

**RESTRUCTURING
AGRICULTURE AND AGPIBUSINESS:
PRIVATE SECTOR PROGRAM FOR POLAND
USAID GRANT EUR-0024-A-00-2042-00**

**Quarterly Report on Activities
From October 1 to December 31, 1993**

from a consortium of

Land O'Lakes, Inc.
Sparks Companies, Inc.
The American Trust for Agriculture in Poland
Center for International Food and Agricultural Policy
of the University of Minnesota

in cooperation with the
Foundation for the Development of Polish Agriculture

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TABLE OF CONTENTS

I.	Executive Summary	1
II.	Past Quarter's Activities	
	A. Management Seminars	2
	B. Faculty Training	3
	C. Technical Assistance	3
III.	Impact	5
IV.	Next Quarter's Activities	
	A. Management Seminars	8
	B. Faculty Training	8
	C. Technical Assistance	9
	Attachments	
	A. Financial Report	
	B. Chart of Project Phases	
	C. Logframe	

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I. EXECUTIVE SUMMARY

The goal of the USAID RAAPS/Poland project is to increase competition efficiency and the productivity of Polish agriculture in a free market economy. The RAAPS/Poland consortium assists firms in the food processing and agricultural input sectors to become efficient, productive, and financially viable. The strategy to implement this is to develop and implement business plans in agribusinesses to strengthen their ability to operate as private competitive enterprises. The consortium has implemented a systematic approach to the monitoring and evaluation of project activities which incorporates benchmarks and objectively quantifiable outputs. This will provide clear indicators against which to measure the success of the activities in providing long-term, sustainable impact. The other activities--faculty training and management workshops--serve as a foundation from which long-term technical assistance interventions naturally proceed.

Activity

Sparks and Land O'Lakes conducted six 4-day in-country management workshops: two on Agribusiness Management and four on Intermediate Marketing. Follow-up evaluation interviews with past workshop participants garnered many success stories. Two University of Minnesota professors travelled to Poland to present teacher workshops to Polish professors on Management and on Trade in the European Community. Approximately 150 organizations underwent initial screening to determine their potential as long-term technical assistance candidates for years two and three of the project. Of these, about 30 will be selected to receive long-term interventions, in addition to the seven enterprises assisted to date. For each candidate, a business plan is formulated and specific business concerns addressed.

Program Coordination

The consortium team members work together closely to ensure a coordinated effort. Land O'Lakes and Sparks Companies plan activities jointly as they modify and implement the RAAPS program activities. The Foundation for the Development of Polish Agriculture (FDPA) assists in the long-term technical assistance interventions. The Land O'Lakes Warsaw office provides the in-country logistical support for Land O'Lakes' and Sparks Companies' activities. The University of Minnesota works closely with Land O'Lakes and the Olsztyn University of Agriculture and Technology to set up and conduct their technical assistance interventions with agricultural universities. Professors at the agricultural universities in Olsztyn and Krakow participate actively in all phases of the long-term technical assistance interventions.

The financial report is Attachment A.

II. PAST QUARTER'S ACTIVITIES

The consortium has structured a program in which the interrelationship between activities provides a coherent and focused approach to privatization. Each activity has been designed to contribute to the others, and ultimately to support the technical assistance process, which is at the core of the project.

A. Management Seminars

The consortium conducted six in-country workshops in the past quarter: four on Intermediate Marketing, presented by Land O'Lakes; two on Agribusiness Management, presented by Sparks Companies. Through these courses, agribusiness professionals from the full spectrum of agriculture acquire a greater command of these subjects, skills they need to manage the complicated issues of privatization. Instead of focusing on broad theoretical concepts, these courses focus on financial statement and cash flow analysis, project valuation and the development of business and marketing plans. Over the past year, the courses were redesigned and case studies based on Polish conditions were designed for both workshops. The workshop instruction is structured to go hand in hand with technical assistance interventions.

The Impact section of this report relates success stories from participants of past in-country workshops.

Intermediate Marketing In-Country Workshops

John Hovanec taught two 4-day Intermediate Marketing courses near Krakow, one at Rabka October 20-23 and the other at Belice October 25-28. Margaret Woodburn taught two condensed versions of the marketing course in Rabka, one November 15-17 and a customized one to Agros employees November 18-19. Students for all four courses totaled 100: 56% women and 44% men.

Course material was supplemented by Polish and U.S. case study examples for class discussion, many food product samples, slides from U.S. supermarkets, and other products from Poland. Topics covered were the role of marketing; marketing mix; the competitive climate; marketing strategy; market segmentation and targeting, consumer behavior; product, pricing, place, and promotion strategies; new product development.

John Hovanec was able to add another case study on the spot--of a Polish honey cooperative--that prompted a lively competition among the students, who formed teams to develop market research studies. Maggie Woodburn's second course was presented to employees of one company, Agros, which is a wholesale firm. The advantage was that she could address the specific concerns of the company. The disadvantage was that the four-day course was condensed to two days. Because there is too much material for that period of time, Ms. Woodburn recommends returning to the standard four-day format in the future.

Agribusiness Management In-Country Workshops

Melanie Romine of Sparks Companies and Dr. Szczepan Figiel of the Olsztyn University of Agriculture and Technology co-presented two 3-day Agribusiness Management seminars in Olsztyn in November. The inclusion of a Polish instructor adds a Polish perspective to the presentation and improves communications and effectiveness of the seminars. Students totaled 37: 15 in the first and 22 in the second. Of these, 81% were men and 19% were women. All but six were business managers and executives.

The Agribusiness Management seminars presented techniques needed to compete successfully in a market economy. The courses focused on techniques required to help firms shift from public to private management and ownership. Seminar topics included: supply and demand principles; price discovery; price changes and forecasting; government policies and roles; market efficiency; risk, the origins of risk and risk management; cost structure of the firm; organization of the firm; products, markets and marketing; time value of money; break-even analysis, financial statements and financial forecasting. While many of the topics were similar to those of earlier seminars, more financial instruction was introduced as a result of the growing need for that type of information in Poland.

B. Faculty Training

In October, two professors from the University of Minnesota presented teacher workshops at the agricultural university in Olsztyn. Harald von Witzke taught Trade and the European Community to 17 professors from four universities. Vernon Eidman taught a five-day teacher workshop on various management topics to 31 faculty of seven Polish universities. Through their interactions with the participants, they identified the best candidates for the four-week workshops starting in February in the U.S. They also tentatively established the courses to be offered by the University of Minnesota in year three of the RAAPS project: Natural Resource and Environmental Economics, Mathematical Programming for Agricultural Businesses, Rural Economic and Business Development, and Econometrics.

The University of Minnesota's program is an important step in developing local expertise to provide long-term sustainability to the RAAPS program. Along with the partnerships with the agricultural universities in Krakow and Olsztyn, these programs have provided the project with wide-ranging contacts and a well trained faculty capable of participating fully both as co-trainers in management seminars and as consultants in the technical assistance teams. In this way, these activities effectively provide the foundation for successful technical assistance interventions.

C. Technical Assistance

The strategy of the long-term technical assistance is to develop, implement, and monitor business plans for approximately 30 to 35 selected agribusinesses and thereby strengthen their ability to operate as private, competitive enterprises. To

ensure that these long-term interventions are successful, the consortium has adopted a consistent and systematic methodology under which each individual intervention will have a workplan, with benchmarks and clear and quantifiable objectives to be monitored throughout the life of the project. The four targeted agricultural sectors are grain processing, meat processing, fruit and vegetable processing, and agricultural input enterprises. Selection criteria for technical assistance candidates include size, ownership (must be private or in process of privatizing), financial condition, management, resources, and the potential for long-term impact on the organization.

The long-term technical assistance implementation plan for years two and three of the RAAPS program has six phases. Refer to Attachment B for a chart of these phases in timeline form.

Phase I. 150 companies are identified, then screened, based on available public information, narrowing the field to 60 companies. This process eliminates those with high debt or who are unlikely to privatize.

Phase II. Each of the 60 companies is contacted directly to discuss their organization, market conditions, and delineate problems and to leave a data questionnaire for the company to complete. On the basis of information collected, 30 are selected for long-term assistance.

Phase III. In-depth meetings are conducted over one to two days with each selected company, after which a skeleton business plan and financial spreadsheets are prepared.

Phase IV. A U.S. expert visits for two to three days to review all collected information. A full business plan is developed, complete with objectives, recommendations, and benchmarks. The business plan focuses on revenue potential, operating cost projections, a marketing plan and a capital and financial plan.

Phase V. The business plan is delivered to and discussed with the company.

Phase VI. Each organization is monitored once a month for at least three months, perhaps longer, to provide ongoing advice and recommendations and to document impact.

Early on in the project, all of the above six phases were the responsibility of U.S.-based personnel. The RAAPS/Poland team recognized, however, that it could maximize the human and financial resources of the project best by utilizing Polish personnel to execute much of the implementation plan for newly identified potential candidates. In November 1993, Michael Gormley of Land O'Lakes and Tom Scott of Sparks Companies met with representatives of the Foundation for the Development of Polish Agriculture (FDPA) and Polish professors of the agricultural universities of Olsztyn and Krakow to explain the methodology of the assistance interventions and to explain the software used to track the project.

As of now, Polish professors in Olsztyn and Krakow and the FDPA employees are heavily involved in all phases of the technical assistance methodology, working in

close cooperation with Land O'Lakes and Sparks Companies. This ensures institutionalization of the privatization process. Once the RAAPS/Poland project is completed, these Poles will possess the tools they need to continue as advisors and educators to others.

Once the Polish counterparts select the final candidates, then the U.S. experts travel to Poland and provide technical assistance at the point where their help is most needed. Logistically, grouping firms within an agricultural sector to receive technical assistance concurrently provides significant advantages in terms of efficiencies and focus. The consortium expects to continue grouping firms in this way, with groups as big as four or five.

Seven organizations were identified in 1993 as long-term intervention candidates. Of these, four organizations are in Phase IV and one is in the Phase VI monitoring stage. The four in Phase IV are a meat processing plant in Ostroda-Morliny, a fruit and vegetable processing firm in Olsztynek, the Radom Seed Center in Radom, and a sugar beet seed company at Ostrowiec. PZZ Plonsk has the business plan and the other recommendations prepared by the technical assistance team and has graduated to the monitoring phase. Two grain processors who received initial interventions have been dropped--PZZ Radom and PZZ Lukow--because they have needs, in terms of debt and lack of capital, that this program can not address.

In the past quarter, the team worked aggressively on Phase I for about 150 organizations. By the end of January, the project team will complete Phase II, the identification of 60 preliminarily screened companies. Of those, about fifteen are known to be good candidates. Over the next few months, another fifteen will be selected. The implementation of the six phases will be staggered, rather than concurrent, for the selected companies. Some companies will be in Phase IV while others are in Phases V and VI.

III. IMPACT

A. In-Country Management Workshops

As a part of a monitoring and evaluation system, workshop participants are interviewed three months after completion. Participants are interviewed to discover how they value the training and how they have applied what they learned. The purposes of the follow-up interviews are to determine the training's impact, to incorporate participants' feedback into improving the workshops, and to identify potential technical assistance candidates.

Recent evaluations have revealed positive impact stories. The participants credit their attendance at the marketing and agribusiness management workshops with contributing to their success.

Intermediate Marketing Course Impact:

- 1) In an October 1993 follow-up interview, Zbigniew Perczak, production manager at a Radom meat plant, reported that the company sales have increased significantly as a

result of putting into action concepts learned in a June 1993 Intermediate Marketing seminar. The company has begun market monitoring by simply talking to customers. By being sensitive to the buyers and their comments, the company has experienced astonishing results:

- a. Customers commented that the sausaged ham was too large in diameter. After producing a slimmer sausage, the company increased sales by 100%.
 - b. Some customers said that the hot dogs were not smoked or dark enough. The company adjusted the color to the desired one and sales have grown by 60%.
- 2) A dairy plant in Piaski has improved its trademark and decided to show it on all of its products. In a June 1993 Intermediate Marketing course, Franciszek Sobieszczanski, vice president, learned the importance of brand recognition. Previously, the company placed different logos on different products. Now they have applied the logo from their best-selling line of products to their whole spectrum of products. As a result, they have extended their market share.
 - 3) A fruit and vegetable processor in Melijow changed its product packaging to look more appealing to customers and increased its market share. Władysław Mazur, the president, took Maggie Woodburn's Intermediate Marketing course in June 1993. He had not known the importance of marketing before. He found money in the company budget for marketing and organized a marketing department. In addition to changing the product packaging, he has learned the importance of communicating the value of the products to the customers.
 - 4) When Zbigniew Kasprzak, marketing specialist for an agricultural cooperative, attended Barb Riordan's July 1993 Intermediate Marketing course, it was the first marketing course he had ever participated in. He learned the importance of market research, consumer behavior, competition, product packaging and distribution. The organization has now conducted market research among their customers. By improving their product distribution methods, they were able to extend the market for those products.
 - 5) Anna Panek, marketing specialist for a meat processing plant in Lublin, also attended Riordan's July 1993 Intermediate Marketing course. The meat processor is attracting customers in better and more efficient ways. They are locating their chain of shops in better locations for their customers. They have improved their brand name recognition. They developed a small marketing brochure with their logo on it, which is attached to the products and helps customers to identify the product with the producer.
 - 6) In 1992, the Technoserve Center for Promotion and Support of Agricultural Enterprises in Sandomierz began raising a special kind of potato that can be used by U.S. fast food franchises operating in Poland. Halina Siemaszko says that she uses the information presented in a June 1993 Intermediate Marketing seminar all the time as she promotes the new products, finds clients, negotiates prices, and sets contracts.

Agribusiness Management Course Impact:

- 1) In a November 1993 interview, Stanislaw Dudek, the sales department manager of a grain processing plant in Rzeszow, relayed that the company's losses had decreased by 60% over the last few months. From attending the Agribusiness Management workshop June 23-26, he was able to better understand the complexities of business operation and discovered a new viewpoint for his business problems. The parts of the course on finance and on company investments were particularly useful.
- 2) Hydrotor-Tuchola, an agricultural engineering company, benefitted from the attendance of two employees at an Agribusiness Management seminar in June 1993. Zenon Szeffs, vice president, says that the company is planning further into the future (five to six years) and is developing a mission statement. Jerzy Dykier, their sales and procurement manager, learned the importance of a proper and efficient information flow, and the company computerized in September. Through the course, he learned a simpler way to calculate costs that saves time and allows him to compute the cost unit for each product. In short, they learned to look at problems from a high, broad viewpoint and a detailed viewpoint at the same time.
- 3) The concepts learned in a June 1993 Agribusiness Management course have saved time for Franciszek Kowaluk, production manager at a meat plant in Kielce, and made his work much easier. Like Mr. Dykier at Hydrotor-Tuchola, he learned new ways to calculate costs, based on a clear definition of fixed and variable costs. The old method he used to calculate cost/price relationship did not provide as clear a picture as the new method. Though variable costs change often, he is able to set prices and their mark-up knowledgeably.

B. Technical Assistance Interventions

The logframe in Attachment C outlines the technical assistance intervention outputs, their verifiable indicators, and the means of verification. The technical assistance interventions aim to strengthen the candidates' profitability and market share. Specifically, the outputs are a rationalized production and marketing operation for the flour mills, a broader range of products and markets for the food and meat processors, and a stronger distribution and marketing networks for the agricultural input firms.

To measure these outputs, in place is a systematic methodology under which each individual intervention has a workplan with benchmarks and clear and quantifiable objectives. As the technical assistance intervention candidates move through the six phases of the intervention, the RAAPS consortium is closely documenting their progress and, thereby, the success of the RAAPS program in delivering its outputs.

IV. NEXT QUARTER'S ACTIVITIES

A. Management Seminars

In-Country Workshops

For the next quarter, two 4-day Intermediate Marketing workshops are planned in Krakow, conducted by Land O'Lakes. For the period April through September, a total of twelve more workshops on Agribusiness Management and Intermediate Marketing will be presented. Evaluation follow-up interviews with participants of past workshops will continue as before.

Management Seminar in U.S.

Sparks Companies will present an executive course in Agribusiness Management to fifteen Polish upper-level managers of Polish enterprises the week of February 7-11 in Memphis, Tennessee. A variety of experts will teach segments covering futures markets, risk management, hedging, options, and cost benefit analysis. Additionally, away from the classroom, the participants will be introduced to business persons, participate in daily strategy meetings at Sparks' headquarters, and visit a variety of business facilities in the Memphis area.

B. Faculty Training

The Center for International Food and Agricultural Policy of the University of Minnesota will host twelve Polish university professors February 14 - March 11 in a program aimed at developing teaching capabilities in these four areas:

- Trade Development
- Trade Policy and the European Community
- Strategic Planning
- Operational Management

The Polish professors work in small groups, under the direct supervision of Minnesota faculty, to structure courses, develop curricula, lectures, case studies and textbooks. The materials developed during these seminars are returned to Poland, where the individual professors translate and adapt materials to Polish needs, and proceed to develop a full course curriculum and workplan. In June, the University of Minnesota will undertake the second part of their educational program, where professors travel to Poland to assist the Polish professors with follow-on technical assistance.

This portion of the RAAPS program is crucial to the long-term success of the overall program because it prepares local professors in the areas of expertise on which the agribusiness sector will depend to become competitive. Past participants from the 1993 University of Minnesota training have become partners in the RAAPS program, participating directly in workshops as teaching assistants, and more importantly, actively participating as consultants in the long-term technical assistance interventions.

C. Technical Assistance

A four-person team, comprised of Michael Gormley from Land O'Lakes and Tom Scott, Scott Richmond, and Jerry Leeper of Sparks Companies, travels to Poland in late January to provide technical assistance to four organizations in Phase IV of the technical assistance implementation plan. The objective of their trip is to pull together as completely as possible the business plans for these four organizations: a meat processing plant in Ostroda-Morliny; a fruit and vegetable processing firm in Olsztynek; the Radom Seed Center in Radom; and a sugar beet seed company at Ostrowiec.

By the end of January, the project team will also have completed Phase II, the identification of 60 preliminarily screened companies. Over the next few months, fifteen candidates will undergo intensive data gathering and another fifteen will be selected from the remaining 45 possible candidates. Along with five organizations who already in the later stages of intervention, these thirty enterprises will form the focus for the remainder of the RAAPS project.

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ATTACHMENT A

Financial Report

RESTRUCTURING AG IN POLAND
EUR-0024-A-2042-00
FINANCIAL SUMMARY

	Expenditures		
	Actual Grant to Date	Actual 10/1/93 to 12/31/93	Projected 1/1/94 - 3/31/94
1. Direct Labor	\$101,409	\$18,201	\$22,413
2. Fringe Benefits	34,156	5,984	5,379
3. Consultants	62,352	16,116	11,950
4. Travel/Per Diem	72,231	22,942	7,808
5. Expend. Supplies/Materials	3,589	1,019	3,091
6. Nonexpendable Equipment	20,427	0	0
7. Subcontracts/Subagreements	412,954	64,984	200,200
8. Other Direct Costs	90,911	11,306	131,516
9. Evaluations	0	0	0
10. Indirect Cost	<u>195,425</u>	<u>34,823</u>	<u>83,682</u>
Total Federal Funds	<u>\$993,454</u>	<u>\$175,375</u>	<u>\$466,039</u>

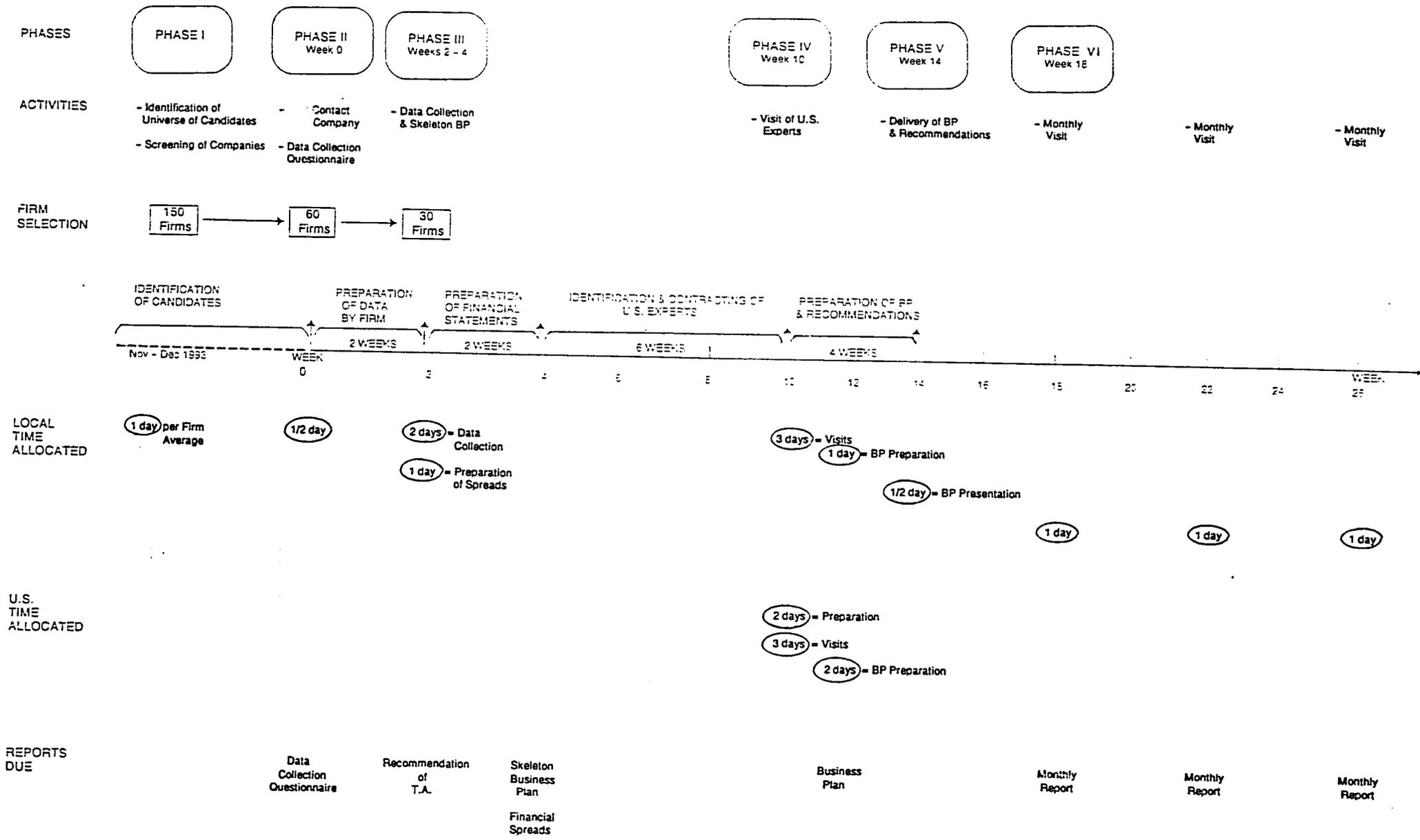
This report represents a summary of actual and accrued expenses for the referenced agreement or grant. If accrual expense amounts were not available for activities occurring in the reported quarter, those expenses will be included in the next financial summary.

11

ATTACHMENT B

Chart of Project Phases

RAAPS - TECHNICAL ASSISTANCE TIMELINE AND ACTIVITIES



ATTACHMENT C

Logframe

**RESTRUCTURING AGRICULTURE AND AGRIBUSINESS:
PRIVATE SECTOR PROGRAM FOR POLAND**

LOGICAL FRAMEWORK

October 1, 1993 - September 30, 1994

HIERARCHY OF OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
<p>GOAL:</p> <p>To increase the level of competition, efficiency and productivity of Polish agriculture in a free market economy.</p>	<ol style="list-style-type: none"> 1. Increased private sector market share in Agribusiness Sector 2. Increased agricultural production levels 3. Stabilized agricultural price levels 4. Increased competitiveness on world markets 	<p>Macroeconomic Statistics:</p> <p>World Bank EBRD IMF Polish Government</p>	<ol style="list-style-type: none"> 1. The continuation of the country's economic liberalization plans 2. Legal reform regarding private ownership 3. Continued international economic expansion and reduction of protectionist trade barriers
<p>PURPOSE:</p> <p>To assist firms in the food processing and agricultural input sectors to become efficient, productive and financially viable.</p>	<ol style="list-style-type: none"> 1. Increased private sector market share 2. Increased profitability of targeted firms 3. Increased ability of profitable firms to privatize 4. Increased foreign investment in the agricultural sector 	<p>Economic indicators/Market reports from Poland's:</p> <ul style="list-style-type: none"> - Ministry of Agriculture - Agency for Agricultural Markets - Agriculture and Food Economy Institute - Central Statistics Office (GUS) 	<ol style="list-style-type: none"> 1. Continuation of the government's economic liberalization plans 2. Expansion of the privatization process in the agricultural sector 3. Increased liberalization of foreign investment policies in agriculture 4. Increased access to foreign markets

HIERARCHY OF OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
<p>OUTPUTS:</p> <p>1. 30 Agribusinesses with strengthened profitability and market share by September 1995</p> <p>a) 8-10 flour mills with rationalized production and marketing operations</p> <p>b) 10-12 fruit and meat processors with a broader range of products and markets</p> <p>c) 8-10 agricultural input firms with stronger distribution and marketing networks</p> <p>2. 2 universities with the capacity to provide advisory services in trade, marketing and corporate management planning</p>	<p>1. Targeted firms with improved:</p> <ul style="list-style-type: none"> - profitability - market share - financial and marketing expertise - distribution channels and markets - diversification of consumer base - management information systems - borrowing capacity <p>2. Trained and experienced professors able to serve as co-instructors and consultants on agribusiness management</p>	<p>1. Financial performance of targeted firms:</p> <ul style="list-style-type: none"> - balance sheets - income statements - cash flow - asset value - product lines <p>2. a) Increased participation by local professors in project activities</p> <p>b) Performance reviews of professors involved in the long-term technical assistance interventions</p>	<p>1. Willingness of management to adopt recommendations and adapt them to local markets.</p> <p>2. Continued cooperation with the Agricultural Universities at Krakow and Olsztyn</p>

HIERARCHY OF OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
<p>ACTIVITIES:</p> <p>1. In-country Management Workshops</p> <p>2. U.S. Management Seminar</p> <p>3. University Faculty Training</p>	<p>INPUTS:</p> <p>1. 10 Intermediate Marketing Workshops 8 Agribusiness Management Workshops 10 U.S. Based Trainers 6 Local Co-Trainers 4 Days per Workshop Materials</p> <p>2. 1 U.S. Management Seminar 2 Sparks Company Trainers 5 Days 5-8 Additional Presenters 1/2 Day each Facilities Materials</p> <p>3. 1 U.S. Seminar - 4 weeks 2 Polish Seminars - 2 weeks each 6 University of Minnesota Professors Facilities Materials</p>	<p>1. a) Project Reports and Expenses b) Course evaluations and follow-up interviews of participants and trainers</p> <p>2. a) Project Reports and Expenses b) Course evaluations and follow-up interviews</p> <p>3. a) Project Reports and Expenses b) Course evaluations and follow-up interviews c) Curricula, course materials and case studies developed</p>	<p>1. Continued need and interest in management training workshops</p> <p>2. Continued interest by Polish managers in U.S. based training</p> <p>3. Continued cooperation with our partner universities in Krakow and Olsztyn</p>

HIERARCHY OF OBJECTIVES	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)	ASSUMPTIONS
<p>ACTIVITIES (cont'd.):</p> <p>4. Long-Term Technical Assistance Interventions</p> <p>5. U.S. Management Internships</p>	<p>INPUTS (cont'd):</p> <p>4. 30 Long-Term Technical Assistance Interventions</p> <p>12-15 U.S. Experts 7-8 Days per intervention</p> <p>6 Local Consultants 12-15 Days per intervention</p> <p>5. 10 U.S. Management Internships</p> <p>14 Days per internship</p> <p>Program Management</p> <p>Facilities</p> <p>Materials</p>	<p>4. a) Project Reports and Expenses</p> <p>b) Development of 30 Business Plans</p> <p>5. Project Reports and Expenses</p>	<p>4. Economic, political and legal environment continue to encourage privatization in the agricultural sector.</p> <p>5. Need by technical assistance recipients for individual management training</p>

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