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REVERSE FARMER-TO-FARMER PILOT PROJECT

**Grant #: FAO-0705-G-00-4055-00
Final Report**

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
Completion Date: December 4, 1995

Project Administration

A summary and description of all training activities and recommendations for program continuation for the Reverse Farmer-to-Farmer Pilot Project are included in this final report.

A follow-up questionnaire, designed to measure the impact of the Project's training programs, was distributed to all training participants during the fourth quarter. Each implementor provided specific results of actual impact due to the Reverse FTF project. The questionnaire provided a means for participants to articulate how they are implementing what they have learned from their U.S. study tours. The feedback from participants has been very positive and reflects the effectiveness of the program. Specific examples can be found in each implementor's report.

Final expenditures for Grant #FAO-0705-G-00-4055-00 will be submitted by the close of the Project.

REVERSE FARMER-TO-FARMER PILOT PROJECT SUMMARY

For the past three years six U.S. non-governmental organizations (NGOs) have been conducting training in the New Independent States (NIS) of the Former Soviet Union (FSU) under a \$30 million Farmer-to-Farmer program. Funded by USAID, these six NGOs (Agricultural Cooperative Development International, Volunteers in Overseas Cooperative Assistance, Land O'Lakes Tri Valley Growers, Winrock International and Citizens Network) have arranged the dispatch of over 1700 volunteer farmers, bankers and agribusinessmen to the NIS to transfer knowledge and techniques of modern farming, agricultural finance and business methods.

An evaluation of the Farmer-to-Farmer (FTF) program completed in May 1994 had as a major conclusion that USAID favorably consider the creation of a program which would bring agricultural leaders who had participated in the Farmer-to-Farmer program to the United States for follow-on training to broaden, deepen, and reinforce those skills learned during the Farmer-to-Farmer program. It was believed that such a "Reverse Farmer-to-Farmer" program had the potential of forging close ties between US and NIS agriculturalists and would be cost effective as it would capitalize on already existing relationships.

In August 1994, \$1 million was provided to test the conclusion that a Reverse Farmer-to-Farmer (RFTF) program would help accelerate the pace of modernizing the agricultural sectors in the NIS. These funds were equally apportioned amongst the six implementors with a small amount allotted to evaluate their efforts and ascertain whether the Reverse Farmer-to-Farmer program was a useful technique. A total of 91 participants were trained.

A review of the program was conducted between April and July. All implementors were observed and 29 trainees completed questionnaires. Anecdotal information was amassed in discussions with the trainees and the trainers. The in-depth observations, good discussions and consistency of responses indicate that the conclusions drawn are highly reliable.

The evaluation led to three main conclusions:

- The training is of high quality;
- The program is cost effective; and
- There is significant impact in a short period of time.

Quality

In contrast with normal training programs there is virtually no learning curve in this program. The trainers, trainees and their organizations have already been exposed to one another and know each others' capacities and shortcomings. Therefore the training is highly focused. In a program on agricultural credit, the participants sat in on an actual loan committee meeting at a Denver bank witnessing the debate and going

through the analysis of credit-worthiness. They then spent the rest of the day with the borrower. Loan committees and business plans were unknown in the Former Soviet Union; with privatization they will become essential. The trainees in this program now have experience with processes which previously did not exist in their economies. The quality factor was also evident in the training provided to a group of insurance executives. They were given highly restricted proprietary documents by a host insurance firm which explicitly outlined how to evaluate risks for various types of policies. This type of practical knowledge sharing is not available from academic courses, nor could it be readily available in regular Farmer-to-Farmer programs. Finally, the quality factor was underscored by the fact that training institutions consistently put their most senior and appropriate officials at the disposal of the program. Part of this is the result of a desire to repay the hospitality offered to trainers who participated in the FTF program. A second determinant is the view of several of the participating firms that there is good potential for business with participants who were mostly senior executives and officials. They therefore viewed the training programs as marketing tools and expended extra efforts.

Cost Effectiveness

As of September 30, 1995, the program trained 91 individuals. The training ranged from three to four weeks at a total cost of approximately \$1 million. The costs per participant are approximately \$10,600 per training month. Short term training costs are roughly \$14,000 in most AID sponsored programs so the Reverse Farmer-to-Farmer program produces high quality training at three quarters the cost. Some of the cost savings occurred because the services of the trainers were voluntary as training entities were anxious to build relationships with agricultural entities in the FSU. Another cost cutting factor is the quick startup of training with minimal time spent on orientation and building already existing relationships. This permitted more training to occur in less time.

A full report with final expenditures for Grant #FAO-0705-G-00-4055-00 will be submitted by the close of the Project.

Impact

Fifty percent of the participants in the evaluated groups bore titles of Director, Chairman, Head or Chief Executive Officer. This is an uncommonly high percentage of senior policy-making officials for an AID sponsored program, and virtually assures that to the extent that the participants want to bring about change resulting from their training, they will do so. The follow-on questionnaires indicated that a number of the participants are holding seminars to disseminate the results of their training. This multiplier effect will assure that the new techniques acquired during training will be widely disseminated. One senior manager was so taken with apple processing equipment he encountered at a food processing plant in Ohio that he negotiated the purchase of similar equipment for use in his food processing operation. Another participant, seeing a seed planter which had been modified to plant several rows at

once bought the modified machine and will make them for use on his own farm in the NIS.

The insurance group left their host training firm with cartons of documents which they will apply in their operations. The closeness and trust forged by the continued relations between the NIS insurance executives and their US colleagues have laid the groundwork for a potential joint venture. Executives of both organizations committed to keeping in close touch and exchanging visits in the future.

Other areas of impact are as follows:

- After surveying extension programs during his U.S. training program, Mr. Moldakov of Russia established the Farming Development Service (FDS), a private farmer's advisory service providing marketing and technical services to members, which was then awarded an ISAR grant.
- Upon his return to Russia, private farmer Valentin Zuyev organized an American style marketing cooperative with twelve founding members. As a direct benefit, the farmer members were able to sell their durum wheat at a greater profit to local grain processing plants.
- The Russian Central Banking delegation of policy-making officials provided a forty page document of its trip findings and recommendations for national bank training reform to the Acting Chair of the Central Bank of the Federation of Russia, who approved the document. Reforms suggested in the document are already being initiated. The results of the USAID-funded study tour will be published in Money & Credit, a periodical with subscriptions in over 86 countries. The delegation is also preparing an "All-Russia" conference of banking executives, based on the findings from the Reverse Farmer-to-Farmer Program.
- The Russian Podderzhka Insurance Company opened several branches modeled after the U.S. system. Podderzhka is planning to represent Russian reinsurance following the international system, which was observed for the first time during their U.S. training program. Podderzhka will also be collaborating more closely with AKKOR, the Russian organization promoting private farmers. For example, AKKOR will offer an expanded selection of Podderzhka's services to attract more members.
- After working closely with Monsanto to study all phases of seed potato production, three participants from Georgia are helping establish a U.S. joint-venture subsidiary to import New Leaf potatoes, which are resistant to the Colorado Potato Beetle that plagues most of the Georgian potato crop. The Republic of Georgia will also receive donations of the virus-free tubers.
- Nina Kovalchuk of the Ukraine, president of an agricultural commodity trading company and manager of numerous agribusiness enterprises, trained intensively with American independent commodity traders, marketing specialists, and producers. She continues to extensively promote female ownership of

agribusinesses and self-empowerment of men and women, employing market economy practices.

Other Conclusions

The year's activities of the Reverse FtF program were carried out smoothly and successfully. The program structure, with ACDI as the prime contractor, provided a unified effort among all implementors that would not have existed had AID contracted to each individually. Implementors shared administrative/training experiences and submitted consistent, timely reports. The synergy and cooperation among the implementors have reinforced the particular focus and impact expected by the Reverse Farmer-to-Farmer Pilot Project.

Recommendation

Based on the high quality, cost effectiveness, significant impact of training, and the synergy between the Farmer-to-Farmer program and the Reverse Farmer-to-Farmer Project, the Reverse FtF Project should continue for at least one more year. The demonstrated cost savings significantly stretch the foreign assistance dollar. The high level of participation by both parties to the program as well as the surprising number of actual transactions started by parties in the program indicate that there are measurable benefits to NIS privatization and modernization efforts and US firms wishing to do business in the NIS. Administrative structures are in place to continue the program at a slightly accelerated pace over the next year if additional funding is provided to the implementors. The momentum of the program should not be interrupted.

TRAINING SUMMARY

A total of 91 training participants have come to the U.S. through the Reverse Farmer to Farmer Pilot Project for periods ranging from one week to one month in length. For the first three quarters, 57 participants came to the U.S. In the fourth quarter, an additional 34 participants came. The following is a summary of participants and topics of programs which have been completed.

Agricultural Cooperative Development International

Second Quarter (January-March, 1995)

Planned and executed four participant training programs (eighteen participants) for Volunteers in Overseas Cooperative Assistance. (See VOCA section for specific details)

Third Quarter (April-June, 1995)

Design and prepare logistics for training programs to be conducted next quarter.

Fourth Quarter (July-September, 1995)

Agricultural Banking

July 19-August 15, 1995

Four participants, Kazakstan

One participant, Kyrgyzstan

U.S. Bank Training Systems

July 22-August 12, 1995

Six participants, Russia

Commercial Banking

August 26-September 15, 1995

Four participants, Russia

15 participants completed.

Citizens Network

Second Quarter (January-March, 1995)

AKKOR President, Vladimir Feoderovich Bashmachnikov, participated 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

6 participants completed.

Third Quarter (April-June, 1995)

Podderzhka Insurance Companies: Insurance Claims Adjustment
April 30-May 13, 1995
Three participants, Russia

3 participants completed.

Fourth Quarter (July-September, 1995)

Women Leaders of AKKOR
September 6-September 23, 1995
Three participants, Russia

Leaders of Regional Farmer's Association
August 13-August 26
Three participants, Russia

Senior Administrators of Regional Chambers of Commerce
September 1995
Two participants, Russia

8 participants planned, 6 completed.

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 completed.

TriValley Growers

Second Quarter (January-March, 1995)

Extension Service Management

January 9-February 5, 1995

One participant, Russia

1 participant completed.

Third Quarter (April-June, 1995)

Spassk Association of Peasant Farms and Cooperatives: California Ag Council

April 27-May 11, 1995

One participant, Russia

Food Processing, Canning

April 27-May 16, 1995

Three participants, Russia (Far East)

Potato Production and Processing

June 4-June 24, 1995

Three participants

Bakery Management

June, 1995

May 20-June 3 1995

Two participants

9 participants completed.

Tri-Valley Growers continued

Fourth Quarter (July-September, 1995)

Farm Management

Three participants, Russia

4 participants planned, 3 completed.

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, Kazakstan

Grain Processing, Storage, and Marketing

February 22-March 21, 1995

Six participants, Russia & one participant, Kazakstan

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.

Winrock International

Fourth Quarter (July-September 1995)

The first group of four participants had their US Study Tour from August 11-September 7. The second group of six took part in their training September 20-October 12.

Food Processing

One participant, Tajikistan

Inputs and Marketing

One participant, Tajikistan

Organizational Management, Extension & Agribusiness

One participant, Turkmenistan

Meat Processing and Packing (if possible)

One participant, Kyrgyz Republic- **Goat Production**

One participant, Russia

Beekeeping

One participant, Russia

Agricultural Statistics

One participant, Ukraine

Women's Business Groups

One participant, Russia

Organic Farming

One participant, Russia

Organic Dairy Production

One participant, Russia

10 participants completed.

Agricultural Cooperative Development International

Agricultural Cooperative Development International

A total of 15 participants have come to the U.S. on training programs designed by ACDI through the Reverse Farmer to Farmer Pilot Project. The customized study tours incorporated appropriate ACDI member cooperatives, including CoBank, which hosted the Central Asian banking delegation in Denver and introduced them to American style cooperatives and the Farm Credit System. The Russian Central Banking delegation participated in an in-depth program at Agribank, another ACDI member, covering training techniques for all levels of banking, from management to technical issues to service quality.

The participants themselves noted that the ACDI study tours were effective because they specifically addressed the most salient issues of all participants involved, while giving them hands-on experience in the American market economy.

The high quality of the training programs was due not only to the targeted contributions of ACDI members, but also to the dedication of local coordinators such as Brian Hagen, Vice President of Norwest Bank, who volunteered his time and provided extensive, expert guidance to the Russian Commercial Banking delegation. His letter to ACDI is attached.

Even at this early stage, evidence of strong impact is clear. The Russian Central Bank delegation has initiated and implemented reforms that will significantly affect banking in Russia at the national level, instituting training and personnel systems directly based on the USAID-funded, Reverse Farmer to Farmer training program.



Norwest Bank North Dakota, N.A.
406 Main Avenue
Fargo, North Dakota 58126
701/293-4200

November 24, 1995

ACDI
50 F Street, N.W. Suite 1100
Washington, D.C. 20001

Atten: Tammy Sheldon

Dear Tammy:

On behalf of Norwest, I would like to thank you for the opportunity to work with the Reverse Farmer to Farmer Russian commercial banking delegation. The efforts of your organization to foster world peace through better communications is a tremendous achievement. This letter confirms our support for your continued International efforts.

The delegation learned various aspects of our banking system. The group returned to Russia with an appreciation of how close U.S. commercial bankers are to their clients. The group discussed in depth the client/banker relationship and how this would help their banks deal with increasing competition. The Russian banking system today is a checkless system versus the U.S. system which is a check based system. This provides a unique opportunity to convert to a system based on debit cards or some type of credit card. A considerable amount of time was spent on marketing in a competitive environment. We discussed marketing strategies, strategic bank planning, marketing literature and various one on one techniques used by the bank to attract customers.

This group was not my first exposure to Russians and Russian banking. During late November and early December of 1992, I was given the opportunity to participate in an ACDI Farmer to Farmer delegation going to Russia. The goal of our group was to discuss American methods of lending to Farmers and Agri-businesses. The opportunity not only allowed the transfer of knowledge to take place, but more importantly provided a forum to discuss differences and develop a mutual understanding of the different philosophies. The rapid growth in world wide communications and your efforts in bringing people together will continue to break down barriers.

The recent Russian delegation of bankers was pleasantly surprised to find that a remote area such as Fargo, North Dakota had so much to offer. The goal was to provide as much bank related information as needed, while providing a pleasant setting. Together we got to know each other on a personal basis which generated a high level of trust and openness.

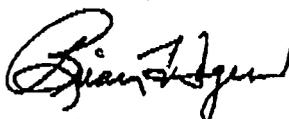
It is amazing to find out how much we are the same and how the likenesses can help to overcome the perceived differences.

The group was able to meet with our Regional Norwest President, Regional Credit Manager, Regional Marketing Manager plus a number of other bank personnel. The group was introduced to a number of local business owners, plant managers and other personnel, in hopes of providing insight into U.S. business. As previously discussed it was our goal to have the meetings as informal as possible with the idea that this would foster questions, and there were lots of questions.

A number of the managers, business owners and bank staff were provided with the opportunity to meet with Russian citizens face to face. The positive comments, smiles, and one on one discussions were very rewarding not only to me, but to various bank employees that helped with the project. From time to time we would sit around and talk about the cold war, detente, Bosnia, Vietnam and other concerns; we would always to end our discussions with the idea that open communications are by far the best way to solve our problems. We would all agree that the friendships generated one of the most precious part of this program. We always ended by exchanging phone numbers, fax numbers addresses, pictures and a warm smile.

I may be reached at 1-701-293-4228 for further questions or comments. Thank-you.

Sincerely



Brian Hagen
Vice-President

RUSSIA/U.S. BANK TRAINING SYSTEMS PROGRAM
July 22 to August 12, 1995

The Russian Central Bank delegation's main objective was to improve training techniques in order to develop the professional qualifications of Russian Federation bankers. The delegation also wanted to examine the methods used in the United States for educating commercial bankers, banking teachers, and regulators, to address human resources planning, and to network with peers in U.S. banking and Federal Reserve systems.

Upon return to Russia, the delegation prepared a forty page document of its findings, which it submitted to the Acting Chair of the Central Bank, Ms. Paramanova, who gave approval and support of the document. A translated synopsis of the report follows. The candid report includes the delegation's recommendations for change. Reforms suggested in the document are already being initiated.

The report included a call for an "All-Russia" banking conference to be held this fall, during which the findings of the delegation would be addressed. The main purpose of the conference would be to develop standards for training based on the methods and types of training the delegation witnessed during its U.S. study tour. The delegation noted that during the ACDI program, it had the opportunity to meet with Mr. Bernshtamm, Advisor to President Yeltsin, on bank education and training matters. The delegation also notified both ACDI and the Acting Chair of the Central Bank that the results of the USAID-funded study tour will be published in Money & Credit, a periodical with subscriptions in over 86 countries.

In September 1996, the Central Bank will begin full-time, three to four year training programs, based on models the participants examined during their study tour. These programs are a first for Russia, according to the Central Banking delegation, and are the first step in systematizing a legitimate monitoring process that will prove to be in the interest of the Russian banking system and its clients.

The Central Bank programs cover the following areas:

- commercial bank inspection
- securities
- internal audit
- currency control and monitoring

The Results of the U.S. Trip of the Russian Federation
Central Bank Specialists on Specialized Training Program
(Organization and Content of Banking Education;
Training and Professional Upgrading)
July 24 - August 12, 1995

REPORT¹

The delegation of the Central Bank of the Russian Federation consisting of

Georgy V. Shurayev, Director of Staff Training Department
Larisa S. Zavyalova, Chief of Department of Educational Institutions
Vyacheslav P. Polyakov, Chief of Section for Coordination of Research,
Information, and Statistics
Mikhail S. Pozdnyakov, Principal of Banking College in Oryol
Alexander K. Matyushin, Principal of Banking College in Petrozavodsk
Alexander A. Kazansky, Principal of Banking College in St. Petersburg

made a tour of the USA from July 24-August 12, 1995 to study the bank training experience in the United States.

The trip was made according to a specialized program developed by the Staff Training Department and approved by the management of the Bank of Russia. The program dealt with a step-by-step study of all problems on banking education, training and post-graduate professional upgrading in the USA.

The program was preliminarily agreed upon with the U.S. party.

ACDI, a U.S. non-profit organization, through a grant from the U.S. Agency for International Development covered the costs associated with the trip.

During the implementation of the program, the delegation got acquainted with the Federal Reserve Banks in Minneapolis and San Francisco; Federal agencies of the United States: supervising different types of credit and financial institutions; Office of the Comptroller of the Currency; a number of commercial banks (Bank of America etc.); several universities including Stanford University, University of California at Berkeley, Hoover Institution in California, University of Minnesota, American Institute of Banking etc.; American Bankers Association (Washington D.C. and

¹ Written by the RFtF Russian Central Banking Delegation and re-typed by ACIDI without modification.

Minneapolis).

Meetings and discussions with the Americans helped us get the idea of:

- the current U.S. banking educational and training system, the forms and methods of education and training;
- the content of undergraduate education and post-graduate training in the U.S. and the methodology behind it;
- organizations and institutions that conduct educational and training activities and control this process;
- principles of the personnel policy in the Federal Reserve System and big commercial banks;
- the importance attached by American bankers to personnel training and the approaches to training problems;
- the system of training inspectors in the Federal Reserve System and other organizations of the USA supervising banking institutions;
- realization of the principle of personnel continuous training;
- correlation of the federal and local factors in banking personnel training.

All the above made it possible to completely fulfill the approved program of the trip.

The main conclusion is as follows: the system of banking education, training and post-graduate training established in the USA successfully functions meeting the requirements of the market economy and the mentality of the Americans.

As to the undergraduate banking education, it considerably differs from the Russian system of banking education, primarily, in approaches, organization and the forms used. As we see it, there is no purposeful specialized training of bankers in full-time undergraduate educational institutions of the USA. According to the current system, the USA educational and training institutions perform training of general economists (bachelor's and master's degrees). In the course of post-graduate training they finish their professional study in banks.

Post-graduate training (professional upgrading) has much in common with the Russian approaches to such training, both in forms and in content and

methodological support. The main difference lies in a broader understanding of the purpose of training which on that ground has an educational character.

The personnel whose status is equal to that of technical executives undergo hands-on training.

The system of education and training in the United States in contrast to that of Russia is completely decentralized and doesn't suffer a governmental influence.

Personnel training in the USA is a priority. Banks spend up to 20 percent of their budgets for training purposes regarding the appropriate contribution as investments meant to provide successful (profitable) functioning of a bank in a market economy.

One of the most important components of the personnel policy in different U.S. institutions is to foster in personnel a spirit of a team the members of which are united by the main goal - to provide business success and prosperity. Such approaches in the personnel policy purposefully used in a day-to-day practice give the Americans considerable advantages in a market economy. They use successfully a training process for this purpose. The training methodology implies special methods providing cooperation, interaction and mutual assistance of the students and participants both in undergraduate education and professional upgrading.

An American approach to the identification of the purpose of education is quite innovative for the Central Bank of the Russian Federation. However, one could detect some elements from the respective American practical experience in the organization of the educational process in the USSR. In Russia of today these elements are normally not applied any more. We suppose that it would be useful to apply the U.S. experience to the practical life when developing the content of banking education and training in educational and training institutions of the Central Bank of the Russian Federation.

The content of banking education and training in the U.S. determined by a set of subjects does not differ much from that of banking education and training in Russia. However, it strictly depends upon the specified purpose of education and training.

Post-graduate professional upgrading in the U.S. has the same differentiated approach as in Russia. It is conducted at certain intervals and is a must for making a career.

A supervisor is mainly responsible for the professional level of the personnel. As distinct from the Central Bank of the Russian Federation, this function of the management is not just formal but is realized in a day-to-day personnel management. This function is realized through cooperation between the supervisor and his/her

subordinate in making up a career development annual plan the execution of which is checked by the supervisor. It should be mentioned that the role of personnel departments in this case is not very significant.

Officially, there is no single federal equivalent of banking education and training in the United States. The standards of banking education and training are developed and come in force within banking associations functioning in different states. Taking into consideration the conditions of the USA and the mentality of the Americans, we consider it justified, since there is a system of departmental professional training institutions and organizations in the country that provide the required professional level of bankers. As to Russia, the lack of a developed banking education and training infrastructure makes the use of this experience impossible.

The methodological support of banking education and training in the USA is decentralized. There is no country or state-wide single methodological center in the USA. Every training institution or organization develops the required training and methodological documentation on their own, enlisting, if necessary, highly qualified practical bankers. The development of training and methodological materials is an official responsibility of the supervisor. At the same time banks buy training and methodological documentation related to general subjects (management, psychology of communication, software (computer programs) etc.) from specialized organizations and companies.

In Russia, where a lot of non-specialized training institutions chose to perform banking training, a centralized development of methodological documentation at the Central Bank of the Russian Federation can be justified under the conditions. It allows for providing a single equivalent of banking education and influencing the process of setting up a civilized banking system in the country through training.

One of the most important functions of the Federal Reserve System and other federal organizations supervising credit and financial institutions is training of inspectors. In contrast to the practice of the Central Bank of the Russian Federation, the positions related to conducting inspection in commercial banking institutions are filled by specialists with a university degree, primarily specialists in economics (bachelor's and master's degrees). As a rule, they should have practical experience in a credit and financial system. They get certified as independent inspectors only after 3-5 years of experience in an inspection organization and multi-phase training resulting in a respective exam.

Such principles of training inspectors are of interest to the Central Bank of the Russian Federation. They could be realized both through a respective personnel policy and through organization of purposeful training of the required number of

inspectors at the RF Central Bank training schools. This will allow completely meeting the needs of the RF Central Bank in inspectors, guaranteeing training quality and saving considerable funds.

In the United States there is no federal legally shaped mechanism of recognizing diplomas (licenses, certificates) of institutions performing training of inspectors. It is practiced to mutually recognize certificates of education in the respective institutions and organizations of the Federal Reserve System, Office of Comptroller of the Currency and Farm Credit Administration. This practice is based on a high-rating and prestige of training auditors in the above-mentioned organizations and supported by mutual agreement between them. In Russia quite a different procedure of recognition of certificates of education is in force. Based on the RF Law "On Education" it excludes the Central Bank of the Russian Federation from the process of issuing licenses authorizing educational activities to educational institutions not included in the structure of the Central Bank of the Russian Federation.

We think that the Central Bank of the Russian Federation should have in this phase the right to make an expert evaluation of the content of training both inspectors and other banking specialists in educational institutions of any subordination. If the Central Bank of the Russian Federation obtains such a right it will raise the standards of banking education in Russia thus accelerating its development on civilized principles.

Educational and training institutions in the USA performing training of specialists in economics are subdivided into federal and private ones. However, not a single educational institution in the United States is completely financed from the budget, either federal or state.

According to the information obtained at the University of California, University of Minnesota, Stanford University, Business Schools in Berkeley and Minneapolis, Hoover Institution in California etc., the share of centralized funds allocated for the support of training institutions makes up from 5 percent (private institutions) to 50 percent (federal training institutions). A greater portion of funds comes from the former students who succeeded in business life. Such a sponsor support is considered highly prestigious in the United States and is encouraged by the government (it is exempted from taxes) and by public opinion. The most capable students (3-5 percent) study at the expense of the federal (state) budgets. It primarily regards education for a master's degree. All other students pay for their education. The tuition charge makes up from \$3 to 20 thousand annually without lodging.

Popular are preferential student loans which are repaid by the students after they get settled in business upon graduation. Crediting is performed through a specialized

student credit association established by the federal government.

Foreign specialists are not often enlisted to lecture at universities. In educational institutions they carry out, as a rule, scientific work. According to our American colleagues, foreign experience in training is not a pressing problem for the country. However there are a lot of foreign students at universities of the USA.

According to the legislation of the USA, national minorities have some privileges when entering the university. The Americans regard such practice in different ways. Some of them consider it a violation of human rights.

General Conclusions

Banking education and training in the USA is highly effective and meets the requirements of the developed market economy.

It has much in common with the current banking training system in Russia, specifically at the Central Bank of the Russian Federation, but at the same time both systems are so different.

Given below are the characteristics that may be regarded as common for both systems of banking training:

- the content of training as a whole;
- the methods applied in a training process;
- differentiated approach to the training of bankers of different categories;
- training process methodological support requirements;
- leading part of a supervisor in personnel training;
- variety of educational and training institutions and organizations;
- aspiration for realization of the principles of proactive approach to education and its continuous nature.

The following characteristics may be regarded as differences:

- organization and management of education and training;

- broader approach to the purposes of education and training in the USA influencing the forms and methods of education and training;
- education and training in the USA is more pragmatic and less fundamental specifically in the sphere of post-graduate training;
- education and training is considered a priority in banking and in society to succeed in business. It is respectively backed, people that provide the development of training are publicly respected;
- strict correlation of the professional career, personal position in business and training of a specialist;
- the mentality of supervisors that consider personnel training their duty to society and that of personnel that regard their professional upgrading as their needs;
- education and training is oriented to fostering qualities of a leader and a spirit of a team;
- the system of financing education and training.

The members of the delegation consider that the analysis of the characteristics that are common for banking education and training in the USA and Russia and those that are different conditioned by the peculiarities of historical development of the two countries allows the conclusions that it is possible and worthwhile to use the experience of the USA in our current practice.

Practical realization of the results of the trip to the USA requires the solution of operation and strategic problems.

They are primarily the following:

- to develop a clear-cut concept of the personnel policy of the Central Bank of the Russian Federation;
- to set up in the central administration under the Staff Training Department a specialized committee or council to assess the impact of banking education and training and develop suggestions on effective realization of the Concept of

personnel policy in the sphere of personnel training²;

- to review the Concept of post-graduate banking training approved by the Board of Directors of the Central Bank of the Russian Federation in 1993 orienting to a clear cut goals and priorities of post-graduate training of specialists;
- to revise the standards of high and higher banking education and training in Russia so that they reflect to a greater degree the interests and needs of the Central Bank of the Russian Federation;
- to change the functions and status of the RF Central Bank training schools so that they can graduate bachelor's-degree specialists for the institutions of the Central Bank of Russia;
- to organize fundamental training of inspectors in banking schools using the foreign experience;
- to make the role of banking schools in post-graduate training of the personnel of the RF Central Bank institutions more significant, i.e., to make them a basis for performing personnel training;
- to considerably revise the system of funding the banking schools in training and professional upgrading of commercial bank specialists;
- to solve the problems on recognition of the RF Central Bank training schools' diplomas abroad.

The solution of strategic tasks related to considerable changes in the system of economic and banking education and training in Russia, legislation on education, governmental acts on social protection of students and other problems is a prerogative of the second phase of work on realization of the US trip results. The respective suggestions will be submitted separately for your consideration as soon as possible.

²

The State Bank of the USSR had a Council on vocational and economic banking headed by the deputy chairman of the board of the State Bank of the USSR.

Besides,

- we suggest that an All-Russia conference of bank representatives be held to discuss the issues on improvement of banking education and training in Russia (with due regard for the trip results of the RF Central Bank delegation to the USA);
- we inform you that the U.S. trip results will be published in special supplements to the journal "Money and Credit".

At the end of the trip we visited the Congress of the United States of America where we presented our vision of problems related to banking education and training in Russia. We suggested that the U.S. party go on financing the RF Central Bank personnel training activities at the expense of the funds allocated to ACDI (Agricultural Cooperative Development International) and enlisted the support.

We also inform you that at Stanford University we talked at length with Mr. Bernshtamm, President Yeltsin's advisor, on the issues of banking education and training in Russia.

In Washington, D.C. we met with Mr. Sundarrarajan in the International Monetary Fund. Along with other issues we discussed the issues related to the continuation of financing PACIS project for the RF Central Bank. Mr. Sundarrarajan agreed to send a respective letter to the Government of Russia addressing it to Mr. Chubais.

It should be mentioned that the members of the delegation were treated by the Americans with extreme benevolence. The Americans were eager to give full answers to the questions that were asked and were interested in the Russian experience of banking education and training (unlike the Europeans).

**Kazakstan and Kyrgyzstan/Central Asia Bank Training Program
July 19 to August 15, 1995**

The delegation of four bankers from Kazakstan and one banker from Kyrgyzstan came to the United States for practical experience in the U.S. systems of agricultural credit analysis and loan administration. They gained a clear understanding of the U.S. approach toward bank-customer relations and the loan default process.

Mr. Osmonaliev of Kyrgyzzagroprombank conducted a seminar focusing on the study tour findings, attended by over 50 banking personnel, who were particularly interested in the Farm Credit system. Another participant is setting up night payment drop boxes, which will increase customer access to his facilities.

Participants also spoke with ACDI/Almaty representative, Robert Kossman. The following, excerpted from their interviews, are a few of the main points the bankers are putting into practice:

- They have more hands-on dialogue and interaction with their clients (farmers). The Central Asian bankers were impressed with the amount of time that the US banker spends with his/her clients.
- They are trying to avoid using directed credits from state institutions in Kazakstan.
- Farmers can use securities and other financial instruments for collateral. (In Kazakstan there is no ownership of land so it is very difficult to secure debts by pledging collateral.)
- Loan decision-making is a very structured and organized process that follows a logical path.
- All of the bankers are implementing new ideas concerning loan workouts procedures.
- Successful loan decisions are based on actual financial information, and not on friendships or bribes.
- They are improving customer service methods so farmers will come to the bank for advice and business planning.

Russia/U.S. Commercial Banking System Program
August 26 to September 15, 1995

Participants received hands-on experience of the United States banking system, with an emphasis on commercial banking. Goals included examining methods of strategic bank planning, managing bank resources in a high risk environment, and asset liability management. The delegation of four represented three of the leading banks in Russia, and each member had a particular expertise in credit, planning and economics, or accounting.

- CredoBank, one of the banks represented, is using a questionnaire based on loan application procedures and documentation provided during U.S. training. The questionnaire requires information on credit history, expenses and income, and tax standings.
- PercomBank developed new software to reflect the client's credit history, financial standing and other data.
- CredoBank is involved with USDA's GSM-102 program. The participant responsible for the program was able to network with interested U.S. companies; she also visited with USDA officials during the study tour.

Analysis of Questionnaire Results

Reinforcing comments made earlier during study tour evaluations, all participants found the training most useful in enhancing their professional capacity. The professional contacts, the opportunity to watch a market economy at work, and the increased self-esteem were also cited as great benefits of the US study tours.

- 92% of the participants noted a direct impact to their organizations and jobs; they were able to apply specific practical knowledge gained to the management of the companies, projects, offices, and decisions.
- Another 83% improved operational procedures, programs or services, and many applied their new knowledge to training workshops/jobs. The Central Bankers, for example, are establishing full-scale training programs in Russia based on models they learned while in the United States.

The responses further indicate that both procedures and policies were influenced, in various ways, as a direct result of training received. In their organizations, the participants indicated a high level of involvement in decisions. In particular, the Central Banking delegation noted that the effects of their involvement in key policy decisions would affect Russians on a national level.

Some of the participants noted that many of the proposed changes were still being developed or were in the approval process. Keeping in mind the deadline for the Reverse Farmer to Farmer final report, the questionnaires were given only a month following training. Of the fifteen ACDI training participants, we received 12 responses. Two of the responses could not be returned for logistical reasons, while one participant had to leave the study tour early for bank-related reasons.

- The Reverse Farmer to Farmer ACDI participants shared their findings with over 535 of their colleagues. This estimate does not include those who will read the Central Banking delegation's up-coming article in Money & Credit and those who will take part in the "All-Russia" banking conference.

Summary of Questionnaire Results

1. How useful was your training in the US? How do you think you benefited from the program in these areas?

	None	%	A Little	%	Great Deal	%
Enhanced professional capacity	0	0	0	0	12	100
Career advancement	9	75	2	16	1	9
Increased self-esteem	0	0	3	25	9	75
Professional contacts	1	9	2	16	9	75
Observed market economy	0	0	3	25	9	75
Other	0	0	0	0	0	0
TOTAL	10	16	10	16	40	68

2. How did you apply what you observed/learned to your organization/job?

	None	%	A Little	%	Great Deal	%
Office/project/decision management	0	0	1	8	11	92
New project or services	3	25	3	25	6	50
Improved procedures, programs, or services	0	0	2	17	10	83
Influenced or made policy	0	0	6	50	6	50
Training workshops/jobs	5	42	0	0	7	58
Participated in research activities	5	42	1	8	6	50
Not returning to specific organization/job*	0	0	0	0	0	0
Other	0	0	0	0	0	0
TOTAL	13	18	13	18	46	64

* Respondents all reported that they returned to their jobs.

3. How many organizations/individuals have you maintained contact with?

Total number of organizations: 11
 Total number of individuals: 3

4. With how many colleagues have you shared the knowledge you gained?

	None	1-10	11-25	26-50	50 +
Participants	0	1	1	0	10

5. In what ways have you affected policy changes?

	Decision input	Make decision	Implement decision	Analyze decision
Organization	5	5	6	5
Community	0	0	1	0
Region	0	0	1	0
Nation	6	6	6	6
Other	0	0	0	0

Citizens Network

CITIZENS NETWORK AGRIBUSINESS VOLUNTEER PROGRAM

FY1995 REVERSE EXCHANGE PROGRAM FINAL REPORT

(October 1, 1994 -- September 30, 1995)

**Cooperative Agreement No. FAO-0705-G-00-4055-00
Project No. 938-0705
BHR/PVC**

This report documents the Citizens Network Agribusiness Volunteer Program's activities during FY1995 from October 1, 1994 to September 30, 1995 under a Sub-Grant with ACDI. This activity was completed through the assistance of the United States Agency for International Development (USAID). The views, expressions, and opinions contained in this report are the author's and are not intended as statements of policy of either USAID or ACDI.

November 17, 1995

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PROGRAM OVERVIEW

The Citizens Network for Foreign Affairs (CNFA) began to utilize reverse exchange funds in October 1994 with the objective of supplementing the volunteer training provided under the Farmer-to-Farmer program with reverse exchange visits. The reverse trips focused on providing training to leaders of both the Russian and Ukrainian national farmers associations, women's committees, private farmers, and senior managers of the Podderzhka Insurance Company utilizing on-site visits, participation in farm bureau activities and face-to-face meetings to exchange information.

CNFA sponsored 6 exchange trips for a total of 15 participants. Initially, 8 trips for 20 participants were planned. However, both trips were cancelled due to training schedule problems with Nationwide Insurance and logistical problems with the Des Moines Chamber of Commerce.

PRINCIPAL ACCOMPLISHMENTS

The primary accomplishment of the program was the strengthening of the relations between the American Farm Bureau and the Russian and Ukrainian Farm Associations, as signified in the "Spirit of Cooperation" agreement signed in January 1995. CNFA also used 3 of the reverse trips to enhance the organization of women's committees in Russia and Ukraine, resulting in significant improvements in each organization. The most direct impacts occurred on the trips involving the Podderzhka Insurance Company. As a result of its involvement with Nationwide and the reverse training trip, Podderzhka opened several branches modeled after the US system and is planning to represent Russian reinsurance along the international system.

PROGRAM IMPACTS

I. AKKOR President's Participation in American Farm Bureau Annual Convention January 7-12, 1995 and January 22-23, 1995

Participants: Vladimir Bashmachnikov, president of AKKOR

Vladimir Bashmachnikov, president of AKKOR, 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 "Spirit of Cooperation" agreement between

the Citizens Network, AFB, and AKKOR that was formally signed at the AKKOR National Congress on March 2, 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 January 10, Mr. Bashmachnikov addressed the full convention, an audience of approximately 6,000 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.

On January 22, Mr. Bashmachnikov returned to Washington after a trip to Brazil to conclude discussions on further cooperation with The Citizens Network. He spoke with 65 government officials at CNFA on the private farmers movement in Russia and three high-level visits with Senator Robert Dole, Congressman Douglas Bereuter, and Ambassador Tom Simons, then US aid coordinator. Several new projects were initiated, including prospective collaboration in the Market Oriented Farm Support Activity program.

Impacts:

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.

II. Ukrainian Farmers' Association/American Farm Bureau Exchange

January 8, 1995 to January 25, 1995

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

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 shown at the AFB annual convention in January, 1995, the UN Conference on Women in Beijing and shown on Ukrainian national television. This exchange was a follow-on to these activities.

Mr. Shkarban and Ms. Khraptchoun began their training by participating, along with Vladimir Bashmachnikov, in the American Farm Bureau Federation annual convention in St. Louis, Missouri. 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 January 10, Mr. Shkarban addressed the full convention, an audience of 6,000, and described the state of private agriculture in Ukraine. He also attended a press conference where he answered questions regarding the relationship

between UFA and AFB.

Mr. Shkarban and Ms. Khraptchoun then 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 January 16. 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 the number of family farms flourishing in the United States.

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.

In Washington, Skarban spoke with 60 people at the Washington Agricultural Advisory Committee discussing the private farmers movement in Ukraine and visited the American-Ukrainian Committee, the Washington office of the American Farm Bureau and visited three members of Congress.

Impacts:

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. Additionally, he is actively involved in drafting legislation on cooperation and leasing.

Ms. Khraptchoun shared her experience with women leaders throughout Ukraine and arranged oblast level seminars entitled "Cooperatives: Organization and Management in the USA."

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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III. Ukrainian Women's Committee Exchange

February 17, 1995 to March 5, 1995

Participants:

Ekaterina Lukinichna Vadchenko, Private Farmer

Uliana Valerievna Koval, Private Farmer

Alla Alexeyevna Urash, Chair of the Farmers Union in Krutoyarovka, Odessa oblast

This exchange followed directly on the trip by Mr. Mykola Shkarban and Ms. Tatiana Khrapchoun to the American Farm Bureau annual convention. 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 were in the process of forming an official women's committee within the Ukrainian Farmers' Association.

The training program began with participation in the annual AFB Women's Committee meeting in Park Ridge, Illinois. The women attended business 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 Arkansas. There they were introduced to lobbying efforts, received an orientation to extension services at the University of Arkansas Rice Research and Experiment Station in Stuttgart.

They then traveled to South Carolina where they were hosted by Women's Committee. They visited several farming operations where they learned about the 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 an ostrich farm, the Utz potato chip plant in Hanover, Pennsylvania, and visited a local grocery store. They discussed local government issues with Donald 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.

Impacts:

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.

IV. Podderzhka/Nationwide

April 30, 1995 to May 12, 1995

Participants: Evgeny Salishchev, General Director of the Tula Branch
Tatiana Tatarchuk, Director of the Perm Branch
Zinaida Vorobyova, Director of the Chebokasary Branch

Nationwide Insurance provided a two week training course in agricultural insurance for three general directors of the Podderzhka Insurance Companies. Training focused on the overall structure of Nationwide Insurance and its relationships with affiliate companies.

The participants spent their first few days at Amalgamated Life in New York City where they received an introduction to third party administration and life insurance policies, a service which Podderzhka would like to begin providing. They then traveled to Farmland Insurance, a Nationwide affiliate in Des Moines, Iowa, where they discussed auto and equipment insurance policies, customer service practices, and the marketing and promotion of farm policies. While in Iowa, the group visited a farm cooperative and observed a simulated grain dust explosion.

The participants spent their second week at Nationwide headquarters in Columbus, Ohio. Training centered on claims adjustment, underwriting, and financial planning. In addition to working at headquarters, the participants visited the Nationwide Insurance Training Center, which provides courses for Nationwide employees from all over the country.

Impacts:

In general, the participants received a thorough and in-depth understanding of the U.S. insurance system and are actively applying the experience obtained during their trip to adapt the U.S. insurance system model to the local situation. Tatarchuk and Vorobyova have already opened several branches in the Perm and Cheboksary regions modeled after the U.S. system. Other direct impacts are:

- Participants installed computer equipment and networks to operate more efficiently and to create a statistical database similar to Nationwide's database;
- Participants will distribute catalogues received on the trip to each of the 40 branches of Podderzhka containing information on different types of risks and tariffs;
- Identified the need to establish a center similar to the Center for Advanced Training of Underwriters (center will probably be in Saratov or Volgograd);
- After learning about reinsurance, Podderzhka is now drafting plans to represent Russian reinsurance along the international system; and

- Podderzhka is considering creating a credit alliance, allowing Russia to join the World Credit Alliance, while the Perm Branch is planning to open a credit center for loans to the middle-class.

V. Women Leaders of AKKOR Exchange

September 6, 1995 to September 23, 1995

Participants: Antonia Tserenova, Deputy Chair of family-run cooperative
Rosa Klementieva, Deputy Chair of the Women's Committee, AKKOR
Vera Ivanschenko, Chair, Zvoyozdochka Interfarmer's Cooperative, and private farmer

The objective of the exchange was to provide organizational background for the further development of the women's committees within the Russian Federation by studying the American Farm Bureau Women's Committee system and to enhance the understanding of American agriculture. The three participants visited the women's committee of the state farm bureau in New Mexico, Indiana, and New Jersey and focused on the leadership of women in business and agriculture as well as the development of an active women's committee in a state farm bureau.

In New Mexico, the women visited several women-owned farms and businesses and spent time at the New Mexico Farm Bureau headquarters. They learned about extension services at the State Landgrant University of New Mexico and visited the Albuquerque Production Credit Association, a privately held farmer's credit bank, to learn about credit unions and the benefits to farmers.

In Indiana, the trio attended a Howard County Farm Bureau meeting before meeting with the Indiana Farm Bureau Women's Committee to discuss the committee structure and activities (such as farming in the classroom, videos, safety and health, and children's television) and methods of fundraising. In addition to visiting several farms, they also attended a district meeting of the women's committee and traveled to a cooperative for a discussion on the successful implementation of cooperatives in the US.

In New Jersey, the group met with the New Jersey Farm Bureau Women's Committee to discuss fundraising and farm bureau operations. They also visited the Burlington County Extension Office to discuss the responsibilities and functions of the state-wide extensions offices.

Impacts

This program is designed as a follow-on to an exchange trip by 3 members of the American Farm Bureau Women's Committee to the Fourth Annual Russian Farmer's World Fair in St. Petersburg, Russia. In general, the participants received an understanding of the role and effectiveness of the American Farm Bureau Women's Committee at the local and national levels. They also received an in-depth look at the US agriculture system, from planting and production to processing and marketing products. Other impacts include:

- Realized effectiveness of local group involvement in resolving local and national issues for determining policy;
- Learned that the American Farm Bureau works with banks and insurance companies to help farmers;
- Learned about 4-H organization for youths;
- Tsernova lobbied the Kalmekian Parliament to introduce methods for environmental preservation and prevention of top soil erosion based on observations in New Mexico.
- Tsernova is attempting to re-introduce sheep production in Kalmekia as a method of viable, sustainable pasture management.
- Tsernova introduced drip irrigation systems and black sun-screens for greenhouses after visit to US.
- Ivashenko designed sow gestation crates for new swine barn using measurements from an Indiana Farm. Expected to increase growth rates, labor efficiency and productivity.
- Ivaschenko spoke on the Belgorod radio concerning land ownership issues and was interviewed by "Cattle Breeder" magazine. (Her interview will be published in November 1995 entitled "American Warmth Kindling in Russians.")
- Klimentova changed AKKOR Women's Committee charter to create subcommittees on charity work, children's issues, rural social services, farm family and maternity issues.
- Increased the delegation of responsibility among women's committee members.
- Introduced methods to ensure a balanced budget for the committee, including membership dues and fundraising activities.
- Increased the self-esteem of participants and awareness that they are as competent as US counterparts.

VI. Leaders of Regional Farmer's Association to Texas Farm Bureau Exchange
September 2, 1995 to September 15, 1995

Participants: Sergei Schnyakin, accountant for "Krasnaya Zarya" private cooperative
Anatoli Shubkin, president of "Krasnaya Zarya" private cooperative
Alexei Starozhenko, member of private cooperative farm, former agronomist
with area collective farm.

The objective of this trip was to train private farmers in state and county farm bureau operations and to familiarize them with the benefits and production methods of private farmers in the United States. This trip was originally planned for the Krasnodar regional leaders of AKKOR. However, due to a change in the Krasnodar AKKOR leadership at the time of the scheduled exchange trip, it was recommended that CNFA bring three private

farmers who serve as leaders in the region and whose farms serve as model private farms.

The training for the three farmers differed from that received by the members of the AKKOR Women's Committee in its focus on county farm bureau operations, the historic evolution of the modern US farm, and cooperative building. Also, because the participants were private farmers, there were several visits to dairy, beef cattle, hog, wheat, sorghum and cotton farms.

The farmers visited four counties in Texas, attending county farm bureau meetings in three (Burleson, Terry, Tom Green) and met personally with the president of each county farm bureau. Additionally, the drivers for the trip were field directors from the State Farm Bureau, who briefed the farmers during the considerable amount of time spent on the road on Texas agriculture, the development of cooperatives, county and state farm bureau operations Texas agriculture, and the evolution of the US private farm.

The farmers also spent a half day at the Texas Farm Bureau headquarters receiving training on state farm bureau organizational structure and operations. They also spent 3 days with the Texas Farm Bureau Young Farmer and Rancher Agricultural Tour visiting the Fort Worth commodity exchange, several farms, and learning about the structure of the Young Farmers organization.

Significantly, the farmers spent half of their stay with Farmer-to-Farmer volunteers who had either directly worked with the Krasnodar farmers or on assignments in the Krasnodar region. This served to personalize the training and helped the Krasnodar farmers to quickly see the potential affects of the training in their region.

Impacts:

In general, the participants received a thorough and in-depth understanding of the Texas agriculture system and the operations of the Texas Farm Bureau at the county and state level. This program was designed with a follow-on Farmer-to-Farmer Agribusiness Volunteer assignment by a member of the Texas Farm Bureau whom the participants met in Texas, resulting in immediate impacts based on understandings reached during the reverse exchange (see impacts 1 - 4 below).

- "Krasnaya Zarya" cooperative farm of 20 farmers expects to improve harvesting efficiency by 75% by filling trucks while harvesting, rather than stopping to load, and by building additional storage facilities;
- "Krasnaya Zarya" cooperative farm of 20 farmers expects to improve chances of receiving bank loan at lower interest rate by maintaining complete records to demonstrate history of profitable operations;
- After visit to Texas cattle operations, Shubkin and Schnyakin will feed sorghum to cattle to increase protein intake;
- Starozhenko will maintain 1-acre cotton test plot using techniques and knowledge gained in Texas and from FTF volunteer, including problems to expect, methods of controlling plant height and improved cultivation techniques;
- Learned about the structure of co-ops and the benefits of membership; and
- Learned about farm bureau operations and member services.

QUESTIONNAIRE SUMMARY

Overall, 71% of the respondents benefitted "a great deal" from the reverse exchange, while 45% utilized their experience "a great deal" in their organization. Significantly, 100% of the respondents felt that the training enhanced their professional capability "a great deal" and 93% applied what they learned in training others "a great deal."

Additionally, 86% of the respondents remained in their current job or were promoted. CNFA selected primarily leaders of national or regional farm associations or senior management in private Russian corporations, accounting for the high rate of job stability among participants. Respondants maintain contact with 41 US organizations and 570 individuals. (NOTE: The number of individuals probably includes people met during the stay in the US. The Russian in the questionnaire asks for the organizations or individuals contacted.)

Almost two-thirds of the respondents conducted seminars or meetings based on their reverse training with over 50 colleagues upon their return to the NIS, with 93% of respondents training over 25 colleagues.

Finally, as a result of reverse training, over two-thirds of the respondents reported working to change policies at the organizational level and about 30% work at the national level to implement changes.

NOTES ON THE QUESTIONNAIRE NUMERICAL BREAKDOWN

The percentage column of each category is based on the total number of respondents, with the "Total percentage" based on the sum of the each column's total.

Questionnaire Results

1) How useful was your training experience in the US? How do you think you benefitted from the program in these areas?

	None	%	A Little	%	Great Deal	%
<i>Enhanced professional capability</i>	0	0%	0	0%	15	100%
<i>Career Advancement</i>	4	27%	8	53%	3	20%
<i>Increased self esteem</i>	2	13%	6	40%	7	47%
<i>Professional Contacts</i>	0	0%	2	13%	13	87%
<i>Observing Mkt. Econ. at work</i>	0	0%	1	7%	14	93%
<i>Other</i>	0	0%	0	0%	3	20%*
TOTAL:	6	8%	17	23%	52	69%

* "Other" included the relationship between farm bureaus and insurance companies, learning about lobbying by the AFB's Women Committee and increasing stature of AKKOR.

2) How did you apply what you observe/learned in training to your organization/job?

	None	%	A Little	%	Great Deal	%
<i>Mgt. of project, office, decision, or co.</i>		0%	10	67%	8	53%
<i>Initiation of new project or services</i>	3	20%	8	53%	4	27%
<i>Improved operational procedures, programs or svcs.</i>		0%	4	27%	11	73%
<i>Influence or make policy</i>		0%	8	53%	7	47%
<i>Train others (workshops, job-training, etc.)</i>		0%	2	13%	13	87%
<i>Participate in research activities</i>	11	73%	3	20%	1	7%
<i>Not returning to specific organization/job</i>	13	87%	1	7%	1	7%
<i>Other</i>	2	13%		0%	1	7%
TOTAL:	29	26%	36	32%	46	41%

3) How many US organizations/individuals have you maintained contact as a result of your training program?

	Organizations	Individuals
Total Number:	41	570

4) With how many colleagues have you shared the knowledge gained as a result of your training program?

None	1-10	11-25	26-50	over 50
0	1	0	4	9

5) In what ways have you affected policy changes as a result of your program training?

	Input into Decisions		Make Decisions		Implement Decisions		Analyze Decisions	
		%		%		%		%
<i>Organizational</i>	12	80%	11	73%	11	73%	8	53%
<i>Community/City</i>	7	47%	2	13%	5	33%	4	27%
<i>Regional</i>	5	33%	2	13%	2	13%	2	13%
<i>National</i>	6	40%	5	33%	5	33%	3	20%
<i>Others</i>	2	13%	2	13%	2	13%	1	7%

RECOMMENDATIONS FOR PROGRAM DIRECTION

Used in conjunction with partnerships formed under the FTF program, short-term training visits (2 weeks) worked well for the five trips involving association leaders and senior managers where specific topics or organizational functions and structures were the main objective of the training. In each case, the participants received both an in-depth look at the organization and a broader background in US insurance or agriculture. FTF volunteers who visited a project after a reverse training trip reported increased understanding of US methods and technology as well as an increased willingness to implement volunteer suggestions.

In the future, long-term visits (3-9 months) should be utilized for trips by private farmers, allowing participation from planting to harvest.

ATTACHMENTS

The questionnaires are arranged according to the dates of the reverse trip.

NIS Exchange and Training Project
Follow-up Questionnaire

Tatiana Khripchenko
Ukrainian Financial Association
A-3 E-2

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	great deal	An opportunity to learn management in social organizations
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	none	
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	great deal	
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	
b. Initiation of new projects or services	a little	
c. Improved operational procedures, programs or services	a little	
d. Influence or make policy	a great deal	
e. Train others (workshops on-the-job-training, etc)	a little	
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.	none	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Nevada Farm Bureau (NFB)	Information assistance in administering farmers associations
Barbara Curti, NFB President	Personal information assistance
Marta Hirniak-Vojevidska (Ukrainian) Nevada	Information assistance pertaining to women's movement
b. Total number of US Organizations/ Individuals with whom you have maintained contact: 23 organizations	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 - b. 1-10
 - c. 11-25
 - d. 26-50
 - e. over 50
- Example(s): a) interviews with local media;
 b) speeches addressed to rayon farmers associations
 c) speeches addressed to staff in the enterprises of the town (three);
 d) arrangement of the seminar in Oblast F.A.: "Cooperatives: organization & management in USA"

5. В каком отношении и в каком масштабе Вы смогли повлиять на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решений	Принятие решения	Внедрение решений	Анализ решения
а. в масштабе организации	X	X	X	X
б. в масштабе района/города	X		X	
в. в региональном масштабе				
г. в масштабе страны				
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных стратегических перемен в перечисленных выше направлениях.

After returning from U.S., there was established a social organization "Assoc-n of Women in Ag. Business in Western Re-

6. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

gion of Ukraine"

Before going to U.S., participants should be provided with information re U.S. agricultural legislation.

*Tatiana Khraptchan
Volyn Oblast
travelled to U.S. Jan-95.*

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	Draft Bill on Cooperatives
b. Initiation of new projects or services	a little	women's farmers movement
c. Improved operational procedures, programs or services	a little	
d. Influence or make policy	a great deal	Elaboration of ag. development program
e. Train others (workshops on-the-job-training, etc)	a great deal	Seminars
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.		
h. others (be specific)		

3. With how many U.S. organizations/Individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or Individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or Individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
AFBF, Kansas F.B. Nevada F.B, Illinois F.B. etc.	permanent
Farmers Coopera- tives, Co-organi- zations, Land-o-Lake	on & off
VOCA, CNFA, Embassy Staffs	permanent
b. Total number of US Organizations/ Individuals with whom you have maintained contact:	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s): Seminars,
media,
personal contacts

5. В каком отношении и в каком масштабе Вы смогли подлить на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решения	Принятие решения	Внедрение решения	Анализ решения
а. в масштабе организации				
б. в масштабе района/города				
в. в региональном масштабе				
г. в масштабе страны	X	X	X	X
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных стратегических перемен в перечисленных выше направлениях.

6. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

Participating in elaboration of Ukr. Ag. Development Program extended to 2005.

Participating in elaboration of the Draft Laws (Bills) on Cooperatives, Leasing.

M. Shkarban,
Ukr. Farmers Association President

U. Koval

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Pig farms' technologies, hog-confinements, fishery farm technologies
b. Career advancement/better job opportunities	a little	An opportunity to establish a women's farmers committee
c. Increased self esteem/prestige	a great deal	I relate the story of U.S. trip to many people.
d. Professional contacts/linkages	a great deal	She Facilitated production of mint & extraction of mint oil.
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

U. Koval

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	
b. Initiation of new projects or services	none	
c. Improved operational procedures, programs or services	a great deal	
d. Influence or make policy	a little	
e. Train others (workshops on-the-job-training, etc)	a great deal	Visitings/meetings with people
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.	a little	There're certain plans for future
h. others (be specific)		

U. Koval

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Leona Dell's farm, South Carolina	Informational aid
Patricia Baldwin's farm, Ohio	Informational aid
Martha Ahrent's farm, Arkansas	Informational aid
b. Total number of US Organizations/ Individuals with whom you have maintained contact: > More than 20.	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s): 1) Lectures in local farmers associa-
tions
2) Lecture at school.

5. В каком отношении и в каком масштабе Вы смогли повлиять на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решений	Принятие решения	Внедрение решений	Анализ решения
а. в масштабе организации	X	X	X	X
б. в масштабе района/города				
в. в региональном масштабе				
г. в масштабе страны				
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных

стратегических перемен в перечисленных выше направлениях.

- 1) raising young calves; 2) modifications in sprayers;
3) raising hogs with regard of U.S. methods.

- б. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

A large & interesting program.
It would be real good if a Ukrainian expert (e.g. hog-grower) visits with U.S. partner(s) specialized in the same as his/her specialty.

Uliana Koval,
visited U.S. in Feb.-95.

K. Vadchenko

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	Intentions to build up a farm similar to a U.S. farm
b. Initiation of new projects or services	a little	Introduction of new varieties of crops
c. Improved operational procedures, programs or services	a great deal	Usage of completely new agrotechniques in raising farm crops
d. Influence or make policy	a little	
e. Train others (workshops on-the-job-training, etc)	a great deal	Lectures, seminars, discussions
f. Participate in research activities	a great deal	Approbation of 26 varieties of crops brought from U.S.: cucumbers, tomatoes, potatoes, cabbages, watermelons,
g. Not returning to a specific organization/ job.	none	melons, corn, soya.
h. others (be specific)		

R. Vadchenko

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Marta Ahrent's farm Arkansas	Informational assist aid
Betty DeWitt's farm, South Carolina	Informational aid
Leona Dell's farm, Maryland	Informational aid
b. Total number of US Organizations/ Individuals with whom you have maintained contact: <i>More than 10</i>	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):
 a) Lectures: in high school, technical school, in City Executive Committee, for leaders of kolkhozes;
 b) Discussions with acquaintances, & non-acquaintances who express extraordinary concern in U.S.A., discussing issues with me as the person who witnessed U.S. way of life & U.S. Agribusiness.
 c) interviews & articles in media (still going on)

K. Vadchenko

5. В каком отношении и в каком масштабе Вы смогли повлиять на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решений	Принятие решения	Внедрение решений	Анализ решений
а. в масштабе организации	X	X	X	X
б. в масштабе района/города	X			X
в. в региональном масштабе				
г. в масштабе страны				
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных стратегических перемен в перечисленных выше направлениях.

No significant changes

6. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

This kind of cooperation is the only way to help us. It is important for us.

Amazing program!

A number of participants from Ukraine should be larger, while 3-4 days ^{of trip} in U.S. is enough to get familiar with U.S. Ag. business.

There are many people willing to go to U.S. on their own cost & to work at U.S. farms for a certain period.

*K. Vadchenko,
visited U.S. in
Feb. - 95,*

Yuri Volovik
Podderzhka Insurance Company

Программа обмена и подготовки специалистов из СНГ
Сводная анкета

1. Насколько полезен оказался для Вас опыт учебы в США? Что с Вашей точки зрения было самым ценным результатом программы обучения в каждой из следующих областей? Для каждой области напишите пожалуйста "никак, отчасти, весьма" во втором столбце. В третьем столбце можно поместить Ваши комментарии или примеры того, как Вамгодились полученные знания в соответствующей области.

Область	Насколько опыт оказался полезен (никак, отчасти, весьма)	Комментарии и примеры
а) Повышение квалификации	absolutely	US experience in insurance field is very interesting. The infrastructure is far more advanced.
б) Улучшение карьерной перспективы / возможность повышения по службе	in a way	ie. I take the highest position in the industry
в) Возросшее самоуважение, престиж	absolutely	This trip convinced me in overall perspective of insurance business
г) Увеличение числа профессиональных контактов, связей	absolutely	established good contacts with leaders of several insurance comp.
д) Возможность наблюдать рыночную экономику в действии	absolutely	The observation was rather superficial due to lack of time
е) Другое (уточните)		

2. Как Вы применили на своей работе приобретенные Вами за время программы знания в каждом из следующих родов деятельности? Для каждого рода деятельности напишите пожалуйста "никак, отчасти, весьма" во втором столбце. В третьем столбце можно поместить Ваши комментарии или примеры того, как Вамгодились полученные знания в соответствующем роде деятельности.

Род деятельности	В какой степени Вы смогли применить полученные знания (никак, отчасти, весьма)	Комментарии и примеры
а) Управление проектом, офисом, предприятием или проведение решения в жизнь	in a way	The more under developed insurance structure but know ledge helped to work it out
б) Запуск нового проекта или внедрение услуги	in a way	The company and industry working with the project of mutual insurance society
в) Совершенствование производственного процесса, программы или услуги	in a way	
г) Разработка стратегии или влияние на политику	absolutely	working out the plan to strengthen the connection between insurance and other
д) Подготовка кадров (семинары, производственная практика, и т.д.)	absolutely	conducted in July two joint workshops on insurance started work on creation
е) Участие в исследовательских изысканиях	no way	at the centre for insurance work at "Poddierzka"
ё) Вы не вернулись на свое предприятие	-	
е) Другое (уточните)	-	

3. Укажите число американских организаций и/или лиц, с которыми Вы поддерживали связь в результате этой учебной программы. Этот вопрос состоит из двух частей. В разделе "а" назовите не более трех американских организаций и/или лиц, с которыми Вы поддерживали наиболее тесную связь после окончания программы, а в правом столбце этого раздела вкратце опишите характер связи. В разделе "б" укажите общее число американских организаций и/или лиц, с которыми Вы хоть как-то контактировали в результате учебной программы.

а. Американские организации и/или лица, с которыми Вы поддерживали наиболее тесную связь	
Название организации или фамилия корреспондента	Характер связи
1) Nationwide Mutual Ins Company in Columbus, Ohio	close, business relations on exchange of experience
2) CPA - Geny. W. Beach in Washington, D. C.	the exchange of delegations, joint workshops
3) Farm Land Ins Company in Iowa, Mr. Bucka Lew	
б. Общее число американских организаций и/или лиц, с которыми Вы поддерживали связь: 3 organisations, around 200 people	

4. Укажите число коллег, с которыми Вы поделились знаниями, полученными во время учебной программы (заполните только один пробел и приведите пару примеров):

- а) ноль
 б) 1 - 10
 в) 11 - 25
 г) 26 - 50
 д) свыше 50

Пример(ы):
 1) employees of the company
 2) managers of companies, included into holding.

(Volovik).

5. В каком отношении и в каком масштабе Вы смогли повлиять на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решений	Принятие решений	Внедрение решений	Анализ решений
а. в масштабе организации	✓	✓	✓	
б. в масштабе района/города				
в. в региональном масштабе	✓			
г. в масштабе страны	✓	✓	✓	
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных стратегических перемен в перечисленных выше направлениях.

1) managed to prepare Decree with AICOR a joint decision of the government of Russian Federation on Governmental Support for Farmers' Insurance Companies

6. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

2) to prepare proposal on strengthening relationships between AICOR and insurance organisations with account for US experience.

Suggestions

on strengthening relationship between farmers' insurance companies and the private farming movement and the peasants' self-management organizations.

Farmers insurance companies constitute a part of the private farming movement in Russia and conduct pro-AKKOR policy aimed to strengthen the farm groups and their self-management organizations.

The farmers' insurance company named "Podderzhka"(Support) was established in 1991 and has been playing a useful role in creation and development of voluntary insurance for farmers. As a holding, it took part in creation of over 40 farmers' insurance companies and affiliates in various regions of Russia. Currently the farmers' insurance companies provide insurance coverage on voluntary terms for about 10 % of the number of private farms in Russia by offering them a broader range of insurance services including: crops insurance, animal and implements insurance, property insurance, health insurance, financial risk insurance and etc.

By acting as the holding of insurance companies Podderzhka could conduct a coherent policy in the field of farmers' insurance and support for local peasants' self-management organizations, which facilitated training of insurance companies' staff, licensing their activities, their ultimate survival and controllable market situation under ever aggravating financial conditions around painful private farming development.

This coherent collaboration between AKKOR and Podderzhka made it possible to draft the Governmental Decree on Financial Support for Farmers' Insurance Companies.

To fulfil the above mentioned Governmental Decree and to attempt the need for strengthening the farmers' insurance companies and their relations with the private farming movement, such as AKKOR in particular, it is our pivotal task to undertake the following steps:

1. Attracting new farmers into AKKOR membership with obligatory payment of entry and membership dues by offering the greater number of insurance services to farmers on privileged terms.
2. Selling the shares of farmers insurance companies to AKKOR members only.
3. Sponsoring support for peasants' self-management organizations at the local and federal levels by the means coming from farmer support fund raised through profit sharing of all insurance companies.
4. Recruiting insurance representatives and agents from the leadership of farmers' associations by providing agent commission fee from the policies sold by them.
5. Strengthening the Podderzhka holding company by putting the government shares of the central office to trust management by Russian Farmer fund and likewise of the regional offices to trust management by the central office.

6. Conducting a unified investment and reinsurance policy within the holding company.
7. Organizing the work with the government funds allocated for control share participation in the farmers' insurance companies, by paying those shares from insurance company profits and transferring the stock to the regional AKKOR gratis.
8. Implementing the transition from Holding form to mutual insurance society with the leading role reserved for AKKOR on the completion of the process of selling insurance companies shares to the farmers and their organizations as well as settling the accounts with the government.
9. Cooperating closer with farmers' banks.

Salischev
Podderzhka

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	
b. Career advancement/ better job opportunities	a little	
c. Increased self esteem/prestige	a great deal	
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

Salischev

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	
b. Initiation of new projects or services	none	
c. Improved operational procedures, programs or services	a great deal	
d. Influence or make policy	a little	
e. Train others (workshops on-the-job-training, etc)	a great deal	
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.		
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact

b. Total number of US Organizations/ Individuals with whom you have maintained contact: 4

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s): co-workers of the company

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational				
b. Community/City				
c. Regional	X			
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

6. Please share any other observations you wish.

Chuvashia
Podderzhka Director
Nationwide Trip

Программа обмена и подготовки специалистов из СНГ
Сводная анкета

1. Насколько полезен оказался для Вас опыт учебы в США? Что с Вашей точки зрения было самым ценным результатом программы обучения в каждой из следующих областей? Для каждой области напишите пожалуйста "никак, отчасти, весьма" во втором столбце. В третьем столбце можно поместить Ваши комментарии или примеры того, как Вам пригодились полученные знания в соответствующей области.

Область	Насколько опыт оказался полезен (никак, отчасти, весьма)	Комментарии и примеры
а) Повышение квалификации	absolutely	A new outlook towards all the insurance and organizations issues
б) Улучшение карьерной перспективы /возможность повышения по службе	in a way	I've seen what real insurance company looks like
в) Возросшее самоуважение, престиж	in a way	I will go on with my studies on insurance
г) Увеличение числа профессиональных контактов, связей	absolutely	I haven't called up, ins companies yet but intend to do so soon.
д) Возможность наблюдать рыночную экономику в действии	absolutely	Not enough time to receive answers to all the questions
е) Другое. (уточните)	absolutely	Very useful to look inside how farm bureaus and insurance companies work to get there.

Vorobyova

2. Как Вы применили на своей работе приобретенные Вами за время программы знания в каждом из следующих родов деятельности? Для каждого рода деятельности напишите пожалуйста "никак, отчасти, весьма" во втором столбце. В третьем столбце можно поместить Ваши комментарии или примеры того, как Вамгодились полученные знания в соответствующем роде деятельности.

Род деятельности	В какой степени Вы смогли применить полученные знания (никак, отчасти, весьма)	Комментарии и примеры
а) Управление проектом, оффисом, предприятием или проведение решения в жизнь	absolutely	I lead my business now taking note of US experience
б) Запуск нового проекта или внедрение услуги	absolutely	Working out the details of work with local AKKOR.
в) Совершенствование производственного процесса, программы или услуги	absolutely	Working on developing network in republic (Chuvashya)
г) Разработка стратегии или влияние на политику	absolutely	Working on support to farmers by government of Chuvashya
д) Подготовка кадров (семинары, производственная практика, и т.д.)	absolutely	Need to create the regional centre for staff training in insurance
е) Участие в исследовательских изысканиях	not at all	
ё) Вы не вернулись на свое предприятие	I returned	
е) Другое (уточните)		

Vorobyova

3. Укажите число американских организаций и/или лиц, с которыми Вы поддерживали связь в результате этой учебной программы. Этот вопрос состоит из двух частей. В разделе "а" назовите не более трех американских организаций и/или лиц, с которыми Вы поддерживали наиболее тесную связь после окончания программы, а в правом столбце этого раздела вкратце опишите характер связи. В разделе "б" укажите общее число американских организаций и/или лиц, с которыми Вы хоть как-то контактировали в результате учебной программы.

а. Американские организации и/или лица, с которыми Вы поддерживали наиболее тесную связь	
Название организации или фамилия корреспондента	Характер связи
"Nation wide Insurance"	
Pat Roberts	Seminar classes.
б. Общее число американских организаций и/или лиц, с которыми Вы поддерживали связь: 3	

4. Укажите число коллег, с которыми Вы поделились знаниями, полученными во время учебной программы (заполните только один пробел и приведите пару примеров):

- а) ноль
 б) 1 - 10
 в) 11 - 25
 г) 26 - 50
 д) свыше 50

Пример(ы):

- 1) shared my knowledge with coworkers from insurance companies of "Podderzhka" system
- 2) shared my knowledge with coworkers from my insurance company and at the meeting of insurers of Chuvashia.

Voro Byova

5. В каком отношении и в каком масштабе Вы смогли повлиять на решение стратегических вопросов в своей области в результате нашей учебной программы?

	Вклад в принятие решений	Принятие решений	Внедрение решений	Анализ решений
а. в масштабе организации	К	К	К	К
б. в масштабе района/города	К			К
в. в региональном масштабе	К			
г. в масштабе страны	К			
д. в других отношениях				

Пожалуйста, приведите несколько примеров значительных стратегических перемен в перечисленных выше направлениях.

- 1) Closer relationship with AKKOR and farmers.
 - 2) Take part in developing government programs on support to farmers and insurance companies.
6. Мы будем благодарны за любые другие замечания и предложения по нашей программе.

Vorobyova

Tatiana Tatarchuk
 Podderzhka (Perm)
 Director / Nationwide Trip

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Learned a lot of really new things for us about reinsurance and the system of reinsurance. The system of agencies that functions as underwriters.
b. Career advancement/ better job opportunities	none.	Being a Director of the company I do not expect any kind of growth.
c. Increased self esteem/prestige	a little	It surely helped to increase my self esteem with all that knowledge that I acquired in the U.S.
d. Professional contacts/linkages	a great deal	The trip was really helpful in establishing new contacts with the American colleagues in Columbus, Madison, Des Moines.
e. Observing a market economy at work	a great deal	The whole country (the U.S.) is a good example of a market economy at work.
f. Other (be specific)		I was greatly impressed by visiting World Credit Alliance headquarters in Madison and the Center

for Advanced Training of Underwriters and other Insurance experts. Learned a great deal about different types of insurance: life insurance (NY), farmers' insurance (Des Moines) etc.

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a great deal	we are trying to install more computer equipment, to create statistical database similar to nationwide.
b. Initiation of new projects or services	a great deal	Together with the central Podderzha office we keep working on establishing Training Center for insurance employees.
c. Improved operational procedures, programs or services	a great deal	Planning to open a credit center for giving loans to Russia's middle-class people.
d. Influence or make policy	a great deal	Have our own voice in influencing the policy of the Central Podderzha office
e. Train others (workshops on-the-job-training, etc)	a great deal	I conducted 2 seminars for the office staff and the staff of our local offices on.
f. Participate in research activities	none	Underwriter Selection Standards and Mutual Insurance
g. Not returning to a specific organization/ job.	I am back to my office	and will continue working with my company.
h. others (be specific)		

Tatiana
Talarchuk

5. In what ways have you affected policy change as a result of your program training?

	Input Into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	yes	yes	yes	yes
b. Community/City	yes			
c. Regional	yes			
d. National	yes			
e. others				

Please describe some key examples of the types of policy changes noted above.

Our branch actively participate in developing relations with ~~SKKOR~~ private farmers' association and support Government programs related to farmers and their insurance. ~~World~~

6. Please share any other observations you wish.

Planning to achieve the international level. In developing reinsurance activities.

Tatiana Tatarchik
Perm Podderzhka Insurance

US trip
 Sept. 6, 1995 - Sept. 28

KVza Klimenteva
 Deputy Chairman
 AKKOR Women's Committee

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	I have learnt a lot about the AFB Women's Committee structure and activities. we are going to use much of what we learnt here in Russia
b. Career advancement/better job opportunities	a little	I have been promoted to the position of Farmers' Social Services Dept. Chief
c. Increased self esteem/prestige	a little	Many people are interested in visiting and talking to me because the information about the Am. farmers' life is really what they want to know
d. Professional contacts/linkages	a great deal	I had an opportunity now to see market economy works in real life - wholesale markets, auctions, cooperatives, trade agreements.
e. Observing a market economy at work	a great deal	
f. Other (be specific) Lobbying by the AFB's Women's Committees	a great deal	I have learnt a lot about the relations and interaction of the Women's Committees with the Farm Bureaus & attended several of their meetings in the states and the countries.

I visited the Production Credit Association in Albuquerque, I had a meeting with the Vice President of the State Land Grant University of New Mexico during which we discussed several agricultural topics.

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a great deal	I have already started applying the knowledge that I got in the U.S. in our Women's Committee activities
b. Initiation of new projects or services	a great deal	here in Russia, e.g. I made several amendments in the Women's Committee Charter which were adopted by the Women's Committee Council
c. Improved operational procedures, programs or services	a great deal	Soon after I came back from the U.S. I held a meeting of the Women's Committee members during which I told about the my trip to U.S. Several
d. Influence or make policy	a great deal	Committees were formed and people responsible for their activities adopted e.g. Child's Care, Health Care, Social Services, etc
e. Train others (workshops on-the-job-training, etc)	a great deal	Women's Com. is going to conduct a seminar dealing with Women's Leadership in the Farmers' Movement
f. Participate in research activities	so far none	
g. Not returning to a specific organization/ job.	I am still working with the AKBOR U.S.	
h. others (be specific)	a great deal	W.C. is looking for the opportunities and the best ways of fund raising. After the trip I came to the conclusion that enriched with all the impression

and knowledge I got in America, we can do a great deal in this country. We are glad to feel and have actual support on the part of the AKB Women's Committee

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Linda Reinhardt, President of the AFB Women's Committee	meetings during the 6th AAFOP Congress
Nancy Frazier, Tracy Slaybaugh-Mitchell, CNFA VOCA	Personal contacts and meetings during the 6th AAFOP Congress, at the conferences of the (Women's) Committee, consultations
b. Total number of US Organizations/ Individuals with whom you have maintained contact: <i>over 400, including AFB members, farmers of different countries, university people, women's committees members in New Mexico, New Jersey and Indiana, American families fairs and auctions participants.</i>	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

- I've got an invitation to take part in the scientific conference "Farmers Living Near Reservoirs and Their Problems"
- Being an expert in agriculture and having a 6-year working experience with the Dept. of Agriculture I organized a meeting with my former colleagues and made a presentation about my trip to the US.
- After the trip to the US I and the members of the Women's Committee

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	yes	yes	yes	yes
b. Community/City	yes	yes	yes	yes
c. Regional	yes	yes	yes	yes
d. National	yes	yes	yes	yes
e. others	yes	yes	yes	yes

Please describe some key examples of the types of policy changes noted above.

6. Please share any other observations you wish.

- 1) *PKKOR Women's Committee would like to know more about the Young Farmers' Movement and how to promote it.*
- 2) *I am grateful to the American women Maxine Bell, Martha Ahrent and Lori Hughes for conducting seminars on the Women's Committee Structure and Activities, Farmers' Lobbying and Young Farmers issues. The knowledge we got thanks at to those seminars we can put in our activities.*
I am really grateful to the US AID.

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- 3) *Women's Committee members are really concerned about orphans and orphanage in this country. We would like to*

US Trip
 Sept. 6, 1995 -
 Sept. 28

Antonina Iserenova
 AFB/JARKOR Women's Committee
 Project

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Gained more knowledge & experience in agricultural field, especially in vegetable growing. Learned much about the day-to-day activities of the Am
b. Career advancement/better job opportunities	none	Women's Committee, its structure.
c. Increased self esteem/prestige	a great deal	Feel myself more competent which allows me to help my husband who is the member of the Kalmykian parliament
d. Professional contacts/linkages	a great deal	I have got a lot of professional contacts with Women's Committees of New Jersey, New Mexico and Indiana.
e. Observing a market economy at work	a great deal	A nice and well planned program of our visit to the US gave us the best opportunity to observe what a market economy
f. Other (be specific)		really is and how it works (we visited a lot of stores, farms, plants, markets in 3 states of the

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a great deal	I am trying to introduce some new technological methods on my farm, i.e. drip irrigation system for greenhouses
b. Initiation of new projects or services	a great deal	I would like to revive a local sheep breed that graze without ruining pastures.
c. Improved operational procedures, programs or services	a great deal	I am going to use black screens in the greenhouses on my farm to prevent direct sunlight.
d. Influence or make policy	a great deal	I actively participate in the work of the Environmental Protection Group of the Palmyrian Parliament
e. Train others (workshops on-the-job-training, etc)	a great deal	I share my knowledge and new experience I'd acquired during the trip with my coworkers.
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.	I continue working on my farm as a Deputy Chief.	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Katie Wolfe, the Senator. (Indiana)	I met her during the meeting at the Indiana Farm Bureau office
Marcella Stumbler, a farmer Susie and Dan Anholt, farmers	visit to her farm visit to their farm
Paul Retner, a farmer Kenneth Bense, a farmer Grovott's family, farmers CNFA staff; excellent interpreters.	visits to the farms
b. Total number of US Organizations/ Individuals with whom you have maintained contact: Women's Committees of Farm Bureaus of Indiana, New Mexico and New Jersey. (3)	

Voice of America group; USAID officials and Congress members from NM, IN, and NJ.

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):

Trying to apply new technologies and methods of growing vegetables on my farm. Told to over 100 people working for my farm about the trip to the US, their ways of farm management, the onion, pepper, cranberry, pecan, nutmeg farms which I visited.

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	✓	✓	✓	✓
b. Community/City	✓	✓	✓	✓
c. Regional	✓	✓	✓	✓
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

Soon after the trip I applied to the Environmental Protection Dept. of the Kalmykian Parliament (Khural) to put on the agenda my project on soil preservation. Kalmykia is traditionally considered to be a risky cultivation zone.

6. Please share any other observations you wish.

I was really impressed by what I saw in the US. Thank you for the opportunity to visit your country and to share your time and experience with us. Everything was so well planned and organized.

*Antonina Tserenova
Kalmykian Farmer
DOLGAN private farm*

Vera IVASHCHENKO,
AFB/ARKOK Women's Committee
Project

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from this program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Raising pigs in small premises
b. Career advancement/better job opportunities	a great deal.	I has been promoted to be Director of a Beer Brewery Cooperative
c. Increased self esteem/prestige	a great deal	I have been receiving a lot of attention of the part of other people to what I am doing and trying to accomplish.
d. Professional contacts/linkages	a great deal	I got acquainted with many farmers in the US whom I am going to be in contact with. I also learnt a great deal.
e. Observing a market economy at work	a great deal	Observing a market economy at work. I am trying to use my experience in my own work.
f. Other (be specific)		

Vera IVASHCHENKO
 IFB/JAKOR Women's Committee
 Project

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a great deal	I have applied the methods of storing farm, organs at my own farm, tips which I know about during my trip to U.S.
b. Initiation of new projects or services	a little	I help the neighboring private farms when they need my consultation or assistance in how to plough land.
c. Improved operational procedures, programs or services	a great deal	Now I am trying to learn more about how to operate foreign equipment for househlds.
d. Influence or make policy	a great deal	I am very active as a member of the Landowners' Alliance.
e. Train others (workshops on-the-job-training, etc)	a great deal	I took part in several seminars.
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.		I am working on my own farm.
h. others (be specific)		

Vera IVASHCHENKO

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Farm Bureaus in New Mexico, Indiana and New Jersey Women's Committees of these EB	I attended their meetings and conferences
Citizens Network	people from Moscow & Washington offices. I attended the seminars conducted by Amer. volunteers
	during the World Russian Farmer Fair in St. Petersburg
b. Total number of US Organizations/ Individuals with whom you have maintained contact: 70 persons	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

1. Radio of the Belgorod Region, my interview for them;
2. Local Ag Department, Tax Inspection, Bank, Local Treasury and market.

Anatoly SHUBKIN
Sergei SHNYAKIN
Texas Farm Bureau
NIS Exchange and Training Project
Follow-up Questionnaire

Regional
Farmers Association

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	We've learnt a lot about cattle breeding.
b. Career advancement/better job opportunities	a little	
c. Increased self esteem/prestige	a little	
d. Professional contacts/linkages	a great deal	
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

Anatoly SHUBKIN
Sergei SHNYAKIN

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a great deal	Sanitary conditions on many cattle breeding farms have been improved.
b. Initiation of new projects or services	a little	considerably.
c. Improved operational procedures, programs or services	a great deal	Operational procedures on the local pig farms have been substantially improved.
d. Influence or make policy	a little	
e. Train others (workshops on-the-job-training, etc)	a great deal	
f. Participate in research activities	a little	
g. Not returning to a specific organization/ job.	we both	returned to our former place of work.
h. others (be specific)		

Anatoly SHUBKIN
Sergei SHNYAKIN

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Texas Farm Bureau Citizens Network	we would like to continue our business contacts
	with these organizations and the people we got to know in the US
b. Total number of US Organizations/ Individuals with whom you have maintained contact: a lot	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):

We conducted 1 seminar, a meeting. We spoke personally to many people.

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	yes	yes	yes	yes
b. Community/City	yes		yes	
c. Regional				
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

6. Please share any other observations you wish.

We would like to continue our further cooperation on this program.

Alexander Starozhenko
Texas Farm Bureau

Regional Farmers Association

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	<i>a great deal</i>	
b. Career advancement/ better job opportunities	<i>a great deal</i>	
c. Increased self esteem/prestige	<i>to some extent</i>	
d. Professional contacts/linkages	<i>a great deal</i>	
e. Observing a market economy at work	<i>a great deal</i>	
f. Other (be specific)		

Alexander Starachenko
Texas Farm Bureau

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	<i>a great deal</i>	
b. Initiation of new projects or services	<i>a little</i>	
c. Improved operational procedures, programs or services	<i>a great deal</i>	
d. Influence or make policy	<i>a little</i>	
e. Train others (workshops on-the-job-training, etc)	<i>a great deal</i>	
f. Participate in research activities	<i>a little</i>	

specific organizational job.	<i>back to my own farm</i>	
h. others (be specific)		

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NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	none	
d. Professional contacts/linkages	a great deal	
e. Observing a market economy at work	a little	
f. Other (be specific)	a great deal	Strengthened image of AKKOR

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	
b. Initiation of new projects or services	none	
c. Improved operational procedures, programs or services	a little	
d. Influence or make policy	a little	
e. Train others (workshops on-the-job-training, etc)	a little	
f. Participate in research activities	none	
g. Not returning to a specific organization/ job.	none	
h. others (be specific)	none	

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
CNFA	
AFBF	
WAAC	
b. Total number of US Organizations/ Individuals with whom you have maintained contact:	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	a little	a little	a great deal	none
b. Community/City	none	none	none	none
c. Regional	N/A	N/A	N/A	N/A
d. National	a little	a little	a great deal	a little
e. others	a little	a little	a great deal	none

Please describe some key examples of the types of policy changes noted above.

6. Please share any other observations you wish.

Land O'Lakes

**NIS Exchange and Training Project
Follow-up Questionnaire Results**

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, please write "none", "a little" or "a great deal" in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

a. Enhanced professional capability

<u># Responses</u>	<u>Scale</u>
12	a great deal
2	a little
0	none
6	no response

Comments:

- I have learned about organization of farmer cooperatives' work.
- Theoretical course in agribusiness management was especially helpful.
- Presently, I use specific examples in my lectures.
- Lectures and hand-out on accounting were very helpful.
- In work with personnel and implementation of U.S. leasing principles.
- 1) I know your partners better now, 2) I learned about principles of Land O'Lakes' work.
- Increased work efficiency.
- Especially in the area of construction (manufacturing facilities and residential buildings).
- I improved the planning process on my farm.
- I expanded my knowledge in the area of marketing and management.

b. Career advancement/better job opportunities

<u># Responses</u>	<u>Scale</u>
2	a great deal
6	a little
6	none
6	no response

Comments:

- Upon success of the economic reform, I could be the head of a private agribusiness.
- My age, position and training experience in the U.S. allow me to be promoted.
- I remained a farmer.
- Enhanced skills.
- Agricultural administration of our region treats me negatively.
- I am now able to sell my products myself.
- I cannot talk about promotion. I made a choice to become a farmer and proved that only private ownership can make someone like me successful.
- I cannot be promoted, I am already a director.

c. Increased self-esteem/prestige

<u># Responses</u>	<u>Scale</u>
6	a great deal
7	a little
1	none
6	no response

Comments:

- My outlook and knowledge of a different economic system have expanded.
- A lot of people ask and I tell them about the U.S.
- The training made me believe that I could achieve a lot.
- I can envision the future of my business for 3-4 years ahead.
- My employees respect me more now.

d. Professional contacts/linkages

<u># Responses</u>	<u>Scale</u>
9	a great deal
5	a little
0	none
6	no response

Comments:

- Especially among colleagues in livestock production in the Trans-Carpathian region.
- Land O'Lakes training experience helps to expand the number of professional contacts.
- I am maintaining contacts with LOL office in Moscow.
- I work with U.S. experts who come here.
- I got to know the International Development Division staff.
- I am spending too much time at my farm, since I am a beginner.
- The number of professional contacts in the area has increased from 3 to 15 producers.
- A chance to be trained in the U.S. is given to very few people. I am very happy to have been selected for this training, and I share my knowledge with others.

e. Observing a market economy at work

<u># Responses</u>	<u>Scale</u>
10	a great deal
4	a little
0	none
6	no response

Comments:

- During the economic reform and general instability it is impossible to analyze economic activities.
- Visits to farms and plants were very helpful.
- It is better to see it once.
- I have seen a lot of examples of successful agribusiness organization.
- I could observe work at local farms, which gave me ideas about needs in follow-up training.

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- I could compare the economies of the U.S. and Ukraine.
- The government influences prices for ag products and help farmers.
- I am now able to do economic analysis considering the methods of process determination used in the area.
- No comment - everything we saw in the U.S. proves that the market economies have a lot of advantages.

2. Other

<u># Responses</u>	<u>Scale</u>
3	a great deal
0	a little
0	none
17	no response

Comments:

- I have prepared a thesis on U.S. farmers cooperatives.
- I would be helpful to learn how a farm should be organized and interact with governmental and non-governmental organizations.
- The most valuable result of the program of the trainees' exposure to market economy.

2. For each of the following activities, how did you apply what you observed/learned in training to your organization? For each activity, please write "none," "a little" or "a great deal" in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

a. Management of a project, office, decision or company

<u># Responses</u>	<u>Scale</u>
8	a great deal
6	a little
0	none
6	no response

Comments:

- I conduct a weekly planning process, using U.S. principles
- I am starting to organize an farmers cooperative "Niva".
- I stopped working on projects which could not be implemented.
- Working for a government organization does not yet allow to pursue personal business projects.
- I am able to write a business plan.
- I have implemented U.S. management and compensation principles.
- I was able to apply my experience in decision making in development of farming in our region.
- In the area of farm management.
- I wrote a mission for my business and defined goals.

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b. Initiation of new projects or services

<u># Responses</u>	<u>Scale</u>
4	a great deal
6	a little
4	none
6	no response

Comments:

- I am expanding the scope of service my business offers, including retailing (consumer goods and foods).
- We are working on a business plan to participate in the Ukraine Monetization Program.
- We introduced a new service of logistics management.
- I started to provide consulting services to farmers who need to solve their problems.
- I was able to expand activities of my business.
- We have developed new procedures for the Russian-American Humanitarian Program and a new set of documents.
- I opened a fish hatchery and a fish restaurant.
- I am applying new planning methods in my work.

c. Improved operational procedures, programs or services

<u># Responses</u>	<u>Scale</u>
4	a great deal
9	a little
1	none
6	no response

Comments:

- I am planning to install e-mail and computer network.
- I was not able to implement a lot, but I hope to do it in the future.
- We diversified the types of products we make.
- You could see it in my upcoming reports.
- Yes, we eliminated some unnecessary links in management of our business.
- I was able to apply my U.S. experience in development of farmers-related programs in our region.

d. Influence or make policy

<u># Responses</u>	<u>Scale</u>
1	a great deal
8	a little
5	none
6	no response

Comments:

- I am trying to think ahead.
- I am able to influence decision making in my business on the basis of economic analysis.
- I put together a presentation for the "Russian Farmer [Foundation]" staff.
- I was able to apply my U.S. experience in development of farmers-related programs in our region.

- I am promoting ag cooperatives.
- I do not have the means to do this.

e. Train others (workshops, on-the job-training, etc.)

<u># Responses</u>	<u>Scale</u>
8	a great deal
3	a little
3	none
6	no response

Comments:

- Together with 2 colleagues, I am currently in training on agriculture in Hungary
- I share my knowledge with others, but not in formal training.
- I give seminars on work organization.
- I train temporary employees.
- I go out on field trips and conduct seminars for farmers.
- I am planning to do this in the future, after the harvest and sales of our products. There are only two people working on my farm - my husband and I.
- I have tried to use every opportunity to share my U.S. experience with others.
- I made a presentation at the District Farmers Association meeting.
- I am currently preparing a seminar for agriculture specialists.

f. Participate in research activities

<u># Responses</u>	<u>Scale</u>
2	a great deal
2	a little
10	none
6	no response

Comments:

- I am a member of the Regional Farmers Economic Council.
- I do consulting for LOL Moscow office.
- Unfortunately, I do not have resources.

g. Not returning to a specific organization/job

<u># Responses</u>	<u>Scale</u>
0	a great deal
0	a little
12	none
8	no response

Comments:

- No, so far I am both the owner and manager at my farm.
- Of course, I returned to my job, Four years ago I left my position on the chief veterinarian of the region, and rented some land when nobody even talked about farming. This is how I became a land owner (10 hectares), after the land policy in our country became more favorable.
- There have been no changes. Agriculture is my vocation.

- No. I returned to my job.

h. Other

<u># Responses</u>	<u>Scale</u>
0	a great deal
0	a little
0	none
20	no response

Comments:

- I applied the U.S. employment system at my farm.
- I help other beginning farmers in their work.

3. With how many U.S organizations/individuals have you maintained contacts with as a result of your training program? In section "A" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program, and, in the second column, briefly describe the nature of this contact. In section "B", write the total number of U.S. organization or Individuals with whom you have had any form of contact as a result of the training program.

Respondent #	Name of U.S. Contact	Type of Contact	Number of U.S. Contacts
1	Land O'Lakes Moscow office Land O'Lakes headquarters Land O'Lakes volunteers	Work on humanitarian programs Work on documents and procedures related to humanitarian programs Joint work, information exchange	3
2	Doug Fisher	Technical assistance	1
3	Wade Fauth [LOL staff] Rolf Campbell [LOL staff] Milana Bergthold [LOL staff]	Brainstorming I suggested improvements for the Russian project Information exchange	3
4	Land O'Lakes, Inc. Verne Palmberg	I work with volunteers Consulting and information exchange	-

Respondent #	Name of U.S. Contact	Type of Contact	Number of U.S. Contacts
5	William Bullock [LOL staff] David White Verne Palmberg	Friendly and business contacts	-
6	Lee McGeere William Bullock [LOL staff]	Survey of our agricultural region to find a suitable location for a feed plant and grain storage, assistance in business plan writing, collection of necessary information and investor selection Survey of our agricultural region, visit to a dairy plant, meeting with administration, assistance with business plan writing, planning for the future	2
7	Charles "Mac" and Marcy Graham	They visited our district for two weeks as technical consultants in fish raising	2
8	Land O'Lakes Chemonics	Training seminars, development of training programs Work on agribusiness reorganization	2
9-20	No response	No response	No response

Comments:

- I did not maintain any contact with U.S. organizations/individuals.
- For a Russian or American farmer November is the hardest time. I am too busy to maintain contacts now, but I am planning to do it soon.
- I did not maintain any contacts, but I am planning to initiate them.

4. With how many colleagues have you shared the knowledge gained as a result of your training program?

<u># Responses</u>	<u>Scale</u>
0	none
2	1-10
3	11-25
0	26-50
9	over 50
0	no response

Examples:

- I talked about business plans in my presentation to farmers (what it is, why it is needed and why it is important for business development).
- As the Chairman of Regional Farmers Association, I shared my U.S. experience not only with members of the association, but also with all farmers in the region.
- In the following areas: 1) livestock production, 2) vegetable production, 3) banking, 4) U.S. cooperatives system.
- I shared knowledge with the following people: Arkady Razumov, farmer, Nikolai Sakharov - farmer, Valentina Churova, Senior Agronomist, Chiganovskoe Joint-Stock company, etc.
- I shared knowledge with my employees (25 people), colleagues (20 people) and government workers (20 people).
- Between May and October of 1995, I shared knowledge with:
 - 1) administration of regional Department of Agriculture (3 people);
 - 2) administration of district (Tiachevo, Beregovo) Departments of Agriculture (2 people);
 - 3) experts of regional Department of Agriculture (25 people);
 - 4) experts of district Departments of Agriculture (10 people);
 - 5) farm administration (3 people) and
 - 6) farmers (5 people).
- I met with students of College of Agriculture and published an article in the college newsletter.
- I shared knowledge with up to 120 people.
- I made a presentation for "Russian Farmer Foundation" staff and discussed humanitarian programs-related documents and amendments to procedures on the basis on my U.S. training experience at the Trustees meeting. Thank you for your program.
- I shared knowledge with neighbor farmers and am planning to continue after the harvest season.
- I consulted small businesses ("Stryl" on employment procedures and "Volna" on product distribution practices and new services).
- I shared knowledge with 75 people.
- Very many of my colleagues work with international development programs. Sometimes we brainstorm together and develop our creative thinking.
- I made a presentation-overview for experts in livestock production and veterinarian science. I made a presentation on my U.S. training experience for livestock breeders, swine producers and feed plant personnel.

- I made a presentation at the District Farmers Association meeting (over 50 people), and shared my knowledge with colleagues and friends (over 25 people).
- I deliver lectures to agricultural college students.
- I shared knowledge with about 150 people.

5. In what ways have you affected policy change as a result of your program training?

a. Organizational

<u># Responses</u>	<u>Response</u>
7	Input into decisions
8	Make decisions
8	Implement decisions
8	Analyze decisions

Examples:

- I have made the decision to increase the amount of land I work on and use resources more effectively.
- I became more self-confident and aggressive in making decisions related to the organization of my farm and other businesses.
- Too little time has passed for us to start influencing decision making.
- I increased my work efficiency.
- Three months since our training is too little time to be able to influence decision making process.
- 1) Application of narrow specialization principles at my farm; 2) Promotion of reforms and collective farms' privatization).
- Planning in decision analysis.

b. Community/City

<u># Responses</u>	<u>Response</u>
5	Input into decisions
3	Make decisions
5	Implement decisions
3	Analyze decisions

Examples:

- I participated in an economic analysis study. It is important that an agricultural producer forecasts the profits from his business and determines which product is in greatest demand.
- In the area of decision making in relation to privatization of unprofitable businesses.

c. Regional

<u># Responses</u>	<u>Response</u>
3	Input into decisions
1	Make decisions
2	Implement decisions
2	Analyze decisions

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Examples:

- I am the Senior Farm Specialist at the Department of Agriculture. The U.S. training gave me an opportunity to use new knowledge in my work (decision making and implementation and develop farmers support programs in the area. Also, I can somewhat influence farm development in some areas. On the regional level, I try to make farming-related decisions so that they facilitate development and strengthening of farming and the system of ag production and sales.
- Reorganization of the agricultural system.

d. National

<u># Responses</u>	<u>Response</u>
0	Input into decisions
0	Make decisions
0	Implement decisions
0	Analyze decisions

Examples: (none)

e. Other

<u># Responses</u>	<u>Response</u>
0	Input into decisions
1	Make decisions
1	Implement decisions
1	Analyze decisions

Examples:

- I can influence decisions related to humanitarian programs active in 30 districts.

6. Please share any other observations you wish.

- Sooner or later, our farmers will be able to apply the information I shared with them. It is important to set up Trans-Carpathian Farmers Support Foundation to provide our farmers with monetary funds and ag inputs, especially feeds. In Russia, such program has been successful.
- Such training programs do not really need big improvement. However, it is better to set up training on very specific topics, as they would be more effective.
- The program is quite successful. The only improvement it could use is narrow specialization of training for various audiences (dairy, finance, etc.).
- The Agribusiness Management training course was well organized and helpful to all trainees from Ukraine. I would like to suggest the following:
 - 1) To enhance our learning, trainers should receive information of the country of their trainees (its economy and agribusiness environment);
 - 2) The theoretical part was developed for trainees with experience. In the future, trainees should be selected according to the level of education. Their education needs to be college-level, or at least vocational school-level. Such people would learn more. It is also very important that a candidate (a farmer or a business person) has worked in a private business for 3-4 years. Such people benefit from training much more than the ones who are just planning to start a private business.

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- To show others what we have learned, we need to implement our new knowledge first. In 1994 I applied to regional administration for assistance (to finance construction of production facilities and equipment purchases). However, they decided to review my application on the district level, where I do not have any support. At present, there is no farmers support or financing programs in our district. I think it is important that members of administration on regional and district levels receive similar training, so they could understand and support farmers better.
- Could you please assist farmers of our district and region with vegetable production and processing (finance construction of a mini-canning center), as well as supply a technology of soybean production and processing?
- We would like to hear from you if you do not consider our proposals realistic.
- The acquired knowledge cannot be applied due to lack of funds and financial assistance.
- Candidates for training should be selected according to the profile of their work (fish farmers, livestock producers, vegetable growers, etc.).
- The impact of training could be estimated in about 5-6 months. So far, too little time has passed.

Tri Valley Growers

**Tri Valley Growers
Reverse Farmer-to-Farmer Pilot Project**

Final Report

October 1, 1994 - September 30, 1995

**USAID/BHR/PVC
Project Number: 938-0705
Prepared by Tri Valley Growers under a Sub-Grant with ACDI
Grant No. FAO-0705-G-00-4055-00**

1. Executive Summary/Program Highlights

In the first year of the Reverse Farmer-to-Farmer Pilot Project, thirteen (13) individuals were sponsored on six (6) separate training programs in the United States. Participants were selected from Western Russia (Moscow and Voronezh oblasts), the Russian Far East (Primorskii Krai) and the Republic of Georgia. Three of the participants were women.

Training received by individuals in the U.S. resulted in the following achievements:

- * establishment of an agricultural cooperative service in the Sergiev Posad region serving private farmers,
- * design and adoption of a company logo for brand recognition,
- * the introduction of new specialty products for niche marketing,
- * the opening of a U.S. joint-venture subsidiary in Georgia to import New Leaf potatoes from the Monsanto corporation. (New Leaf potatoes are resistant to the Colorado Potato Beetle that plagues most of the Georgian potato crop.)

Other accomplishments reported by the training program participants include innovations in food marketing, food processing techniques, more efficient use of distribution channels and improved business practices.

2. Summary of Activities

The six training programs conducted during the year were: Agricultural Extension Management, Cooperative Management, Food Processing, Bakery Management, Seed Potato Development, and Farm Management.

Under sponsorship from the Center for Citizen's Initiatives, a California based non-profit and several former Farmer-to-Farmer (FTF) volunteers, the Extension Service management program hosted one participant, Mr. Oleg Moldakov. Mr. Moldakov surveyed extension programs at the University of California at Davis, Oregon State University and the University of Alaska. He returned to his country to establish the Farming Development Service (FDS), a private farmer's advisory service providing marketing and technical services to members in the Sergiev Posad region of the Moscow Oblast. The newly-created FDS was awarded an ISAR grant in the summer, 1995.

The Cooperative Management program hosted, Mr. Gleb Chourovenkov, and included a strong focus on agricultural marketing and small scale processing technologies. Mr. Chourovenkov observed several small fruit drying operations in California and planned to implement fruit drying as a means to preserve his association members' product upon his return. Unfortunately, Mr. Chourovenkov passed away in September, 1995.

The Food Processing program was coordinated with the assistance of the Welfare

Services Office of the Church of Jesus Christ of latter Day Saints. The three participants traveled to various facilities throughout the country for site visits to study food processing, particularly vegetable and juice production technologies and the management of canneries. After completing the training, one of the participants returned to his firm to adopt a new marketing strategy for his cannery. The company now distributes product to retail stores in addition to their previous wholesale customers. This strategy circumvents the distribution bottleneck that has been constricting the firm's sales growth.

The Bakery Management program was conducted in conjunction with Alvarado St. Bakery, a California based wholesale bakery. The participants have adopted a company logo to increase brand-name recognition and have started to bake new products to sell to niche markets. These two women have also adopted an aggressive marketing plan with 100% guaranteed sales to retailers. They estimate the marketing innovations will result in 15% increase of sales for 1996.

Three participants were hosted by former FTF volunteers in Maine and Idaho to study all phases of seed potato production from the laboratory to the field. The Seed Potato Development program will result in the donation of virus-free tubers to the Republic of Georgia, as well as the establishment of a dealership which will sell and distribute the New Leaf potato produced by Monsanto within the Republic of Georgia.

The Farm Management program hosted three participants. The participants studied grain yield and new varieties at the University of Illinois at Champaign-Urbana agricultural extension office. Additionally, the participants toured local farms to study animal nutrition practices and farm management techniques. The Farm Management program ended September 30, 1995.

3. Program Analysis

Overall, the year's activities of the RFTF program were carried out smoothly and successfully. Thirteen participants (13) were trained in the U.S. at approximately half the cost as originally budgeted. The reduced cost to implement the program is due to an unanticipated high level of in-kind contributions from the host volunteers.

In most cases, the training program participants worked with volunteers they had previously known via the Farmer-to-Farmer program. Most trainees were hosted in volunteers' homes and the training program content was developed by the hosts in coordination with the S.F. program staff. The small size of each training program allowed participants to focus consistently on topics of individual interest.

The RFTF program has proved to be an excellent tool for leveraging volunteer technical assistance to enhance FTF program impact. Not only were existing relationships reinforced between the former volunteer and the participant, but additional relationships between U.S. and N.I.S. agriculturalists were created. A major component of each training module allowed for site visits and tours of U.S.

businesses. The average number of U.S. organizations involved in a training module was 11. Many of the participants continue to communicate with the U.S. business contacts formed during their training.

4. Impact Analysis

Debriefings were conducted at the end of each program for all participants in the U.S. and also in the host country by local program staff. Eight of the thirteen participants completed follow-up questionnaires to measure long-term impact. One of the participants has passed away, one participant did not return the questionnaire and three participants returned to their home late September, too late in the program to measure long-term impact. All six programs were favorably reviewed by their respective participants during the debriefing sessions and in the follow-up questionnaires.

Here is a brief summary of the individual long-term impact for each participant:

Extension Service

Oleg Moldakov:

Action Taken: Formed an agricultural extension service.

Partnerships: Maintains contact with eight U.S. organizations including UC Davis Cooperative Extension and University of Alaska.

Food Processing

Andrei Chilov:

Action Taken: Prepared a feasibility study for a tomato processing operation.

Partnerships: Maintains contact with approximately 20 U.S. organizations including Sysco food company.

Alexandre Tsaryov:

Action Taken: Increased marketing channels for finished product. Wrote a business plan for a new product line.

Partnerships: Maintains contact with three U.S. organizations.

Oleg Tichtchenko:

Action Taken: Working on a marketing plan to incorporate new packaging solutions and the introduction of a new product line.

Partnerships: Maintains contact with ten (10) U.S. organizations.

Bakery Management

Nina Dubliakova:

Action Taken: Developed and adopted a logo for brand-recognition and implemented new marketing techniques.

Partnerships: Maintains contact with eight (8) U.S. companies.

Nina Serebriakova

Action Taken: Introduced new products for niche markets, including sprouted wheat bread.

Partnerships: Maintains contact with eight (8) U.S. companies including equipment suppliers.

Potato Seed Development

Nugzar Tchelidze

Action Taken: Will work closely with New Leaf dealership for commercial production of seed potatoes in Spring, 1996. Five hundred hectares are scheduled for planting.

Partnerships: Maintains contact with three (3) organizations.

George Murzanidze:

Action Taken: Works as the General Manager for the New Leaf potato joint-venture in Georgia. He will supervise the commercial seed potato laboratory.

Partnerships: Maintains contact with two (2) organizations.

Nina Victorovna:

Action Taken: Taught several seminars based on knowledge received in the U.S.

Partnerships: Maintains contact with two (2) companies.

Farm Management

Three 4th quarter participants returned to Russia September 30. All three participants reported positively about their training in their U.S. and in-country debriefings. At the date of this writing, it is too early to evaluate long-term impact.

Oleg Moldakov: Extension Service Manager,
First Quarter

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	GREAT DEAL	I'VE GOT NEARLY NEW AG EDUCATION ON ORGANIC FARMING TOPICS
b. Career advancement/ better job opportunities	A LITTLE	TO GET BETTER JOB TO HAVE INFLUENTIAL FRIENDS BESIDES AGRICULTURAL EXPERTS NOT IN-DEMAND BY NOW IN RUSSIA
c. Increased self esteem/prestige	A LITTLE	IT'S RATHER SUBJECTIVE CATEGORY AND QUESTION OF SELF-ESTIMATION, ANYWAY I FEEL MORE IMPORTANT PERSON ^{UTRE} MYSELF THEN BEFORE
d. Professional contacts/linkages	GREAT DEAL	NOW I'VE GOT A CONTACTS WITH MORE THAN TWENTY PERSONS AND COMPANIES ^{AS WORK}
e. Observing a market economy at work	A LITTLE/ GREAT DEAL	MARKET ECONOMY WASN'T MAIN TOPICS OF OUR TRAINING PROGRAM
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	A LITTLE	THE DIFFERENT CONDITION, VERY COMPLICATED (RUSSIA - USA) TO MAKE A DIFFERENCE EXAMPLE: ST. PETERSBURG EXTENSION SERVICE FOUNDATION AND LEGAL REGISTRATION
b. Initiation of new projects or services	A GREAT DEAL	NOW WE'RE ACTING ON MORE MODERN LEVEL
c. Improved operational procedures, programs or services	A GREAT DEAL	NOT MANY POSSIBILITIES TO DO IT ON HIGH LEVEL BUT SOMETIMES WE CAN MAKE IT
d. Influence or make policy	A LITTLE	MEETING, DISCUSSIONS, WORKSHOPS, CONSULTATIONS, SEMINARS, ALL KINDS OF PUBLIC TEACHING
e. Train others (workshops on-the-job-training, etc)	A GREAT DEAL	SUCH THE SAME AS BEFORE
f. Participate in research activities	A LITTLE	MAYBE I CAN'T UNDERSTAND THIS BEST POSITION IN FIRST COLUMN
g. Not returning to a specific organization/ job.	NONE	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
CENTER FOR CITIZEN INITIATIVES SF, CALIFORNIA	E-MAIL LETTERS MEETINGS EXPIRENCE EXCHANGE WITH AG COORDINATOR W. EASTON
COOPERATIVE EXTENSION SERVICE UNIVERSITY OF ALASKA FAIRBANKS	E-MAIL LETTERS FOR EXPIRENCE EXCHANGE, ADVISES FROM ALASKA ON SPECIFIC TOPICS, BROKETS SENDING
UNIVERSITY OF CALIFORNIA, DAVIS	SUCH AS ABOVE-MENTIONED
b. Total number of US Organizations/ Individuals with whom you have maintained contact: EIGHT	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s): PRIVATE MEETINGS,
ORGANIC FARMING WORKSHO
AT POLAND AT JULY THIS YEAR
MISSION TO FARMERS THIS SUM

NIS Exchange and Training Project
Follow-up Questionnaire

N. Serebriakova, Director of Bakery #5

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	<i>a little</i>	
b. Career advancement/ better job opportunities	<i>NONE</i>	
c.  esteem/prestige	<i>a great deal</i>	
d. Professional contacts/linkages	<i>a little</i>	
U economy at work	<i>a great deal</i>	
f. Other (be specific) <i>We've enlarged knowledge about closely-related fields</i>	<i>a little</i>	<i>We've learnt about activities of food service companies, mills, farmers, etc.</i>

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples of how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	<i>a little</i>	<i>There was created a trade mark.</i>
b. Initiation of new projects or services	<i>a little</i>	
c. Improved operational procedures, programs or services	<i>a little</i>	
d. Influence or make policy	<i>a little</i>	
e. Train others (workshops on-the-job-training, etc)	<i>a little</i>	
f. Participate in research activities	<i>a great deal</i>	
g. Not returning to a specific organization/job.		
h. others (be specific) <i>Knowledge of new technologies in</i>	<i>a great deal</i>	

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Alvarado Str. Bakery; Joseph Tuck, Manager	It was responsible for the training program
Allied Bakery Equipment North; Kevin Wilkerson, Manager	We were exposed to new equipment for bread production manufactured in USA
Cooks Flour County Brendan McCantee, Manager	We were exposed to the mill.
b. Total number of US Organizations/ Individuals with whom you have maintained contact: 8 organizations	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Learning new (american) technologies with the bakery specialists

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	X	X	X	
b. Community/City				
c. Regional				
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

We've started experiments on production of sprouted wheat bread. There was created a trade mark.

6. Please share any other observations you wish.

NIS Exchange and Training Project
Follow-up Questionnaire

N. Dubtyakova, Deputy Director of Bakery #5.

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	<i>a great deal</i>	
b. Career advancement/ better job opportunities esteem/prestige	<i>none</i> <i>a great deal</i>	
d. Professional contacts/linkages	<i>a great deal</i>	
U economy at work	<i>a great deal</i>	
f. Other (be specific) <i>we've enlarged knowledge about closely-related fields</i>	<i>a little</i>	<i>we've learnt about activities of food service companies, mills, farmers-growers, equipment manufacturers, etc.</i>

2. For each of the following activities, how did you apply what you observed/learn in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples of how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	<i>a great deal</i>	<i>There was made a trade mark.</i>
b. Initiation of new projects or services	<i>a little</i>	<i>Experiments on production of sprouted wheat bread.</i>
c. Improved operational procedures, programs or services	<i>a little</i>	
d. Influence or make policy	<i>a little</i>	
e. Train others (workshops on-the-job-training, etc)	<i>a little</i>	
f. Participate in research activities	<i>a great deal</i>	
g. Not returning to a specific organization/ job.	—	
h. others (be specific) <i>Knowledge of new technologies in</i>		

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	X	X	X	
b. Community/City				
c. Regional				
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

The experiments on production of sprouted wheat bread were started. A trade mark was made.

6. Please share any other observations you wish.

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Alvarado Str. Bakery; Joseph Tuck, Manager	Responsible for the training program; host organization
Allied Bakery Equipment North; Kevin Wilkenson	Introduction to new bread production equipment manufactured in USA
Cooks Flour County Brendan McCantee	We were exposed to the mill, learned about flour and protein usage in US.
b. Total number of US Organizations/ Individuals with whom you have maintained contact: <i>8 companies</i>	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):
*Discussion with technologists and bakery employees;
video review*

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a little	
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	a little	
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	a little	
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	None	
b. Initiation of new projects or services	a little	There is a possibility to have a new product line.
c. Improved operational procedures, programs or services	a little	There's a possibility to change packaging of finished products
d. Influence or make policy	a little	working on new products
e. Train others (workshops on-the-job-training, etc)	None	
f. Participate in research activities	None	
g. Not returning to a specific organization/ job.	I returned.	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
The Church of Jesus Christ and the Latter Day Saints.	Business
Bob Jones Washington, D. C.	Business
Joe Thompson Salt Lake City	Business
b. Total number of US Organizations/ Individuals with whom you have maintained contact: more than 10	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 10 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

- 1) Discussion of new knowledge with employees of the plant.
 2) Discussion of results of training with the ~~other~~ colleagues and managers of other plants.
 2^a) Working on a new business strategies.

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	✓	✓	✓	✓
b. Community/City	✓			
c. Regional				
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

6. Please share any other observations you wish.

Food Processing
3rd Quarter

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	GREAT DEAL	SINCE THE AGRICULTURAL PROJECT WAS A NEW BUSINESS FOR THE COMPANY, IT WAS VERY USEFULL TO SEE THE EXPERIENCE IN THIS FIELD.
b. Career advancement/ better job opportunities	A LITTLE	
c. Increased self esteem/prestige	GREAT DEAL	I HOPE THAT THE PEOPLE WHO WERE INVITED WERE INTERESTED FOR THE COMPANY AND THE MONEY USED TO BRING US THERE WERE NOT SPENT FOR NOTHING.
d. Professional contacts/linkages	GREAT DEAL	I HAD A CHANCE TO MEET NOT ONLY WITH THE HEADS OF ENTERPRISES BUT ALSO WITH FINANCIAL SPECIALISTS. I WAS PLEASSED TO SEE THAT THERE WAS MUTUAL INTEREST.
e. Observing a market economy at work	GREAT DEAL	THERE IS NO COMMENTS IF YOU COMPARE IT WITH RUSSIA.
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	GREAT DEAL	DEALING WITH AGRICULTURAL SUPPLIERS, MARKETING OF THE FINAL PRODUCT.
b. Initiation of new projects or services	GREA DEAL	FLEXIBILITY AND ACTIVITY DURING THIS PROCESS WAS IMPRESSING.
c. Improved operational procedures, programs or services		
d. Influence or make policy	NONE	INSPITE OF THE INTEREST OF PRODUCERS FOR THE NEW MARKETS, THE ECONOMY DOES NOT JUEOURAGE TO MAKE REAL, SERIOUS STEPS
e. Train others (workshops on-the-job-training, etc)		
f. Participate in research activities		
g. Not returning to a specific organization/ job.		I STILL WORK IN MY COMPANY BUT I RETURNED WITH NEW IDEAS.
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
DANTEC ENGINEERING INC. CA. USA	CORRESPONDENCE
SYSCO JOSEPH B. WIRTLIN, JR	CORRESPONDENCE
JOE THOMPSON CANNERY FIELD REPRESENTATIVE	CORRESPONDENCE
b. Total number of US Organizations/ Individuals with whom you have maintained contact: ABOUT 20	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

(3)

5. In what ways have you affected policy change as a result of your program training?

	Input into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	GREAT DEAL	YES	YES	YES
b. Community/City	MAY BE	YES	YES	YES
c. Regional	?	—	—	—
d. National	?	—	—	—
e. others	?	—	—	—

Please describe some key examples of the types of policy changes noted above.
 THE COMPANY PREPARED THE PROJECT AND FEASIBILITY STUDY WHICH IS INTERESTED NOT ONLY TO THE MEMBERS OF THE COMMUNITY BUT ALSO TO THE MEMBERS OF LOCAL ADMINISTRATION.

6. Please share any other observations you wish.

(4)

NIS Exchange and Training Project
Follow-up Questionnaire

Food Processing

A. Tsaryov, Director of Bobrov Cannery

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	<i>a great deal</i>	<i>acquaintance with new technologies and equipment</i>
b. Career advancement/ better job opportunities	<i>None</i>	
c.  esteem/prestige	<i>a little</i>	
d. Professional contacts/linkages	<i>a little</i>	
e.  economy at work	<i>a little</i>	<i>In addition to sales to the wholesale customers we've started to deliver products to retailers.</i>
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples of how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	<i>a little</i>	
b. Initiation of new projects or services	<i>a great deal</i>	<i>there was worked out the business-plan on new product line which is in high demand in Russia.</i>
c. Improved operational procedures, programs or services	<i>a great deal</i>	
d. Influence or make policy	<i>a little</i>	
e. Train others (workshops on-the-job-training, etc)	<i>NONE</i>	
f. Participate in research activities	<i>NONE</i>	
g. Not returning to a specific organization/ job.	<i>I've returned</i>	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Church of Jesus Christ of the Latter Day Saints	business
TVG	business
Lake Creek Wilderness Foods	business
b. Total number of US Organizations/ Individuals with whom you have maintained contact: 3 organizations	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 4 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):
 I shared the knowledge about production of canned food and the process of sales of finished products.

5. In what ways have you affected policy change as a result of your program training?

	Input Into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational	X	X	X	X
b. Community/City				
c. Regional				
d. National				
e. others				

Please describe some key examples of the types of policy changes noted above.

We've changed the structure of distribution channels.

6. Please share any other observations you wish.

10/3. 95.

Nugzar Tchelidze
 3rd Quarter
 Seed Potato Development

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	great deal	Studying seed production systems of the USA.
b. Career advancement/ better job opportunities	a little	Ability to take part in development agriculture in Georgia together with USAID humanitarian organizations.
c. Increased self esteem/prestige	a little	The opportunity of studying in famous American University
d. Professional contacts/linkages	a little	Possibility of having contacts with American specialists in USA and Georgia.
e. Observing a market economy at work	great deal	Increased capacity of observing many agricultural fields
f. Other (be specific) Try to adapt some American experience in seed production to Georgia	great deal	To adjust this knowledge with Georgian conditions

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	great deal	Increased capacity of doing management in potato production projects.
b. Initiation of new projects or services	a little	Initiation of new projects in potato production.
c. Improved operational procedures, programs or services	great deal	Try to improve existed projects.
d. Influence or make policy	a little	Capacity of making new policy in potato production.
e. Train others (workshops on-the-job-training, etc)	great deal	Share received knowledge with others.
f. Participate in research activities	a little	
g. Not returning to a specific organization/ job.	a little	Returned to the old job.
h. others (be specific) Using new skills in potato production	great deal	Make some new changes.

GAUGER@JOHNWPAFFTFMIS.FBI

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Paul Heinzen	I work as a consultant with Paul Heinzen, who held the program of seed production
Sarb Basrai	I had talk about future contacts between Georgia and USA.
Bill Loughmiller	Explored possibilities of establishing a potato joint-venture in Georgia.
b. Total number of US Organizations/ Individuals with whom you have maintained contact:	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

George
Murvanidze:
Seed potato
development
3rd Quarter

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	
b. Career advancement/ better job opportunities	a little	
c. Increased self esteem/prestige	a little	
d. Professional contacts/linkages	a great deal	
e. Observing a market economy at work	a little	
f. Other (be specific)		

2. For each of the following activities, how did you apply what you observed/learned in training to your organization/ job? For each activity, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each activity.

Activity	Degree of Application (none, a little, a great deal)	Comments, Examples
a. Management of a project, office, decision or company	a little	
b. Initiation of new projects or services	a great deal	
c. Improved operational procedures, programs or services	a little	
d. Influence or make policy	a great deal	
e. Train others (workshops on-the-job-training, etc)	a great deal	
f. Participate in research activities	a little	
g. Not returning to a specific organization/ job.	None	
h. others (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program end, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
AGPRO International Inc. Bill L. Loughmiller CEO (208) 734-4923 Fax	Weekly, Business Proposition.
Edwin S. Peissey University of Maine	Scientific consultations (207) 581-1301 Fax
b. Total number of US Organizations/ Individuals with whom you have maintained contact: 2	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s): Seminars at the Institute of Agrobiotechnology on potato seed production and certification (for staff members of the Institute and Ministry of Agriculture).

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5. In what ways have you affected policy change as a result of your program training?

	Input Into Decisions	Make Decisions	Implement Decisions	Analyze Decisions
a. Organizational				
b. Community/City				
c. Regional				
(d) National	+	+		
e. others				

Please describe some key examples of the types of policy changes noted above.

Potato seed certification program for Rep. of Georgia.

6. Please share any other observations you wish.

Volunteers In Overseas Cooperative Assistance

VOCA Final Report
Reverse Farmer-to-Farmer Training
November 21, 1995

The results of the VOCA Reverse Farmer-to-Farmer program have been extraordinary. Many of the participants began implementing ideas they picked up in the U.S. immediately upon their return, most experienced instance success.

All of the participants were extremely impressed by the openness of the U.S. farmers/agribusinessmen to share everything about their operations. The NIS participants all commented that the friendly, open manner of the volunteer hosts made it an easy environment in which to learn. Because of the receptiveness of the hosts, the participants felt they were able to ask very probing questions, leading to detailed descriptions of how operations were being run.

Generally, the group was extremely impressed with the quality of product that Americans produce. The two participants from Ukraine were most impressed with the high standard of quality they saw built in everything produced, processed and manufactured in the U.S. Both of the Ukrainians said they plan to work on drastically improving the quality of everything they produce. Their trip to the U.S. gave them a standard to work towards. The participant from Kazakstan commented that his prior impression of U.S. production was one that he would not be able to match because of the high standard of quality in the products. After seeing it with his own eyes he realized that the high standard goal was not out of his reach and that, with a few small differences, his wine making facility is to the ones he saw in the U.S. He learned a few little tricks that will translate into huge differences in his finished product.

The two participants from the Ukraine learned a great deal about the U.S. Extension Service system. They plan to participate in the development of a similar extension service currently in the formation stage in Ukraine.

The participants from Russia have experienced the greatest success. Upon his return from the U.S., private farmer Valentin Zuyev, from the Dergachyi region of Saratov oblast, organized an American-style marketing cooperative. The primary goal of the cooperative is to market durum wheat grown by its 12 members. As a result of the creation of this cooperative, the farmer members were able to sell their recent crop to local grain processing plants at a higher price than if they would have tried to market the product on their own.

Following his training trip to the U.S., private farmer Gennadi Rusinov from Penza built a grain storage facility on top of his bakery. He used a design that he saw while in the U.S.. The grain storage, which has a capacity of 300 t, is equipped with state-of-the-art drying equipment. As a result of his building this facility, he has been able to reduce transportation cost associated with getting grain to the bakery and realize an overall improvement in the quality of grain stored.

Private farmer Victor Berbets from Samara planted several different varieties of vegetables, including cabbage, potatoes, cucumbers and tomatoes, in a series of test plots to determine which varieties were more successful given soil and weather conditions. While in the U.S., Victor had a chance to see some test plots and therefore decided to try that on his farm. In addition to the test plots and overall increase in variety of production, Berbets built a potato storage with state-of-the-art computer technology. The computerized system is used to control overall conditions in the storage facility including air flow, temperature and moisture levels.

Mr. Boublick, one of the participants from Moldova, said the most important thing he learned during the trip was the way he could implement privatization on his own collective farm. What he saw in Washington state, where farmers grow their own fruit and let the Fruit Growers Association worry about storage, processing and marketing, seems to be a perfect model for Moldova.

Also, during the training trip to the U.S., Mr. Boublick met with the President of Taste Apple Company and, at present, VOCA/Moldova is helping them to negotiate the purchase of apple chips equipment. Mr. Boublick claims that if it works out, he could add tremendous value to his apples which, so far, are difficult to sell fresh because of the poor quality. The money he earned would be invested in storage facilities and other technologies which will help improve the apple quality and find new markets.

Mr. Zherege, another participant from Moldova, was most impressed with the concept of marketing and how well the Americans have mastered it. He sees marketing now as one of the most important parts of the production process. Without marketing a great product will never sell.

Finally, all of the participants feel their life has been tremendously enhanced by the experience of travelling in the U.S. One of the interpreters commented that letting the farmers work with each other directly allows the participants to experience success immediately without making huge investments in new equipment. For example, little suggestions such as changing or adding a spare part on an old piece of planting equipment they already have can save thousands of dollars; planting seedlings from greenhouses to the field at two week intervals allows the farmers to have a longer supply of fresh vegetables resulting in higher income; or leaving the stalks of the wheat in the field over the winter to preserve moisture in the soil. All of these concepts were learned because the participants were able to talk directly to their American counterparts and see U.S. agricultural operations in action.

OUTDOOR CLASSROOM: Former Soviet bloc farmers get hands-on experience in American agriculture techniques.

By ROSALIND SMITH

The Desert Sun

Talk about a crash course.

Five farmers from Armenia and Kazakhstan are on a month-long visit to Southern California to soak up information about American agriculture.

In a country where farm ownership was privatized only three years ago and political pressures have thrown the economy into a tailspin, moving from a state-run to a free-market system requires a lot of education.

"You can explain a lot to people, but if you can get some (agriculture) leaders over here and show them, it makes a greater impact," said Myron Kerbajian, a former vegetable grower and Indian Wells resident who is guiding the visitors on their tour.

"I can try to describe drip irrigation systems, but there's no substitute for seeing one first-hand."

The tour, which includes numerous Coachella Valley farm businesses and ends March 11, is sponsored by the U.S. Agency for International Development. The agency has a large development program for newly independent states of the former Soviet bloc.

"They're spending about \$4,000 on this trip," said Kerbajian, who volunteers his services through a USAID-funded program and is hosting the visitors at his home.

Thursday, the group — composed of farmers who supervise regional agricultural activities or farmers' associations — visited Golden State Farms, an Indio herb-growing operation.

As trucks loaded with freshly picked herbs rumbled into the processing plant, the group described some of the differences between their farms and the valley agribusinesses they've visited: They spoke through their interpreter, Ani Muradian.

"Our farms are much smaller and differ in the quality and quantity of production," said Gagik Sarderian, who supervises a regional agricultural department.

Mechanization is unknown, Sarderian said. "Everything is done by hand."

Armenian farms are about 5 acres, Kerbajian said. "This was the first former Soviet republic to



Desert Sun photo by Andy

RESEARCH TRIP: (From left) Gosan Strambekov, Ian and Dughabed Kazhigaljev are in the Coachella Valley observing their American counterparts Michael Grigorian, Michael Kalashian, Gagik Sarderian and Dughabed Kazhigaljev.

Armenia

Capital: Yerevan

Size: Slightly larger than Maryland — 11,503 square miles

Population: 3.6 million (1993)

Per Capita Income: \$780

(1993)

Main products: Wine grapes, fruits, wheat, sugar beets, cotton, tobacco

Source: U.S. Agency for International Development; 1994 Information Please Almanac

Kazakhstan

Capital: Alma-Ata

Size: Almost twice the size of Alaska — 1,049,000 square miles

Population: 17.2 million (1993)

Per Capita Income: \$2,470

(1991)

Main products: Grains, wheat, meat, cotton, wool

Source: 1994 Information Please Almanac

privatize all the agricultural land. It was divided up among the people in the agricultural areas. It went from 600 collective farms to 300,000 individual farms."

Unlike their American counterparts, they don't have enough food (in Armenia) for

Indian Wells resident helping countrymen

Considering his Armenian heritage and experience in farming, it's not hard to understand why Myron Kerbajian is interested in helping Armenian farmers convert to a free-market economy.

The Indian Wells resident is halfway through conducting a month-long tour for five farmers from Armenia and Kazakhstan and is even putting them up at his house.

Kerbajian, 50, spent three years as president of a Mexican produce-growing company, grew vegetables for four years on a 14,000-acre operation headquartered in Santa Fe Springs and has business experience in farm equipment, distribution and agricultural engineering.

A couple of years ago he decided to take a new tack. "Basically, I took a look at myself and said, 'You've been chasing the buck for 30 years, but what have you done for your fellow man?'"

He had an agenda in mind. "I wanted to go to Armenia and a friend of mine said, 'They don't have enough food (in Armenia) for

you to just go and look. You should do something useful."

So, Kerbajian hooked up with Volunteers for Cooperative Assistance, a program sponsored by the U.S. Agency for International Development that provides technical assistance to developing economies and for his guests' trip.

His gregariousness is a fact that he speaks Armenian made him a natural to the group. He's also been involved in several educational and training projects through the World Bank and the State Department.

Last year, he spent two months in Armenia where he met with farmers who are visiting the U.S. He'll return in the spring to observe a drip irrigation system.

"My goal is to help people work, to help people help themselves."

— Rosalind Smith



KERBAJIAN

Visitors

Continued from B1

parts, Armenian farmers must contend with a political and economic situation that the USAID calls "desperate."

The crux of the problem is the status of the Nagorno-Karabakh region of neighboring Azerbaijan, which is 75 percent Armenian and seeks to become independent or part of Armenia.

Officially, the Armenian government maintains a hands-off position, but Armenian partisans inside and outside the country have provided

"It's possible to survive, but you don't make any money."

Gagik Sarderlan

support and materiel to Nagorno-Karabakh.

Azerbaijan, meanwhile, has instituted a complete rail, road and fuel blockade of Armenia through its territory — effectively strangling Armenia's economy and prospects

for business development in agriculture and other sectors. Throughout the country, electricity and running water are only available two hours a day.

"It's possible to survive, but you don't make any money," said Sarderlan.

"They might make maybe \$2 or \$4 a month. The mean wage (in the country) is about \$20 a month," said Kerbajian, who spent two months in Armenia and Kazakhstan last year.

In organizing the visit, Kerbajian said he tried to provide maximum exposure to all aspects of free-market agriculture.

"The idea is that when they get

home, they will teach others what they've learned here."

The visitors said they've learned several significant lessons. "The most important thing is that farmers need to get together, to form more cooperatives," said Michael Grigorian, who is co-manager of a newly established grape growers association.

Planned activities for the tour include stops at processing facilities, large-scale growers' cooperatives, retail and wholesale markets, financial service offices and roadside fruit stands.

The group also has been to Disneyland and plans to attend the National Date Festival in India.

10/1/88

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Received a lot of knowledge on marketing, market relations, agricultural production.
b. Career advancement/better job opportunities	a great deal	As a result of the trip I decided to quit his job at the collective farm and get into private business.
c. Increased self esteem/prestige	a great deal	By looking at Americans I understood what self esteem means
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	a great deal	Actually I could witness market economy operation for the first time.
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Tastee Apple	I tried to arrange purchasing of the apple chips production line, but I did not find
	support with a higher level management of my enterprise.
b. Total number of US Organizations/ Individuals with whom you have maintained contact: I kept contact with one company and a number of farmers.	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s): I shared my experience and knowledge gained in the U.S. with many specialists, managers and friends, however, I was not understood everywhere. A lot of people could not comprehend what I tried to talk about.

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	in terms of bread production techniques and storage of grain
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	a great deal	
d. Professional contacts/linkages	a great deal	established contacts with different trading organizations
e. Observing a market economy at work	a little	
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
VOCA volunteer Gary Heachfeld	Constant telephone, fax and mail communication
VOCA volunteer Cruz Larson	Constant mail correspondence
b. Total number of US Organizations/ Individuals with whom you have maintained contact: <i>one / two</i>	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Shared the knowledge with bakery employees and other farmers of the area as well as farmer members of the Peurce Union of the Retired Officers

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	in terms of growth growing techniques
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	a great deal	
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
VDCA	

b. Total number of US Organizations/ Individuals with whom you have maintained contact:

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Shared the knowledge with all employees on the farm

Alexander Tyules

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a little	
b. Career advancement/ better job opportunities	a little	
c. Increased self esteem/prestige	none	
d. Professional contacts/linkages	a little	
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
VOCA, Cecil Robinson VOCA volunteer	accomplishment of projects
b. Total number of US Organizations/ Individuals with whom you have maintained contact: one	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Valentin Zuyer

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	in the area of production, storage & handling of grain
b. Career advancement/better job opportunities	a little	assumed a responsibility for marketing within a Cooperative
c. Increased self esteem/prestige	a little	
d. Professional contacts/linkages	none	
e. Observing a market economy at work	a great deal	Enhanced the knowledge about the market economy
f. Other (be specific)		

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3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
James Oliver, VOCA volunteer	Helped write a business-plan for the newly-established Cooperative

b. Total number of US Organizations/ Individuals with whom you have maintained contact: VOCA

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

In the area of Cooperative development as well as the technology of growing, storing and processing of grain crops

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	in terms of sunflower processing techniques
b. Career advancement/ better job opportunities	none	
c. Increased self esteem/prestige	a great deal	
d. Professional contacts/linkages	none	
e. Observing a market economy at work	a little	
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
VOCA	

b. Total number of US Organizations/ Individuals with whom you have maintained contact: *one*

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Shared the knowledge with all the staff and other farmers and entrepreneurs

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capabilities	a little	
b. Career advancement/better job opportunities	none	
c. Increased self esteem/prestige	none	
d. Professional contacts/linkages	a great deal	NESACO based in Samara
e. Observing a market economy at work	a great deal	
f. Other (be specific)		

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
VOCA	

b. Total number of US Organizations/ Individuals with whom you have maintained contact:

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
 b. 1-10
 c. 11-25
 d. 26-50
 e. over 50

Example(s):

Conducted personal talks, seminars with at least 40 farmers of the area

NIS Exchange and Training Project
Follow-up Questionnaire

1. How useful was your training experience in the United States? How do you think you benefited from the program in each of the following areas? For each area, write none, a little or a great deal in the second column. In the third column, you can write any comments or examples regarding how you benefited from the program in each area.

Area	Degree of Benefit (none, a little, a great deal)	Comments, Examples
a. Enhanced professional capability	a great deal	Met with a lot of farmers, learnt about how to make farming more effective
b. Career advancement/better job opportunities	none	-
c. Increased self esteem/prestige	a great deal	Saw what exactly is possible to achieve, what to strive to.
d. Professional contacts/linkages	a little	Visiting an exhibition, met with a number of reps of companies. Hope to have more relations and cooperation.
e. Observing a market economy at work	a great deal	Once again witnessed what a smart hard working person can achieve in market economy.
f. Other (be specific) learning about new (for myself) technologies of processing and grading ag products.	a great deal	Grading facilities (apple, potatoes, beans, etc.) and storage facilities show me the way of further work in agriculture.

3. With how many U.S. organizations/individuals have you maintained contact as a result of your training program? This is a two part question. In Section "a" of the chart below, name up to three U.S. organizations or individuals with whom you have had the most contact since the program and, in the second column, briefly describe the nature of that contact. In Section "b", write the total number of U.S. organizations or individuals with whom you have had any form of contact as a result of the training program.

a. U.S. Organizations/Individuals with whom you have maintained the most contact	
Name	Type of Contact
Agritech	grading line
American Building Co	storage facilities
Leotech	packaging facilities
b. Total number of US Organizations/ Individuals with whom you have maintained contact: <u>seven</u>	

4. With how many colleagues have you shared the knowledge gained as a result of your training program? (Check one and describe one or two examples.)

- a. none
- 7 b. 1-10
- c. 11-25
- d. 26-50
- e. over 50

Example(s):

Winrock International