

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

**Annual Report
October 1, 1993 - September 30, 1994**

from a consortium of

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

**in cooperation with the
Foundation for the Development of Polish Agriculture**

November 1, 1994

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RESTRUCTURING AGRICULTURE AND AGRIBUSINESS
PRIVATE SECTOR PROGRAM FOR POLAND (RAAPS)
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I. EXECUTIVE SUMMARY

The **goal** of the USAID RAAPS/Poland project is to increase competition efficiency and the productivity of Polish agriculture in a free market economy. The **purpose** of the project is to assist firms in the food processing and agricultural input sectors to become privatized, efficient, productive, and financially viable. The **outputs** expected are to strengthen the profitability and market share of 30 Polish agribusinesses by project end and have two Polish universities with the capacity to provide advisory services in trade, marketing, and corporate management planning. The strategy to implement this is to develop and implement business plans in agribusinesses to strengthen their ability to operate as private competitive enterprises, complemented by in-country and U S training. The RAAPS consortium has implemented a systematic approach to the monitoring and evaluation of project activities. This provides clear indicators against which to measure the success of the activities in providing long-term, sustainable impact. **The project is well on its way to achieving the two major outputs: 1) 28 agribusinesses have received their business plans, ten of which have been strengthened, and 2) agricultural university staff at Krakow and Olsztyn are already acting as advisors to agribusinesses, under the auspices of the RAAPS program**

Activity

The core of the RAAPS project is long-term technical assistance. Business plans were developed for 28 agribusinesses in the four targeted agricultural sectors of grain processing, meat processing, fruit and vegetable processing, and agricultural input enterprises. Of these, **ten organizations have implemented business plan recommendations that have resulted in such benefits as privatization, increased sales, cost savings, and bank loan approvals**. The RAAPS consortium members continue to work with the other twenty, who have recently received business plans, plus another ten in the initial stages.

The consortium's other activities complement and support the technical assistance component.

- In-country training 17 workshops in Intermediate Marketing and 4 in Agribusiness Management
- U S training 10 representatives of the Polish fertilizer industry participated in training in Alabama 12 Poles to Sparks in Tennessee to learn agribusiness management 1 Pole to Iowa and Illinois to learn swine marketing/management
- Faculty Training 13 Polish professors worked on curriculum development at the University of Minnesota on international trade and agricultural policy, strategic management, and marketing Three University of Minnesota professors traveled to the agricultural universities at Olsztyn and Krakow

Program Coordination

The consortium team members work together closely to ensure a coordinated effort Land O'Lakes and Sparks Companies plan activities jointly to implement the RAAPS program activities The Land O'Lakes Warsaw office provides in-country support for Land O'Lakes' and Sparks Companies' activities The Foundation for the Development of Polish Agriculture (FDPA) assists in the long-term technical assistance interventions The University of Minnesota works closely with Land O'Lakes and the Olsztyn and Krakow agricultural universities Professors at the agricultural universities in Olsztyn and Krakow participate actively in all phases of the long-term technical assistance interventions All the partners meet quarterly as a group to refine cooperation and to adjust the RAAPS approach to changing customers' needs

The financial report is Attachment A

II ACTIVITIES

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

A. Management Seminars

In-Country Workshops

Land O'Lakes presented 17 marketing workshops and 4 agribusiness management workshops to a total of 474 participants 294 men (62%) and 180 women (38%) Several of the seminars were customized for technical assistance beneficiaries Spolem cooperative and Agros Attachment B has a list of all the courses

The workshop instruction is structured to go hand in hand with technical assistance interventions. The workshops are designed to aid companies undergoing the transition to privatization in a free market economy. Case studies based on Polish conditions are incorporated into the workshops.

Training in the U S

Agribusiness Management Sparks Companies presented an executive course in agribusiness management to twelve Polish upper-level managers of Polish enterprises the week of February 7-11 in Memphis, Tennessee. Representatives of the organizations actively involved in RAAPS technical assistance efforts attended the seminar. They work in the meat, fruits, vegetable, honey, flour, feed, and seed industries. A variety of experts taught segments covering futures markets, risk management, price forecasting, hedging, options, and cost benefit analysis. The seminar was designed to bring Polish agribusiness executives into close contact with leading-edge agribusiness concepts, activities, and practices. Some of the participants discussed possible joint ventures with U S firms.

Fertilizer To strengthen the Polish fertilizer industry, ten key representatives of the industry and its distribution system participated in U S training April 9-19. The objective was to expose the participants to U S practices in fertilizer processing and in the formation of dealer networks that act as a private advisory service. The fertilizer processors are improving their operations in order to compete in the ever-competitive agricultural input marketplace. The U S training partner in this effort was the International Fertilizer Development Center based in Muscle Shoals, Alabama.

Swine Aleksander Dargiewicz traveled to the U S June 9-17 to learn swine production, processing and marketing. He will apply the techniques learned in his position at FDPA's pork venture.

B Faculty Training

The Center for International Food and Agricultural Policy of the University of Minnesota hosted thirteen Polish university professors February 14 - March 11 in a program aimed at developing teaching capabilities and curriculum in these three areas:

- International Trade and Agricultural Policy (2 professors)
- Strategic and Operations Management (6 professors)
- Marketing and Cooperatives (5 professors)

The Polish professors worked in small groups, under the direct supervision of seven Minnesota faculty members, to structure courses, develop curricula, lectures, case studies and textbooks. The materials developed during these seminars are returned to Poland, where the individual professors translate and adapt materials to Polish needs and proceed to develop a full course curriculum.

The University of Minnesota provided follow-up technical assistance in Poland to these same professors. In April, Professors Ben Senauer and Jerry Hammond conducted teacher workshops in agricultural marketing for 27 professors at the Olsztyn University of Agriculture and Technology. In June, Professor Robert King led teacher workshops in management topics at Krakow and in agribusiness management topics at Olsztyn.

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

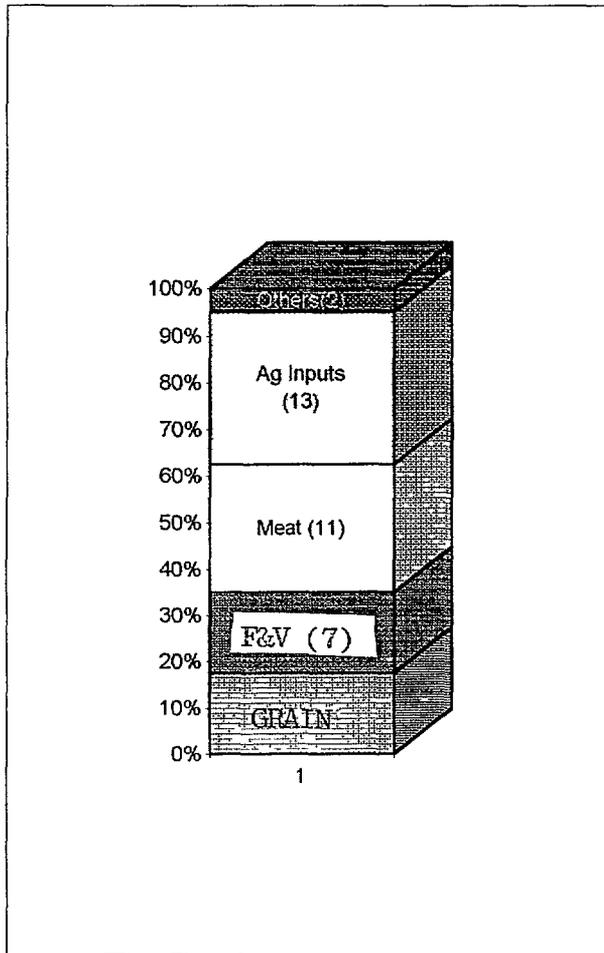
C Technical Assistance

The strategy of the long-term technical assistance is to develop, implement, and monitor business plans for agribusinesses and thereby strengthen their ability to operate as private, competitive enterprises. In Year Two of the project, thirty (30) agribusinesses received business plans. In Year Three, another twenty (20) will be developed. To ensure that these long-term interventions are successful, the consortium has adopted a consistent and systematic methodology under which each client has a workplan, with benchmarks and clear and quantifiable objectives to be monitored throughout the life of the project. The four targeted agricultural sectors are:

- grain
- meat
- fruit and vegetable processing
- agricultural input enterprises

Refer to the next page for a percentage breakdown of each sector involved in the RAAPS program. Selection criteria for technical assistance candidates include size, ownership (must be private or in process of privatizing), financial condition, management, resources, and the potential for long-term impact on the organization.

**RAAPS
TECHNICAL ASSISTANCE
SECTORS**



| Sectors | No of Firms | % of Total |
|-----------------------------|-------------|------------|
| Grain Milling & Processing | 7 | 17.5 |
| Fruit & Vegetable Process | 7 | 17.5 |
| Meat Processing | 11 | 27.5 |
| Argicultural Inputs Distrib | 13 | 32.5 |
| Others | 2 | 5 |
| TOTAL | 40 | 100 |

The six phases of the long-term technical assistance program are described below and in Attachment C, which displays the phases in timeline form. The implementation of the assistance phases is staggered, rather than concurrent, for the selected companies. Some will be in Phase 3 while others are in Phases 4, 5, and 6.

Phase 1 Organizations are identified, then screened, based on available public information. This process eliminates those with high debt or who are unlikely to privatize.

Phase 2. Each of the remaining firms is contacted directly to discuss their organization, market conditions, and delineate problems and to leave a data questionnaire for the company to complete. Upon analysis of the information collected, candidates are selected for the long-term assistance.

Phase 3 In-depth meetings are conducted over one to two days with each selected organization, after which a skeleton business plan and financial spreadsheets are prepared.

Phase 4. A U.S. expert visits for two to three days to review all collected information. A full business plan is developed, complete with objectives, recommendations, and benchmarks. The business plan focuses on revenue potential, operating cost projections, a marketing plan and a capital and financial plan.

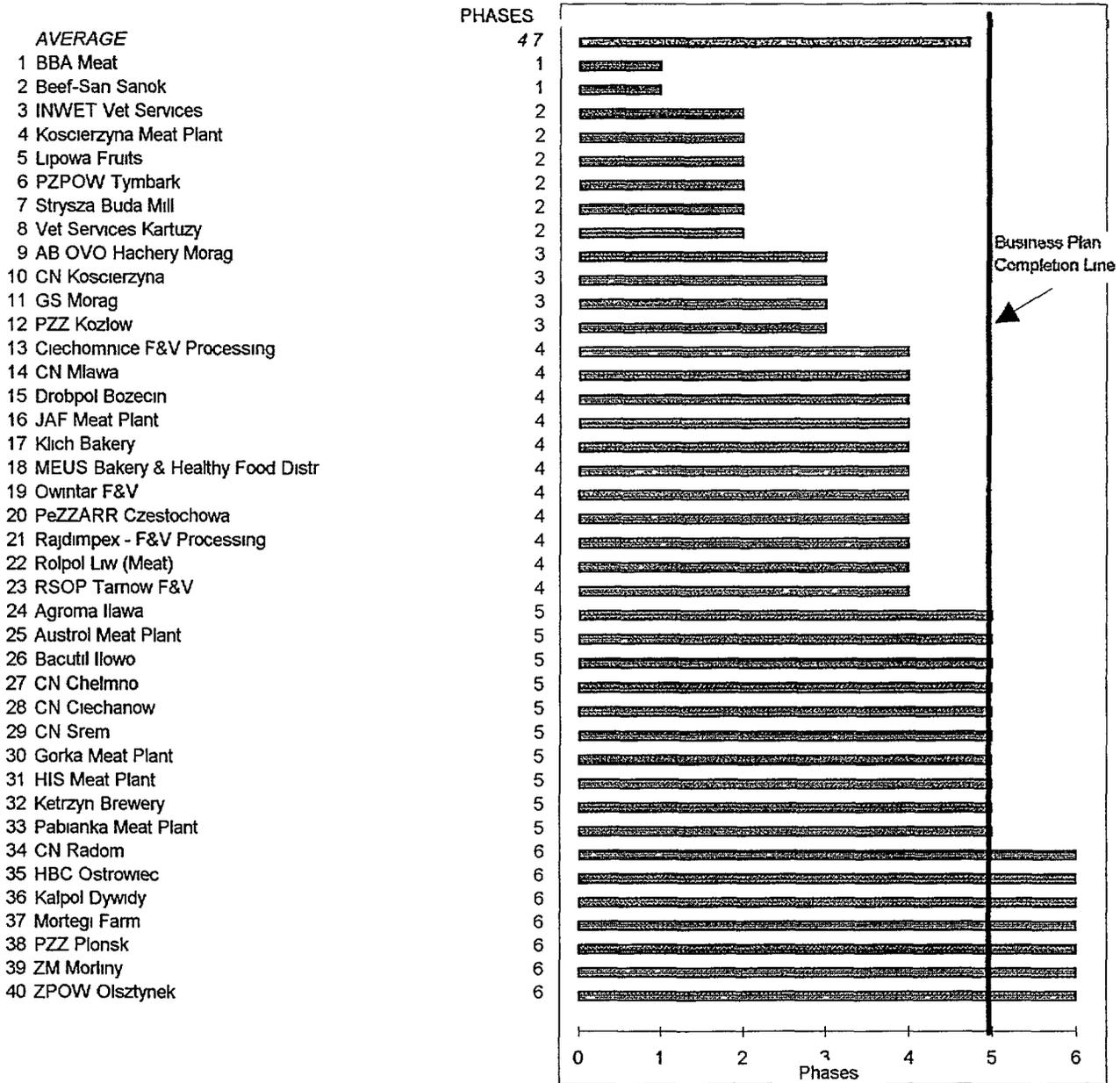
Phase 5. The business plan is delivered to and discussed with the company.

Phase 6. Each organization is monitored once a month for at least three months, perhaps longer, to provide ongoing advice and recommendations and to document impact.

The next page has an implementation graph that indicates the status of each long-term technical assistance beneficiary. As of September 30, forty (40) organizations are in one of the six phases: two organizations are in Phase 1, six are in Phase 2, four are in Phase 3, eleven are in Phase 4, ten are in Phase 5, and seven are in Phase 6.

See also Attachment D for an implementation table that records more detail on the status of all 40 of the organizations.

RAAPS Technical Assistance Implementation Graph



Legend

- Phase 1 - Data Collection Questionnaire Filled In
- Phase 2 Recommendation Report Submitted
- Phase 3 Skeleton BP Developed
- Phase 4 Visit of US Experts & Development of Final BP
- Phase 5 BP with Financial Projections Presented
- Phase 6 Follow-up Monitoring

Polish professors in Olsztyn and Krakow and the FDPA employees are deeply involved in all phases of the technical assistance methodology, working in close cooperation with Land O'Lakes and Sparks Companies. This ensures institutionalization of the privatization process. Once the RAAPS/Poland project is completed, these Poles will possess the tools they need to continue as advisors and educators to others.

III. IMPACT

Refer to the quarterly reports for October-December 1993 and January-March 1994 for fourteen successes that resulted from participants' attendance at the marketing and agribusiness management workshops. This report will deal only with the impact of the long-term technical assistance.

Privatization

Eight organizations are undergoing or have completed the privatization process, with the assistance of the RAAPS' consortium's long-term assistance.

- Radom Seed Center -- completely privatized
- HBC Ostrowiec (sugar beet seed) -- privatization complete near year-end 1994
- Agroma Ilawa (farm machinery) -- privatization complete near year-end 1994
- Owintar -- early stage
- PZZ Kozlow (grain processor) -- early stage
- Srem Seed Center -- early stage
- Ciechanow Seed Center -- early stage
- Mlawa Seed Center -- early stage

Business Plans Used for Loan Applications

Business plans developed under the auspices of the RAAPS program were used for loan applications for

- Ciechanow Seed Center
- Srem Seed Center
- Chelmno Seed Center
- Morteği Farm
- Kalpol Dywidy (feed and agricultural input supply)
- Rolpol Liw meat processor
- Pablanka meat processor

- Austrol meat processor
- Drobpol Bozecin poultry processor

Individual Successes

Of the 30 agribusinesses who have business plans developed by the RAAPS collaborators, ten of them have enjoyed the following results. The others completed their plans too recently to show change.

Radom Seed Center

- Fully privatized in May 1994. Restructured using recommendations of business plan. The ownership of the firm is spread out among 132 workers, with twelve managers and store operators controlling fifty-one percent of the company.
- Sales increased 50% since 1993. Established a marketing department and a customer-oriented distribution system and expanded geographically, following recommendations of business plan.

PZZ Plonsk grain processor

- Maintains a 50% of the Warsaw market share in a fiercely competitive environment.
- Took action to cut costs of raw materials.
- Began negotiations with ConAgra and Cargill in the U.S. for business ventures, as a result of internship for the director.
- Has improved internal information exchange/flow.

Morliny meat processor

- Attained status as leading meat processor and packer in Poland.
- Implemented a system for unit cost calculations, so as to focus on only the most profitable activities.
- Improved internal information flow, allowing for better decisions.

Mortegi State Farm

- Fully privatized.
- RAAPS business plan was taken to bank and led to obtaining equivalent of USD300,000 for privatization of farm, and refinancing debt, which was repaid within one year.

Zpow Olsztynek fruit and vegetable processor

- Increased sales of frozen vegetables and fruits, from 400 metric tons to 1500 metric tons over a year Transformed from purely production oriented to marketing oriented Developed a direct distribution system in the local market, leading to better use of resources and higher sales and gains in the market share
- Differentiated two market segments--retailers and institutions--and focused their activities accordingly It brought new and prospective clients Olsztynek is a major supplier now of vegetables to Pizza Hut, which is going to open 200 restaurants in Poland Other institutional clients include schools
- Adopted a consistent logo for their products and labeled what distinguished their various products and thereby brought serious customers from the East
- Introduced new products in line with customer tastes, according to business plan recommendations The new high-pulp juice products sell well
- A major distributor of food products in Poland agreed to stock Olsztynek products in very significant quantities

Kalpol Dywidy agricultural inputs

- Obtained a loan to introduce a new product (granulated feed) into the market and for refurbishment of production facilities

HBC Ostrowiec sugar beet seed company

- In the process of privatization Has found an investor and is considering a merge, as was recommended in the business plan

Srem Seed Center

- Srem used its business plan to secure a working capital line of credit from the Bank of Food Economy (BGZ Bank)

Ciechanow and Mlawa Seed Centers

- The two companies are merging their operations, creating a stronger company with complementary production

IV EVALUATION

The RAAPS program underwent an external mid-term evaluation by Paul Prentice July 11 - August 25. His evaluation document was overwhelmingly positive in content, particularly in terms of 1) the redesign of the project in response to a previous outside evaluation and to changing conditions, 2) the close coordination amongst the six cooperating organizations, 3) the well-defined focus and structure of the six-phase long-term technical assistance. In his conclusions and recommendations, Prentice stated the following:

“While project design originally was somewhat confusing and overly complicated, LOL and its RAAPS partners, with some guidance from A I D , has done a commendable job of redesigning and streamlining the project. This is partially apparent in Year One Work Plan, but to a much greater extent in Year Two Work Plan and in the project guidelines manual -- RAAPS Technical Assistance Methodology.

“LOL accepted the various criticisms and recommendations contained in the Chemonics Evaluation Report (19 April 1993), as well as advice and guidance from A I D , and reoriented many, if not all, project activities accordingly. The Evaluator almost felt that he was assessing a different project.

“Of critical importance is the manner in which LOL and its RAAPS partners -- the consortium -- have interacted and cooperated in the implementation of the project, particularly during Year Two. While there was a degree of ambiguity and uncertainty regarding focus and approach in Year One, everyone seems to have pulled together to create a collegial atmosphere and strive for more efficient and effective project implementation. This is true of both the U S -based partners as well as their Polish colleagues.”

Of the ten recommendations in the conclusion section, one was corrective in nature, and the others were suggestions to build upon the existing strengths of the project. The one corrective measure was to be careful in screening candidates for the long-term assistance, ensuring that they meet the established criteria. One of the beneficiaries, Ciechanow Seed Center, did not meet the criteria and was not a strong candidate, in the eyes of the evaluator. The other recommendations concerned improvements in reporting formats, ongoing evaluation, ensuring sustainability after end of project, and increased financial contribution by the beneficiaries to project expenses.

ATTACHMENT A

Financial Report

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

| | | Expenditures | | |
|---------------------|----------------------------|----------------------------|-----------------------------------|--------------------------------------|
| | | Actual Grant to Date | Actual 07/01/94 to 09/30/94 | Projected 10/01/94 to 12/31/94 |
| 1 | Direct Labor | \$148,529 | \$20,585 | \$23,178 |
| 2 | Fringe Benefits | 45,936 | 4,815 | 5,562 |
| 3 | Consultants | 185,982 | 56,769 | 30,840 |
| 4 | Travel/Per Diem | 128,273 | 31,807 | 33,096 |
| 5 | Expend Supplies/Materials | 22,561 | 7,043 | 4,991 |
| 6 | Nonexpendable Equipment | 20,427 | 0 | 0 |
| 7 | Subcontracts/Subagreements | 901,423 | 92,518 | 124,000 |
| 8 | Other Direct Costs | 201,645 | 17,707 | 40,316 |
| 9 | Evaluations | 0 | 0 | 0 |
| 10 | Indirect Cost | <u>371,596</u> | <u>33,637</u> | <u>96,934</u> |
| Total Federal Funds | | <u>\$2,026,372</u> | <u>\$264,881</u> | <u>\$358,917</u> |

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

ATTACHMENT B

List of Workshops in Poland

LAND O' LAKES, INC.
RESTRUCTURING AGRICULTURE AND AGRIBUSINESS
PRIVATE SECTOR PROGRAM FOR POLAND (RAAPS)
COURSE SCHEDULE
YEAR 2

21 COURSES

COURSE #1 INTERMEDIATE MARKETING
DATES OCTOBER 20-23, 1993
LOCATION KRAKOW, POLAND
TRAINERS: JOHN HOVANEK
NO. OF STUDENTS 22 11 men, 11 women

COURSE #2 INTERMEDIATE MARKETING
DATES: OCTOBER 25-28, 1993
LOCATION. KRAKOW, POLAND
TRAINERS JOHN HOVANEK
NO OF STUDENTS 25 10 men, 15 women

COURSE #3 INTERMEDIATE MARKETING
DATES: NOVEMBER 15-17, 1993
LOCATION KRAKOW, POLAND
TRAINERS MARGARET WOODBURN
NO OF STUDENTS 29 14 men, 15 women

COURSE #4 INTERMEDIATE MARKETING - FOR AGROS
DATES NOVEMBER 18-19, 1993
LOCATION: BELICE, POLAND
TRAINERS MARGARET WOODBURN
NO. OF STUDENTS 24 9 men, 15 women

COURSE #5 AGRIBUSINESS MANAGEMENT
DATES: NOVEMBER 15-17, 1993
LOCATION KRAKOW, POLAND
TRAINERS: SPARKS COMPANIES - MELANIE ROMINE
OLSZTYN UNIVERSITY - SZCZEPAN FIGIEL
NO. OF STUDENTS 15: 12 men, 3 women

COURSE #12 INTERMEDIATE MARKETING
DATES MAY 23-26, 1994
LOCATION RABKA (KRAKOW), POLAND
TRAINERS CHERYL BANN
NO OF STUDENTS: 23: 14 men, 9 women

COURSE #13 AGRIBUSINESS MANAGEMENT
DATES: MAY 25-28, 1994
LOCATION: OLSZTYN, POLAND
TRAINERS. MELANIE ROMINE - SPARKS COMPANIES
SZCZEPAN FIGIEL - OLSZTYN UNIVERSITY
NO. OF STUDENTS 13: 9 men, 4 women

COURSE #14 AGRIBUSINESS MANAGEMENT
DATES. MAY 30-JUNE 1, 1994
LOCATION OLSZTYN, POLAND
TRAINERS MELANIE ROMINE - SPARKS COMPANIES
SZCZEPAN FIGIEL - OLSZTYN UNIVERSITY
NO OF STUDENTS 26 17 men, 9 women

COURSE #15 INTERMEDIATE MARKETING
DATES: JUNE 15-18, 1994
LOCATION LOWICZ, POLAND
TRAINERS CHERYL BANN
NO OF STUDENTS: 13 10 men, 3 women

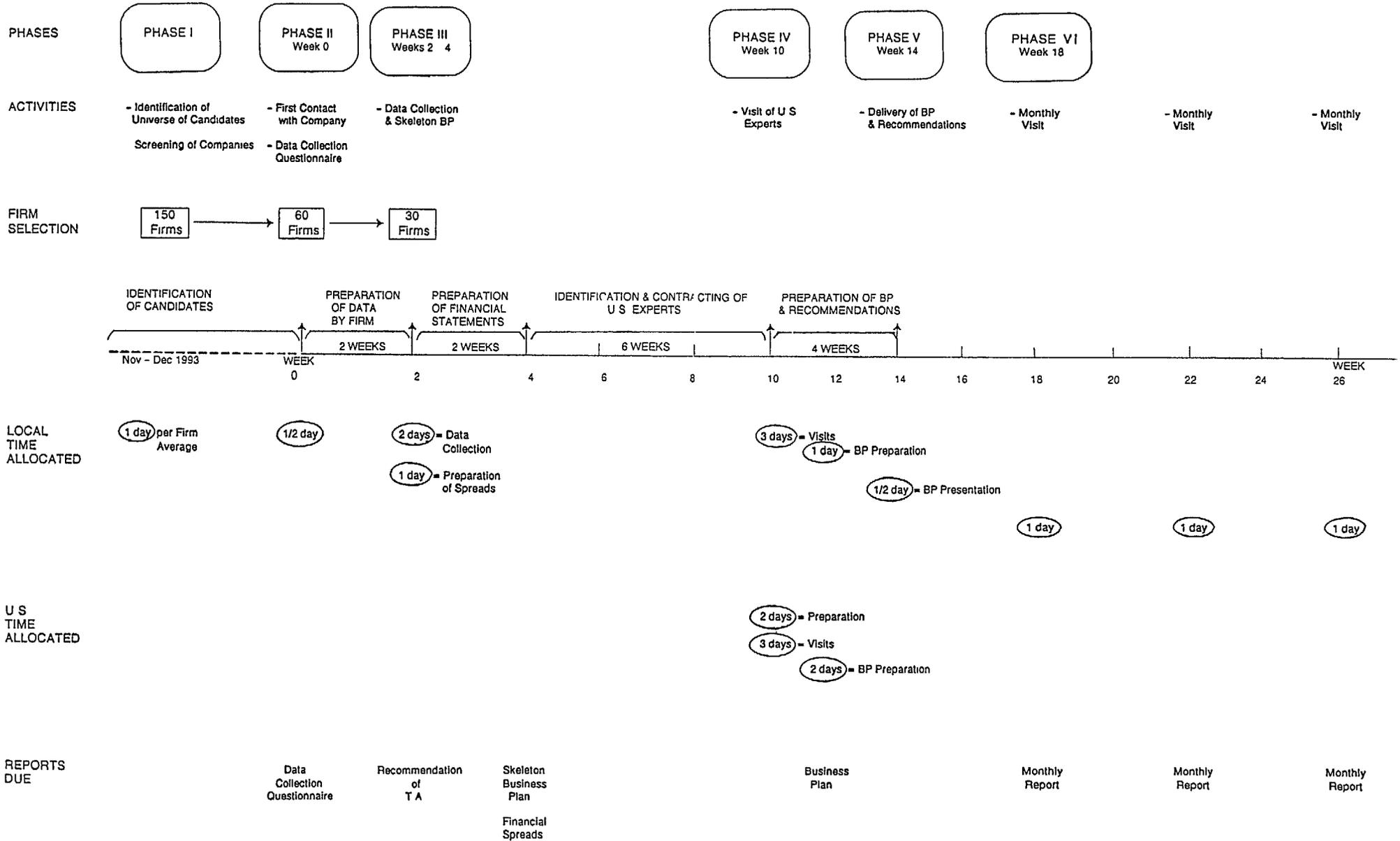
COURSE #16 INTERMEDIATE MARKETING - FOR AGROS
DATES: JUNE 20-23, 1994
LOCATION: KRAKOW, POLAND
TRAINERS CHERYL BANN
NO. OF STUDENTS 21 19 men, 2 women

COURSE #17 AGRIBUSINESS MANAGEMENT - FOR SPOLEM
DATES AUGUST 8-11, 1994
LOCATION KATOWICE, POLAND
TRAINER. SZCZEPAN FIGIEL - OLSZTYN UNIVERSITY
NO OF STUDENTS. 26 9 men, 17 women

ATTACHMENT C

Timeline Describing Six Phases of Technical Assistance

RAAPS - TECHNICAL ASSISTANCE TIMELINE AND ACTIVITIES



ATTACHMENT D

Technical Assistance Implementation Table

RAAPS
Technical Assistance
Implementation Table

| | Company | Consultants | Start up Date | Data Collection Questionnaire | Recommend Report | Skeleton Business Plan | Financial Spreads | Business Plan | Financial Projections | Recommend | Monthly Reports | Contact Logs | Comments |
|----|-------------------|--------------------------|---------------|-------------------------------|------------------|------------------------|-------------------|---------------|-----------------------|-----------|-----------------|--------------|----------|
| 1 | PZZ Pionsk | Olsztyn Sz Figiel | 01 93 | Y | Y | Y | Y | Y | Y | Y | Y | Y | |
| 2 | ZM Morliny | Olsztyn Sz Figiel | 01 93 | Y | Y | Y | Y | Y | Y | Y | Y | Y | |
| 3 | ZPOW Olsztynek | Olsztyn Sz Figiel | 08 93 | Y | Y | Y | Y | Y | Y | Y | Y | Y | |
| 4 | KALPOL Dywidy | Olsztyn J Cichon | 03 94 | N | Y | Y | Y | Y | Y | Y | N | Y | |
| 5 | Mortegi Farm | Olsztyn J Cichon | 03 93 | N | Y | Y | Y | Y | Y | Y | N | Y | |
| 6 | Ketrzyn Brewery | Olsztyn S Pilarski | 02 94 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 7 | BACUTIL Ilowo | Olsztyn Sz Figiel | 03 94 | Y | Y | Y | Y | Y | N | Y | N | Y | |
| 8 | AGROMA Ilawa | Olsztyn Sz Figiel | 03 94 | Y | Y | Y | Y | N | N | N | N | Y | |
| 9 | CN Srem | FDPA B Heath | 12 93 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 10 | CN Ciechanów | FDPA B Heath | 11 93 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 11 | PABIANKA Meat | Krakow J Gniewek | 03 94 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 12 | AUSTROL Meat | Krakow A Krasnodebski | 03 94 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 13 | HIS Meat | Krakow J Gniewek | 03 94 | Y | Y | Y | Y | Y | Y | Y | N | Y | |

**RAAPS
TECHNICAL ASSISTANCE
IMPLEMENTATION TABLE**

| | Company | Consultants | Start up Date | Data Collection Questionnaire | Recommend Report | Skeleton Business Plan | Financial Spreads | Business Plan | Financial Projections | Recommend | Monthly Reports | Contact Logs | Comments |
|----|----------------------------|--------------------------|---------------|-------------------------------|------------------|------------------------|-------------------|---------------|-----------------------|-----------|-----------------|--------------|----------|
| 14 | GORKA Meat | Krakow A Krasnodebski | 05 94 | Y | Y | Y | Y | Y | Y | Y | N | Y | |
| 15 | CN RADOM | LOL D Czajka | 11 93 | Y | Y | Y | Y | Y | Y | Y | Y | Y | |
| 16 | HBC Ostrowiec | LOL J Klos | 07 93 | Y | Y | Y | Y | Y | Y | Y | Y | Y | |
| 17 | Rajdimpex F&V | Krakow J Kania | 05 94 | Y | Y | Y | Y | N | Y | N | N | Y | |
| 18 | JAF Meat Plant | Krakow J Kania | 06 94 | N | Y | Y | Y | N | Y | N | N/A | Y | |
| 19 | Chelmno Seed Center | FDPA A Jarzynowski | 03 94 | Y | Y | Y | Y | Y | Y | Y | N/A | Y | |
| 20 | Miawa Seed Center | FDPA B Heath | 05 94 | Y | Y | Y | Y | N | Y | N | N/A | Y | |
| 21 | Ciechomnice F&V | FDPA A Jarzynowski | 03 94 | Y | Y | Y | Y | N | Y | N | N/A | Y | |
| 22 | RSOP Tarnów F&V | Krakow J Barnak | 05 94 | N | N | Y | Y | N | N | N | N/A | Y | |
| 23 | Owintar F&V | Krakow J Barnak | 06 94 | N | N | Y | Y | N | N | N | N/A | Y | |
| 24 | Koscierzyna Meat Plant | Olsztyn A Kowalkowski | 12 93 | N | Y | N | N | N | N | N | N/A | Y | |
| 25 | Drobpól Bozecin | Olsztyn A Kowalkowski | 12 93 | N | Y | N | N | N | N | N | N/A | Y | |
| 26 | Rolpol Liw | Olsztyn J Cichon | 12 93 | N | Y | Y | Y | N | Y | N | N/A | Y | |
| 27 | PeZZARR Czestochowa | Krakow A Krasnodebski | 04 94 | N | N | Y | N | N | N | N | N/A | Y | |
| 28 | MEUS Bakery & Healthy Food | Krakow J Gniewek | 04 94 | N | N | Y | Y | N | Y | N | N/A | Y | |

RAAPS
TECHNICAL ASSISTANCE
IMPLEMENTATION TABLE

| | Company | Consultants | Start up Date | Data Collection Questionnaire | Recommend Report | Skleton Business Plan | Financial Spreads | Business Plan | Financial Projections | Recommend | Monthly Reports | Contact Logs | Comments |
|----|-----------------------------|--------------------------|------------------|----------------------------------|---------------------|-----------------------------|----------------------|------------------|--------------------------|-----------|--------------------|-----------------|----------|
| 29 | PZZ Kozłów | Krakow A Krasnodebski | 05 94 | Y | N | N | Y | N | Y | N | N/A | Y | |
| 30 | Klich Bakery | Krakow J Gniewek | 04 94 | N | N | Y | Y | N | Y | N | N/A | Y | |
| 31 | GS Morag | Olsztyn Sz Figiel | 12 93 | Y | Y | N | Y | N | N | N | N/A | Y | |
| 32 | BBA Meat | Krakow J Kania | 06 94 | N | N | N | N | N | N | N | N/A | Y | |
| 33 | Beef San | Krakow J Barnak | 08 94 | N | N | N | N | N | N | N | N/A | N | |
| 34 | AB OVO Hatchery | Olsztyn Sz Figiel | 07 94 | Y | Y | N | Y | N | N | N | N/A | Y | |
| 35 | PZPOW Tymbark | Krakow J Kania | 04 94 | N | Y | N | N | N | N | N | N/A | Y | |
| 36 | INVET Vet Services | Olsztyn A Kowalkowski | 12 93 | N | Y | N | N | N | N | N | N/A | Y | |
| 37 | Lipowa Fruits | FDPA A Jarzynowski | 02 94 | Y | Y | N | N | N | N | N | N/A | Y | |
| 38 | Vet Services Kartuzy | Olsztyn A Kowalkowski | 12 93 | N | Y | N | N | N | N | N | N/A | Y | |
| 39 | Strysza Buda Mill | Olsztyn A Kowalkowski | 01 94 | N | Y | N | N | N | N | N | N/A | Y | |
| 40 | Kosciierzyna Seed Center | Olsztyn S Pillarski | 01 94 | Y | Y | N | Y | N | N | N | N/A | Y | |

h2