

**REVERSE FARMER-TO-FARMER PILOT PROJECT****Grant #: FAO-0705-G-00-4055-00****Second Quarterly Report****January 1-March 31, 1994**

Grantor: U.S. Agency for International Development  
Grantee: Agricultural Cooperative Development International  
50 F Street, NW Suite 900  
Washington, D.C. 20001

AID Project Officer: Larry Harms  
Estimated Completion Date: September 29, 1995

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**Project Administration**

During the second quarter, ACDI hired John Foti as the independent evaluator for the Reverse Farmer-To-Farmer Pilot Project. The evaluator's Scope of Work is attached to this document. Mr. Foti visited VOCA's last training group, the Fruit and Vegetable Processing Training Group from Ukraine and Moldova, in the field. He also took part in their debriefing session in Washington, D.C. on March 28.

**Training Activities**

All implementors started the process of selecting participants and arranging training programs. As recommended by AID, implementors will use the services of the Academy for Educational Development (AED) in obtaining medical clearance and processing visas. **Citizens Network, Tri-Valley Growers and VOCA** brought participant training groups to the U.S.

The training summary below reviews all the training activities undertaken and planned by five of the implementors. Following the summary are reports documenting the implementors' second quarter training activities.

**Analysis**

Though the implementors have experienced delays and frustrations common to those who work in the NIS, training programs are steadily being completed. The participant training programs are strengthening the linkages between U.S. and NIS citizens and institutions. Significant new technologies are being transferred to the participants in a way which is not possible with NIS volunteer assignments alone. To meet U.S. managers, observe new technologies, and visit U.S. institutions themselves have given the participants new goals and a vision of what is possible.

**Reverse Farmer-To-Farmer Pilot Project**  
**Scope of Work**  
**Evaluation of Training Programs**

**Introduction to Project:**

Since early 1992, six agricultural development organizations have been conducting Farmer-To-Farmer programs throughout the Newly Independent States (NIS) of the former Soviet Union, funded by the U.S. Agency for International Development. The six implementors of the Farmer-To-Farmer program (Agricultural Cooperative Development International, Citizens Network, Land O'Lakes, Tri Valley Growers, Volunteers in Overseas Cooperative Assistance, and Winrock International) have arranged volunteer assignments for more than 1,400 U.S. farmers and agribusinesspersons throughout the NIS.

The Reverse Farmer-To-Farmer Pilot Project was established to complement Farmer-To-Farmer activities by providing resources to each implementor to conduct participant training programs in the U.S. ACDI is administering the project. Each implementor has received a subgrant from ACDI and is responsible for conducting their U.S. training program. ACDI and VOCA work together under a memorandum of understanding to administer VOCA's US.-based training programs.

**Scope of Work:**

- A) Attend representative opening sessions and evaluation sessions of all participating implementors.
- B) Travel to six U.S. training sites, one visit per implementor, as appropriate for the purpose of evaluating quality of training and potential impact of training.
- C) Review all project documents and prepare questionnaire for administration to selected participants who received training under the Reverse Farmer-To-Farmer Pilot Project.
- D) Participate in strategic planning/evaluation sessions with implementors to highlight design and training issues to be addressed for the remainder of the year, and to lay the groundwork for ongoing activities and project extension.
- E) Review returned questionnaires and prepare an overall evaluation of the project.
- F) Other duties as may be assigned by Stephen Landrigan, Director of Training, which are consistent with the overall scope of this assignment.

## TRAINING SUMMARY

During the first and second quarter 25 participants have come to the U.S. through the Reverse Farmer-To-Farmer Pilot Project for periods ranging from one week to one month. ACDI, CNFA, LOL, and TVG plan on bringing an additional 62 participants in the third and fourth quarter. Winrock will be submitting an implementation plan during the third quarter. The following is a current list of programs which are completed, in progress, and planned for the future.

### Agricultural Cooperative Development International

#### **Second Quarter (January-March, 1995)**

Plan and execute four participant training programs for Volunteers in Overseas Cooperative Assistance.

#### **Third Quarter (April-June, 1995)**

##### **Alternative Credit Mechanisms**

June 28-July 25, 1995

Five participants, Russia

#### **Fourth Quarter (July-September, 1995)**

##### **Agricultural Banking**

July 12-August 8, 1995

Five participants, Kazakhstan

##### **Agricultural Banking**

July 26-August 22, 1995

Five participants, Russia

*15 participants planned.*

## Citizens Network

### **Second Quarter (January-March, 1995)**

**AKKOR President, Vladimir Feoderovitch Bashmachnikov**, participates in the American Farm Bureau Annual Convention.  
January 7-12 and 22-23, 1995

**Ukrainian Farmers' Association/American Farm Bureau Exchange**  
January 8-25, 1995  
Two participants, Ukraine

**Ukrainian Women's Committee Exchange**  
February 17-March 5, 1995  
Three participants, Ukraine

### **Third Quarter (April-June, 1995)**

**Podderzhka Insurance Companies: Insurance Claims Adjustment**  
April 30-May 12, 1995  
Three participants

**Nokhodka City Council: Chamber of Commerce Operations**  
June, 1995 (two weeks)  
Three participants

**Tambov/AKKOR: Minnesota Farm Bureau**  
(date to be determined)  
Two participants

### **Fourth Quarter (July-September, 1995)**

**Krasnodar/AKKOR: American Farm Bureau**  
August, 1995 (two weeks)  
Three participants

**Podderzhka Insurance Companies: Nationwide Insurance Company**  
August, 1995 (two weeks)  
Three participants

*6 participants completed, 14 participants planned.*

## Land O'Lakes

**Third Quarter** (April-June, 1995)

**Agribusiness Management**

April 10-28, 1995

Ten participants, Ukraine

**Agribusiness Management**

June 5-23, 1995

Ten participants, Russia

*20 participants planned.*

## Tri-Valley Growers

**Second Quarter** (January-March, 1995)

**Extension Service Management**

January 9-February 5, 1995

One participant, Russia

**Third Quarter** (April-June, 1995)

**Spassk Association of Peasant Farms and Cooperatives: California Ag Council**

April 27-May 9, 1995

Two participants, Russia

**Food Processing, Canning**

April 27-May 15, 1995

Three participants, Russia (Far East)

**Potato Production and Processing**

June, 1995

Two participants

**Bakery Management**

June, 1995

Two participants

**Tri-Valley Growers continued**

**Fourth Quarter (July-September, 1995)**

**Honey Processing**

Two participants

**Row Crop Production (This is still tentative)**

Two participants

*1 participants completed, 13 participants planned.*

**Volunteers in Overseas Cooperative Assistance**

**Second Quarter (January-March, 1995)**

**Fruit and Vegetable Processing and Marketing**

February 15-March 11, 1995

Three participants, Armenia & Two participants, Kazakhstan

**Grain Processing, Storage, and Marketing**

February 22-March 21, 1995

Six participants, Russia & One participant, Kazakhstan

**Fruit and Vegetable Processing and Marketing**

March 1- 28, 1995

Two participants, Ukraine, & Two participants, Moldova

**Crayfish Production**

March 1- 21, 1995

Two participants, Belarus

*18 participants completed.*

6

## **Agricultural Cooperative Development International**

ACDI conducted four participant training programs for a total of 18 participants selected by VOCA. All VOCA participants were brought to the U.S. during the second quarter because the trainees are primarily farmers and needed to return to their countries in time for the planting season. Some participants will be able to apply new techniques learned in the U.S. during this season. An evaluation report and travel itinerary for each group is included under the VOCA heading.

The training groups arrived consecutively each week for three weeks (the Belarussian crayfish farmers arrived together with the Ukrainian and Moldovan Fruit and Vegetable Processors). This was a rather hectic pace that left a very small margin for changes in schedule, paper processing difficulties, and other problems. For the upcoming ACDI banking programs, ACDI will stagger the participants' arrivals in the U.S. by two weeks instead of one.

## **Citizens Network for Foreign Affairs**



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FROM: Sarah C. Clovis, Exchanges Coordinator *SCC*  
The Citizens Network for Foreign Affairs

CNFA APPROVAL: Jerry W. Leach, Director, Agribusiness Volunteer Program *JW*

Report of AKKOR President's participation in the American Farm Bureau Annual Convention (Trip #1, Project #FAO-0705-G-00-4055-00) January 7-12 and 22-23, 1995

PARTICIPANT:

Vladimir Feoderovich Bashmachnikov, President, AKKOR

CONTEXT OF TRAINING:

Over the past three years The Citizens Network has initiated three partnerships between regional branches of AKKOR and state Farm Bureaus. Together the two farmers' associations are working to insure the long-term success of private farming throughout Russia. In addition to the central goal of strengthening AKKOR as an institution, the partners have selected specific projects for technical assistance including: agricultural banking and insurance, cotton production in southern Russia, and cooperative development. Technical assistance is provided through farmer-to-farmer exchanges between AKKOR and the state branches of the American Farm Bureau (AFB).

Last summer AKKOR's and AFB's cooperative efforts extended to the national level with the development of a new partnership between AFB's Information Services and the video division of AKKOR. AFB and AKKOR are producing videos on Russian and American agriculture to be shown in their partner countries.

As the projects have developed, the President of AKKOR, Mr. Vladimir Bashmachnikov, has become more involved and supportive of the overall activities.

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His visit to the United States this January marked the official involvement of the AKKOR national leadership in the partnership and set the groundwork for an official signing ceremony at the AKKOR National Congress this March.

#### PROGRAM OVERVIEW:

Mr. Bashmachnikov participated in the 76th Convention of the American Farm Bureau Federation in St. Louis, Missouri from January 8 through January 12. During the course of the convention, he observed conferences on various topics such as "International Trade: Recent Experiences and Implications for the 1995 Farm Bill" and "Protecting Private Property Rights". These meetings provided effective training in the methods AFB uses to promote their political agenda.

In addition to attending convention meetings, Bashmachnikov met with all of the key leaders of the Farm Bureau partnerships with AKKOR. He worked closely with AFB President Dean Kleckner throughout the convention to define the future of the relationship between AKKOR and AFB. Together they developed the text of a cooperative agreement to be signed at the AKKOR National Congress in March, 1995.

Mr. Bashmachnikov also met with the Kansas, Texas, and Minnesota leaders with whom AKKOR has regional partnerships to discuss future technical assistance and cooperation.

On Tuesday morning, January 10, Mr. Bashmachnikov addressed the full convention, an audience of approximately 6000 people. He described the current state of private agriculture in Russia, AKKOR's role in supporting private farming throughout Russia, and the need and appreciation for partnership programs with the American Farm Bureau Federation.

During the course of the convention, Mr. Bashmachnikov gave a press conference which generated several articles in Farm Bureau and general news publications. He also had the opportunity to meet briefly with Representative Pat Roberts, Chairman of the House Agricultural Committee, to discuss private farming in Russia.

#### WASHINGTON, DC PORTION OF PROGRAM:

Upon conclusion of the convention in St. Louis, Mr. Bashmachnikov spent two days in Washington, DC, meeting with representatives from the agricultural and legislative communities.

On Friday morning, January 13, he addressed a Washington Agriculture Advisory Committee (WAAC) meeting with an audience of approximately 40 agricultural and governmental leaders at the Citizens Network offices. He discussed the formation and development of private

farming in Russia and the recent creation of the Alliance of Private Landowners in December, 1994.

After interviews with Worldnet Television and Voice of America, Mr. Bashmachnikov was escorted by CNFA President John H. Costello, Senior Advisor E. Morgan Williams, and Volunteer Program Director Jerry W. Leach to Capitol Hill where he had individual meetings with Senators Richard G. Lugar and Bob Dole and Representative Doug Bereuter. These meetings went extremely well and allowed the Congressmen to ask several pertinent questions about reform in Russia.

Later in the afternoon, Mr. Bashmachnikov met with Tom Simons, Coordinator of US Assistance to the New Independent States, and Charles Uphaus, Chief of AID's Agriculture and Agribusiness Bureau.

Saturday was spent sightseeing, visiting the US Holocaust Museum and touring the monuments.

Mr. Bashmachnikov returned to Washington after a trip to Brazil to conclude discussions on further cooperation with The Citizens Network. Several new projects were initiated including prospective collaboration in the Market Oriented Farm Support Activity program.

## FOLLOW-UP

As a result of the discussions in Washington and St. Louis, Mr. Bashmachnikov, Mr. Kleckner, and Mr. Costello drafted a "Spirit of Cooperation" agreement between the three organizations (see attachment). This agreement was formally signed at the AKKOR Annual Congress in Moscow on March 2, 1995. Mr. Kleckner, Mr. Bashmachnikov, and Mr. Leach participated.

Ms. Linda Reinhardt, Chairwoman of the American Farm Bureau Women's Committee also attended the event and worked with the leadership of the AKKOR Women's Committee to develop a women's program. A protocol of activity for the next year has just been completed by the Chairwoman of the AKKOR Women's Committee who is currently visiting the United States on a Eurasia funded exchange.

## SUMMARY

This trip greatly enhanced and formalized the relationship between AKKOR and AFB. The "Spirit of Cooperation" agreement promises to continue and expand their collaborative efforts in several different project areas.

## AGREEMENT

The American Farm Bureau Federation

and

The Russian Association of Farmers Enterprises and Agricultural Cooperatives

and

The Citizens Network for Foreign Affairs

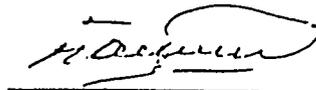
*Our three organizations are dedicated to the belief that private agriculture is the most efficient, bountiful, democratic, and satisfying agricultural system for both individuals and nations in the world today. We hereby join hands to advance these values over the years to come, delighting in the fact that the era of adversarial relations is over and that true partnership is now possible.*

*We applaud the start that has been made in building this new relationship. Our cooperation will take the form of partnerships between American State Farm Bureaus and provincial branches of AKKOR and visits by our members to each other's farms and programs. This partnership will work to develop:*

*farmers' insurance programs  
agricultural banking  
farm fairs  
exchange of information including videos  
satellite television bridges  
women's committee activities and  
joint agricultural investments.*

*We look forward to strengthening and expanding the spirit of cooperation between us through further projects of mutual interest over the years ahead.*

  
American Farm Bureau

  
AKKOR

  
Citizens Network

March 2, 1995

# СОГЛАШЕНИЕ

Федерация Американских Фермерских Бюро (АФБ)

и

Ассоциация Крестьянских Фермерских Хозяйств и Сельскохозяйственных Кооперативов  
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и

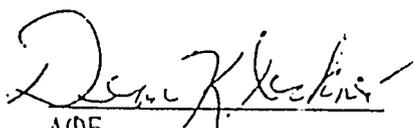
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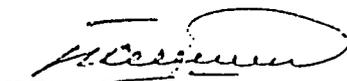
*Наши три организации убеждены в том, что частное сельское хозяйство наиболее эффективно, продуктивно и демократично, и что оно в равной мере удовлетворяет интересы как личности, так и наций в сегодняшнем мире. С этого момента мы соединяем наши руки для того, чтобы продвигать эти ценности в грядущие годы. Выражаем радость по поводу окончания эры противостояния и возможности настоящего партнерства.*

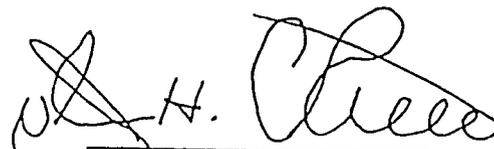
*Мы аплодируем первым шагам построения новых отношений. Наше дальнейшее сотрудничество будет развиваться в форме взаимодействия: Американских Фермерских Бюро штатов и региональных ассоциаций АККОР, а также в форме прямых взаимных посещений фермеров и участников совместных программ. Это партнерство будет развиваться по следующим направлениям:*

*фермерские страховые программы  
сельскохозяйственные банки  
фермерские ярмарки  
обмен информации, включая видео-информацию  
организация телевизионных мостов  
сотрудничество женских комитетов  
совместное инвестирование фермерских проектов*

*Мы ожидаем укрепления и расширения духа сотрудничества между нами путем создания конкретных совместных проектов на многие годы вперед.*

  
АФБ

  
АККОР

  
Сигизенз Нетворк

2 Марта 1995



May 1, 1995

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FROM: Sarah C. Clovis, Exchanges Coordinator   
The Citizens Network for Foreign Affairs

CNFA APPROVAL: Jerry W. Leach, Director, Agribusiness Volunteer Program 

Report of Ukrainian Farmers' Association/American Farm Bureau Exchange (Trip  
#2 Project #FAO-0705-G-00-4055-00)  
January 8-25, 1995

**PARTICIPANTS:**

Mykola Ivanovych Shkarban, President, Ukrainian Farmers' Association  
Tatiana Pavlivna Khraptchoun, President, Lubomil County Farmers' Association

**CONTEXT OF TRAINING:**

Over the past three years, The Citizens Network has initiate three partnerships between regional branches of the Ukrainian Farmers' Association (UFA) and state Farm Bureaus in the United States to promote and strengthen private agriculture throughout Ukraine. In addition to the central goal of building UFA as an institution, the partners have selected specific projects for technical assistance including: agricultural radio programming, fruit and vegetable processing, and communications systems. Technical assistance is provided through farmer-to-farmer exchanges between UFA and the state branches of the American Farm Bureau (AFB).

In October, 1995 the Ukrainian/American partnership program expanded with the addition of the Enterprise and Leadership Initiative (ELI) designed to promote the role of women in Ukrainian agriculture. Eleven members of the American Farm Bureau Women's Committee traveled to Ukraine to work with women agricultural leaders and to develop a women's committee within the Ukrainian Farmers' Association. The trip was recorded in the video "Harvest of Hope" which was

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shown at the AFB annual convention in January, 1995.

This exchange follows on the activities initiated in October by introducing Mykola Shkarban, President of the Ukrainian Farmers' Association, and Tatiana Khraptchoun, an agricultural leader and county president, to the services offered by the American Farm Bureau, particularly as they relate to women's issues.

#### OVERVIEW OF TRAINING:

Mr. Shkarban and Ms. Khraptchoun began their training by participating in the American Farm Bureau Federation annual convention in St. Louis, Missouri from January 8 through January 11. The American Farm Bureau Women's Committee (AFBWC) hosted them throughout their stay, escorting them to state and regional events, as well as the convention general sessions and conferences. On Tuesday morning, January 10, Mr. Shkarban addressed the full convention, an audience of 6000, and described the present state of private agriculture in Ukraine. He also attended a press conference where he answered questions regarding the relationship between UFA and AFB.

On Wednesday afternoon, Mr. Shkarban and Ms. Khraptchoun traveled to the Illinois Farm Bureau in Bloomington to observe state level farm bureau operations. They met with the Illinois Farm Bureau president Ron Warfield and several staff members who introduced the Ukrainians to various member services including the Ag in the Classroom program and information services such as the weekly newspaper, "Farmweek". They also visited local production facilities including a cooperative dairy/ice cream plant and a hydroponic vegetable production operation.

Mr. Shkarban and Ms. Khraptchoun visited American Farm Bureau headquarters outside Chicago, Illinois on Monday, January 16 after a weekend of sightseeing. AFB officers introduced them to the day-to-day operations of the farm bureau at the national level, stressing the constant interaction with state and county farm bureaus. Mr. Shkarban was particularly impressed with the extensive communications system utilized by the farm bureau. He was also struck by how many family farms are flourishing in the United States. In Ukraine he had been told repeatedly that American agriculture was almost exclusively controlled by large corporations. Upon his return home, he promised to reeducate his association membership as to the true nature of American agriculture.

The Ukrainians then traveled to Boise, Idaho and Reno, Nevada to meet with state and county farm bureau leaders. Barbara Curti, President of the Nevada Farm Bureau, volunteered in Ukraine in the spring of 1994 in order to set up the Enterprise and Leadership Initiative for Ukrainian women. She arranged several meetings for Mr. Shkarban and Ms. Khraptchoun with local farmers to discuss Ukrainian and American agriculture and how American farmers

take advantage of farm bureau services. Special emphasis was placed on programs offered by the AFB Women's Committee.

#### WASHINGTON, DC PORTION OF PROGRAM:

Upon conclusion of the training in Nevada, Mr. Shkarban and Ms. Khraptchoun visited The Citizens Network offices in Washington, DC. They briefed guests from AID/Women in Development, Farmer-to-Farmer, and the State Department Ukraine Desk on the status of private farming in Ukraine and the vital role that women play in agricultural development. The "Harvest of Hope" video documenting the AFB Women's Committee trip to Ukraine was also shown.

After the meeting they were interviewed by Worldnet Television and Voice of America. They spent the afternoon discussing current events in Ukraine with the Ukrainian/American community of Washington, DC.

#### FOLLOW-UP

Upon return home, Mr. Shkarban held several meetings with Ukrainian legislators and government leaders about his trip. Utilizing the AFB publication "Farm Facts", Mr. Shkarban stressed the important role farm families play in influencing agricultural policy in the United States. He presented accurate figures concerning the size and number of farms in America and did much to dispel misinformation regarding the "collectivization/incorporation" of American agriculture.

Ms. Khraptchoun shared her experience with women leaders throughout Ukraine. A second women's committee trip was planned for February, 1995.

#### SUMMARY

Through this exchange, the UFA leadership was able to strengthen its ties with its American partners both at the national and state levels. The emphasis on women's issues created greater involvement and interest in the formation of a women's committee within UFA.



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May 1, 1995

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**FROM:** Sarah C. Clovis, Exchanges Coordinator *SC*  
The Citizens Network for Foreign Affairs

CNFA APPROVAL: Jerry W. Leach, Director, Agribusiness Volunteer Program *JW*

Report of Ukrainian Women's Committee Exchange (Trip #3 Project #FAO-0705-G-00-4055-00)

February 17-March 5, 1996

**PARTICIPANTS:**

Ekaterina Lukinichna Vadchenko, Private Farmer  
Uliana Valerievna Koval, Private Farmer  
Alla Alexeyevna Urash, Chair of the Farmers Union in Krutoyarovka, Odessa oblast

**CONTEXT OF TRAINING:**

This exchange follows directly on the trip by Mr. Mykola Shkarban and Ms. Tatiana Khrapchoun to the American Farm Bureau annual convention in January, 1995. (See report for trip #2.) The participants were identified during the AFB Women's Committee (AFBWC) trip to Ukraine in October, 1994 and the preliminary ELI visit to Ukraine last summer. All three women are active private farmers and members of the Ukrainian Farmers' Association. Ms. Koval and Ms. Urash took active participation in the AFBWC trip, hosting and working with the American farm leaders. They are in the process of forming an official women's committee within the Ukrainian Farmers' Association.

**OVERVIEW OF TRAINING:**

The training program began with participation in the annual AFB Women's Committee meeting in Park Ridge, Illinois. The women attended business

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planning meetings and observed how the AFB Women's Committee organizes and defines its programs. Special emphasis was placed on the AFBF Ukrainian Foundation, a fundraising effort which was initiated by the AFBWC trip to Ukraine. The Women's Committee hopes to raise \$50,000 to support various women-run agricultural projects throughout Ukraine.

After the Women's Committee meeting, the group traveled with Martha Ahrent, a participant in the trip to Ukraine, to her home in Arkansas. There they toured the State Capitol in Little Rock where they were introduced to lobbying efforts; the University of Arkansas Rice Research and Experiment Station in Stuttgart where they received an orientation to extension services, and the Riceland Foods processing and packaging facilities in Stuttgart. They also visited an ag equipment dealer, medical clinic, a first grade class, a seed plant and a chicken farm as well as several sites around Ahrent's home of Corning including a fish farm, watermelon farm, and fertilizer plant.

They then traveled to South Carolina where they were hosted by Women's Committee member Betty DeWitt. They visited the DeWitt farm near Darlington as well as a number of other farming operations where they learned more about production of hogs, poultry, greenhouse plants and vegetables. They toured the Clemson University Pee Dee Research and Education Center near Florence, the State Farmers' Market in Columbia and the South Carolina Farm Bureau office in Columbia. In addition they visited the Statehouse in Columbia where Senator Ed Saleeby introduced the three Ukrainians to the Senate while it was in session.

In Carroll County, Maryland, the group visited the farm of Leona and Donald Dell, Maryland Farm Bureau members. Their trip also included a visit to an ostrich farm, a tour of the Utz potato chip plant in Hanover, Pennsylvania, and a visit to a local grocery store. They discussed local government issues with Mr. Dell, a Carroll County commissioner, during a tour of the county office building. Members of The Citizens Network staff met the group while they were in Westminster, Maryland to discuss the trip and make plans for future women's committee activities.

#### FOLLOW-UP

Upon return home, the participants shared their experience with local farmers. They remain in contact with The Citizens Network Kiev office and are helping to plan the next women's committee projects.

The Citizens Network is planning to support Ms. Koval's farmers' association "Lybid" in the Balta district of Odessa oblast. Volunteer assignments are planned to develop marketing and food processing cooperatives for vegetables and milk. Lybid plans to establish its own local

women's committee as well.

Other future volunteer activities include business plan training by women executives from the United States.

#### SUMMARY

This exchange strengthened the relationship between the AFB Women's Committee and their Ukrainian counterparts. Future activities will aim to focus efforts on specific agricultural projects throughout Ukraine.

# Land O'Lakes

**LAND O'LAKES, INC.**  
**QUARTERLY REPORT**  
**USAID/ACDI GRANT # FAO-0705-G-00-4055-00**  
**January - March, 1995**

The past quarter represents the first quarter of activities for Land O'Lakes under the Reverse Farmer To Farmer program managed by ACDI. Because the Land O'Lakes program consists of two customized training courses in April and June, the primary focus of activities during this quarter was the recruiting of training participants, instructors and interpreters; preparation of training participants; and the development of the course itself.

**TRAINING PARTICIPANTS**

**Recruiting**

Nathaniel Carin, Land O'Lakes NIS in-country manager, worked with Alexander Tiupa, the Chief Specialist for Private Farming in the Oblast Government Agricultural Department to select and prepare the training participants.

Carin and Tiupa selected Ukrainians who are private farmers, private agribusiness manager, farm association leaders, and one individual working in a privatized unit of a former collective farm. They attempted to encompass the entire private and privatizing agricultural sector of the Transcarpathians. Because Land O'Lakes currently has a narrow geographical focus for its work under the Farmer To Farmer program in order to ensure greater impact, the same is true for the Reverse Farmer To Farmer program. All of the selected participants have hosted or will host Farmer To Farmer program volunteers in agribusiness management, processing, coop development, and farm association infrastructure development.

The participants have all proven themselves to be community leaders, have good contact with fellow agriculturists in their respective districts and are most likely to pass on the knowledge they acquired upon their return to Ukraine. As Tiupa also was included as a training participant, Ukrainian ag policy is also being impacted. In addition, representatives of the private agricultural sector have this opportunity to learn along with an official.

Carin personally interviewed all of the participants except for one who received a very high recommendation from Farmer To Farmer volunteer Leroy Vanicek. One of the interview points was to determine what use will be made of the learning the participants receive once they return to Ukraine. Each participant had at least a general idea of how the experience would benefit his agribusiness and some had specific plans. Ivan Kerita is interested in developing a WID project using his agribusiness as a base. Women dairy producers will work together with him to begin a small-scale dairy processing operation.

## **Processing**

Visa's were processed through AED/West NIS, Andy Herriott in Kiev. They were very cooperative and timely in their work. Payments were conveniently done in the U.S. The Land O'Lakes Moscow office simply had to sign and fax a form with the names of the participants and the processing services desired.

## **Improvement Opportunities**

Carin indicates that for the next group he will encourage the participants to speak their minds more freely rather than to defer to the perceived group leader. Although there is no official representative for the entire group, since the contacts were made through Alexander Tiupa some of the group may feel indebted to him to some degree for their contact with Land O'Lakes. To avoid this, Carin would have spoken to Tiupa separately and then to each of the participants individually.

Another problem that occurred was the lengthy delay for approval of the list of training participants at USAID/Kiev. It took several faxes, telephone calls and a two to three week delay before USAID/Kiev finally approved the list. It would be helpful if this time period could be shortened. In contrast, USAID/Moscow has already approved the list of Reverse Farmer To Farmer candidates for the June course.

## **TRAINING PROGRAM PERSONNEL**

### **Recruiting**

#### **Instructor**

LaVerne Palmberg was chosen as the trainer for "Agribusiness Management" because of his previous trainer experience with Land O'Lakes and because of the vast agribusiness experience he accumulated in his long career. In 1994 he taught agribusiness management to two Land O'Lakes training groups. One of these groups consisted of seven Russians in a three-week course similar to the course developed for the Reverse Farmer To Farmer program. He received high ratings on the final evaluation from the group. He has been able to establish good relationships with, and communicate his enthusiasm to, people from this part of the world with his good-natured, down-to-earth and outgoing personality.

Several years ago Verne retired as Vice President of Sales Operations with Northrup King, a large seed company. This culminated a 36-year career with Northrup King, which included positions as Territory Manager, Manager of Sales Training and Merchandising, General Sales Manager and Vice President of Sales. Since his retirement he has also taught training seminars for Northrup King. Before Northrup King he spent two years teaching vocational agriculture in Wisconsin at the high school level.

## **Interpreter**

A main interpreter was selected for the actual curriculum lecture and field trips. A description of her expertise follows. In addition, Elena Beleskaya, who is the project assistant for this program, is a fluent speaker of Russian and an experienced translator and interpreter. She is responsible for translation of all written materials given to the participants and for providing interpreting during breaks and non-curriculum field trips.

The main interpreter, Julia Sytina, a Russian native, is a professional interpreter who has lived in the United States for four years and has interpreted for four previous Land O'Lakes training courses (all Russians). These courses included Agribusiness Management, Rural Community Development, New Business Development and Grain Production/Storage.

Julia consistently receives the highest ratings from trainees on course evaluations. She shows professionalism and dedication in her dealings with training participants and is quick to earn personal respect and establish a good rapport with them. Julia, her husband and son personally interact with trainees in their free time and have offered their kitchen for the special banquets occasionally put on by training participants. Her husband, also a native Russian, often drives and acts as an escort interpreter for entertainment functions.

Julia's background includes professional translation and interpreting, a master's degree in chemistry from Moscow University, and courses in patent and copyright law.

## **PROGRAM DEVELOPMENT**

### **Course Topic**

Land O'Lakes chose a "broad-based" course appropriate for farmers, ag ministry people and agribusiness managers/owners. It focuses on developing awareness of a scientific, standardized approach to managing agribusinesses successfully.

The course goals are to provide practical experiential training in U.S. agribusiness management techniques and principles that participants can apply to start or improve existing agribusinesses in Ukraine; to give participants opportunities to discuss specific problems and questions with agribusiness leaders to gain information to assist them in situations at home; and to encourage participants to share their experience and information with colleagues and associates upon returning home.

### **Course Customization**

The standard Land O'Lakes course customization process is to customize through selection of field visits which are based on interests and backgrounds of group. Visits are constantly added

throughout the duration of the course. The trainer also responds to expressed interests and adjusts the amount of time spent on various course topics. This first course was customized through arranging specific visits based on the participants written bio-datas and special requests sent to Land O'Lakes prior to arrival. The group consisted of different types of farmers, several agribusiness CEO's, an ag ministry official and the chairman of a district association of private farmers.

Field trips which were arranged for the participants included fish, potato, dairy and beef farms; a meat processing plant; a fruit and vegetable processor; cattle and hay auctions; an agricultural implement dealer; a feed mill; the Dairy Herd Improvement Association laboratory; a commercial fruit/vegetable/flower farm practicing "community-supported agriculture" (CSA); an advertising agency; and Fleet Farm, a big hardware store with some agricultural tools and products. In addition, discussions about Land O'Lakes' agricultural products' marketing strategy and purchasing seed were also arranged.

A detailed itinerary is attached.

#### NEXT QUARTER

The two Land O'Lakes customized training courses under this program will be held and concluded during April through June, 1995. Next quarter's report will include an overview of each course; comments from the trainer, interpreter and training participants; and a summary of the evaluations. Once the participants return to Ukraine and Russia, respectively, Land O'Lakes in-country staff will attempt to capture any short-term impact which the courses have had on the operations of the training participants. This will probably occur near the end of the program in order to allow some time for the implementation of ideas.

**LAND O'LAKES, INC.  
INTERNATIONAL DEVELOPMENT DIVISION**

**AGRIBUSINESS MANAGEMENT  
APRIL 10-28, 1995**

**PARTICIPANTS:**      *Ivan Adam*                      *Eduard Maidanevich*  
                                 *Tigomir Botosh*                      *Alexander Peleshkei*  
                                 *Bogdan Fedenko*                      *Carlo Shosh*  
                                 *Ivan Kerita*                              *Vasili Shtefaniuk*  
                                 *Vasili Kovach*                              *Alexander Tiupa*

**TRAINER:**                      *LaVERNE PALMBERG*  
**INTERPRETER:**                      *JULIE SYTINA*

**LAND O'LAKES STAFF:**

- *LORI ANDERSON*, Project Officer, Training, International Development  
(612) 481-2507/Emergencies: (612) 721-2771
- *ELENA BELETSKAYA*, Assistant, International Development  
[RUSSIAN SPEAKER] (612) 481-2502/Emergencies: (612) 698-7976

**COURSE TOPICS:**

- Cooperatives
- Nature of management and leadership
- Financial management
- Planning
- Budgeting
- Goal setting
- Introduction to marketing
- Employment planning and training
- Training of trainers

The course will proceed at a pace set by participants, and will accommodate other related topics of interest to participants.

Field visits will be incorporated during training to illustrate relevant concepts.

**LODGING:**      *Maplewood Inn*  
                                 *1780 East County Road D*  
                                 *Maplewood, Minnesota 55109*  
                                 *Tel: (612) 770-2811*  
                                 *Fax: (612) 770-2811, extension 184*

**LAND O'LAKES, INC.**  
**INTERNATIONAL DEVELOPMENT DIVISION**

**AGRIBUSINESS MANAGEMENT**  
**APRIL 10-28, 1995**

**COURSE ITINERARY**

**SATURDAY, APRIL 8** - 10 Ukrainians arrive to Minneapolis/St. Paul at 9:47 pm on Delta #1877. Check into Maplewood Inn (1780 East County Road D, Maplewood, Minnesota 55109; telephone 770-2811).

**SUNDAY, APRIL 9** - Sightseeing around Minneapolis/St. Paul.

**MONDAY, APRIL 10** [EGRET ROOM]  
8:30 am Depart hotel for Land O'Lakes (hotel shuttle bus)  
9 am Welcome. Discuss program.  
9:30 am Get Land O'Lakes identification badges  
10 am Introduction to Land O'Lakes and the International Development Division.  
11:15 am Per diem/traveler's checks; complete tax documents.  
12:30 pm Lunch with International Development Division staff/guests. [Erie Room]  
1 pm Administrative and cultural orientations. If time permits, tour Land O'Lakes headquarters.  
**LORI ANDERSON, PROJECT OFFICER, TRAINING, INTERNATIONAL DEVELOPMENT DIVISION**  
4 pm Depart in shuttle bus for Maplewood Inn.

**TUESDAY, APRIL 11** [EGRET ROOM]

**AGRIBUSINESS MANAGEMENT TRAINING BEGINS (Trainer: LaVerne Palmberg)**  
9-12 pm **JILL KOHLER, DIRECTOR, PROJECT DEVELOPMENT, INTERNATIONAL DEVELOPMENT DIVISION:** Discussion/working session on Land O'Lakes' activities in Ukraine.  
Field trips:  
2 pm • **CANNON VALLEY COOPERATIVE**, Northfield, Minnesota. Harlan More, Co-op Manager (507) 645-9556  
3:30 pm • **NORTHFIELD TRACTOR AND EQUIPMENT** (John Deere dealership), Northfield. Greg Langer, Manager (507) 645-4886

**WEDNESDAY, APRIL 12** [EGRET ROOM]

9-12 pm Cooperative principles and practices; the nature of management and leadership  
Field trip: Dairy farm utilizing intensive management grazing practices.  
2 pm • **DAN AND MURIEL FRENCH FARM**, Dodge Center, Minnesota (507) 635-5619 [the 320-acre farm has 120 head of dairy cattle and no crops - just grasses]

**THURSDAY, APRIL 13** [EGRET ROOM]

- 9-12 pm Financial management  
Field trips:
- 1:00-3:00 pm • AGRIBANK, downtown St. Paul. DON THEUNINCK, VICE PRESIDENT, AUDIT 282-8508
- 3:30 pm Visit with LEROY KOPPENDRAYER, MINNESOTA LEGISLATOR AND DAIRY FARMER (296-6746)
- 4-4:45 pm • MINNESOTA STATE CAPITOL TOUR

**FRIDAY, APRIL 14** [ERIE ROOM]

- Field trip:
- 9-10:30 am • BECKMAN PRODUCE; KATHY LALIBERTE, PRESIDENT; DARREL DELARCO, VICE PRESIDENT
- 11 am - 4 pm Financial management, continued

**SATURDAY-SUNDAY, APRIL 15-16:** Sightseeing and shopping around Minneapolis/St. Paul.

**MONDAY, APRIL 17** [EGRET ROOM]

- 9-12 pm Planning  
Field trip:
- 1:30-3:30 pm • HOK FARMS, Elk River. (Raise about 40 registered Angus cattle; grow soybeans, corn and alfalfa.) DWIGHT AND DIKE HOLCOMBE, OWNERS/OPERATORS (441-4153)

**TUESDAY, APRIL 18** [ERIE ROOM]

- 8-9 am JILL KOHLER, DIRECTOR, PROJECT DEVELOPMENT, INTERNATIONAL DEVELOPMENT DIVISION: Working session on Land O'Lakes' activities in Ukraine.
- 9-12 pm Budgeting  
Field trip:
- 1:30-3 pm • AGRISOURCE demonstration, Cenex-Land O'Lakes (Inver Grove Heights office/room 346). JIM CARLSON, AGRONOMY SERVICES, AGRISOURCE DEPT. (ext. 5171)
- 3-4 pm • FRANK BEZDICEK, MARKETING COMMUNICATIONS MANAGER, Cenex-Land O'Lakes (Inver Grove Heights office/room 346) (ext. 5077)
- 5:30 pm Tour of the FORD PLANT, St. Paul.

**WEDNESDAY, APRIL 19** [EGRET ROOM]

- Field visit:
- 7-8:30 am MEYER BROTHERS DAIRY, WAYZATA; DICK MEYER, MANAGER/OWNER (small fluid milk plant) 473-7343
- 9-11:30 pm Goal-setting; Marketing  
Field trip:
- 1:15 pm • EICHTEN'S HIDDEN ACRES CHEESE FARM, Center City, Minnesota. EILEEN EICHTEN-CARLSON (462-8149)
- 3-4 pm • COMMUNITY MARKET, Lindstrom, Minnesota. PETER NELSON (257-1128)

**THURSDAY, APRIL 20**

- 9:30-11 am Field trip: Advertising in agribusiness  
• COLLE-MCVOY ADVERTISING AGENCY, JIM HEINZ, EXECUTIVE VICE PRESIDENT. (897-7639)

2-3 pm **VERN KOESTER HOG FARM**, Northfield (a farrow-to-finish operation with 130 sows, 500 acres of corn and soybeans; raise own feed and also sells some) (507) 645-5224

**FRIDAY, APRIL 21**

7:30 am Depart hotel  
Field trips:  
9-10 am • **PAUL GRAY POTATO FARM**, Clear Lake. (612) 743-2543  
(KEN OLSON, SHERBURNE COUNTY EXTENSION EDUCATOR, will be there if his schedule permits.)  
10-12:15 pm, Travel and lunch  
12:15 pm • **HAY AUCTION**, Sauk Center. (KEN LAWINGER OR \_\_\_\_\_).  
[12:15 - pre-auction technical discussion; 12:30 - auction begins]  
(800) 892-2370  
1:15 pm • **DHIA LAB TOUR**, Sauk Center. JIM CZAJKOWSKI, ASST. LAB MANAGER  
(612) 352-2028  
2 pm Travel  
2:30 pm • **CENTRAL LIVESTOCK ASSOCIATION - SPECIAL DAIRY AUCTION**, Albany, Minnesota. [Discussion and tour of facility and animal chute; view auction.] BOB WEGENAST, MANAGER, OR MIKE HARTWIG will lead the tour. (612) 845-2000

**SATURDAY-SUNDAY, APRIL 22-23:** Sightseeing and shopping around Minneapolis/St. Paul.  
Sunday - 4 p.m. tour of Japanese garden at Normandale College in Bloomington.

**MONDAY, APRIL 24**

Meetings at Land O'Lakes:  
9-10 am **GARRIT MEMELINK, DIRECTOR, INTERNATIONAL MARKETING AND SALES, CENEX-LAND O'LAKES** (451-5412)  
10-11:30 am **DAVE STEIGER, VICE PRESIDENT, SURVEY RESEARCH, BETA CORPORATION:**  
Marketing research (542-8776)  
12:30 - 4 pm Marketing; Employment planning and training [ERIE ROOM]

**TUESDAY, APRIL 25**

Field trip:  
10-11 am • **STAR PRAIRIE TROUT FARM**, Star Prairie, Wisconsin. **MACK AND MARCY GRAHAM, OWNERS.** (Smoked fish will be for sale.) (715) 248-3633  
1-4 pm Employment planning and training, continued [EGRET ROOM]  
6:30 pm Banquet with Land O'Lakes staff at Kozlak's Royal Oaks (484-8484)

**WEDNESDAY, APRIL 26**

8:30-10:30 am • **MINNEAPOLIS GRAIN EXCHANGE** tour (Joe O'Neill 338-6212)  
11-12 pm • **CENEX-LAND O'LAKES FEED MILL TOUR.** MIKE JEWELL, PLANT MANAGER  
(437-7762)  
1-4 pm Training of Trainers [EGRET ROOM]  
Field trip:  
4 pm • **FLEET FARM (AGRICULTURAL/HARDWARE STORE)**  
• **RECEPTION AT VERNE PALMBERG'S HOME**

THURSDAY, APRIL 27

9:30-11 am Field trip: "Community-Supported Agriculture"  
• RED CARDINAL FARM, Stillwater. DAVID WASHBURN, OWNER. 653-8038  
12:30-4 pm Work on individual business plans [JAMAICA ROOM]

FRIDAY, APRIL 28 [EGRET ROOM]

9-12 pm Course review and business plan presentations  
1-4 pm Course evaluation and graduation

SATURDAY, APRIL 28

8:30 Depart hotel for airport. (Delta flight # 1878 departs For New York at  
11:00 am)

# Tri Valley Growers

**Tri Valley Growers  
Reverse Farmer-to-Farmer Pilot Project  
Grantor: Agricultural Cooperative Development International  
Grant #: FAO-0705-G-00-4055-00**

**Second Quarterly Progress Report**

**(ending March 31, 1995)**

**Project Activities**

During the second quarter of the Reverse Farmer-to-Farmer Pilot Project one individual was sponsored through the program for training in the United States. Additionally, planning was begun for four additional training programs to be initiated in the third quarter.

Oleg Reinovich Moldokov completed a 27 day training program primarily focused on extension service management. The program sponsors were the Center for Citizen Initiatives, a California based nonprofit, and several former Farmer-to-Farmer volunteers. Mr. Moldokov joined several Russians (funded through private sources) on a program which surveyed extension programs at the University of California at Davis, Oregon State University and the University of Alaska. Additionally participants explored marketing channels for small farmers and investigated organic farming techniques in Oregon and Maryland.

Four program outlines were developed during the quarter in conjunction with Tri Valley's home office, including training modules in cooperative management and development, processing of fruits and vegetables, vegetable seed production and marketing, and potato seed production and certification. All modules are being coordinated by former Farmer-to-Farmer volunteers, and are planned for groups of from 1-3 participants. Program outlines were reviewed and revised in the United States with input from NIS field offices. Final outlines were and will be transmitted to field offices for pre-departure briefings of Reverse FTF trainees.

Two additional training programs for professionals in bakery management and grain production and storage were discussed and reviewed during the quarter. Depending upon funding availability, these programs will be scheduled during the 3rd and 4th quarters.

**Analysis**

All established goals for the quarter were met. No significant obstacles were encountered in the implementation of the pilot project.

**Tri Valley Growers  
Reverse Farmer-to-Farmer Pilot Project  
Grantor: Agricultural Cooperative Development International  
Grant #: FAO-0705-G-00-4055-00**

**Quarterly Training Report  
(ending March 31, 1995)**

**Total # of new trainees during period: 1**

<b>Name:</b>	<b>Oleg Reinovich Moldakov</b>
<b>Citizenship:</b>	<b>Russian</b>
<b>Gender:</b>	<b>Male</b>
<b>Training Site(s):</b>	<b>San Francisco, CA; University of California at Davis, CA, Portland, OR; University of Alaska at Anchorage, AK; Knoxville, MD.</b>
<b>Dates:</b>	<b>1/9/95 - 2/5/95</b>
<b>Purpose of training:</b>	<b>To support the development of the private farming sector in the Russian Federation by training agricultural specialists in the formation and management of extension services and in low-input agriculture.</b>
<b>Type of training activities:</b>	<b>Lectures, discussion groups, field sessions and site visits in California, Oregon, Alaska and Maryland.</b>
<b>Source of funding:</b>	<b>USAID and private foundation funding.</b>

## **Winrock International**

Winrock International will complete their Reverse Farmer-To-Farmer Implementation Plan during the Third Quarter. They plan to execute their participant training programs during the fourth quarter.

## **Volunteers In Overseas Cooperative Assistance**

**REVERSE FARMER-TO-FARMER PILOT PROJECT  
FRUIT AND VEGETABLE PROCESSING AND MARKETING  
February 15 to March 11, 1995**

**Program Summary**

Five participants, three from Armenia and two from Kazakhstan, arrived in Washington, D.C. on February 15. The participants, who were selected by Volunteers in Overseas Cooperative Assistance (VOCA), studied fruit and vegetable processing and marketing.

VOCA volunteer Myron Kerbajian, who completed an assignment in Armenia in October, 1994, arranged the program in California with the aim of teaching the participants how processing and marketing fits in the U.S. food system. Participants visited wholesale markets, supermarkets, and small fruit stands to see a variety of marketing possibilities. Visits to cooperatives, merchandisers, and fruit and vegetable producers illustrated how food is produced and packaged before reaching the market. The importance of capital was emphasized through visits to a production credit office and a ranch management firm where the participants learned about agricultural accounting.

The group spent the last few days of their program in Washington, D.C. where a debriefing was held. During the debriefing, participants spoke of the new technologies they hope to implement in their work. The Armenians had the opportunity to speak with Senator Bob Dole (R-Kansas) and staff members of Senator Nancy Kassebaum's office (R-Kansas). Participants also interviewed with Voice of America and VOCA 1994 Annual Report writers. The Kazakhstani participants met with staff of the U.S. Department of Commerce BISNIS Bulletin.

**Training Impact**

Michael Kalashian, a solar energy specialist, now realizes the great importance of having a business plan. He has a new attitude towards planning: he realizes that planning needs to start before the seed enters the ground. He will try to impart this knowledge to farmers he is helping. Mr. Kalashian has worked with the Armenian Assembly of America, a U.S. based organization with projects in Armenia, for several years. When they asked him to evaluate new projects, he would evaluate the cost of investment and when the project would produce enough to pay off the investment. He never took into account the issue of marketing the produce because to think about marketing in the Soviet era was "simply senseless". Therefore, he did not have the skills to think that way. Now that he has the skills and the know-how, he feels he does not have the right not to consider these issues when working with farmers and development organizations.

Mr. Kalashian also learned new processing techniques, especially for drying vegetables. He also learned a method for wiring fences with solar energy. A mild

shock will keep animals within the fences. Because Armenia is still under blockade, the sun, a free energy source, is especially important to the country.

New packaging ideas also impressed Mr. Kalashian. He will urge the farmers he works with to make their product more attractive by perhaps handweaving baskets for displays.

Dosan Stambekov, a vegetable, fruit, and dairy farmer from Kazakhstan, would like to start a cooperative. For farmers like himself, it is difficult to survive without working together. He would like to help farmers band together before the kolkhoz and kolkhoz land, equipment, and infrastructure becomes too fragmented.

Mr. Stambekov would also like to improve his packaging perhaps by negotiating a joint venture with a western company, buying U.S. equipment, or by using equipment from existing Kazakh companies.

Finally, Mr. Stambekov made clear that his trip to the U.S. has given him a chance to see what is possible and he realizes it will take some time for him to absorb what he has seen.

Michael Grigorian, Co-Manager of the newly established Grape Processors Association in Areni, Armenia, has new ideas for marketing the wine produced through the association. Upon his arrival in the U.S., he stated he wanted to return to Armenia with wine labels. However, he now realizes how important the design of the label is. After creating a logo, he will contact some of the printers he met in the U.S. Attractive bottles will also be a priority for Mr. Grigorian.

Mr. Grigorian hopes that with the end of the blockage, the farmers will have access to some of the computer equipment he observed and drip irrigation equipment.

Gagik Sardarian, an Armenian extension agent, plans on recommending a variety of new techniques to the farmers he works with:

- 1) Thin and prune grape vines during the winter. This will significantly improve production because it will reduce mildew and some other diseases. Mr. Sardarian expects a 20-30% increase in production as a result, especially in regions with no chemicals available to fight some of the diseases. Mr. Sardarian will test this method on two or three farms to convince farmers to try pruning and thinning.
- 2) Place paper in vegetable fields on the side facing the sun. This an inexpensive and effective way to maintain heat in the fields.
- 3) Improve bookkeeping on the farm. Though the level of computerization in the U.S. is not yet possible in Armenia, Mr. Sardarian realizes how important proper record keeping is for a profitable farm. He will create simple forms for farmers to start using.

Mr. Sardarian also wants to impart to the farmers that they are producers and business people. At this time the farmers are simply earning money for subsistence;

they do not save or plan for the next year. Mr. Sardarian believes this is the reason there are price increases each year. Hopefully if farmers in his region plan better, production will improve.

He is also considering introducing nectarine production in his district. He hopes to work with VOCA to obtain some seeds and start a one hectare research plot.

Dougabek Kajigaliev, who owns a wheat, dairy, and meat processing operation, feels reassured that the path he has chosen is the correct one. However, the work he has done on his farm has been piecemeal; he sees the wisdom in having a coherent business plan. He would like to improve his processing operations, but first he will need some financing. He plans to contact the Ex-Im Reconstruction Bank as well as to apply for some programs financed through the U.S. Commerce Department.

When Mr. Kajigaliev arrived in the U.S., he felt one of his main goals was to work toward arranging a joint venture with an American company. Now, he feels having access to information available in the U.S. is enough for him to create a more successful business.

### Conclusions

Despite the fact the program strongly focused on marketing, participants felt they still did not fully understand U.S. marketing concepts. They did not understand how the U.S. arrived at this particular level of development. If they learn the steps the economy has taken in the last eighty years, they would feel more comfortable envisioning the steps Kazakhstan and Armenia need to take to reach a healthier economy. They suggested receiving more of an overview of the U.S. food system and economy before departing for their study tour or upon arrival in the U.S.

There were some problems between the group and the local coordinator. The participants stayed with the coordinator at his home for the first week of the program. Because the group was with him for three weeks total, the intensity of the time spent together caused significant tensions. The participants felt the local coordinator needed to be more flexible to their needs.

Especially useful were visits to Fresno State University and California Polytechnic State University in San Luis Obispo. Business planning and cooperative formation sessions at Cal Poly were very informative.

Mr. Stambekov would like to send an employee to work on a U.S. farm for six months if possible. He suggests that the worker's wages be used to pay for his travel costs. The experience, he believes, would pay great dividends back on his farm in Kazakhstan.

All the participants mentioned that many of the farming techniques and business planning techniques were subjects VOCA volunteers had discussed with them in their

respective countries. They felt they understood these ideas in theory, but seeing the results, actions, and practical demonstrations gave them the extra push to implement them on their operations.

The participants all appreciated the fact that everyone they visited and worked with volunteered their time. In the words of one of the participants, "In the face of a volunteer we met a whole nation."

**REVERSE FARMER-TO-FARMER PILOT PROJECT  
GRAIN PROCESSING AND STORAGE  
February 22 to March 21, 1995**

**Program Summary**

Seven participants, six from Russia, one from Kazakhstan, arrived in Washington, D.C., on February 22. The participants, who were selected by Volunteers in Overseas Cooperative Assistance (VOCA), studied grain processing and storage.

VOCA volunteers Gus Larson in Minnesota, Russell Swenson, Joe Legg in Iowa and Robert Johnson, Rod Bentley, Warren Prawl in Kansas, most of whom had been on VOCA assignments to Russia, arranged programs with the aim of teaching the participants the technical and business aspects of grain processing and storage.

Participants visited grain elevators, farms, small and large-scale processing facilities to see a combination of summer and winter wheat, sunflowers, soybeans and other grains. They saw small and large cooperatives, family-owned businesses and government research operations (agricultural experiment stations). They were exposed to tillage, milling and pasta production equipment, both new, used, experimental, small and large scale. Farmer information systems, banking, insurance and farming publications also were discussed.

The group spent their last few days in Washington, D.C., where a debriefing was held. During the debriefing, participants spoke of the new techniques and strategies they hope to utilize in their operations. VOCA arranged visits with Congressman Brownback's (R-KS) office, with Alan Mustard from Foreign Agricultural Service of the USDA, and an interview with the Cedar Rapids Gazette.

**Training Impact**

Alexander Tuley, a farm association manager from Saratov, found the information on structures of cooperatives to be an important element of the program. Although establishing cooperatives in Russia is affected by the legislative system and other structures and issues, he hopes to share his new information about regulations, dividends and distribution with other farmers and officials when he returns. He plans to work with other farmers to establish a marketing cooperative and share milling and bakery equipment.

He obtained samples of durum and hard wheat and will plant them in a test plot with this year's crops, in conjunction with local experts/researchers. He recommends that future groups meet with Rod Bentley and Bob Paris in Kansas to learn from their examples as farmers who know about minimum tillage and state-of-the art farm management and production.

Zhakiev Gainaden, a grain processing specialist from Kazakhstan, hopes to bring farmers together in his area to purchase grain storage and flour processing facilities and feed lots. He was impressed by the life of the U.S. farmers and the support to farmers from local, state and national levels.

He would like to establish a bakery and implement what he learned about marketing, but in the short term, it would be difficult for him to secure equipment and capital to buy it. He will start by planting this year's crops and then start on building simple grain storage and flour milling equipment from available material, then apply for credit to improve the facilities and expand with cattle feed lots.

Oleg Grigoriev, a farm manager from Saratov, was most struck by the extension service in the U.S.; he hadn't realized the extent of the system and thinks the information and expertise are responsible for 80% of the success of U.S. farmers.

He found the information on cooperatives to be interesting and helpful, especially in the long-term benefits that are provided through a structure that bases profits gained to individuals on what shares they own of the coop. He plans to share the information he has gained with researchers and directly with farmers when he returns so that they can change their association to better work the land.

Valentin Zuyev, a wheat farm manager and agronomist from Saratov, learned from watching the way farmers work in the U.S. and appreciated the opportunity to see how people live in the U.S. The durum wheat cooperatives were the most important aspect of what he saw. In Russia there is a trend to decrease durum production because it takes longer to grow and is less profitable than other varieties. However, he plans to start a cooperative to buy Russian-made equipment and make and market pasta. The meetings at Kansas State University's Grain Science Department were especially helpful. Linseed oil production is another product he learned about while in the U.S. which may be a profitable business for his farm.

Before coming to the U.S., his farm was covered by the press. He will call the reporters when he gets home to have the information he has received go out to other farmers. He will also go to AKKOR in Saratov to talk with the chairman about the financial, information sharing and technical methods he has learned in the U.S. He also plans to hold a conference with other farmers in his association to share the new information.

Gennadiy Rusinov, a grain farm manager from Penza, was able to see many new techniques which will help him save money and generate higher profits: improved construction of baking, milling and storage equipment and equipment repair, hog management.

He plans to share these ideas with his family and have them build a new grain storage facility and talk with his colleagues at the Agricultural Union of Retired Officers and other farmers to pass the information along.

Victor Bogdanov, a grain and sunflower farm manager from Voronezh, was struck by American farmers who work hard and are not clock watchers. He appreciated the exposure to life in the U.S., commenting that there are no sidewalks and everyone drives. He found the "new" technique of minimum tillage to be something that they used in Russia in the '30s, that was discontinued during large-scale equipment-intensive farming; however, he will use it again.

He plans to work with farmer friends to implement a processing cooperative, hopefully including 12 farms within a 20 mile radius. He hopes to have continued direct contact with the people he met in the U.S. through the program.

Victor Berbets, a farm manager, wishes to thank American taxpayers for the training program. He was impressed by all of the different ways that farmers receive support and can affect change: business/research information that is available directly to farmers; professional clubs/organizations; government programs that support farmers; local, state and federal representation through voting and lobbying efforts.

On the technical side he learned more about: cattle management; feed technologies (corn stocks--helped him confirm that what he's doing is correct); farm equipment (dealerships and maintenance); farm management (amazed at how a single family can manage a large-scale farming operation). He plans to visit VOCA Saratov, AKKOR and the local and state government offices. He also was in the process of starting a farmers union before he traveled to the U.S. He will continue those efforts as well as planting and expanding livestock production activities.

### Conclusions

From a professional point of view, the delegation was pleased by the variety and balance of technical, agribusiness and research appointments, although additional exposure to pasta production on a large scale would have been helpful (companies approached would not permit visitors). Although the focus was on grain, one visitor suggested that it would be helpful for the next group to see milk production if they travel to Iowa. It was suggested that in addition to shopping, additional cultural events, museum visits and sightseeing would be of interest.

There were apparently some problems between one of the escorts and the delegation, but this was not discussed until a VOCA staff member was approached on the last day of the program. One of the local volunteers thought that some members of the group were not arriving for meetings or asking inappropriate/annoying questions and that the escort's behavior was justified.

The delegation had the opportunity to stay with two host families for a two-day homestay. The visitors appreciated the hospitality, the chance to play soccer with Americans and the chance to experience U.S. life style. The homestay was especially appropriate since Shields, Kansas' climate is similar to Saratov. Also, the hosts had met some of the visitors in Russia.

A number of comments and suggestions were made regarding press coverage, sharing information and future linkages:

- o It was suggested that the U.S. press should give wider coverage of Russian farming issues. The group did have a brief meeting with John Walter of *Successful Farmer* magazine in Des Moines. He has produced one issue of the magazine in Russian.
- o Some of the participants plan to meet with AKKOR, the agricultural, financial and information resource in Russia. The participants and others feel that AKKOR no longer meets farmers needs. The appointments/linkages with the Iowa Institute of Cooperatives and other banks were meant to show U.S. alternatives.
- o Regarding access to information and technical information available through extension services, it was suggested that:
  - a. it would be helpful to have a training program in Russia to help them set up an extension service;
  - b. that while there is a computer system in Russia to access weather forecasts, other information, generally controlled through AKKOR is difficult to access;
  - c. on-line linkages between farmers overseas and in the U.S. would be helpful, perhaps creating a computer information network between the farmers in Russia and the volunteers in the U.S. as a type of extension service.
- o As mentioned, several participants plan to introduce new cooperative models and professional organizations. They hope to build on emerging farmers unions and establish linkages with farming union groups.
- o ACIDI-VOCA farmers should have a conference with media coverage to share ideas.
- o One participant suggested having this group get together in three months, perhaps coordinated by VOCA - Saratov to keep the linkages between the individuals in the delegation. This was underscored by several comments regarding the importance of ongoing contact for farmers and managers within the NIS and between U.S. and NIS countries.

**REVERSE FARMER-TO-FARMER PILOT PROJECT  
CRAYFISH PRODUCTION  
March 1 to March 21, 1995**

**Program Summary**

Belarussian participants Mr. Anatoly Bakulin, Director of Aquatron, and Mr. Vladimir Khodorchenko, Chief Assistant to Mr. Bakulin, travelled to the U.S. with participants from Ukraine and Moldova studying fruit and vegetable processing. After a briefing at ACDI in Washington, D.C. and a visit to the Beltsville Agricultural Research Center, Mr. Bakulin and Khodorchenko left the other NIS participants and travelled to Alabama, Louisiana, and then to Indiana.

VOCA volunteer to Belarus Michael Masser, an aquaculture specialist, and Dr. Paul Brown and LaDon Swann, cold water crayfish production specialists, arranged the program with the aim of teaching the participants U.S. methods of producing, processing, and marketing crayfish. Participants observed research facilities and met with specialists at the International Center for Aquaculture and Aquatic Environments at Auburn University, Louisiana State University, and Purdue University. They visited small and large-scale crayfish and catfish producers, as well as equipment manufacturers.

Upon their return to Washington, D.C., participants met with Jamie Hecker, Agriculture Legislative Assistant for Congressman John Myers (R-Indiana). They also detailed their goals for the future during their debriefing at ACDI.

**Training Impact**

Mr. Bakulin and Mr. Khodorchenko plan on aggressively changing their marketing strategy: they will try to change the perception of their consumers that larger sized crayfish taste better than smaller sized crayfish. Therefore they will be able to sell their produce after two years in the ponds instead of four. This is the typical age of crayfish sold in the U.S. As pioneer crayfish farmers in Belarus they believe they will be able to change consumer demand.

They will advertise products and recipes to be used in cooking crayfish. By spicing or pre-cooking some of the crayfish they sell they will add value to their product and increase their profits. There is a pepper available in Belarus which can be used in making the Tabasco sauce they were introduced to in the U.S.

Mr. Bakulin and Mr. Khodorchenko now realize the vital importance of a good water recirculation system and water filter. They met filter designers and collected information about the U.S. systems and believe they can easily make similar filters in Belarus. Because proper controls on water is especially important in cold water crayfish production, these new filters will significantly improve their production. At this

time, Aquatron uses poor quality sand filters.

In the U.S. polyculture operations are common. Fish and crayfish are raised in the same pond. The crayfish eat the fish waste and the fish can be used as bait during crayfish harvest. This year, Mr. Bakulin and Mr. Khodorchenko would like to try raising carp with their crayfish.

Another possibility for the participants in the future is to grow the crayfish in cages and feed them floating pellets. This will prevent the crayfish from feeding on the bottom waste. Paul Brown, one of the program coordinators at Purdue, is currently developing crayfish food pellets. Dr. Brown will maintain contact with the participants and keep them informed of his research.

As the crayfish industry leaders in Belarus, Mr. Bakulin and Mr. Khodorchenko would like to start a training center in Minsk for farmers interested in starting crayfish operations. The participants envision a demonstration farm with an extension service office. They stated that the creation of a Belarussian aquaculture industry would be greatly beneficial to Aquatron and to the country as a whole.

In the first six months upon their return, the participants plan on setting up ponds with improved recirculation systems, talking with officials in Belarus regarding water usage rights for private farmers, and trying to get additional funds to buy more sophisticated equipment. They will write a business plan with the help of Richard Selby, VOCA representative in Belarus, and will show it to potential investors.

### Conclusions

Mr. Bakulin and Mr. Khodorchenko felt that one trip to the U.S. was worth four volunteer visits in Belarus. Being able to see the U.S. aquaculture industry helped them envision the industry they would like to help create in Belarus. However, since all Belarussian farmers can not be brought to the U.S., they felt the training center Mr. Bakulin plans on developing will have a big impact. He would like to ask other specialists to join him and to set up an internship program for perspective aquaculturalists. Together they will start the demonstration projects. Equipment such as computers, faxes and a vehicle will also be necessary.

The participants strongly felt that the extremely focused nature of the program, and the involvement of a trainer who had been to Belarus, was the key to the program's success. They were able to thoroughly understand the new technical information, the marketing strategies, and processing methods. They thanked VOCA, ACDI, and the trainers in Alabama, Louisiana, and Indiana for their support.

**REVERSE FARMER-TO-FARMER PILOT PROJECT  
FRUIT AND VEGETABLE PROCESSING  
March 1 to 28, 1995**

**Program Summary**

Four participants, two from Ukraine, two from Moldova, arrived in Washington, D.C., on March 1. The participants, who were selected by Volunteers in Overseas Cooperative Assistance (VOCA), studied fruit and vegetable processing.

VOCA volunteers Lilli and Josef Fleischmann and James Liston in Oregon, Jim Neal in Washington state and Robert Bowers, Jeanne and Henry Bartholomew and Allan Lines in Ohio, all of whom had been on VOCA assignments to either Moldova or Ukraine, arranged programs with the aim of teaching the participants the technical and business aspects of fruit and vegetable processing and marketing.

Participants visited wholesale markets, supermarkets, and small fruit stands to see a variety of marketing possibilities. Visits to cooperatives, merchandisers, and fruit and vegetable producers illustrated how food is graded, stored, produced and packaged before reaching the market. Privatization, producing business plans, and accounting and financial management were discussed.

The group spent their last few days in Washington, D.C., where a debriefing was held. During the debriefing, participants spoke of the new techniques and strategies they hope to utilize in their operations. VOCA arranged meetings with Bill Witting, a member of the Foreign Operations Subcommittee of the Senate Appropriations Committee, for Senator Patrick Leahy (D-Vermont), Earl Teeter from the International Agriculture Department at USDA, and Jerome Hartl from the office of Congressman Jim Bunn (R-Oregon).

**Training Impact**

Vasil Yurtchenko, head of a fruit and vegetable farm, hopes to implement new technologies he learned regarding greenhouse production, which has been too expensive to use in Ukraine. Plastic units he saw can be manufactured in a cost-effective manner and seedling planting techniques will increase his rate of production.

Through exposure to planting and tillage equipment, he learned how to adjust his existing machines to improve planting and maximize rainfall with surface tillage techniques.

He was pleased to bring home new varieties of tomato, cucumber and thornless blackberry seed and seedlings. He also learned new pruning and orchard management ideas and packaging and processing techniques. He also appreciated the additional information received in grain and cattle breeding.

He and his colleagues shot video footage of their training program which he plans to share with colleagues locally and may have it broadcast on local television. He looks forward to inviting a volunteer to his farm in a year to see all that he will have implemented.

George Vassilileyev, the general director of an extension service in Ukraine, took so many notes that he is considering publishing a book about his training program. He appreciated the exposure to so many aspects of the U.S. agricultural system: orchard management, education systems, research and implementation systems, marketing.

Although it would be too expensive for him to copy a U.S.-type extension system, he plans to meet with the Ministry of Agriculture in the Ukraine to stress the importance of direct linkages between farmers and technical advisers, rather than having education be impeded through bureaucratic lines.

He was impressed by the high level of professionalism and hard work with U.S. farmers and concluded that while extension services can help, farmers have to work through their problems and get their work done.

George Zheregi, the chairman of a farmers association, appreciated visiting geographical areas in the U.S. that were the same as Moldova. The most important aspect of the training program was to understand the supporting aspects of fruit and vegetable processing and the importance of having a cohesive approach: no point in processing apples unless you've thought about marketing; similarly, harvesting and handling techniques are critical to running a successful orchard.

He also appreciated access to machinery demonstrations, especially showing minimum tillage techniques.

Vladimir Bublick, an apple farm manager from Moldova, received helpful, detailed information about apple orchards, including protection from freezing and irrigation. Currently, there is a high risk element in terms of orchard yield. He learned simple, inexpensive techniques which can help him guarantee his crop from growth through storage (year-round storage of vegetables and fruit) and production (apple chips and juice).

In Ohio, he found used equipment for apple chip processing and has the details on the recipe, technology and legal matters. He will negotiate with his bank upon returning home to purchase the equipment from the U.S. company, Taste Apple Company. He expects to add value to his present crop and to use the extra profits by investing in storage facilities and other technologies which will help to improve apple quality and marketing.

He also learned how to privatize the orchard through meetings in Washington state, which he hopes to do by the fall of 1995. He plans to work with the 2000 farmers and 2000 hectares to find a balance of conserving their equipment, labor and costs. Before he came to the U.S. he did not know how he would divide the land among the farmers and not destroy the

orchards. The Fruit Growers Association in Washington state proved to be an excellent model for Mr. Bublick. He will encourage the farmers to grow their own fruit and to create a cooperative for their storage, processing, and marketing needs.

### Conclusions

This delegation had a range of small and large processing and marketing operations--from family-run, small apple or wine producers to Heinz and Smuckers. They found the range of operations to be helpful, learning low or no increased cost techniques to improve their operations back home from a variety of the appointments and site visits they made.

At the initial program briefing there was a concern about making sure that the visitors didn't have too much repetition of apple juice processing and wine production. Through discussions with the visitors and through refining each program upon arrival in each city, the visitors were able to have their interests met while keeping a varied series of visits and briefings. In addition to apples and grapes, they saw flowers, row crops, onions, pears and beans.

The hosts provided hospitality at their homes throughout the program and access to a variety of shopping experiences. Mr. Bublick suggested that the only addition he would make would be a cultural stop, perhaps at a museum.

The visitors and hosts/local coordinators very much appreciated the opportunity of seeing the U.S. farms, processing facilities and speaking with several people about marketing concepts and agribusiness resources. From both sides it was strongly felt that the Reverse aspect of the Farmer-to-Farmer program was a direct, targeted approach to technical training, and allowed participants to continue exchanging information with their U.S. counterparts:

- o Vasil Yurtchenko, whose organization has invented a new tomato harvester, was able to discuss the U.S. and Ukrainian equipment and techniques for harvesting and pickling vegetables, especially with volunteer Allan Lines at Ohio State University's Extension program.
- o George Vassililyev was able to continue his work with attorney Jim Neal in Washington state on privatization (materials are in the process of being translated in Ukraine and will be sent to local attorneys). The farm that Jim Neal visited with George will be a model farm for privatization.
- o George Zheregi feels that the program has allowed him to improve all stages of apple production: sizing, grading, storage, processing, marketing, harvesting (he'll produce harvesting bags), as well as irrigation and tillage techniques for dry weather. James Liston in Portland was helpful in securing sample harvesting bags for production.
- o Vladimir Bublick was pleased that Robert Bowers was able to help him put together a business plan and locate a company interested in selling technology and equipment for an apple chip operation. He hopes that he will be successful in securing a loan from the Agro-industrial Bank in Moldova.

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