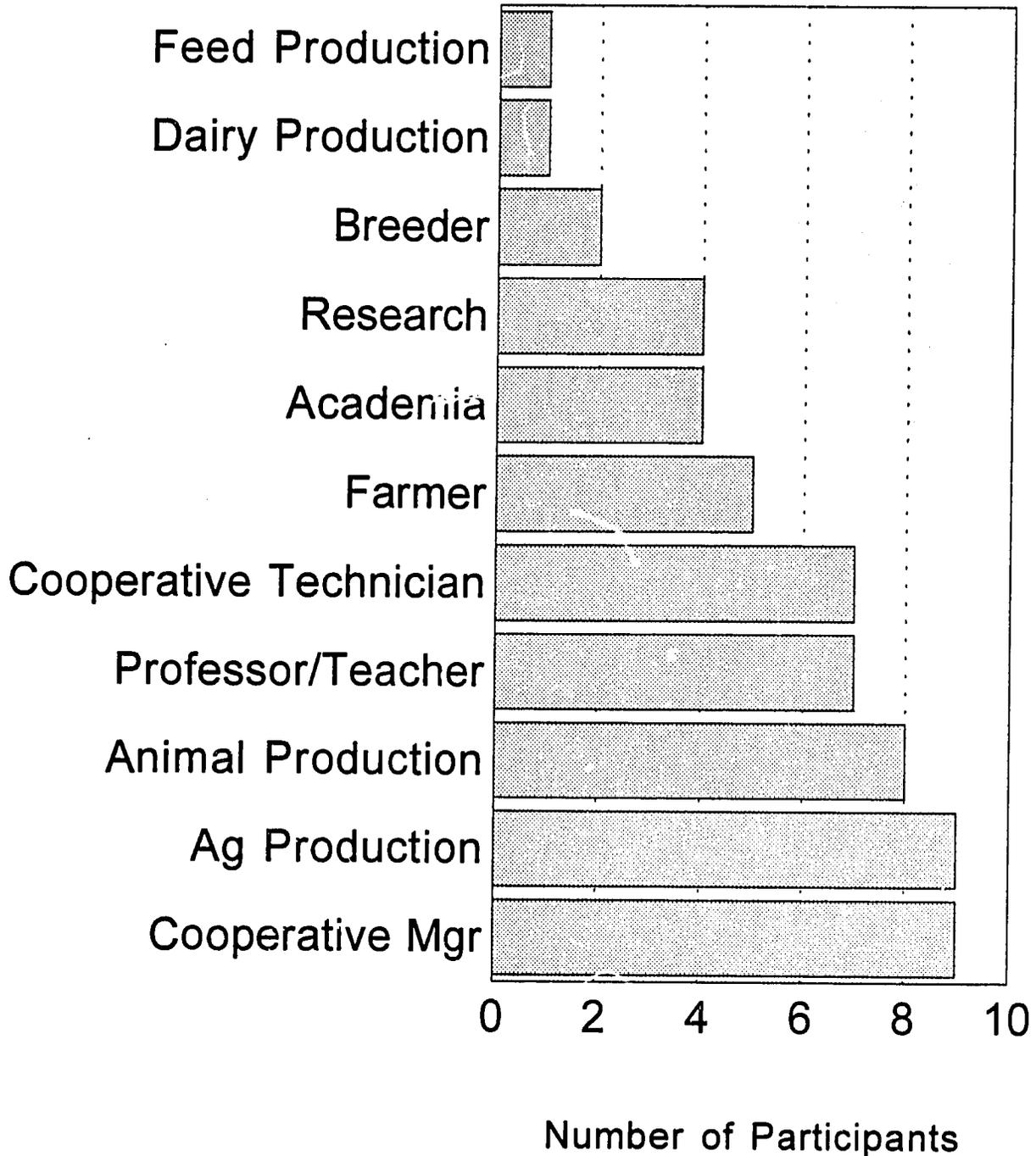
Land O'Lakes, Inc.

# SLOVAKIA

## Professional Affiliation

In-Country Training, 4th Quarter, 1993

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Number of Courses = 2

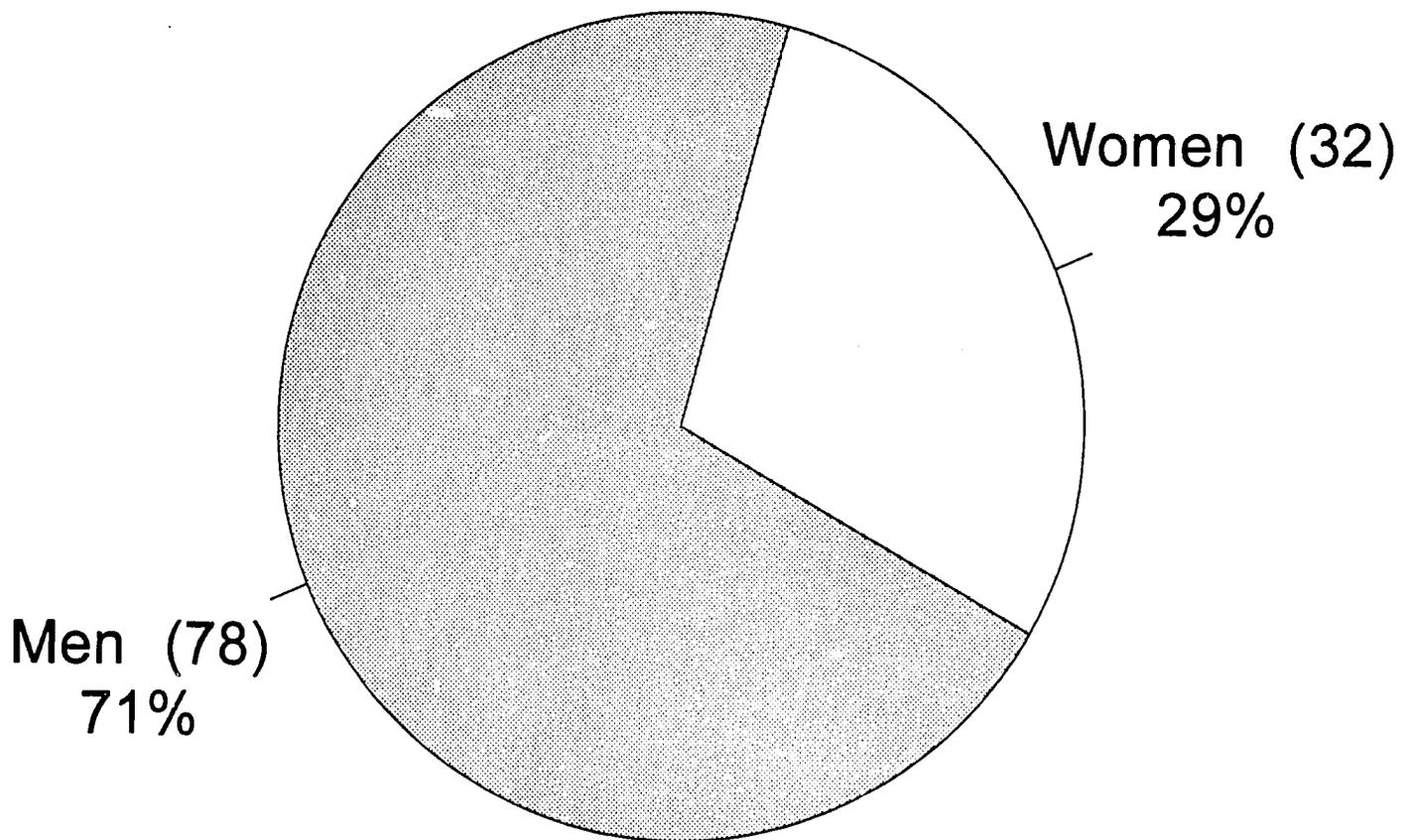
Land O'Lakes, Inc.

# BULGARIA

## Gender Profile

In-Country Training, 4th Quarter, 1993

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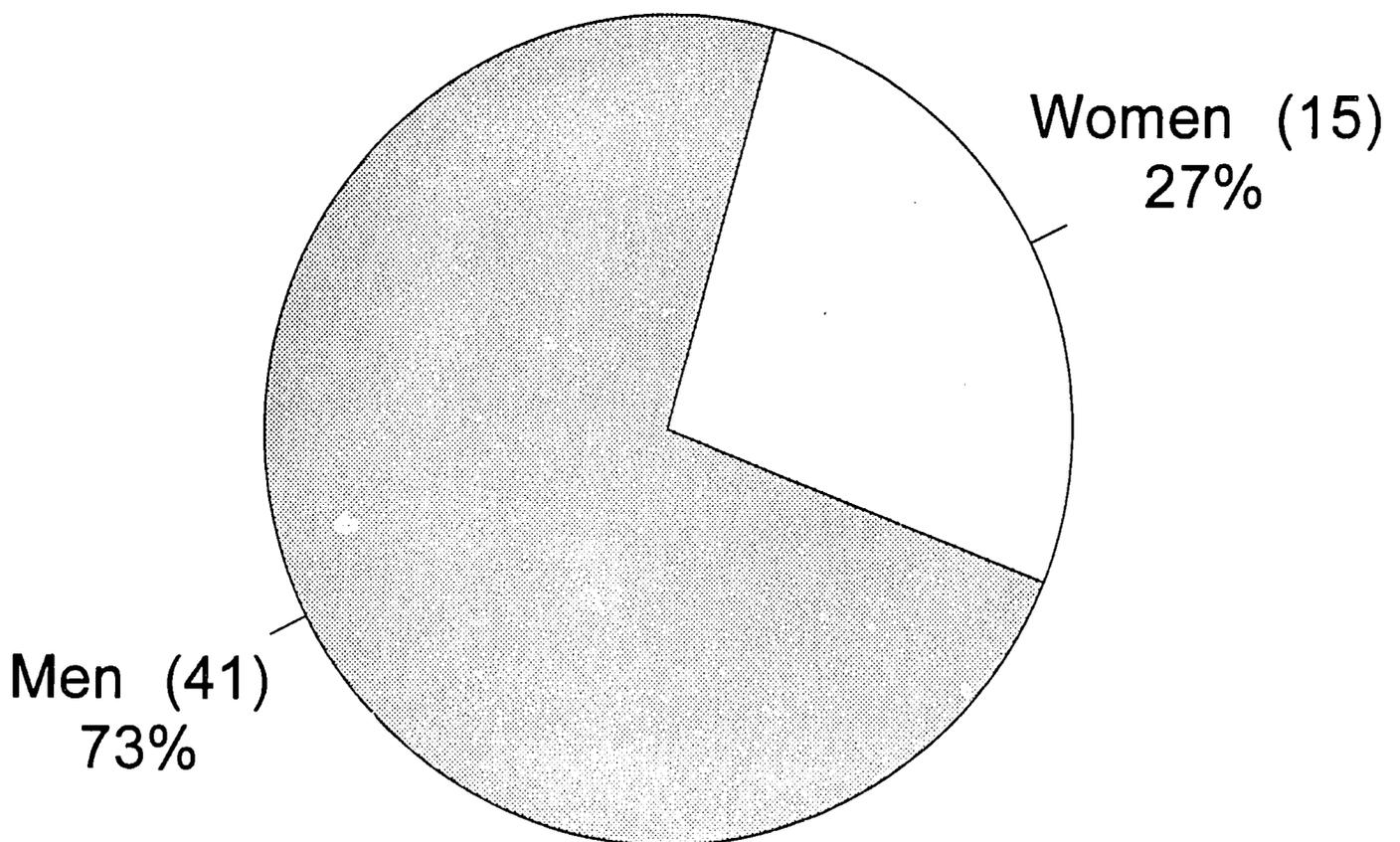


# THE CZECH REPUBLIC

## Gender Profile

In-Country Training, 4th Quarter, 1993

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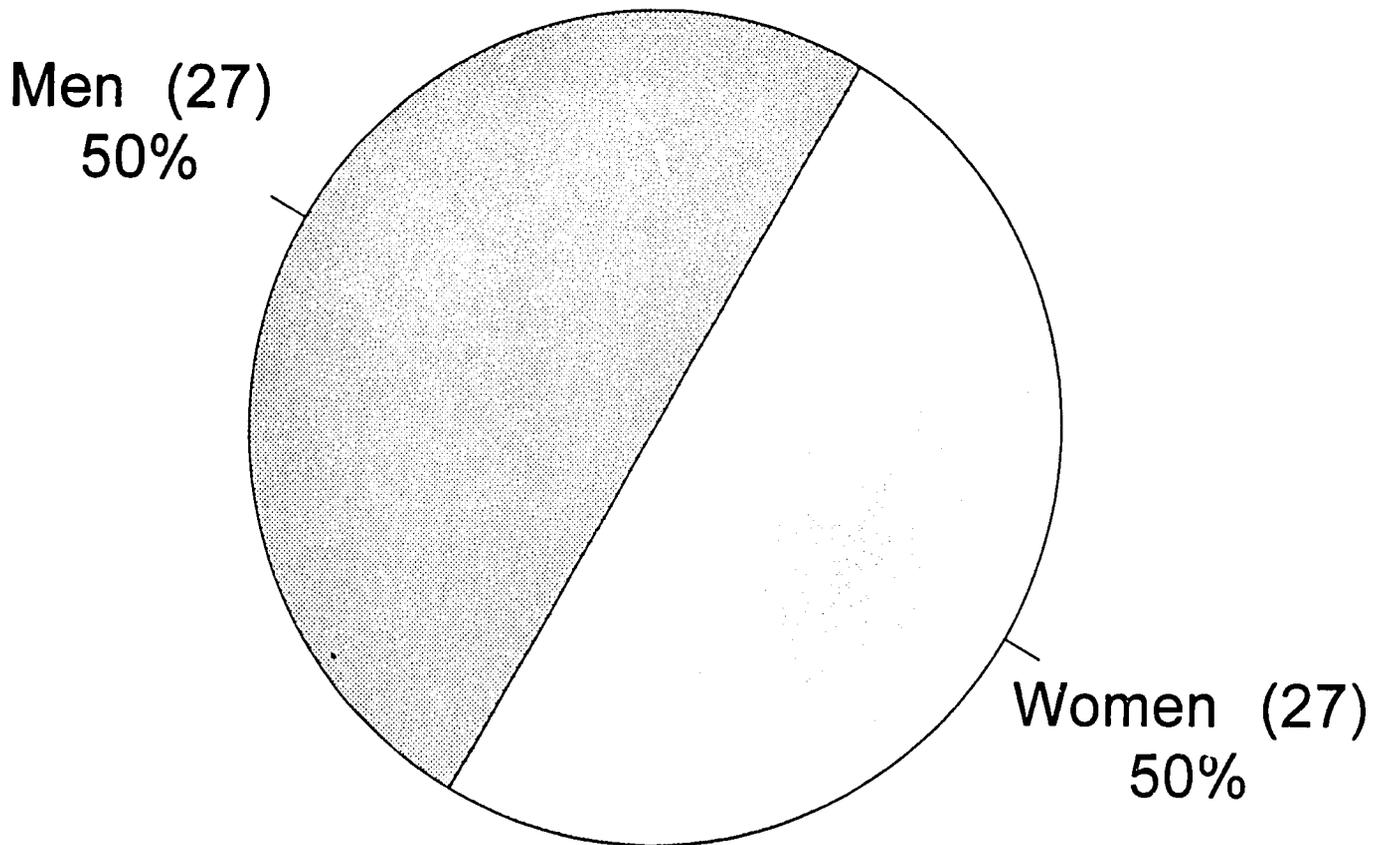


# ESTONIA

## Gender Profile

In-Country Training, 4th Quarter, 1993

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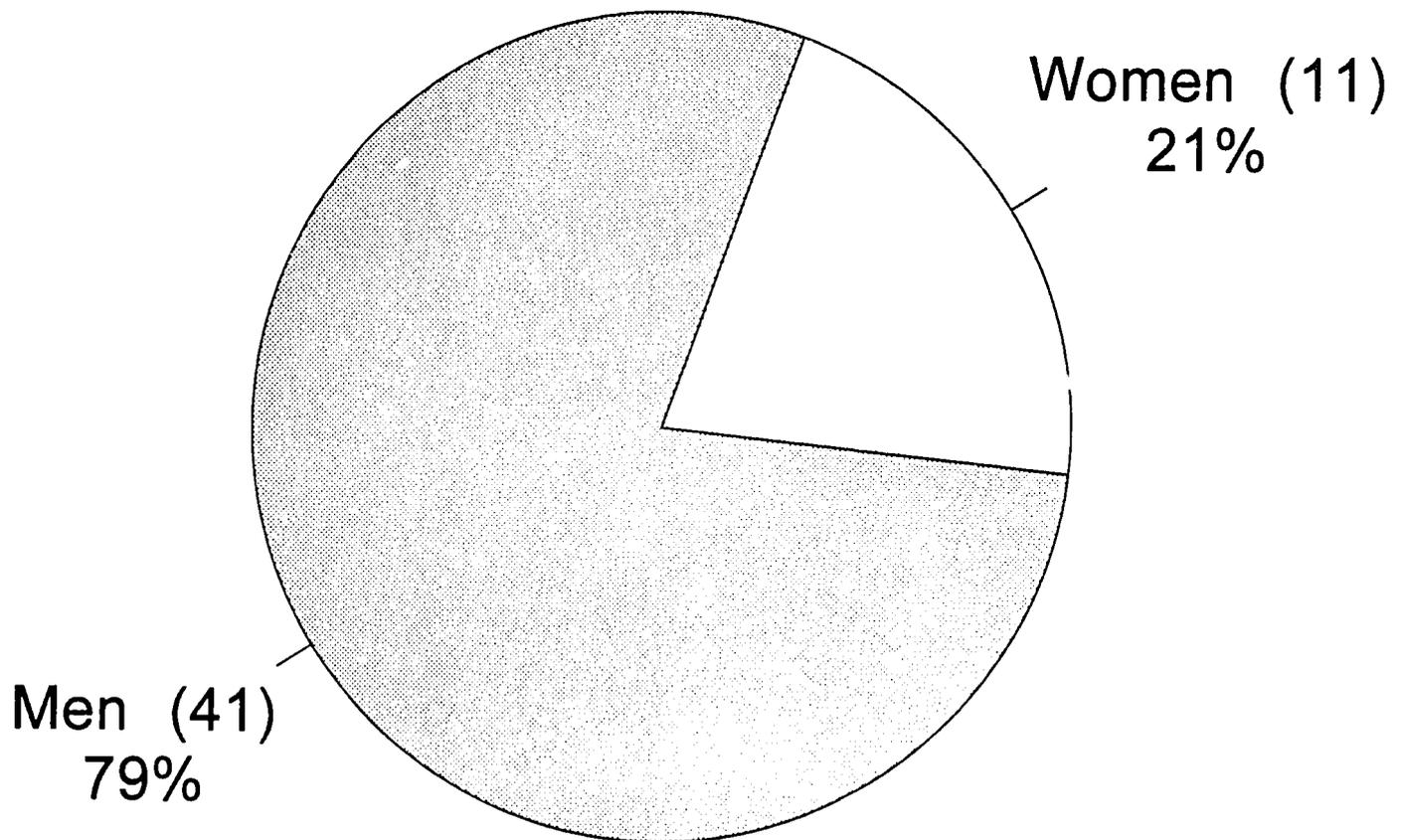


# HUNGARY

## Gender Profile

In-Country Training, 4th Quarter, 1993

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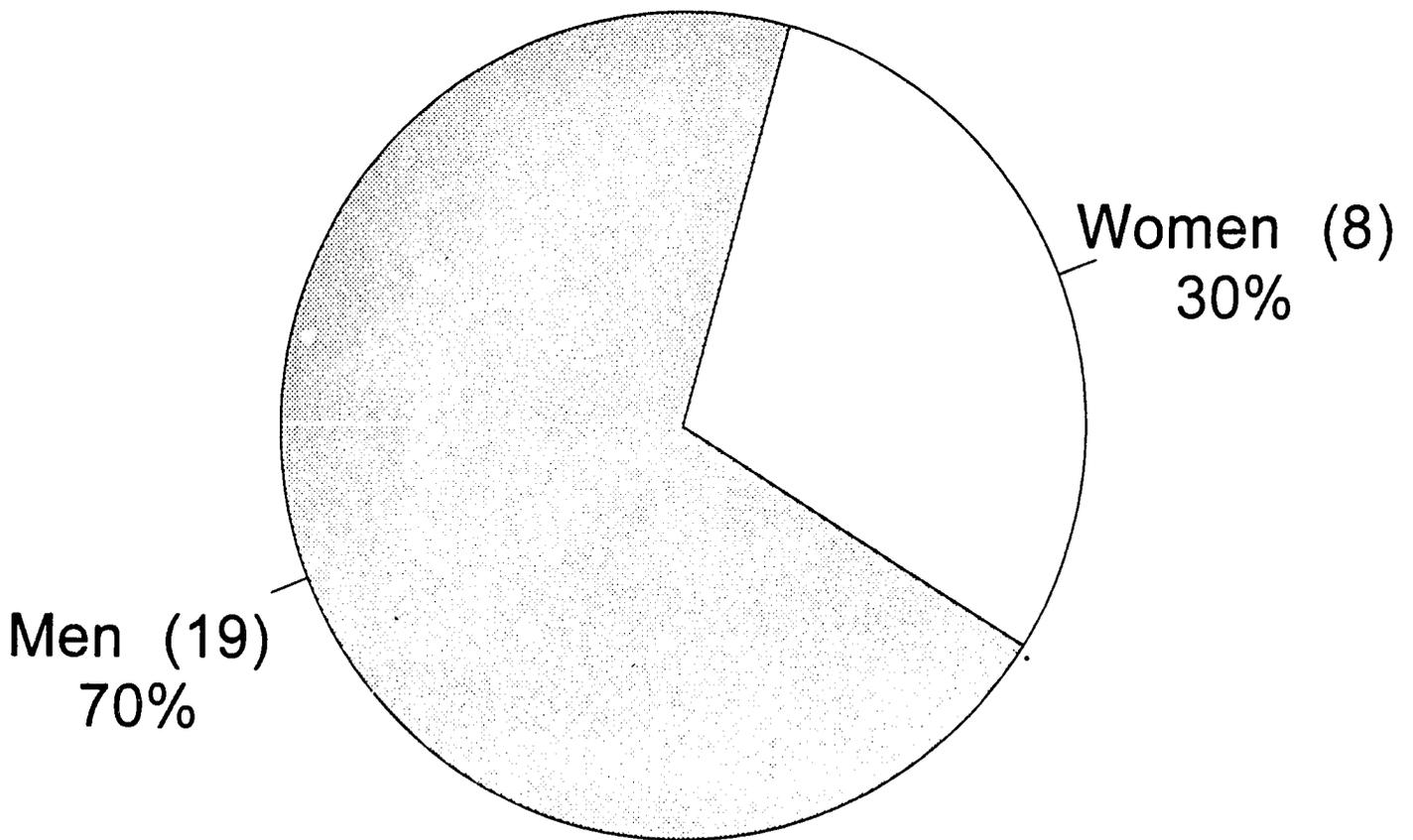


# ROMANIA

## Gender Profile

In-Country Training, 4th Quarter, 1993

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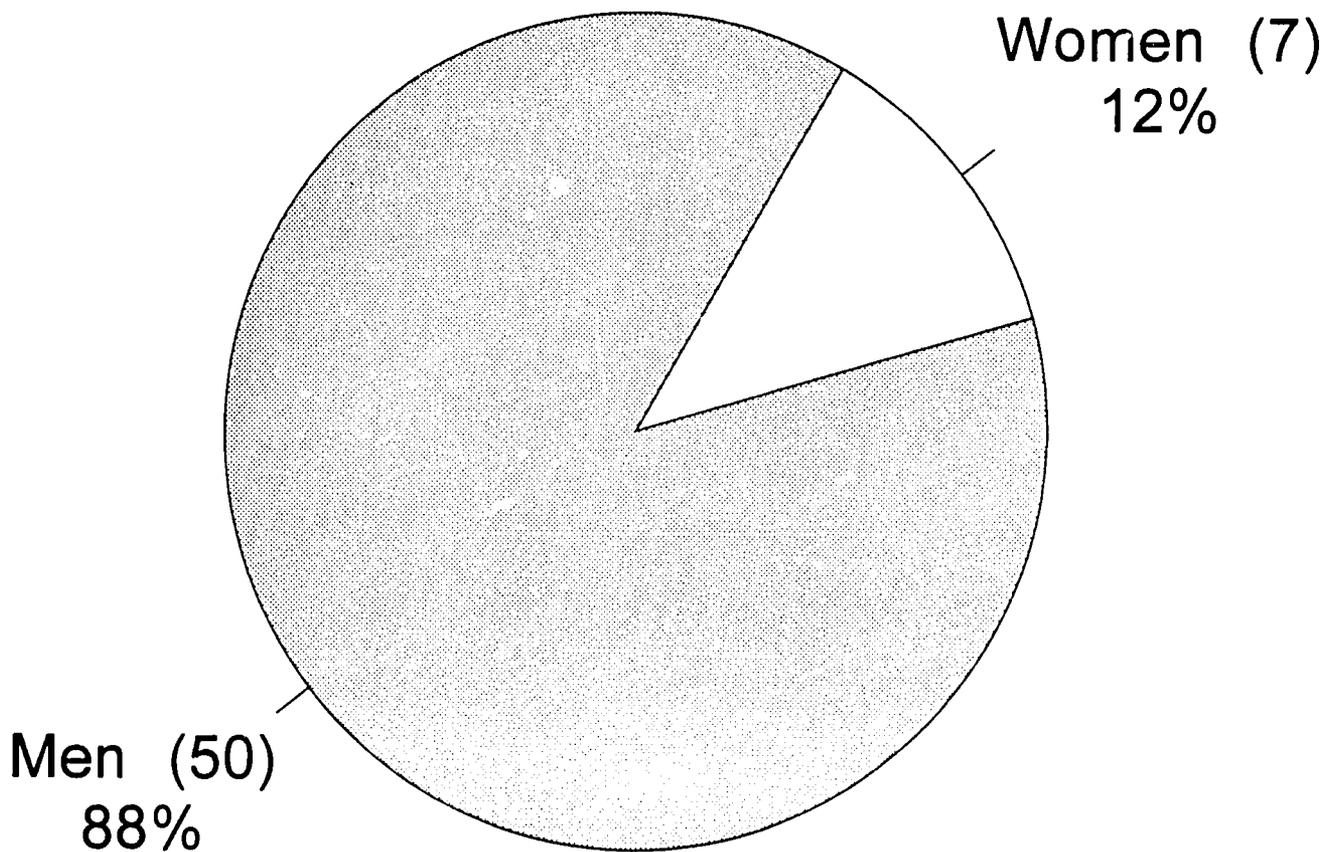


# SLOVAKIA

## Gender Profile

In-Country Training, 4th Quarter, 1993

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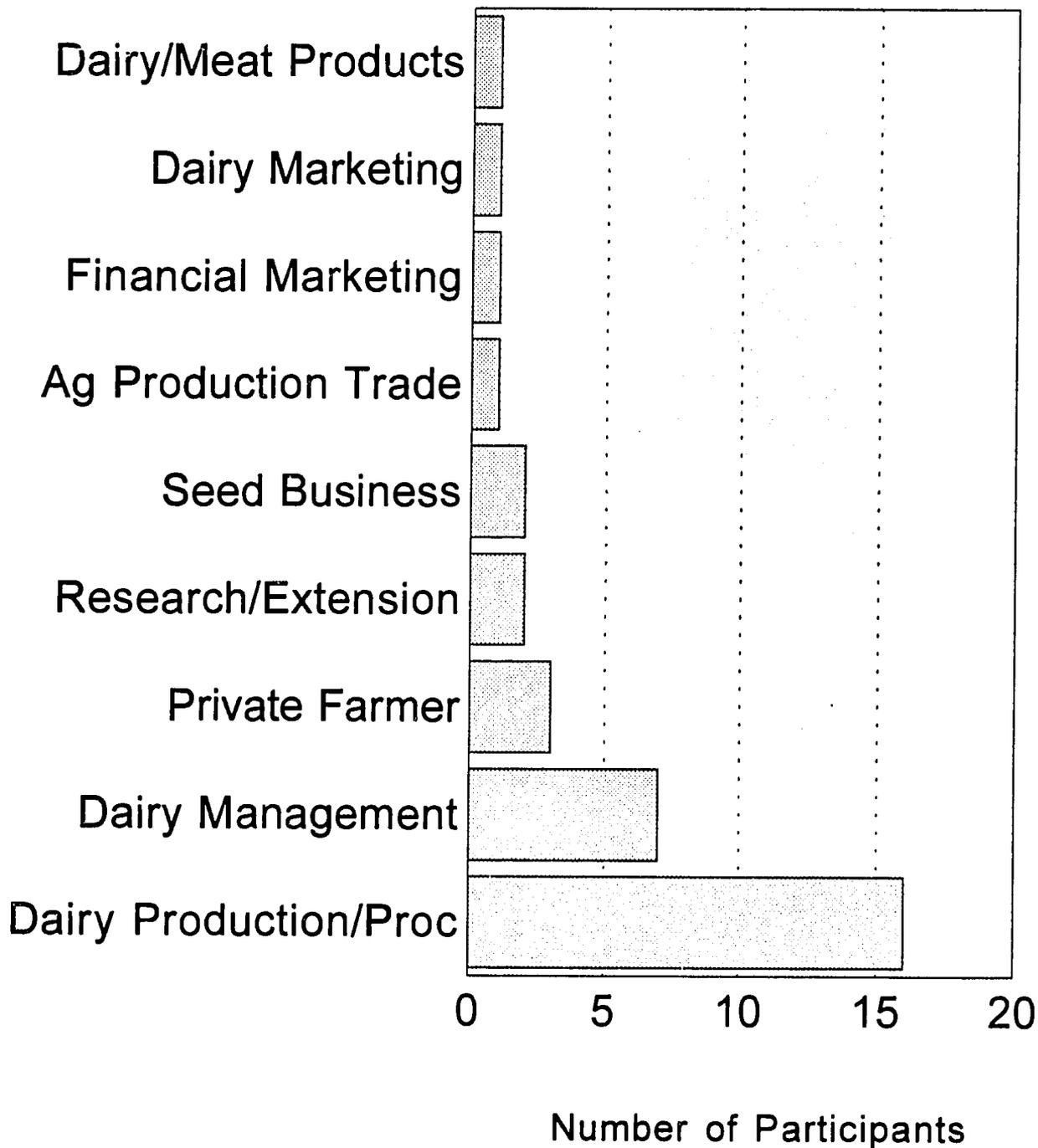


# U.S.

## Professional Affiliation

### Short Course Training, 4th Quarter, 1993

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Number of Courses = 3

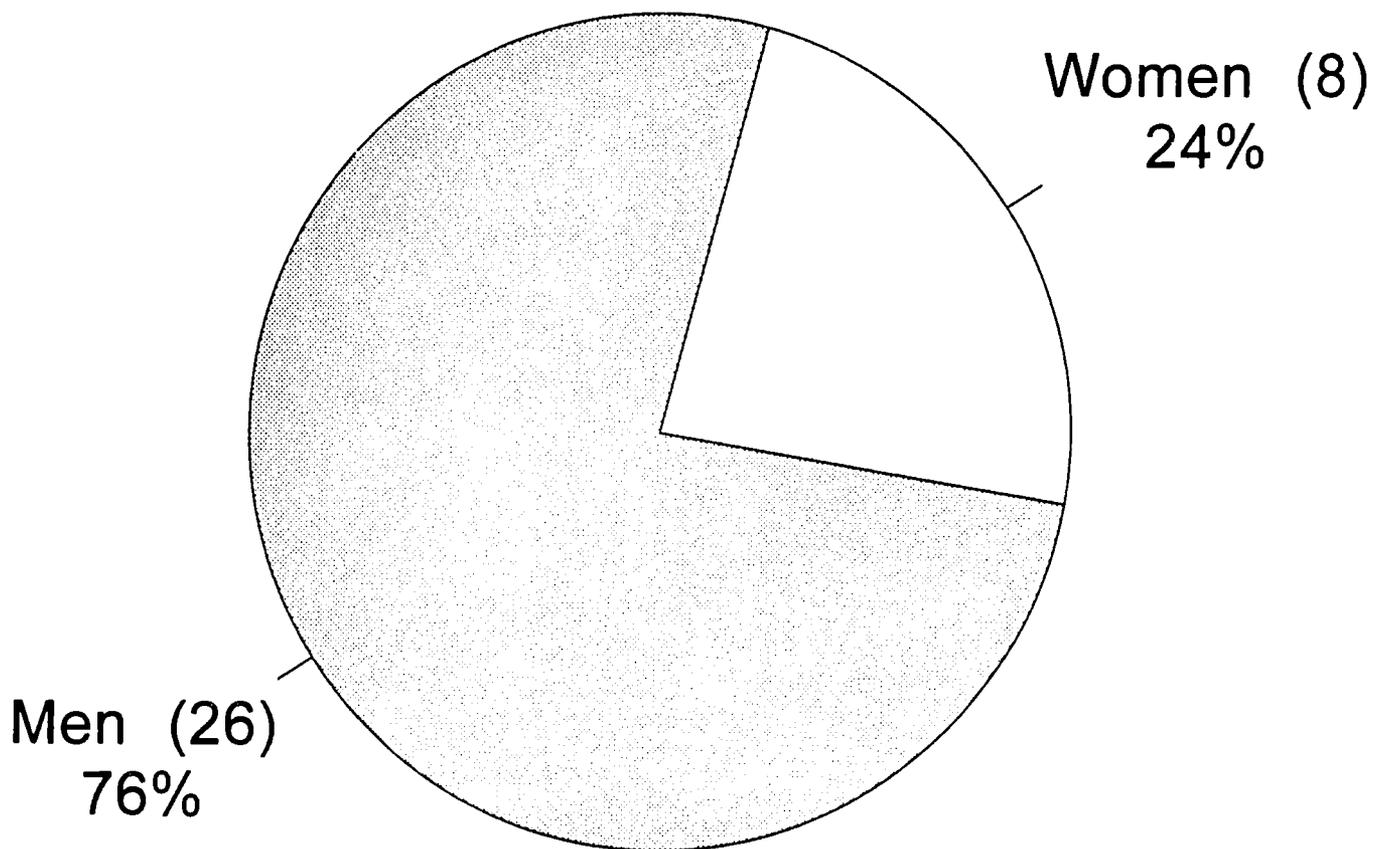
Land O'Lakes, Inc.

# U.S.

## Gender Profile

Short Course Training, 4th Quarter, 1993

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**APPENDIX D**

**THIRD QUARTER REPORT  
PARTICIPANT TRAINING REPORT**

Land O'Lakes, Inc.

Participant Training Report  
 Agricultural Cooperative/Business Development & Training  
 in Central and Eastern Europe  
 Grant Number EUR-0024-G-00-1072-00  
 July 1 - September 30, 1993

| NAME                | CITIZEN | GENDER | TRAINING SITE                            | DATES                          | PURPOSE  | ACTIVITIES | FUNDING |
|---------------------|---------|--------|--|--------------------------------|--|------------|---------|
| KOSCIELNIAK,<br>Ewa | Poland  | Female | Kinnard Family Farm,<br>Sturgeon Bay, WI | Mar. 20 -<br>Sept. 30,<br>1993 | <p>To give dairy participants an opportunity to learn about U.S. production technology and management through a five month farm internship and to be exposed to the interrelationships that comprise a successful agricultural infrastructure through off-the-farm activities and technical training in dairy related topics.</p> <p><u>Technical Training During this Quarter:</u><br/>                     In August the training was held for one week in Pipestone, MN on Farm Management and Recordkeeping. Subjects included a segment on farm machinery, basic machine repair, balance sheets, assets, liabilities, equity, income statement, farm income, farm expenses, cash flow statements and a 1-1/2 day segment on introduction to computers. The second week of training was artificial insemination through 21-Century Genetics. Subjects included reproductive anatomy/organs, heat detection, physiology of estrus cycle, semen production/processing/handling, and practice insemination on live cows.</p> <p>In September the technical training was held in MPLS, MN and consisted of three days of Training of Trainers course, a tour of 21-Century Genetics laboratory, and a discussion on how to translate what they have learned to their own situations with LOL staff person.</p> | Technical  | USAID   |

| NAME                    | CITIZEN           | GENDER | TRAINING SITE   | DATES                          | PURPOSE        | ACTIVITIES | FUNDING |
|-------------------------|-------------------|--------|---|--------------------------------|----------------|------------|---------|
| STAWINSKI,<br>Waldemar  | Poland            | Male   | Stegeman Family Farm,<br>Huron, SD  | Mar. 20 -<br>Sept 30,<br>1993  | Same as above. | Technical  | USAID   |
| WAWRYNCZAK,<br>Adam     | Poland            | Male   | Coughlin Family Farm,<br>Watertown, WI  | Mar. 20 -<br>Sept 30,<br>1993  | Same as above. | Technical  | USAID   |
| MALINOWSKI,<br>Wojciech | Poland            | Male   | Madson Family Farm,<br>Oconto, WI   | Mar. 20 -<br>Sept. 30,<br>1993 | Same as above. | Technical  | USAID   |
| RUCIS, Olafs            | Latvia            | Male   | Krahn Family Farm,<br>Brillion, WI  | Mar. 20 -<br>Sept. 30,<br>1993 | Same as above. | Technical  | USAID   |
| TILK, Arne              | Estonia           | Male   | O'Leary Family Farm,<br>Brandon, WI and Olson<br>Family Farm, Sturgeon<br>Bay, WI                 | Mar. 20 -<br>Sept 30,<br>1993  | Same as above. | Technical  | USAID   |
| ZDENEK, Jaros           | Czech<br>Republic | Male   | Pearson Family Farm,<br>Hudson, WI  | Mar. 20 -<br>Sept. 30,<br>1993 | Same as above. | Technical  | USAID   |
| VALASEK,<br>Frantisek   | Slovakia          | Male   | Deckert Family Farm,<br>Henning, MN and one<br>month on Dohrmann<br>Family Farm, Claremont,<br>MN | Mar. 20 -<br>Oct. 29,<br>1993  | Same as above. | Technical  | USAID   |
| MICHALCIN,<br>Miroslav  | Slovakia          | Male   | French Family Farm,<br>Dodge Center, MN   | Mar. 20 -<br>Oct. 29,<br>1993  | Same as above. | Technical  | USAID   |

| NAME                 | CITIZEN        | GENDER | TRAINING SITE   | DATES                    | PURPOSE   | ACTIVITIES | FUNDING |
|----------------------|----------------|--------|---|--------------------------|---|------------|---------|
| MATEV, Milen         | Bulgaria       | Male   | Lund Family Farm, Evansville, MN, and Baulk Family Farm, New York Mills, MN | Mar. 20 - Sept. 30, 1993 | Same as above.  | Technical  | USAID   |
| ZLATANOVA, Velitchka | Bulgaria       | Female | Lipinski Family Farm, Duluth, MN  | Mar. 20 - Sept. 3, 1993  | Same as above. Two days of technical training with Ranees May at University of Wisconsin, River Falls, in Principles and Practices of Ice Cream Production; standardization methods of milk for ice cream production, role of stabilizers and emulsifiers in ice cream, formulation techniques, lab testing techniques, quality control in production, sanitation techniques in ice cream plants. | Technical  | USAID   |
| CHTILIANOV, Chtilian | Bulgaria       | Male   | Kleever Family Farm, Henning, MN  | Mar. 20 - Nov. 5, 1993   | Same as above. Participation in LOL Agri-Input Distribution course and Bulgarian Dairy Policy short course with segment in Washington D.C.  | Technical  | USAID   |
| CAPKA, Roman         | Czech Republic | Male   | Terminated from program.  | Mar. 20 - June 1, 1993   | Terminated from program due to physical and emotional stress.   | Technical  | USAID   |
| ZRUBAN, Jozef        | Slovakia       | Male   | Dohrmann Family Farm, Claremont, MN   | Mar. 20 - Sept. 1, 1993  | Terminated from program due to family difficulties in-country.  | Technical  | USAID   |

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Land O'Lakes, Inc.

Participant Training Report  
 Agricultural Cooperative/Business Development & Training  
 in Central and Eastern Europe  
 Grant Number EUR-0024-G-00-1072-00  
 July 1 - September 30, 1993

| NAME                    | CITIZEN        | GENDER | TRAINING SITE   | DATES                  | PURPOSE   | ACTIVITIES | FUNDING |
|-------------------------|----------------|--------|---|------------------------|---|------------|---------|
| GASZEWSKI, Dariusz      | Poland         | Male   | Central Minnesota Cooperative, Seuk Centre, MN                  | June 7 - Aug. 30, 1993 | To upgrade and broaden the skills of young agribusiness professionals in the area of their expertise.<br><br>In August, participants received two weeks of Training of Trainers and Leadership course. Toured Henry and Botzek Dairy Farm (a modern 400-cow facility).<br><br>Intern's emphasis: Agricultural Marketing | Technical  | USAID   |
| WRZESINSKI, Pawel       | Poland         | Male   | Mondovi Cooperative, Mondovi, WI                                | June 7 - Aug. 30, 1993 | Same as above.<br><br>Intern's Emphasis: Livestock & Coop Management.   | Technical  | USAID   |
| SCIERSKA, Urszula       | Poland         | Female | Land O'Lakes Research Technology & Engineering, Arden Hills, MN | June 7 - Aug. 30, 1993 | Same as above.<br><br>Intern's Emphasis: Dairy Science & Microbiology   | Technical  | USAID   |
| SENICZAK, Anna Wojciech | Poland         | Female | 21st Century Genetics, Shawano, WI                              | June 7 - Aug. 30, 1993 | Same as above.<br><br>Intern's Emphasis: Cattle Breeding & Genetics   | Technical  | USAID   |
| TLUSTY, Vlastimil       | Czech Republic | Male   | Cenex/Land O'Lakes Finance and Credit, Inver Grove Heights, MN  | June 7 - Aug. 30, 1993 | Same as above.<br><br>Intern's Emphasis: Finance & Credit, Macro-dairy Policy   | Technical  | USAID   |

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**APPENDIX E**

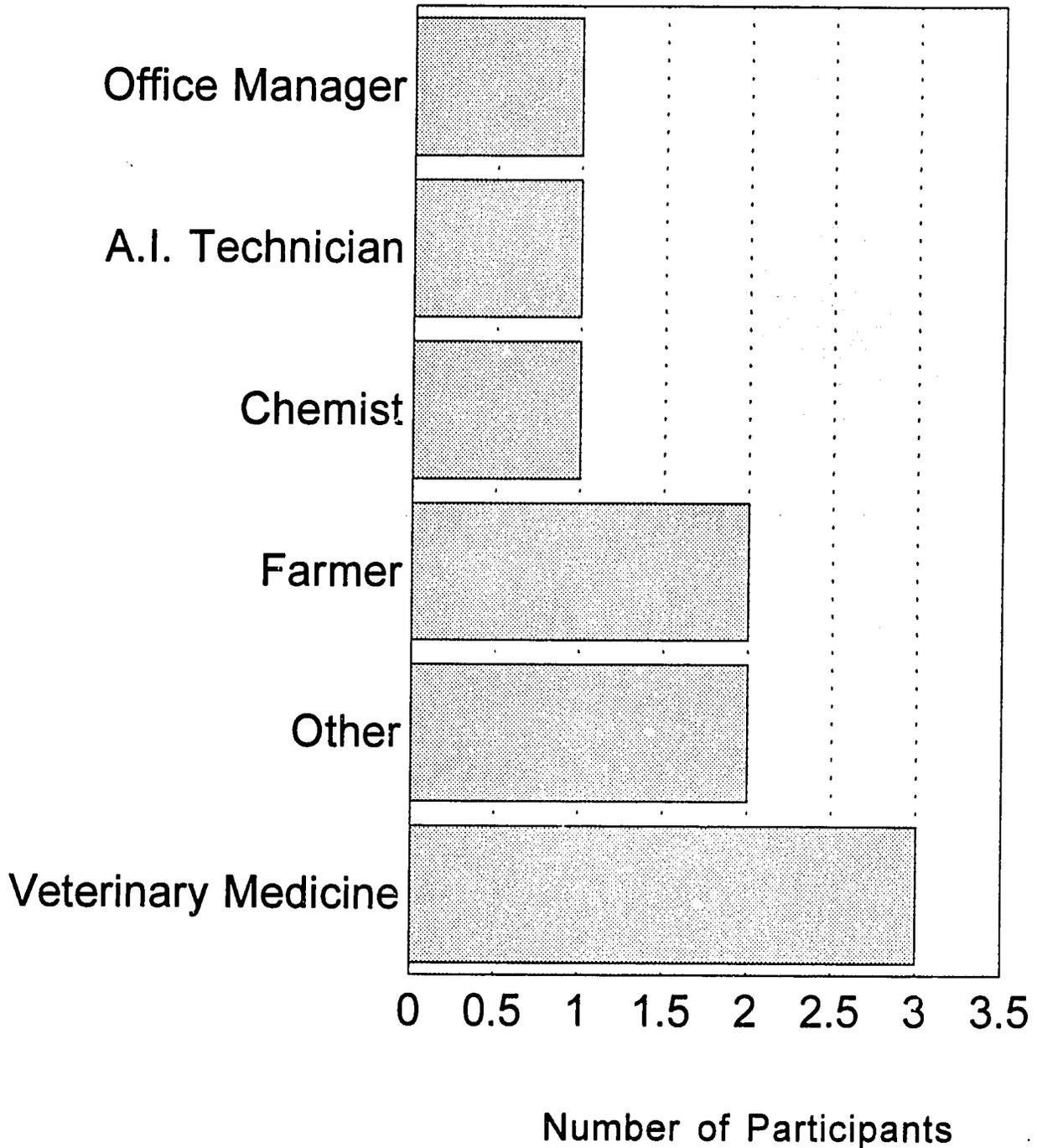
**THIRD QUARTER REPORT  
PROFESSIONAL AFFILIATIONS**

# ALBANIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 3

Land O'Lakes, Inc.

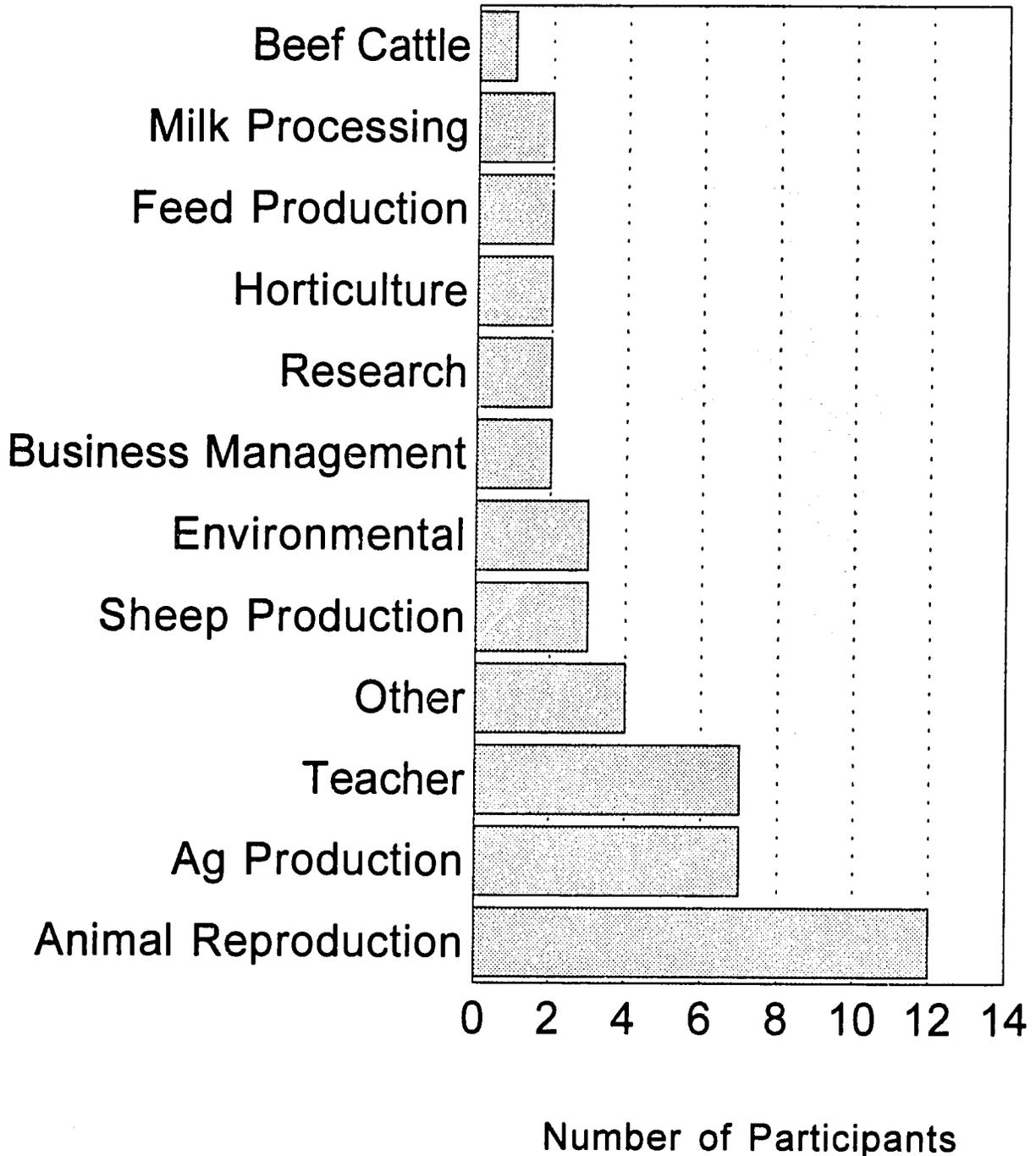
72

# BULGARIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 2

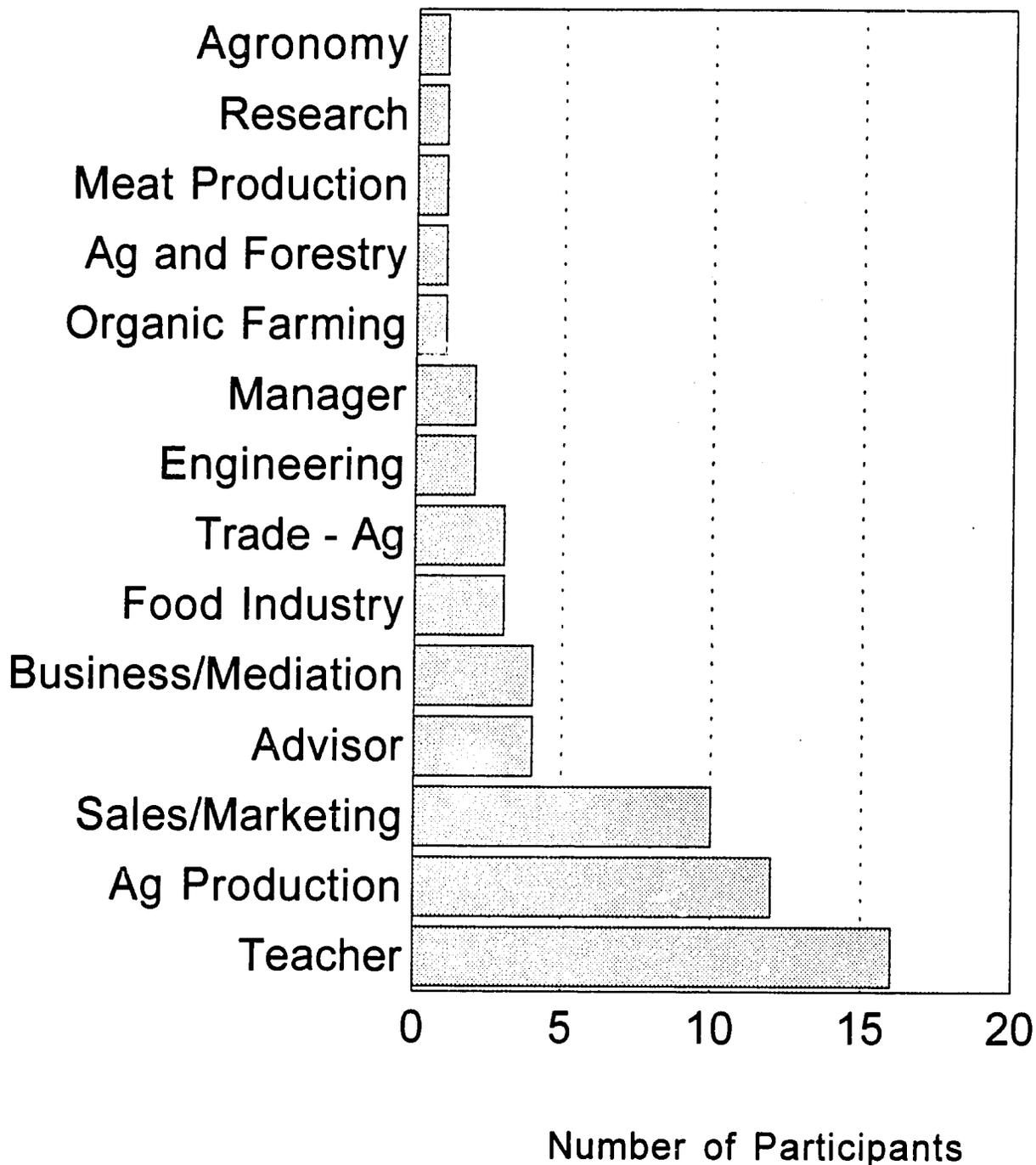
Land O'Lakes, Inc.

# THE CZECH REPUBLIC

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 2

Land O'Lakes, Inc.

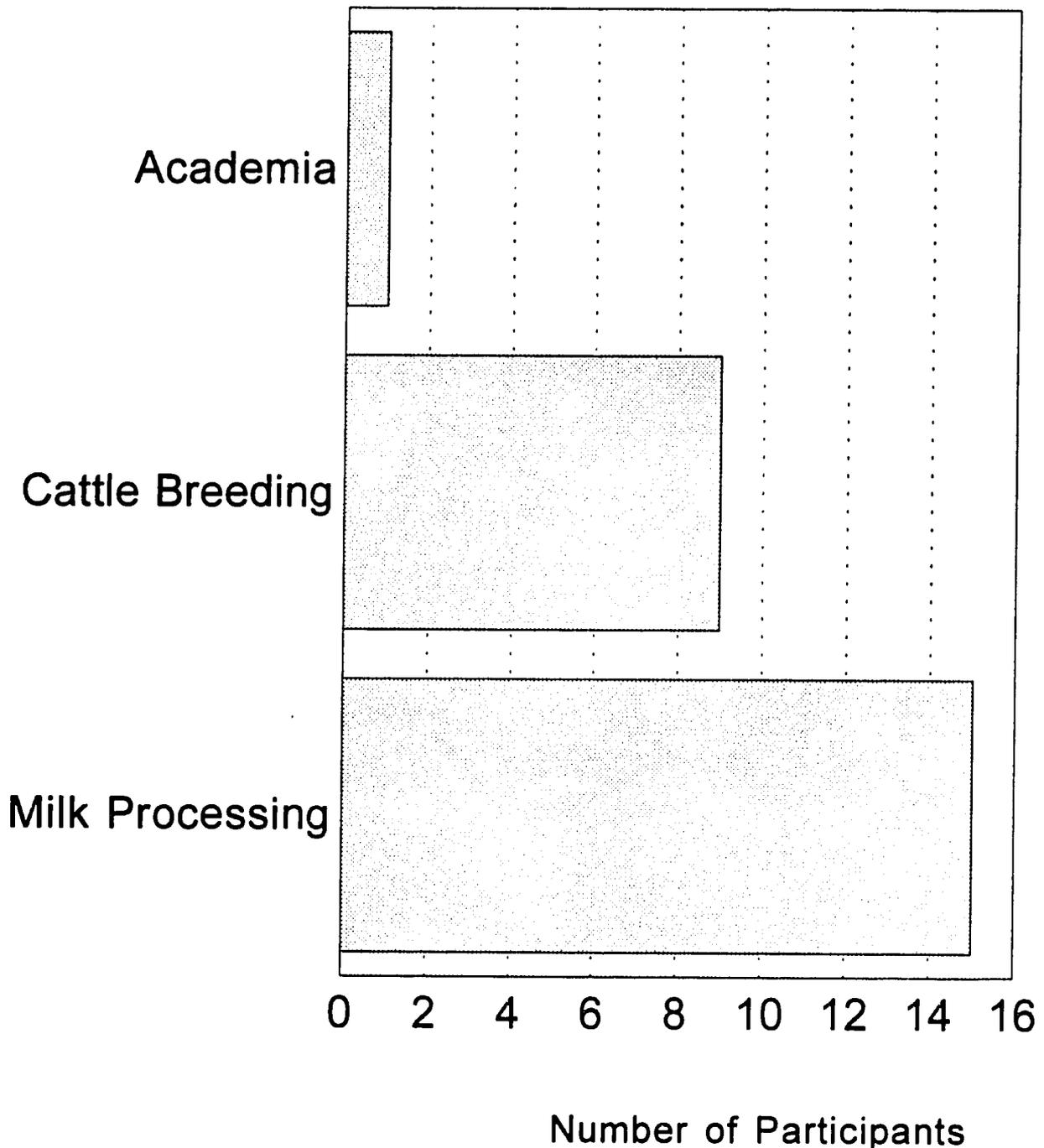
41

# ESTONIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 1

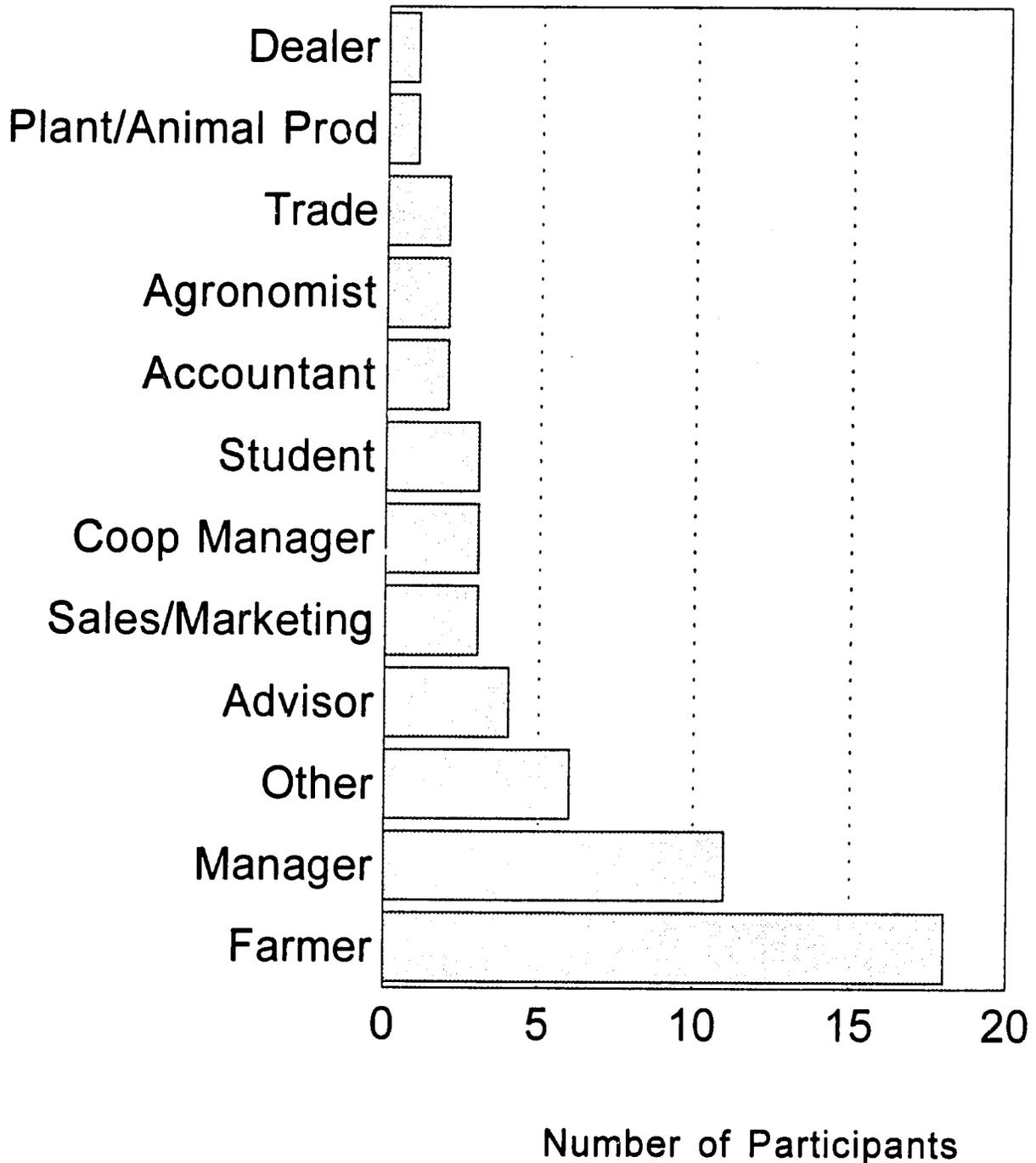
Land O'Lakes, Inc.

# HUNGARY

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 2

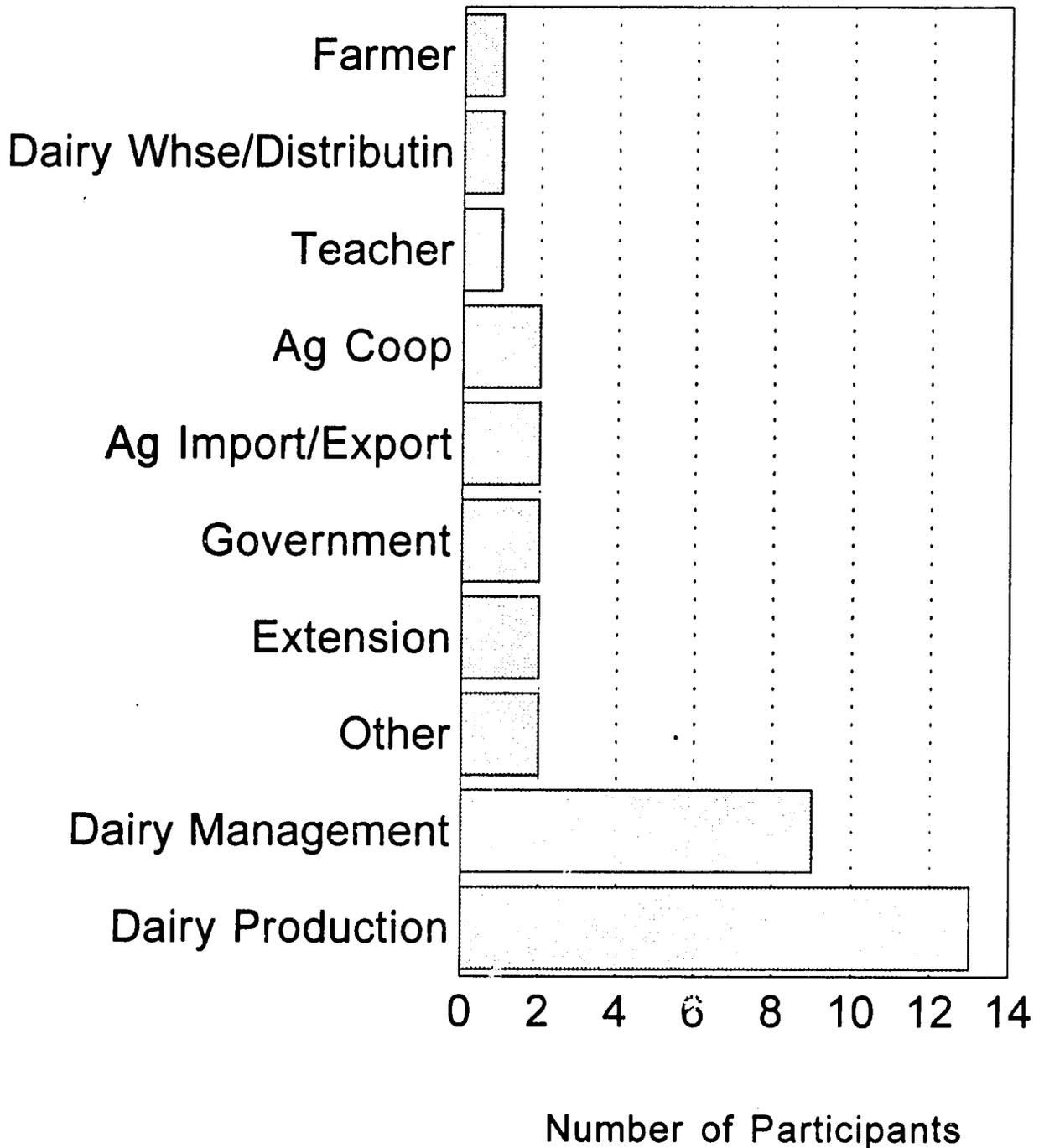
Land O'Lakes, Inc.

# LATVIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 2

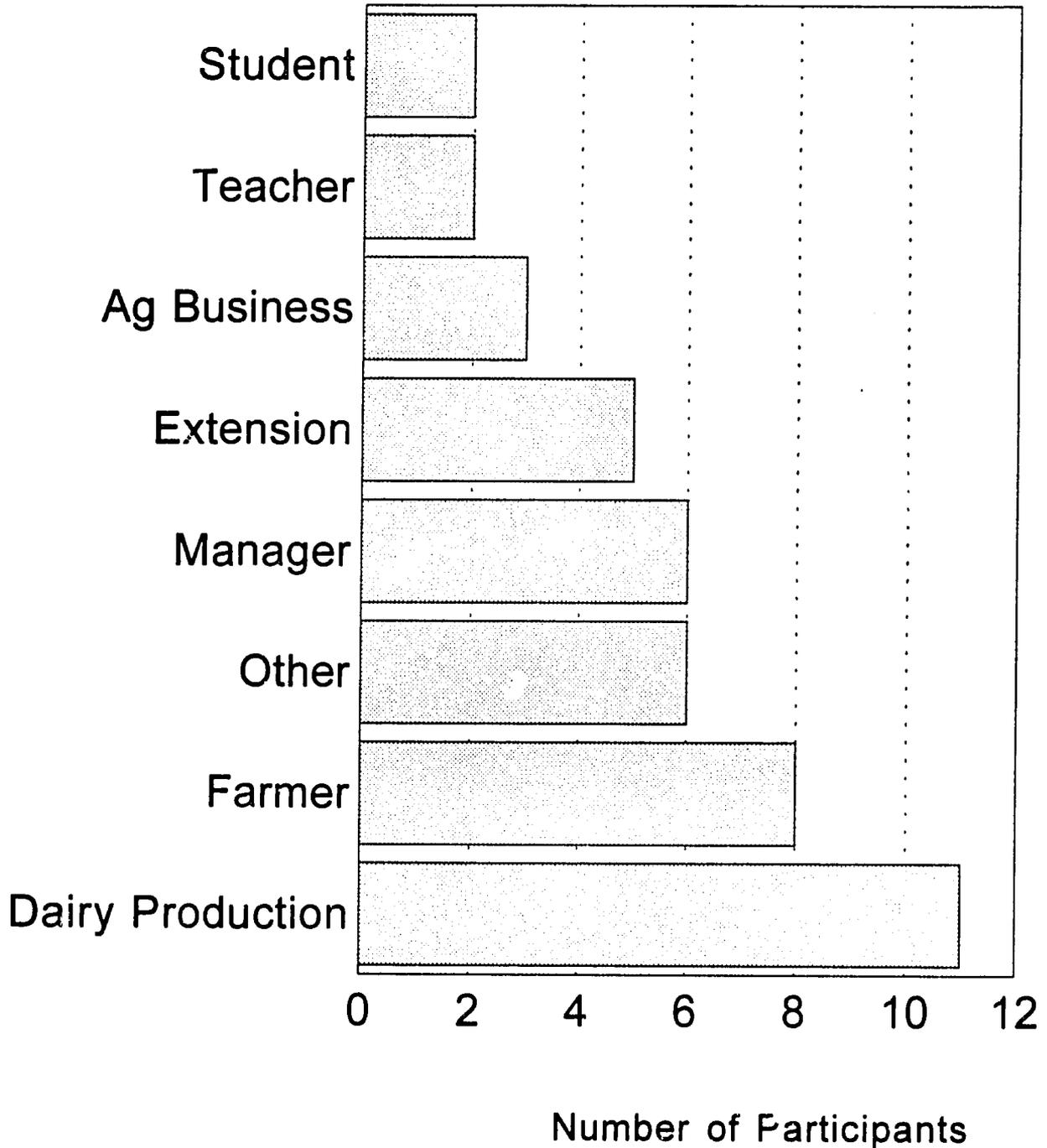
Land O'Lakes, Inc.

# LITHUANIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 3

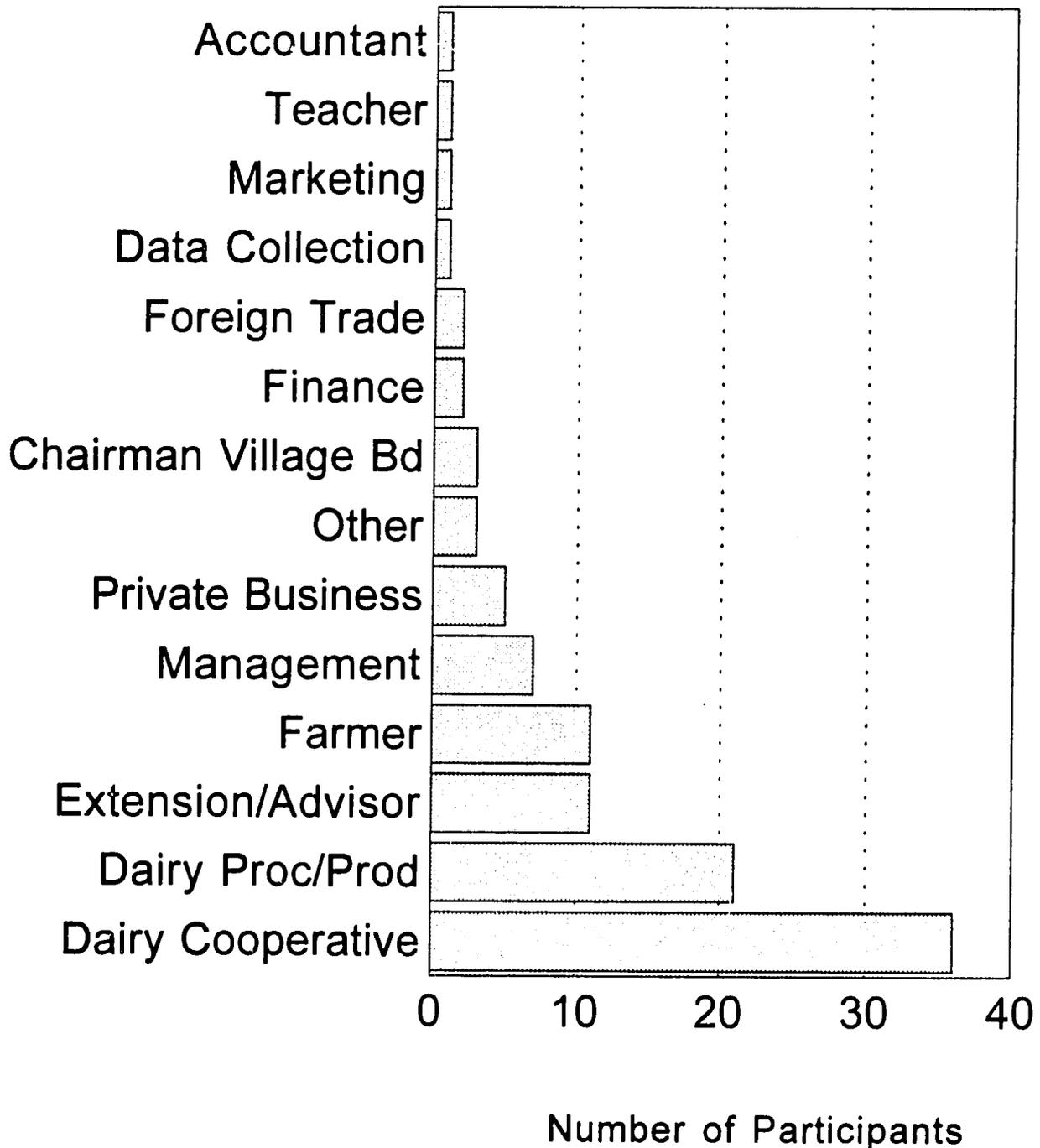
Land O'Lakes, Inc.

# POLAND

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 5

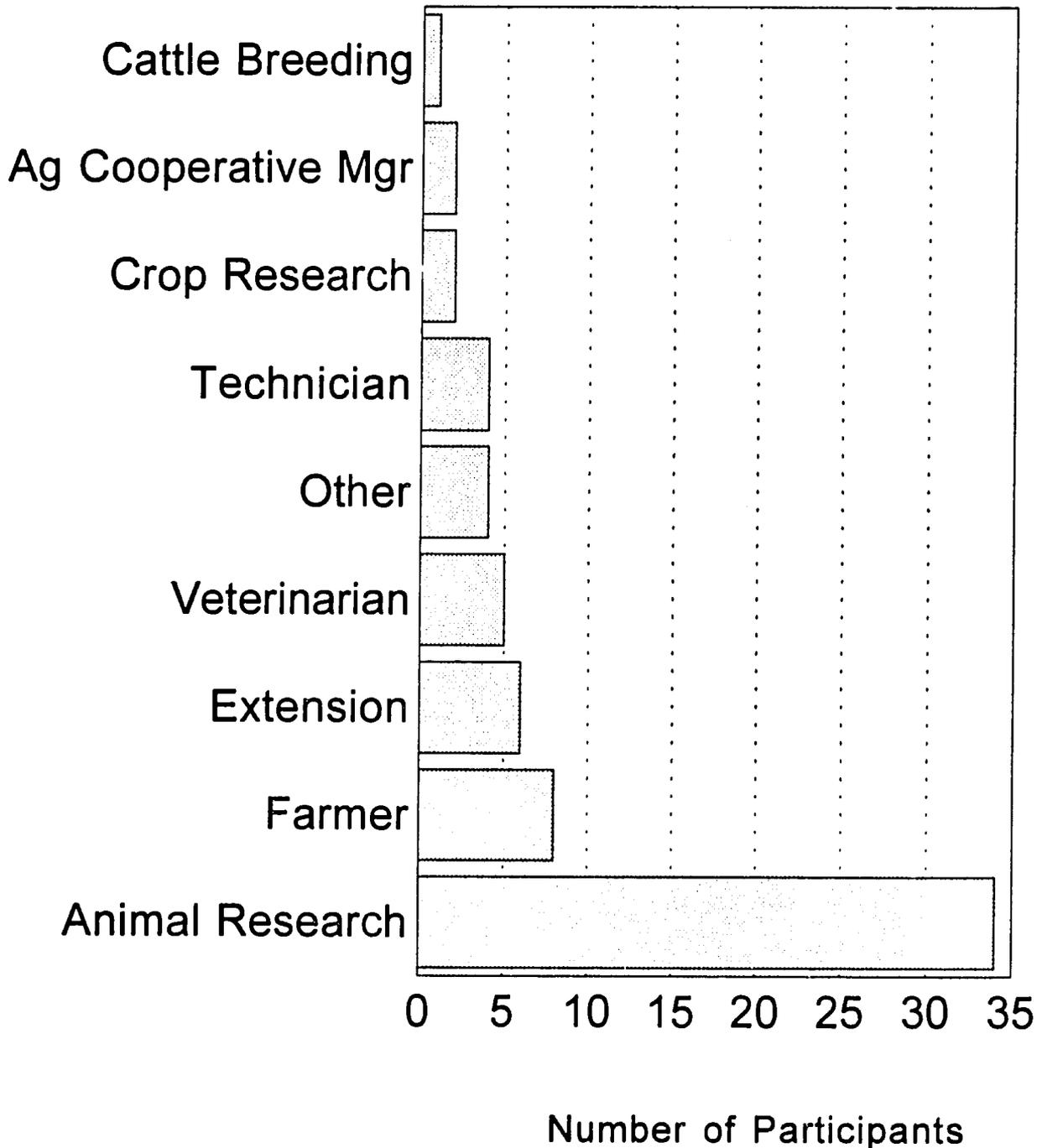
Land O'Lakes, Inc.

# ROMANIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 3

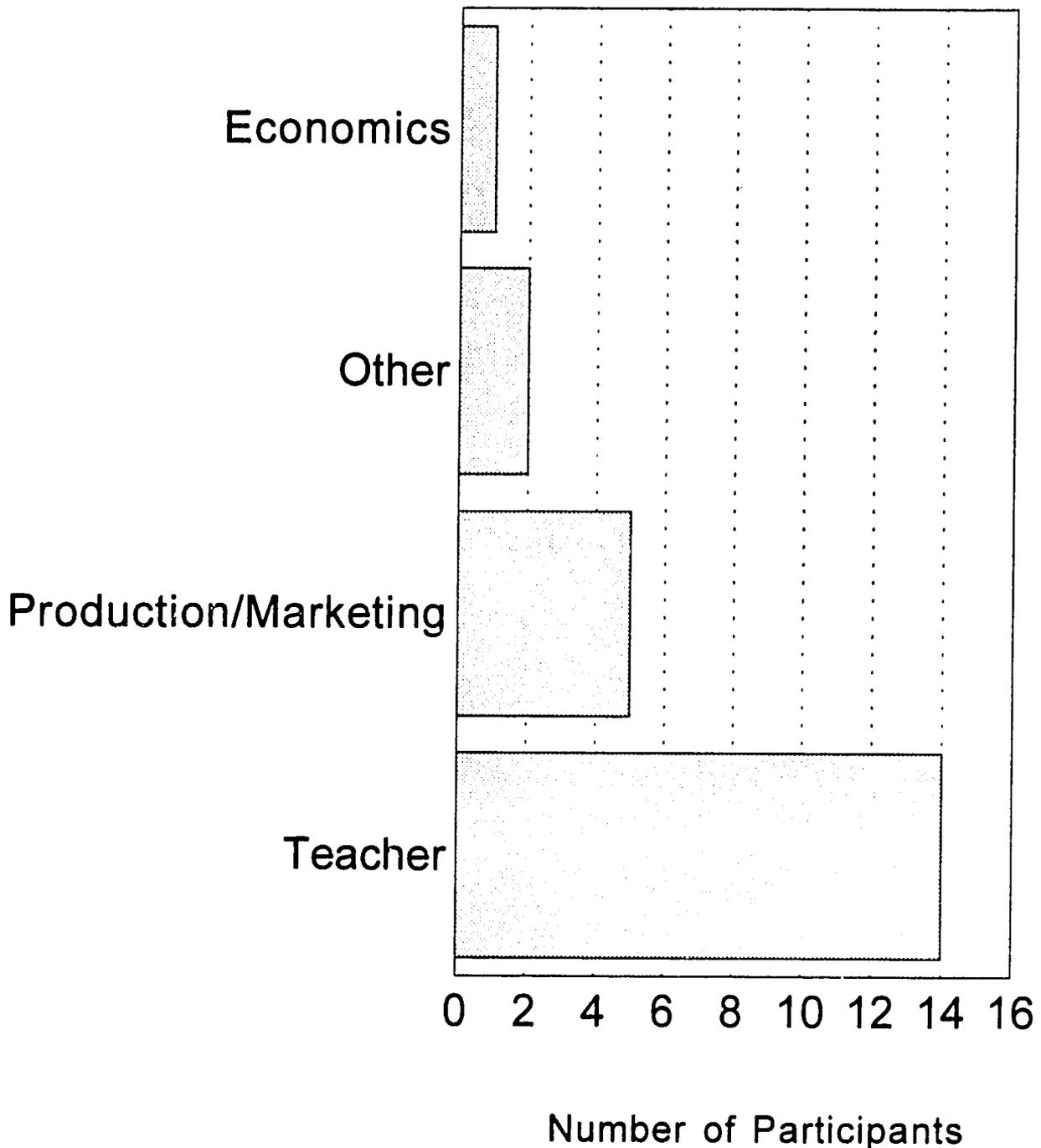
Land O'Lakes, Inc.

# SLOVAKIA

## Professional Affiliation

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 1

Land O'Lakes, Inc.

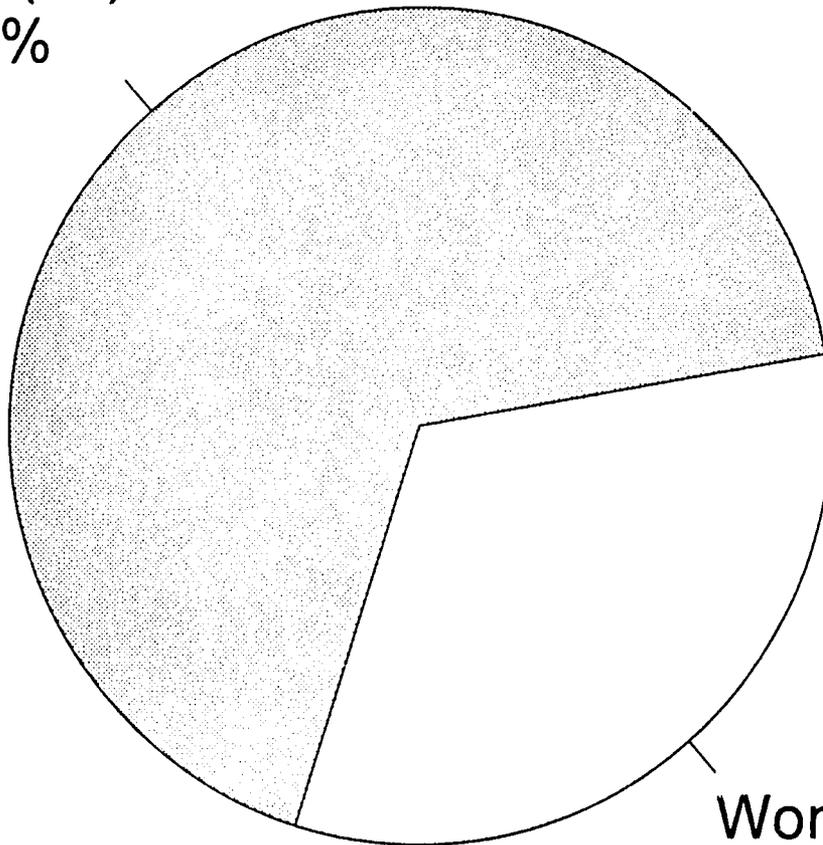
# LITHUANIA

## Gender Profile

In-Country Training, 3rd Quarter, 1993

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Men (29)  
67%



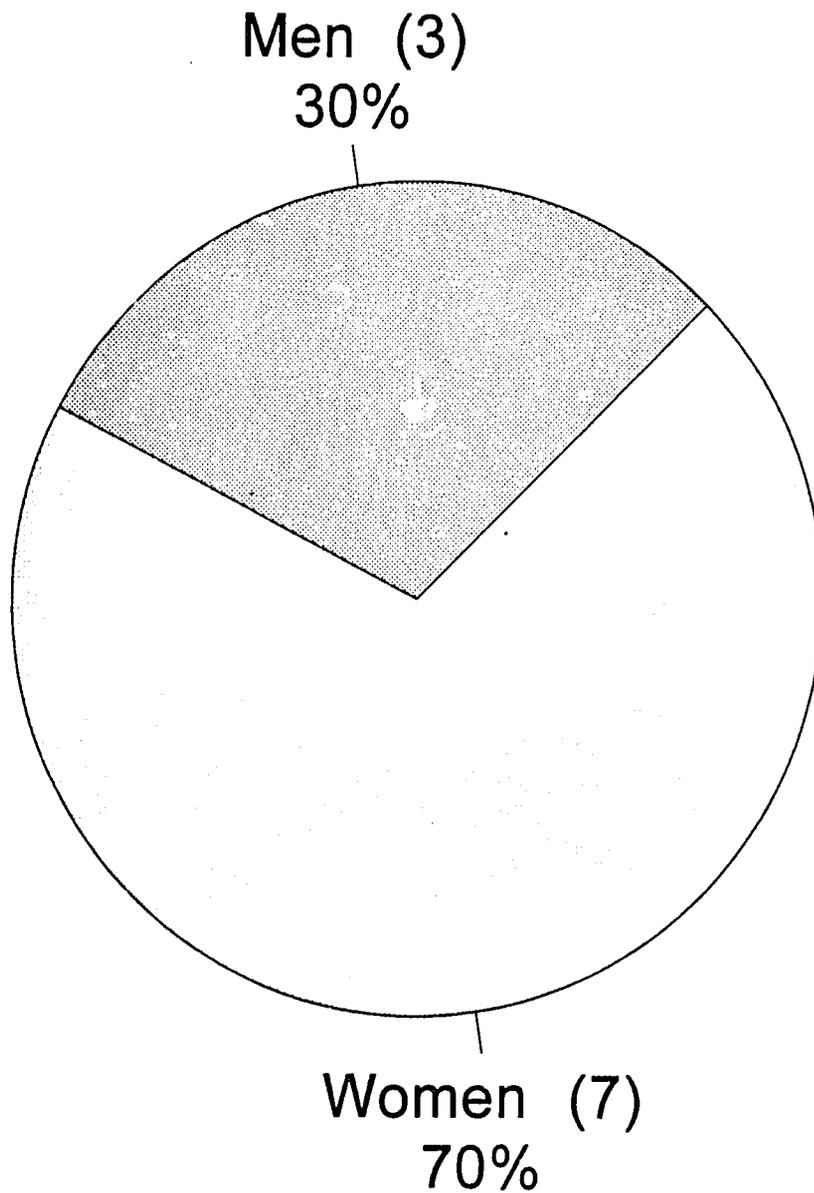
Women (14)  
33%

# ALBANIA

## Gender Profile

In-Country Training, 3rd Quarter, 1993

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Number of Courses = 3

Land O'Lakes, Inc.

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