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Land O'Lakes, Inc.
International
Development

PD-ABK-458

LAND O'LAKES/TRI VALLEY GROWERS
COOPERATIVE AGREEMENT NUMBER: FAO-0192-A-00-2081-00
Project Number: 938-1092

QUARTERLY REPORT
July 1 - September 23, 1994

FINAL REPORT
September 23, 1992 - September 23, 1994

January 18, 1995

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**LAND O'LAKES/TRI VALLEY GROWERS
COOPERATIVE AGREEMENT NUMBER: FAO-0192-A-00-2081-00
Project Number: 938-1092**

**QUARTERLY REPORT
JULY 1 THROUGH SEPTEMBER 23, 1994**

I. Activities This Quarter

Land O'Lakes

Land O'Lakes performed only standard report-writing and closeout activities this quarter.

Tri Valley Growers

The quarterly report submitted by Tri Valley Growers is included as Attachment A.

- II. There were no problems/delays/adverse conditions that substantially affected program objectives. However, the down-sizing of Tri Valley Growers International Development Division did cause delays in time schedules and project work activities. Specifically, financial reporting and quarterly reporting of activities were substantially delayed.
- III. Because the down-sizing occurred at the end of the program, there were no actions taken or contemplated nor any assistance needed to resolve any situations.
- IV. There were no favorable developments or events that enabled time schedules to be met sooner than anticipated or more work activities to be performed than originally projected.

No new USAID funding was received this quarter.

V. Financial Report

- 1) The quarterly financial report is included with the final financial summary. See final report section.

VI. Attachments

- A. Tri Valley Growers Quarterly Report

ATTACHMENT A

TRI VALLEY GROWERS QUARTERLY REPORT

**LAND O'LAKES/TRI VALLEY GROWERS
COOPERATIVE AGREEMENT NUMBER FAO-0192-A-00-2081-00
Project Number 938-0192**

**QUARTERLY REPORT ON ACTIVITIES
FROM JULY 1 TO SEPTEMBER 23, 1994**

This report covers the period from July 1, 1994 to September 23, 1994 for Cooperative Agreement FAO-0192-A-00-2081-00 between the US Agency for International Development (USAID) and Land O' Lakes (LOL) and the Subagreement between LOL and Tri Valley Growers (TVG).

The following activities took place during third quarter, 1994:

WORKSHOPS

Michael McGloin, President, Simka International Ltd., presented a business planning seminar entitled "Initiating Partnerships" for agribusiness managers in Chisinau, Moldova from September 5 through 9, 1994. The seminar was organized by TVG's field office in Chisinau and co-sponsored by Volunteers in Overseas Cooperative Assistance (VOCA)/Moldova, the Academy for Educational Development, the Moldovan Union of Entrepreneurs, and Concordia Vesta, a private Moldovan company. The seminar had the strong support of both US and Moldovan government officials and was extremely well-received by the emerging private agribusiness sector in Moldova. The opening ceremony was covered by two television stations and featured short speeches by US Ambassador Mary Pendleton; V. Bulgar, Deputy Prime Minister of the Republic of Moldova; A. Gudym, First Deputy Minister of the Economy of the Republic of Moldova and A. Muravsky, Vice Chairman of the Economy, Industry and Privatization Commission of the Parliament of Moldova.

35 participants attended the seminar on a regular basis, despite the recent natural disasters (drought, hurricane, flooding) in Moldova. Two of the participants came from as far away as Kharkov, Ukraine. TVG ran out of the 55 workbooks prepared for the seminar because of the high demand by government officials and entrepreneurs who were not able to attend the entire seminar. TVG received a request from the Ministry of Economy to have the workbooks distributed throughout Moldova. There was also a request to present the seminar in all the regions of Moldova. (TVG will apply for funding through the Eurasia Foundation to present these seminars outside of Chisinau.)

Not only did this seminar provide a forum for USAID and the US NGO community to introduce US assistance programs to the participants, but the participants themselves made valuable connections. The Union of Entrepreneurs gained a member as a direct result of their seminar sponsorship and there were four private business deals made during the course of the seminar.

The seminar outline, Michael McGloin's trip report, a list of participants, and translations of seminar and instructor evaluations are attached as Appendix A.

REVERSE TRAINING

TVG, in cooperation with Land O'Lakes, provided training for 7 agribusiness managers from Russia in fruit and vegetable storage, processing, marketing and distribution from September 19 through 23, 1994. The training was funded through the NIS Exchanges and Training Project (NET) being implemented by the Academy for Educational Development. Of the 7 participants, two of the participants were recommended by TVG's field office in Voronezh, Western Russia, one by LOL and the other four by Citizens Network for Agribusiness Alliance (CNAA). The training schedule and list of participants is attached as Appendix B.

DEVELOPING CDO CAPABILITY

Jocelyn Huey, Financial Manager, travelled to Washington, DC from July 13 to 15, 1994 to attend a seminar sponsored by the Association of PVO Financial Managers on indirect cost rates.

Rachel Khattab, Project Grant Administrator, attended a seminar in San Francisco sponsored by Solloway and Associates on USAID grant management and establishing overseas offices on August 5, 1994.

PROJECT DEVELOPMENT

Yoo-Mi Lee, Sr. International Business Development Specialist, travelled to Uganda and Kenya from July 17 to 29, 1994 to explore development activities in the fruit and vegetable industry, and to acquaint the in-country missions with TVG. Ms. Lee met with USAID officials and representatives of US NGOs and PVOs working in Uganda to discuss future cooperation. Ms. Lee's trip report is attached as Appendix C.

David Franzblau, Project Development Specialist, travelled to Georgia on July 21, 1994 and will plan to stay there for two months to establish a presence for TVG and to coordinate TVG development activities.

Yoo-Mi Lee, Sr. International Business Development Specialist, travelled to Chisinau, Moldova from August 30 to September 11, 1994 to facilitate the business planning seminar, explore development activities for TVG in Moldova and to coordinate TVG International Development department's strategic direction with Terry Cornelison, TVG Field Director in Moldova. Yoo-Mi Lee and Terry Cornelison met with Ambassador Mary Pendleton; Susan Sutton, Second Secretary, Embassy of the United States, Moldova; and Amy Osborn, First Secretary - USAID, Embassy of the United States, Ukraine to discuss TVG's development activities. TVG has the full support of the Embassy and USAID for its activities in Moldova.

Yoo-Mi Lee and Terry Cornelison also met with a congressional delegation led by Senator Leahy on September 9 and 10, 1994. Ms. Lee and Mr. Cornelison accompanied Senators Cochran and Brown and Barbara Turner, Assistant Administrator, USAID on a visit to a private farm association on September 9 and arranged for a breakfast meeting for Senators Leahy, Exon and Brown with agribusiness leaders on September 10. Ms. Lee's itinerary and list of contacts is attached as Appendix D.

FINANCE

The financial report for the third quarter 1994 will be submitted separately.

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The seminar outline, Michael McGloin's trip report, a list of participants, and translations of seminar and instructor evaluations are attached as Appendix A.



**"INITIATING PARTNERSHIPS"
Business Planning Seminar
Chisinau, Moldova
September 5-9, 1994**

Agenda

Session 1: Monday, September 5, 10:00a.- 1:00p.

10:00 - 11:15 Welcome and Introductions.

**Terry L. Cornelison, TVG Field Director.
Mary C. Pendleton, Ambassador of the United States of America.
Bulgar V.V., Deputy Prime Minister of the Republic of Moldova.
Gudym A.A., First Deputy Minister of the Economy of the Republic of Moldova.
Muravsky, A., Vice Chairman, Economy, Industry & Privatization
Commission, Parliament of Moldova
Sobor M. V., President of the Entrepreneurs' Union of the Republic of Moldova.**

11:30 - 12:00 Coffee Break.

12:00 - 12:30 Workshop objectives, workshop structure, overview of workshop materials. Participant expectations.

12:30 - 1:00 Overview of business planning: the purpose, process, and form of business plans.

Session 2: Monday, September 5, 2:00p.- 5:00p.

2:00 - 3:30 Development of a business idea. Participants will compose an initial draft of their proposals.

3:45 - 5:00 Setting goals and objectives for yourself and for your business.

Session 3: Tuesday, September 6, 10:00a.- 1:00p.

10:00 - 11:00 TVG's joint venture in Bulgaria (Yoo Mi Lee, Senior International Business Development Specialist, Tri Valley Growers, San Francisco, California, USA).

11.15 - 1.00 Market research, product, market, customers, competition.

Session 4: Tuesday, September 6, 2:00p.- 5:00p.

- 2:00 - 3:00** **Marketing strategy, finding your market niche, developing a marketing plan.**
- 3:15 - 5:00** **The Harris Group, a case study on distributing and retailing food products in the NIS.**

Session 5: Wednesday, September 7, 10:00a.- 1:00p.

- 10:00 - 10:30** **Financing agribusiness (Terry Cornelison, TVG Field Director).**
- 10:30 - 12:00** **Basic financial principals, how much is your company worth, what are its assets and liabilities.**
- 12:15 - 1:00** **Understanding financial statements: balance sheet, income statement, cash flow statement.**

Session 6: Wednesday, September 7, 2:00p.- 5:00p.

- 2:00 - 3:15** **Developing financial projections.**
- 3:30 - 4:15** **Finding capital, how much capital do you need, where to get it. Risk assessment.**
- 4:15 - 5:00** **Working with Western companies: a discussion with local entrepreneurs (Anatol Koman, Director of Naroma Company; Valery Efremov, President of Concordia Vesta, Joint Stock Company).**

Session 7: Thursday, September 8, 10:00a.-1:00p.

- 10:00 - 10:45** **U.S. Government sponsored assistance programs (Amy Nolan Osborn, First Secretary of USAID-Kiev; Sean Carmody, VOCA/Moldova; Monica Cornelison; AED/NET program).**
- 11:00 - 1:00** **Other Issues: operations plan, management and organizational structure, supporting documents.**

Session 8: Thursday, September 8, 2:00p. - 5:00p.

- 2:00 - 2:45** **Finding partners and negotiating with Western partners.**
- 2:45 - 3:15** **Creating a timetable for business planning, assigning responsibilities.**
- 3:30 - 5:00** **Concluding remarks and seminar evaluation.**

Friday, September 9th will be reserved for individual consultations with participants. Participants will be expected to submit a revised proposal and a statement on next steps they plan to take.



**INITIATING PARTNERSHIPS
Business Planning Seminar
Chisinau, Moldova
September 5 - 9, 1994**

**Final Report Submitted by
Michael McGloin**

From September 5-9, 1994, Tri Valley Growers (TVG) conducted a four day workshop in Chisinau, Moldova on business planning and business proposals. The workshop was attended by 35 leading business people in Chisinau and was co-sponsored by Volunteers in Overseas Cooperative Assistance (VOCA)/Moldova, the Academy for Educational Development (AED), the Moldovan Union of Entrepreneurs and Concordia Vesta, a private Moldovan company.

The workshop was led by Michael McGloin, an independent consultant who had conducted several similar workshops in Russia. The workshop followed roughly the same format as the workshop Mr. McGloin conducted for TVG in June, with the addition of more financial information and a case study on food distribution. The Foundation for Russian American Economic Cooperation in Seattle agreed to let TVG use the business planning workbook that it has been developing as part of its USAID grant.

With the exception of guest speakers, the entire workshop was conducted in Russian. While the program included a number of lectures by Mr. McGloin and presentations by outside speakers, one of the principle objectives of the workshop was to encourage interactive work, creating the type of atmosphere required for successful business planning. By design, the seminar emphasized process as much as content. All workshop participants were required to participate extensively and share their responses to questions as the base for group discussions. Although the participants were not at all accustomed to this method of instruction and were initially uncomfortable with such an informal method, most of them adapted very quickly and by the end were convinced of its effectiveness in a learning environment.

In Chisinau the organizational work was handled by the TVG office. They did an excellent job of putting the group together, publicizing the workshop and getting strong support from both regional and national politicians and business leaders. All logistical issues, such as equipment, registration procedures, facilities were handled better than I have ever had them taken care of in the NIS. They put together an excellent group of attendees for the seminar who were clearly motivated to learn and committed to staying through the entire workshop. They also brought in superior representatives from local business and from US government organizations that gave presentations during the workshop. The TVG office in Moldova should be highly commended and also utilized, when possible, for organizing and administering government and private programs in Chisinau.

Session Content & Comments

Monday September 5

Opening ceremonies:

Terry Cornelison, Project Manager, TVG
Ms. Mary Pendleton, U.S. Ambassador, Moldova
Mr. V. V. Bulgar, Deputy Prime Minister, Moldova
Mr. A. A. Gudym, First Deputy Minister of Economics, Moldova
Mr. A. Muravsky, Vice Chairman, Economy, Industry & Privatization Commission
Mr. M. V. Sobor, President of the Entrepreneurs Union, Moldova

The opening of the workshop was a clear display of the strong support of government and industry in Moldova for these types of workshops. Short speeches were given by several political and business leaders. The main theme of these speeches was that despite the extremely difficult times and the recent severe droughts followed by flooding, there was a sense that with some assistance and the proper approach Moldova was getting back on its feet and was determined to do more to cooperate with Western business. The American ambassador was also present for the opening and gave a brief talk on the importance of such seminars and particularly the format of open learning. Her support was very helpful in creating the right atmosphere for beginning the seminar and I think helped alleviate any reluctance participants might have had to be part of an interactive learning experience. Over 60 people attended the opening ceremony.

One brief note. For ease, I had copied all the materials including case studies, sample financials and copies of the overheads used together in one workbook. We had counted on up to 40 participants and had brought 55 of these books. Unfortunately the demand was much greater than the number of books available. The easiest solution for the future would be to bring a larger number of workbooks without supplementary materials for those people that just want to understand the format of the workshop and are not really planning on attending.

Participants expectations. Nothing surprising in the discussion. Wanting to learn how to work better with potential Western partners, understanding some of the specific concepts of Western business, etc. Still I consider this introduction critical to the workshop as a check on people thinking that they will have partners investing the following week.

Components of a business plan. In the future I would combine this with the overview of the seminar materials, indicating how each section of the business plan will be covered and how each topic fits in to the creation of the business plan.

Overview of seminar materials. Would not hurt to spend more time on this to give participants a better sense of how the pieces fit together and what we expect from them at the end of the workshop.

Business proposals. In the future I would ask that participants prepare their initial proposals prior to the start of the workshop rather than during the beginning of the workshop. The point of this exercise is to give them a starting point, something to develop during the workshop. Not sure really how effective this is. Spent considerably less time than I had planned on this section.

Tuesday September 6

Presentation on Tri Valley Growers joint venture in Bulgaria:

Yoo Mi Lee, Specialist, International Business Development, Tri Valley Growers

Strong interest by workshop participants and many questions on TVG's operations and investment decision-making.

Market Research. More materials on marketing research as well as more exercises for the participants would be useful. I think it would be worthwhile to present some case studies on market research and also to have them outline their planned approach to market research. Especially interested in how they would do developing "ground-up" research.

Product and Market Description, Customers, Competition. While few of the participants are really ready to develop good responses in these sections I believe it does give them an idea of how the Western world is oriented. I would like to rework the workshop so that more time is spent on market research and somewhat less on the topics above.

Marketing Strategy. Again, it is too early for most of the participants to really develop a complete marketing strategy. Section is aimed at getting them to understand what is involved and what they what they need to research before putting together their marketing strategy.

Case Study: Harris Group in Moscow. This was the first time I had used a case study as part of a workshop. This particular case is about an American individual who has set up through a joint venture a supermarket in Moscow and is in the process of developing new businesses. Case gives good examples of many of the operational issues that one confronts in Russia and how the Western businessman is oriented to them. Discussion of the case was very lively and I think quite useful for the attendees.

Wednesday, September 7

Presentation on Financing:

Terry Cornelison, Project Manager, TVG

Terry gave a basic overview of financial information from the point of view of the entrepreneur, covering basic financial statements and techniques of financial analysis.

Financial Principles. This probably should have preceded the presentation by Terry. There is very little understanding among people in the NIS of basic financial concepts such as assets and profit. At this point, they know the words, but it is, I believe, very helpful to run through a group discussion on such questions as "what do you think your company is worth?" to get them oriented toward a financial perspective before presenting more detailed financial information.

Financial projections. I would like to work with participants on developing a full set of financial projections for their projects. This does not lend itself that well to a workshop environment and to discussion. Worthwhile to put together some templates that they can work on as homework and then review them during individual consultations.

Sources of Financing, Risk Assessment. More time needs to be spent on risk assessment to ensure that participants understand that this is the determining factor for investors and lenders. More exercises on risk would be desirable

Presentation on working with Western Companies by local entrepreneurs:

A. Koman, Director, JV NAROMA

V. Efremov, President, Concordia Vesta

These presentations were a good overview of the businesses these individuals developed, but I wish I had done more to lead the discussion toward issues of how working with Western partners differed from working on their own. More advice from them to the group on how to find, select and develop relations with Western companies.

Thursday, September 8th

Presentation on American Assistance Programs:

Amy Nolan Osborn, First Secretary, USAID

Ms. Osborn gave an overview of the American assistance programs that were currently available to Moldovan agribusiness companies and some programs that were soon to come on line.

Other Issues, management structure, operations plan, supporting documents. Better to leave these out than to cover them as quickly as I had to given time constraints. Operations and management structured should be covered prior to the financials, so that participants can include information from these sections in their financial projections.

Planning process and scheduling and assignment of responsibilities. In the future I would allot more time for this section so that participants could develop an actual "plan of attack," and present it for comments.

Concluding Remarks and Seminar evaluation

Individual Consultations

Friday, September 9th was reserved for individual consultations on projects. Six participants came for individual 30-minute appointments as outlined below. Three of them were interested in consulting on general questions that arose during the workshop while the others had specific projects they wanted advice on.

Georgi Bragutsa, Mol-Dom-Trans. Mr Bragutsa has one of the most successful construction and transportation companies in Moldova. His prime project now is to begin production of steel housing and storage units. He has identified a U.S. source for necessary equipment and is expecting to get confirmation on a government-backed loan within several weeks. He is still trying to determine whether he will be able to source the unprocessed metal in Russia or if it will need to be supplied from Europe. He was advised, prior to making a purchasing decision to check on other companies supplying similar machinery

Mikhail Lukha has a rapidly growing agricultural products company. He has developed a thriving business, exporting Moldovan plums and prunes to the Baltics and bringing back herring and other products. He has recently been given full control over the lands that formerly belonged to a Collective Farm and has many plans for expansion. He will be preparing more detailed proposals that he will submit to Tri Valley's office in Kishinev. He is looking for a partner who can advise him on building his business.

Vladimir Zarechinev has worked with a large number of regional companies assisting them with registration and operations set-up. He is interested in working on expanding the workshop program and leading similar workshops in the country side of Moldova. He has worked extensively with European governmental agencies and wants to expand his contacts with US organizations. He is expecting funding soon to develop a legal and business guide to Moldova. I have promised that TVG will stay in contact as plans for additional training in Moldova materialize.

The others who came for individual consultations included:

Nikolai Konstantinovich Kurilkov
Director, Finance and Planning
Bukuriya

Eduard Pavlovich Smirnov
Director, Business Training Center Kishinev
Business training courses

Igor Vadimovich Sogrin
Financial Analyst
Hermes Co.

I regret not having begun the individual consultations prior to the last day. I am sure that many more participants would have taken advantage of this opportunity if it hadn't come at the end of the seminar. In the future I will try to schedule several sessions following the end of the workshop beginning on the second day. The individual consultations are extremely helpful in making sure that people do not get started down the wrong path.

Summary

Overall, the seminar was very successful. Judging from participants comments they were pleased with the course materials and most felt that there would be direct practical application of what they learned in their business. The new workbook was a definite improvement over the previous materials, but there were still some rough spots in translation. So much of the language that is used in business planning simply does not exist in common Russian.

We were initially concerned about how Moldovans would accept a seminar conducted in Russian. This did not seem to be a problem. Russian for so long has been the language of business in all of the NIS that for at least one more generation it will be an acceptable means

of communication.

Throughout the workshop, from many different sources, we heard that we should find some way to offer similar seminars in the countryside and other towns and cities of Moldova. The demand and the need is tremendous. Unlike some other areas of the NIS, most people in Moldova seem very receptive to Western technical assistance and specifically to business planning workshops. The only way to effectively launch these programs and maximize their impact will be to find qualified local trainers and develop "train the trainer" materials and workshops.

INITIATING PARTNERSHIPS
Business Planning Seminar
Chisinau, Moldova
Participants List

- | | |
|--|---|
| 1. Tatyana Petrovna Sobor
Deputy Director
Suprem
Kishinev
Bogdan Voevoda 2
49-7131 | Processing agricultural products and
juice production |
| 2. Boris Artemevich Nadkrenichny
Secretary
Moldova Turkey Association Kishinev
31 August St. 82
23-35-51 | Running association activities and
developing joint Moldovan-Turkish
projects |
| 3. Georgi Filipovich Bragutse
President
Domus Co.
Kishinev
Alexandr Chelbun 22
22-45-42 | Construction and repair of buildings,
processing agricultural products,
commerce and transportation services |
| 4. Larissa Mikhailovna Pyrtsu
Director
Fet Frumos
Kishinev
Kievskaya St. 14/3
44-65-50 | Storage, transportation and sale of
agricultural products |
| 5. Vladimir Dimitrievich Zarechinev
Director
Vladimir Zarechinev Consulting
Kishinev
Petru Zadnepru 4/1 Apt. 116
33-88-60 | Consulting and document preparation
for startup enterprises, contract
negotiations |
| 6. Alexander Ivanovich Ivanov
Financial Director
Refrigerator Plant
Kishinev
Meshterul Manole 9
47-16-72 | Refrigerator and freezer manufacturing |

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|---|---|
| <p>7. Igor Nikolaevich Belov
 Accountant
 Leasing Division of Chadyr Lunga
 Bakery
 Chadyr Lunga
 21-935</p> | <p>Storage and bakery and oil seed production</p> |
| <p>8. Ivan Nikolaevich Kairyak Chairman
 Leasing Division of Chadyr Lunga
 Bakery
 Chadyr Lunga
 21-935</p> | <p>Storage and bakery and oil seed production</p> |
| <p>9. Georgi Ivanovich Karoman
 Manager Economics and Finance
 JV Mediovit
 Kishinev
 Stephan Cel Mare 201
 62-28-46</p> | <p>Purchasing of feed grain and production of combi-fodder for cattle breeding</p> |
| <p>10. Mikhail Mikhailovich Luka
 Director
 Gorodka
 Kishinev
 Indepenentsei St. 44
 53-07-41</p> | <p>Sale and production of agricultural products</p> |
| <p>11. Valentina Nikolaevna Syrbu
 General Director
 Valeriya
 Kishinev
 Aiba Yulia 208
 26-26-92</p> | <p>Storage processing and sale of agricultural products</p> |
| <p>12. Nikolai Konstantinovich Kurilkov
 Director Finance and Planning
 Bukuriya
 Kishinev
 Matei Bassarab 5/5
 32-35-12h
 23-76-69w</p> | <p>Storage and processing of agricultural products, confectionary products</p> |
| <p>13. Lidia Ivanovna Tsygula
 Director Commercial Dept.
 Rosmiar
 Ungeni
 Krestuna 1
 8-236 32-865</p> | <p>Production of canned food juices, jams and stewed fruit</p> |

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|---|--|
| 14. Konstantin Ivanovich Gurlovan
Director
Kupchin Sugar Factory
Kupchin
Zavodskaya St. 10
8-246-7i-131 | Production of sugar honey, vodka,
and light alcoholic beverages |
| 15. Anton Mikhailovich Kozitsky
Financial Manager
Amakom Association
Kishinev
Aleko Russo St. 1
44-42-24 | Introduction of new technologies for
intensive growing of corn and other
grains |
| 16. Anatoly Arkadeivich Legkov
Manager
Agrosilva Co.
Kishinev
Kalya Ieshilo St. 13
63-82-03 | Storage and processing of
agricultural products and honey
production |
| 17. Viktor Markovich Udarov
President
XBT Co.
Kharkov, Ukraine
Zadorozhnoya Village
05-72-47-40-45
05-72-43-27-17 | Processing of agricultural products,
soybeans |
| 18. Yuri Anatolevich Polyansky
Commercial Director
XBT Co.
Kharkov, Ukraine
Zadorozhnoya Village
05-72-47-40-45
05-72-43-27-17 | Processing of agricultural products,
soybeans |
| 19. Oleg Stepanovich Golobchuk
Specialist
JV INCON
Kishinev, Moldova
Banulescu Bodoni 45
24-37-21 | Canned food, stewed fruit, baby food,
pectin production |

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| <p>20. Vera Ivanovna Andronati
 Chief Accountant
 NAROMA
 Kishinev
 Lepushnyano 3
 24-80-69</p> | <p>Aromatics manufacturing</p> |
| <p>21. Vyacheslav Serafimovich
 Muntyan
 Manager, International Dept
 NAROMA
 Kishinev Lepushnyano 3
 24-80-69</p> | <p>Aromatics manufacturing</p> |
| <p>22. Eduard Pavlovich Smirnov
 Director
 Business Training Center
 Kishinev</p> | <p>Business training courses</p> |
| <p>23. Feodr Semyonovich Kissa
 Manager
 Orkhei Canned Food Factory
 Moldova, Orkhei</p> | <p>Canned food</p> |
| <p>24. Alexandra Victorovna Balan
 Economist
 Orkhei Canned Food Factory
 Moldova, Orkhei</p> | <p>Canned food</p> |
| <p>25. Svetlana Stanislavovna Khinku
 Deputy Director
 Peresecheno Winery
 Peresecheno</p> | <p>Wine production</p> |
| <p>26. Fatima Ivanovna Khadzhioglu
 Specialist
 Ministry of Economy
 Kishinev</p> | |
| <p>27. Veorial Ivanovich Russu
 Specialist
 Moldromukrtrans</p> | <p>Food processing</p> |
| <p>28. Emanuil Markovich Mencher
 Specialist
 Research and Development Center
 Kishinev</p> | |

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|--|---|
| 29. Nina Petrovna Kushnir Financial Manager
Komenka Canned Food Factory
Komenka, Moldova | Canned Food |
| 30. Paraskovia Leonidovna Panaida Economist
Komenka Canned Food Factory
Komenka, Moldova | Canned Food |
| 31. Ekaterina Alexandrovna Barbaroshiye
Head Specialist
Ministry of Economy
Kishinev | |
| 32. Igor Vadimovich Sogrin Financial Analyst
Hermes Co.
Kishinev, Moldova | Privatization |
| 33. Yuri Ivanovich Kondriatev
Commercial Director
Valeriya
Kishinev
Aiba Yulia 208
26-26-92 | Storage processing and sale of agricultural products |
| 34. Liviyu Alekseevich Kozhokar
Manager | |
| 35. Sergei Valentinovich Nikitin | |



**TRI VALLEY GROWERS
LABOR MANAGEMENT SEMINAR
23-27 May, 1994
Voronezh, Russia**

INSTRUCTOR EVALUATION

Please answer the following questions about the instructor on a scale of 1 to 5, with 5 being the highest score. Please make your comments frank and honest, as your comments will be taken into account in planning future Tri Valley programs.

- 1) How effective was the instructor in covering the seminar topics.

Circle: 1 2 3 4 5

Comments:

- 2) Was the instructor clear in his/her presentation?

Circle: 1 2 3 4 5

Comments:

- 3) Was the instructor knowledgeable in the topics that he/she covered?

Circle: 1 2 3 4 5

Comments:

4) Was the instructor accessible and approachable? Did the instructor answer questions in a satisfactory manner?

Circle: 1 2 3 4 5

Comments:

5) Would you attend another seminar given by this instructor?

Circle: 1 2 3 4 5

Comments:

6) Other comments?

Thank you for your assistance.

1. How effective was the instructor in covering the seminar topics?

1. 5.
2. 5. It was a great pleasure to listen and to speak with Mr. McGloin.
3. 5. The examples of a real business were the most interesting.
4. 5. It was interesting and covered very well. Also, I would like to learn about American accounting and management.
5. 3. There was not enough examples of real business. The knowledge was given on entry, introductory level.
6. 5.
7. 4.
8. 4. There was only a few examples of real business.
9. 3. It would be desirable if the instructor spoke better Russian, used real "Russian" accounting terminology and tried to keep attention of participants during his presentation.
10. 4.
11. 3.
12. 5.
13. 4. It would be good to have a concrete business plan as an example.
14. 5. The instructor covered all topics very well.
15. 5. The seminar was covered completely and interesting.
16. 4. The seminar's topics were covered very well, but there were not enough examples.
17. 4. It was necessary to show more examples of real business, activities of American companies.
18. 4.
19. 5.
20. 4.
21. 4.
22. 5.
23. 5.
24. 5.
25. 5.
26. 4.
27. 5.
28. 4.
29. 5.
30. 5.

2. Was the instructor clear in his/her presentation?

1. 5.
2. 5. The instructor was clear and approachable. His Russian was good.
3. 5. The instructor was quite clear and approachable.
4. 5. The basic knowledge of creation of a business plan was presented in an approachable and clear manner.
5. 5. The presentation was clear and approachable, but it was given on entry , introductory level.
6. 5.
7. 5.
8. 5.
9. 3.
10. 3.
11. 5.
12. 4.
13. 5. Everything was clear and approachable.
14. 5. It was clear and approachable.
15. 5. The instructor was approachable and the topics were presented clearly.
16. 4.
17. 4.
18. 4.
19. 5.
20. 5.
21. 5.
22. 5.
23. 5.
24. 5.
25. 5.
26. 4.
27. 4.
28. 4.
29. 4.
30. 5.

3. Was the instructor knowledgeable in the topics that he/she covered?

1. 5.
2. 5. The instructor built his speech as a dialogue and he was really interesting and knowledgeable.
3. 5.
4. 5. He was interesting and knowledgeable.
5. 4. It was sensed, that instructor was not informed in all aspects of Russian reality.
6. 5.
7. 5.
8. 4. There were only a few real examples about western business.
9. 3.
10. 4.
11. 4.
12. 5.
13. 5.
14. 5. The instructor gave an excellent presentation.
15. 5.
16. 4. There was a lack of real examples.
17. 4.
18. 4.
19. 5.
20. 4.
21. 4. It would be better of the instructor exposed all questions wider.
22. 5.
23. 4.
24. 4.
25. 5.
26. 4.
27. 5.
28. 4.
29. 5.
30. 4.

4. How will you use it?

1. I will re-evaluate my work and work my firm. Also, I will pay more attention to marketing research.
2. Everything what I learned I will use when I look for the investments.
3. The material "Initiating Partnership" has been my table-book.
4. I will use in my work.
5. I will apply my knowledge into my business.
6. I will try to create plan for my company and organized a good team to implement that.
7. I will try to organize a joint-venture enterprize.
8. I will apply all knowledge into business relations, sale's planning.
9. I will create business plan and try to follow it, doing my business.
10. Doing my business, I will pay attention every one requirement of business plan.
11. Before doing any business I will create business plan.
12. In my business I will work along with business plan.
13. The material "Initiating Partnership" has been my table-book.
14. I will create the business plan for organizing joint-venture enterprises in construction and agribusiness.
- 15.
16. In my work.
17. I will try to find the investor and create joint venture enterprize.
18. I will use it in my business.
19. I will use it in business relations with overseas partners, learn more about finance, accounting and audit.
20. I am going to learn more about experience of another overseas firms and what kind of problem they have met, doing business.
21. I will use directly in my work.
22. I decided to make the analysis of the financial activities of my plant at least each 10 days.
23. In future, I will analyze my work.
24. I will make marketing research very intensively in order to increase the sale of my firm.
25. I will make analysis of my firm different way, the similar one, which I learn at the seminar.
26. I will to make the analysis of the financial activities of my company at least once a month.
27. Based on the seminar's knowledge I will intensively work with overseas partners.
28. I work as an accountant. I will try to apply received knowledge in the accounting field.
29. Based on the received information, I will try to re-organize my work.
30. I work as a teacher in college. I will try to use these knowledge into my lectures.

5. Would you attend another seminar given by this instructor?

1. 5.
2. 5. Absolutely. It was a great pleasure to listen and to speak with Mr. McGloin.
3. 5.
4. 5. Yes, I would. I would like to learn about structure of American firms, their management.
5. 5.
6. 5.
7. 5.
8. Yes, I would.
9. 3.
10. 3.
11. 4.
12. 5.
13. 5.
14. Yes. It was a great opportunity to participate in that seminar.
15. 5.
16. 4. I would like to listen another instructor with another methods of presentation.
17. Yes.
18. 4.
19. 5.
20. 5.
21. 5.
22. 5.
23. 5. It is amazing that the instructor spoke such good Russian.
24. 4.
25. 5.
26. 5.
27. 5.
28. 5.
29. 5.
30. 4.

6. Please make your comments regarding other instructors?

1. Thank you for your seminar.
- 2.
3. 5.
4. All instructors were clear and professional. Their speeches were concise and interesting.
5. All TVG's instructor performed very well, but speeches of directors of joint venture enterprises were weak.
6. 5.
7. 4. The seminar was useful for us.
8. Thank you very much to all instructors for their efforts in the seminar.
- 9.4.
10. 4. Thanks to Mr. McGloin for his presentation.
11. 4. I expected to hear more about real American business such as Harris group.
12. 5.
13. 5.
14. 5.
15. 5. All instructors were very professional.
16. Terry Cornelison gave an excellent presentation - 5. The others - 4.
17. All instructors performed very well. I want to thank all organizers, instructors and specialists for their efforts to implement that seminar.
18. 4.
19. 5. The seminar was useful for us.
20. -
21. 5.
- 22.
23. 5.
24. 4. Ms. Yoo-Mi Lee tried to skip one question.
25. 5.
26. 5.
27. 4.
28. 4.
29. 5.
30. 4. It would be useful if somebody explained that the seminar will be implemented in a different way than we are used to.

- 6) Would you attend another seminar on those topics?

- 7) Do you feel that individual training or assistance would be useful to you? If so, in what areas?

- 8) How can we structure that training or assistance?

- 9) Other Comments:

Thank you for your assistance.

1. What was the most valuable part of the seminar?

1. The seminar was very useful for us and every part of it was valuable.
2. The most valuable was the part of the seminar which included evaluation of the business plan.
3. That part, which was presented by Michael McGloin.
4. The part about composing a business plan, business planning.
5. Finance, business plan.
6. Presentations of: Terry Cornelison, Yoo-Mi Lee and Monica Cornelison.
7. Finance and accounting, research for investments.
8. Finance, accounting, marketing and sale.
9. The whole seminar was interesting and valuable, because we heard about real business.
10. The process of exchanging opinions.
11. Composing business plan, research for investments.
12. It was very valuable to learn about requirements in American business, American finance documents.
13. I participated for the first time in this type of seminar and I think everything was valuable for me.
14. The most valuable was the part on how to compose business plan.
15. The presentations of invited guests who told about their firms and their own experiences.
16. Everything was valuable.
17. Presentation of Amy Nolan Osborn.
18. Finance and accounting, research for investments.
19. Presentation of Amy Nolan Osborn, concrete examples of American business.
20. The explanation of business plan in details.
21. The whole seminar.
22. Marketing and sale.
23. Finance question, search for investors.
24. Marketing and sale.
25. Marketing and sale, finance questions.
26. Marketing and sale, finance questions
27. All parts of the seminar.
28. Finance and accounting.
29. Marketing research.
30. Presentations of representatives of companies.

2. What did you learn that will be useful to you?

1. I learn a lot of useful thing during the seminar: how to compose business plan, researching investments, initiating partnerships.
2. Composing a business plan is hard and creative work.
3. How to compose business plan.
4. My understanding about business has been changed.
5. I realized that I have to be always in the condition of business research, predict my output based on reasonable calculations.
6. I found out a lot answers to questions which I had kept in my mind.
7. I learned a little bit about how American business works.
8. Although we have different political systems, the approaches in business and planning are the same.
9. I realized that planning is always the first step in any affair.
10. It was interesting to communicate with American specialists.
11. About the main approaches of western investors in business.
12. What is a business plan and how it is used.
13. Everything was useful, new and interesting.
14. How to look for the right investors, how to make him interested in my business.
15. How I have to start to look for investors, how can I attract him.
16. After the seminar, I realized that I have done my business the wrong way.
17. I learned about US government programs.
18. I need to have completely right information before starting any business.
19. I learn about new aspects in planning, about business plans and how to look for investments.
20. During the discussion between instructor and participants, I learned a lot of new aspects of business.
21. You need to be independent and always analyze the situation in business.
22. How to start a business.
23. I learned a lot.
24. Marketing research.
25. About American business and entrepreneurs.
26. How to start a business, how to compose business plans.
27. I understood the main reasons of western investors.
28. Systems of business planning, what business plan includes.
29. I learned how to start a business "step by step". What I should pay more attention to in my business.
30. I learn about structure and how to compose business plan.

3. How will you use it?

1. I will re-evaluate my work and my firm. Also, I will pay more attention to marketing research.
2. Everything that I learned I will use when I look for investments.
3. The material "Initiating Partnership" has been my table-book.
4. I will use it in my work.
5. I will apply my knowledge to my business.
6. I will try to create a plan for my company and organize a good team to implement that.
7. I will try to organize a joint-venture enterprise.
8. I will apply all knowledge into business relations, sales planning.
9. I will create a business plan and try to follow it in my business.
10. In my business, I will pay attention to every requirement of a business plan.
11. Before doing any business I will create business plan.
12. In my business I will work along with business plan.
13. The material "Initiating Partnership" has been my table-book.
14. I will create the business plan for organizing joint-venture enterprises in construction and agribusiness.
15. -
16. In my work.
17. I will try to find an investor and create a joint venture enterprise.
18. I will use it in my business.
19. I will use it in business relations with overseas partners, learn more about finance, accounting and audit.
20. I am going to learn more about experience of another overseas firms and what kind of problems they have met doing business.
21. I will use it directly in my work.
22. I have decided to make an analysis of the financial activities of my plant at least each 10 days.
23. In the future, I will analyze my work.
24. I will do marketing research very intensively in order to increase the sales of my firm.
25. I will analyze my firm in a different way, way I learned at the seminar.
26. I will make an analysis of the financial activities of my company at least once a month.
27. Based on the knowledge of the seminar, I will intensively work with overseas partners.
28. I work as an accountant. I will try to apply received knowledge in the accounting field.
29. Based on the information I received, I will try to re-organize my work.
30. I work as a teacher in college. I will try to incorporate this material in my lectures.

4. Was the workshop too long? Too short?

1. It was OK, but I would not mind participating a few more days.
2. 4 days were OK.
3. That is a good idea to organize seminar for 5 days.
4. The term is excellent.
5. Too short.
6. The seminar was brief, but not in content.
7. It was OK.
8. Too brief for offered program, although all information was interesting.
9. Research for the partners is only a portion of business. It would be interesting to learn about banks, marketing research, management.
10. OK.
11. It was OK.
12. In some cases it was too long, in other cases - too short.
13. I participated first time in that kind of seminar. It seems to me, that it was OK.
14. The seminar's length was OK.
15. The teaching was too long, the discussing was too short. For example, we did not discuss what documents we need to submit to a future overseas partner.
16. It was OK.
17. It was enough.
18. The length of the seminar was OK. I would be better if we spend less hours per day.
19. Too short. It would be better to organize some business games, oral examination.
20. In my opinion, it was the best term.
21. It was OK.
22. It was short.
23. In my opinion, it was the best term.
24. I think it is enough time for introduction with partnership.
25. 5 days was OK.
26. It was OK.
27. The seminar was planed very well.
28. The information was implemented during 5 days very well.
29. One work week was OK.
30. It was too short for such a big topic.

5. On what topics would you like more information?

1. I would like to get more information on how to make financial statements, business law.
2. About science-research work in agribusiness, how to increase output.
3. About investment questions.
4. About planning.
5. About financial questions.
6. About market of securities, organizing of auctions.
7. Finance, marketing, capital, partnership.
8. Accounting questions, how to analyze business and how to make a right decision in management.
9. About banks, management methods, advertisement, finance. And also, how to create a good image of a firm.
10. The same questions, but wider.
11. I would like to get information about tax system, banks, custom law, security market, marketing research.
12. I would like to have the real example of business plan, which worked out already and also, a bad one with pointed mistakes.
13. Finance, pricing. How to get a loan. How to calculate consumer's demand.
14. I would like to know about finance, new technology, marketing and advertising.
15. Western finance systems.
16. Financial documentation.
17. I would like to know answers on concrete questions. For instance: how western investors work in Moldova, NIS?
18. I would like to know more questions from practice: how to start small business, where to find basic capital and overseas investments. How does American business work?
19. How privatization works in America. What is the limitation for it? How business law works?
20. How to organize your own business? How to solve problems, raised on the way.
21. I still have some questions regarding business plans. It would be helpful to have a concrete business plan for a concrete company.
22. Information about marketing research.
23. Financial questions.
24. I would like to learn about business law, what kind of agreements exist, what do they include and how it works.
25. Financial questions.
26. Information regarding marketing and sale.
27. The information related to agribusiness. What is new technology, equipment in that field.
28. Information about planning and accounting. What is the difference between business plan and its implementation.
29. Marketing research. How to analyze financial statements. What the ways are to increase output.
30. I think it would be helpful if the seminar consisted of 2 parts: theory and practice. The practice part should be like business game to create real business plan.

6. Would you attend another seminar on those topics?

1. Yes. certainly.
2. Yes.
3. Yes, I would like to.
4. Yes, with great pleasure.
5. Yes.
6. Yes. with pleasure.
7. Yes, I would.
8. Yes, I would. Especially, regarding how to start own business.
9. Yes. How to make business plan.
10. Yes, if there will be such opportunity.
11. Yes, in questions regarding entrepreneurship.
12. No.
13. It would be useful.
14. Yes, certainly.
15. Yes.
16. Yes.
17. Yes, certainly.
18. Yes, I would be interested.
19. Yes. I would like to hear American businessmen, doing business in NIS.
20. Yes.
21. No.
22. Yes.
23. Yes.
24. Yes, I would like to.
25. Yes.
26. Yes, if I would have that opportunity.
27. Yes.
28. Yes, especially regarding finance and accounting.
29. Yes, especially regarding how to organize own business.
30. Yes.

**7. Do you feel that individual training or assistance would be useful to you?
If so, in what areas?**

1. Yes.
2. No.
3. Yes, it would be helpful.
4. Certainly.
5. Yes, especially in accounting and finance.
6. Yes. In the questions how to plan your own business.
7. Yes. Finance, marketing and sales.
8. Yes. How to organize your own company.
9. No.
10. I think we need more literature about business.
11. Yes, in questions of entrepreneurship.
12. Yes, regarding personnel management. How to evaluate a new project, western requirements.
13. Yes.
14. Yes, management and how to organize new projects.
15. Yes, how to work with western partners.
16. Yes, I would like to learn more about real business.
17. Yes. Finance questions.
18. Yes. Finance, how to make business-relations, how to look for investments.
19. Yes. I would like to learn about experience of American companies dealing with Moldovan ones.
20. Yes, I would like to communicate with experienced businessmen.
21. No.
22. Yes.
23. Yes. How to create a business plan.
24. Yes. Marketing and sale.
25. Yes. Finance.
26. Yes. We need more literature about marketing and finance.
27. Yes. How to choose the right partner.
28. Yes. Accounting and finance.
29. Yes. How to organize your own business.
30. Yes, regarding business plan.

8. How can we structure that training or assistance?

1. -
2. I think through face to face contact with specialists of these questions.
3. To visit American private enterprises.
4. We need more subject literature with good real examples.
5. To invite more people who really need such kind of seminars.
6. To have an information center which will work permanently as a consulting service.
7. More introductions to western businesses.
8. - .
9. Keep in touch with Moldovan specialists.
10. To have American business documentation translated into Russian.
11. Organizing face to face meetings
12. Introductions to real companies.
13. To organize such a seminar once every quarter.
14. It would be good to have information center in Cishinau where we are able to apply for consultation.
15. To organize training as a business-game.
16. To use video to show how real business works.
17. To assist in making real contacts with western investors.
18. To allow more information about different areas of business.
19. To organize such seminars in USA to have participants visit real US enterprises.
20. To keep organizing these seminars.
21. -
22. We need consultations.
23. To organize individual consultations.
24. To participate in meetings in a business-center.
25. Organize consultations.
26. To tell more about real experience.
27. To send more specialists for consulting.
28. To organize these seminars in Moldova periodically.
29. Consultations.
30. To keep on organizing these seminars.

9. Other comments:

1. Some tables did not make sense for me, I need more explanation in detail.
2. The method of the complex evaluation of a business plan helps a partner to make appropriate decision. I would like more information about that.
3. It would be more interesting if we heard more real business people, representing various companies.
4. All seminar's materials were very useful and interesting. It would be good, also to use video.
5. Thank you for the seminar.
6. It would be good to give the main methods of evaluation of business' activity.
7. It would be better if you gave more concrete materials.
8. It would be interesting to learn about American accounting documentation, take a look at real finance documents, forms, applications.
9. It is interesting to know about the main American business laws and other countries, to learn about the program, which USAID provides to NIS. I want to thank all specialists who came to do this work and opportunity to communicate with them.
10. It would be better to give more examples of real business.
11. The training materials were prepared very well, but the book "Initiating Partnership" needs corrections with spelling and terminology. Also, it would be good to learn how to do business agreements in various areas of business.
12. "Initiating Partnership" is very nice book, I am sure a lot of people would be happy to have it.
13. We need the materials which would explain to us in details accounting systems, planning, marketing research.
14. It would be better if you gave more concrete materials, how to do marketing research.
15. It is still unclear for me a table, which Michael explained. What do you think about organizing such seminars for students?
16. Thanks to all specialists who came to do this work and opportunity to communicate with them.
17. It would be good if you provide us with a brief information about potential investors, such as: financial system, tax system, custom and etc.
18. It would be more interesting if you gave more concrete examples.
19. Video programs about investment programs in USA.
20. I would like to thank everybody and wish you good luck.
21. We need more concrete examples.
22. We really appreciate for what you have done for us.
23. We need the same information, but in detail.
24. I am interested to learn how to make business agreements.
25. Everything was fine, but we need more concrete examples.
26. Thank you very much for you cooperation.
27. The book has a lot spelling errors, but the meaning is OK. Thank you for the seminar.
28. I need more in detail about finance and accounting.
29. It would be helpful to practice with real examples.
30. It would be helpful to make business-game and at the end of it creating business plan .

REVERSE TRAINING

TVG, in cooperation with Land O'Lakes, provided training for 7 agribusiness managers from Russia in fruit and vegetable storage, processing, marketing and distribution from September 19 through 23, 1994. The training was funded through the NIS Exchanges and Training Project (NET) being implemented by the Academy for Educational Development. Of the 7 participants, two of the participants were recommended by TVG's field office in Voronezh, Western Russia, one by LOL and the other four by Citizens Network for Agribusiness Alliance (CNAA). The training schedule and list of participants is attached as Appendix B.

Training schedule for Russian agribusiness managers
Week of September 17-24

Saturday, September 17

Group arrives on Alaska flight 416 from Seattle at 4:37 pm

Names of trainees:

Vitali Stoliarov
Vladmir Beliaev
Aleksander Khrenov **
Aleksander Tribilin
Taisia Ryabova
Larisa Ignatenko
Alexander Poliakov

** speaks some English

Yoo-Mi and Sairan will meet group at airport and take them to the hotel.

Mini-van (holds 7 plus luggage) is at Avis at airport

confirmation number is 00881038US4

rate is \$294/week with unlimited mileage

van is reserved under Rachel's TVG mastercard

Sign up these possible drivers for van -

Yoo-Mi

Sairan

Michael Lifshetf CDL B3373031 DOB 12/6/57

Rachel Khattab CDL N6062364 DOB 1/11/60

Jean Bouch CDL C2236166 DOB 3/8/66

Roman Sheyuan A9329179 DOB 7/29/67

Yoo-Mi will drive her car and Sairan will drive van, Sairan will drive van home Saturday night

Hotel:

Hotel Triton

342 Grant Ave (at Sutter)

394-0500

3 double rooms, 1 single room - double and single room rates are \$99

* Yoo-Mi - You may want to ask, when you check in, if one of the double rooms can be made into a triple and not take the single, also - please find out if they can store their luggage in the hotel on Tuesday morning, they will be back Thursday evening

confirmation numbers	9/17-19	9/22 & 23 (check-out 9/24)
Stoliarov/Beliav	945HMR	945HNN
Khrenov/Trubilin	945HMT	945HNT
Ryabova/Ignatenko	945HMV	945HNW
Poliakov	945HNS	

Sunday, September 18

Sairan will drive van in and meet Rachel at hotel at 10:30 am

Sightseeing

Sairan will drive van home

Group overnight in SF

Monday, September 19

Sairan will drive van in, stop at hotel to pick up group and bring them to the office at 9:00 am - park van in Embarcadero 2 for day using Ed's space?

Dennis Icardi will meet with group from 9:30 - 3:30

3:30 someone drive group back to hotel and park van there overnight (\$18)

Group overnight in SF - remind group they need to check out in morning and store luggage in hotel

Tuesday, September 20

Group checks out of hotel and store luggage before 8:00 am

Jean drives car, meets interpreter at office at 8:00 am

Jean and interpreter go to pick up group at hotel, interpreter drives van and head for Tracy

Directions to Safeway - 580 east over Altamont pass, stay on 580 towards LA, take 1st exit which is Patterson Pass, go left at top of ramp, over freeway, right on Shulte Rd (light), go past industrial park and main entrance, Right at Hansen Rd (stop sign), turn right into the distribution center. The guard will call Joe Koontz to meet you.

Tour at Safeway is at 11:00 am

Head towards Plant 9 (S&W)

Get back on 580 east, take it to 205 East (past Tracy). From 205 East, take I-5 north towards Sacramento. From I-5 north, take 120 East towards Sonora. From 120 East, take 99 south towards Modesto. Exit on Hatch road, go left over the overpass.

Continue on Hatch for 2 miles. Turn left at Mitchell road, continue another 1.25 miles, turn right on Finch Road, then left on Mariposa. Address is 736 Mariposa Road.

3:00 pm - Tour at Plant 9 (S&W) with Pete Schmitt

Ask at plant for directions to the Sundial.

Interpreter returns with van to SF in evening and gives it to next interpreter - Roman Roman drives van down tuesday night or wednesday morning

Group and Jean stay overnight at Sundial in Modesto
Sundial Lodge
808 McHenry Ave.
Modesto
209-523-5642
3 double rooms @\$52
1 single room for one of group@\$44
1 single room for Jean
1 single room for interpreter if we need it?

Jean - when you check in, please let reception know that you will be checking out Wednesday morning and the rest of the group will be checking out Thursday morning. If you don't need a room for the interpreter Tuesday night, make sure there is a reservation for him Wednesday night.

Wednesday, September 21

Jean check out of hotel - Go to Plant 7, it is across the street from Plant 9. The address is 2801 Finch Road.

10:00 am Tour of Plant 7 w/ Tom Bert

11:30 meet Jennifer Giblin at Plant 7 (front door). She will suggest a place for lunch and take you on a field tour for rest of afternoon

Interpreter and group stay overnight in Modesto
Jean returns to SF by car in evening

Thursday, September 22

Group checks out of hotel

9:30 am Group and interpreter meet Mary Ann at Training Center

10:00 am Tour of Distribution/Plant 7 w/Rick Broughman

Lunch at Training Center w/Rick Broughman and Jon Martin

1:00 pm Tour of Transportation Center w/Jon Martin

Group will return in van to SF in afternoon

If necessary, Rachel will drive to Modesto and follow van back to SF

To get back to SF from Modesto:

99 North to 120 West. 120 West to I-5 South. I-5 South to 205 West. 205 West to 580 West to Bay Bridge.

Park van at hotel

Group in SF overnight

Friday, September 23

Have group walk to office? or someone go and bring them in the van

9:00 am Export marketing discussion w/Ann Fleming

afternoon - evaluations, final meetings, etc.

evening - reception for Russian artists - 250 Fourth St., 2nd Floor 6-8 pm
Group in SF overnight
Van still parked at hotel

Saturday, September 24

Group leaves Northwest #348 at 11:00 am
Return van to Avis

Important phone numbers:

Rachel (510)674-9926, 837-2619

Yoo-Mi (415)647-9647, 837-2610

Jean (415)441-9069, 837-2618

Sairan (415) 331-6143 interpreter

Roman (415)221-5704 interpreter

Other interpreter

Joe Koontz (209)833-4850

Mary Ann Parker (209) -5667?

Pete Schmitt - 5500 or 5511

Rick Broughman 5670 or 5669

Jon Martin 5626

Jennifer Giblin 5305

List of Participants

Russian Agribusiness Management Training

Vitalii Nikolaevich Stoliarov
Vladimir Georgevich Beliaev
Aleksander Vladimirovich Khrenov
Aleksander Ivanovich Trubilin
Taisa Fomichina Ryabova
Larisa Ilychina Ignatenko
Aleksander Vladmirovich Poliakov

PROJECT DEVELOPMENT

Yoo-Mi Lee, Sr. International Business Development Specialist, travelled to Uganda and Kenya from July 17 to 29, 1994 to explore development activities in the fruit and vegetable industry, and to acquaint the in-country missions with TVG. Ms. Lee met with USAID officials and representatives of US NGOs and PVOs working in Uganda to discuss future cooperation. Ms. Lee's trip report is attached as Appendix C.



TRIP REPORT
Uganda/Kenya
July 17 to 29, 1994
Yoo-Mi Lee

INTRODUCTION

This report provides a review of activities undertaken during a trip to Kampala, Uganda and Nairobi, Kenya from July 17 to July 29, 1994 funded under a subagreement for Cooperative Agreement Number FAO-0192-A-00-2081-00. The primary purpose of this mission was to explore project development opportunities for Tri Valley Growers in Uganda. Most of my time was spent in Kampala, meeting with representatives of the United States Agency for International Development (USAID), the government of Uganda, and USAID-funded program implementors and visiting local non-governmental organizations (NGOs), farmers' associations and agribusinesses. I spent a day in Nairobi, meeting with representatives of the Africa Growth Fund. My itinerary and list of contacts is attached to this report.

BACKGROUND

This mission was a follow-up to a trip I made in May, 1992 as part of an Overseas Private Investment Corporation (OPIC) trade delegation to East Africa, which was made in conjunction with a USAID/USDA sponsored technical assistance mission to Senegal and the Gambia. Since that trip in 1992, TVG has been in contact with Yoweri Museveni, President of Uganda (who has visited the United States twice in the past two years), George Rubagumya, Executive Director of the Uganda Investment Authority, Dr. William Kalema, Consultant for the Uganda Manufacturers Association Information and Consultancy Service, and representatives of the USAID mission in Uganda, all of whom have encouraged TVG's participation in business and development activities in Uganda. In the spring of 1994 President Museveni specifically requested a meeting with Tri Valley Growers through both USAID/Washington and the US Ambassador to Uganda. At their request, Ed Thor attended a June meeting in Minneapolis where both President Museveni and the Uganda Minister of Agriculture, Animal Industry and Fisheries strongly pressed for a TVG mission to Uganda.

The objective of this trip was to obtain a general overview of the agricultural and economic conditions in Uganda and to assess opportunities for USAID funded technical assistance and training. As part of this effort, I spent several days in the field, visiting agricultural enterprises in Iganga, Mpigi and Mukono districts near Kampala.

GENERAL IMPRESSIONS

There has been a marked increase in agricultural investment in the past two years as Uganda's political stability and favorable investment and economic policies have attracted the Asian and European investor back to Uganda. Returning Indians have reclaimed their property and started to rebuild farms and factories. (One such operation that used to grow and process coffee and cotton now produces bananas and chillies for the export market.) European investors have been encouraged by the success of high value horticultural ventures in Kenya and diversified into Uganda. (There are eight cut flower operations being promoted versus one two years ago.)

As one of the few stable economies in eastern sub-Saharan Africa, Uganda has become a center for inter-regional commerce, particularly in grains and coffee. Coffee is coming in from Rwanda and Burundi (85 coffee licenses have recently been issued) and corn is being transported to Kenya (leading to some concern about food security in Uganda). The Uganda shilling is being used by neighboring countries as the currency of choice, creating an overvalued shilling and relatively high costs of production.

USAID has promoted the activities mentioned above by funding programs to encourage non-traditional agricultural exports and on-farm productivity enhancement and is funding the construction of a cold storage facility near the airport in Entebbe. This promotion will continue with the implementation of the Investment in Developing Export Agriculture (IDEA) project, which will encompass both "high value" and "low value" agricultural commodities.

Despite the progress in production agriculture, there is little opportunity in fruit and vegetable processing, particularly canning. There is an extremely limited local and regional market for processed fruits and vegetables and these goods are generally too heavy and not of enough value to transport internationally. Inputs such as containers and quality labels and packaging materials are not available locally. And, organized collection, transportation and distribution systems would need to be developed.

One local processor I spoke with has 500 outgrowers and produces papain, tomato paste, passion fruit concentrate and orange and pineapple marmalade for the local market. He has excess capacity and could expand production, but there is no market demand. He imports the bottles, caps and labels for his products from Denmark. He is currently looking for packaging equipment and material to export product to the Middle East.

SITE VISITS

Nabagombo Kamukamu Women's Club, Iganga District

The Nabagombo Kamukamu (step-by-step) Women's Club is a beneficiary of the Winrock/ACDI On-Farm Productivity Enhancement Project (OFPEP) funded by USAID. They are working with the Multi-purpose Training and Employment Association, a village-based NGO, to test soybean inoculation and a high-yielding variety of corn, as well as working toward zero grazing on their farms. In addition to soybeans and corn, they grow coffee, sweet potato and bananas and raise chicken. These women are subsistence farmers who can barely make enough money to pay school fees for their children. They have no storage facilities and depend on brokers who come to their village to sell their crops. When asked what the recent rise in coffee prices due to the freeze in Brazil would do for them, they replied that they did not know that coffee prices had gone up. They are working with OFPEP because they would like to rise above subsistence-level farming.

Patel Farm, Mpigi District

The Patel farm was reclaimed and started in September 1993. Their 166 acres are now planted in birds eye chilies, matooke (green bananas) and passion fruit with the assistance of extension agents from the Ministry of Agriculture. The farm had previously grown and processed coffee and cotton, but these crops had been eliminated by the previous owners. The coffee mill has now been refurbished and is being leased and the cotton gin is being used as space in which to dry the chilies. The chilies and matooke are exported to the UK for the ethnic market. Mr. Patel hopes to grow different varieties of chilies that are currently being tested at the Kawanda Research Station because the birds eye chilies are extremely labor intensive.

Bukoloto Women's Group, Mukono District

The Mukono district is a pineapple producing area, and I visited several farms that grow pineapple and passion fruit in addition to visiting the pineapple drying facilities of the Bukoloto Women's Group. The Bukoloto Women's Group have started to solar dry sliced pineapples in dryers developed by the extension agents and horticulture specialists with the Ministry of Agriculture. The Bukoloto Women's Group has 3 small-scale solar dryers that are not well constructed. They employ 2 people to hand peel and cut the pineapple and layer them on racks for the dryers. They are entirely dependent on weather conditions for good results. They currently buy their pineapple from local farmers, but are hoping to start farming with the profits from their business.

The dried pineapple is marketed to the UK as an all-natural product. (It has a 6-month shelf life with no preservatives.) The small producers package the pineapple in 4 kilogram plastic tubes, which is then repacked by the exporter in Kampala into 1 kg. bags. The quality factors are color and dryness. (Dryness is determined by "feel".) The pineapple is peeled and cut into slices that are 2 millimeters thick. (The women were very proud of the fact that they used stainless steel knives.) The product takes two to three days to dry, depending on the weather. The critical element is humidity, as humid weather retards drying and causes browning. It takes 4 big pineapples (each weighing about 2.5 to 3 kg.) to produce one dry kg.

The eight members of the Bukoloto Women's Group have done well. They have 3 employees and work in shifts of 2 people for 2 weeks. Every two weeks, each member gets a profit of 10,000 Uganda shillings (the equivalent of US\$10) after a retention of 5,000 shillings for capital. Some members have used their profits to cultivate exotic vegetables for the vegetable market in Kampala. The Group is now thinking of growing their own pineapple. The Bukoloto Women's group is training other women to start their own businesses. There are now six such women's groups in Mukono district. For now, they are all making money.

OPPORTUNITIES FOR TECHNICAL ASSISTANCE

Tri Valley Growers (TVG) focusses its development activities on providing customized technical assistance and training in post-harvest storage, processing, marketing and distribution of fruit and vegetable crops and in providing cooperative development and business management assistance to the private sector in developing countries and newly emerging democracies. TVG also has experience in promoting business development and facilitating joint venture partnerships. There are several areas in which TVG can provide development assistance in Uganda:

**Processing/Quality Control
Marketing and Market Development
Business Planning and Development
Financial Management and Accounting
Cooperative Development
Establishing Business and Financial Linkages**

Tri Valley has provided technical assistance and training in the above areas through the implementation of programs of voluntary technical assistance missions, in-country seminars and workshops, highly individualized participant training programs averaging 3 months in the United States and developing contacts with agribusinesses, both in-country and the US, that are looking for business partners.

POTENTIAL BUSINESS OPPORTUNITIES

The European market for high quality, naturally dried fruits should be explored as a potential business opportunity. The product is a high value product that is easily packaged, stored and transported. Ugandans like big fruit and vegetables. The most popular size of pineapple is one between 2.5 to 3 kg. This fruit is too big for the export market (European consumers will not buy fruit this large - they cannot use it all at one time) and canning is not practical in Uganda. Fruit, particularly pineapple, mango and apple banana (a very sweet, small banana), is plentiful (there are two rainy seasons in Uganda) and cheap. And, it would take a small capital investment and some technical training to produce a high quality product.

Yoo-Mi Lee and Terry Cornelison also met with a congressional delegation led by Senator Leahy on September 9 and 10, 1994. Ms. Lee and Mr. Cornelison accompanied Senators Cochran and Brown and Barbara Turner, Assistant Administrator, USAID on a visit to a private farm association on September 9 and arranged for a breakfast meeting for Senators Leahy, Exon and Brown with agribusiness leaders on September 10. Ms. Lee's itinerary and list of contacts is attached as Appendix D.



ITINERARY
Chisinau, Moldova
August 30 to September 11, 1994
Yoo-Mi Lee

Tuesday August 30, 1994

3:00 pm Depart San Francisco United Airlines Flt. 3504

Wednesday August 31, 1994

10:30 am Arrive Frankfurt

3:30 pm Depart Frankfurt Air Moldova Flt. 864

7:25 pm Arrive Chisinau

Thursday September 1, 1994

9:30 am Meeting with Terry Cornelison, Alexander Pynzaru, Eleonora Petrova, TVG
Moldova

4:00 pm Meeting with Sean O. Carmody, VOCA Moldova

6:30 pm Meeting with Amy Nolan Osborn, USAID - Kiev; Sean Carmody, VOCA
Moldova; John McKissick, American Bar Association; and Monica
Cornelison, Academy for Educational Development

Friday September 2, 1994

10:30 am Meeting with Sylvie Tiller, Agricultural Economist, EBRD

12:00 pm Meeting with Ambassador Mary Pendleton and Susan Sutton, Second
Secretary, Embassy of the United States

3:00 pm Inspection of seminar lecture hall with Eleonora Petrova

Saturday September 3, 1994

- 9:30 am Cultural Program with Eleonora Petrova: Ethnographic Museum, Monastery in Butrachenii, Orthodox Church in New Orhei
- 2:00 pm Tour of Perisechino Winery with Mikhail Sobor and Valery Ivanov, Union of Entrepreneurs
- 8:30 pm Pick up Michael McGloin at Chisinau airport

Sunday September 4, 1994

- 10:30 am Art Auction
- 12:00 pm Lunch at dacha of Valery Efremov, Concordia Vesta

Monday September 5, 1994

- 10:00 am - 5:00 pm Seminar

Tuesday September 6, 1994

- 10:00 am - 5:00 pm Seminar

Wednesday September 7, 1994

- 10:00 am - 5:00 pm Seminar
- 1:00 pm Lunch with Terry Cornelison, Alexander Pynzaru and Voriel Chibotar, PBN

Thursday September 8, 1994

- 10:00 am Seminar
- 2:00 pm Tour of Cricova Winery with seminar participants
- 3:30 pm Seminar Certificate Ceremony, Wine College

Friday September 9, 1994

12:00 pm Travel to Terra Farm Association, Cojushna, with Congressional Delegation

Saturday September 10, 1994

8:00 am Breakfast with Senator Brown; Senator Exon; William Witting, Clerk, Subcommittee on Foreign Operations, US Senate; Barbara Turner, Deputy Administrator, USAID/DC; Amy Osborn, USAID - Kiev, and Moldovan agribusinesses

12:20 pm Depart Chisinau Air Moldova Flt. 863

2:25 pm Arrive Frankfurt

Sunday September 11, 1994

10:10 am Depart Frankfurt United Airlines Flt. 3505

12:30 pm Arrive San Francisco

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**LAND O'LAKES/TRI VALLEY GROWERS
COOPERATIVE AGREEMENT NUMBER: FAO-0192-A-00-2081-00
Project Number: 938-1092**

**FINAL REPORT
SEPTEMBER 23, 1992 THROUGH SEPTEMBER 23, 1994**

I. Final Summary of Activities

Land O'Lakes

1) Training of Tri Valley Growers Personnel

Land O'Lakes formally trained one person from Tri Valley Growers: Ed Thor, Vice President of International Development. This training occurred in the 2nd quarter of the program (January 1993).

This formal training session, at the Land O'Lakes Arden Hills facility, dealt specifically with financial management and administration of training and technical assistance programs. Topics covered included, but were not limited to: AID-required financial reporting; employee and consultant expense reporting system; project accounting system; AID financial policy; Land O'Lakes policy and examples of the forms used in both; and reporting and authorization required under a cooperative agreement such as the project implementation plan and logframe; participant training documents such as PIO/P's and IAP66a's, and other visa procedures; travel authorization requests and notifications; consulting agreements; quarterly, annual, trip and participant training reports; in-kind contribution; and approval procedures for specific grant activities.

Impact

Tri Valley Growers was able to make use of the written information provided by Land O'Lakes in subsequent conversations with Land O'Lakes program personnel. This eliminated the time required to develop unique processes and to obtain forms from USAID.

Forms and procedures were used with great success for non-NIS implementation activities. However, because there were few standardized procedures for the NIS countries, the information wasn't of much help in those countries. This did cause some delays and inefficiencies in Tri Valley Growers administrative processes until USAID procedures in the NIS became consistent and published.

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Lessons Learned

Training of this type should not be done until the actual person implementing the program activities has been assigned or hired. Due to travel schedules and other time commitments, much of the verbal information was not passed from the trainee to the actual program personnel. In addition, a move at Tri Valley Growers headquarters during the trainee's absence meant that the written information was unavailable for an extended period of time.

2) Technical Assistance to Tri Valley Growers Personnel (Backstopping)

As was intended, Land O'Lakes involvement in this program decreased as Tri Valley Growers implementation and administrative expertise increased. Most assistance in this area involved financial review, checking forms and answering questions about procedures.

In particular, many questions arose about the proper procedures for processing NIS training participants. As this was a newly expanding area for USAID, many adjustments had to be made as the program progressed in regards to obtaining visas, English proficiency tests, medical clearance and so on.

Land O'Lakes International Development Division Controller traveled to Tri Valley Growers International Division headquarters in San Francisco, California, to perform an informal audit of Tri Valley Growers' accounting and financial management system for USAID funding. Based on this review, which was also approved by Land O'Lakes corporate audit division, it was concluded that the Tri Valley Growers system was adequate for tracking and reporting grant activities.

Impact

Land O'Lakes and Tri Valley Growers established a good collaborative relationship whereby program and administrative personnel communicated freely about this and other USAID programs. This information sharing was very beneficial to both parties, providing efficiency in gathering and disseminating information.

At the end of the program, the Tri Valley Growers program management staff was performing all subagreement activities with minimal assistance from Land O'Lakes staff. In addition, an adequate financial system was in place and functional.

Tri Valley Growers

The final report submitted by Tri Valley Growers is included as Attachment A.

- II. There were no problems/delays/adverse conditions that substantially affected program objectives. However, the down-sizing of Tri Valley Growers International Development

Division did cause delays in time schedules and project work activities. Specifically, final financial reporting and final reporting of conclusions were substantially delayed.

- III. Because the down-sizing occurred at the end of the program, there were no actions taken or contemplated nor any assistance needed to resolve any situations.
- IV. There were no favorable developments or events that enabled time schedules to be met sooner than anticipated or more work activities to be performed than originally projected.

No new USAID funding was received this quarter.

V. Financial Report

- 1) The quarterly and final financial report summary is included as Attachment B.

VI. Attachments

- A. Tri Valley Growers Final Report
- B. Quarterly and Final Financial Summary Report

ATTACHMENT A

TRI VALLEY GROWERS FINAL REPORT

**LAND O'LAKES/TRI VALLEY GROWERS
COOPERATIVE AGREEMENT NUMBER FAO-0192-A-00-2081-00
Project Number 938-0192**

**FINAL REPORT ON ACTIVITIES
FROM SEPTEMBER 23, 1992 TO SEPTEMBER 23, 1994**

This is the final report for Cooperative Agreement FAO-0192-A-00-2081-00 between the US Agency for International Development (USAID) and Land O' Lakes (LOL) and the Subagreement between LOL and Tri Valley Growers (TVG) and covers the period from September 23, 1992 to September 23, 1994.

EXECUTIVE SUMMARY

The purpose of the above referenced cooperative agreement was to create a capacity within TVG to become a cooperative development organization and to participate in overseas development activities. Through the successful implementation of the technical assistance and training programs and project development activities funded under this cooperative agreement, Tri Valley Growers has met its objectives and ultimate goal of assisting farmers in developing countries and emerging democracies create sustainable agribusinesses for increased income, nutrition and food security.

Tri Valley Growers has obtained three major cooperative agreements with USAID:

- Farmer-to-Farmer Program
- Food Systems Restructuring Project
- Cooperative Project Support Agreement

TVG has also been a consortium member or subcontractor for four other cooperative agreements with USAID: Bulgaria Restructuring Agriculture and Agribusiness: Private Sector Program (RAAPSP), Hungary RAAPSP, Morocco Agribusiness Promotion (MAP) Project and the NIS Exchanges and Training (NET) Program), all of which are designed to promote agribusiness development in developing countries and emerging democracies. TVG also participated in an Innovative Grant proposal for Romania with members of the US Overseas Cooperative Development Council (OCDC) and an Agricultural IQC proposal lead by Agricultural Cooperative Development International (ACDI). TVG has formed a separate International Development division to carry out international development activities, and hired and trained development and accounting personnel.

Through this cooperative agreement, TVG has successfully completed 5 internships, 7 technical assistance missions, 4 seminars, 6 project development missions and has provided reverse training for 11 agribusiness managers from Russia and India.

REPORT OF ACCOMPLISHMENTS

Through this program, TVG has:

- Hired and trained International Development personnel to work on USAID grants and agreements,
- Set up an accounting system for the International Development department,
- Obtained the Farmer-to-Farmer, Food Systems Restructuring Project and Cooperative Project Support Program cooperative agreements,
- Undertaken project development trips to India, Georgia, Uganda, Kenya and Moldova,
- Established a field presence in Tbilisi, Georgia and expanded development activities in the area,
- Strengthened its field presence in Moldova, western Russia and the Russian Far East and expanded development activities in those areas,
- Provided individualized training in California for four months for 2 Moldovan professors in post-harvest preservation of vegetable crops, seed hybridization and agricultural engineering in cooperation with UC Davis and California agribusinesses,
- Provided individualized training in California for two months for 3 Russian bankers in farm credit and bank services in cooperation with farm credit banks in Stockton and Santa Rosa, California,
- Put on 3 workshops in Russia for newly emerging entrepreneurs and agribusinesses on: "What is an Agribusiness?", "Agricultural Labor Management", and "Initiating Partnerships" (a business planning workshop), and 1 workshop in Moldova "Initiating Partnerships,"
- Provided technical assistance to cooperatives in Barbados, Bulgaria, Georgia and Russia,
- Participated in joint proposals with other cooperative development organizations which may lead to additional funds for TVG programs.

PROJECT ACTIVITIES

Project activities under this grant fell into the following areas:

1) building the technical and staff capabilities within TVG to conduct cooperative development projects in various parts of the world, 2) developing the CDO management, administrative and logistical capabilities needed to carry out projects, track funding, meet funding requirements and successfully work with USAID and other funding agencies, 3) carrying out a program of technical assistance and training, and 4) expanding TVG's participation in development activities in various areas through project development.

Technical and Staff Capabilities

TVG's technical and staff capabilities were supported, in whole or part, by this cooperative agreement:

1. TVG created a separate international development department focussed exclusively on development. Four individuals from TVG Corporate were reassigned to international cooperative development full time. Six new full-time positions were created at San Francisco headquarters and filled by individuals outside the organization. In addition, four full-time field directors were hired and relocated to the NIS: TVG field offices were opened in Voronezh, Vladivostok, and Moscow, Russia and in Chisinau, Moldova. Field representation was also established in Tbilisi, Georgia. This subagreement provided the initial and continuing backstopping support needed to make these activities possible.
2. TVG staff learned how to work on a variety of typical development and assistance activities, initially under the tutelage of other CDOs, then independently.
3. TVG obtained three major additional cooperative agreements (Farmer-to-Farmer, Food Systems Restructuring Project and Cooperative Program Support Agreement) which significantly increased the size of the staff and the operating budget. The financial tracking capability, developed in part through this grant, played a critical role in TVG being awarded the FSRP and CPSA agreements.
4. TVG established a network of companies and individuals who can be called upon to support TVG's international development projects. This support ranges from providing technical assistance, instructing at workshops, training interns brought to the US and providing business linkages to developing cooperatives and agribusinesses for supplies, technology and access to export markets.

Management, Administrative and Logistical Capabilities

During the course of this grant, TVG developed well-established management, administrative and logistical capabilities.

1. Instituted the accounting and financial management systems needed for USAID project management. A full-time CPA/MBA was hired to manage finances.
2. Created a separate financial reporting system to include time keeping and expense reporting to meet USAID grant accounting requirements. A computer program was installed to facilitate grant accounting.
3. A separate office was established so that the international development department could be managed as a unit. A full time secretary was hired to support departmental activities.
4. Installed a new computer network and an electronic mail system. Purchased portable computers for travel to improve operations and communication.
5. Staff attended training sessions and workshops to learn the administrative and financial requirements necessary for USAID contracting.

Technical Assistance and Training Projects

TVG successfully conducted the technical assistance and training activities required under this subagreement, sometimes in conjunction with TVG-funded activities or other projects.

Internships

TVG successfully conducted all of the five internships called for in the implementation plan and assisted with three additional internships as well.

1. Victor Roshca and Vasile Boumacov, Associate Professors from the Agrarian State University in Chisinau, Moldova, participated in a four-month training program from August 15 through December 12, 1993. Their training included a formalized course on the postharvest preservation of vegetables at the University of California, Davis, meetings with faculty and visits to extension stations, and individualized training at two California agribusinesses. Dr. Roshca worked primarily in his field, plant breeding, at Petoseed's Woodland Research Center in Woodland, California. He also received training in plant pathology, biotechnology, stockseed, product marketing and farming. Dr. Boumacov worked mainly with farm equipment at Johnson Farm Machinery. The two Moldovan professors worked together with Howard Johnson, President of Johnson Farm Machinery, to design and manufacture a transplanter for use in Moldova.

2. TVG provided all of the technical training and day-to-day management of three internships for Hungarians brought to the US through the Hungarian RAAPS program, in addition to contributing approximately \$12,000 in matching funds to pay for the cost of the program for these interns.

3. Tatiana Puzakova, Elena Yepishova and Yuri Dmitraschuk, members of the marketing department of the Black Earth Farmers Bank in Voronezh, Russia, received training in California in agricultural credit, mortgages, leasing and marketing from April 3 through May 28, 1994. TVG designed a customized training program that exposed the participants to all aspects of the US farm credit system. The participants completed a self-study course on financial accounting with mentors from TVG prior to their being placed with farm credit banks in Stockton and Windsor, California for a month of intensive on-the-job training. Towards the end of their training, they travelled to Tempe, Arizona, to work with Dr. Eric Thor, Director and Professor, School of Agribusiness and Environmental Resources at Arizona State University. Dr. Thor, a former technical assistance volunteer for the Black Earth Farmers Bank, requested their assistance with the development of a proposal to set up producer food stores in Voronezh, Russia.

Technical Assistance Missions

TVG successfully completed more than the six technical assistance missions called for in the implementation plan.

1. Four technical assistance missions by Yoo-Mi Lee and Ed Thor were conducted in Barbados to help the Barbados League of Cooperative Credit Unions in their attempt to privatize and revive a bankrupt government sponsored food processing company in a cooperative form. One of these missions was paid for by this subagreement; the other three were paid for by TVG when it appeared there might be a business connection if the project was successful.

2. While in Bulgaria under the RAAPS program Ed Thor met with private farmers and cooperatives about possible cooperative development and technical assistance missions. Land is being privatized and there is great interest in agricultural and state cooperatives as a means to remain economically viable.

3. Dr. Eric Thor, Director and Professor of the School of Agribusiness and Environmental Resources at Arizona State University and former President and Chief Executive Officer of the Farm Credit System Assistance Board, completed a technical assistance mission to the Black Earth Farmers Bank in Voronezh, Russia in November, 1993. Dr. Thor worked with senior management of the bank to continue the technical assistance in banking and credit that was started the previous summer when he served as a volunteer there through TVG's Farmer to Farmer program. Dr. Thor provided training in agribusiness management, finance and marketing.

4. Yoo-Mi Lee, Sr. International Business Development Specialist, travelled to Dragovishtitza, Bulgaria in April, 1994 to provide technical assistance in cooperative development and strategic and business planning to a small, village-based cooperative, SelCoop, near Kjustendil. The SelCoop was a former state regional trading cooperative.

5. TVG organized and provided 74 technical assistance missions to Russia through the Farmer to Farmer program during the time period covered by this subagreement. While not part of this subagreement, these missions both provided specific assistance and identified additional needs for technical assistance on cooperative development projects both in Russia and in other parts of the NIS.

Workshops

While two workshops were included in the work plan under this agreement, TVG successfully conducted four workshops over the life of the grant and will continue to provide additional workshops in the future through other programs.

1. A workshop on "What is an Agribusiness?" was conducted in Pushchino, Russia in November, 1993 by Yoo-Mi Lee, TVG Sr. International Business Development Specialist and Kirt Menon, TVG International Development Finance Manager. This workshop was conducted in cooperation with the Pushchino Town Council, the Agrocollege and Russian Academy of Sciences Institute of Biochemistry and Physiology of Microorganisms. The workshop introduced 31 participants, including directors of newly-formed private companies, senior managers of former state and cooperative farms, professors and researchers from local colleges and institutes and government officials to agribusiness formation and development in a market economy.

2. Greg Billikopf, Labor Advisor, University of California Cooperative Extension, presented a seminar on labor management in Voronezh, Russia in May, 1993. While the seminar was originally intended for agribusiness managers, it developed into a train-the-trainer workshop for members of the Economics department of Voronezh State University and of the Voronezh Agricultural University. The faculty involved in this training intend to incorporate the seminar materials into their lectures and use it in consultancies. Following the seminar, Mr. Billikopf provided on-farm consultations to individual enterprises.

3. Michael McGloin, President of Simka International Ltd. (a consulting firm specializing in business development in the NIS), presented a business planning seminar entitled "Initiating Partnerships" in Khabarovsk, Russia in June, 1994. Mr. McGloin is completely fluent in Russian and presented the seminar entirely in the participants' native language. Using a workbook developed in cooperation with the Foundation for Russia-American Economic Cooperation, Mr. McGloin combined lectures and guest speakers with interactive problem solving by the participants.

Russell Scheeline, TVG FSRP Program Manager, facilitated the seminar and gave presentations on agribusiness financing, US government programs and TVG's participation in a joint venture with a Bulgarian cherry processing cooperative. Randall LeCocq, US Consul General in Vladivostok, also gave a presentation at the seminar.

4. Based on the success of the seminar in Khabarovsk, Mr. McGloin presented a seminar on business planning in Chisinau, Moldova in September, 1994. The seminar was organized by TVG's field office in Chisinau and co-sponsored by VOCA/Moldova, the Academy for Educational Development/Moldova, the Moldovan Union of Entrepreneurs and Concordia Vesta, a private Moldovan company. The seminar had the strong support of both US and Moldovan government officials and was extremely well received by the emerging private agribusiness sector in Moldova. The opening ceremony was filmed by two television stations and featured speeches by US Ambassador Mary Pendelton, Deputy Prime Minister of the Republic of Moldova, V. Bulgar, the First Deputy Minister of the Economy, A. Gudym and the Vice Chairman of the Economy, Industry and Privatization Commission of the Parliament, A. Muravsky.

Thirty-five participants attended the seminar, including participants from as far away as Kharkov, Ukraine. TVG ran out of the 55 workbooks prepared for the seminar due to its high demand. A request was made to present the seminar in various regions throughout Moldova.

Not only did this seminar provide a forum for USAID and the US NGO community to introduce US assistance programs to the participants, but the participants themselves made valuable connections.

TVG will solicit funding from the Eurasia Foundation to replicate this seminar throughout the NIS West. A future seminar on labor management, agribusiness credit and finance will also be held in Voronezh, Russia in February, 1995.

Reverse Training

While there was no requirement to provide reverse training in the work plan, TVG successfully provided reverse training for 11 agribusiness managers from India and Russia.

Four agribusiness managers from the State of Maharashtra, India, received three weeks of training in California in strawberry production, packing and processing in April, 1994. This mission was co-funded by USAID through the ACE project and by the participating agribusinesses. The participants worked with advisors from the University of California Cooperative Extension Service specializing in strawberry breeding, production, post-harvest handling and processing; and growers and processors in Davis, Watsonville, Monterey and Irvine.

TVG, in cooperation with Land O'Lakes, provided training for 7 agribusiness managers from Russia in fruit and vegetable storage, processing, marketing and distribution in September, 1994. The training was funded through the NIS Exchanges and Training Project (NET) being implemented by the Academy for Educational Development.

TVG hosted eight mayors from Albania for a discussion on international marketing of food products in May, 1994. The mayors were in the US on a program sponsored by USIA to learn about local and municipal government in the US. The session was filmed and aired on television in Albania.

Project Development

TVG successfully conducted six project development missions, although five were called for in the work plan.

Yoo-Mi Lee, Sr. International Business Development Specialist, and Kirt Menon, Finance Manager, travelled to New Delhi, Pune and Bombay, India in December, 1993 to explore cooperative development and technical assistance and training opportunities in the state of Maharashtra. They met with USAID representatives from the Office of Technology Development and Enterprise in New Delhi. Funding for projects was available through the Agricultural Commercialization and Enterprise (ACE) Project. Ms. Lee and Mr. Menon met with ACE project representatives in Bombay and Pune. Ms. Lee and Mr. Menon identified a strong need for technical assistance and training in marketing, packaging, pest management, food processing technology and standardization. Following their trip, a request came in for technical assistance from the Industrial Credit and Investment Corporation of India Limited (ICICI) with strawberry development. This resulted in the reverse training program described in the previous section.

Derek Brown, TVG Farmer-to-Farmer (FTF) Program Manager, travelled to Tbilisi, Georgia in June, 1994 to explore opportunities to expand FTF and other TVG development activities in Georgia. Mr. Brown developed several immediate opportunities for targeted technical assistance and recommended pursuit of both immediate and longer-term technical assistance and training programs in Georgia. As a result of this trip, TVG sent David Franzblau, Development Specialist, to Tbilisi on a project development assignment there for several months. Mr. Franzblau set up an office and quickly established contacts with both US and indigenous NGOs and PVOs, humanitarian relief organizations, USAID and other governmental agencies. The first FTF volunteer, a potato expert from the mid-West, travelled to Tbilisi in October, 1994 to provide technical assistance to the Georgia Union of Growers regarding their problems with the Colorado potato beetle. This project, which was developed in coordination with Save the Children, led to development of a major corn seed distribution project which is currently in progress. TVG has hired a full-time Project Coordinator, Paul Heinzen, to oversee the project in Tbilisi and coordinate TVG

development activities in Georgia.

Yoo-Mi Lee travelled to Uganda and Kenya in July, 1994 to explore development activities in the fruit and vegetable industry and to acquaint the in-country missions with TVG. Ms. Lee met with USAID officials and representatives of US NGOs and PVOs working in Uganda to discuss future cooperation.

Yoo-Mi Lee travelled to Chisinau, Moldova in September, 1994, to facilitate the business planning seminar, explore development activities for TVG in Moldova and to coordinate TVG's international strategic direction with Terry Cornelison, TVG Field Director in Moldova. Yoo-Mi Lee and Terry Cornelison met with US Ambassador Mary Pendelton, Susan Sutton, Second Secretary, Embassy of the United States, and Amy Osborne, First Secretary, USAID, Embassy of the United States, Ukraine to discuss TVG's development activities. TVG has the full support of the embassy and USAID for its activities in Moldova.

Yoo-Mi Lee's trip to Moldova was followed by a trip by Ed Thor, TVG Vice President, International Development and Ted Weihe, Development Consultant, to explore and expand development activities in Moldova and prepare a proposal for submission to USAID. The proposal was submitted in November, 1994 and is currently under consideration by USAID.

Development of CDO Capability

Through this and other cooperative agreements, international development staff were able to participate in training activities, strengthening TVG's organizational capability.

Kirt Menon, Finance Manager, attended a workshop on financial reporting in October, 1993 in Washington, DC.

Rachel Khattab, Project Grant Administrator, attended a workshop on OMB circulars in November, 1993 in Los Angeles.

Rachel Khattab and Terry Bender, International Development Assistant, attended the "NIS Contractors and Grantees Training Conference" in February, 1994 in Washington, DC.

Kirt Menon attended a workshop on revised OMB Circular A-110 in April, 1994.

Jocelyn Huey, Finance Manager, attended a seminar on indirect cost rates in July, 1994 in Washington, DC.

Rachel Khattab attended a seminar on grant management and management of overseas field offices in August, 1994 in San Francisco.

Development Coordination

TVG has worked in coordination with many organizations on international development projects. TVG has developed close working relationships with fellow members of the Overseas Cooperative Development Council (OCDC), including Land O'Lakes, ACDI, VOCA, the Cooperative Housing Foundation and NCBA. TVG has collaborated with the University of California, Davis and the University of California, Berkeley, Oregon State University, Washington State University, University of Alaska and Arizona State University on development projects and activities. TVG has worked in coordination with sister city groups, especially the Sacramento-Chisinau Sister City Program. TVG has enlisted the support of private agribusiness in its development projects. 74 volunteers, mostly growers and private agribusiness people, provided technical assistance through TVG's FTF program. California agribusinesses, including Petoseed Inc. of Saticoy, Johnson Farm Machinery of Woodland, Sierra Bay Farm Credit Bank of Stockton and Pacific Coast Farm Credit of Santa Rosa, provided extensive on-the-job training to interns from the NIS through the innovative grant.

PROJECT EVALUATION

Year 1

During the first year of the project TVG made major accomplishments in building its CDO capabilities, obtained two major USAID cooperative agreements, and began to provide training and technical assistance.

Initial efforts focussed on start-up activities such as hiring and training staff and setting up internal management and control systems. A Finance Manager with a CPA/MBA was hired. Land O'Lakes and outside consultants provided assistance in setting up a separate grant accounting system. Project managers, field directors and administrative staff were hired for the Farmer-to-Farmer and Food Systems Restructuring Project. Field offices were opened in Vladivostok, Voronezh and Moscow in Russia, and in Chisinau, Moldova. The international development staff grew from 3 part-time employees to 15 full-time employees.

The first technical assistance mission, to Barbados, was conducted during the second quarter. This was followed by several follow-up missions to Barbados. Staff worked on the RAAPS-Bulgaria project and another USAID-sponsored study of the spice industry in Morocco. At the same time, 39 technical assistance missions were successfully conducted through the Farmer-to-Farmer program. In addition to these activities, staff devoted time to planning and developing internships and workshops which would be conducted in year 2 of this grant.

Year 2

During the second year of this project, TVG fulfilled and in some areas exceeded the training and technical assistance objectives outlined in the original workplan, while continuing to strengthen its CDO capabilities.

TVG was awarded a third USAID cooperative agreement, the Cooperative Project Support Agreement, and collaborated with other CDOs on several development projects.

Five internships were carried out under this agreement. Two professors from the Agrarian State University in Chisinau, Moldova spent four months in California learning about the post-harvest preservation of vegetable crops, seed hybridization and agricultural engineering in cooperation with UC Davis and California agribusinesses. Three professionals from the marketing department of the Black Earth Farmers Bank in Voronezh, Russia participated in a two month training program in farm credit and banking services in cooperation with farm credit banks in Stockton and Santa Rosa.

Seven technical assistance missions were carried out through this agreement and others to provide assistance to cooperatives in Barbados, Bulgaria and Russia. In addition, 74 technical assistance missions were conducted over the past two years to provide assistance to agribusinesses in western Russia and the Russian Far East through the Farmer-to-Farmer program.

Four training workshops were provided through this agreement. The first workshop, an introduction to agribusiness, was held in Pushchino, Russia in cooperation with the Pushchino Town Council, the Agrocollege and Russian Academy of Sciences Institute of Biochemistry and Physiology of Microorganisms. The second workshop, on labor management, was held in Voronezh, Russia and provided training to trainers from local universities. Later this year, two workshops were conducted entirely in the Russian language. These workshops, which focussed on developing business plans, were held in Khabarovsk, in the Russian Far East, and in Chisinau, Moldova. Both of these workshops were very well attended and participants are very interested in follow up training.

Eleven agribusiness managers participated in reverse training programs through this agreement. Four agribusiness managers from India spent several weeks in California learning about strawberry production, packing and processing. Seven agribusiness managers from Russia received training in fruit and vegetable processing, storage, marketing and distribution both at TVG headquarters in San Francisco and at various plants throughout California.

Six project development missions were conducted through this agreement. Two trips were made to India, which led to the reverse training described above. Several trips were made to Georgia, which have resulted in follow-up technical assistance missions

through the Farmer to Farmer program, as well as a seed distribution project in cooperation with Save the Children. To ensure effective delivery of this program and to expand development activities there, TVG has established a field presence in Tbilisi, Georgia. Staff conducted a development mission to Uganda and Kenya to meet with USAID and other US PVOs and NGOs to conduct a needs assessment and investigate opportunities to provide assistance in sub-Saharan Africa. Conclusions reached from this mission do not indicate sufficient infrastructure and market demand to justify assistance in TVG's area of expertise, fruit and vegetable processing and marketing, at this time. Finally, project development missions were undertaken to Chisinau, Moldova in the last quarter of this year. TVG has been effective in assisting US and Moldovan agribusinesses to achieve positive business results and to contribute to a stronger and more viable market driven food system. Through further expansion of activities that support both US and private Moldovan agribusinesses, TVG believes that significant progress can be achieved in strengthening the food system, enhancing the efficacy of a market economy and accelerating the pace of privatization. Following the most recent development mission to Moldova, and with the full support of the US embassy, the Moldovan government, local NGOs, PVOs and private business, TVG submitted a proposal to USAID to expand its development activity in the western NIS. This proposal is currently being reviewed and considered by USAID.

Through this cooperative agreement, TVG has greatly expanded its network of contacts in both the US and overseas. TVG has been able to participate regularly in activities and meetings held by the Overseas Cooperative Development Council (OCDC) and has collaborated on several projects and proposed projects with fellow OCDC members such as Land O'Lakes, VOCA, ACDI, CHF, NCBA and others. TVG has worked closely with universities and extension programs, particularly in California and on the west coast, on a variety of development programs and activities to maximize the impact of these programs overseas. TVG has coordinated its activities with sister city and humanitarian relief organizations to improve food delivery and distribution systems in developing market economies. Finally, TVG has enlisted the support and expertise of private agribusinesses, particularly in California, to provide effective assistance to areas of greatest need. Through the successful implementation of the technical assistance and training programs and project development activities funded under this cooperative agreement, Tri Valley Growers has met its objectives and ultimate goal of assisting farmers in developing countries and emerging democracies create sustainable agribusinesses.

ATTACHMENT B

QUARTERLY AND FINAL FINANCIAL SUMMARY REPORT

LAND O'LAKES/TRI-VALLEY GROWERS
COOP AGREEMENT# FAO-0192-A-00-2081-00
PROJECT # 938-0192
FINANCIAL REPORT

Final Report

	<u>Expenditures</u>	
	<u>Actual Grant to Date</u>	<u>Actual 7/1/94 to 9/23/94</u>
1. Direct Labor	3704	837
2. Fringe Benefits	1265	157
3. Consultants	0	0
4. Travel/Per Diem	829	0
5. Expen. Supplies/Materials	0	0
6. Nonexpendable Equipment	0	0
7. Subcontracts/Subagreements	267982	39904
8. Other Direct Costs	35	19
9. Evaluations	0	0
10. Indirect Cost	<u>24276</u>	<u>3550</u>
Total Federal Funds	298091	44467
Non-Federal Funds	<u>179220</u>	<u>124174</u>
Total Program	<u><u>477311</u></u>	<u><u>168641</u></u>