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Making a World of Difference

# Agricultural Cooperative Development International

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Ron G. Gollehon  
*President*

December 21, 1995

Larry Harms  
Program Coordinator  
NIS Farmer-to-Farmer Program  
AID/FHA/PVC  
1515 Wilson Blvd.  
Rosslyn, VA 22209

Dear Larry:

In accordance with Cooperative Agreement No. FAO-0705-A-00-2093-00, please find enclosed the ACDI Farmer-to-Farmer Program Annual Report for October 1, 1994 to September 30, 1995.

The project tracking information for the quarter of June 1, 1995 to September 30, 1995 is attached to the Annual Report.

Sincerely,

Michael J. Moran  
Executive Director, NIS Programs

*Chairman of the Board*  
**Curtis W. Anderson**  
Sunkist Growers, Inc.

*Vice Chairman*  
**Carroll H. Gilbert**  
Southern States  
Cooperative, Inc.

*Secretary*  
**P. Dean Denhart**  
Countrymark Cooperative, Inc.

*Treasurer*  
**John Martin**  
AgAmerica, FCB

## I. INTRODUCTION

The goal of ACIDI's Farmer-to-Farmer (FtF) project is to foster an environment where agricultural producers, processors, marketing and distribution enterprises are able to access the credit and investment they need in order to develop and grow profitably, thus facilitating increased income from agriculture. Increased income and profit will ultimately stimulate greater investment in the sector.

Project activities began September 30, 1992. This report covers the third year of project activities from October 1, 1994 to September 30, 1995.

During 1995, 81 volunteers traveled to Russia to work on 44 separate assignments, 26 volunteers visited Kazakstan to participate in 14 assignments while 17 volunteers worked on 8 assignments in Kyrgyzstan. A total of 124 for the year.

Of those assignments, 84% of ACIDI clients requested additional assistance, 64% of all assignments implemented were follow-on activities.

### Overview

1995 was a difficult year for Russian agriculture. The final figure for the Russian grain harvest is 65 million tons, far below the projected 84 million tons. Russia may import 10-15 million tons of wheat this year, for the first time in many years. Agriculture has been the hardest hit and slowest to respond of any industry as a result of the shift from a command to a market economy. In the rural sector, tremendous bitterness towards current policies is evident and a significant nostalgia for the old system is the dominant attitude among farms and businesses.

Legislative and policy support for agricultural institutions has also been slow in materializing. Land titling legislation is stalled in the State Duma, a Cooperative Law which might have supported cooperative development also contained dangerous clauses limiting member access to their own land upon leaving the cooperative was vetoed by President Yeltsin, laws on bankruptcy and foreclosure, mortgage finance and many other issues are still in process. A very regressive and very high tax burden is still levied on Russian agriculture and much of Russian business. There is also very high farm and agribusiness debt constrains, which inhibits ability to attract or repay agricultural loans.

Directed credits were phased out in 1995 by the government as part of the effort to control inflation and farmers were able, in some cases, to restructure their debts. However, a broad policy question as to how to manage the huge debt load accumulated through government supported directed credits still exists. Agroprombank suffers from a lack of lending capital, commercial banks have only a limited interest in lending to selected agribusinesses and no interest in lending to producers. In short, 1995 was a year in which credit for agricultural producers was either not available or too expensive for farmers to repay.

All of these factors combined, limited the acreage planted by Russian farmers and farmers had little capital to other than plant and harvest. Fertilizer and other input use was significantly reduced this year. This compounded by drought in many areas resulted in the extremely poor harvest.

In some ways, though, 1995 may be a watershed year. Many of the farms visited by ACDI are realizing that there is no government bailout on the horizon, credit is going to be difficult to obtain and service. Farm managers respond to these circumstances either with complete frustration, or with creative solutions to problems. In 1995, Fasta farm planted wheat, but did not fertilize or provide other inputs to the crop. In the fall of 1995, the farm was using proceeds from grain and sugar beet sales to lay in stocks of fuel and fertilizer for next season, even before paying wages to farm workers. 1995 may be the year when agricultural producers began to manage farms in a different manner than the old system. This painful process in Russian agriculture may, however, open channels for new ways of thinking about an old problem and create real opportunities for ACDI's Farmer-to-Farmer program.

Kazakstan and Kyrgyzstan faced similar difficulties in the agricultural sector this year. Very little funding is available for agricultural producers. ACDI's program was initially steered into work with the banks that were working primarily in the agricultural sector through discussions with AID/Almaty and the national banks. Unfortunately, the agricultural banks suffered from a severe shortage of capital and huge portfolios of non-performing loans associated with directed credit programs. These difficulties severely constrain any attempt at reform or improved operations and soak up much of the capital that is available with the banks. Resolving the crisis of the agricultural banks are policy and structural questions difficult for ACDI to address in our work directly with the banks. After completing initial assignments with the selected banks, ACDI began to branch out to work with commercial banks that had some interest in the agricultural sector and more capacity to make loans. As FY96 begins, the program will also seek out lenders with a direct agricultural mandate and funds committed to lend to the agricultural sector.

## **II. ACDI's PROGRAM IN 1995**

ACDI's program in 1995 broadened its focus from strictly working with commercial banks to include work with borrowers and on alternative financial strategies. Since financial institutions were not focusing, and will not focus their resources on agriculture until the industry is perceived to be less risky, ACDI's team decided that available credit alternatives must be explored. In addition, ACDI began to support borrowers in the development of business plans and financial strategies to enhance their capacity to attract either credit or investment.

ACDI's Farmer-to-Farmer program now works in three primary areas:

1. Bank management and bank management training;
2. Support for agribusinesses seeking credit or investment; and

3. Support for alternative financing for agricultural producers.

### **Bank management and bank management training**

In the absence of strong agricultural credit institutions, ACDI's program has worked closely with Russian commercial banks that have an interest in lending to agriculture. For the most part, this means banks in agricultural regions where the primary industrial base is agroindustry. This involvement with commercial banks has led the program to support activities related to improved bank management and the development of new, profitable bank products. The key feature of this approach is that commercial banks that are not profitable, will be less able to lend to a high risk sector such as agriculture. Well managed banks that are profitable, will have the resources and project analysis capacity to profitably lend to the sector.

In Kazakhstan and Kyrgyzstan, ACDI has worked in cooperation with USAID/Almaty's program in financial reform. In each country, banks with a primary focus on agricultural lending were selected in collaboration with the AID mission, the national banks of Kazakhstan and Kyrgyzstan, the banks and ACDI. However, since agricultural banks in each Central Asian country are largely undercapitalized, burdened with large loan losses and poor management, the Central Asian program has also moved towards working with commercial banks that have capital and an interest in lending in the agricultural sector.

In Russia, ACDI has also worked with two bank training institutions. With more than 2500 banks nationwide, it is difficult to significantly impact upon the banking sector working with individual banks. Working with training institutions, our purpose has been to work towards the enhancement of local training capacity through curriculum development and training of trainer activities. The training institutions selected are either affiliated with the Central Bank or are nationally recognized bank training schools. Working in this area follows our commitment to foster the development of sound banking procedures and profitable banks as a means to improving the potential for a banking system that may lend to agricultural industry.

In addition, ACDI has also worked with the Academy of National Economy on agribusiness management training. With the change in emphasis in our program to working with institutions that are developing improved capacity to deliver their own training programs, ACDI has put our activities with the Academy of National Economy on hold. While successful courses were delivered the activities focused upon ACDI volunteers teaching ongoing courses for the Academy and not training Academy staff. Activities with the Academy have been placed on hold until a more effective approach for assistance can be identified, one which supports the institution's capacity to conduct training, not rely on ACDI to prepare and deliver course content.

### **Support for Agribusinesses Seeking Credit or Investment**

Over the past year, ACDI has initiated programs to support agribusinesses in developing an approach to source and obtain financing from local banks, donor funds or outside investors. This

program has centered on Krasnodar Krai and Novosibirsk. Our approach has been to work with businesses to prepare business plans and financial analyses, both as a management tool and a means to obtain credit. While some Russian agribusinesses have good products and processing capacity, most lack the experience in preparing western style business plans that realistically evaluate the company's standing and develops coherent and detailed action plans.

ACDI volunteers have worked with several Russian firms this year to assist them in preparing business plans, identify sources of credit and develop an in-house capacity to prepare plans without outside technical assistance.

### **Alternative Financing for Agricultural Producers**

Late in the year, ACDI began to identify new opportunities and new concepts for systems to provide alternative financing for producers. As mentioned above, 1995 was a difficult year for Russian agriculture and farms began to explore a number of new options for financing. Some of these options may have potential to be replicated. First, the notion of rural cooperative financial institutions has gained considerable momentum in recent months. ACDI will cooperate with European-funded organizations such as Rural Investment Advisory Services, DG Agroproggress and perhaps Credit Agricole. We have agreed to form a committee to work out an appropriate mechanism based upon our combined experiences. While significant differences of opinion exist regarding structure and operations, there is a beginning of consensus on a cooperative approach not only among donors and contractors, but also among the Ministry of Agriculture and other Russian organizations.

In addition to credit cooperatives, three other models of informal financing are emerging as possibilities and which ACDI is supporting. Agricultural marketing firms are developing programs for financing crop production in exchange for a guaranteed quantity and quality of commodities from the producers at harvest. Suppliers of seed and inputs are also more willing to supply producers with inputs in exchange for future crops or payment at harvest. There are many variations on this theme being implemented informally. A third option is for profitable marketing coops to establish a credit fund with profits and use the fund as a source of credit for its members.

In developing each of these concepts, ACDI is working to create adaptations of each of these programs that can be documented and replicated in other regions of Russia, as well as the rest of the region.

### **III. PROGRAM ACCOMPLISHMENTS IN 1995**

During 1995, ACDI sharply altered the focus of the program from earlier years. In year 1, the program focused on new agricultural banking institutions and improved management of existing systems of agricultural finance. However, those new institutions did not survive the decline of the

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agricultural sector and the lack of ability to enforce rigorous credit policies to farms and agribusinesses. In year 2, the program shifted sharply to support the commercial banking sector as the only viable institutions with the potential to lend to agriculture. While this fact is still true, it also became evident that the commercial banking industry would lend to agro-industry, but had no interest in lending to producers. In year 3, ACIDI responded with a more balanced program aimed at continuing support for commercial banks interested in the agricultural sector as well as alternatives that may facilitate financing and credit to producers. In addition, no financial institution is going to lend money to unprofitable enterprises or businesses that cannot produce reasonable plans and projections to the lender. ACIDI also began a selected program of providing assistance to borrowers to prepare business plans and financial statements that are meaningful to donor and local sources of funding. Additions to ACIDI programming in year 3 were made through increased numbers of volunteers. Support to the banking sector remained constant though support to other types of institutions was increased. These trends are summarized in Table 1 below:

**Table 1.** Summary of ACIDI volunteer assignments in Russia over three years.

Year	Banking	Agribusiness	Training	Policy Development	Cooperatives
1	11 (42%)	1 (4%)	9 (35%)	5 (19%)	
2	10 (53%)	1 (5%)	6 (31%)	2 (11%)	
3	12 (27%)	11 (25%)	15 (34%)	4 (9%)	2 (5%)

With the addition of Kazakstan and Kyrgyzstan to the program in FY95, an additional 22 assignments were conducted in the banking sector of Central Asia in 1995.

The trend in ACIDI's program has been to consistently support the development of a banking industry that supports agriculture through local sources of financing. However, recognizing that this is a long-term problem influenced by macroeconomic and structural issues currently being debated and resolved in each country, clear adjustments have been made to begin support of more grassroots efforts to finance agricultural.

One indicator that programs are being received well by FtF clients is the degree to which they request and receive further assistance from ACIDI. Table 2 illustrates the levels at which programs in Russia and Central Asia received requests for and provide follow-on activities to our clients.

**Table 2.** Follow-on requests received and follow-on assignments in Russia and Central Asia.

	Russia	Central Asia	Total
Follow-on assignment requests	36 (82%)	19 (86%)	55 (83%)
Follow-on assignments implemented	26 (59%)	16 (73%)	42 (64%)

Table 2 is based upon 44 assignments in Russia, 22 in Central Asia for a total of 66 volunteer assignments in the region.

The program also had increased participation by repeat volunteers as well as women volunteers. Thirteen volunteers worked on repeat assignments, 11 volunteers were women. While there is room for improvement in these numbers, it demonstrates a clear increase over previous years. ACDI's commitment to delivering high level bankers, most of whom are engaged in active professional careers in the U.S. makes it very difficult to increase repeat volunteer numbers. In addition, our program seeks to identify a series of assignments with various clients that often require quite different skills and experience. Frequently, the program is better served by a new volunteer with the best technical skills rather than one who has worked with the client before with a different speciality.

### **An Emerging Regional Approach**

In the first two years of project implementation, ACDI focused its efforts exclusively on Russia. This year the program has successfully expanded into Central Asia and has made real contributions working closely with USAID/Almaty and other USAID-funded activities in Kazakstan and Kyrgyzstan. Early on in the program, many of the issues the Central Asian volunteers worked on had already been addressed in the Russian banking system and there did not appear to be much overlap between the programs. However, as the Central Asian program has matured over the last year, we are finding a number of areas where we may take advantages of a regional experience. As the program moves into the bridge period and expands into Georgia and Ukraine, we intend to take advantage of the work already completed and apply it to other country programs.

For example, Kazakstan and Kyrgyzstan are moving faster than the Russian Federation in adapting international accounting standards. The work ACDI has done in Central Asia may be adapted to the Russian context. In Russia, we have worked with the Central Bank's Department of Personnel Training to develop curricula and train trainers in the banking college system. Our first assignment in Ukraine will be to use one of these manuals as a guide to conduct a training and curriculum development session for the National Bank of Ukraine Banking College at Harkov. Increasingly, these types of interrelationships are becoming valuable assets to the ACDI program. By managing the project from a regional base, we are able to build upon groundwork laid in Russia, and not Kazakhstan and Kyrgyzstan, to support our program as it moves into other regions.

## Highlights of Project Accomplishments by Client

Table 3 provides a summary of the types of activities where ACDI has had the most impact this year. It is summarized for over all three countries where we work. A list of clients and specific accomplishments with each client is listed below Table 3.

**Table 3.** Summary of activities and results of the ACDI FtF program in 1995.

Type of Activity	Number of Actions
Business/strategic planning	12
Business/strategic planning plans drafted	28
Review/draft credit policies	12
Advice/recommendations to credit departments/operations	21
Bank organizational management	6
Improved human resource management	6
International operations	3
Treasury management	3
Budget/planning assistance	4
Analysis of trade and investment opportunities	8
Rural appraisal concepts	4
Training seminars	12
Curricula developed	6
Credit programs for farmers	5
Advice to farmer support organizations/concepts	6

The following provides a partial list of the combined accomplishments of ACDI volunteers with each of our clients over the past year. In cases where ACDI has conducted multiple assignments with a client, this list represents the combined achievements of our volunteers. Appendix I lists each assignment conducted during 1995.

### Russia

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**Assoy Association:**

Improved company understanding of financial management and business planning process;

Prepared with Assoy Association staff a business plan for a soy ice cream facility;

Prepared with Assoy staff an application for investment or credit from the U.S. Russian Investment fund;

Prepared an additional business plan to establish and use soy "cows" to produce and sell fresh soy milk;

Conducted training activities for Assoy planning department to develop an independent capacity to produce Assoy association business plans without outside technical assistance;

Made a series of recommendations to Assoy to enhance the capacity of the planning department; and

Conducted a review of Assoy agronomic practices and the steps Assoy may need to take to establish a contract soy production capacity.

**Dalrybbank (Vladivostok):**

Trained bank staff in the use of the Money 2000 software for currency transactions;

Improved bank capacity in international finance and executing letters of credit; and

Advised bank staff from credit department and human resources management department on U.S. bank management practices.

**Central Bank of the Russian Federation:**

Developed and conducted a seminar on credit policy and loan administration procedures;

Conducted an overview seminar on U.S. principles of bank examination;

Developed and conducted an overview seminar on U.S. bank management practices;

Prepared three curricula on bank marketing, bank supervision, economic analysis of banks that were printed for participants and which will be included in the banking colleges curriculum;

Conducted training courses for Central Bank banking college staff in bank marketing and bank supervision;

During development of curricula, ACDI volunteers work closely with Central Bank staff to prepare training programs. This interaction provided valuable exchanges of information and ideas that go beyond the curriculum development; and

Central Bank staff from the Personnel Training department and the banking colleges participated in the reverse Farmer-to-Farmer program.

**Bank Sochi:**

Analyzed investment projects under development by Bank Sochi and made recommendations for improvement;

Met with local business and municipal authorities to explain business planning and the requirements for attracting foreign investment to Sochi; and

Advised two local agribusinesses on improvements needed in business plans to enable them to apply to donor funding agencies for loans.

**Yaroslavl Agroprombank:**

Conducted an extensive review of the bank's credit policies and operations and confirmed that the bank's procedures were well developed and sound.

Conducted workshop on bank planning, human resource management, bank marketing and credit policies.

**Russian Farmer Fund, Dimitrov:**

Conducted research on the best method for the Russian Farmer Fund to conceptualize and structure a credit program for their program;

Drafted a concept paper for the development of a credit department for the fund; and

Made a number of recommendations as to how the credit department and other activities of the fund might be structured.

**Academy of National Economy:**

Taught course on the business planning process to directors of privatized collective farms now operating as joint stock companies;

Each of the 18 farm directors prepared draft business plans during the course instruction;

Participated in a seminar designed to foster trade and investment between the U.S. and Russia in agricultural products. Focus of discussion was on U.S. government programs

supporting agricultural exports to Russia;

Visited 4 Russian agribusinesses with interests in trade with the U.S. for agricultural commodities and made recommendations on requirements and described general terms with U.S. exporters;

Prepared and delivered a course on land appraisal and mortgage finance in the U.S.;

Provided ANE with information requested to assist with a revision of agribusiness curriculum; and

Conducted a second business planning seminar.

"Geya" Institute, Ryazan:

Provided follow-up advice to Geya and a privatized commercial farm on the mechanisms and institutional requirements to set up a credit department within the farm's operating structure;

Provided advice and technical assistance to the accounting department of Geya on development of accounting procedures to manage the credit facility;

Made 10 management recommendations to a dairy cooperative operating in association with Geya.

Moscow Oblast Sberbank (Savings Bank):

Reviewed and made recommendations to the bank's credit policies and procedures;

Recommended streamlining the loan committee process;

Recommended improved systems for tracking the cost of bank funds; and

Sat on the loan committee as it reviewed and approved a \$500,000 loan for the purchase of imported dairy equipment.

Siberian Peasant Bank:

Reviewed and recommended extensive changes to the bank's prepared manual on mortgage finance;

Recommended methodologies for the bank to appraise property in the absence of a land market in Russia;

Reviewed the bank's investment department and suggested structural changes in the bank's

approach, including collaboration with other banks on larger investment projects;

Reviewed two client business plans and suggested revisions in each plan;

Conducted an abbreviated internal audit of the bank;

The team made 11 specific recommendations on credit related issues and recommendations on other bank operations, shareholder relationships and management and personnel issues.

#### Uralpromstroibank, Yekaterinburg

Reviewed human resources management and personnel procedures and made recommendations on staff training and revised personnel policies;

Reviewed credit operations and loan administration procedures and advised staff on improved procedures;

Recommended changes in bank organizational structure to remove overlapping responsibilities among departments;

Reviewed draft of bank's business plan and made recommendations for improvements;

Suggested improvements in the bank's organizational and management structure; and

Provided bank with recommendations for improved credit risk analysis procedures.

#### Russian-American Joint Commission

Reviewed joint commission credit policies and procedures and made recommendations for improvement;

Provided training to joint commission secretariat staff to improve their understanding of the lending process;

Developed a decision tree to be used in evaluating loans by the joint commission;

Made several recommendations for improved treasury management of joint commission funds.

#### Credobank

Reviewed U.S. government programs for financing agricultural commodities with bank staff;

Suggested possible trade and investment opportunities with Credobank senior bank management, some involving U.S. programs and others as direct financing with U.S. suppliers of commodities;

Reviewed both the credit and planning departments and suggested alternative strategies;

#### Tula Agroprombank

Identified possibilities for the development of new bank products (such as debit cards) and methods for marketing those products;

Recommended strategies to develop new products, plan and market those products to develop increased fee income for the bank;

Recommended ways to define the objectives and measure the effects of an advertising campaign;

Assisted bank staff in defining marketing goals; and

Preparation and training of staff for a program of market research.

#### North Caucasus Grain Marketing Association:

Assisted organizers in conceptualizing the purpose and activities of a grain marketing association;

Reviewed and recommended changes to the association's draft charter and by-laws;

Recommended procedures that the grain marketing association might use to institute a program for forward contracting with producers for grain, while providing producers with capital for production costs;

Reviewed and made recommendations to a business plan at Fasta farm in Krasnodar Krai;

Recommended priorities for approaching banks or donor funding agencies for several projects at Fasta farm;

Reviewed and made recommendations to a business plan for the firm Agrotechservice;

Recommended specific priorities for seeking investments and the actions Agrotechservice needs to take to be successful;

#### Prodak Cooperative (joint project with VOCA)

Recommended strategies for organizing what could be a large cooperative in

Yekaterinburg;

Recommended numerous inclusions into by-laws to safeguard rights of individual members.

#### Privatization and Business Academy

Reviewed concept paper on adaptation of employee stock ownership plans (ESOPS) to Russian environment. Made numerous recommendations to further mold the model to ESOP principles;

Visited three state-owned enterprises which may be targeted for privatization as ESOPs in Moscow Oblast. Identified a poultry plant as a possible pilot company for privatization in this form;

Provided training and information sharing with the owners and workers of the businesses about the ESOP concept.

#### International Finance and Banking School:

Prepared a curriculum for a two week course on the Fundamentals of Bank Appraisal, a course the school will offer in April, 1996.

Assisted the school in developing a service for providing personnel audits in the banking system of Russia.

#### Russian Society of Appraisers Legislative Assembly of Nizhny-Novgorod

Both assignments dealt with revising U.S. style rural appraisal techniques to the Russian environment;

Training was provided to the Society of Appraisers staff on appraisal principles and practices;

Volunteers delivered lectures on rural appraisal at two seminars;

A guide was prepared identifying the specific information required to adapt the U.S. training materials for rural appraisal to the Russian environment. In the absence of a land market, the manual would focus on the income approach instead of a market based approach as used in the U.S.

#### Kazakstan

### Altyden Bank:

Instructed the bank on how to prepare a strategic plan. The preliminary draft of the plan was completed before the team departed.

Developed credit policies and procedures that were approved by the bank's board of directors

Prepared loan schedule for submission to National Bank of Kazakhstan.

### Kazagroindustrial Bank

Developed a new organization chart, draft mission statement and strategic business plan that was approved by the bank's board of directors

Completed review of International Department and presented findings to President.

Drafted new credit policies and procedures for board of directors review.

Recommended new structure for board of directors and credit committee.

Developed new standardized loan application for agribusiness purpose.  
Developed new credit rating system.

Made specific recommendations to reduce the current staff by 39%.

Developed new staffing requirements and specific job description for bank after reduction of staff.

Developed new branch evaluation report with profitability measures and loan quality measures.

### Turan Bank

Started a system for establishing concise and functional job descriptions.

Established job ranges and salary procedures.

Developed specific recommendations in the following areas: wage & salary administration, organizational structure, performance evaluation, and employee career development.

Developed performance evaluation guidelines and performance goals worksheet.

Developed employee self appraisal worksheet

Developed career development guidelines

Developed proposed new organizational chart.

Established procedures for oblast reporting functions.

Increased awareness in international area and working with customers and potential customers.

Worked in solving daily problems, fire drills, fine tuning of operations and training of staff.  
Worked as an employee of the department.

Gave them 14 specific recommendations and 5 general recommendations that he went over the Manager of the External Economy Department and the Manager of the International Department. 95% of the recommendations were agreed upon and will be implemented.

#### Igilik Bank

Gave true assessment of A/L system and gave specific recommendations on how to set a new department up, staffing requirements and software needed.

Gave two weeks of intense training classes on the theory of A/L management.

Developed objectives for future training needs.

Provided hands on training to 3 people in small lending department.

#### Kazkommerts Bank

Provided hands on training for 2 people in small lending department.

#### Kreditsource Bank

Reviewed 496 loans at the central office and 15 branches to measure credit soundness, classification and loan loss reserve.

Provided training for central office credit personnel on loan workout procedures and the 5 C's of credit.

Gave 15 specific recommendations to bank to implement in lending department.

Developed new loan asset pricing schedule.

#### Wiedergeburt Bank

Accomplished hands on loan portfolio audit at central office and five branches of Wiedergeburt Bank with Center Bank staff.

Provided training to Center Bank credit staff in the procedures for a credit audit.

Reviewed Center Banks credit departments current procedures and policies and overall operations.

## **Kyrgyzstan**

### **Dyiken Bank**

Strategic business plan were also developed, translated and distributed to senior management.

Developed and translated specific banking tools that the bank will need to use in the implementation of the strategic plan.

A system of budgeting was also developed and implemented with the assistance of the head of the planning department

Credit training sessions were developed, translated, presented and distributed to all officers and department heads.

Developed credit policy and procedures that was approved by the bank's board of directors.

Developed balance sheet that is acceptable under International standards;

Developed procedures for administering allowance for loan losses.

### **Kyrgyzagroprom Bank**

Developed credit policy and procedures that was approved by the bank's board of directors

Developed strategic business plan that was approved by the bank's board of directors

Provided training to central office and two branches to support the new credit policy.

Documentation and training was provided on financial ratios, cashflow statements, balance sheets and income statements to make a credit decision.

Designed new loan write up sheet for approval.

Wrote new distressed loan servicing procedures.

Provided training on conducting inspections of the farming operations to monitor and control collateral. Developed methodical recommendations on legal protection of loans.

Gave recommendations to Isaac Svartsman concerning the regulatory and legal changes necessary for Agro banks to survive in Kyrgyzstan.

Reviewed 5 problem loans and wrote them up as case studies .

Designed procedures for step by step process for foreclosures.

Developed Field inspection reports and Net recovery value worksheets.

#### **Kyrgyzpromstroy Bank**

Gave 10 recommendations for the lending department that need to be implemented.

Provide hands on training to 9 people in lending department.

Developed objectives for future training needs.

#### **IV. FIELD OFFICE SUPPORT ACTIVITY**

Opening a new office and developing projects for 124 volunteers over the past year has been a significant effort on the part of the field offices. When the project initiated programming in Central Asia, it was envisioned that ACDI would field about one third of its volunteers in that region, the remaining assignments in Russia. However, the differing initial approaches in each region, agricultural finance in Russia and commercial banking in the agricultural sector in Central Asia, made for quite different marketing approaches in each area. However, the relatively ambitious targets for each country were met during the fiscal year.

##### **Field Offices**

Russia: At the end of calendar year 1994, the old ACDI office was sold by the landlord and the Moscow office was moved in February, 1995.

Central Asia: With the inception of the ACDI Central Asian Initiative, it became apparent that the volunteers would require significant support in Almaty and Bishkek if the FtF effort was going to be successful. ACDI's FtF program opened an office in Almaty, actually it is space shared with the ACDI Food Systems Restructuring Project.

##### **Project Development**

ACDI's program continued its emphasis on working extensively with a smaller number of clients. In Russia, the client base broadened considerably with the addition of agricultural credit alternatives and borrowers as our clients. In order to concentrate resources, though, ACDI has begun to focus much more heavily in geographic areas. Krasnodar Krai, Novosibirsk and the Moscow area have become primary targets of opportunity.

In Central Asia, ACDI works closely to assist AID/Almaty achieve its objectives in the areas of financial reform. Working with mission staff and high level contacts in the National Banks of both Kazakstan and Kyrgyzstan, as well as ongoing AID-funded projects, project development has been centered on banks selected as potential players in agricultural lending in each country. Programs that build upon each other have been developed at the 5 selected banks. As initial workplans were completed, the project branched out to the commercial banking sector to work with banks that had greater capacity to engage in agricultural loans.

### **Volunteer Field Orientation**

A staff member meets all incoming volunteers at the airport and accompanies the group to the hotel and assists them with check-in and currency exchange. An informal orientation begins at the airport pick-up to help the volunteers get acclimated into a new culture and environment. The following day, ACDI conducts a formal orientation session at the Moscow office. This orientation focuses on the assignment and current events in Russia and allows volunteers time to ask questions of the field office staff.

Occasionally, assignments do not lend themselves to travel through the Moscow office. In these instances, ACDI makes alternative arrangements for briefings and ensures that logistics of volunteer arrivals are managed by the host. In Almaty, a similar briefing takes place for each assignment. The FtF program in Almaty is staffed by Mr. Robert Kossmann, an administrative assistant and a driver.

### **Continued Project Support**

The Moscow office is accessible to volunteers during the assignment via phone or fax. Occasionally a staff member will travel to a project site at the mid-point of an assignment to provide additional support to the volunteers and host institution. Volunteers are urged to work independently and to remain flexible with their hosts. The focus is for the volunteer to respond to the best of their ability to the host's requests.

### **Volunteer Field Debriefing**

At the conclusion of each project, the Moscow office conducts a debriefing session. Volunteers present their report to ACDI office staff and invited guests in Moscow. This is also an opportunity for the volunteers to evaluate both the project and the logistical arrangements made by ACDI.

## **V. WASHINGTON OFFICE SUPPORT ACTIVITIES**

The ACIDI Washington Office works closely with both the Moscow field office and the Almaty field office in each component of the Farmer-to-Farmer Project. The Washington Office facilitates volunteer preparation with preliminary information and an orientation session. Projects are continuously monitored through ACIDI's reports to USAID, the Project Matrix, and the reports received from the volunteers. ACIDI ensures that every volunteer has the opportunity to discuss the Farmer-to-Farmer program with his or her Congressional Representative, highlighting the volunteer's experience.

### **1. Volunteer Recruiting**

The ACIDI Washington Staff has assisted in the recruitment of 244 Farmer-to-Farmer volunteers who have been fielded from program start-up through the end of September. ACIDI's project assistant travelled to Almaty and Moscow in April. ACIDI is continually updating a potential volunteer to aid in future recruiting. The database currently has over 1200 applications. ACIDI representatives also attended the annual meeting of National Council of Farmer Cooperatives (NCFC) and the Farm Credit Council (FCC) to recruit for the FtF program.

### **2. Project Monitoring Matrix**

ACIDI developed a matrix which tracks volunteer project assignments, the purpose of assignment, the dates of assignment, the positions required, the potential recruits, the volunteer team, the initial volunteer orientation, the project de-briefing and actions needed. This system intends to facilitate smooth coordination between the local participating organizations, ACIDI/Washington, ACIDI/Moscow and ACIDI/Almaty. ACIDI also has a project database which complements the project matrix.

### **3. Project Preparation**

ACIDI Washington provides extensive pre-departure briefing information to all out-bound volunteers. The project briefing books were completely updated in June 1995, with separate briefing books created for Kazakstan and Kyrgyzstan. Volunteers are also provided with set of training materials prepared by previous volunteer teams and any background information on the host organization. ACIDI Washington conducts orientation sessions for each group of outbound volunteers. The Washington staff presents a half day program to help define the project goals.

### **4. Project Logistics/Support**

The Washington office obtains visas, travel advances, and airline tickets for all outbound volunteers. A staff member is continuously available to answer any questions of prospective and former volunteers. The Washington staff facilitates communication between former volunteers and their host institutions. This communication helps build

project sustainability.

## **5. Project Debriefing**

ACDI Washington conducts debriefing sessions with all returning volunteers. Representatives from USAID, the Department of State, and USDA are encouraged to attend these sessions. A summary is prepared to highlight the impact of the project and the volunteer recommendations. ACDI Washington arranges congressional visits for all returning volunteers and provides each congressional office with information on the Farmer-to-Farmer program. An ACDI staff member accompanies the volunteer to promote the program.

## **VI. PROJECT MANAGEMENT ACTIVITIES**

**Staff:** In January, Robert Kossmann was hired to coordinate ACDI's program in Central Asia as a long-term volunteer. Mr. Kossmann will complete his assignment in December, 1995 and will be replaced in Almaty by Ms. Lauren Sroczyński.

Mr. Charles Taylor completed his assignment as Chief-of-Party for the FtF program and returned to the U.S. Mr. Taylor has, however, made two visits to Russia in support of program activities.

Mr. Fred Smith was promoted from Program Director to Chief of Party in January, 1995.

Ms. Kristen Nelson completed her assignment as ACDI's Farmer-to-Farmer Project Coordinator and was replaced in that position by the Project Assistant, Lauren Sroczyński. Mr. Jeffrey Singer was hired as the FtF Project Assistant.

In the field office, Mr. Igor Kainov was hired as the Banking Programs Officer and Ms. Olga Vishnevetskaya was hired as an administrative assistant.

**Registration:** ACDI has now become registered with the Ministry of Economy. A bank account has been opened at Credobank to conduct transactions through the bank in accordance with Russian regulations for registered firms.

## **VII. COORDINATING WITH AID AND OTHER ORGANIZATIONS**

ACDI Moscow staff meets regularly with USAID Moscow, all other FtF implementors, the World Bank as well as European Union consulting organizations working on projects similar to ours. In addition, contacts have also been made with AID/Moscow Land Privatization programs, the International Finance Corporation Land Privatization program and numerous Russian organizations working on similar problems. ACDI enjoys excellent relations with the mission, other FtF implementors and other donors and consulting organizations.

In Central Asia, ACDI works closely with the AID/Almaty supported activities in financial and commercial banking reform in Kyrgyzstan. In Kazakstan, ACDI collaborates with AID-funded training programs, World Bank and European Union programs operating in the banking sector.

### **VIII. MONITORING AND EVALUATION**

Debriefing sessions conducted in Moscow and Washington provide ample opportunity for ACDI staff, both in the field and in Washington to understand the activities of each volunteer team. Follow-on assignments also provide assessments as to whether previous volunteer assignments have been effective or led to changes in the organization's activities. Volunteer assignment are also followed by direct telephone conversations with clients and ACDI Moscow or Almaty staff.

<i>Project Name:</i>	<i>Purpose:</i>	<i>Accomplishments:</i>	<i>Follow on:</i>
<b>Russia</b>			
Assoy Association Krasnodar October 94 2 vols.	To assist the host organization with financial planning and economic analysis of the business.	Improved financial management and increased understanding of business plan development.	Follow-on
Dalrybbank Vladivostock October 94 1 vol.	To provide technical assistance in the use of a newly installed Reuter system and the use of "Money-2000".	Improved capacity in the development of a bank profit center through currency trading and improved capacity in international finance.	
Petrozavodsk Banking School Petrozavodsk Nov. 1994 2 vol.	To conduct a course for Central Bank trainers on credit policy and loan administration procedures.	Increased awareness of U.S. bank examination techniques of relevance in Russia; enhanced technical capacity of Central Bank training staff in the development of credit policy.	
Yaroslavl Agroprom bank Yaroslavl October 94 3 vol.	To conduct a workshop on bank planning, marketing, human resources management, credit policies and other subjects.	Refined credit department credit policies and loan administration procedures; confirmed that bank procedures were both appropriate and efficiently carried out.	
Bank Sochi Sochi November 94 3 vol.	To upgrade the investment potential of the bank and the bank clients.	Strengthened the capability of Bank Sochi's investment department.	

<p>St.Petersburg Central Bank Training School</p> <p>St.Petersburg</p> <p>November 94</p> <p>2 vol.</p>	<p>To conduct an international seminar on bank management.</p>	<p>All areas of bank management were covered during the seminar as well as full integration of the skills needed to become successful managers.</p>	<p>Follow on</p>
<p>Russian Farmers Community Project</p> <p>Dmitrov</p> <p>February 95</p> <p>1 vol.</p>	<p>To identify options for the development of credit mechanisms to support the development of private farms in Dmitrov</p>	<p>Created a concept paper describing the mechanisms of establishing a functioning credit unit in the raion for the benefit of private farmers.</p>	<p>Follow on</p>
<p>Academy of National Economy V!</p> <p>Moscow</p> <p>Jan.-Feb. 1995</p> <p>1 vol.</p>	<p>To provide practical training on investment opportunities evaluation.</p>	<p>Increased capacity in meeting the requirements of the investment market.</p>	<p>Follow on</p>
<p>"Geya"</p> <p>Ryazan</p> <p>January 95</p> <p>1 vol.</p>	<p>To set up a cooperative financial unit as part of Joint Stock Company that was formed from a privatized State Farm.</p>	<p>Improved capacity and development of a framework for establishing a credit facility for private farms in Ryazan Oblast.</p>	<p>Follow on</p>
<p>Moscow Branch of Sberbank</p> <p>Moscow</p> <p>January 95</p> <p>1 vol.</p>	<p>To review the bank's credit policies and procedures.</p>	<p>Refined credit decision-making and loan administration procedures in one of Russia's largest banks. Participation in the approval of an agribusiness loan by the bank.</p>	<p>Follow on</p>

<p>"Assoy" II Krasnodar February 95 1 Vol.</p>	<p>To assist ASSOY's staff to prepare a business plan for a soy ice cream facility.</p>	<p>Increased capacity in business plan preparation. Better chances of obtaining a credit for the facility.</p>	<p>Follow on</p>
<p>Siberian Peasant bank III Novosibirsk February 95 1 Vol.</p>	<p>To review and provide advice on the concept paper and some "how to" bulletins for prospective clients for mortgage finance. To upgrade the bank's policies and procedures on mortgage crediting.</p>	<p>Improved capacity in mortgage finance. Refined bank's mortgage finance initiatives in conjunction with other local agencies.</p>	<p>Follow on</p>
<p>Uralpromstroibank Yekaterinburg March 95 2 vol.</p>	<p>To provide technical assistance working in the credit and oersonnel departments.</p>	<p>Improved personnel policies and human resource management procedures. Improved capacity and information to refine and loan decision-making and credit policies at the bank.</p>	
<p>Russian-American Joint Commission Moscow March 95 1 vol.</p>	<p>To advise commission loan officers on appropriate financial analyses in the credit decision process; advise joint commission Secretariat on managing its capital; to evaluate Joint Commission reinvestment plans and procedures.</p>	<p>Improved ability to make lending decisions upon sound financial analysis.</p>	
<p>Academy of National Economy V!! Moscow January 95 2 vol.</p>	<p>To conduct a two week workshop with 18 CEOs of Cooperative Farms from Chelyabinsk oblast.</p>	<p>Increased capacity to prepare business plans and increased information on the lending requirements of banks and foreign donor funds.</p>	<p>Follow on</p>

<p>Cooperative "Prodak"</p> <p>Yekaterinburg</p> <p>April 95</p> <p>3 vol.</p>	<p>To assist the cooperative in defining its strategy and policies and procedures.</p>	<p>Provided concrete recommendations on how to streamline the activities of the cooperative. Introduced the business planning process.</p>	
<p>Nizhny Novgorod Legislative Assembly</p> <p>Nizhny Novgorod</p> <p>April 95</p> <p>2 vol.</p>	<p>To participate in an international conference on appraisal and to assist the legislative assembly in developing working concepts for appraisal in Russia.</p>	<p>Conference presentations and subsequent meetings with oblast and appraisal professionals increased the awareness of rural appraisal as a distinct activity that requires significant training to be able to perform accurately and professionally.</p>	
<p>Academy of National Economy Course Development Strategy</p> <p>Moscow</p> <p>April 95</p> <p>2 vol.</p>	<p>To provide short-term assistance to the Academy of National Economy in developing an accredited course in rural appraisal.</p>	<p>The host institution realized that the course they aspired to develop requires much more time and effort than anticipated.</p>	<p>Follow on</p>
<p>Central Bank Bank Marketing Training module Development</p> <p>April 95</p> <p>Yekaterinburg</p> <p>2 vol.</p>	<p>To work with a team of Central Bank Specialists to develop a curriculum on bank marketing.</p>	<p>A training module was developed and translated into the Russian language.</p>	<p>Follow on</p>

<p>Siberian Peasant Bank IV Novosibirsk</p> <p>May 95</p> <p>2 vol.</p>	<p>To assist in the development of an investment banking department and to review the business plans of two promising agricultural enterprises.</p>	<p>Siberian Peasant Bank is adapting its organizational structure to facilitate investment operations.</p>	<p>Follow on</p>
<p>Central Bank Bank Marketing Workshop</p> <p>Yekaterinburg</p> <p>May 95</p> <p>2 vol.</p>	<p>To conduct a workshop based on the module.</p>	<p>Twenty Central Bank staff members participated in the workshop. Plans were made for the reverse training activity for the CB leading officials in charge of training to be conducted in the USA.</p>	<p>Follow on</p>
<p>Academy of National Economy VIII</p> <p>Moscow</p> <p>May 95</p> <p>2 vol.</p>	<p>To conduct a workshop on Land Appraisal and Mortgage Finance.</p>	<p>Better understanding of the basic concepts of land appraisal and mortgage finance.</p>	<p>Follow on</p>
<p>Academy of national Economy IX</p> <p>Moscow</p> <p>May 95</p> <p>2 vol.</p>	<p>To conduct a workshop on Investment Business Plan Development and Project Finances.</p>	<p>Enhanced understanding of the underlying economic concepts and financial skills required to manage an agricultural enterprise in a market economy.</p>	<p>Follow on</p>
<p>ASSOY III</p> <p>Krasnodar</p> <p>May 95</p> <p>1 vol.</p>	<p>To assist ASSOY Association staff in the preparation of loan application to the U.S.- Russian Investment Fund.</p>	<p>An application to the U.S.- Russian Investment Fund was completed. The volunteer briefed the Fund on his activities and the application has been submitted by ASSOY.</p>	<p>Follow on</p>

<p>ASSOY IV Krasnodar June 95 2 vol.</p>	<p>To prepare business plans for several enterprises in Krasnodar krai.</p>	<p>An upgraded business plan for the soy-bean milk facility was prepared although significant work on the marketing sector of the plan is still required.</p>	<p>Follow on</p>
<p>Russian society of appraisers. Volgograd June 95 2 vol.</p>	<p>To first participate in an RSA conference and then to travel to Volgograd to work with the local Society of Appraisers.</p>	<p>A course model has been created based on standard U.S.A-10 course to train rural appraisers.</p>	
<p>North Caucasus Grain Krasnodar June 95 2 vol.</p>	<p>To conduct a workshop on business planning and how to make business plans attractive to potential foreign investors.</p>	<p>Better understanding of the role of business planning and ways of stimulating investment activity for agribusinesses in Krasnodar Krai.</p>	
<p>Geya III Ryazan July 95 2 vol.</p>	<p>To assist cooperative "Orientir" improving its management.</p>	<p>The volunteers have come up with concrete recommendations on various aspects of improving cooperative management.</p>	<p>Follow on</p>
<p>Central Bank of Russia Petrozavodsk July 95 2 vol.</p>	<p>To develop a training module on bank supervision together with Russian experts.</p>	<p>A training module on bank supervision was developed and translated into Russian.</p>	<p>Follow on</p>

<p>Central Bank of Russia Training Module Development on Economic Analysis</p> <p>Oryol</p> <p>August 95</p> <p>2 vol.</p>	<p>To develop training module on economic analysis in banks.</p>	<p>A training module was developed, which consists of theoretical materials, practical assignments and instructions to trainers.</p>	<p>Follow on</p>
<p>International Finance and Banking School I</p> <p>Moscow</p> <p>September 95</p> <p>2 vol.</p>	<p>To assist in developing a course outline and training materials on bank appraisal.</p>	<p>A course outline and training materials were developed .</p>	
<p>International Finance and Banking School II</p> <p>Moscow</p> <p>September 95</p> <p>2 vol.</p>	<p>To provide technical assistance in the area of personnel policy and training needs assessment.</p>	<p>Materials on bank personnel policy were prepared that were incorporated into current IFBS courses on human resources management.</p>	<p>Follow on</p>
<p>Central Bank of Russia Workshop on Bank Supervision</p> <p>Petrozavodsk</p> <p>September 95</p> <p>2 vol.</p>	<p>To conduct a workshop on bank supervision in Petrozavodsk banking school.</p>	<p>The volunteers conducted a workshop that got a very positive response from the audience.</p>	<p>Follow on</p>

<p>Central Bank of Russia Training module Development on Securities and Capital Market</p> <p>St.Petersburg</p> <p>September 95</p> <p>2 vol.</p>	<p>To work on a training module on securities and capital market.</p>	<p>A training module was developed which consists of extensive theoretical material, case studies and some instructions for trainers.</p>	<p>Follow on</p>
<p>ASSOY V Krasnodar</p> <p>September 95</p> <p>1 vol.</p>	<p>To work with the host organization on improving its production potential.</p>	<p>The ACDI specialist prepared a report which contains recommendations to the association. The specialist has volunteered to do some additional work for the association in the US.</p>	<p>Follow on</p>
<p>Privatization and Business Academy</p> <p>Moscow</p> <p>September</p> <p>3 vol.</p>	<p>To work at the possibility of using ESOP concept to assist in privatizing state- owned enterprises with the focus on agribusinesses.</p>	<p>The volunteer team left a substantial report containing the analysis of the Post Voucher Privatization concept paper and recommendations based on the discussions of the issues with the PBA and at different enterprises they visited.</p>	
<p>North Caucasus Grain II Krasnodar</p> <p>September 95</p> <p>2 vol.</p>	<p>To assist the company in forming the association.</p>	<p>The volunteers left a report with recommendations to NCG.</p>	<p>Follow on</p>
<p>Agrotechservice Krasnodar</p> <p>August 95</p> <p>2 vol.</p>	<p>To assist with financial records, business plan and provide advice on zone of the aspects of developing business opportunities.</p>	<p>The volunteers reviewed in detail the company's financial records and conducted training in business plan preparation.</p>	

Uralpromstroibank Yekaterinburg August 95 2 volunteers	To improve bank capacity to prepare and implement strategic plans and to evaluate credit risk.	Recommended improvements to the bank's business plan, made suggestions for changes in the bank's organizational structure and worked with credit department on improved credit risk analysis.	Follow on
Credobank Moscow August 95 2 volunteers	Assess bank's potential to finance U.S. agricultural commodities and to work with economic department staff on trade and investment finance.	Reviewed U.S. government programs for financing agricultural commodities with bank staff. Suggested possible trade and investment opportunities to Credobank senior management.	
Fasta Krasnodar August 95 2 vol.	To improve the capacity to attract and manage financial resources.	The business plan was reviewed and recommendations were provided on how to improve it.	
<b>Siberian Peasant bank</b> <b>Novosibirsk</b> <b>August 95</b> <b>2 vol.</b>	<b>To conduct an informal management audit and diagnostic survey of the bank's practices</b>	<b>Report on informal financial management audit of the bank. Recommended procedures to upgrade bank to international standards.</b>	<b>Follow on</b>
<b>Tula Agroprombank</b> <b>Tula</b> <b>August 95</b> <b>2 vol.</b>	<b>To enhance the capacity of bank marketing activities and to assist in development of the competitive bank products and services for the bank's operations.</b>	<b>Prepared marketing plan for market research and marketing campaign comprising recommendations on the organizational strategy for the top management and other employees.</b>	
<b>KAZAKHSTAN</b>			

<p>Altyndybank Almaty November 94 2 vol.</p>	<p>To upgrade the bank's management performance.</p>	<p>Concept paper and work plan for ongoing assistance to improve bank management.</p>	
<p>Kazagroindustrial Bank Almaty October 94 2 vol.</p>	<p>To conduct a workshop on a wide range of topics centered around the issues of credit process and loan collection.</p>	<p>Concept paper and work plan for ongoing assistance to improve bank management.</p>	
<p>Turanbank-II Almaty December 95 2 vol.</p>	<p>To deliver a workshop on bank management.</p>	<p>Bank marketing strategies implemented. Concept paper and work plan for ongoing assistance to improve bank management.</p>	<p>Follow on.</p>
<p>Kazagroindustrial Bank II Almaty February 95</p>	<p>To identify and develop an agenda for reform of the bank's policies, management systems and problems of liquidity and prepare a draft mission statement and strategic plan for the Board of Directors approval.</p>	<p>Developed a new organization chart, draft mission statement and strategic business plan that was approved by the Board of Directors.</p>	<p>Follow on</p>
<p>Kazagroindustrialbank III Almaty May 95 2 vol.</p>	<p>To develop a written credit policy and train a core group of credit staff to implement the policy.</p>	<p>Drafted new credit policies and procedures and submitted them for the Board of Directors to review.</p>	<p>Follow on</p>

<p>Turanbank III</p> <p>Almaty</p> <p>April 95</p> <p>2 vol.</p>	<p>To assist in establishment of lines of responsibility and accountability within the bank's management structure and assist the bank in developing a marketing program designed to attract new clients and raise capital for the bank.</p>	<p>Initiated a system for establishing concise and functional job descriptions. Sample forms were developed in Russian.</p>	<p>Follow on.</p>
<p>Altyndenbank II</p> <p>Almaty</p> <p>May 95</p> <p>2 vol.</p>	<p>To assist the bank in setting fourth new credit policies and to prepare a mission statement and strategic plan for board approval.</p>	<p>Due to the severe crisis at the bank and unwillingness of the bank management to implement aggressive reform policies it was decided not to participate in further assignments with this bank.</p>	<p>Follow on.</p>
<p>Igilik Bank</p> <p>Almaty</p> <p>Aug.-Sept. 95</p> <p>2 vol.</p>	<p>Enhance credit department skills in evaluating small business loan applications, upgrade all credit and loan documentation procedures, develop new A/L procedures and policies etc.</p>	<p>Assessed A/L system and recommended new department start-up. Gave two weeks of training in A/L. Prepared training needs</p>	
<p>Kazakgroindustrial Bank</p> <p>Almaty</p> <p>August 95</p> <p>2 vol.</p>	<p>Establish a system of concise and functional job description, aa salary grading system, review system; review the strategic plan etc.</p>	<p>Developed new staffing requirements and specific job descriptions for bank staff. Developed new branch evaluation report</p>	<p>Follow on</p>
<p>Kazkommerts Bank</p> <p>Almaty</p> <p>August 95</p> <p>1 vol.</p>	<p>Enhance credit department skills in evaluating small business loan applications, upgrade all loan and credit documentation procedures and policies.</p>	<p>Provided hands-on training for the small lending department.</p>	

<p>Kreditsource Bank Almaty September 95 3 vol.</p>	<p>Estimate financial impact on banks balance sheet, make recommendations to Center Bank on branch operations, personnel, provide short credit training classes etc</p>	<p>Reviewed 496 loans to measure credit soundness, classification and loan loss reserve. Developed new loan asset pricing schedule.</p>	
<p>Wiedergeburt Bank Almaty July 95 2 vol.</p>	<p>Estimate financial impact on banks balance sheet, make recommendations to Center Bank on branch operations, personnel, provide credit training classes.</p>	<p>Conducted loan portfolio audit, provided training to Center Bank credit staff and reviewed credit department operations.</p>	
<b>KYRGYZSTAN</b>			
<p>Dyikenbank Kyrgyzstan October 94 2 vol.</p>	<p>Upgrading levels of bank staff expertise.</p>	<p>Developed credit policy and procedures which were later approved by the bank's board of directors;</p>	
<p>Dyiken Bank Kyrgyzstan January 95 2 vol.</p>	<p>To prepare a written credit policy and establish procedures for it's implementation and to upgrade accounting/auditing standards at the bank.</p>	<p>Developed credit policy and procedures that was approved by the bank's board of directors.</p>	<p>Follow on</p>
<p>Kyrgyzzagroprombank Kyrgyzstan January 95 2 vol.</p>	<p>To prepare a draft mission statement and strategic plan for the Board of Directors approval.</p>	<p>Developed credit policy and procedures that was approved by the bank's board of directors.</p>	<p>Follow on</p>

Volunteer Tracking Information

Project	Volunteer Name	State	Institution	Gender
Agrotechservice	Roger Engstrom	Iowa	Independent Consultant	Male
	Tom Smith	MI	Hartford Tractor	Male
Assoy V	Ikbal Chowdhury	MO	Lincoln University	Male
Center Bank	Robert Kenerley	VA	Kenerley Business Brokers	Male
	Scott Johnstone	MA	Shawmut Bank	Male
	Kay Pittman	MS	Federal Intermediate Credit Bank	Male
Central Bank Training Schools - Oryol II	Stephen Borzyskowski	AZ	Comptroller of the Currency	Male
	Mercedes Borzyskowski	AZ	Comptroller of the Currency	Female
Central Bank Training Schools - Petrozavodsk III	Gene Brandvold	MN	Farm Credit Services	Male
	Robert Willett	FL	Federal Deposit Insurance Corporation	Male
Central Bank Training Schools - St. Petersburg II	David Thoms	FL	Meridien BIAO Bank	Male
	Jim LePage	MO	Lincoln University	Male
Cooperative Development Policy	John Reilley	VA	US Department of Agriculture	Male
Credobank	Doyle Cook	VA	Farm Credit Administration	Male
	Dan Runyon	VA	Ameribanc Savings Bank	Male
Fasta	Robert Delemarre	MD	Development Technologies, Inc.	Male
	Kenneth Eubanks	TX	Eubanks Nursery	Male

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International Finance and Banking	Allan Rollins	NJ	Beneficial Management Corporation	Male
School I	Joan Stafford	CA	Civic Bank of Commerce	Female
International Finance and Banking	Sarah Hargrove	PA	Secretary of Banking - Pennsylvania	Female
School II	Roger Lindland	CA	Dorean Associates	Male
Igilik	Sam Davis	CO	CoBank	Male
	Robert Yoder	AZ	Sendero Corporation	Male
Interagrofund	Kenneth Peoples	VA	Farm Credit System	Male
	Eric Thor	AZ	Arizona State University	Male
Kazagropromstroibank IV	Carl Hanson	MA	Globex Technologies Corporation	Male
Kazkommertz	Ugo Melloni	CA	Financial and Banking Consultant	Male
Kyrgyzpromstroibank	Jack Buell	FL	SeaFirst Bank	Male
	Stephen McIntire	CA	Pacific Heritage Bank	Male
North Caucasus Grain	Aaron Glanzer	SD	Cenex	Male
	Myron Just	MN	Harvest States Cooperatives	Male

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Novosibirsk V	David Snyder	CA	Independent Consultant	Male
	Robert Carges	NY	Topa Savings Bank	Male
Privatization and Business Academy	Andrew Tavss	MD	South Building Supply, Inc.	Male
	Michael Greaney	VA	Equity Expansion International	Male
	Joseph Recinos	FL	International Consultant	Male
Ryazan III	Jack Armstrong	VA	National Council of Farmer Cooperatives	Male
	Norman Stakkeland	WA	Dairy Valley Farms	Male
Tulaagropromstroibank	Gene Hamilton	ND	Independent Consultant	Male
	Kip Hughes	CO	Norwest Bank	Male
Turanbank III	Albert Barr	CA	Bank of America	Male
Turanbank IV	Greg Thielen	CO	Public Service Company of Colorado	Male
Uralpromstroibank	Newt Fuller	MN	Resolution Trust Corporation	Male
	Joseph Studholme	NY	Union Bank of Finland	Male
Wiedergeburt	Charles Sherwood	NJ	CS Associates	Male
	Larry Gaskin	CA	Financial Consulting, Inc.	Male

**Project Tracking Information**

	<b>Turanbank III</b>	<b>Turanbank IV</b>	<b>Wiedergeburt Bank</b>
<b>NIS Republic</b>	Kazakstan	Kazakstan	Kazakstan
<b>Beneficiary Org.</b>	Turanbank	Turanbank	Wiedergeburt Bank
<b>Project Sites</b>	Almaty, Kazakstan	Almaty, Kazakstan	Almaty, Kazakstan
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	July 1 - July 20, 1995	July 1 - Aug. 15, 1995	July 11 - Aug. 22, 1995

	<b>Ryazan III</b>	<b>Kazagroprom Bank IV</b>	<b>Credobank</b>
<b>NIS Republic</b>	Russia	Kazakhstan	Russia
<b>Beneficiary Org.</b>	Ryazan	Kazaagropromstroibank	Credobank
<b>Project Sites</b>	Ryazan, Russia	Almaty, Kazakhstan	Moscow, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	July 31 - Aug. 24, 1995	Aug. 3 - Aug 31, 1995	Aug. 11 - Sept 1, 1995

	<b>Kazkommertz</b>	<b>Novosibirsk V</b>	<b>Uralpromstroibank</b>
<b>NIS Republic</b>	Kazakhstan	Russia	Russia
<b>Beneficiary Org.</b>	Kazkommertz Bank	Siberian Peasant Bank	Uralpromstroibank
<b>Project Sites</b>	Almaty, Kazakhstan	Moscow, Russia	Krasnodar, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Aug 11 - Sept 9, 1995	Aug 13 - Sept 13, 1995	Aug 13 - Sept 1, 1995

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	<b>Central Bank Training School - Oryol III</b>	<b>Igilik I</b>	<b>Agrotechservice</b>
<b>NIS Republic</b>	Russia	Kazakstan	Russia
<b>Beneficiary Org.</b>	Central Bank Training School - Oryol	Igilik Bank	Agrotechservice
<b>Project Sites</b>	Oryol, Russia	Krasnodar, Russia	Krasnodar, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Aug 23 - Sept 18, 1995	Aug 23 - Sept 25, 1995	Aug 26 - Sept 18, 1995

	<b>Fasta</b>	<b>Tulaagroprombank II</b>	<b>Central Bank Training School-Petrozavodsk III</b>
<b>NIS Republic</b>	Russia	Russia	Russia
<b>Beneficiary Org.</b>	Fasta	Tulaagroprombank	Central Bank Training School - Petrozavodsk
<b>Project Sites</b>	Krasnodar, Russia	Tula, Russia	Petrozavodsk, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Aug 26 - Sept 18, 1995	Aug. 27 - Sept 24, 1995	Sept 8 - Sept 29, 1995

	<b>North Caucasus Grain</b>	<b>International Finance &amp; Banking School I</b>	<b>International Finance &amp; Banking School II</b>
<b>NIS Republic</b>	Russia	Russia	Russia
<b>Beneficiary Org.</b>	North Caucasus Grain Association	International Finance and Banking School of Moscow	International Finance and Banking School of Moscow
<b>Project Sites</b>	Krasnodar, Russia	Moscow, Russia	Moscow, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Sept 13 - Oct 6, 1995	Sept 17 - Oct 16, 1995	Sept 17 - Oct 12, 1995

	<b>Assoy V</b>	<b>Privatization and Business Academy</b>	<b>Center Bank</b>
<b>NIS Republic</b>	Russia	Russia	Kazakstan
<b>Beneficiary Org.</b>	Assoy Association	Privatization and Business Academy	Center Bank
<b>Project Sites</b>	Krasnodar, Russia	Moscow, Russia	Almaty, Kazakstan
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Sept 21 - Oct 10, 1995	Sept 26 - Oct 14, 1995	Sept 25 - Oct 21, 1995

	<b>Kyrgyzpromstroibank</b>	<b>Central Bank Training School-St. Petersburg II</b>	<b>Cooperative Development Policy</b>
<b>NIS Republic</b>	Kyrgyzstan	Russia	Russia
<b>Beneficiary Org.</b>	Kyrgyzpromstroibank	Central Bank Training School - St. Petersburg	Russian Duma
<b>Project Sites</b>	Bishkek, Kyrgyzstan	St. Petersburg, Russia	Moscow, Russia
<b>T.A. Objectives</b>	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)	Ag. Credit & Finance (4)
<b>Dates of Assignment</b>	Sept 26 - Oct 30, 1995	Sept 28 - Oct 19, 1995	Sept 30 - Oct 8, 1995

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**ACDI Farmer to Farmer Budget**

As of September 30, 1995

<b>USAID Contract Line Items</b>	<b>Budget</b>	<b>Actual</b>	<b>Unliquidated</b>	<b>Percentage Spent</b>
Salaries	\$618,835.00	\$622,768.00	(\$3,933.00)	100.6%
Payroll Added	\$174,944.00	\$171,817.00	\$3,127.00	98.2%
Allowances	\$179,099.00	\$98,940.00	\$80,159.00	55.2%
Travel/Trans./Per Diem	\$2,145,275.00	\$1,512,447.00	\$632,828.00	70.5%
Evaluation	\$38,730.00	\$38.00	\$38,692.00	0.1%
Commodities	\$121,450.00	\$131,404.00	(\$9,954.00)	108.2%
Other Direct Costs	\$380,669.00	\$463,591.00	(\$82,922.00)	121.8%
Indirect Costs	\$1,339,193.00	\$1,098,368.00	\$240,825.00	82.0%
Direct Costs	\$3,658,998.00	\$3,001,004.00	\$657,994.00	82.0%
<b>TOTAL USAID COSTS</b>	<b>\$4,998,195.00</b>	<b>\$4,099,372.00</b>	<b>\$898,823.00</b>	<b>82.0%</b>
In-Kind Contributions	\$986,350.00	\$1,029,410.00	(\$43,060.00)	104.4%
<b>Total Established Program Costs</b>	<b>\$5,984,541.00</b>	<b>\$4,180,102.00</b>	<b>\$1,804,439.00</b>	<b>69.8%</b>