

Farmer-to-Farmer Program

New Independent States

Annual Report

October 1, 1994 through September 30, 1995

Submitted to

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Office of Private and Voluntary Cooperation**

Submitted by

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Contractor: Winrock International Institute for Agricultural Development
Cooperative Agreement No. FAO-0705-A-00-2088-00
Reporting period: October 1, 1994 to September 30, 1995

Contractor's Report

A. Narrative:

1. Background

Winrock International is a private and voluntary organization whose mission is to alleviate poverty and hunger through sustainable agricultural and rural development. Between September 30, 1992 and September 29, 1995, Winrock was contracted to field 400 American volunteers on short-term assignments to help increase food production, stimulate efficient farm management, improve food processing and distribution, and enhance marketing efforts in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. Between September 30, 1995 and September 29, 1996, Winrock has been contracted to field an additional 120 volunteers in six countries: Kazakhstan, Kyrgyzstan, Russia, Turkmenistan, Ukraine, and Uzbekistan¹. Winrock identifies host organizations, volunteer assignments, and highly qualified American volunteers in collaboration with a number of U.S. and NIS-based agribusiness and private sector organizations. The total estimated cost needed to accomplish this overall objective is \$7,614,058.

2. Expected Results

Improved farm and agribusiness management, resulting in increased food availability, quality, and choice. Inefficiencies in production, processing, marketing, and distribution have resulted in waste at every link between agricultural producers and consumers in the former Soviet Union. The breakdown of the centralized command system and a lack of experience with free-market practices have exacerbated many of these problems. Personal exchanges between those responsible for rebuilding the former Soviet Union's food systems and American farm and agribusiness experts convey the practical knowledge needed to attain efficient food production and distribution. Volunteers help ensure the success of agricultural privatization by explaining and demonstrating essential free-market business skills, such as creating business plans, recording and calculating costs and revenues, and conducting basic market analyses.

Established relationships between U.S. volunteers and NIS host farmers and agro-entrepreneurs which result in continued collaboration and exchanges of information. While on assignment, American volunteers live and work side-by-side with host farmers and agro-entrepreneurs, allowing for the informal exchange of experiences and ideas which build lasting relationships. Volunteers are encouraged to conduct and

¹ Bridge funding in the amount of \$1,832,414 was added to the initial obligation of \$5,781,644 to finance FY1995/96. Farmer-to-Farmer activities for Tajikistan will be funded through the Winrock International Worldwide Farmer-to-Farmer Program per USAID request.

report follow-up activities. The range of experts selected for volunteer assignments--from small-scale farmers and agricultural cooperative members to university faculty and agribusiness owners--will promote diverse follow-up activities, including additional transfers of information and equipment, joint business ventures, and collaborative research.

Increased understanding and support for international agricultural and rural development by U.S. volunteers. All potential volunteers receive a packet of background information explaining the goals and activities of the Farmer-to-Farmer Program and the important role that technical assistance plays in promoting global prosperity and mutual understanding. When appropriate, volunteers are invited to meet with USAID and NGO representatives to brief our partners on Farmer-to-Farmer activities and to obtain a better understanding of how their assignments contribute to broad-based rural development. After participating in a Farmer-to-Farmer assignment, volunteers have a clearer appreciation of the realities and value of development assistance.

Increased understanding between U.S. citizens and NIS citizens. Once selected for an assignment, volunteers receive additional printed information regarding their hosts and host country. Volunteers participate in detailed orientations before and after arriving in the country. Volunteers are encouraged to bring photographs which depict their lives in the United States. Personal exchanges between NIS citizens and Winrock volunteers and field staff counter myths about the United States and the former Soviet Union.

3a. Current Core Activities

The following table of core activities is based on the June 1, 1994, revised work plan.

Table 1. Summary of planned activities for volunteer assignments by country.

Country	Host Organization Type	Programming Focus	Volunteer Goal
Kazakhstan	Market-oriented cooperatives, private farmers, and training institutions (serving people involved in private or cooperative agriculture)	Farm management, meat processing, marketing and distribution of agricultural products	101
Kyrgyz Rep.	Market-oriented cooperatives, private farmers, and training institutions (serving people involved in private or cooperative agriculture)	Processing and distribution of agriculture products with a focus on sheep and wool	76
Uzbekistan	Market-oriented cooperatives, private farmers, and training institutions (serving people involved in private or cooperative agriculture)	Food processing and distribution	47
Turkmenistan	Turkmen Agricultural Institute for Agricultural Marketing and Farm Privatization	Farm management and agriculture marketing	37
Tajikistan	Market-oriented cooperatives and private farmers	Food processing and farm management	29
Russia	Market-oriented cooperatives, private farmers, and training institutions (serving people involved in private or cooperative agriculture)	Post-harvest processing, value-added production and new product development and women in development (WID)	80
Ukraine		Post-harvest processing and new product development	30

Additional core activities include:

Volunteer database. Compile and maintain an extensive computerized database of potential volunteers in appropriate areas of technical expertise.

Newsletters and other information materials. Create and circulate a brochure to publicize the FTF program. Publish a newsletter 3 to 4 times each year to develop a community of FTF supporters and participants.

Monitoring and evaluation. Create a system to track program activities and monitor and document program impacts. Conduct periodic internal evaluations to complement mid-term external evaluation.

3b. Current Buy-ins.

This contract does not contain buy-ins from USAID Missions.

3c. Current Subcontracting Activities.

In the revised work plan, the Center for Agricultural and Rural Development at Iowa State University (CARD) is contracted to provide three training modules in market economics, agricultural law, banking and finance.

Purdue University is contracted to provide eight training modules in cooperative development and credit for a total of 12 person months of effort.

The National Farmers Union (NFU) is contracted to contribute volunteers from its database. As part of this agreement, NFU will provide 18 person months assistance in volunteer recruitment and program management.

Three NIS organizations are contracted to provide office space, personnel, interpreters, letters of invitations, and other logistical support--Agrointerservice, Center for International Cooperation, Moscow, Russia; the Institute of Agrarian Economy, Kiev, Ukraine; and the Kazakh State Academy of Management, Almaty, Kazakhstan.

4. Performance

The following table summarizes the number of volunteers fielded during fiscal year 1994/95.

Table 2. Summary of volunteer activity by country.

Country	Country Goal	Volunteers Fielded by 6/30/95	Volunteers Fielded in 4th Quarter	Volunteers Fielded FY1994/95	Total at End of 4th Quarter	Proposed FY1995/96 ²
Kazakhstan	101	93	9	43	102	21
Kyrgyzstan	76	62	10	29	72	23
Russia	80	88	7	48	95	22
Tajikistan	29	19	0	7	19	8 ³
Turkmenistan	37	26	5	19	31	21
Ukraine	30	33	1	14	34	12
Uzbekistan	47	30	5	13	35	21
Total	400	351	37	173	388	120

In a few of the Central Asian Republics, staff changes and/or civil unrest slowed the implementation of volunteer assignments. However, many additional volunteers are in-country at this time and those few unmet goals will be carried into the next fiscal year.

² Number may include volunteers already fielded if country goal was exceeded in previous period.

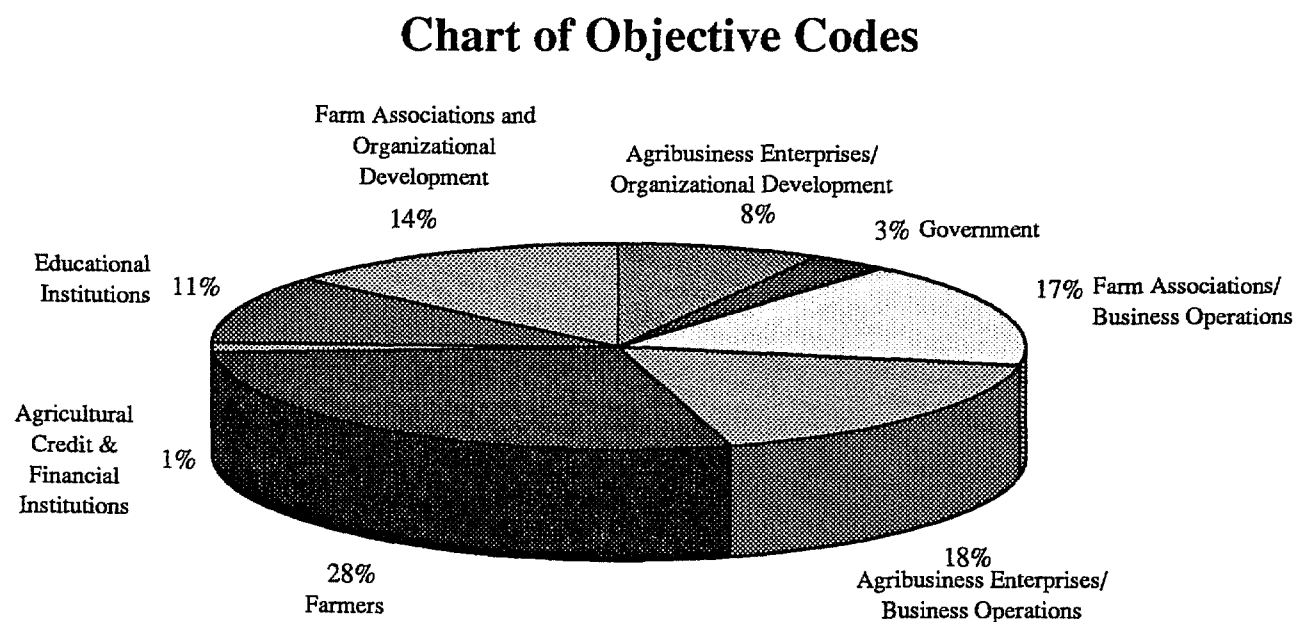
³ Farmer-to-Farmer activities for Tajikistan will be funded through the Winrock International Worldwide Farmer-to-Farmer Program.

Table 3. Summary of volunteer activity by USAID objectives.

Objective Code	Objective Description	Number of Volunteers 4th Quarter	Number of Volunteers FY1994/95	Total at End of 4th Quarter
1	Farmers	16	49	131
2A	Farm Associations and Organizational Development		24	40
2B	Farm Association/Business Operations	7	29	49
3A	Agribusiness Enterprises/Organizational Development	5	14	35
3B	Agribusiness Enterprises/Business Operations	3	31	60
4	Agricultural Credit and Financial Institutions	2	2	15
5	Government	3	5	16
6	Educational Institutions	1	19	39
8	Miscellaneous			3
	Total	37	173	388

As Figure 1 (below) demonstrates, NIS volunteers continued to work at all levels of the food system. While some assignments target critical policy and research needs, most projects continue to focus on farmers, agribusinesses, and the local institutions which support these groups.

Figure 1. Chart of volunteer assignments by objective for fiscal year 1994/95.



Volunteer database. Winrock staff continued to add to the volunteer database, compiling and maintaining biographical and professional information on 1,064 women and men.

Newsletters and other information materials. During fiscal year 1994/95, three 8-page *farmer-to-farmer* newsletters were published and distributed to more than 1,200 people, including partner organizations, returned volunteers, and others in the volunteer database. Winrock produced 55 press releases based upon the assignment reports of 112 returned NIS volunteers. The releases were distributed to volunteer hometown media and publications of farm, commodity, and trade groups. Additional releases will be distributed once the volunteers have submitted their end-of-assignment reports. Copies of the newsletters and other published articles are provided in Appendix C.

Monitoring and evaluation. As a part of its program management systems, Winrock continued to maintain two computerized databases--the Farmer Volunteer Database and the Tracking Database--and generated a weekly volunteer progress report, monthly USAID status report, monthly billing report, and other specialized reports. All end-of-assignment reports were reviewed, coded, and entered into Winrock's databases to produce a monthly Impact Report, which includes a project description, impacts, and volunteer recommendations. Field staff continue to ask that volunteers complete their end-of-assignment report prior to returning home. This process has improved the timeliness of our monitoring systems, but still requires a time lag as reports are reviewed in the field, shipped to headquarters, and reviewed at headquarters for data entry. Existing impact and recommendation information is provided in Appendix A and will be updated as additional reports are received.

During this fiscal year, CARD completed an evaluation of the program's first 122 assignments (253 volunteers hosted by 141 NIS organizations). Some interesting results of this evaluation are presented in the subsection on Program Outputs and Results. The full evaluation report is provided in Appendix B.

Program inputs. Information regarding the gender of volunteers and beneficiaries and the home state of volunteers is provided in Tables 4, 5, and 6.

Table 4 reflects Winrock's continuing efforts to recruit and field a large number of female volunteers in spite of the fact that the agricultural sciences and agribusiness are still largely male-dominated fields.

Table 4. Summary of volunteer assignments by volunteer gender.

Gender	Number of Volunteers 4th Quarter	Number of Volunteers FY1994/95	Total at End of 4th Quarter
Female	8	37	75
Male	29	136	313
Total	37	173	388

Table 5. Summary of volunteer assignments by volunteer state of origin.

State	Number of Volunteers 4th Quarter	Number of Volunteers FY1994/95	Total at End of 4th Quarter
AR	4	17	32
AZ		2	3
CA	2	6	20
CO		9	23
CT		1	2
DE	1	1	1
FL		1	5
GA			1
IA	1	4	23
ID	2	7	20
IL	1	11	15
IN		5	12
KS			1
KY		5	7
MA		1	1
MD	2	5	6
ME			3
MI		2	5
MN	2	13	25
MO	1	9	11
MS			4
MT		2	6
NC			4
ND	4	15	22
NE	1	2	4
NH			1
NJ			1
NM	1	5	10
NY	3	4	9
OH		2	6
OK		3	4
OR		1	3
PA			6
SC		2	3
SD	2	4	7
TN		2	3
TX		2	5
VA		1	6
VT	1	2	3
WA	5	11	38
WI	2	10	21
WY	2	6	6
Total	37	173	388

Table 6. Summary volunteer assignments by gender of beneficiaries.

Note: The number and gender of beneficiaries is derived from volunteer debriefings and assignment reports.

Gender	Number of Beneficiaries 4th Quarter	Number of Beneficiaries FY1994/95	Total at End of 4th Quarter
Female	730	7,130	9,900
Male	1,596	20,179	24,200
Total	2,326	27,309	34,100

Program outputs and results. The subcontract with CARD, Iowa State University, called for an impact evaluation of the program. This evaluation is intended to provide Winrock management and USAID with detailed information on both the characteristics and impacts of the program, information which is critical in managing for results. The full evaluation report is provided in Appendix B.

The CARD evaluation was based upon information compiled in Winrock's two computerized databases and aimed to assess the characteristics, objectives, and immediately observable impacts of Winrock's volunteer assignments. The evaluation revealed several interesting items:

- Nearly one-quarter of the objectives focused on skills development in food production, processing, and management. Another 15 percent of the objectives emphasized strengthening educational institutions, from demonstration farms to agricultural universities. Approximately 25 percent of the assignments targeted sector assessments, business planning and development, and market development.
- Enhanced skills--measured by tangible technology transfers such as business or strategic plans, equipment installed, training material developed, or hands-on skills practice--were reported in 44 percent of the assignments with farmers and small businesses.
- Immediate changes in practices were reported in 12 percent of the assignments with farmers and small businesses.
- As expected, farmers were the most frequent beneficiaries of volunteers assignments. However, the evaluation noted that the number of beneficiaries would be even greater if secondary and tertiary hosts were consistently included in the reporting system. Because of this gap, farmers are not counted as beneficiaries for assignments in Ukraine, Uzbekistan, and Tajikistan.

- Few volunteers suggested that they did not have enough time to achieve the objectives. Rather, some volunteers were able to engage in additional activities and work with additional beneficiaries. However, 72 percent of the volunteer teams supported follow-up assignments to build on their work and assess its success.
- The report notes that although policy reforms are essential, only a few assignments addressed policymaking, laws, or contracts directly. However, a number of assignments dealt with policy reforms indirectly via sector assessments, educational seminars, and market development. This observation is consistent with Winrock's stated goal to promote policy reforms and privatization through bottom-up capacity building and organizational development. Winrock has also brought policymakers together with farmers and business owners in FTF seminars and meetings.

Table 7 summarizes the type of impacts observed and reported by volunteers during their assignments. The number of reported impacts is given at the top of each entry.

Table 7. Matrix of initial FTF NIS impacts for first 122 assignments

	Farmers and small businesses	Agribusiness associations, cooperatives, bus. centers	Educational institutions, academies, institutes	Policymakers, regional administration	Farmer-to-Farmer volunteers
Knowledge	57 Increased knowledge of processes of production, processing, marketing, etc.	50 Increased knowledge about the value of the development and management of associations	17 Increased importance of education farmers/ small business	25 Increased value of self-sufficient food market	24 Increased knowledge of NIS agricultural conditions and problems
Attitudes	8 Increased support of privatization	8 Increased willingness to support associations	7 Increased support of extending educational programs for farmers	8 Increased willingness to create policies supporting farmers' interests	23 Increased support of FTF Program
Skills	25 Enhanced production, processing, marketing, and other skills	15 Enhanced ability to disseminate information, communicate and represent farmers' interests	8 Enhanced ability to assess needs, design curricula, develop outreach centers and extension systems	3 Enhanced ability to assess needs and interests of constituency	14 Enhanced ability to assess methods of technical assistance and to identify new audiences
Change in practice	13 Adoption of new practices	2 Improved activity, outreach	2 Increased possibility for continued formal and informal education	0 Policy decisions that contribute to agricultural and agribusiness development	0 Enhanced FTF Program

Missing reports on impact: 60; n = number of impacts reported by volunteer

Individual assignment impacts are summarized in Appendix A. Notable results during this fiscal year include improved production, management and marketing. For example, a Russian dairy farmer seeking organic certification and EkoNiva, the first organic certification agency in Russia, hosted two volunteers who own an organic dairy farm in Wisconsin. The farmer received equipment and technical assistance to obtain organic certification. The hosts were then sent to the U.S. through the Reverse Farmer-

to-Farmer Program, completed an organic certification training program and visited many organic dairies and several dairy associations.

Volunteer experts worked with farms all over Russia that have been certified by EkoNiva or are seeking certification, and helped farmers improve the quality of stored organic vegetables, improve processing of organic fibers and juice production and suggested new products, such as juice concentrates. Marketing strategies suggested by experts have resulted in contracts for products in Russia and Western Europe, as well as long-term relationships with U.S. organic product marketing organizations.

In Ingushetia Republic, two volunteer experts providing technical assistance on small farm management and introducing the "Farm Game," (a board game invented by one of the volunteers and used widely in Russia by the International Finance Corporation and now U.S. Peace Corps), found themselves in extensive discussions on agricultural credit and strategies taken by the U.S. government during the Great Depression to assist farmers. An ongoing dialogue between the Bank of North Dakota and the Government of Ingushetia resulted, with the governor of North Dakota expressing his interest in assisting the Ingushetian government on agricultural credit issues.

In Uzbekistan, volunteers and field staff have written and distributed Russian language publications regarding orchard management and drip irrigation, and a pamphlet regarding how to conduct business with Westerners.

Winrock supports USAID's efforts to develop impact indicators for the Farmer-to-Farmer Program. The draft indicators that were the result of the NIS-FTF Implementors Conference on September 22, 1995, provide an excellent beginning and Winrock looks forward to working closely with USAID and the other implementors to finalize the impact indicators.

Once established, Winrock will work with USAID and Winrock's country and regional representatives to adjust current evaluation procedures to ensure that the impact of FTF assignments are captured using the agreed upon indicators. Winrock will continue to include specific questions concerning impacts for all volunteers in their end-of-assignment reports. In addition Winrock will focus its follow-up questionnaires, given to all FTF hosts, towards measuring the impact of a volunteer assignment based on the agreed upon indicators.

By instituting the above procedures Winrock hopes to further demonstrate our strong results, based on the positive evaluation from CARD and numerous anecdotal success stories, with results based on agreed upon impact indicators.

Current subcontracting activities. CARD did not supply additional volunteers during the fourth quarter of this fiscal year. To date, CARD has provided 288 person days to Winrock Farmer-to-Farmer projects. In combination with the now completed mid-term evaluation, CARD has fulfilled its subcontract responsibilities.

Purdue University also did not supply new volunteers during this period. To date, Purdue has provided 273 person days to Winrock Farmer-to-Farmer projects, which exceeds the contracted 12 person months. NFU has also completed its contractual responsibilities.

Three NIS organizations--Agrointerservice, Moscow, Russia; the Institute of Agrarian Economy, Kiev, Ukraine; and the Kazakh State Academy of Management, Almaty, Kazakhstan--continued to provide office space, personnel, interpreters, letters of invitations, and other logistical support throughout fiscal year 1994/95.

5. Statement of Work

During the third fiscal year, Winrock's NIS Farmer-to-Farmer Program implemented significant changes in personnel, organization structure, program focus, and operating procedures to better meet the needs of host countries and internal management. These improvements have enabled the successful completion of Winrock's initial three-year contract for the NIS Farmer-to-Farmer Program. Headquarters and field staff continued to improve project documentation and impact assessments during this period.

B. Administrative Information:

Contract Data:	Total estimated cost	\$7,614,058 ⁴
1. Expenditures (last three months)		\$ 593,543
2. Cumulative expenditures to date		\$5,539,043
3. Remaining unexpended balance		\$2,075,015

Tables 8, 9, and 10 elaborate on the above financial and administrative information.

Table 8. Time allocation in person months for personnel at headquarters assigned to NIS FTF Program for fourth quarter and fiscal year 1994/95.

Person	Proposed 4th Quarter	Actual 4th Quarter	Actual FY1994/95	Proposed 1st Quarter
David Norman /program manager	1	1	4	1
Margie Ammons/administrative assistant	3	3	12	3
Karen Osborn/recruiter	3	3	12	3
Terri George/secretary	1.5	1.5	6	1.5
NFU sub-contractor	1.5	1.5	6	0
associate program manager/new hire	2	1.5	1.5	1
Winrock Headquarters Staff Time	12	11.5	41.5	9.5

⁴ This value includes bridge funding in the amount of \$1,832,414.

Table 9. Time allocation in person months for personnel in field assigned to NIS FTF Program for fourth quarter and fiscal year 1994/95.

Person	Proposed 4th Quarter	Actual 4th Quarter	Actual FY1994/95	Proposed 1st Quarter
Steve Reiquam/regional director, Almaty	3	3	12	3
Sarah Tisch/regional director, Moscow	3	3	12	3
Michael Evnin/regional director, Tashkent	3	2.5	11	3
Craig VanDevelde/country manager, Ashkabad	3	3	12	3
Georg Bergman/country manager, Bishkek	3	3	6	2
Totals for Field Staff	15	14.5	53	14

Table 10. Summary of financial analysis for fourth quarter and fiscal year 1994/95.

4th Qtr. Financial Analysis FY 1994/95	Total Spent All Previous Periods	Expenses 4th Qtr. FY 1994/95	Expenses Project Life to Date	Total Budget ⁵	Remainder	Percent Spent
Salary	\$574,475	\$78,062	\$652,537	\$597,264	(\$73,273)	113%
Fringe Benefits	\$218,449	\$27,036	\$245,485	\$193,257	(\$52,228)	127%
Travel & Per Diem	\$1,774,063	\$236,918	\$2,010,982	\$2,455,759	\$444,777	82%
Sub-Contracts	\$1,084,704	\$79,909	\$1,164,613	\$1,425,999	\$261,386	82%
Other Direct Cost	\$582,637	\$78,998	\$661,635	\$639,894	(\$21,741)	103%
Indirect Cost	\$711,171	\$92,620	\$803,791	\$765,516	(\$38,275)	105%
Total Cost	\$4,945,500	\$593,543	\$5,539,043	\$6,059,689	\$520,646	82%

It is important to note that, due to adjustments in the work plan and subcontract with CARD, activities which were to be completed by CARD instead were completed by Winrock field staff. For this reason, salary and fringe appear to be over budget in Table 9, while sub-contracts appear to be under budget. Also, Table 9 does not reflect complete expenses for the fourth quarter because not all bills have been submitted to Winrock.

⁵ For ease of comparison with previous periods, this budget does not include bridge funding.

Appendix A

**Impact Summaries of FY1994/95
Volunteer Assignments**

10/1/94 to 9/30/95

Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Kazakhstan					
AgBus/Mini-Mills(29)	Turgai Oblast	Turgai Ltd.	<p>One volunteer is requested (for 2 or more weeks) who has extensive experience in preparing financial statements for agribusinesses, including balance sheets (assets/liabilities); income statements, cash flows, etc. The volunteer should also have knowledge of the flour milling, meat processing and confectionary businesses on a small scale (or at least 2 of the 3). The volunteer will work directly with this private enterprise's management, preparing a detailed financial statement that includes a balance sheet, income statement, current cash flow as well as all of the aforementioned projections over the next two years.</p>	<p>Sultanov will provide premium quality wheat flour to wholesale customers, operate a high quality wheat flour production business specializing in selling flour, primarily wholesale, to manufacturing firms that maintain large employee restaurants and cafeterias. Wholesale demand is constant, can be increased by supplying a consistent source of quality flour. One signed contract has been obtained with the "OTRAR" firm to supply an unlimited supply, oral agreement has been reached with Chelyabinsk Tractor Plant (45,000-50,000 workers), and many other viable purchasers are interested in establishing a supply relation with "BEREKE", the additional demands far exceed Mr. Sultanov's current supply capacity. It is believed that by 1/1/96 with prompt loan approvals BEREKE will reach full production.</p>	<p>1) Create retail business, emphasize expanding wholesale accounts; 2) Supply flour at competitive price to wholesale customers within 1000 kilometers of Arkalyk, market is large enough to allow for significant future expansion of milling enterprise; 3) Customers supply transportation to collect/deliver flour; 4) Obtain permit for production of confectionery type flour, believe the Meadows Mill Company Stone Burr Mills will be only units in area able to produce type of flour; 5) Market bran by-product to livestock producers as animal feed (no competition for this product in the area), sell under a brand name/logo for identification by customers (Sultanov known by all farm directors in oblast- formerly a state-farm director).</p>

NIS FTF Impact and Recommendations Report

October 30, 1995

10/1/94 to 9/30/95

Winrock International Farmer to Farmer Program

Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Agricoop Bsns. (10)	Pavlodar	Zeineshev Agricooperative	Introduce farmers and businessmen to cooperatives of American type as an alternative system for private enterprises.	A class of 13 private farmers and others expecting to initiate private farms were provided six days of instruction including fundamentals of a market economy, the operation of cooperative supply and marketing cooperatives, management principles, and discussion of American agriculture. The advantages and disadvantages of cooperatives to solve perceived problems of Kazakh farmers were discussed. Visits to three private farms enhanced volunteers' understanding of farmers potential and problems. Clearly the adjustment of attitudes to operate successfully in a market economy will require years to accomplish. The exposure provided these persons, identified as leaders, is expected to have advanced this process to some small extent.	Access to credit at reasonable cost is an important issue. Provide private farmers with information on agronomic practices. Grain storage and cleaning information and demonstrations need to be provided. We recommend the formation of a farmer cooperative or joint venture with a private company or other cooperative to develop a processing plant. Private farmers need assistance in production and harvesting practices to improve quality of grain. We recommend a team of livestock and grain marketing specialists review the market information system and make specific recommendations if this has not already been done. We see the possibility that a rush to private farms in the absence of the support system of technical specialists and marketing facilities now provided by collective farms could be counterproductive. Revision of the compensation, incentives, and decision system of the collectives to reward initiative and increase accountability might generate the same or greater income and satisfaction with less risk than offered by the private farm. Mr. Nurakhmet Agbergenov should be assisted to develop input supply and product marketing systems on a cooperative or other basis to provide these services at reasonable cost.
Agricultural Teachers Training (18)	Almaty	The Kazakh Republic Training Center	Provide training in market based agricultural principles, including record keeping, enterprise budgets, business planning, marketing, adding value through processing, labeling, etc. Moreover principles of cooperative development and management will also be taught as a manner to enhance the economic well-being of private farmers. Beneficiaries include agricultural/vocational teachers from rural areas in the Almatinskaya Oblast who will be instructing reformers in agriculture.	In education, the best measure of impact and success is marked by the number of heads bobbing "yes, I understand", the number of questions asked, the participation level, the consumption of hand-out material. All of these things happened in surprising numbers. These people are hungry for information, how the use the information, where to get additional information. People need to be not only knowledgeable, but they also need to be able to get down to a practical and useful level. Certain education/resource people, highly specialized, would have problems in this environment.	Student work ethic needed; vocational ag schools need to address the problems of lack of funds, low teacher pay and benefits, general support; equipment available to teach with; decision making process is cumbersome. The participants were hungry for information. Specific recommendations were not given, only information farmers or educators would need to know and understand in a market oriented economy to compete with one another and in the world market.

10/1/94 to 9/30/95

Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Cooperative Development/Management (16)	Shymkent	Agro	Provide training to the Agro local leadership in the principles and practice of agricultural cooperative functions. Areas to be covered include: how to start a cooperative, what are the functions of a cooperative, how to determine the specific orientation of a cooperative, who are the key people involved, how to finance a cooperative, and other materials relevant to the organization and management of cooperatives.	Coop management specialist Gordon Thiel, and Darrel Miller, provided 6 days of instruction to 16 individuals. The detailed development, Funding, and management of agricultural co-operatives was discussed at length. The students were shown exactly how agricultural supply, market, and credit co-operatives, functioned in the United States. The benefits of these co-operatives, to their farmer members was explained. Our personal experiences were used as an example. The taxation of co-op income in the US as compared to Kazakhstan was discussed. The beneficiaries seemed very interested, and showed a remarkable understanding of the function of co-ops. They were confusing land ownership and co-ops. It was necessary to explain that the farmers land was not included in our co-ops. The former collective farms were confused with co-ops. In spite of their eagerness to be like the US farmers, it will take time to change their controlled mentality, to that of free individuals. It was explained that our US co-ops and farm technology were developed over a long period of time. They did not appreciate, thinking of over 30 or 40 years of development it was explained, the time necessary for development in Kazakhstan can be shortened greatly, with the help of US experience. We have provided the ideas and implanted them in the participants minds. The ideas must germinate and grow. It will take years to think as we do in the USA, but the farmers have shown an interest and a strong desire to develop as the US farmers have.	1) Long term, the government should be persuaded to help the farmers form their own coop credit institutions similar to PCA's (short term operating) and FLB (long term capital) in the USA. The barter system should be expanded. 2)The farmers who do not own equipment must rent from the state or collective farms. They complain of excessive, prohibitive rental fees. The farmers are forming Auction Societies to help remedy this problem by pooling equipment. We visited an AGRO service company which is privately owned. It consists of a machinery repair shop and a variety of farm equipment formerly owned by collective. This could be expanded upon. Also the farmers could form co-op ownership of equipment, or organize their own agro service. 3) The farmers need to be taught management skills. Increased yields and improved quality of production could be accomplished through a service similar to the ag. extension service in the USA. 4) Supply co-ops or farm groups could obtain sources of supplies at the most reasonable prices. The farm organization, AGRO could aid in the initial structuring of these purchasing groups. 5) Here again, at the present time the barter system could be used to obtain supplies for exchange of farm products. Long term, marketing coops could be formed to afford collective marketing of similar products. Quality control of ag. production is necessary to secure dependable markets. Grain storage is needed to provide protection from the elements until marketing can be accomplished. 6) It is absolutely necessary for farm organizations such as AGRO to use their influence to initiate, and secure legislation favorable to co-ops. This was achieved over a long period of time in the US.
Cooperative Organization/Management (12)	Irtysk Region	Miras Agricultural Cooperative	Provide short-term technical assistance for the long-term increased profitability of this cooperative and hopefully neighboring farms. This will be achieved by improving the quality of products produced as well as marketing them locally and regionally.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Dairy Farm Establishment (23)	Kegen District	Private Farm Balausa	This assignment's objective is to improve the profitability of dissolution the "Balausa" private farm by providing advice in livestock management practices (dairy) for profit. Management issues and business planning are as important as selection and mating strategies, nutrition and other dairy sciences.	Marat has proven himself as a very capable manager offamily farm, with the help of his brothers, has done remarkable job in expanding Balausa Farm since its inception 3 years ago. Has acquired 4 houses in village. The house he lived in during visit had been acquired just 2 days prior to volunteers arrival for ca. US \$1,000 (bartered 5 cows)! Marat is honest, pragmatic, hard working, and frugal. Volunteers concur that Marat would make good/productive use of any e funds rec'd as loan for expansion of Balausa Farm. Felt that his integrity and honesty boded well for repayment of any debt incurred, and he ought to be high on list of potential beneficiaries of the loan progarm. A business plan was prepared and submitted by Alberts	1)Recommend a loan of \$30,000 USD or somewhat less for increasing livestock numbers and future expansion of the farming operation in general; 2) Livestock: better nutrition for present livestock to avoid malnutrition; 3) Upgrade cattle lines through AI; 4) Separate beef and milk cows; 5) Horses need preventive vaccinations.
Dairy Product Marketing	Almaty, Talgar (40 km from Almaty)	"Talgar" Dairy Facility	Volunteer wil work directly with this dairy farm's management as well as independently, developing a marketing plan and implementing it for packaged milk, yogurt, cheese and other products. Israeli dairy experts and equipment are at this farm and the volunteer should coordinate activities with them as well.		Bring standards of milk and milk product production to a higher level; develop a customer base, distribution schedules; develop company logo for easy identification; send cheesemaker to U.S. to work with dairies of similar size to develop new value added milk products; open a Talgar shop in Almaty selling only highest quality products to upscale customers; develop European style cheeses that can be marketed outside of Almaty (Swiss, Edam, Gouda, Cheddar and Fontina); Milk products and Cheeses recommended for near future production: Mozzarella and smoked, sweet cream for whipping, yogurt, kefir, Cream Cheese, Pot Cheese, Feta and fresh Ricotta.
Farm Diversification/ Market Profit (31)	Chymkent	Southern Kazakhstan Private Farmers Association	Volunteers will work directly with private farmers and members of AGRO, providing technical assistance in the management of diversified farms for profit in a market economy. Volunteers will develop a business plan for the creation and development of a cooperative, based on the major economic need of these respective farmers.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Farm Mgmt/Marketing (14)	Pavlodar	Aknur (Private Agricultural Company)	Provide assistance and training in the profit-oriented management of this enterprise. This should include decentralized decision making practices, costs and profit analysis, establishing and maintaining markets, and the importance of quality over mere quantity in agricultural markets.		
Farm/Ranch/Forage/Range Management (11)	Irtysk Region	Miras Agricultural Cooperative	Provide short-term technical assistance for the long-term increased profitability of this cooperative and, hopefully neighboring farms. This will be achieved by improving the quality of products produced as well as marketing them locally and regionally. Production oriented toward quantity is not a primary objective, since enough meat is generally produced, albeit of low quality.		
Financial Mgmt Mktg Info (32)	Sarikemer Sverdlovsk Region, Djambul Oblast	Yagoda	Private agriculture enterprises in Kazakhstan do not have the internal capabilities to produce the financial, management and marketing information necessary to take advantage of current credit and investment opportunities. The ongoing agricultural liquidity crisis dictates that a plan be generated in order to make the first step toward economic viability in an emerging market economy.	Probability forecasts show that this project has a substantial rate of return on investment regardless of the funding method utilized. Projection indicate the funds invested can be recovered in less than three years from internally generated cash flow.	Update equipment, concentrate on processing apples into bottled juice as well as to bottle mineral water; train key employees to work with vendors and enterprise; search for commercial markets; buy fruits from local growers, commit to it thus giving locals a more reliable market and a more favorable economic basis; expand market into Almaty.
Livestock Management (22)	Chilik District	Private Farm ?	Objective of the assignment is to improve the profitability of the "Alpamys" private farm by providing technical assistance in livestock management for a profit. Low cost recommendations for on-farm meat and milk processing should also be a central objective, thus adding value to agricultural products.		Expand water bottling; steam line labor by using some of the laborers currently working milk production in the mineral water bottling expansion; the increase in cash flow from water should help with dairy processing plant improvements which are: a new feed program, and management ideas such as confinement; utilize available feeds.
Meat Processing Bsns. Plan (19)	Kaskelen	Akhmet Akhmetovich Facility	Provide intensive assistance in preparing a business plan for the management of Akhmet Akhmetov's private meat processing facility. This will include sources of supply; cost of equipment; market identification; basic sales projections; costs of production; and an evaluation of risk. The aim of this plan is to position this facility for investment by US firms interested in establishing a joint venture in Kazakhstan, beginning in late November 1994.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Meat/Milk Processing/Co op Dev. (21)	Almaty Region	Private Ag. Enterprise Zhalyn	Experts will work directly with the head of farmer's association, Ms. Zhulduzy Blsembaeva, and with the private farmers, providing technical assistance and training in organizing the coop. A business plan for the cooperative should be developed, with special attention to meat and milk processing.	Encouraged the development of a market-orienteed cooperative where all farmers are the owners, purpose is mproving farm prices and ultimately their lives. Strongly believe these farmers will succeed, if my efforts are continued and the knowledge shared is utilized. Farmers expressed great appreciation for "advice" given them. Maybe this was "true" objective of assignment - to show them that they can help themselves to succeed. They seem to need support and guidance in their endeavors. The atmosphere is one of hope, and a realization that hard work will triumph. Their hands are worn from work, faces are scarred by the tyranny of communism, yet their eyes are bright, their hearts desire true as they look to their future.	a) Generate alternative markets (proposed 7-10 year plan); b) expand poultry/swine enterprises; c) consolidate spare parts for tractors/combindes/equipment from farms in centrally-located accessible garage; d) reduce # of crops and/or livestock produced, plant more feed grains, saleable crops, reduce planting lg. acreage in worthless crops that have no markets; more specialized livestock enterprises; e) govt. tax breaks for farmers; f) expand cooperatives idea; g) pursue credit w/lower interest rates, longer terms; h) develop "teaching model farm"; i) request FTF volunteers w/expertise in crops, cultivation, vegetable farming, processing; j) Farming practices easily implemented-composting manure spreading, rotating crops, use by-products (beet pulp, corn stubble), recommended they NOT AI for the time being allow natural service to cooperatively owned studs, grazing small grain pastures 3-4 hrs./wk, once a week, develop livestock health program, sort/skirt fleeces prior to pack wool for mkt., swine breed to have year-round supply of pigs for slaughter, convert greenhouses to livestock barns, feed dairy cows better- increase milk yield. Plans for walk-in smoke house to cook/smoke simultaneously.
Publications (0)	Almaty		The objective is to edit booklets for publication and distribution to private farmers, government officials, agricultural associations and agribusinesses.		Recommend that Veronica from the Almaty office do the graphic layout, with free lance help from Almaty and that the Almaty office handle the printing as well. Veronica will use Pagemaker. Russian translation of booklets will take palce next, then graphics printing and distribution.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Range Management/Rotational Grazing (15)		Alpamy's Private Farm	Set up demonstration and train farmers on rotational grazing techniques utilizing the Voisin method. Write a brief document describing follow-up instructions to maintain rotational grazing system. Discuss range management with farm workers including alternative forages, nutrition values, stocking rates, watering supplies, seasonality of forages, etc.	Applied for loan with CA-AEF for \$80,000 and accompanied Maxim in the process by making appropriate contacts and helping him to complete application, developed business plan.	1) Seeds for legume (winter peas or alfalfa) be bought/planted for demonstration acre or two to check the viability of introducing a nitrogen-fixing plant into the crop rotation. Alfalfa could also be used for cattle as protein source. 2) Keep cattle away from human water sources. 3) Use manure for fertilizer. 4) Calves should not finish off after milking - source of bacteria, udder and tit abrasion. 5) Keep barns cleaner. 6) Ventilate barns to improve animal health by removing humidity and air born diseases by some degree.
Scientific/Privatization Ent (27)	Almaty	Agointec Ltd.	Volunteers will work directly with the management of this newly privatized state farm as well as with member of the Academy of Sciences, performing the following tasks: Writing a detailed business plan to position this enterprise for credit or investment; Establish fair practices for distributing its assets; Establish a marketing plan, Determine the profitable segmentation of this enterprise along agronomic or livestock lines (or both); and Provide management advice for its profitable operation or dissolution of bankrupt entities.	Met with several institutions on behalf of the Bakbakhty Farm CA-AEF, Asian Development Bank, MOA, Agointec, Ltd. Almaty Animal Husbandry Inst. Poultry Dept. in the process of searching for a lender to develop the farm. Applied for loan with CA-AEF with submission of Business Plan.	Concentrate development efforts and loan money on rice production/processing. Team agreed prior to completion of study that developmental focus of any forthcoming bank loan should be two top need priorities which had high success potential (rice harvesting and milling). Future development of livestock ventures; farm should remain a self-supporting collective farm; write business plan to secure similar loan to develop broiler chicken meat and/or food egg laying hen venture w/processing on farm; develop product market channels, first in Almaty then bordering countries; explore foreign investment possibilities such as 1) Chevron Corp. 2) Philip Morris Co.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep Farm Management (25)	Narynkol	Private Farm Bastau	The objective of the assignment is to prepare a business plan for this farm, determine its most profitable direction, provide advice on quality and sustainable agricultural practices for the long term profitability of this enterprise.	In general, Kazakhstan situation seem to be one of readily available technology, but a poor distribution system. Credit is high-priced, short term, over-cautious (unknown default statistics). Markets appear to be the driving force behind all of agricultural scenarios. More cash and higher prices will stimulate the desire to produce higher-quality products and calm the fears of both lenders and borrowers. A business plan was prepared for Kabylzhan Kulmamyrov and a newly formed association of farmers (Tajistik Village Farmers) and Bastua private farm. We were able to determine most profitable direction and provide advice on quality and sustainable agricultural practices for the long-term profitability for enterprises. Conducted an educational workshop on sheep, range mgmt, assoc. procedures, credit needs. Stressed the importance of "3-legged milk stool" (management, marketing and credit).	Three-legged milk stool (management, marketing, credit); diversity herds (sheep, goats, cattle, horses); provide assistance to increase market for high-quality wool; extension information should be provided to show how to increase fleece weight; wool quality; lamb weight and quality; yearling cattle grade, yield and marbling; hay yield and quality; concentrate on value-added products; increase value of wool by sorting off tags and belly wool; selling different classes of wool in lots large enough to be worth volume buyer's time; home-based businesses for weaving, sewing, leather products as part of comprehensive ag extension program; consider tourism along w/alpine rangeland livestock grazing, coordinate w/travel company to provide food, fun (hiking and fishing), shelter in a yurta.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep Management (3)	Chymkent	Chymkent Business Center, South Kazakhstan Union o	Train private farmers in a practical manner in all areas of sheep management in an increasingly oriented market economy.	<p>The first and perhaps most long-lasting accomplishment was the understanding and exchange of ideas and cultures. The team met with agriculture professionals who had similar goals and ambitions and want to improve their farming operations. Dialogue was established with farmers in the Shymkent region as to further their business and marketing development opportunities. The team taught sheep management practices that have proven successful in the United States. As a result of these efforts, Kazakh farmers have a better understanding of their emerging role in the international agricultural market. In the Shymkent oblast, thirty-six (28 male, 6 female) farmers participated in a four-day seminar. Television coverage greatly increased the number of persons reached as portions of the seminar were broadcast on Shymkent television on October 28th. In the Dzhambul oblast, forty-four farmers (38 male, 2 female) attended on-farm training session. One hundred and eighty farmers and students (118 male, 62 female) attended the seminar at the town center in Akkol. There was local newspaper coverage of the seminar in Akkol. The seminar was video taped by the team. The tape will be edited and provided to Winrock and the Business Centers in Shymkent and Dzhambul for broadcast on local television. Future projects are planned to continue the enterprise development work begun by the Winrock farmer-to-farmer South Kazakhstan Sheep Industry Development Project.</p>	<p>The recommendations are to improve wool quality by utilizing better shearing techniques, separation of white wool from colored wool, and improved selection programs. Add value to wool by developing local processing capabilities (scouring and carding) and expanding homebased production of wool products. Increase knowledge about wool types and grades and core test wool in order to present it to international wool buyers. Decrease fiber diameter of wool in order to increase marketing options. This will require greater reliance on fine-wool breeds of sheep and use of genetically superior rams. Match animal populations with available land. In general, animal numbers must be reduced to minimize overgrazing and internal parasite loads. Identify animals on the farm and keep written records to facilitate selection to improve wool quality and quantity and lamb production. Keep detailed financial records to determine the profitability of the farm business. Develop youth programs such as 4-H, young farmers or junior achievement to help develop private agriculture sector and leadership skills which will enhance development. Young people are more receptive to new ideas. 4-H is a proven method to advance agriculture technology.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep Mgmt/Animal Science Text (N)	Almatz		This individual will work with the Regional Director as well as others in the preparation of this text. Tasks include reading previous experts reports: visiting private farms, wool washing facilities, slaughter houses, AI centers, and associations to obtain as deep a perspective as possible on the subject at hand. And a final draft of this booklet should be the final task.	Had contact with about six private farmers and families, recommendations made at farm site will impact on them. Booklets will be useful to farmers/trainers involved with lamb and wool production, it provides basics of production and business that will be important to their efforts. Ultimately, impact should reach a significant number of private farmers as well as govt. or inst. staff who take interest. Time spent with farmers themselves provided information necessary for making booklet apply to their situation. Suggestions for improvement in production efforts were made. The people to people aspect is important, language barriers restrict connections that can be made. Program is rather one-sided and presumptuous, most farmers will have to make decisions in context of their environment, not much actual technical impact will come from short sojourns by Americans, including myself.	1) Pre-lambing shearing; 2) increased protein in pre-lambing and lamb diets; 3) seedstock production; 4) formal training sessions with groups of farmers; 5) implementation of sheep mgmt demonstrations especially related to shearing and wool preparation.
Sheep Nutrition/Genetics (13)	Pavlodar	Miras	Provide short-term technical assistance for the long-term increased profitability of this and neighboring farms. This will be achieved by improving the quality of meat and wool products produced, as well as marketing them locally and regionally.		
Sheep/Cattle Farm Mgmt. (20)	Kegen District	Shart Private Farm	Provide technical assistance to improve the profitability of the Shart Farm by providing advice in livestock management practices for profit (cattle/sheep/forage), set up clean, quality oriented wool program.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep/Cattle Management (24)	Narynkol District	Private Farm Karasaz	This assignment's objective is to improve the profitability of the "Karasaz" enterprise by providing assistance in livestock management practices for profit (sheep and forage management). Technical assistance in setting up a quality skin/hide processing program is also required.	Farm has a tremendous future as private enterprise, needs many things but they are attainable. Present management is acceptable. Seems that loan funds should be made available to farm when comparing to many others we observed. Will need outside funds to grow and prosper and help improve the economy of Kazakhstan specific to the Narynkol District. Their strong family ties will help to serve as glue for growth of this operation, but we must also recognize that family tradition and culture will inhibit the speed of growth.	1) Increase potato production from 5 to 10 hectares annually; 2) Improve nutrition program; 3) Ram Management a) keep all rams separate from ewes after breeding, b) select best rams, sell/eat others, c) mark best rams/ewes by notching ears; d) send 15 keeper ram lambs to mtn barn w/old rams, horse and cattle Jan. 1; e) sell 7-8 of poorest old rams ea. yr. after breeding (1/1/96), replace next fall w/new rams from 15 saved from previous years crop; 4) Establish annual work plan; 5) Continue educ. in acctg, sausage making, livestock/potato/grain prod., mktg, computer technology; 6) Mgmt - seek out new markets for wool/potatoes; 7) Record systems for livestock.
Small Farm Management (17)	Shymkent	Azat Dehkan Private Farm	Assist Azat Islamkhanov and neighboring private farms to orient their enterprises in the most lucrative possible directions. This will involve business planning, farmer cooperation through AGRO (the local association of farmers) assistance in obtaining Mercy Corp support for food processing equipment, and marketing know how.	Had many conversations about acreage, crops, planting dates, yields, harvest dates, selling prices, etc. Used information to complete a business plan to secure money to form and operate a cooperative. Winrock International has made substantial efforts toward encouragement/support of "private sector" economies and is moving in the right direction in helping through people-to-people to form cooperatives for marketing farm products. I envision a cluster of cooperatives farming a larger cooperative from this cluster.	A second visit w/same players to expand scope of cooperative. Utilize business plan. Significant increases in production can be achieved w/minimal changes in tillage, planting, varieties, and other cultural practices. "One on one" time w/ producers, marketers, processors. Fresh packaging/marketing, tighter control on quality/presentation equals increased revenue. Small farm cooperatives should branch and merge as they grow, increasing marketing leverage for both the buying and selling of produce as well as the integration of feed, seed, equipment and supplies - - is a recognizable and obtainable goal.
Tourist Enterprise Development (30)	Almaty	Jibek Joly	Volunteers will work directly with the management and farmers associated with this enterprise, providing technical assistance for quality and variety food production as well as a business plan, including financial and marketing information.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Development & Organization of Agricultural Coop (H)	Issyk-Kul	Kyikan Ordo	Experts will work directly with the leadership of both the national and regional private farmer's organization (In Issyk Kul Oblast) to assist in strengthening support for private farmers and agricultural development. This institutional support should focus on meat and wool processing; farm management for profit, distribution of agricultural products; and marketing of agricultural products locally, regionally and internationally.		
Development & Organization of Coop (I)	Naryn	Dyikan Ordo	Experts will work directly with the leadership of both the national and regional private farmer's organization (In Naryn Oblast) to assist in strengthening support for private farmers and agricultural development. This institutional support should focus on meat and wool processing; farm management for profit; distribution of agricultural products; and marketing of agricultural products locally, regionally and internationally.		
Enterprise Planning (K)	Sary-Sogot Village	Private Farm Tygerek	This assignment's objective is to improve the profitability of this farm. This should be accomplished by putting together a business plan; developing a quality oriented honey and jam production and marketing strategy; and introducing basic principles of market based agriculture for improved farm management skills; making recommendations for improved ovine genetics (selection and mating strategies), nutrition, range management skills, clean wool program, etc.	<p>BOTH: Reached at least twenty farmers and beekeepers and their families. HONEY: visited many sites of hives and examined the bees and honey, definitely the best honey in the world. Have a product workth sharing with the rest of the world, we are continuing our research and making contacts in US to continue with input .</p> <p>WOOL: Project was easy to assess, the people worked with have the ability and energy to follow through, make an impact on sheep/wool production/profit in Kyrgyz. Working on financing fo rlocal farmers breeding stock for "model" sheep farm. this would be set up by volunteers recommendations, recieve support/trng from volunteers as used in this project to introduce "Best Management Practices". BOTH: Projects have been started, now we hope to follow it through with help and follow through from Winrock as it will determine the success of these people.</p>	<p>Standardize containers thru investment in plastic bottling co. - also used for other farm produced products; Small processing plants in villages/local towns, providing mean to process jams/jellies/juices/honey/possibly cosmetics; Need better roads for transporting - encourage MOA to contact dept of transportation; Sell products more effectively locally, in cities and internationally thru training of key, local individuals for Farmer's exchange cooperative, a city market grocery type store, export/import mgmt, trucking-distribution advisor; one model marketing team trained in US. Eliminate prod of merino sheep, use native (Alai) because 1) more economical; 2) medicinal by-products; 3)high export demand; 4) wool is abundant and highly priced in carpet industry; use processing plants already there; 5) start model farm - use for workshops as a teaching farm.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Equine Husbandry	Orto-Sai - 20 km from Bishkek	Semitei/SBTS	Volunteers will participate in a two-part program consisting of an international festival of horse-games and a lecture/workshop series. Participants will include farmers, breeders and other professionals from Issyk-Kul, Chuy, and Naryn Oblasts, as well as other groups who can benefit from exchange of information and experience the program will provide. The workshops will be held primarily in Orto-Sai, outside Bishkek. Involves travel to farms around Bishkek and hold lecture/workshops with breeders, farmers, and other horse professionals on ranching, farming, breeding, feed, transport, basic horse medicine and practices for farmers, export/import, traditions of horsemanship in American, production of equipment including saddles, bridles, etc. the horse industry in America.		
Meat and Dairy Prod/Processing, Business Planning	Ballabal village, Djety-Oguz Rayon, Kyrgyz Rep.	"Alkym" private farm of Djaparov Kanybek	One volunteer will provide technical expertise ovine husbandry and meat processing, one volunteer will provide technical expertise in dairy farming and milk processing and the third will evaluate the existing farm operations on the basis of the market value, draw up a financial plan and explore future opportunities for the farm.. Volunteers will live and work on the farm, they will provide advice on sheep management, meat processing, dairy farming and milk processing. One of the volunteers will concentrate on the managerial side of the farm.	Hopefully, the team helped Kazbok (1) understand the need to focus on a few enterprises; (2) use credit as a business tool to ease cashflow problems; (3) see the value in the farm/business planning process; and (4) gain technical/practical agricultural production knowledge concerning crop rotations and livestock/dairy management practices.	Focus on existing enterprises, when crop/livestock yields are more consistent, consider other enterprises; Use experience of Chief Engineer, Berdibek, to help with farm production decisions; establish line of credit at bank; make capital equipment purchases; have soils tested, adopt crop rotation to enhance soil fertility; continue to plant vegetable crops; delay dairy processing for now.
Meat Processing/Hide (J)	Kochkor	Bolotbek Asanbekov Private Farm	Increase the profitability of the "Alban" farm by developing meat and hide processing capabilities for local and national markets.	Small business people taught to be self sufficient and thrive independently. Solutions were found and are being applied. Willing to invest personal funds as an investor/owner in this farm, this farm as great potential to succeed if the right direction is provided. Loan also in works for \$25,000 from Mercy Corps possibly with re-payment terms being no interest and repayment of principle w/meat donated to a charitable organization.	1) Improve current sanitation conditions for meat processing, resulting in longer shelf life, safer meat, and a more appealing product. 2) Use local labor force. 3) Install a sewer system. 4) Do not process intestines - odor, mess, unsanitary, low return of money. 5) Processing and selling 100 sheep/week will furnish expense for labor, electricity, etc. Bolotbek can furnish the sheep. 6) If meat isn't ground for 1st 6-months, can sell shank meat, etc. as stew meat, and raise enough capital in the 1st 6-months to pay cash for a grinder, thus eliminating that expenditure.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Principles of Market Based Agriculture	Bishkek	Assoc. of Private Peasant Farmers	Provide training to private farmers, cooperative members and managers in the fundamental principles of market based agriculture with a practical twist. Topics should include cooperative and farm management principles for profit, financing, credit (bank and government roles) information about land reform issues (de-collectivization) and its interrelationship with market based principles for the management of agriculture.	Provided a thorough, comprehensive overview of elements of business planning a market economy. Transferred the idea that business planning is broader than only a production plan. Explained necessary elements of a business plan and presented a complete business plan for young farmer. Distributed copies of record keeping statements, short guide to business planning which were enthusiastically recd. Successfully taught basic ideas of business planning. Audience (30 - 15 men/women) indicated that they gained important knowledge which would be shared with others.	Work with small groups of farmers to develop business plans; limit length of seminars to 4 hrs/day, one week at a time; have 1/2 day sessions and 1/2 day in smaller groups applying what was discussed; FTF teams should work w/cooperatives principles and processing and distribution; persons working in the cooperatives should have business background, consumer marketing emphasis.
Sheep Management/Bsns. Plan (M)	Shaty Village	Private Farm Bereke	The short-term objective of this assignment is to provide advice to improve the quality of livestock as well as range conditions, animal health, and farm management. A business plan should also be put together to obtain credit for the longer term sustainability of this enterprise on a profitable basis.	Visited two farms, the first family farm is doing extraordinarily well with the advice given them from the first team of volunteers sent in June 1994. They have implemented and executed all recommendations to the best of their abilities, they are hardworking and far-sighted always looking for ways in which to improve the way in which they currently "do things". Business plans, completed loan applications, and financial sheets were left with this family. The second family was looking only for medication to cure their flocks, not information on ways to improve.	Farm 1: 1) Send apple orchard specialist to the Tyup farm to instruct them in pruning and orchard management. Advise in harvesting/processing their 1250 acre orchard; 2) Sponsor Aman on RFTF assignment; 3) Investigate the possibility of enlisting the cooperation of the MSD drug company and any appropriate governmental agencies to make the drug Ivermectic available and affordable in the states of Central Asia. This drug could control the two major health problems - - scabies and internal parasites.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep Shearer/Wool Grading	Issyk-Kul	Issyk-Kul Private Farm	Experts will provide private sheep farmers with technical assistance and training in: 1) contemporary sheep shearing practices for the development of quality wool products for local, regional and prospectively international markets; 2) and up-to date wool grading techniques necessary to separate superior from inferior wool as well as engender in the producer the idea that a superior fleece should bring a higher price on the market.	We feel very strongly that the only way to achieve long term impact is to be consistent and continuous with our message. We feel that this will be a very long term process and that what we were asked to address during our visit in the shearing and wool handling is just a very small portion of a very large picture. The shearing and wool handling cannot be taken out of the context of that larger picture because so many other factors prevent improvement in shearing and wool handling from being successful in their own right.	Goals - both long- and short-term need to be defined in a business plan with weekly or at least monthly evaluation on progress for adaptations, changes to increase profits. Improvement of cooperative efforts of farmers, form a communications link. Pasture and flock management BEFORE shearing and wool handling in the areas of overgrazing, poor lambing management, inefficient use of labor, poor flock management, inconsistency of management goals and nutritional inadequacies. We recommend 1) keep clean the shearing environment by using a raised platform to keep dirt out of wool and sweep after each shearing; 2) training on proper handling techniques on getting sheep to shearing area (not by dragging by hind legs over a considerable distance); 3) Shearing method; 4) extensive training is needed on current equipment in use to better utilize what is available (it is adequate for the job); 5) Fleece: (a) the polypropylene needs to be recognized and acted on, (ie, twine needs to be picked up and disposed of in an environmentally sound manner); (b) sheep should be sorted according to breed/wool types, white sheared before colored, quality can easily be improved by separation of inferior wool from higher quality wool through taking out bellies and tags; (c) burr contamination; 6) Better nutrition and management will make stronger fibers. 7) Recommend workshops away from someone's home to avoid the ritual of "honored guest".
Wool and Dairy Production/Processing	Kara-Of Village, Tala Oblast, Kyrgyz	"NUR" Private Farm - Kulchoro	One volunteer will provide technical expertise in ovine husbandry and in all stages of processing of raw wool into finished wool products. The other will provide technical expertise in dairy farming and in the processing of milk into sour cream, butter, cheese, etc. Beside providing technical expertise, both volunteers should be capable of evaluating farm operation on the basis of their market value.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Wool Processing (J)	Bishkek	Wool Processing/Natural Dye Workshop	Objective is to add value to wool products by enhancing their artistic value to consumers. Natural dyes and the promotion of their use also serves to protect the environment and the health of wool processors.		
Russia					
Agribusiness Education (31)	St. Petersburg	Real School "Detskoslenskoye"	Assist in the organization of the "Agribusiness Lyceum" a special center for the practical training of rural youth in agribusiness, new agricultural practices and new technologies. Help write a financial management plan for financing and operating the Lyceum. Outline the workplan and curriculum for the Agribusiness Lyceum. Adapt youth training approaches to Russian conditions and help outline a plan to train trainers. Design several possible layouts for the training Lyceum activities, including production fields, barns for livestock, and processing, and agribusiness training on 30 ha of land that the Real School expects to acquire. Outline SOW for additional experts to train the Real School faculty in practical education for young adults in agricultural production and agribusiness skills.	Pushkin School: Explained vocational agriculture and Future Farmers of America programs to the faculty and distributed literature and materials on the same to the faculty. Had in-depth discussions with faculty on leadership and citizenship training needs and the importance of agricultural training programs that incorporate these. Made contact with other agricultural training schools in the area and helped make contacts that had previously not been made between schools. Wrote a follow on scope of work for two volunteers. Kondovo Orphanage: Met with the Head of the Agricultural Department of Dzerzhinsky District, Kaluga region and interested him in young adult agricultural leadership programs. Explained to the orphanage staff US vocational agricultural programs in the US, and provided a detailed description of the 4-H program. Wrote a follow on scope of work for three volunteers.	Pushkin: Made recommendations to improve the practical agricultural education to be received by students (greenhouse construction, and a curriculum for greenhouse production by students; physical and curriculum based needs for establishing and operating a school farm, and establishing a competitive skill contest between schools in the area. Kondovo Orphanage: Made specific recommendations as to developing and advisory committee of local people (farmer, regional agricultural administrators, collective farm managers) to help direct vocational agricultural programs at the orphanage, initiate a career planning program for grades 8-10, bring in a 4-H specialist to help with a greenhouse project, citizenship and leadership program and in house training for teachers.
Agribusiness Joint Venture	Yaroslavl	YARTEC Business Centre	This assignment addresses the difficulties associated with joint ventures in the agribusiness sector in Yaroslavl oblast. A sister city relationship exists between Burlington Vermont, USA and Yaroslavl city, Yaroslavl oblast. Through this relationship, several Russian and US entrepreneurs have attempted to establish joint venture agribusinesses, most of which have been unsuccessful. The specialist will work directly with agribusinesses (esp. dairy processing) to identify constraints limiting productive joint-venture relationships. The expected impact is a functional model for joint ventures between US entrepreneurs and Russian agribusiness people in the dairy sector. At the very least, constraints faced by Russians will be better understood by the US side, and vice-versa.	A Host has been identified. The local government has stated that they will support further efforts. Financing sources for agribusiness projects were interviewed and are available in and for Russia. The total cost to the investors (including Banks and Equity Funds) has been estimated to be about \$10-\$15 million.	Weak links in functions to be strengthened, specialization added to industry, new products introduced to utilize skim milk, whey, idle capacity during off season. Post farm gate activities are focus of recommendations: Send 2 volunteers w/expertise in: a) Dairy - Juice Machinery, Plant Layout; b) Dairy - Juice Processing, Processing; After volunteers complete inventory and overall strategy is developed, following steps should follow: a) series of sub-projects; b) "bill" of materials/machinery/equipment listed; c) cash flows prepared; d) overall cash flow prepared w/single Internal Rate of Return generated; e) business plan prepared; f) debt/equity interest developed; g) holding company formed.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Animal Management/P roduction	St. Petersburg	Demonstration Agriculture Cooperative	<p>The overall objective is to provide technical assistance in every phase of confined small animal/ruminant production for small-scale and women farmer, with these specific objectives: A. Improve animal health by instructing the producers on disease identification, treatment and prevention, B. Improve herd management in confined animal production units through the use of pen designs for animal segregation, disease treatment and feeding to include use of indigenous feeds and supplements and available veterinary supplies, C. Enhance the marketing of production by developing on-site small-scale processing to include sanitary slaughtering and processing rooms, techniques of value-added processing of animal products, packaging, and marketing the products produced.</p>	<p>Were taught with hands-on methods new shearing methods, CPR on small animals, better housing - more ventilation, cures that can be used with materials available, integrated simple hand-out for animal health for farmers - to be translated to Russian. Experienced very good "hands-on" participation taught Charley Edgmon how to splice steel cable, made rod storage box, hydraulic jack press, pig farming crate, work tables for welding, as skill increases, encouraged to: weld tax heads, repair sides & axles of large wagon, straighten/weld potato digger shaft - plow shears, rebuild cultivator wheels, weld trailer axles. Appx. 15 Russian farmers now have the skills necessary to weld, repair existing equipment through the 5 day, 3-4 hours of class.</p>	<p>1) Erect storage bldgs out of straw and other cheap/available materials for vegetable storage; 2) Advanced education for farmers, hands-on workshops covering animal health, shelter, equipment repair, yearly two-week welding courses, proper ventilation for barns, co-op management and marketing techniques for safe marketing, getting consumers confidence in reliability of their products, guidance in moving to a market oriented environment, help in selecting crops/ products that are likely to produce a profit, low interest rate loans</p>
Cash Grain Handling	Moscow	Moscow Commodity Exchange	<p>Recommend a system of organizing a sample market for cash grain trading for the Moscow Commodity Exchange. Implement a sample system that will enable a truly representative and impartially obtained sample to be taken and supplied on a timely basis to the market place. Work with MCE staff implement collection and reporting methodology that assures sustainability of the sample market. Outline possible follow on sow.</p>	<p>The Winrock volunteer, Neumann, worked with Winrock volunteer Zeigler and Klopfenstein and VOCA volunteer Mike Kruger. After the exchange re-opened, the volunteers were able to have direct conferences with six leading MCE executives and executives of four Exchange members. At the end of the assignment the volunteers presented an action plan to a large group of MCE executives in a 2.5 hour session. This action plan requires close cooperation with related industry groups to promote close cooperation with related industry groups to promote legislation based on principles of private property ownership. The action plan presented by the volunteer outlines specific actions to be taken by the MCE when conditions allow them to do so.</p>	<p>The MCE needs to agree to the importance of establishing a viable cash market in support of their efforts to focus on the development of a wheat futures market. Without this acknowledgment there is no need to develop an implementation plan for a sample market. If the support is forthcoming, then a feasibility study should be undertaken to determine if the sample market will be cost effective. If the sample market is determined feasible, there should be extensive discussions with potential users of the market must be able to see the value that the market provides as a purchase premium cost will be required. Development of the cash sample market should await further development of the cash market infrastructure and availability of exchange resources.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Contract Performance (MCE)	Moscow	Moscow Commodity Exchange	Assist in the design and implementation of a safeguarding system that assures contract performance for the MCE. Introduce a warehouse receipting system for the MCE. Outline a possible follow-on assignment.	The Winrock volunteers, Zeigler and Klopfenstein, worked with Winrock volunteer Larry Neumann and VOCA volunteer Mike Kruger. After the exchange re-opened, the volunteers were able to have direct conferences with six leading MCE executives and executives of four Exchange members. At the end of the assignment the volunteers presented an action plan to a large group of MCE executives in a 2.5 hour session. This action plan requires close cooperation with related industry groups to promote legislation based on principles of private property ownership. The action plan presented by the volunteers outlines specific actions to be taken by the MCE when conditions allow them to do so.	1) The MCE should initiate contacts with the Russian Grain Union and the Russian Grain Inspection Service to begin the establishment of a licensed warehouse system. 2) The Grain Union could use this project to begin the activities of its Education and Governmental Lobbying committees. 3) A committee could be formed within the Grain Union to work with the GIS to prepare procedures and standards. 4) The Grain Inspection Service should propose a budget and fee schedule to cover a limited initial pilot program. 5) The MCE should contact bankers to support this system and obtain support for necessary legislation.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Cooperative/Dairy Process (11-T) (comb. w/RUS024	Tver	Farmer Cooperative "Agrotechcomplex"	Provide technical assistance and training of farmers in the management and development of their cooperative. Render technical advice to farmers regarding methods for increasing the overall efficiency of milk production operations, market and dairy product development. Recommend techniques to improve safety and increase crop production, and decrease post harvest losses. Outline possible followup sow.	The principle impacts of the assignment on AgrotechKomplex were as follows: Smith assessed the existing equipment for milk processing facilities and plans for the future, and will send a building plan which includes cold storage and refrigeration requirements. Kehl made many recommendations for improving nutrition for heifers and calves, given resources available on the farm. Also for improving calf health through improved housing and more time spent outside in protected areas. And made recommendations regarding the milking process, sanitation standards, cleanliness of the cows before and after milking, and cooling of the milk after milking. The principle impacts on the Tutayevsky Cheese Plant were as follows: Smith made many recommendations for improving the receiving of milk, testing quality control, pasteurizing processes, plant personnel management, and the filling of cottage cheese control cartons. He made new job descriptions for the plant manager, quality control manager, working foremen, and field men who work at the plant. These new job descriptions are for a market-oriented, efficient cheese plant. Regarding receiving milk, Smith recommended that the plant pay be metered volume (he will send literature on flow meters), and to cool all incoming milk using a heat exchanger. Smith recommended new milk receiving testing equipment for purchase that will improve the quality of cheese, such as a butter fat tester (Bob Cock test), acidity tester, water adulteration test, and sediment testing equipment. Smith recommended that a slow compression valve be used for the milk tanks, a recording controller to sense improperly heated milk and a pastime flow timing pump, which assures that milk is held in the holding tube for pasteurization. Smith helped the plant manager understand how the new Italian equipment acquired by the plant worked and how to trouble shoot problems. The principle impacts on the Kalinin Joint Stock Farmer Association were that Kehl made recommendations regarding extending the milking periods so there are eight hours between milkings. The principle impacts on the Sergey Kuznetsov, Private Farmer were that Kehl made recommendations regarding improving the nutrients of hay given the farm's current resources. Kehl affirmed the new	See impact statment

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Cooperative/S mall Farm Management (28B)	Moscow	Farmer's Assoc., Noginsk District	Assist the Farmer's Assoc. of Noginsk District form a cooperative. Share American experiences with the functions of a cooperative and cooperative management. Recommend the most appropriate functional forms of a cooperative with the Farmer's Assoc. Provide recommendations for small farm management. Design a marketing policy for the cooperative members. Assist farmers with value added processing and development of new products. Outline possible follow up SOW.	practices that Kuznetsov had implemented regarding cow and calve housing. He suggested new milking practices to make milking process more sanitary. Had many discussions with many private and collective farmers concerning marketing and processing of farm production. Compared North Dakota farmers with Russian farmers, outlined some of the changes made in ND and possibilities of implementing those successful changes in Russia, visited many schools, and the people of the area, toured refugee camp, met with Agriculture Ministers Office, preparing letters to government of ND and Pres of North Dakota State Bank.	There is a great need for private farmers finance. Recommendations: 1) Get the wool processing plant built which will creat implement; 2)On a lrg collective farm, the milking cows are in poor condition, recommend reduce # of milk cows, feed them better, should produce 4 gal/day; 3) Obtain steel grain storage tank where 8 collective farms are located 50 miles from Ingushetiya; ; 4)Vladimir City Office not agriculture center plan, it seems to me it's a plan to create employment for a few office workers, detailed plan is at FTF office; 5) Suggest that Russians exchange ideas and investments
Dairy Production	St. Petersburg	Demonstration Agricultural Cooperative	Provide technical assistance to the private Russian farmer to help improve their ability to cost effectively increase milk production, process their milk and market their products. Objectives are: Increase milk production per animal and reduce unit costs of production through improved herd management. Improve animal nutrition by assessing the quality of locally available feed and identifying the need for improvements or use of supplements and introduce techniques for improving pasture management and use of summer grazing to improve nutrition. Assist the dairy producers in determining their need for processing milk and help develop their skill in maintaining high quality handling of milk for liquid sales as well as instruct them on techniques for small-scale processing.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Dairy Production/Product Development	Rostov- Don/Rostov Oblast	Intl Finance Corp., Ag Ent "Urozhay" and "Yamovka"	This project assignment addresses the lack of information on the operation and management of the market-oriented dairy farm during post-privatization period, especially regarding the optimal use of limited resources, farm management, market-oriented decision making, increasing the overall efficiency of milk production operation, marketing and distribution of dairy products. The project assignment will inform Russian farmers about the practical aspects of modern dairy production operations and marketing in general as practiced in the United States. The main impact of the assignment will be the formation of the several market-oriented dairy farm businesses in the Rostov oblast and the development of a dairy product market in the area. OBJECT: design a business plan, document the methods through which goals will be achieved; provide technical advice to farmers on overall efficiency of milk production operations, dairy product development and marketing; provide technical assistance and training of farmers in mgmt/development of market-oriented dairy and plant producing farm; outline possible follow-on SOW.		Recommend that the UROZHAI Farm rent or lease space for cheese making equipment and related utilities, as, steam, electricity, water, sewage and cold storage. That this farm have its own dairy processing facilities or form an ASSOCIATION with several other farms and pool their resources. Further recommend follow-up visit and that a business plan be developed and followed.
Farm Equipment	St. Petersburg	Demonstration Agricultural Cooperative	Provide technical assistance to the private Russian farmers to increase their capacity to maintain their own farm equipment. Objectives are: A. Improve the knowledge of Russian farmers in the basic requirements for lubrication, inspection, and preventative maintenance of their various pieces of equipment. B. Provide basic mechanic training on large and small engines and other equipment for those not already skilled in these areas. Improve skills and knowledge of welding including parts repair and fabrication of equipment.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Financial Management (Purdue)	Tver	Ryazan/Tver/Ekatrinburg Agri. College	The objective of this assignment is to train 190 Russian private farmers, joint stock association staff, agricultural college lecturers, and agriculturalists in the tools and techniques of financial analysis and to develop the agribusiness skills of managers in financial analysis.	The volunteer team gave a three day seminar in Ryazan and Tver, and a four day seminar in Ekaterinburg. Students learned how to: conduct a financial analysis of farm operations. They learned how farm management ties into cost accounting and budgeting. In each course students prepared model farm budgets. Playing the Farm Management game designed by the volunteers, the students learned how to prepare balance sheets and income statements. In each course the role of agricultural credit was discussed extensively. It was difficult for the institutes to locate farmers for participation in the courses in each area. However, the composition of the student and faculty participants for all three institutes, combined is 139 women and 92 men. The volunteers were impressed by the number of women who took part in the seminar.	
Forest and Vegetable Experts	Khabarovsk region	Plotopotomnik Lukashova	In addition to the 12 persons listed as beneficiaries, there are also a number of villagers, small farmers and hunter-gatherers who will also benefit. This project addresses the traditional means of livelihood for indigenous peoples in rural Khabarovsk Krai. The project will assist with the marketing of special forest products typically gathered by indigenous peoples and will distribute vegetable seeds requested during a previous visit by the volunteers. The impact of this assignment will be the development of export markets for special forest products from Khabarovsk Krai in the US and access to seeds for this year's household vegetable gardens; a primary source of food for people in the region.		
Fruit & Vegetable Storage/Processing (33N)	Nizhney Novgorod	Private Enterprise "Rodionov & Co."	Provide technical assistance and training on post-harvest handling, storage, and processing of vegetables and fruits. Develop the project of the storage facility with capacity 500 tons of vegetables. Recommend equipment to be purchased and provide contact information.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Goat Part 3	Moscow/Tver	Private Farms Lebedev/Bodrov	Assist the private farmers in developing standards for breeding stock assessment and herd improvement methods and strategies, provide technical assistance on goat production, including the production of goat products and addressing general goat health and herd health issues, outline possible follow up sow's.	Assignment was success. Continued work begun by previous volunteers but enlarged individuals involved by working with some new farmers. With personal contact made by volunteers, it will be possible to continue to increase scope of dissemination of information. This personal contact is vital to progress, particularly in Russia where communication is poor it is essential to success of any endeavor. Because we were dealing with the leaders in the industry the effect of the assignments will be greater than counting host families involved. I was pleased to see changes that had been made.	Site 1: 1) Keep written records on animals, start using permanent identification (tatoos); 2) Complete outside runs for bucks or will begin to see health problems; 3) Investigate the possibility of a newsletter, translate materials rec'd. Site 2: Made no specific recommendations, hope this family will be kept in mind for future FTF projects concerning pasture improvement, poultry egg production, hydro elec. power. Site 3: 1) Build a milking stand, put it where only goat being milked is present to ease her physically and for sanitary reasons; 2) Be aware of the importance of good pasture care and hay quality. Site 4: 1) Tattoo animals; 2) Initiate uniform numbering system; 3) Soil supplements, proper cutting, baling of hay for high quality; 4) Needs assistance/advice on processing/handling of milk. Site 6: 1) Attend International Dairy Goat Conference in Beijing; 2) Continue to press MOA for meeting on proposal; 3) Stay in contact with Winrock in Moscow.
Grain Trading (W29)	Karelia	Petrozavodsk Commodity Exchange	Assist the Petrozavodsk Commodity Exchange to organize jointly with the St. Louis Grain Exchange a training center on the practical aspects of exchange trading at the PCE. Train managers and brokers of the PCE in real product exchange trading. Outline possible follow up SOW.	1) The volunteers played four days of an exchange game at the Exchange with a variety of participants. This game was very successful, based mimicking the St. Louis Missouri Commodity Exchange. 30-45 students participated each day for three days; on the fourth day 60 students participated. Students included employees from the Commodity Exchange and the local Economics College. Very few brokers from the exchange participated, although many other exchange employees did. 2) The volunteers explained in detail the rules of the St. Louis Merchant's exchange, which they brought to Russia and which was translated into Russian for their host. They worked extensively with the host, reviewing the rules of the exchange and adapting them to local conditions in Petrozavodsk	

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Honey/Bee Import/Export	Udmurtia	Roy Joint Stock Company	<p>Objectives of this assignment are to develop import/export marketing agreements and relationships with honey, exporters/importers in the US and other republics in the newly independent states. Develop import/export marketing agreements and relationships for bee by-product exporter/importers in the US and other republics in the newly independent states, develop linkages with Roy Company and Perm University Researchers to share resources in bee genetics, apiculture and bee medicine applications, outline followup assignments as deemed necessary by the marketing specialist.</p>	<p>Impact of Project</p> <p>SUMMARY: This is a follow-up assignment based on previous work by Winrock FTF volunteers Ship and Scholl in fall '94. The Roy Co., a private company processing and producing hone and bee products, was one of the hosts for this team. The team members developed a BUSINESS PLAN for the firm and identified the need for consistent supplies of honey during poor production cycles. The firm expressed interest in 1) importing honey from US/Europe/other NIS Republics; 2) developing a linkage with western apiculturists and honey processors to share research, technology and business practices. In addition, the volunteer continued his work with the Perm Bee Institute, Dept. of Zoology in developing contacts with US and European scientists working on the development and application of bee medicine. The PRINCIPLE impacts of the assignment were: ROY CO. 1) Shipp explained in detail the steps needed to import honey to Russia from Tajikistan and the status of Tajik/Uzbek honey producers and the quality of their products. 2) Shipp worked with the Directors of the Roy Co. in improving management of their business contacts in the US. 3) Shipp provided advice on how to manage the company during its current financial crisis. PERM BEE INST. 1) Shipp identified the appropriate people to manage from the Russian side an e-mail bulletin board/discussion group in the US. 2) Shipp shared expressions of interest and literature from US institutions interested in the Perm Bee Inst. 3) Shipp gathered background information from Perm Inst. to write a Eurasia foundation grant to support the purchase of computers and access to an internet server for the Perm Inst. Both Roy Co. and Perm Bee Inst. have asked for a return of Shipp for a third FTF assignment in August 1995.</p>	<p>Recommendations</p> <p>1) Devising a joint Russian-American bee computer bulletin board where Russian bee researchers could exchange information w/American counterparts. 2) Consider the possibility of purchasing bulk honey from Tajik/Uzbek beekeepers, propolis, pollen and other bee products from the NIS, which would be more cost effective than purchasing from W.Europe or US. 3) Research and submit proposals to various US government sponsored programs designed for small to medium sized businesses of the NIS regions. 4) FTF follow-up assignments should focus on compilation of all various US govt. economic and farm programs that relate to NIS businesses and subsequent assistance in their move toward privatization. Because the Roy Company has had Winrock SOW procedures devised and implemented on at least 2 occasions, this should be continued until clearly defined objectives have been met and a demonstrable amount of success had been attained. Linking Roy Co with similar concerns (bee/honey businesses), either in the NIS of the US, should continue to be a top priority.</p>
Information/Foreign Trade Systems	Moscow	Milcom/Inst. of World Econ. & Int'l Relations	<p>To amplify the informational support; to assist to the organization of the operational and strategic information service for middle and top managers of the enterprises-members of the Association; to increase the efficiency of feed production by the use of "non-traditional" ingredients.</p>		

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Project Name Information/Foreign Trade Systems	Project Site St. Petersburg	Beneficiary Organization Melcom	Assignment Description Follow-up assignment to RUS064. (Original TOR from RUS064) This assignment involves technical assistance to a group of stock-holding and private milling enterprises located in the St. Petersburg area, Leningradsky Region. The experts will be asked to help set up and information system to analyze the current situation and trends in the domestic grain market and the world market. In particular, systematic information and analysis is needed on domestic and world grain markets, grain product markets, industrial foodstuffs and raw materials for foodstuffs. Assistance is also requested in helping establish the Melcom's own foreign trade operations system, including import and export operations.	Impact of Project Volunteer found that all recommendations made during the first part of his assignment had been addressed, with varying degrees of success, by Melcom management. To overcome the primary of difficult communications with key partners in other partners of Russia, Volunteer designed a weekly summary of Russian and world events which impact on commodity markets. The first weekly was produced and disseminated to senior Melcom management on 28 June 1995.	Recommendations Direct communication between all factories is required; hire an additional person to focus on data collection, analysis and dissemination; concentrate on Russian cash prices in commodity analysis; Melcom should market its weekly summary to subscribers who will pay for the weekly analysis
Krasnodartea Business	Krasnodar	Krasnodartea Joint Stock Co.	Assemble, compile and analyze production, processing, marketing and financial information for the purpose of preparing an enterprise and market profile of this agricultural business. Provide technical assistance and training to the staff in the design and preparation of a business plan, identifying business management elements, collecting internal and external quantitative agricultural business data and understanding agricultural financial and credit analysis principals. Prepare and deliver a business plan and underwriting package (in western style) to use in submitting application for foreign loans, loan guarantees, or soliciting other foreign sources aimed at developing agribusiness enterprises.	Because of the secure and trusting relationship established with the senior management, the team was given full access of all internal and government reports and given full access to management, accounting, and support personnel. This allowed the volunteers to make very concrete productive recommendations to the Director General.	The volunteers recommended the completion of the company's privatization plan made a priority, with a target finalization date within 90 days of the end of the volunteer's assignment. Designate a special team and compile information for the marketing strategy and investment plan that will be required to establish production and processing of new products (mushrooms, baby food, bee milk, honey, hazelnut nugget) with a target date of January 1995 for completion.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Livestock Conversion	Ryazan	Murmino (Jt. Stock Assoc.)	Provide technical assistance to and train Murmino staff joint-stock farm in restructuring the farm's livestock operations to more economically efficient units. Provide technical training and advice to farmers who will manage these smaller livestock farms in farm livestock management. Assist farmer in assessing the status of the herd, provide recommendations for herd improvement. Review the beef production practices of the farm and make suggestions to increase the quality of the beef produced and improve efficiency.	The Alyutovsky farm: Designed a milking system with an angular orientation. Constructed several spread sheets for the Farm Director concerning the profitability of farm operations if the number of dairy cattle were reduced and corn not grown and beef cattle and grain production increased.	Alyutovsky farm: Change the crop mix from corn/alfalfa/clover to alfalfa/clover to improve nutritive value of cattle feed. Abandon silage production and move to dry alfalfa hay as primary winter feed. Reduce grass hay production and move into wheat and barley production. Hire a mechanic to maintain equipment so farm does not have to replace equipment every 3-5 years, saving an estimated 150,000 to 250,000 USD per year. Pay mechanic well so he stays on the farm and works well. Milk dairy cows in one of the five empty cattle barns instead of an open shed, making milking more convenient and reducing the amount of mud accumulated on cows udders. Construct dirt mounds in the cow pens to give cows a dry place to lay and reduce the amount of dirt on the cow's udders. Sort the calves by size, move them out of the barn and graze them like cattle to improve nutrition and health of calves. Allow calves to suckle until they are 7 months old. Volunteers made extensive recommendations on developing a beef cow-cattle operation. Babanski Farm: Modify old dairy barns to establish an indoor feeding system for beef cattle, by removing a wall and constructing an outside dirt yard protected by a mound. Improve the swine barn by putting sows in farrowing crates or tethering the sows to reduce mortality. Modify a low-celling barn to use as a lambing barn.
Meat Processing/Baking	Ekaterinburg	Sergei Lanskiikh Farm	Provide technical assistance and training on meat processing and bakery and grain products production issues, improved production methods, final products packaging technology, and new product development. Assist in the design of an appropriate local market strategy, identifying the most likely profitable activities.	Toured bakeries/meat processing operations, discussed equipment currently in use, how it could be better utilized; made summer sausage with formula brought, taught how they could use these formulas for better products, had hands-on teaching in facilities; showed correct way to process to have a longer shelf life, higher quality, more appealing product. The Shakhunsky did not need expert help on meat processing or equipment, they know everything, they only wanted formulas which are useless w/out the right spices and using them correctly. The 4 year old plant will be owner run by cock roaches in 2 years. In Asbest and Lanskiikh they are willing to learn, want to learn and change for the best possible future for themselves.	Bakery: cleaner facilities, keep flour bags off floor; wear clean aprons daily, don't use frozen yeast, keep kitchen warm, use milk instead of water for softer crust, clean pans after each use, boil water and milk before using, get a timer to avoid over cooking and burning. Meat Processing: Do quality processing, use sharp knife to keep a grimeir running, develop market strategy, process meat from beginning properly, use smoke house, work on sanitation, develop business plan for Asbest, would like for people of Asbest and Lanskiikh to be trained more fully at my plant.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Meat Science/Training	Kaluga	A/O Beef Master	Provide a participatory training workshop for 8-10 employees of the Joint Stock facility known as A/O Beef Master. Assist the ABS staff with follow-on training. Outline a possible follow-on assignment if appropriate.		
Mushrooms	Moscow	Kumir Co. Ltd.	Create an American type of mushroom farm with possible participation of American partners, help in planning the construction project for the farm and management of the farm to produce two primary types of mushrooms, champignons and oysters, improve technology of mushroom production/oysters in the basement premises of farm buildings, help choose necessary equipment, obtain literature on this problem, organize a joint venture.		
Organic Beef and Milk Prod./Proc./Mkt.	Velikie Luki; Pskov Oblast	EcoNiva Inc.	This assignment addresses the creation and expansion of the organic foods market in Russia, particularly regarding the significant development of organic meat and dairy products penetration into the major urban markets in Pskov region and neighboring oblasts. The assignment will help Russian Farmers make a practical close study of close organic livestock production and marketing in general and in details as practiced in the US. The main impact of the assignment will be the establishment of several organic farms in the Pskov region and the development of an organic livestock products market. OBJ: 1) Provide technical assistance/training in organic beef/milk production to several private farmers in Velikie Luki. 2) Develop recommendations on the organic processing meat/milk in on-farm conditions, also the storage/transportation/ marketing of the fresh/processed organic products 3) Develop a follow-on SOW if necessary.	Studied many farms, collected soil samples, studied markets which have been flooded w/cheaply made imports, it is difficult to obtain Russian produced durable goods. Despite abundance of milk at Nevil Farms, empty milk cases are in nearby Velikiye Luki. Nevil Milk Processing Plant is encumbered by high interest debts and is many months behind in its payments to farmers. The barriers to rapid transition into individual family farm include: tradition, history of task specific division of labor, difficulty in land distribution - most farmers live in a central village w/land surrounding it and want land in close proximity to their homes, milk transportation, processing and marketing are not yet developed for the family farm model, not enough farm machinery, no spare parts, no capital. These are hard working determined people who for dairy efforts to be successful must understand and embrace concept and to whom concrete rationale must be provided.	Milk processing equipment is small scale and insufficient; need packaging equipment; avoid chemicals and antibiotics - even though they are not used in large quantities frequent usage will hinder organic certification; need individual cloths to clean milk cows teats to avoid mastitis; use lime to reduce odor, absorb moisture; try to change inflations in milking machines; disinfectants are used too sparingly (due to difficulty in obtaining as with cleaning cloths); use homeopathies in treatment of mastitis; further soil testing for selenium deficiency; better ventilation in calf pens, further recommend that 50% of calves be bedded in calf hutches outside; tidy milk barn; establish record-keeping system for feed and health records; form farm association w/other area farms; direct marketing from farmer to consumer; need expert in dairy packaging.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Organic Cereal (Buckwheat) Products (26K)	Kursk	Eko Niva/Ozerenskoe & Niva Farms	Provide technical assistance and training in organic buckwheat post-harvest processing in couple of organic farms in Kursk region. Recommend techniques for obtaining high quality buckwheat products given on farm conditions.	The original assignment with Eko Niva did not materialize as expected and volunteer then visited many farms and operations where the following guidelines were suggested for a successful operation: 1) consistent and acceptable quality; 2) a steady long-term supply; and 3) price of the commodity to the farms I visited. The land of most fields was impressive, it appeared to have rich black soil, and un-exposed to a lot of commercial fertilizer. Each of these sites are ideal to be certified for organic farming.	Recommend that 8000 acre farm at village Staroboriskino (Orenburg region) be certified for organic farming - should contact Farm Verified Organic in Medina ND to see if they will certify this farm; need better equipment - was amazed at the amount of land covered with the equipment available; suggest they make old train cars useable by lining them with a heavy plastic film; create a joint stock company where all (even children) have a vote; use sweet clover as a green manure crop; use straw on top of crops to help retain moisture, weed control; get honey production certified organic, be one of the first to have organic honey on market in the world; put billboard up outside of town to attract tourists/potential shoppers; have crude oil - only been offered 3% - leave it alone for the time being.
Organic Fibre Production/Processing/Market	Kursk Oblast/Pskov Oblast	EcoNiva, Inc.	This project addresses the creation and expansion of the high quality organic food and fiber market in Russia concerning the organically grown and processed hemp and flax. The project will help Russian organic producers and processors understand the principles and techniques of organic production/processing of fiber crops as practiced in the US. The main impact of the project will be the establishment and development of several organic hemp and flax farms (private or privatized) in two different regions of Russia. The availability of organic grown and processed hemp and flax will offer an important alternative to consumers in the Kursk and Pskov oblasts, other food and fiber processor and consumers in other regions.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Organic Food Certification Marketing (27M)	Moscow	Eko Niva, Inc.	Provide technical assistance to staff of EkoNiva Inc. on developing a strategy and methodology for expanding the market for organically produced agricultural products in Russia. Develop recommendations on the establishment of an all Russia network of organic food producers, processors, and distributors. Develop a follow on SOW if necessary.	In connection with project visited EkoNiva staff, Kursk Agricultural Institute, Sergiev Posad Agricultural College, government/religious officials and many private individuals who provided information for the success of the assignment. During 3-week visit to evaluate organic market place for EkoNiva, served as sounding board for ideas. Under EkoNiva auspices, made side trips to two of EkoNiva's strongest provincial efforts. Primary focus is EkoNiva's goals, structure, opportunities, challenges. Appears poised to play significant role in developing orderly growth of organic farming, manufacturing and market development. Plan to continue contact, exploring marketing opportunities for products in US and abroad, possibility of trade shows, helping company to grow-realize the potential.	Mission and organizational structure through the activities as listed: 1) crop and product development; 2) export market exploration - cementing EkoNiva's market reputation; 3) development of a Russian consumer base; 4) restructuring of EkoNiva's organizational and legal status. Recommend three additional consultant visits: 1) Dairy product development; 2) Fiber crop and milling - flax and hemp facilities marketing; 3) and extension of the project work done by volunteer Milholland and spouse, Marquez.
Organic Marketing	Moscow, Kursk, Altai	Eko Niva, Inc.	1) Provide technical assistance and training in organic sea-buckthorn juice on-farm processing in organic fruit farm at Altai Region (Barnaul). 2) Provide technical assistance and training in organic buckwheat post-harvest processing in couple of organic farms in Kursk Region. 3) Recommend techniques for obtaining high quality concentrated sea-buckthorn juice and buckwheat production at on-farm conditions. 4) Recommend strategy and methods for organic market creation and development in Russia.		
Organic Marketing & Proc. of Sea Buckthorn Juice	Altai	Eko Niva, Inc./Klimenko Farm	Provide technical assistance and training in organic sea-buckthorn juice on-farm processing in organic fruit farm at Altai Region (Barnaul), provide technical assistance and training in organic buckwheat post-harvest processing in couple of organic farms in Kursk Region, recommend techniques for obtaining high quality concentrated sea-buckthorn juice and buckwheat production at on-farm conditions, recommend strategy and methods for organic market creation and development in Russia.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Organic Vegetable/Growth/Store/Processes	Ekaterinburg	Kuznetsovo Farm	Provide technical assistance and training on organic vegetable and potato growing, assess the hosts designs for constructing an appropriate storage facility for organic vegetables, review opportunities and techniques for organic potato processing, advise hosts and cooperating farmers on vegetable growers cooperatives and management, help hosts identify the local and district market options for organic vegetables and processed products.	Overview of enterprise allowed volunteer Bjergo to start a loan application and business plan, follow up work to be done by Peace Corps volunteers Darren Kurtz. A total of about 60 people were contacted in a significant way. Met with a number of individual farmers and in small groups, with one organized meeting of the local farmers association, which involved at least 20 farmers in a two-hour question/answer session	1) Up-to-date soil testing on the lands where vegetables will be raised in '96. 2) Biological agents, ie: RESOPLAN, be used to combat pythium problems during seeding, growth in greenhouse, fungus problems in the field, if any. 3) Livestock rations lack in both quality and quantity of protein. 4) Farmers consider organizing to encourage proper legislation to develop standards for organic certification. 5) Get rotation, soil-building experiments going at research institutes and in a few on-farm sites to show benefits of moving toward sustainable agriculture. 6) Wider distribution of Resaplan, Cacillus thruengensis, other biological treatments.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Potato processing 8-N & Western Ag	Gorodetsky	AKKOR		<p>This assignment was to train farmers and agribusiness people in potato production/marketing/management of potato farms. The ultimate objective of the assignment was to lay the foundation for production agreements between a US agribusiness, Western Ag-Resources. The volunteers works with two VOCA volunteers on the same assignment in Bryansk and Ryazan. The volunteers gave seminars in Nizhny Novgorod and visited Kaluga and Tula districts. The combined efforts of the Winrock and VOCA volunteers resulted in the dissemination of information on potato seed selection, chemical application, harvest techniques, storage/farm/agribusiness management using software tools and business plan development. The PRINCIPAL IMPACTS of the assignment were: In each location the volunteers provided the following: 1)encouragement and support for private farming; 2) Demonstrations of computer software for farm management; 3) Seminars in potato packaging and marketing, using high-quality amateur videos produced by one of the volunteers; 4) Information on farmer-based cooperatives and agricultural financial institutions in the US; 5) Training in the writing and design of farm-based business plans. The assignment laid the foundation for future agreements between the US Agribusiness Western Agricultural Resources and the ministries of agriculture in Bryansk and Ryazan, and Western Ag-Resources and the Polgar Potato Processing Plant.</p>	<p>Outside help will help tremendously to get the farm economy started. If an outside business can come in and start developing a fresand and process market, everyone will benefit. If an outside interest will come in and contract with farmers to grow a quality crop, and at first show them how to accomplish this using fertilizers and better equipment, I feel the result will be dramatic. These farmers will be a quick study. It would be beneficial to send follow up Winrock volunteers experienced in old methods to the areas we visited, especially during the busy farming times. They should be briefed about the history of the area, the problems they have and the accomplishments they have made. If the volunteers can work with these farmers, to help them upgrade and modernize their techniques and procedures and work with what is available, they can help them work and plan for the future. However, a delegation of Russian farmers sent to our potato farming areas in Washington and Idaho would be very beneficial, so they can see first hand how it is done in the west.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Poultry Production and Diagnostic Lab.	Vyska & Linda village, Niz. Nov. reg, Ekaterinburg	Nizhny Novgorod State Ag Acad & 3 poultry organ	This follow-up assignment was developed after Mr. Gerald Albright's assignment to Vyska and Nizhny Novgorod in 2/95. It addresses questions of poultry production, processing and marketing of poultry products as well as poultry diseases diagnosis at several large poultry factories of Nizhny Novgorod and Ekaterinburg Region. The assignment will help to improve production technologies, and respectively increase the volume and quality of production, will assist in switching from capacity-driven to market-driven approach, will help establish American kind of Poultry Diagnostic Laboratories, will help with establishing mutual beneficial contacts between Russian and American poultry producers. OBJECTIVE: The objective of the assignment is to provide technical assistance on establishments Poultry Diagnostic Laboratories serving Poultry Farms and Factories in Nizhny Novogorod and Ekaterinburg area as well as on training on poultry products production, processing and marketing. Another important goal is to provide the information about Poultry producers in USA and American producers of equipment for poultry industry necessary for future pruchases or contracts.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Poultry Production/Processing/Marketing	Nizhny Novgorod	Vyksa Shareholders Co./Lindovskaya Assoc.	Provide technical assistance and training on poultry products production and processing. Provide a marketing plan and assess the poultry factories from the perspective of their viability as Joint Venture partners for American investors. Help the factory administration complete work on all the background documents necessary for submitting to Russian-American Joint Commission or Banks for loans.	Wrote a separate business plan for the Shareholder's Society poultry and dairy operation at the request of the Director. The plans include recommendations for production increases, increasing cash-flow capabilities, and increasing marketing outlets. Demonstrated a "fast food chicken sausage sandwich" using factory made sausage and locally-baked buns and presented plan for the first fast-food outlet in Vyska using existing factory company stores. Made a thorough assessment of the factory and its production processes and the dairy production unit. Designed a production line that can be fabricated out of existing and locally obtainable materials for processing white and dark chicken meat for sausage production. This would make labor force more efficient and increase quality/profitability of the existing sausage production	Suggested replacing present milking facilities to increase labor productivity, upgrade sanitation; suggested replacing equipment in egg drying area and replace with equipment of "size" for use during low egg price periods; suggested replacing egg production birds with more productive breeds and separating the flock into meat and egg producing stock in order to give a much high return on feed investments and higher meat/egg yields from the birds; went through possible feed formulations, left a book on feed formulation and suggested purchase of a PC in order to better manipulate feed formulation given availability of certain feeds. Form a Poultry and Egg Producers group; Get rid of grandparent breeding stock; clean and disinfect the pullet rearing facilities; purchase mycoplasma celan breeder stock; follow suggested breeder vaccination program - - use US produced vaccines such as Newcastle (b1), Bronchitis, Mareks, Infectious Bursal Disease and Infectious Laryngo Tracheitis and discontinue use of LaSota; Improve the quality of feed and use feed ration that are formulated for performance. Suggest a follow-up assignment to development diagnostic laboratories. The groundwork for a follow-up assignment was laid by Albright.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Radio Nadezhda Marketing	Moscow	Radio Nadezhda	Assist Radio Nadezhda staff in designing a program for attracting potential advertisers, develop a new sales training program, assess current sales training program and develop a new one to meet needs, develop advertising packet for prospective clients and underwriters/sponsors, organize sales training with marketing staff of Radio Nadezhda, develop an underwriting package for international and Russian agribusinesses to sponsor radio extension programs focused on women.	This was the third assignment with Radio Nadezhda and fourth volunteer to work with the Radio Station. The volunteer developed an advertising promotional package to sell radio advertising time, with the expressed purpose of finding underwriters for the popular morning agricultural show, "With the Roosters". The volunteer trained the current sales staff, made management and personnel management suggestions, developed promotional and advertising materials, and worked extensively with sales staff. In addition, she wrote a grant proposal which has been submitted to the Eurasia foundation to fund the production costs of "With the Roosters". The objective of the assignment was to ensure that Radio Nadezhda had the tools to obtain financial support for "With the Roosters" (WTR). The PRINCIPLE IMPACTS of the assignment were: 1) Bailey trained Radio Nadezhda (RN) staff in service-oriented selling of advertising. She held 4 training sessions, one a week, and wrote a training manual, which was translated into Russian and presented to the radio station. 2) Bailey wrote a new proposal to Eurasia Foundation to fund the production costs of WTR and provide advertising training for RN. This was also translated into Russian and the Russian version presented to RN for the submission to the Eurasia Foundation. 3) Bailey trained 2 RN staff in telephone and face-to-face sales calls, taking them through their first calls and meetings. On the last of these calls, the agribusiness expressed interest in becoming a regular client of RN. 4) Bailey designed, wrote and produced an attractive professional advertising promotional packet for use by the RN commercial staff, the first one developed. Bailey paid for the costs of creating this radio packet and refused offers of payment by the Winrock FtF program. 5) Bailey gained the confidence and respect of the RN management, whom while having requested the assignment had not fully understood the depth of their problems before the assignment began. The requested Bailey give them specific management advice.	1) Send the key people in RN to America all at the same time, to see radio at work, so they can have a standard to measure themselves by, and to build a team effort. Give them the opportunity and time to brainstorm, and provide for them experts who have been to Russia, to answer their questions. Give them money to shop with, the time to do it and transportation. Perhaps, in what we call a seminar. Then, give them the encouragement to go back to Russia and forge their own unique way. Teach them to send e-mail for answers to their questions when they are back in Russia. 2) I found RN to be run as many Russian businesses are presently being run. The Russian way. That is, at this point in her history, very short sighted. The quest for money is new to their thinking and everyone is like in a salmon frenzy, trying to get it. The competition is fierce, the ethics - - brutal. The whole system is riddled with graft; corruption is acceptable and called business. There is little accountability or knowledge of the basics of a free market system. Teaching by example, managing by objectives, encouragement and a positive expression of confidence in their abilities, granting patience and time are my final recommendations.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Range/Game/Sport/Coop. Mgmt.	Kalmykia	Committee of Nature Management & Environment	<p>Provide technical assistance and training to private farmers and specialists responsible for wildlife management. The training and information will focus on new methods of sustainable agriculture and multiple use of natural ecosystems. The best way to complete this multi-purpose goal is to pool available resources of local farmers by forming a cooperative. Legal and organizational problems should be solved at the republican or district level most effectively implement this cooperative. Form a farmer's cooperative that could combine livestock production with sustainable use of wildlife harvesting/processing. Develop an appropriate cooperative's structure with possible participation of the Dept. of Ag. and the Dept. of Hunting Mgmt. sharing profits and losses. Assess range conditions for different domestic animals and saiga within the cooperative's experimental area. Develop a business plan and a marketing strategy for the cooperative and it's future game ranch. Compile a detailed list of necessary equipment for the proposed game ranch and for slaughtering and handling of venison. Develop a wildlife conservation/management plan (including sport hunting) for the Chernozemel'sky district with possible use of the cooperative's facilities.</p>		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Road Construction and Maintenance	St. Petersburg/Lenin grad Oblast	Demonstration Agricultural Cooperative	This assignment focuses on the construction of unpaved roads and the proper maintenance of these roads through inspection, evaluation, and maintenance using a drag type road grader. The main objective of this assignment is to train 22 Russian families on road construction and maintenance which are involved in joint Russian-American Farm Privatization Project. This project is being carried out by USDA in cooperation with the Majors Office of St. Petersburg and the Administration of the Leningrad Oblast. The assignment will help Russian farmers learn practical techniques of unpaved road construction and maintenance with limited resources. The main impact of the assignment will be improvement of the transportation and distribution possibilities for cooperative members and other farmers in the region.	Built road to farm, held seminar in which a video was shown on blading unpaved roads. Seven farmers and one woman attended.	Must be taught to maintain road built or will be in same condition as before, bad roads, before building this road, the vehicles were not safe to go out of first gear for traveling this road. Showed how to build a low water crossing with a bed of rock.
Special Dairy Products (23E)	Ekaterinburg	Bortievoye Farm	Become acquainted with the farm, equipment, cattle and methods the host uses for producing high quality milk, and evaluate the efficiency of current production and processing practices. Share American experience and taking into consideration current Russian conditions, provide recommendations on increasing the productivity of the cattle. Assist the host planning a new dairy for 20-40 cows, and recommend ways to improve the construction and to replace equipment if needed according to American experience. Help host identify as far as possible, the market demands and help to design an appropriate market strategy, for new products.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Swine Production	St. Petersburg	Demonstration Agricultural Cooperative	Provide technical assistance in every phase of confined swine production for small-scale to intermediate scale producers, with specific objectives. A. Improve animal health by instructing the producers on disease identification, treatment and prevention. Improve herd management in confined animal production units through the use of pen designs for animal segregation to accommodate farrowing, disease treatment and feeding to include use of indigenous feeds and supplements and available veterinary supplies. Enhance the marketing to include sanitary slaughtering and processing rooms, techniques of value added processing of animal products, packaging, and marketing the products produced.		
Vocational Agriculture	St. Petersburg	Real School, "Detskoslkskoye"	Outline the workplan and curriculum for the agribusiness lyceum, develop a plan for leadership and citizenship training comparable to FFA, but based on Russian culture and conditions, help develop a teacher in-service program to acquaint staff with vocational education "hands on" learning by doing and how theory and practical experience are necessary for retention of skills and techniques, help to develop a program of commincations between agricultural training institutions and possibly set up FFA type judging contests between schools, organize an agenda for work in a greenhouse for practical training of students.	Was able to offer constructive alternative on how to improve the agriculture curriculum. At conclusion of visit, it appears that Real School is willing to use the "Ag in the Classrooms" Series in the elementary school and to adopt the 4-H program into upper grade level, hopefully, they will soon be officiated with the International 4-H Program. School is also willing to put a Public Relation effort toward informing the parents and community of the agriclutre students. School will expand a supervised occupational training program with Horticulture Research Center to provide students w/practical work experience as an alternative to school farm.	Incorporate "Ag in the Classroom"; Formalize a 4-H program; Place student in occupational training program where they receive some salary; use contest and encourage activities in areas of dairy, farm management, horticulture, swine, poultry, parliamentary procedure, public speaking to challenge students, combine knowledge, create ability to make sound decision; try to find ways to overcome lack of current and perspective funds, a students/leaders think tank to discuss way monies should be used; provide ways to recognize students based on participation, growth, learned skills, leadership (photos on bulletin board); a follow-up assignment is needed for a fund-raising specialist.
Tajikistan NIS Agribusiness/B ookkeeping (7)	Khujand	The Small Business Institute	Offer an educational training program to those who are participating in the agricultural privatization process. The participants are eager to be introduced to Western agribusiness and financing practices. The participants will include empolyees of private enterprises, cooperatives, students from Khujand University and mid-level Ministry personnel.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Honey Filtering/Cleaning/Packaging/Marketing (1)	Khujand	Collective Industrial Commercial	Bring the product up to international standards that would interest potential joint venture partners. These partners would be paid, in honey, for the supply of machinery and technology. The JV partners would provide an off-take contract for the product to be exported. Marketing information regarding bee poison (for medicinal purposes) and other by-products. Experts will be requested to provide financial information so that basic Projected Financial Statements can be generated. These statements will include Cash Flows and Profit & Loss Statements.	Region is in desperate need of some successes, potential in area for honey is enormous and should be followed up w/enthusiasm. FTF program needs to move rapidly from extension role to more strongly promoting and facilitating business enterprises, w/out - people of region will not be able to maintain strength or capital to continue w/knowledge gained by specialists visits. Put together business plan, cash flow plan for all three sites. In Kokand alone activities involved 70 extended families (or approx 600 adult males). We talked with many business men at: Tajik Center, Honey Cooperative, Women's Business Org, Mayor, Bachruhm & Ehson, MOA's, and Farzad Raisdana (Germany), Michael Evnin and a Tajik investor in New York, the last three are directly involved in importing and financing.	Find market for bulk product; find investors; Secure adequate sugar supply, good storage materials, proper processing plants - people to set-up and train when secured; Replace aluminum storage material w/stainless steel; centralize extracting process; Need renovation of plant facilities (sealed concrete floors w/drains, washable painted walls); Equipment for processing and extraction facilities (listed in report); Use current aluminum containers for handling sugar
Horticulture/Orchard Management	Fergana Valley	Tajik Center for Entrepreneurial Management	Develop pruning method at farm level. Conduct in-field workshops on existing orchards on pruning techniques and grafting methods. Introduce inexpensive equipment for pruning suitable for local conditions. To promote these methods to officials who responsible for the horticultural development in Khojand region. To do jointly with local farmers same examples of pruning in the classroom setting to show them examples of new pruning methods for futures. Bring slides.	Increased fruit production through describing proper pruning techniques by on site meetings with local farmers and the Agricultural Officials and composed a manual to be used by local farmers that was translated into Russian.	Proper pruning practices.

Turkmenistan

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Agriculture Demonstration/ Farm Management (5)	Ashkabad Region	Agricultural Institute	<p>The experts will have separate but inter-related tasks. The demonstration plot expert will train local agricultural specialists on the proper designing and function of demonstration plots. Additionally, the demonstration plot expert will develop a series of plans for the establishment of demonstration plots for the 1995 growing season. An evaluation of currently used chemicals, fertilizer, machinery and crop management techniques will be required. Low-cost solutions to crop yield increases will be emphasized over capital-intensive solutions. The private farm management expert will begin designing the model private farm. The primary focus of the model farm will be to demonstrate western agricultural and management systems which can be adapted to local environmental conditions and changing economic circumstances. The private farm will be operated as an entirely private entity and will be subject to market forces typically found in a free market economy. Crops will be selected based on cost of inputs and profits from projected output.</p>		
Arslan Sausage	Chardjow	Arslan Sausage Factory	<p>Train management and staff on how to maximize production of currently produced sausage as well as advising on what new products can be introduced for diversification and train management in general business management for the responsible management of currently operating mini-factory as well as future facilities.</p>	<p>Visited Arslan sausage and Watan Collective Farm; Introduced sanitation practices; meat technology was learned and applied; product was produced, sold for profit; calculation were generated on how to maximize profit potential by adding slaughter facility; workers learned how to operate/ maintain equipment; yields, costing measures, product/ supply costs were addressed and understood; work ethic was evaluated, seemed to improve as more knowledge was gained; a sense of pride was noticed on common workers faces; many formulas, smoke house schedules, seasoning recipes were devised, written down, translated for plant to keep; quality of product produced improved as project continued.</p>	<p>Need to continue with good sanitation practices; hook-up hot water heaters; utilize local salt and spices; The real key to maintain what we have started is in the management and desire of young Arslan (the manager). If he can stay put and manage the workers (who are excellent) and concentrate on the project, it will succeed. Winrock should follow-up with visits, this is imperative; Winrock also should focus on areas of democratic govt that are open to change; to try to achieve market orientation in a dictatorship is impossible, if a private company becomes to successful it could be shut down or squashed - Winrock should keep a very close eye on political scene.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Cattle Management (6)	City of Mary	Mary Agricultural Industrial Board	At present the process of transition from previous Soviet system to modern market-driven relations in agriculture has started under the "New Village" policy pursued by the President of Turkmenistan. This regular process is being developed almost in all the farms in the area (both kolkhozes and sovkhazes). Livestock farmers in particular are searching for new forms of management of cattle, sheep and poultry farms, leasing being the most popular patterns with cattle fattening farms and privatization of unprofitable farms, etc. The problem lies in organization and management of highly effective private farms, which can not be done without special knowledge.	With the program outlined, believe high quality, high priced animals will be realized.	Recommend: 1)sq. meters for each cow/calf; 2)water tank 3 decimeters for each 10 cows; 3)automatic waterer 1/25 cows; 4)build covered box for salt/minerals about 2/3 meters above ground; 5)insure that creep feeder is lg enough to feed 10 cows at one time; 6)keep alfalfa feeder full at all times for calves; 7)earstage cows when they become a part of your herd, 8)calves on DAY of birth. Breeding Program: 1) 3 2-month calving periods/yr; 2) calve march-april, july-august, november-december; to start this program remove bulls from herd immediately; 3) Place bull with herds may 21 - july 21, eartag sire information on calve and place information on card; record breeding dates for each cow; 4) will calve march-april 1996; 5) Clean each pen free of manure just a few days before the group calving starts; 6) Start AI in next breeding to upgrade herd
Cattle/Dairy Farm Management (3)	Chardjow Region	Balliyev Dairy Farm	The objective of the assignment is to train staff on how to effectively manage the health, feeding, milking and breeding of a 120 head of cattle, to develop a plan of action for the conversion of cattle from meat and milk production to either meat or milk production, to train agricultural personnel in general business operations for the responsible management of the currently operating farm as well as future projects, and to develop a business plan for the establishment of a meat and/or milk processing facility.	Pleased with results, request return trip in October or November 1995.	Pick a good base from present herd, which will be genetically improved each generation with AI using imported dairy semen for cattle. On dairy production, divide into 4 phases 1) calf, 2) growing/developing heifer, 3) dry cow, 4) milk cow. The perfection of the first three phases determines the amount of milk given daily per cow, outlined plan/program; Records must be kept on cows from birth to slaughter, this is the only way to determine which cows are best, after a family meeting, it was decided to dro the dairy concept and to go totally to beef herd production, set-up breeding schedule which will mean calving every four months, recommended to sale after maturation down to the best two of the seven, set-up feeding program, Recommend that herdsman and owner meet weekly and over program for that week outlining what has to be done, DO NOT milk the beef cow, slaughter cows at 12 - 14 months not 3 -4 years, you will realize NO profit and meat is of poor quality, Supply minerals to cattle, de-wrom on regular basis, keep creep feeder full of feed around the clock, make-up cow cards to keep a "diary" on each cow in the herd

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Coop Establishment & Management (1)	Ashkabad	Bagyr Privatizing Solfkotz	Assist private farmers in the establishment of a cooperative in the Bagyr region capable of undertaking efficient large-scale production on former solfkotz lands, and to provide basic technical training on western wheat growing techniques in semi-arid, irrigated lands so as to surpass traditional production levels and ensure the long-term cultivation of former solfkotz lands by the newly established cooperative.		
Dashhowus Cattle/Dairy Farm Mgmt (9)	Dashhowus, Dashhowus Region	Dashhowus Agro-Industrial Board	The state farm "Asdlat Rozmetov" began privatizing their cattle approximately two years ago. At present, 35 families have private management of herds averaging 50 cows with about one acre of land per cow for growing feed. The farmers are approximately 70 years behind in their cattle and business management and need training. A small brochure on animal management will be distributed and needs to be supported with a series of seminars or one-on-one consultations. OBJECTIVE: Train mgmt/staff on health/feeding/milking/breeding of cattle herds; recommend conversion of cattle from meat and milk to either meat or milk; provide general information on possible processing equipment choices for meat/milk; train mgmt in general business mgmt for current and future farm operations; provide information on how farmers might work together in a cooperative form.	Team visited six private and three state farms in the Akdepe District, Dashowz, Turkmenistan. Principle host was visited several times, in-depth analysis of operation was prepared and will be given to him. Recommendations were also made for other farms and will be sent to owners/managers. Problems that were common to all farms but beyond their power were brought to the attention of governor of district. Governor showed keen interest in solving some of the problems and has already begun to move on one or two of them. Real progress in helping these private dairy farmers move towards profitable operations can only be accomplished by follow-up with additional teams and/or the establishment of a newsletter to continue to provide the Turkmen dairy farm industry w/information and encouragement.	Need to work on the following: Forage production with better nutrient values by using corn ears, grain and stalk before it dries; animal health, ensure that there is sufficient feed for the cattle on farm, try to introduce mineral supplementation into cattle feed; introduce better cattle blood lines through AI in the next few years; establish good record system, cull low producing cows when identified; milk handling for sanitation and higher production processes, refrigeration is a must; receiving prompt govt. payment; better usage of existing laborers; limiting to the number of cattle on the farm - more is not necessarily better; initiate a newsletter; Recommend follow-ons of this project and irrigation specialists in regards to salt build-up and its removal.
Farm Management/E xtension Management/D evelop. (4)	Chardjow Region	Danow Business Association	The experts will be working directly with the association leaders to develop a management structure for the DBA. Training and materials on the proper operation of an agricultural association will be provided for the long term development and expansion.	Believe that efforts in training individuals in areas of private agri-business formation and strategic planning were successful and training provided should be expanded by participants utilizing information provided in training others. Learning was made possible by fact that volunteers were on-sight, willing to meet people in their homes or businesses. Absent this one-on-one, face-to-face contact the project could not have been successful. Provided opportunity to experience conditions and situations the people are living in, gave people opportunity to ask questions with immediate direct response. Conducted three seminars focusing on credit, completed business plan.	Submit business plans with applications for credit; future projects should focus on training individuals in the process of constructing strategic business plans in other areas of the country; design projects with same organization to train in business management techniques, decision-making skills, financial record-keeping; production system support in enterprises such as beef and dairy cattle/sheep production, sausage making, bakery management, crop production systems.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Grape and Fruit Genetic Stock Team	Karakala region and Ashkabat	Ministry of Agriculture	<p>(Originally entered 5/17/94): The Turkmen Agricultural Experiment Station is a world class research facility located in a semi tropical region of wouthwestern Turkmenistan. Prior to independence, this faciltiy was a premiere Soviet National center for research in agricultural (fruit/grape) production. The facility has thousands and thousands of species of fruits and grapes collected from all over the world. A food processing team visited the site in December 1993 and recommended that a team come out to the site during harvest to evaluate the commercial potential for the vast stocks of genetic materail that are currently located there. it was also recommended that there be follow up from the private agricultural sector of the US to offer guidance on how to set up trials that will allow a proper assessment of the commercial potential of various plant species in the collection and suggest ways to market these palnt species regionally and internationally. The team will bring American private sector experience to the station and assist the staff in developing private sector, commercial opportunities. The team will also assess the interest taht the US market might have for the genetic materials that are part of the experiment station stock.</p>	<p>The visit from foreign scientists was very important as a morale builder to a rather depressed and demoralized scientific staff; project provided the framework for future germplasm and scientist exchange; Specific information on the value of the germplasm and potential uses was provided to the professional staff; Specific recommendations for improvement in production practices were provided to the staff; A presentation of California programs in the areas of germplasm exchange and utilization including principles for development of breeding effots was given; Literature on fruit crop production was provided to the station; Crops identified for commercial use in Turk market; Future assistance areas identified.</p>	<p>Station should be a participant in a national program of plant genetic resources to enhance international linkages; Prepare formal proposal to obtain funds for support of germplasm collections to FAO asap; Seek funding from governmental and non-governmental organizations to support training of promising young scientists; Reestablish working relationships with the Vavilov Institute at St. Petersburg; Consolidate plantings at Kara-kala to maximize use of labor and limited water for irrigation; Improve management practices, pruing, fertilization, and irrigation; Develop water holding facilities.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Hog Management (10)	Chardjow	Chardjow Hog and Cattle Farm	<p>SUMMARY: A small farm has been established for pork meat production in Chardjow. The farm was established as a private entity, and therefore, does not have to deal with many of the problems privatizing organizations have (excessive numbers of non-productive employees, equitable distribution of shares, etc.) The farm has hogs totaling over 50 head and some cattle. With no western business training and limited access to western technology and farming systems, the owner has had limited success. The volunteer can help him organize and expand production.</p>	<p>The project became a cooperative venture working on a cattle chute and more importantly on how to save the chute from being stolen by the collective head. There was quite a lot of private discussions under the shade trees at shop and it did impress them that we could make this collective head back off. We need to have some one stop in periodically to let them know we still care. We can't do a lot to help these people but we can show them easier, safer ways of doing their work. Everything they do here stops just about the time it's finished, a little more work and they could have a slick finish just as we do. Some of these guys are talented and just need to be encouraged.</p>	<p>Build a head gate and chute; castrate all bulls except 3 Russians; attempt to control breeding dates for a spring or late fall date; have an ID system for cows; separate small calves at night so they can have grain, cotton seed or alfalfa; have a small pen for baby pigs to group for better feed; use this same pen as a safe area for castration and working pen for pigs; fix troughs; a catch pen with a head gate for sows; clip needle teeth on pigs; use used motor oil for cuts and wounds; clean up job site; practice bio-security by killing some dogs; inspect horses and treat fistula; develop a rat and fly control program; arrange meetingw/collective heads for beef, swine, vet; possibility of show farm; acquire welder, metal tubing for building equipment; develop split record keeping system; arrive at documented formula to keep number of animals for amount of feed or increase feed for numbers he wishes to have.</p>
Private Poultry Farmers	Mary Region	Mary Private Poultry Farmers	<p>Several private individuals have begun leasing and (poor quality) physical capital from local state farms for the establishments of private poultry farms. Most private farmers have limited knowledge of how to manage the production or business end of the farm and are struggling to stay solvent. In addition to the inherent difficulties of working a poultry farm in Turkmenistan, farmers are currently being plagued by an unidentified parasite resulting in a daily loss of normally healthy chickens. OBEJCT: 1) To train farm managers and staff on how to effectively manage the health, feeding and breeding of their poultry; 2) To provide general information on what possible low cost investment choices for the improvement of their farms are available; 3) To train managers in general business management for the responsible management of currently operating farms; 4) To identify and suggest feasible solutions to the parasite infestation mentioned above; and 5) To give general information on how the farmers might work together in a cooperative form (optional).</p>	<p>The poultry farmers of the Mary region, Turkmenistan can use much assistance in order to successfully progress to a private and profitable industry. Education in the areas of disease, nutrition and management would benefit them greatly. Improving upon nutrition would enable them to gain tremendously. Overall, management was acceptable, with current conditions. The continues to exist challenges and opportunities.</p>	<p>Suggest that alternative sources of feed ingredients, such as cotton seed meal, sunflower seed meal, and beans/peas be considered.; Install lighting programs to allow year-round production; disease control (mites, parasites) is needed, also saw need for Newcastle vaccination; better nest management producing a cleaner product.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Wholesale Fruit/Vegetable	Ashkabad	The Turkmen Consumer Alliance	The objective of the assignment is to lay the legal and managerial groundwork for a wholesale market company in Ashkabad. The project will train local counterparts on legal and managerial tasks involved in operating a wholesale fruit and vegetable firm.	Wholesale market component was eliminated from assignment because officials of Turkmenistan decided they were not ready to proceed with a wholesale market concept. Focused on small farm management, marketing and establishing a cottage-based business. To that end, conducted well-attended seminar which featured entrepreneurship and worked with small newly private farmers. Developed and left a paper on "Starting a Small Business". Left one week early because the Turkmenistan President declared the week of 5/8-12 National Holidays, all government offices and collective farms were "closed". Visited many farm sites, inspected fields, left "American" seeds. Believe we left some useable recommendations. Seminar was covered by Turkmenistan TV which gives Winrock additional coverage and makes the mission more widely known.	Dehydrate produce, esp. apples and tomatoes; leave fall carrots in ground to over-winter; diversify types of crops grown; extend production season; privatize the current farm system; allow market to set prices consistent w/supply-demand; consider quality canning; remove poor quality and waste produce from farm before taking to market; check into getting the "quota" system eliminated.

Ukraine

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Ag. Policy Reform	Kyiv	Government of Ukraine	<p>The capacity of the Ukrainian govt. to judge the effects of new policies on different segments of the economy and on people is critical to the successful transformation from a command to a market economy. While policies were analyzed in the past, they were not done so within the context of a market economy. Furthermore, as the privatization process proceeds in agriculture, assurance of food security will remain a top priority of the government. Given the new impetus of agricultural policy reform, policy analytic tools can provide useful information as to the costs and benefits on critical decisions. The main impact of this assignment will be working with Dr. Sabluk on key policy issues and working with Institute and staff on conducting these analyses. The work of the specialist will advance Ukrainian policy analysis with the introduction of economic reforms. The specialist's work should be reflected in new legislation. PRIMARY OBJECTIVES: 1) Provide policy briefs on key agricultural policy reform issues as requested by Dr. Sabluk; 2) Train key policy analysts in policy techniques. The privatization process of the agricultural sector is well underway in Ukraine. However, while policy directions have been outlined, there still exists a lack of institutional capacity to analyze the effects of various policy options on various economic sectors, as well as the effect of new economic policies on the socioeconomic status of Ukrainians. Unbiased policy analyses on privatization issues are especially critical in the agricultural sector, where concerns over food security after privatization remain sensitive. The Institute Staff lack experience with market economy concepts, understanding of tax instruments, and policy analysis techniques which facilitate the preparation of draft legislation in a concise and timely fashion.</p>		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Agribusiness Development for Women	Lutsk region	"Nika Enterprises" and Union of Women in Agribus	This assignment will assist the newly formed nongovernmental organization "Women in Agribusiness", headed by Ms. Nina Kolvalchuk. This organization seeks to supply information on agribusiness to other women in the region. There is a growing trade in agricultural products in the Lutsk region, but a lack of information available among farmers and entrepreneurs for establishing business connections with Ukrainian and non-Ukrainian traders. This assignment will positively impact the number of women engaged in agribusiness enterprises in the Lutsk region.	Relationships established to insure future cooperation, encouragement and enlightenment. UWC saw their needs as long-term contacts w/other countries; exp. in marketing; diplomatic information.	1) Training in marketing; 2) A check off system for each business to raise funding for org.; 3) Realistic goal setting, planning. 4) Develop each woman in her area of expertise so eventually they can achieve their collective goals; 5) Pay their way into the seminar The Training Institute is going to hold for formulating business plans; 5) A Technical Expert in Marketing is needed to work on trade business. Management techniques need to be taught 6) Upgrade computer giving access to the Federal Trade Information.
Agricultural Information Systems	Kiev	Institute of Agrarian Economy	Improve the collection and dissemination of agricultural market and production information through computer information systems and networks. The staff of the Institute of Agrarian Economics have requested assistance in understanding how agricultural marketing and production information is collected, analyzed and disseminated in the US.	Ukraine is major producer of agri prod and has potential to become major exporter of both raw and processed agri commodities. Spent tremendous amount of time discussing US structure/system organization, how extension programs are identified/planned/delivered, financial structure and communication/information system, need for extension in regards to farmers/ag industry. The proposed system will require excellent cooperation/collaboration between UAAS and the UMA. There will be a need to estab. ways to settle conflicts that are likely to occur in a professional manner. System needs free access to info w/in UAAS/UMA and freedom to use other information regardless of source. Financial support of extension system will need to be estab to cover personnel, publications, computer, a communications system, and travel.	Need extension programming direction/prioritization at local (rayon or oblast), not national, level; Access to information sources inside and outside the Ukraine; Extension personnel at rayon level must be able to access specialists at oblast - national level for info/educ program support; Access to printed material, radio, information mtgs/workshops; Combination of national/oblast/rayon level financial support investigated; Non-political appoint of extension director;

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Agricultural Machinery (Retail)	Kiev	Kievskaya Joint Stock Enterprise	Meet with the representatives of the machinery park sub-department of the farm, and representatives of joint stock agricultural farm, Kievskaya, to help them find the best relationship between "users" and "owners"(between the customer and the agricultural machinery business.) Advise people from the "machinery park" sub-department in all aspects of an agricultural machinery dealership/service and repair business on how these businesses are owned and managed in the United States. Assist the machinery park personnel in market analyses and different services they could establish (for instance, selling second-hand equipment from Europe or the US.		
Computer Analysis/Agricultural Info.	Kiev	Institute of Agrarian Economy	Design an official extension system utilizing the current base of expertise at institutes and academies and in private-sector computer consulting businesses. Design an information system consisting of existing databases and newly designed databases using the latest technology. Create a national computer network linking extension offices in regional centers. Establish linkages with international computer networks, allowing farmers and researchers to share ideas with others and utilize the vast knowledge in global databases. Design a method for updating computer software and protocols for information archiving.	A connection to the Internet is my biggest accomplishment. I went to a church service the first Sunday and happened to meet Chuck Reagan from the International Christian University. He told me about a United Nations project to bring the Internet into Kiev. I contact them and made arrangements for my hosts to meet with them to work out the details necessary for a connection. The United Nations will guarantee an Internet link for a period of five years for the use of the Ukrainian government. The only cost will be the lines and electronics necessary to connect to the United Nations office. With Nikolai Pehota, I left three books, "The Complete Guide to Data Networking", "The Complete Idiot's Guide to the Internet", and a book on CompuServe. I also left him some floppy disks with public domain or shareware software on them. Included were: Kermit, a communications package, F-PROT, a virus detector, and an assortment of Internet client software such as a SLIP driver, NCSA Telnet and FTP, a news reader, a Gopher client, and a mail client. With Boris Skizda, the extension expert, I left an Iowa State University Extension Service catalog and a few sample pamphlets to illustrate the kinds of materials that our extension services make available. With Agropromsystema, I left a few diagrams of the Iowa State University Extension Service network to illustrate how such a network is built.	I recommended to Mr. Krapivko of the Institute of Agrarian Economy that he meet with Rafal Rohozinski of the United Nations Internet project. I suggested that he take Mr. Pehota, his networking expert, with him. He agreed that this was a good thing to do and he said he would schedule such a meeting. I suggested several cheap networking solutions to Mr. Pehota based on freely distributable software running on personal computers. One solution is called PCROUTE. It supports SLIP (Serial Line Internet Protocol) links and may work OK. Another option is KA9Q, which is a program that includes everything but the kitchen sink, so it will probably do this as well. To start with, SLIP links could be used instead of leased lines. When leased lines become available, there are several cheap programs available on the market to turn personal computers into routers. An example is Novell's Multi Protocol Router.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Computer-Based Networks	Odesa	Institute of Vine Growing/Wine Making "Tairov, Od	Creation of database on vine-growing and making research and market prices that will be useful to scientists and private farmers producing grapes. Creation of an email system or computer network to extend access to this data and market information to private farmers, wine-makers, and scientists. Design of a marketing strategy for the Institute that will help Ukrainian grape growers gain a comparative advantage in the Black Sea region.	The main impact of the assignment was the exchange of viticultural information between the host institution and the volunteers, both of whom belong to regional and national viticulture associations. An agreement was made concerning future information exchanges using fax, post, and email. The volunteers and hosts agreed to exchange different varieties and breeding material, especially material that contain anti-fungal genes. The experts were particularly interested in a new variety produced by the Institute, "Odessa Black" which they felt had application in the US. The host will send the volunteers seedlings of "Odessa Black" while the volunteers will send the host the variety "Fantasy Seedless" for white wines. The volunteers took with them two articles written by Institute staff to try and get published in western scientific journals. At present, the Institute researchers' work is not accessible to the west, despite its high potential. The volunteers urged the staff to send more articles to western journals to disseminate their research results. The volunteers are looking into the possibilities of producing the specialized equipment in Ukraine on a larger scale and marketing it in the US. The disbudding machine and the plows are of particular interest.	The volunteers made recommendations regarding the establishment of a computer network with other wine research networks in the Black Sea Region. They suggested beginning with email, and to have email contacts with other research institutions. The Institute should begin reprogramming its database for future use on email and internet using Quatro-pro, Excell or Lotus.

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Dairy Processing Business Plan & Production	Lviv and Zakarpatska Oblasts, Ukraine	1)Women's Dairy Grp Khust Dist.2)Soyuz Ukr-Lviv	<p>This assignment addresses the need to increase household incomes through female owned and managed small-scale dairy processing plants. The specialists are requested to re-assess the feasibility of and update an earlier business plan for a mini-cheese plant, redesigning the plan where necessary to fit the local conditions faced by the two women's groups. The specialists will evaluate the constraints faced by the women in starting the business and suggest ways to improve the productivity of their animals and quality of their milk. Locally-based income generating projects are needed to absorb excess labor, increase household income, and contribute to food security. Successful implementation of small-scale dairy projects in each of the two areas will result in higher incomes for the female groups members and their families and contribute to a wider variety and more consistent supply of dairy products on the local market. The specialists will help dairy group members by providing a detailed business plan and a detailed set of recommendations that will help the groups improve the quality and quantity of milk.</p>	<p>Visited two sites, one in Transcarpathian area, the other in the Sokal District. In site one, felt that owner was using women to gain financial aid which would primarily benefit the owner, created cost analysis for a possible dairy plant, would require technical help in production and storage. Met with many district and local officials, toured some state plants where cleanliness was not a priority. At site two, owner was friendly, innovative, currently gathers milk, pays people promptly, wants to make ice cream, suggested soft serve, Dairy Queen style, the product would be of high quality and good taste which would keep the customers returning, Current ice cream available is of poor taste and poorly packaged. Of the two sites, recommend financial investment to site 2 over site 1. Left business plans, recipes for both sites.</p>	<p>Site one: cleanliness, proper procedures be carried out, gave list of equipment/facilities needed to establish dairy, and cost analysis, will require technical production/storage help, recommend they go from cottage cheese (ricotta) production to Muenster cheese, is less expensive to manufacture, can be eaten fresh, used in cooking. Site two: will need better roads to alleviate transportation/delivery problems, recommend consider soft-serve ice cream, equipment is inexpensive, mix requires refrigeration only - store in clear plastic bags. Have contacted Wisconsin co. to check on ice cream or soft serve machine, recipe for mix and equipment required are listed in report.</p>

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Dairy Product Marketing	Lviv and Zakarpatska Oblasts, Ukraine	1)Women's Dairy Group, Dhust Dist;2)Soyuz Ukraine	Assignment addresses need to increase household incomes through female owned, managed small-scale dairy processing plants. Specialists requested to provide assessment of local market demand for processed dairy products and likely candidates for attractive packaging using inexpensive and locally available materials. Specialists will evaluate constraints faced by the women in marketing dairy products and determine specific market niches, while also emphasizing the importance of quality packaging materials both to attract buyers but also to improve or protect the shelf-life of the product. Locally based income generating projects are needed to absorb excess labor, increase household income, and contribute to food security. The specialists will help the two dairy groups by providing a detailed marketing plan (One) and a detailed set of recommendations for packaging (Two).	Most of the resources needed for agricultural industry seem to be available. The problems are lack of privatization (or at least slow progress), capital (although some old equipment is available if properly maintained), and sound management technique. Any assistance which could be given to assist in privatizing resources and help in managing and marketing in a free market system. As many as ten males contact could have been benefitted from my visit. I never had enough contact with female participants to have any technical impact.	Gradovo needs to look carefully at the profitability of butter. Greater involvement of the "women" in responsible and decision making positions would help attain the stated goals of the program; A more open attitude toward product development would give the project a better chance of being profitable; Refrigeration equipment and better storage facilities are needed; The distribution infrastructure (wholesalers, retailers, transportation and storage facilities) is in disarray.
Swine Production/Processing	Kiev	Kievskaya Joint Stock Enterprises	Meet with the representatives of agribusiness companies, livestock producers, local government, and the Association of Meat producers, "Ukryasoprom" to discuss the contract production model and its applicability to the privatization of the local swine industry. Recommend the proper incentive programs for farmers from Kievskaya that will encourage optimal production efficiency and quality. Communicate the best structure for a contract farm, and propose this contract swine model to potential agribusiness companies, which might be interested in implementing the processing and marketing of products. Provide technical advice to farmers on techniques for increasing the overall efficiency of swine production. Outline possible followup sow.	The volunteers presented contract models for hog production and went through these in detail with farm administration, including the responsibilities of the contractor and the hog producer and precisely what financial rewards the hog producer might expect. Options for improving the nutritional levels of the swine diets were presented and discussed. A copy of the pork industry handbook, a notebook with 132 factsheets and information on production systems, breeding and genetics, reproduction and nutrition, management, housing, manure management, herd health, marketing, pork and pork quality are included. Each section was explained by the volunteers when given to the Director of the farm.	The volunteers suggested replacing the key ingredient (of the swine diets), soybean meal with synthetic lysine. The maximum substitution rate recommended for a ton of complete feed is 1.5 kg of synthetic lysine (78% L-Lysine) plus 43.5 kg corn or wheat to replace 45 kg of soybean meal.

Uzbekistan

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Agricultural Extension & Educational Program Devel	Tashkent & Samarkand	US Israeli Drip Irrigation Project	The joint US-Israeli Model Farm project in Uzbekistan was organized to encourage the transfer of Israeli agricultural technology to Central Asia and to promote cultural and ethnic ties with the cultures here. One part of that program is a 160 acre drip irrigation project that will produce a variety of fresh vegetables for the local market. This project will use inexpensive drip irrigation as a cost effective and water wise means of developing small acreage farms that could ultimately promote privatization of additional farm land. The Israelis have requested the assistance of an agricultural extension team to document the project and develop training materials for use in training and promoting the technology and production practices that are being introduced.		
Air Freight Fruit Sales/Marketing (4)	Tashkent	Hafrang Company	This assignment's objectives are: Provide general marketing information to both Hafrang and the Ministry of Fruits and Vegetables, find out if domestically produced boxes can be utilized. If not, what additional equipment needs to be purchased by the box plant. Determine what specific fruits/seasons should be focused on. We suggest starting with melons and pomegranites, made introductions to the importers/wholesalers in Europe.		
Banking Training (8)	Tashkent	Uzagroindustrial Bank	The objective of this assignment is to offer an educational training program to mid-level bankers who are participating in the financial process in the Republic. The participants are eager to be introduced to Western Financing and Banking practices. The participants will primarily include employees of Banks. Private enterprises and mid-level Ministry personnel may also be included.		

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Cheese Processing/Business Plan (2)	Tashkent	IZZADT Private Farm & Bostanlek & Urgench	Assignment's objective is for a financial manager to prepare a Business Plan complete with financial forecasts and to source and estimate the cost of cheese making equipment, new or used. The Business Plan should be complete so that it can be presented to a financial institution to obtain debt financing and possibly equity as well.		
Farm Management/Marketing (10)	Tashkent	Eonbek Collective Farm	Provide training to the management staff so that a loosely connected, separate profit center organization can be correctly managed. Areas to be covered are: specific technical knowledge to individual farmers, confidential record keeping, interactions between farmers, joint warehousing, what to grow, how to market, etc.		
Farm Management/Marketing (3)	Tashkent	Tashkent State Agriculture University	Offer education training program to those who are participating in the agricultural privatization process that is slowly developing. The participants are eager to be introduced to western agribusiness management and marketing practices. The participants will include individual farmers interested in privatization, employees of a large private co-operative union, students from the university.	Visited a number of private farms and enterprises, gave lectures at University which was attended by 515 people (9 of which were women) on the subjects of Small Farm Management, Fresh Food Marketing, Cooperative and Small Farm Extension Service. Presented information to private farmers and to employees of collective farms on how to begin small farm management, market fresh produce, and develop a sense of the free market economic system. In addition, dissemination of information from the University level to the farmers in the field and the creation of a system by the University similar to University Extension in the United States was to be developed.	Left curriculum for farm management and small farm marketing; need to start record keeping; learn business management; will need additional assistance from Winrock FTF program to have a positive effect in the overall efforts to move from the collective farm system to a private system.

info

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Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Fresh Grape Packing/Exporting (16)	Parkent Region, Tashkent	Silk Road Fruitco. Karakalpok Collective Farm	<p>A recently formed Uzbek/US Joint Venture needs assistance in the areas of post harvest handling, cooling, and packing of table grapes to be exported to Europe and other regions. The Uzbek side of the JV already grows grapes, but has only exported in the past to Russia. The US partner has reason to believe that import standards in Europe and other export markets are considerably more rigorous. The US partner in the JV has already been active in the export of other fresh fruits and has recently been trained in Chile regarding grapes. STATEMENT OF PROBLEM: Uzbek fruit producers are not adequately informed regarding the preparation of fresh fruits for the export markets. At the present time, there is no formal procedure in place for quality selection, handling, cooling and packing. The Host would like to introduce the most modern system, so that fruits of export quality can be sourced from a variety of producers who would serve as out-growers. OBJECTIVE: Train senior and mid-level management of the Host organization specifically regarding the post harvest of grapes for export. Cartons and other packing material will be imported from Europe. TASK: Field management of fruit selection, supervision of handling from the field to the cooling facility, education to the workers regarding the cool chain, quality control at the packing facility, training of packing line foremen.</p>		
Lamb Skins (12)	Jizzax and Tashkent Regions	Karakul & EONBEK	<p>The objectives are to generate data and information to be passed on to the team handling Phase 2. Phase 2 objective would be to create a complete business plan to interest garment manufacturers who would theoretically provide machinery in exchange for product under a joint venture arrangement.</p>	<p>The Farish region has tremendous amount of resource available in terms of sheep hide and wool production. There appears to be a sufficient level of business understanding and development on a small scale to justify further investigation into expanding their capabilities to add value to the materials that they currently produce.</p>	<p>Recommend that Winrock proceed with Phase II to further develop both skin and wool projects. This phase would investigate ways to improve sheep production under range conditions, business plan development, machinery prices, financing terms and market strategy. In adding value to the wool in the Jizak province, wool producers would have the opportunity to sell their wool for more than the 10 soms/kilo that is currently offered by the state as compared to the 50 soms/kilo, in the private market. In order to sell wool in the foreign market, the wool must be processed at least through the washing stages.</p>

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10/1/94 to 9/30/95

Project Name	Project Site	Beneficiary Organization	Assignment Description	Impact of Project	Recommendations
Sheep Skins/Wool (#17)	Jizzax, Yngekishlak City, Jazzak Region	Trade & Productivity Organization	<p>The Govt. Of Uzbekistan has various restrictions regarding the export of non-value added raw materials. These restrictions apply to certain commodities including sheep skins and wool. Attached is the report prepared by Patricia Quintana and Anne Bosch to accomplish SOW 12 and SOW 13. The Report summarizes the existing situation in Jizzak Region. Volunteers will be needed to take SOW #12 and #13 to the next stage as recommended in the conclusion section of the report. Two projects are envisioned: 1) Wool. This will involve taking raw wool from unwashed through washing, carding, spinning (woolen) and dyeing. The final product would be used for carpets/rugs and perhaps outer wear but not, for ex., men's suits. The end product could also be used for stuffing if the processing ends at the carding stage. 2) Skins. Salted skins would be tanned, possibly dyed, and then cut and sewn for garments to be sold locally. Export markets are not envisioned at this time adult skins. TASKS: 1) business plans (including proforma financial forecasts - - cash flow, P & L statement, balance sheet) need to be prepared. The written portion of the Business Plan should focus on, and pay special attention to : a) marketing strategy; b) sheep production managment under range (not farm flock) conditions.</p>		
Sheep/Wool (13)	Jizzax Region	Trade and Productivity Org.	<p>This assignment's objective is to work with members of the Host organization to find out possibilities to create intermediary products at the site of the wool production and thereby create rural employment.</p>	<p>Overall, the Farish region has a tremendous amount of resource available in terms of sheep hide and wool production. There appears to be a sufficient level of business understanding and development on a small scale to justify further investigation into expanding their capabilities to add value to the materials that they currently produce. We recommend that Winrock proceed with Pase II to further develop both the skin and wool projects. This pahse would investigate ways to improve sheep production under range condition, business plan development, machinery prices, financing terms, and market strategies.</p>	<p>Fleshing process is not uniform-using a blue chemical in tanning process which is not always removed in the final product; Need tanning facilities in Farish region to eliminate cost of transportation to and from Tashkent to obtain this service and thye could tan adult skins and lamb skins.</p>

5

Appendix B

Mid-term Evaluation
Completed FY1994/95

EVALUATION

of the

**FARMER-TO-FARMER
SPECIAL INITIATIVE PROGRAM
FOR THE NEWLY INDEPENDENT STATES**

submitted to

**WINROCK INTERNATIONAL
INSTITUTE FOR AGRICULTURAL DEVELOPMENT**

by

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CENTER FOR AGRICULTURE AND RURAL DEVELOPMENT

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INTRODUCTION

This document presents a summary of the impact of the Farmer-to-Farmer (FTF) Program administered by Winrock International during the period September 30, 1992 to June 9, 1995. This is an ongoing project expected to be completed by September 30, 1995. The FTF Program has been designed for the Newly Independent States (NIS) of the former Soviet Union by the U.S. Agency for International Development.

The evaluation is based primarily on the database developed for the Winrock's Global FTF Program and expanded for use in the FTF NIS Program.

Based on data available to June 9, 1995, the Program completed 122 assignments and involved 253 volunteer specialists.

BACKGROUND

In September 1992, Winrock International was awarded funds to implement a Farmer-to-Farmer Program in seven countries of the Newly Independent States for a period of three years. The beneficiary countries were Russia, Ukraine, Kazakhstan, Uzbekistan, Kyrgyzstan, Turkmenistan, and Tajikistan.

The FTF-NIS Program was designed in light of the decline of grain production and livestock inventories in the Newly Independent States, a trend that was expected to continue. The objective of Winrock's FTF Program in alliance with the NIS was to assist farm and agribusiness operations to improve production, post-harvest operations, processing, and distribution of food.

The ultimate goal of the Program was to increase food availability to consumers in the NIS and to alleviate the chronic problems of quantity and quality of food in the markets. The goal was to be achieved through technology transfer, technical assistance, and training to individual farmers, farmer collectives, state farms, agribusinesses, policy makers, and educational institutions.

As outlined in Winrock's FTF NIS Program proposal document, the program was to:

- establish collaborative relationships with U.S. and host country organizations
- establish project sites in the NIS
- recruit 400 volunteer specialists
- field volunteers according to requests from the host countries
- assist farmers and agribusinesses in improving food processing distribution and marketing
- develop and implement a NIS women's agribusiness component
- promote privatization and a market economy through assistance in development of appropriate policies and legislation.

EVALUATION

As outlined in Winrock's FTF-NIS Program proposal, the Center for Agricultural and Rural Development (CARD) at Iowa State University, as one of the subcontractees, was charged with the development of the internal and external evaluation procedures.

Key Indicators to Evaluate Effectiveness

External evaluation

External evaluation was to focus on the effectiveness of the program for the NIS. The effectiveness of the program was to be measured on four levels:

1. Individual level: number of people reached with technical assistance and training, and changes in knowledge, attitudes, skills, and practices.
2. Farm/agribusiness level: number of private farms and agribusiness involved in the program.
3. Organizational level: number of organizations benefiting and growth in numbers of and membership in associations.
4. Community level: improvements in food affordability, production, storage, packaging, grading, and transportation.

Internal evaluation

Internal evaluation was to focus on the Winrock activities. Key indicators of effectiveness were to measure the performance on four levels:

1. Individual level: number of volunteers recruited, placed, and trained, and changes in knowledge, attitude, skills, and aspirations.
2. Institutional level: number of joint ventures or other business relationships established.
3. Organizational level: changes in organizational membership and activities or restructuring.
4. Community level: the degree to which the program reached volunteers from all segments of the U.S. agricultural community.

Variables

On June 9, 1995, Winrock's FTF Program representative, David Norman met with Dr. Betty Wells, Dr. John Helmuth, and Nadia Nikolov, representatives of CARD, to discuss the evaluation. It was agreed that a report would be prepared which would analyze and compare impacts and recommendations **by country** according to the following categories:

- industry or enterprise
- assignment objectives
- gender of volunteers and beneficiaries
- characteristics of assignment
 - team vs. individual assignment
 - length of assignment
 - characteristics of host organization
 - single versus multiple assignments.

THE LOGIC OF THE EVALUATION MODEL

This section describes the logic of the model implemented in this evaluation report. The model relates the main events that define the Program and its consequences in a sequential and causal relationship. This means that for any event to occur all those preceding it must have occurred first. The relationship of events then conform to an "if-then" model.

$$A \rightarrow B \rightarrow C$$

If A then B, if B then C. The judgment about the extent to which the necessary conditions exist for a program to be successful depends on whether or not the activities are in the right area and whether they are of the right type. The effects resulting from these conditions should be measurable in changes in knowledge, attitudes, skills, aspirations, and ultimately in practice.

DATA SOURCE

The field work and data collection and entry were conducted by Winrock International. CARD obtained the data base in June 1995 as MICROSOFT ACCESS system files. The data variables closely correspond to specific activities of the Winrock's FTF operation: the linkage across files is maintained by using the unique number for each assignment.

The data files are the principal sources in developing this analysis. The cross-check for validation of obtained results was done through triangulation of fields.

The database contains three files: "The Monitoring Project," "The Monitoring Project Without Volunteers," and "Volunteers Assigned."

In a sense, some materials used for this report represent indirect sources. Fields "scope of work," "terms of reference," "impact," and "recommendations" are examples of such fields. Those fields are summaries of the original sources and lack data on some important variables. This limitation has hampered the present report considerably. It also explains why we refrained from making independent estimation of the magnitudes of FTF operations on many variables

Prior to the analysis, a review of the files was conducted to identify missing data and to determine consistency between files. In only one case was an approximate value derived to substitute for an obvious error in data entry. The substitution was appropriately noted.

Nine fields, some in anecdotal form, required content analysis. These fields were then coded in order to reduce 253 assignment records into manageable sets of categories. In some cases multiple fields were coded in order to create a single category. Specifically, Terms of Reference, Scope of Work, and Job Titles were used as sources for categories Enterprise and Purpose. The field, Beneficiary Organization, was coded with the purpose of obtaining the categories which could approximate, as much as possible, the categories Enterprise and Purpose.

Certain data did not lend themselves to coding unless checked against background information upon which the database was built. Some data had to be omitted. In some cases, information missing from one field was available in another.

Because we were limited to the material made available to us by Winrock, we also have had to adopt the concepts originally used by Winrock. The report opens with explanations and clarifications of several important concepts related to the Program, followed by the relationships whenever possible.

THE FTF PROGRAM PROFILE

Content

The FTF Program adopted a modular programming approach which can be used in different combinations as appropriate with explicit provision for tailoring the modules according to the NIS concerns. There was an originally devised program focus which was defined by geographic area, host organization types, and programming needs. Given the fluidity of conditions in the NIS, changes and revisions along the way were anticipated. In 1993, according to the FTF NIS Second Annual Report, the programming focus for each country was either revised or amended to better reflect the specific needs of each

country and FTF resources. Table 1 summarizes the original and the revised programming focuses by country.

Table 1. The original and the revised programming focus by country

Country	Original Programming Focus	Revised Programming Focus
Kazakhstan	Farm management, meat processing, marketing, and distribution of agricultural products	Specific focus replaced by general agricultural development and production
Kyrgyzstan	Processing and distribution of agriculture products with a focus on sheep and wool	Sheep and wool production and processing, dairy management and processing, and general farm management
Russia	Post-harvest processing, value added production, new product development and women in development (WID)	Farm management, cooperative management, food processing, banking and finance, information systems
Tajikistan	Food processing and farm management	Farm accounting and agriculture marketing
Turkmenistan	Farm management and agriculture marketing	Farm management, fruit processing, agribusiness training
Ukraine	Post-harvest processing and new product development	Agricultural credit, network technology
Uzbekistan	Food processing and distribution	General farm management, production, women in development (WID)

The following analysis combines the pre- and post-revision periods and treats them as one unit.

Enterprise

One of the key variables in measuring the effectiveness of the Program for the NIS is to access the type of organizations or enterprises targeted by the Program.

Table 2. Areas of enterprise and codes

Enterprise	ECode
FARM MANAGEMENT	
Farm/small business production	E1
Production management (planning, efficiency, organization)	E2
Financial management (accounting, record keeping)	E3
Structure development (expansion, conversion, restructuring)	E4
AGRICULTURAL MARKETING	
Marketing/advertising	E5
Food processing (storage, packaging, grading, transport)	E6
New products (development, alternative, strategy)	E7
Pricing systems (policy, principles)	E8
Futures markets (commodity markets)	E9
AGRIBUSINESS MANAGEMENT	
Cooperative organization (management, development, policy)	E10
Agribusiness management (financial, risk, planning, forecasting, decision)	E11
AGRICULTURAL TRADE	
Market analysis (supply/demand, income/expenses, growth, domestic trade)	E12
Agricultural policy (analysis, principles)	E13
Joint ventures (industry, joint stock)	E14
Export/import	E15
LENDING INSTITUTIONS	
Bank credit/finances	E16
NATURAL RESOURCES	
Forestry (management, protection)	E17
Land (exploitation, conservation, reform)	E18
Environment (animal waste management, composting, organic agriculture)	E19
Animal health (nutrition, breeding)	E20
HUMAN RESOURCES	
Education (schools, curricula and course development, seminars, teaching)	E21
Training (demonstration, model farm/plant, training centers, advice)	E22
Leadership (development, effectiveness, management)	E23
Women (leadership, independent producers)	E24
Extension (development, organization, dissemination, networking)	E25
COMMUNICATION	
Communication/information (computer database/network, media, newsletter)	E26
POLICY	
Contract/law (standards)	E27
Reform/privatization	E28
Public policy/sector analysis	E29
OTHER	
Agromechanization (service, retail, marketing)	E30

The 30 categories represent the sum of all the various enterprises involved in the Program. The categories are divided into ten groups, the distinction depending basically upon the nature of these categories as well as upon what kind of objectives they required.

Objectives

Objectives as types of activities are summarized in Table 3 according to the major categories. The basis for this matrix is the field "Terms Of References" - an anecdotal summary of the conditions and needs that each assignment has been designed to meet. As statements of desired future conditions, the objectives provide some indication of why the Program was developed and what the Program anticipated to accomplish.

Table 3. Objectives with codes

Purpose Name	PCode
FARM/SMALL BUSINESS MANAGEMENT	
Enhanced skill (in production, processing, management...)	O01
Improved output (profitability, quality, quantity, new product)	O02
Sector assessment (production, processing, marketing, policy)	O03
Business plan (restructuring, management, development...)	O04
New farm/small business development	O05
AGRICULTURAL MARKETING	
Futures markets organization (establishment)	O06
Cooperative development	O07
Marketing development (identification of constraints, niches)	O08
Joint venture establishment (identification of opportunities)	O09
NATURAL RESOURCES	
Environmental development (regulation, safety, protection)	O10
HUMAN RESOURCE DEVELOPMENT	
Education (institutional development, material development, dissemination)	O11
Leadership development	O12
Women empowerment	O13
Extension development (institutional development, networking, material)	O14
Law/insurance standards (legal advice, contracting model, assessment)	O15
Communication establishment (centers, radio program, computer system)	O16
OTHER	
Reform/privatization facilitation (free market promotion)	O17
Agricultural machinery (import advice, service development, transfer)	O18
Policy development (informing policy makers, building support)	O19
FTF enhancement (assessments for FTF, reports)	O20

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Impact

The FTF NIS Program involves the identification of two audiences: the **beneficiaries** in the NIS who host the volunteers and the FTF **volunteers** who provide direct assistance in the field. It is assumed that all the participants in the program are the beneficiaries as Table 4 indicates.

Table 4. Matrix of FTF NIS effects

	Farmers and small businesses	Agribusiness associations, cooperatives, bus. centers	Educational institutions, academies, institutes	Policymakers, regional administrations	Farmer-to-Farmer volunteers
Knowledge	Increased knowledge of processes of production, processing, marketing, etc.	Increased knowledge about the value of associations, and about development and management of thereof	Increased importance of education farmers/small businesses	Increased value of self-sufficient food market	Increased knowledge of NIS agricultural conditions and problems
Attitudes	Increased support of privatization	Increased willingness to support associations	Increased support of extending educational programs for farmers	Increased willingness to create policies supporting farmers' interests	Increased support of FTF Program
Skills	Enhanced production, processive, marketing, and other skills	Enhanced ability to disseminate information, communicate and represent farmers' interests	Enhanced ability to assess needs, design curricula, develop outreach centers and extension system	Enhanced ability to assess needs and interests of constituency	Enhanced ability to assess methods of technical assistance and to identify new audiences
Changes in practices	Adoption of new practices	Improved activity, outreach	Increased possibility for continued formal and informal education	Policy decisions that contribute to agricultural and agribusiness development	Enhanced FTF Program

There can be any number of direct effects from increased knowledge, change in attitude, change in skills, increased aspirations, to the final and most important effects--change in

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practice. In addition to impacting the participants directly involved in the Program, the Program can indirectly impact larger entities, such as a family, a company, an association, a political structure, and an entire community.

There are two important points to be noted: 1) the FTF NIS Program was designed to target primarily private entities or those in the process of privatization, and 2) the NIS partners are charged with the responsibility for identifying the potential beneficiaries and the type of needed technical assistance. This means that attitudes and aspirations as prerequisites for change were antecedent to any input the FTF Program might have had. The Program's most important task, then, was to provide technical knowledge and skills to beneficiaries, with the expectation that this would bring about a change in practice.

EXTERNAL EVALUATION

Enterprise by Country

On the basis of the programming focus for each country, volunteer assignments were developed. Table 5 is based on 122 assignments and 253 volunteers who participated in a total of 365 enterprise activities. This means that a typical volunteer was involved in an average of 1.4 enterprise activities. The uneven distribution of enterprises across countries indicates that the agricultural economies and their problems are not uniform. They have many unique local and country dimensions. Consequently, each country has different levels of needs and different strategies for meeting them. For example, in Kazakhstan the focus was on increasing the amount of meat per animal, and maximization of egg production, while in Russia and Ukraine the focus was on increasing the crop yield.

Most of the assigned activities took place in Kazakhstan (24.7%), followed by Russia (22.5%), and Kyrgyzstan (21.4%). Fewer enterprise activities took place in Uzbekistan (11%), Turkmenistan (8.2%), Ukraine (6.3%), Tajikistan, and (6.0%). This distribution of assignments reflects appropriately the general programming focuses of these countries.

In terms of types of enterprise, the greatest involvement of volunteers was in the areas of food processing (22.2%), followed by production management (16.4%), farm/small business production (9%), and marketing/advertising (9%).

Many of the production practices in the NIS are quite dated with a low productivity level. Assignments in area of production management often entailed training and advice on how to increase the overall efficiency of production operations within the existing conditions.

Problems to be addressed in area of food processing centered on dairy and meat processing, including packaging, storage, and transportation. Production management

covered largely farm and small business management with the intent to provide training and skills necessary to develop a market agricultural base.

Table 5. Volunteers' assignments by enterprise and country

Enterprise	Total %	Total	Kaza	Kyrg	Russi	Tajiki	Tur	Ukrai	Uzbek
FARM MANAGEMENT									
Farm/small business	9.0	33	15	6	5			2	5
Production management	15.9	58	15	9	6	4	11	2	11
Financial management	1.6	6	1		3	2			
Structure development	1.4	5			5				
AGRICULTURAL MARKETING									
Marketing/advertising	9.0	33	2	12	6	5	3	1	4
Food processing	22.2	81	19	35	14	3	3	5	2
New products	1.1	4			4				
Pricing system	0.5	2			2				
Future markets	0.8	3			3				
AGRIBUSINESS MANAGEMENT									
Cooperatives	3.3	12	5		5				2
Agribusiness management	5.2	19	3	6	3	5			2
AGRICULTURAL TRADE									
Market analysis	0.8	3				3			
Agricultural policy	0.5	2		2					
Joint ventures	1.6	6			3				3
Export/import	0.3	1			1				
LENDING INSTITUTIONS									
Financial institutions	2.7	10	3		3			4	
NATURAL RESOURCES									
Forestry	0.5	2	2						
Environment	2.2	8			5			3	
Animal health	3.6	13	9	4					
HUMAN RESOURCES									
Education	0.8	3	2						1
Training	7.1	26	9	2			11		4
Women producers	2.2	8			3				5
Extension	1.1	4	1				2		1
COMMUNICATION									
Communic./information	3.6	13	3		6			4	
POLICY									
Contract/law	0.8	3	1		2				
Reform/privatization	0.5	2		2					
OTHER									
Agromechanization	1.4	5			3			2	
Total	100	365	90	78	82	22	30	23	40
Total. %		100	24.7	21.4	22.5	6.0	8.2	6.3	11.0

We have identified 13 assignments dealing with animal health. Note, however, that activities pertaining to animal health, such as livestock nutrition, artificial insemination, genetic improvements, and other activities concerning livestock, sometimes appear to be

subsumed under areas of production, production management, and product enhancement. The same observation holds for many other overlapping enterprise areas.

Without privatization of land holding and privatization and establishment of wholesale markets, there will be a continuing NIS food problem. Nevertheless, the emphasis on the reform and privatization, as well as on contract and law, is rather low, 0.5 percent and 0.8 percent respectively.

It has been expected that economic restructuring in the NIS will bring to surface a whole host of policy issues which will require timely technical assistance. Table 5 indicates that the agricultural policy area was seldom addressed. Nevertheless, assessments and analyses of policy issues were provided to the governments, commodity groups, marketing units and others, as it will become clearer in Table 7.

The ministries of agriculture in Tajikistan and Uzbekistan sponsored a series of short-term trainings for agricultural business managers and farm managers to assist them in shifting from a centrally planned management philosophy to a free market orientation. In addition, it appears that FTF volunteers on assignments in these two countries were active in identifying organizations with a potential for export opportunities.

Relatively low technical assistance with joint ventures, sales, contract productions, and other forms of economic relations raises concerns about the integration of agricultural output and product markets.

Food processing rather than production is the most serious problem facing the NIS. Thus, redressing the problem of inefficiencies in processing, especially storage and distribution, is in the foreground of the FTF Program as Table 6 shows.

Table 6. Leading enterprise by country

State	Enterprise
Kazakhstan	Processing
Kyrgyzstan	Processing
Russia	Processing
Tajikistan	Production management
Turkmenistan	Training centers
Ukraine	Processing
Uzbekistan	Production management

The distribution of processing enterprise by country reflects the overall objective of the FTF Program initiative -- an increase of food availability on the market in the NIS. It also reflects specific conditions of each country. In Kazakhstan and Kyrgyzstan processing enterprises were predominantly targeted on the farm level and involved training and technical advice regarding the methods for small-scale processing of cheese and wool. The volunteers worked with state and private farmers, and local collectives in determining the potential for increasing the production level and evaluating processing

facilities. In Turkmenistan, several training centers were established. Training centers reflect the mode of technical assistance -- demonstration farm. Such projects were designed to bring an example of American farm management to the new, private farmers while the focus remained, as planned, on farm production and food processing.

Objectives by Country

The processes designed to reach the objectives were based on the separate country work plans. Most plans have addressed the lack of experience and information facing entrepreneurs in the NIS in business planning and operations in a market-driven economy. The focus of these plans, however, varied in each country depending on the local conditions, and on the progress of privatization of agriculture. The methodology for defining the scope of work for each assignment of a FTF volunteer is clearly defined. The scope of work takes into account the perceived needs, attainable objectives, number of targeted beneficiaries, duration of an assignment, and specific factors of interest to the volunteer. Table 7 represents a summary of different activities that volunteers have performed.

The 122 assignments had 446 objectives. As can be seen in Table 7, about a quarter of objectives focused on enhancement of skills (111 or 24.9%) in production, food processing, and management through training, technical assistance, advice, and hands-on experience in the development of new methods. The enhancement of skills was a leading objective for all NIS participants except in Turkmenistan. Assistance was directed to availability and flow of food from the farmer to consumer.

Education directed toward the agricultural sector is one of the critical priorities throughout the former Soviet Union. Hence, the second most frequent objective (67 or 15%) was human resource development or education enhancement. The activities in this area involved the development of educational institutions such as schools, colleges, learning centers, and demonstration farms or plant models, and the initiation of students. Several comprehensive institutional developmental plans were directed toward establishing model farmer training institutes. These institutes are to be self-sustaining. It is anticipated that their budgets will be generated from the sale of the products derived from the adjacent farms. Thus, the participants, farmers, processors, and marketers will be exposed to the maximum educational value -- classroom education combined with practical experience. Education enhancement also involves development of educational material such as curricula, courses, and workshops and the dissemination of educational material.

Sector analysis or sector assessment was the focus of 46 (10.3%) objectives. Although the distribution of this objective by country is quite uneven, from one (2.2%) objective in Turkmenistan to 14 (30.4%) objectives in Kyrgyzstan, sector analysis was among the

three leading objectives in four of the seven NIS participants. In Kazakhstan, livestock sector analysis sought to assess the causes of imbalance between supply and demand of livestock products, and to provide policy recommendations for economic reform in this sector.

Table 7. Objectives by country

Purpose	Total %	Total	Kaz	Kyr	Russ	Taji	Turk	Ukr	Uzb
FARM/SMALL BUSINESS MANAGEMENT									
Enhanced skill	24.9	111	31	32	27	7	1	5	8
Improved output	6.7	30	4	15	6	3			2
Sector assessment	10.3	46	4	14	9	8	1	3	7
Business plan	5.8	26	3		4	3	7	2	7
New farm/bus. development	3.4	15		2	5	2	2	2	2
AGRICULTURAL MARKETING									
Futures markets organizations	0.4	2			2				
Cooperatives	2.0	9	5		4				
Marketing development	2.2	10		2	2	3		3	
Joint venture	2.9	13			4	3		2	4
NATURAL RESOURCES MANAGEMENT									
Environmental	5.4	24	2	7	7		5	3	
HUMAN RESOURCES DEVELOPMENT									
Education enhancement	15.0	67	18	7	12	6	13	4	7
Leadership development	0.4	2		2					
Women empowerment	1.1	5					3	2	
Extension development	3.1	14	4		3	6		1	
Law insurance standards	3.4	15		2	6	3		2	2
Communication/information	1.8	8			4			4	
OTHER									
Reform/privatization	2.0	9		5	1				3
Agromachinery service	2.2	10			2		3	2	3
Policy impact assessment	3.4	15	3	5			7		
FTF enhancement	3.4	15			10			2	3
Total		446	74	93	108	44	42	37	48
Total, %	100		16.6	20.9	24.2	9.9	9.4	8.3	10.8

The overall objective of sector analysis assignments was to integrate various sectors of agricultural production, such as crop production with dairy production. Another important overall objective of the sector analyses was to assess the potential of cooperation and coordination between sectors such as food production, food processing, marketing, public policies, financial markets and lending institutions. It is important to note that the NIS do not have large economic functioning frameworks in place for

determining the costs and benefits associated with the principles of a market economy. Therefore, sector analysis is an especially important objective for the development of informational bases of use to producers and policymakers.

The sector assessment activities resulted in financial statements, background information, profile development and reports. These were either generic working examples or specific and concrete tools for participating business and financial managers outlining concepts, pointing to what information must be collected, studied, and included in a business plan that could be used to secure financial backing from local and western banks. Another purpose of these tools was to provide farms with long range strategic direction for how to shift from an existing operations system that relies on inefficient state run inputs to an operations system that directs and determines the quantity and quality of inputs required to maximize production. These served as a basis for recommendations or suggestions to the host organizations in the NIS and as a vehicle for FTF Program enhancement and/or expansion.

Table 8. Objectives by country

Country	Number of Objectives
Russia	108
Kyrgyzstan	93
Kazakhstan	74
Uzbekistan	48
Tajikistan	44
Turkmenistan	42
Ukraine	37
Total	446

The revised plan added farm management, cooperative management, food processing, banking and finances, and information systems. With the latter two objectives, the focuses were on price discovery and market information.

Beneficiaries

The FTF-NIS Program identifies two target audiences: the **beneficiaries** in the NIS and the **volunteers** who provide direct assistance in the field. Ultimately, it is assumed that all the participants in the program are the beneficiaries in one form or another.

Beneficiary Organizations

FTF programming principles stipulate that the viable candidates for hosting FTF expert volunteers must be at least in the first stage of privatizing their agricultural operations (e.g., a joint stock association), must have a problem that fits into FTF areas of expertise

and must be willing to host follow-up volunteers. Table 9 describes the types of beneficiary organizations.

As can be seen in Table 9, the 253 FTF volunteers were hosted by 141 NIS organizations. The number of volunteers is larger than the number of host organizations because some organizations hosted more than one volunteer or more than one team of volunteers. By interpolating several fields from the database, it can be concluded that only primary hosts were tracked, while secondary and occasionally even tertiary hosts who benefited from the FTF volunteers were not. For example, one of the frequently mentioned beneficiaries is Kazakh State University, which is in fact the primary host implementor of the Program. Also, there is not a clear distinction between the terms host and beneficiary. The host is not necessarily the beneficiary and vice versa.

The most frequent beneficiaries of the FTF Program were farmers who hosted the volunteers almost a fourth of the time. Among this group, private farmers benefited the most by hosting 60.6% percent of the time. The number of farmers who benefited increases even more when tracked as secondary beneficiaries to account for their benefit under the auspices of various ministries and educational institutions. In addition the expectation of FTF volunteers was that by focusing on the private family farms an environment can be created where the entire village can benefit from the exposure of one, or very few, families to the FTF expertise.

Associations and educational institutions of various types were mentioned most frequently (18% in each case) after the farms. Among the category of associations business centers were the most frequent beneficiaries hosting 6 (23.1%) of the time.

The considerable frequency of involvement of various educational institutions in hosting the Program may indicate that the volunteers' assignments were frequently academic in nature. However, the beneficiaries of the Program hosted by these institutions were often a diverse mix of agribusiness managers, faculty, students, and local officials.

The same conclusion can be made for the policymakers who often were not direct or primary beneficiaries of the Program.

The category of agribusiness was mentioned only three times (2.1%) raising concerns about the amount of attention given to these types of organizations.

There is also an apparent absence of women's organizations. Although, Women in Development (WID) was projected as one of the important aspects of the FTF Program, women's groups and business organizations benefited only 2.1 percent of the time. Their share of benefits increases to 11.5 percent when viewed within the category of associations.

Table 9. Beneficiary organization

Beneficiary organization		Number of beneficiaries	Beneficiaries %
Farms	Private farms	20	14.2
	State farms	8	5.7
	Village farms	2	1.4
	Other farms	3	2.1
Cooperatives	Farmer cooperatives	1	0.7
	Agricultural cooperatives	2	1.4
	Food processing cooperatives	1	0.7
	Demonstration agricultural cooperative	2	1.4
	Other cooperatives	2	1.4
Collectives	Farm collectives	1	0.7
	Industrial collectives	1	0.7
Agribusiness		3	2.1
Production	Processing facility	4	2.8
	Other facilities	1	0.7
Joint stock enterprise		3	2.1
Commodity exchange		3	2.1
Radio and television		3	2.1
Associations	Private farm associations	1	0.7
	Farmer's associations	1	0.7
	Union of farmers	2	1.4
	Business associations	3	2.1
	Business centers	6	4.3
	Joint stock associations	3	2.1
	Woman's groups	2	1.4
	Woman's business associations	1	0.7
	Trade organizations	3	2.1
	Association of institutes	1	0.7
	Societies	1	0.7
	Other associations	1	0.7
	Other centers	1	0.7
Education	Institutes	10	7.1
	Academies	7	5.0
	Universities	4	2.8
	Colleges	2	1.4
	Schools	1	0.7
	Training centers	1	0.7
	Workshops	1	0.7
Policymakers	Ministry	15	10.6
	Oblast administration	2	1.4
Other beneficiary organizations		12	8.5
Total		141	100.0

Missing records: 3

The distribution of beneficiary organizations by country, shown in Table 10, indicates that a much larger proportion of farmers benefited in Kyrgyzstan (64%) than in Kazakhstan (23%), Turkmenia (22.2%) and Russia (18.9%) while farmers in Ukraine, Uzbekistan, and Tajikistan did not participate in the Program at all. The table does not reflect the substantial involvement of Tajikistan's various ministries in sponsoring the program on behalf of farmers.

The different focus of FTF Program in various countries is apparent. For example, while the four production facilities benefiting from the program were all located in Kazakhstan, joint stock enterprises, commodity exchanges, and radio and television production organizations were located in Ukraine and Russia.

Associations, educational institutions and policymakers remain, after the farmers' organizations, the most engaged agents of change in all participatory NIS. This especially appears to be the case in Turkmenistan where these institutions combined hosted 77.7 percent of the time compared to Tajikistan (75 %), and Uzbekistan (62.5 %).

Table 10. Beneficiaries' organizations by country

Beneficiaries	Total	Kaz	Kyrg	Ukra	Uzb	Russ	Taji	Tur
Farms	33	8	16			7		2
Cooperatives	8	3		1		3	1	
Collectives	2				1		1	
Agribusiness	3	1		1		1		
Production	5	4			1			
Joint stock enterprises	3			2		1		
Commodity exchange	3					3		
Radio and television production	3					3		
Associations	26	4	3	3	3	7	4	2
Educational institution	26	9	1	4	4	5	1	2
Policymakers	17	3	4	1	3	2	1	3
Other	12	2	1		4	5		
Total	141	34	25	12	16	37	8	9

Missing records: 2

Gender of Beneficiaries

This issue cannot be over emphasized in view of the almost universal phenomenon of males benefiting from development at the expense of women. The question is complicated in many situations by culture. However, the Percy Amendment to the U.S. Foreign Assistance Act 1993 requires that women's needs be explicitly addressed in U.S. foreign assistance programs. The progress toward a position where women are able to benefit from change is an important indicator of social development. This may imply an

independent program for women or special emphasis on women. As already mentioned, FTF planned for substantial participation by women in FTF training through a special initiative in Russia and Uzbekistan called the Women in Development (WID).

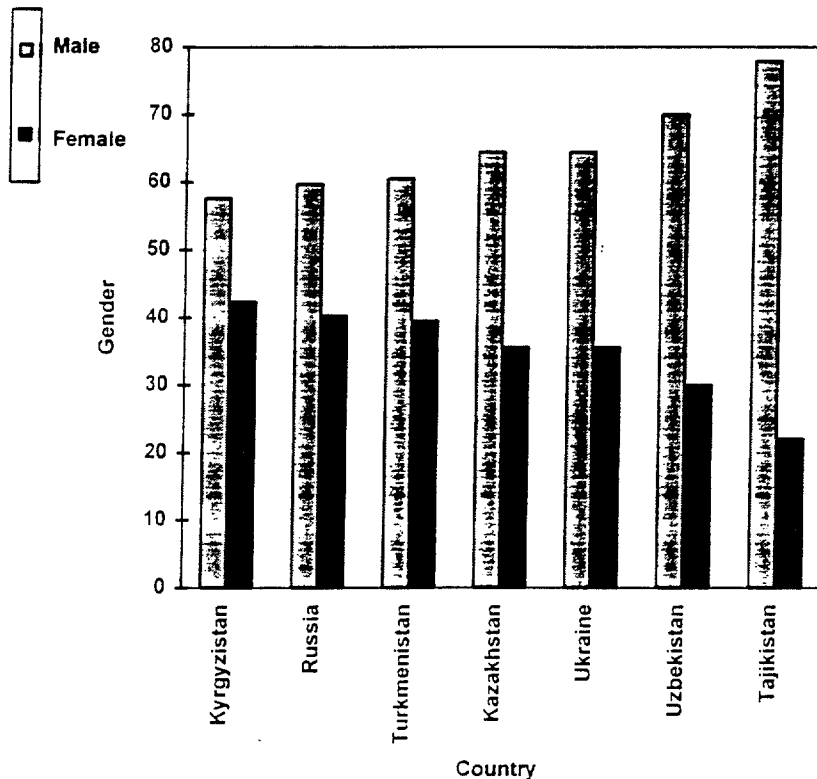


Figure 1. Beneficiaries by gender and country. Missing values: 25

A total of 7,116 individuals benefited from the FTF NIS program. Of these beneficiaries, 63 percent were male and 37 percent female (Figure 1). Only nine reports identified "0" women beneficiaries. Particularly disproportional is the distribution of the beneficiaries in Tajikistan where only 22.1 percent of beneficiaries were females. The best ratios between male and female beneficiaries were in Kyrgyzstan where 42.4 percent of beneficiaries were female and Russia where 40.3 percent of the beneficiaries were female. Although Uzbekistan and Russia were two of the countries whose programming focus involved women (WID) as a special initiative, the women in Uzbekistan benefited less, proportionally, than their counterparts in Russia. In Uzbekistan 34.8 percent of beneficiaries were female. The reason appears to be that the special initiative for women in Uzbekistan is still in its initial stage -- the FTF locations for this initiative have yet to be identified.

Kyrgyzstan, where no special initiative was planned or implemented, nevertheless did well because 49 percent of the volunteers' assignments focused on the wool, cheese and

milk processing, areas of enterprise which are traditionally more likely to be a woman's domain. Similarly, in Tajikistan the single assignment that focused on dairy management benefited more women than any other assignment in that country.

Table 11. Gender of beneficiaries by beneficiary organizations

Beneficiary		Kaz	Kyr	Ukr	Uz	Rus	Taj	Tur	Total
		M/F	M/F	M/F	M/F	M/F	M/F	M/F	M/F
Farms	Private farms	10/8	157/81			45/30			212/119
	State farms	225/64	20/22						245/86
	Village farms		40/18						40/18
	Other farms					50/3		8/0	58/3
Cooperatives	Farmer cooperative					35/40			35/40
	Agricultural coop.	311/115				35/40			346/155
	Demonstration ag.					60/70			60/70
	Food processing						40/10		40/10
	Other cooperatives	35/18		100/50					135/68
Collectives	Industrial collectives						19/5		19/5
Agribusiness		10/2		100/50					110/52
Production	Production facilities	50/15			40/15				90/30
	Other facilities	9/2							9/2
Joint stock				70/35		40/30			110/65
Commodity						1/0			1/0
Associations	Private farm assoc.		35/15						35/15
	Farmers assoc.					20/8			20/8
	Unions of farmers	28/2							28/2
	Business associations	300/300				107/19			407/319
	Business centers	25/17					130/30		155/47
	Joint stock assoc.					129/10			129/108
	Women's business				0/70				0/70
	Trade organizations		15/4						15/4
	Association institute			225/75					225/75
	Societies							75/75	75/75
	Other associations					40/50			40/50
Other centers		25/75						25/75	
Educational	Institutes			165/135		100/18	40/20		305/340
	Academies	93/60					47/3		140/63
	Universities				189/29				189/29
	Colleges	6/6				110/8			116/14
	Training centers	35/15							35/15
	Workshops	15/25							15/25
Other		13/6	25/75	44/45	74/22	10/10	10/5	112/212	
Other		13/6	25/75		45/15	523/26		606/365	

Missing records: 11

Table 11 suggests that women are likely to benefit more from the FTF Program if the volunteers are hosted by associations. Of the 2,002 beneficiaries in the category of associations, 848 (42%) were women. This is a higher ratio than in other categories where benefits for women ranged from an average of 37.8 percent when the host organizations were educational institutions to 24.4 percent when the hosts were production facilities. In the sole women's association for which the data on gender of beneficiaries was reported, and which apparently had no male members, 100 percent of beneficiaries were female.

There are several categories of organizations where females benefited slightly more than males: training facilities, such as demonstration agricultural cooperatives, educational or research institutes, and workshops designed especially for women.

Table 11 indicates that the farms are among the types of host organizations where women have been, proportionately, least likely to substantially benefit from the Program. Of the 781 beneficiaries in the category of farms, 226 (28.9%) of beneficiaries were women. However, this is not true in the case of private farms, where of the 331 beneficiaries, 119 (36%) of beneficiaries were female.

Characteristics of the Assignment

Team versus individuals

Only 28 of 253 volunteers conducted their assignments individually. The other 225 volunteers were assigned to teams of two (64 pairs), three (25 teams), four (4 teams), or six (one team). The number of volunteers is demand-driven and corresponds the official request from the participatory countries.

Table 12. Requested and fielded volunteers specialists

Number Requested Teams	Total	Kazakh	Kyrgyzs	Russia	Tajikis	Turkme	Ukraine	Uzbekist
28 individual volunteers	28	8		13		2	3	2
64 teams of two volunteers	128	34	22	32	8	6	8	18
25 teams of three volunteers	75	18	21	12	9	6	3	6
4 teams of four volunteers	16		8			4	4	
1 team of six volunteers	6	6						
Total volunteers	253	66	51	57	17	18	18	26

Relationships between the following variables have been assessed: the size of the team and the type of assignment, the size of the team and the duration of the assignment, and the size of the team and the type of beneficiary. In all three instances there was no correlation between the variables. There are indications, however, that some volunteers possessed a wider variety of skills than others, suggesting that this difference may have been one of the factors determining the size of the teams. In addition technical specialists assigned as teams might have worked as team throughout their assignments or as individuals as necessary. There are no data tracking these variations, other than a few indications about such a possibility detectable in the impact statements and job titles.

Duration

The temporal aspect of the volunteers' assignments deals with questions such as how long should the assignments last? How are they best put in sequence? How much time elapses between the volunteer's visit and the anticipated change in practice? and Can reinforcing experiences be provided to support and sustain the progress that has been made for this intervening period of time?

To answer these questions, we have tested several sets of alternative relationships: the length of the assignment and the types of the reported impacts, the size of the teams and the duration of the assignments, the types of enterprises and the duration of the assignments, the types of the objectives and the duration of the assignments. The regression results, which are not presented here, indicate that there is not an explanatory variable for the questions asked.

The average assignment was 21 days, ranging from 5 to 65 days (Table 13). Assignments involving animal health (including nutrition and breeding) and contractual law and insurance standards were, on average, slightly longer than assignments for enterprise areas such as export and import, futures markets, and privatization and reform. The duration of these assignments are exceptions with a rather low explanatory power. For example, one of the reasons the issues of privatization and reform were given relatively less time may be the fact that the hosts were targeted among those who either were privatized, were in the process of doing so, or anticipated privatization. Some volunteers mentioned that they did not talk about privatization: "There was no need to."

Teams were able to judge the kind and the amount of specific information that should be covered during their assignment. Few volunteers suggested that the time for an assignment was inadequate. In fact, it appears that some volunteers had been able to use some of the time to engage in additional activities which were not defined by their scope of work. These volunteers used their time and effort to identify other areas of enterprise and objectives in need of FTF expert assistance and made recommendations for future volunteer projects.

Table 13. Average duration of an assignment by state and enterprise (in days)

EnterpriseCode	Kazakhstan	Kyrgyzsta	Russia	Tajikistan	Turkmenis	Ukraine	Uzbekistan
Farm/small business production	25.4	21.7	21			20	19.8
Production management	22.3	31.2	22	24	26.5	19	20.5
Financial management	23		20	28			
Structure development			18.8				
Marketing/advertising	23	26.3	21	22.6	23	16	19.5
Food processing	24.1	22.9	21	19	23	18.8	16
New product			19.5				
Pricing systems			20				
Futures markets			15.3				
Cooperatives	21.6		21.6				16
Agribusiness	21	20	19	25.8			23
Market analysis				23			
Agricultural policy		20					
Joint ventures			19				23
Export/import			6				
Finances	22		20			12	
Forestry	23						
Environment			23			28	
Animal health	22.3	31					
Education	23						23
Training	29.6	17			21.5		28
Women empowerment			20				25.8
Extension	24				24		23
Communication/information	33		24			16.75	
Contract law	19		37				
Reform/privatization		15					
Agromechanization			23			19	

Missing values: 2

Corrected values: 3 (Russia: average of 21 day applied)

Table 14 shows the purposes of the assignments and the assignments' duration. Among volunteers offering suggestions, several noted that the "scope of work needs to be more realistic in objective versus time resources." One team recommended "a prolonged length of stay (by 5-7 days) in order to develop a solid relationship with some of the people." Most volunteers recommended a follow-up assignment. This indicates that the length of assignments was adequate but may need to be sequenced in order to support and sustain the progress that has been made during the first assignment.

Although very few assignments specifically targeted women beneficiaries, the empowerment of women, development of women's leadership, and technical assistance to independent women producers were given somewhat more time, as did assignments concerning the environment (Table 14). The slight variations in duration of the assignments across the objectives that each assignment had to achieve indicates that the

duration of the assignments were predetermined. According to the summaries of volunteers' impact statements, the fixed time did not seem to have a negative effect on the capacity of volunteers to accomplish the objectives of their assignments.

Table 14. Purpose of the assignment by duration of the assignment (in days)

PurposeCode	Kazakhsta	Kyrgyzsta	Russia	Tajikista	Turkmenis	Ukrain	Uzbekista
Enhanced skill	24.8	24.7	9.7	23.6	42	18.8	23.8
Improved output	21.5	24.8	19.7	19			16
Sector assessment	20.8	20.6	21.2	21.9	28	18	21
Business plan	19.3		21.2	23	28.3	19	23.9
Farm/small bus.		18	18.3	23	24	19	23
Futures mkts organization			20				
Cooperative development	21.6		21.5				
Marketing development		23	13.5	19		14	
Joint ventures			15.25	19		19	21
Environmental concerns	23	26.3	22.7		23.4	28	
Education	26.2	19.9	20.4	28.2	21.9	12	23.9
Leadership development		17					
Women empowerment					29	19	
Extension development	30.8		14.7	22		22	
Law/insurance standards.		15	27	23		20	16
Communication			26.5			16.8	
Reform/privatization		19.8	22				23
Agricultural machinery			26		23	19	25
Policy development	25.3	18.6			19		
FTF enhancement			20			20	25

Missing values: 2

Adjusted averages: 3 (Russia)

Characteristics of Host Organization

Single vs. multiple assignments

Some organizations hosted more than one team of volunteers. Among the most active hosts was the Kazakhstan State Academy of Management hosting five teams between April and December 1993. The Ministry of Agriculture in Turkmenistan hosted four teams who were assigned to locations in the Bishkek and Karishi Regions throughout 1993. The Tajik Center for Entrepreneurial Management and the Ministry of Agriculture hosted three teams in Khojand between June and September of 1994. The other three organizations hosted two teams each. The Kievskaja Joint Stock Enterprise hosted two 2-volunteer teams in October and November of 1994: state and private farms from the area of Bishkek hosted two 3-volunteer teams in August and September of 1994: Moscow Commodity Exchange hosted two teams in September and October of 1994:

Radio Nadezhda from Moscow hosted one team of two volunteers and one individual volunteer in June of 1994 and February of 1995; and Tashkent State Agricultural University, Tashkent hosted two teams of two in November 1993 and January 1995.

According to the reports, volunteers sometimes visited additional farmers on an informal basis. However, data testifying to the extent, frequency, and multiplicity of such visits is not available.

Although the number of host organizations that hosted multiple assignments is rather small, it appears that academies and universities are more likely partners and facilitators to the FTF NIS Program than are independent or private organizations.

To date, follow-up assignments have been rare. It seems reasonable to conclude, on the basis of impact statements and volunteers' recommendations, that most of the assignments had been perceived to be a foundation for additional technical assistance for specific participating beneficiaries.

More may be said about the host organizations after the collection and reviewing of questionnaires administered to them is completed. The questionnaires will provide an insight into how host organizations evaluated volunteers' work, adequacy of time of visit and the duration of assignments, how closely volunteers' activities matched the scope of work for the assignment, how helpful specialists' recommendations were and how the impact of the recommendations ought to be measured, and whether or not the beneficiary would consider another Winrock technical expert, and for what activities.

INTERNAL EVALUATION

Volunteers

One facet of the FTF Program that is recognized and utilized to the fullest is research knowledge and expertise of the volunteers. The experts were expected to bear on a myriad of inter-related decisions that must be made in the field while applying their extensive practical experience. A system for identifying the kinds of technical expertise and agricultural knowledge needed to achieve the goals of the program involves four U.S. institutions. The four institutions assisting Winrock's FTF NIS Program in identifying and mobilizing volunteer experts are: The Center for Agricultural and Rural Development of Iowa State University (CARD), The National Grain and Feed Association (NGFA), Purdue University, and The National Farmers Union (NFU). The system is capable of matching NIS needs with volunteer expertise.

Two institutions also provided other subcontracting activities to Winrock's Program. CARD was subcontracted to provide three training modules in market economics.

agricultural law, and banking and finances. Purdue University was subcontracted to provide eight training modules in cooperative development and credit.

The original Winrock Program called for 400 volunteers. Table 15 illustrates the original allocation plan and the actual allocation of the volunteers completed by June 1995.

As shown in the Table 15, the countries differing the most from the original volunteer goal allocation are Kazakhstan and Kyrgyzstan. The difference is the result of the FTF Programs decision to revise the original goal for the two countries. The decision was based on three factors: 1) a realistic evaluation of the capacity of the agricultural sector in Kazakhstan to absorb the proposed number of volunteers; 2) the inability of the Winrock regional FTF infrastructure to manage the placement of all the projected volunteers; and 3) the recommendation of the US mission to fully utilize the remaining Central Asian Republics' existing infrastructure, which resulted in the decision to increase the number of volunteers in Kyrgyzstan.

The data pertaining to the institutional affiliation of the volunteers, as shown in Figure 2, are incomplete. Considering the available records (55% of the total possible), roughly a third (37%) of the volunteers were affiliated with the land grant universities, among which, Washington State University, Purdue University, and Iowa State University were the most prominent. The volunteers' teaching experience and access to training material and other educational sources were important. The most frequent task of these volunteers involved sector analysis (livestock and comparative wheat sector) and agribusiness institutional development as strategies of several NIS focused on modernizing operations on state and collective farms. Farmers and nonprofit farm organizations' volunteers were predominantly involved in cooperative development and small farm management. Volunteers affiliated with agribusiness, among others, offered their expertise in agribusiness management training, financial training, and business plan development. As with production, there is an understandable concern over the risks associated with privatization. By offering the current business and technical knowledge from a free market perspective, these specialists help NIS beneficiaries see the benefit of less reliance on a state controlled agricultural economy.

The category "others" represents a spectrum of various small businesses, consulting firms, a law firm, the National Equipment Network, Ironworkers Union, and several companies. The goal of the business sector was to provide technical assistance to businesses and cooperatives for economic relations (joint ventures, sales, contract production) with U.S. cooperatives and agribusinesses. The expected benefits to these companies include useful business contacts.

Table 15. Original goal allocation and allocated volunteers

Country	Original volunteers	Volunteers fielded by	Difference
Kazakhstan	210	66	-144
Kyrgyzstan	20	51	-31
Russia	80	57	-23
Tajikistan	20	17	-3
Turkmenistan	20	18	-2
Ukraine	30	18	-12
Uzbekistan	20	26	-6
Total	400	253	-147

The data on professional or job titles of the volunteers is even less complete. The analyses based on 99 (39%) records indicates that professors are most likely to be volunteers in the FTF program, Figure 2. Roughly one third of all volunteers were professors. Farmers and those employed by farms were also well represented (11%). Consultants represented a wide spectrum of specialization, from banking to forestry, as did the extension specialists. Livestock specialists and veterinarians comprised about 10 percent of volunteers, while food technologists and food scientists about 5 percent of the total volunteer force engaged in the NIS - low representation given the degree of emphasis on food processing. However, the lack of food technologists with an industrial background is compensated by those from academia.

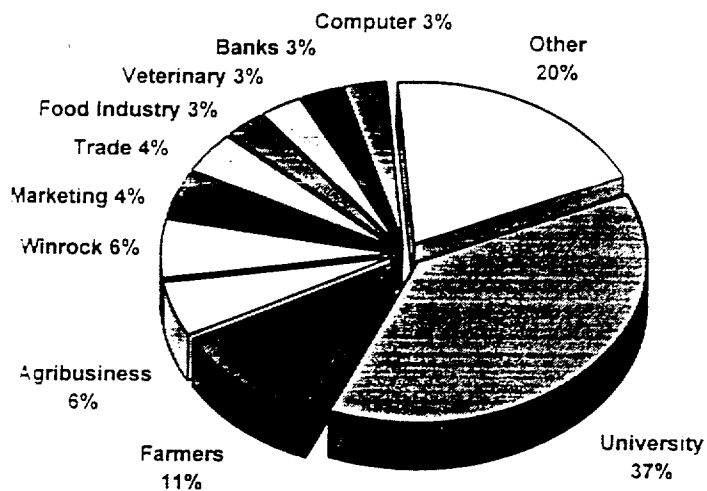


Figure 2. Institutional affiliation of the volunteers. Missing values 114

The range of experts selected for volunteer assignments is wide and heterogeneous. Table 16 represents the most frequently employed expertise. Farmers, including farm owners, farm managers, and farm producers, extended a bulk of their expertise to enhancement of skills. Almost a third (27.9%) of their effort was devoted to this objective, followed by their contribution to sector analysis (16.3%), and business plan development (11.6%).

The professional expertise and background of volunteers from the other three groups is somewhat more heterogeneous. The category "business leaders," for example, includes company presidents, CEO, directors, vice presidents, managers, assistant managers, cooperative managers, owner/operators, owner/CEOs and others. Volunteers from this category, like the others, put to the FTF Program disposal a highly skilled and technologically sophisticated expertise in a wide variety of enterprises.

Consultants contributed equal parts of their efforts to enhancement of skills (22.3%) and to enhancement of education (23%). More than other experts, they centered on the establishment of foundations for joint ventures, or on developing them, more than other experts.

Business leaders contributed their expertise, entrepreneurial outlook, and ideas to 17 of the 20 categories of expertise. These volunteers were more likely than consultants to be fielded as a team, and their overall contribution to various objectives was greater.

The faculty, not surprisingly, centered their efforts on education first (30%), and enhancement of skills second (19%). Faculty were on average more involved than volunteers from other groups with policy development.

In summary, it appears that the volunteers and the organizations they are affiliated with have experience directly related to the FTF proposed activities.

Table 16. Distribution of professional expertise by objective

Purpose	Farmers %	Consultants %	Business leaders %	Faculty %
FARM/SMALL BUSINESS MANAGEMENT				
Enhanced skill	27.9	22.3	10.8	19.3
Improved output	-	4.7	6.2	3.5
Sector assessment	16.3	9.3	9.2	14
Business plan	11.6	4.7	10.8	1.8
New farm/small business development	4.7	-	1.5	3.5
AGRICULTURAL MARKETING				
Futures markets	-	-	-	-
Cooperative development	4.7	-	4.6	-
Marketing development	-	2.3	4.6	1.8
Joint venture establishment	-	7	4.6	-
NATURAL RESOURCES				
Environmental development	9.3	2.3	4.6	3.5
HUMAN RESOURCE DEVELOPMENT				
Education	9.3	23.3	18.5	29.8
Leadership development	-	-	1.5	1.8
Women empowerment	2.3	2.3	1.5	1.8
Extension development	-	7	3.1	5.3
Law/insurance standards	2.3	2.3	-	1.8
Communication establishment	-	2.3	-	1.8
OTHER				
Reform/privatization facilitation	4.7	2.3	1.5	-
Agricultural machinery	2.3	-	4.6	-
Policy development	2.3	4.7	6.2	8.8
FTF enhancement	2.3	2.3	6.2	1.8
Total. %	100	100	100	100

Missing values: 106

Volunteers by Gender

The distribution of volunteers by gender and country indicates relatively low rates of participation by women experts in the volunteer force. Out of 253 volunteers, 21 percent were female and 79 percent male.

The highest participation of female volunteers was recorded in Kyrgyzstan and the lowest in Tajikistan, countries that were listed first and last according the extent to which women benefited. There might be a positive correlation between participation of female volunteers and female beneficiaries. However, due to the small number of the female beneficiaries, and especially female volunteers, we refrain from deriving a definite conclusion.

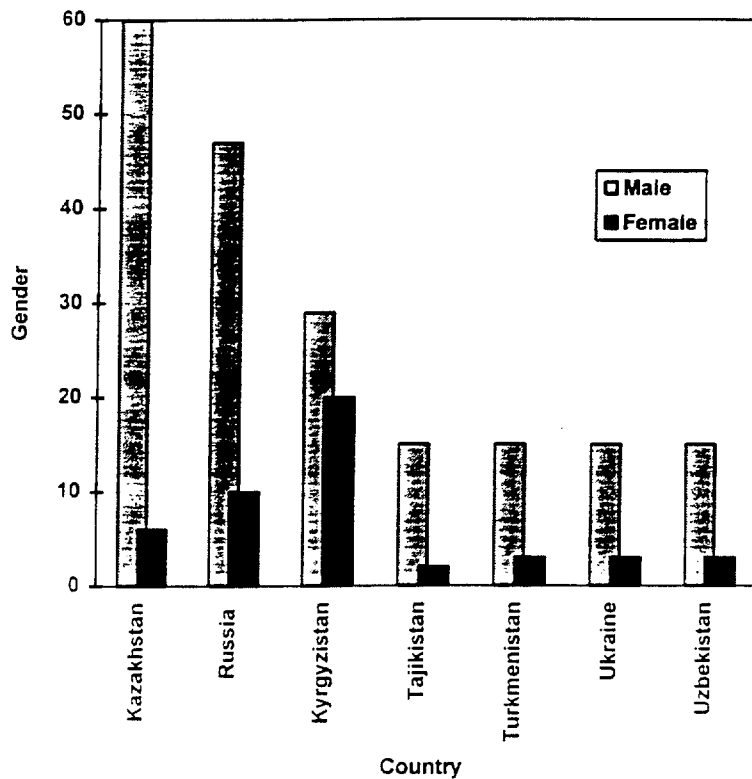


Figure 3. Volunteers by gender. Missing values: 3

IMPACT

It is difficult to assess the impact of a program before all the antecedents from the model have taken place. The FTF Program is ongoing. The type of expected effects are of such a character that it would be deceptive to expect significant measurable impact during the duration of the assignments. Only in a few cases were the volunteers able to identify the effects while still on the assignment. Measuring significant impacts of the FTF NIS program would entail the follow-up assignments and interviews of beneficiaries and volunteers. A follow-up assignment, which has the potential to evaluate and even self-correct the ongoing developments, was conducted only once.

In the absence of either post-assignments or follow-up data, the evaluation of impacts entails measuring the amount of transferred knowledge, change in attitudes and aspirations, and change in acquired skills. Few observations lead to actual changes in practice. This is because the magnitude of expected change is such that it takes time to translate into practice.

Instead of final impact, we focus on the effects of learning experiences that usually precede program impact. In the case of the FTF Program the effects of learning experiences are also longer-term in nature. The measurement of the impact of FTF activities in the NIS is presented as an enumeration and description of activities and expectations or anticipation of potential effects as narrated by the volunteers and summarized by the Winrock's staff. Volunteers were permitted to define impact in their own terms according to the guidelines provided by Winrock. Winrock also designed and administered a volunteer questionnaire.

The "End of Assignment Questionnaire" has the potential to generate quality information pertaining to the cultural aspects of the host country, logistics involved in fulfilling an assignment requirement, quality and appropriateness of the assignment, the degree of perceived match between the original scope of work and the actual task performed in the field, etc. Winrock was still in the process of receiving these questionnaires from the volunteers when this report was conducted, so this material has not been used.

The first part of this evaluation attempts to determine whether or not the program addressed the areas of concern as defined by the NIS partner. The impact analysis focuses on the interim aspect of the impact -- the transfer of knowledge.

As indicated in the introduction, the Program benefits not only the NIS and the specific hosts but also the FTF Program and its volunteers.

The numbers in Table 17 represent the number of effects reported for a given beneficiary group. Largely the summaries enumerate the completed tasks, that is, the type of offered technical assistance, rather than an attempting to address the issue of impact. As explained above, this is to be expected.

When comparing the enumeration of technical assistance and the number of objectives and planned enterprises, the indicators for the technical assistance effects of the program, and for its consequences, tend to differ from those for the antecedents. This is so because the measurement of the effects involves methods (reports) and sources (volunteers).

Table 17. Matrix of FTF NIS impacts

	Farmers and small businesses	Agribusiness associations, cooperatives, bus. centers	Educational institutions, academies, institutes	Polymakers, regional administrations	Farmer-to-Farmer volunteers
Knowledge	57 Increased knowledge of processes of production, processing, marketing, etc.	50 Increased knowledge about the value of the development and management of associations	17 Increased importance of education farmers/small business	25 Increased value of self-sufficient food market	24 Increased knowledge of NIS agricultural conditions and problems
Attitudes	8 Increased support of privatization	8 Increased willingness to support associations	7 Increased support of extending educational programs for farmers	8 Increased willingness to create policies supporting farmers' interests	23 Increased support of FTF Program
Skills	25 Enhanced production, processive, marketing, and other skills	15 Enhanced ability to disseminate information, communicate and represent farmers' interests	8 Enhanced ability to assess needs, design curricula, develop outreach centers and extension systems	3 Enhanced ability to assess needs and interests of constituency	14 Enhanced ability to assess methods of technical assistance and to identify new audiences
Change in practice	13 Adoption of new practices	2 Improved activity, outreach	2 Increased possibility for continued formal and informal education	0 Policy decisions that contribute to agricultural and agribusiness development	0 Enhanced FTF Program

Missing reports on impact: 60

Reported impacts to farmers and small businesses

The most frequently stated objective of volunteer assignments was the enhancement of skills in the area of production and food processing and management, and the most frequently reported impact was increased knowledge in the same areas. Farmers and small proprietors were introduced to an array of training and other forms of technical advice designed to increase their knowledge about the principles of operating private businesses. Farmers and small businesses exposed to the FTF Program, if successful, can become ideal examples of innovative entrepreneurs for the community to follow. The following citation probably exemplifies the expectation of a typical volunteer:

the station is now aware of the impact a farm home/consumer show could have on rural and urban Russian women and their families...it could positively play a visible role in the transformation of Russian agriculture.

The fewest efforts and the fewest impacts were in changing the attitudes of the people operating farms and small businesses. Two reports suggested that there was no need to talk about privatization and free markets to their hosts (farmers and small businesses) indicating that they already had a positive attitude toward these processes.

Enhanced skills, among the beneficiaries in this category, were reported in approximately 44 percent of the cases. Changes in skills were measured by the number of tangible technical transfers such as assistance in the development of business or strategic plans, installation of equipment, development of training material, or introduction to new skills through hands-on-practice with the beneficiaries. These are tools that have immediate application to farmers' and entrepreneurs' responsibilities. Statements such as "initiated change," or "our host farm is now better prepared to enter the world of private business in a free market system, and to do cost and market analysis and to obtain financing for his various enterprises" are indicators of acquired skills.

Changes in practices among the farmers and small businesses were reported in 12 percent of the cases. Two cases involved small business accounting practices and two changes were reported in the area of wool and meat processing in Kyrgyzstan where "tangible and concrete progress was made." e.g., "the farmers used techniques shown to them." In Kyrgyzstan, in a fruit juice plant "local management was receptive to all ideas and began a program of implementation," and in Kazakhstan, in a milk processing facility the volunteer "asked him [the farmer] to market his cheese in bulk, and he was very successful at his first attempt and happy!"

Reported impacts to agribusiness associations, cooperatives, business centers and other associations

In terms of knowledge, no summaries of effects for this category of beneficiaries specifically mentioned impacts. It appears that behind the enumeration of volunteers' activities, there is a general assumption that the activities resulted in increased knowledge.

In terms of attitude, the summaries are mixed: "the attitude of individuals with whom we related indicate a greater receptivity to change." One impact statement expresses skepticism about the possibility of rapid change in NIS people's attitude:

...clearly the adjustment of attitudes to operate successfully in a market economy will require years to accomplish. The exposure provided these persons, identified as leaders, is expected to have advanced this process to some small extent.

Acquired skills made up 20 percent of the total reported indicators among this group of beneficiaries and 23 percent of all skills acquired by all categories combined, lagging behind the farmers and small businesses who acquired approximately 38 percent of the total acquired skills.

Only two cases of probable change in practices were reported in this category. Obviously, larger organizations do not lend themselves to change detectable during a typical 21-day assignment.

Reported impacts to educational institutions, academies, and institutes

It appears that educational institutions did not benefit as often as their frequent role of a host would have suggested. The educational institutions, as the following citation exemplifies, often sponsored training for other beneficiaries, such as farmers, processors, and managers.

A detailed short course in dairy management was presented as planned. Responses very good. 100% farmer participation.

Attitude change among beneficiaries in this category is also rarely mentioned. A sole statement is unequivocal, "opened minds to creative, innovative and independent thought processes."

Skill improvement was evidenced in eight cases. An example: "Computers set up and running." "course developed and first group of students initiated." This citation indicated both change in skill and change in practice.

Overall, in terms of effects, the educational institutions were the least frequent direct recipients.

Reported impacts to policymakers and regional administrations

The main objective of volunteer assignments was to privatize and encourage the government to create an environment that will allow state owned resources to be distributed to private individuals. Owing to the fragmentary information that is contained in the database we have not ventured to evaluate the specific policy and institutional components which policymakers and regional administrations might have contributed to the FTF Program. Similarly, we did not attempt to evaluate the specific effects of FTF on policy makers and regional administrations. However, we were able to distinguish the following general features about the policymakers and regional institutions:

1) policymakers and regional administrations are often only indirect beneficiaries: 2) the primary recipients are often a collection of managers, leaders, farmers, and various associations; and 3) there is the willingness of political and administrative structures to support the FTF NIS Program. These features speak more to the role and status of the policymakers in the Program than to how the policymakers might have benefited from it. For example, roughly one in ten beneficiaries identified in the database as ministries is in fact ministries. The others are farmers, various associations and educational institutions.

By and large the volunteers were charged with assessing various sectors and various aspects of economy, policy impacts, and in some cases with providing policy drafts for the governments. The kinds of knowledge useful for government structures that volunteers were able to provide were, as reported: "identifying agricultural production with comparative advantages for international trade." "emphasizing the importance of establishing regional trading linkages to replace the central planning arrangements of the old Soviet system." and "[providing] good overview of fruit availability and condition." There were also more ambiguous statements of impacts such as, "[provided] very useful recommendations for the short and long term."

We consider the role of governmental institutions in transferring knowledge, changing attitudes, and enhancing skills of the secondary beneficiaries through few assessable examples because, as already stated, the government was often an intermediary in the process. The following is an impact statement from a team of volunteers hosted by the Ministry of Labor in Kazakhstan whose assignment objective was to conduct agribusiness management training for farmers:

To the extent that the goal of the present assignment was to increase the ability of the students to understand the principles of free markets and competition, indeed to understand an alternative psychology for organizing economic activities at the individual business or national level, the assignment was successful in accomplishing its goals. Prior to the course, the students had a strong orientation towards organizing business activities around the concept of self-sufficiency. They also believed that 'value' and 'cost' were one and the same. Additionally, 'middle men' and black marketers were viewed with some measure of disdain. There was also a complete lack of knowledge as to why consumers actually buy goods or services or how to develop a competitive strategy or business plan. Having completed the two-week course, the students understood that self-sufficiency does not necessarily represent an efficient way to organize business activities, and that some degree of specialization is usually desirable. Furthermore, the students gained an appreciation as to how specialization should proceed along the lines of comparative advantage. The students also understood that middlemen and blackmarketers should not be viewed with disdain, but rather represent the small businessmen that are sowing the seeds of competitive markets. The students also understood how competition occurs through both prices and non-price means. This has given them the ability to develop...

A team that completed an assignment in Uzbekistan stated, "exposed a group of farm accountants to western style for profit bookkeeping. Stimulated interest in more courses on free market."

It seems reasonable, therefore, to assume that the positive role of government in supporting the dissemination of this kind of knowledge by the FTF volunteers to its constituency can in turn affect the demand of the same constituency for the continuing positive role of the NIS governments. As stated in the report of one volunteer:

The attitude of individuals with whom we related indicate a greater receptivity to change. With strong, decisive leadership by the parliament and by the president and ministries in moving to a free market system over the next several months.

The attitude of policymakers is also conveyed through specific statements such as: "government committed to program proposed." "stimulated interest in more courses on free market for profit." and "reinforced local desire for a) market economy b) information on modernization."

Particularly important is the ability of policymakers to be able to assess the needs and interests of their constituency. FTF volunteers reported three assessments and analyses submitted to such structures, thus providing them with tools to make a change. The Ministry of Agriculture in Turkmenistan, for example, was presented with "a complete baseline study of educational training parameters (programs) to support private for profit agribusiness."

No change in practice had been reported to date at this level, e.g., no new bills, legislation, etc..

Reported impacts to Farmers-to-Farmer's volunteers

More frequent and more concrete impact statements can be found in this category than in any other category. The volunteers reported new audiences they were able to identify, and new ideas they gathered for future assignments. Examples include: "Identified audiences, developed contacts," and "some suggestions made that may be implemented opened door for future teams." The citations clearly indicate that the volunteers acquired new knowledge and information that they deemed important for the future operation of the FTF Program.

Summaries such as: "[established] good rapport," "very good relationship established to promote team on the spot," "made good contacts in mass media production with good ideas for follow-up," "established credibility for U.S. experts," "developed trust and recognition of expertise of FTF volunteers with local private farm" reflect the commitment of volunteers to future FTF Program success. Almost half of all indicators pertaining to attitudes refer to the attitudes of volunteers.

Volunteers' skills are reflected most specifically in the following statement "brought very good criteria for future FTF persons and programs," "laid basic groundwork for future teams in the area." Volunteers also reported identifying potential joint venture possibilities: "good overview... for an interested western person to pursue," and "identified several joint venture opportunities."

There is a general sense of the volunteers being satisfied as contributors and recipients of the benefits the FTF Program promotes. Approximately 20 percent of the total reported program effects pertain to the FTF volunteers, which is almost twice as much as the effects reported for educational institutions (11%) and policy makers (12%).

Barriers

A complete evaluation should include the identification of barriers that stand between the activities of the volunteers and their effects.

There are significant structural, organizational, and technical adjustments that are required to improve the outlook for most production sectors in NIS. The FTF volunteers, then, had to be able to provide the relevant assistance within the realm of what was attainable for various beneficiaries.

In only two cases were barriers identified. A team of two volunteers felt that they "made a considerable impact" in the provision of technical assistance and advice to respective sheep management but expected a minimal impact of their attempt to assist in establishing and sustaining markets for sheep products. The reason cited was "an almost complete lack of commercial and institutional support for the farm" in Kyrgyzstan. In Uzbekistan a team provided a solution on how to control The Colorado Potato Beetle in seed, "however, government restricted use of system insecticides."

Attitude, as a barrier, was identified by one team that provided technical assistance in Kazakhstan. "Clearly the adjustment of attitudes to operate successfully in a market economy will require years to accomplish."

Mentality, as a barrier, was identified by a team providing technical assistance in cooperative management in Kazakhstan:

In spite of their eagerness to be like the US farmers, it will take time to change their controlled mentality to that of free individuals ... We have provided the ideas and implanted them in the participants minds. The ideas must germinate and grow. It will take years to think as we do in the USA, but the farmers have shown an interest and a strong desire to develop as the US farmers have.

This means that high aspirations and positive attitudes of beneficiaries alone may not be assumed to have an automatic effect, positive or negative, on the change in practices, and ultimately on the change in net material product, the value of agricultural output, and the elimination of food shortage in the NIS' markets.

Recommendations

FTF volunteers were encouraged to prepare a written report of activities, including statements of existing limitations and recommendations for follow-up assignments. Recommendations by the FTF volunteers were also summarized in the database and were used for this evaluation. Of 82 (67%) teams who made recommendations, almost half (40 teams) recommended sending follow-up teams to NIS. Four teams recommended an assessment of whether the proposed recommendations to the beneficiaries have been implemented, while 10 teams thought the follow-up should assess whether the recommendations worked. Approximately 21 percent of the teams recommended building on the completed assignment by providing more of the same type of technical expertise, sometimes to the same audience, or recommended a different type of expertise that future FTF teams need to bring to the NIS beneficiaries.

Another 8 teams suggested the FTF Program assess the implementation of more practical and effective trials, or had some other kind of suggestions for more effective delivery of technical assistance for the follow-up teams. Twelve teams suggested specific techniques for the FTF Program to use by the follow-up teams.

Overall, 59 teams (72%) supported or encouraged follow-up assignments. One team concluded that no follow-up from FTF volunteers was needed suggesting rather that the scope and magnitude of the project may require involvement of some other type of agency. Another team not recommending a follow-up stated that suggestions of the team were implemented.

CONCLUSIONS

Necessary conditions for the FTF NIS Program to succeed are: 1) a program design to bring about change based on a compelling rationale for undertaking the proposed activities in the specified sites; 2) a cohesive set of activities for carrying the objectives; and 3) well defined and planned areas and activities adequately matched with the volunteers' expertise.

These conclusions are made on the basis of: 1) events having a clear and understandable purpose; 2) events being sequentially and casually related; and 3) means being available to judge their occurrence.

Resources have been clearly specified as to the type and amount needed. Whether the resources are adequate to ensure the accomplishment of the desired outcomes will become more clear over time.

The barriers to accomplishing a Program have been identified. the Program has been revised and mid-course corrections implemented. This was done on the programming level. In the case of specific assignments, constraints were rarely mentioned in the reports. Volunteers in the database rarely reported problems with their assignments. In the cases where barriers were identified, such as the absence of commercial infrastructure, or the mentality of the beneficiaries, there appears to be no quick way of dealing with the barriers.

The targeted population was characterized by the desire to privatize, as having already done so or as being in the process of privatizing. Thus, the necessary preconditions, such as a positive attitude toward privatizing processes, existed prior to the inputs of FTF Program. These preconditions can enhance the likelihood of benefiting from the Program.

A provision for promotional efforts has been made. It appears that this kind of activity was carried out by volunteers while on the assignment, often spontaneously. Such efforts appear to be appropriately tailored to the audience involved. The ideas for promoting and advancing the objectives of the FTF NIS Program stem from the assessment of the context shared by volunteers and the beneficiaries. In addition, Winrock published a farmer-to-farmer newsletter and other material distributed to partners and volunteers. Finally, the FTF Program has worked with other agencies, such as Peace Corps, adding to the Program's breadth.

In closing, the Program appears to have a high degree of plausibility ensured by the techniques used in its design.

Appendix C

**Newsletter and News Articles
Produced FY1994/95**



farmer-to-farmer

Two Steps Forward, One Step Back

Tales of Cotton, Vegetables, and Collective Farms

On the way to Uzbekistan and my second Farmer-to-Farmer assignment, the drone of the plane brought visions of the collective farm I would visit and the people who lived there. I imagined laborers toiling in the fields under cold gray skies, raspy voices singing folk songs like the ones in my seventh grade music book, and feet plodding in mud-caked mukluks.

My destination was the Akhmad Yassawi farm, about 20 minutes outside of Tashkent, Uzbekistan's capital city. It is a sprawling farm of about 12,000 acres on table flatland reclaimed more than 50 years ago from a marsh. Some 7,000 people live there in several small settlements. About 1,500 of them work on the farm.

Old Habits are Hard to Change

Although the farm is moving through the

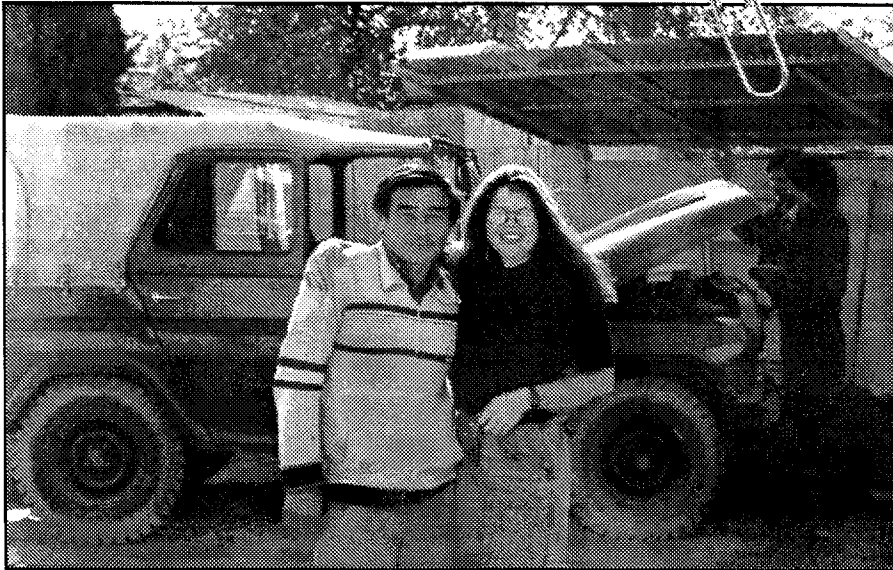
slow and difficult process of privatization, old habits and ways of doing business die hard. Cotton remains king in this part of Central Asia, just as it was under Soviet leadership.

Its mandated popularity is evident in the images of cotton painted, woven, welded, or pressed into everything from sidewalks and walls to artwork. Quotas are still set and met, regardless of market demand. While I was there in October 1994,

harvest was in full swing. Farms in the region jockeyed for position on the tote board that tracked daily cotton harvests.

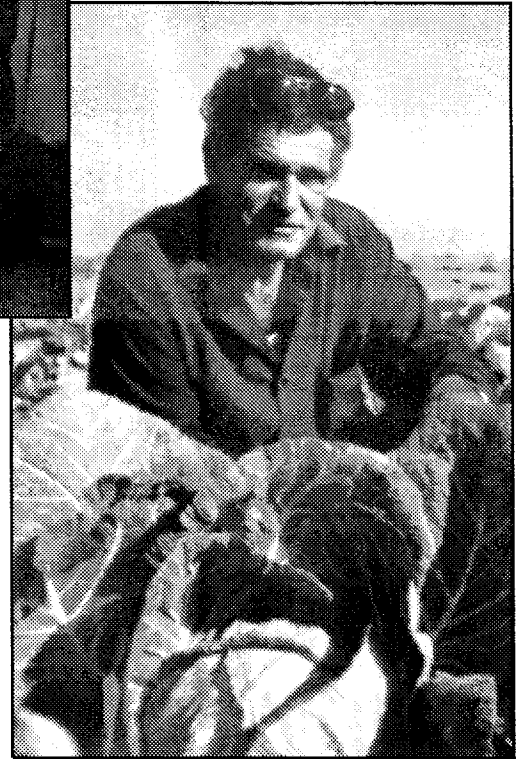
Cotton plants, no more than sticks, stood in the fields. Bus loads of pickers made their way through the rows with sacks slung on their shoulders. Combines had already made several passes of each field, but the workers were there to pick every single speck of cotton that was left, tufts clinging to plants and trampled bolls on the ground. I jokingly asked why didn't they just harvest the unopened bolls as well, and found out they did.





Astlebek, farm equipment manager for the vegetable project, and volunteer Mary Laurie on the last day of the assignment.

Vegetable Project Director Igal Cohen surveys the cabbage crop.



COTTON, from page 1

The pickers were recruited from schools, colleges, and other sites. Buses pulled up, school or work was suspended, and off they went. In the old days, pickers sometimes had no idea where they were going or how long they'd be gone. One interpreter told me that when she was in college, students would be taken out of school for weeks at a time. They didn't have to pick cotton, but if they didn't, they couldn't go to school.

On the Farm

There's more to the Akhmad Yassawi farm than cotton. It produces a variety of feed crops and maintains a 2,000-head dairy operation. It also is the site for a 3-year joint US/Israeli vegetable demonstration project that is promoting free-market agriculture by introducing farmers to new vegetable varieties, techniques for improving productivity, and micro-irrigation. Vegetables are a profitable cash crop with good marketability, two elements essential for people who want and need to take part in a new economic system.

Operations are run from a two-story concrete building in the center of the farm's main community. Upstairs and

just down the hall from the 20-foot mural celebrating workers picking cotton is the chairman's office, an expansive room with wooden chairs along each wall and a desk at one end. A large display shows each step in the life of a cotton plant. It's here that the Israeli project director, Igal Cohen, makes numerous trips during the day to plead for machinery or farm workers to harvest the vegetables before it's too late. The chairman is a man tired by late-night cotton weigh-ins, burdened by decisions, and looks much older than his 40-something years.

In the Field

The vegetable field is about a mile from the farm center, down a dusty road and beyond the cotton gin. About 20 workers are assigned to the project, and they complete their tasks in a disinterested manner. With the slow pace of progress on the farm and the inevitable and frequent disappearance of workers or equipment called to other farm jobs, every day is a management challenge.

Until now, there have been few incentives to do a good job. Because they haven't needed to think

innovatively, take action, or show leadership, they've forgotten how or have never learned. Uncertainty seems to sap their enthusiasm for change. But these farm workers do have a shot at the future. The vegetable project is preparing them with information, techniques, and skills they will be able to use to make their own decisions, and grow, harvest, and sell their own vegetables. Importantly, they are getting a firsthand look at the success of different methods of farming. They know how to improve their yields and how to manage the land that may one day be theirs.

Workers on the Akhmad Yassawi vegetable project meet every morning at the field; some walk, others ride bicycles. One older man arrives on his donkey cart. When the mornings are cold, they make a fire and huddle

around it until the sun warms the thin, dry air. Some of the best potatoes I've ever eaten were roasted in the coals of those fires.

Workers wear an odd and colorful array of clothing, not the rough olive-drab wool I expected. Tired sweaters and shirts are layered under black leather jackets, vests, or thin coats. Torn pants reveal a new colorful layer underneath. No one has gloves to wear, and hands are rough proof of manual labor. Despite long hours and hard work, their spirit shines through. They laugh and joke among themselves and want to tell me what they know of America.

The Fruits of Labor

Potatoes lifted from the ground then dropped in rows by the harvesting equipment are picked up again by hand, put into buckets, and dumped in a cart or truck. Each potato is handled several times. Cabbages are cut with long machete-like tools and tossed into trucks. The poor tomatoes that proved new techniques do pay off, didn't fare well. Almost half the crop was still rotting in the field when

I arrived. Workers had been pulled from the more profitable tomato harvest to help meet the cotton quota, and that, combined with rough handling and no packing materials, didn't leave much fruit for the market. The tomato crop is the saddest loss for Cohen, and one he was struggling to avoid with the other vegetables.

The chairman admits he is proud of the tomato harvest, but it is too much of a distraction during the cotton harvest. Cohen believes the chairman can see the potential of vegetables, but is still guided by a system that can no longer sustain those who depend on it. Unfortunately, as plans were made for the second year, the chairman reduced the acreage of tomatoes to avoid the harvesting problem.

But the success of the project is still remarkable. Yields for every crop are significantly greater than previous harvests. A complete report on the project, from planting and irrigation to harvesting techniques, has been prepared and will be distributed to the 1,000-odd collective farms in

Uzbekistan. The information and results speak for themselves and will be a powerful tool for change.

There's something inspiring about people learning to find their way down roads they've never traveled. Those of us on the outside may sigh in frustration at situations we cannot understand, but we must keep in mind how local people must feel as they try to understand and operate in a world that has changed so dramatically.

When the shadows of the mulberry trees grow long, workers begin their treks home. Some linger to pick vegetables left in the fields, others herd goats or sheep that had been left to graze along the roads. Another day has ended on a collective farm, but with each new dawn comes hope for the future. 🙏

Mary Laurie, Winrock International's public relations officer, conducted a 3-week volunteer assignment in Uzbekistan to document and disseminate the agricultural innovations and results of the Akhmad Yassawi vegetable project.

Frequent Farmer-to-Farmer Volunteers

Volunteers contribute not just the days they are on assignment, but substantial time for preparation and follow-through. The dedication of Farmer-to-Farmer's volunteers is highlighted by the number who are willing to complete two or more assignments. Since February 1995, the following people have completed their second volunteer assignment:

**Jack Avens
Marvin Carbaugh
Will Getz
Francisco Gorrez, Jr.
Regas Halandras
Leo Herdina
Thomas Hill
Shafie Hindi
Herman Kiesling**

**Jeffrey Kratz
Donald McGowan
James McGuire
Terry Roberts
Edward Schwaller
Jeanne Schwaller
Roy Shaw, Jr.
Charles Shipp
Steve Welker**

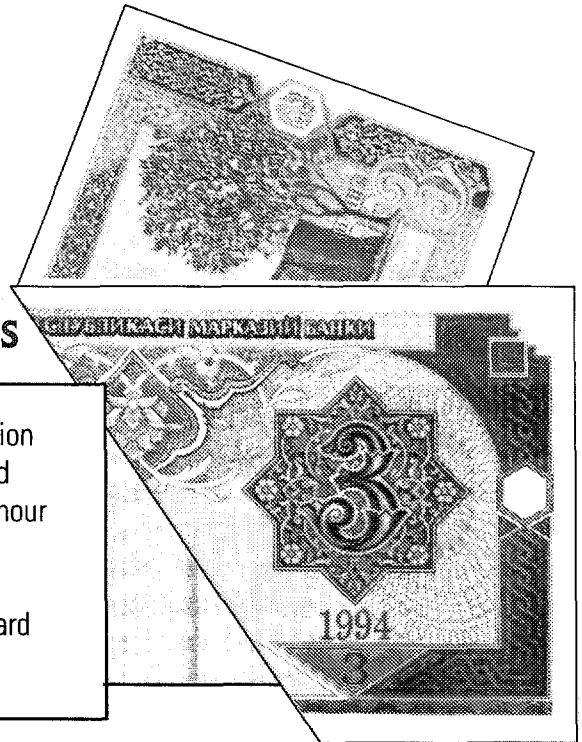
If we have missed anyone, please let us know and we will put you in our next issue.

Volunteer Chronicles:

Excerpts from Assignment Reports

Farmer-to-Farmer received international recognition on May 10, when First Lady Hillary Clinton visited Radio Nadezdha and was interviewed for a half-hour program on women in business.

Mrs. Clinton noted that she was familiar with Winrock's activities; she had been a Winrock board member from 1979 to 1981.



"When Richard Kuska and Janet Macy conducted assignments to assist Radio Nadezdha in Moscow last year, they helped design a successful format for *Up With the Roosters*, an agricultural program that spans the entire Russian continent and is now sixth in popularity among a listening audience of fifty million.

"This spring, I went to Radio Nadezdha to complete the last phase of the assignment: training staff to do radio advertisement sales and developing an advertising package to solicit agribusiness sponsors. I left behind a sales training manual in Russian and English.

"It's difficult for Americans to resist the temptation to give a fish to the hungry. It is more difficult to teach them to fish. I used some of my American contacts in Russia to arrange two practice solicitations and the sales staff landed both accounts—with Gerber Baby Foods and Yarnell Ice Cream.

"Kuska, Macy, and I have returned home, leaving behind phone numbers and encouragement. Winrock is standing back now to let them fish. Nadezdha means hope in Russian. My hope is that the staff of Radio Nadezdha will know the joy many Americans know—bringing home a stringer of big ones."

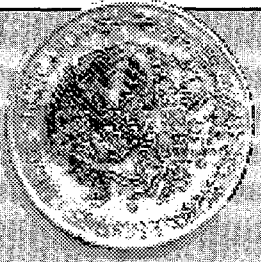
Sharon Bailey, an Arkansan since 1978, taught at the Moscow State Pedagogical University, Moscow State University, and the Russian Federation Academy of Business and Economics for nine months in 1993 and 1994.

"I was sent to conduct an agronomic training course for COMAGRO, a large farmer cooperative in Mexico. About 45 agronomists from the Guadalajara region participated in the course.

"I conducted a similar training course last year which focused on fertility management in conservation tillage systems. It was good to see several of the agronomists from the previous course, and gratifying to hear them report of some success in adopting conservation tillage systems.

"They reported achieving yields as high as 15 tons per hectare on some of their intensively managed fields. Normal production using conventional tillage typically yields 4 to 5 tons per hectare."

Terry Roberts is the Western Canada Director for the Potash and Phosphate Institute of Canada in Saskatoon, Saskatchewan.



"Originally, the assignment concerned one honey production site. Upon arrival, with the encouragement of Winrock's local office, the team opted to alter the scope...to three sites [in Tajikistan and Uzbekistan] and put together business plans for the three sites. Because of the changes of the scope of work, we worked long days.

"The people are very good beekeepers, live in a climate that affords an array of excellent floral sources, have a willing workforce, a pride in their product, and a desire to succeed in a market economy. My hope is that we can help find a market for their present product and, at the same time, look for investors. I am presently working on both of these."

Ed Levi is a state apiary inspector for the Arkansas State Plant Board and the owner and manager of Big Creek Honey Farm in Mountain View, Arkansas.

The Global Farmer-to-Farmer Program has completed its work in the Republic of Poland. Over the last 30 months, Farmer-to-Farmer fielded 38 volunteers for 41 assignments to assist Poland's agribusiness development and

privatization. Winrock volunteers worked successfully with the Foundation for the Development of Polish Agriculture to revive entrepreneurship among Poland's farmers and food processors.

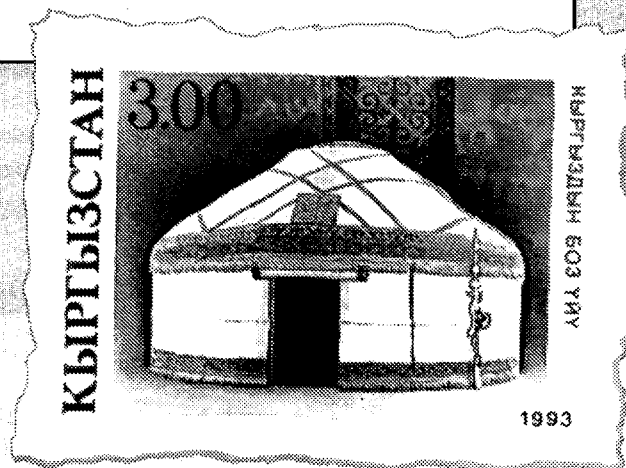
Help Us Spread the Good News!

Have you received any media coverage as a result of a Farmer-to-Farmer assignment?

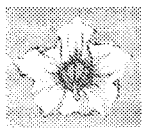
If so, please let us know and send a copy of any articles to FTF Program Manager

***Winrock International Route 3, Box 376
Morrilton, AR 72111-9537.***

We'll share the articles with field staff and other Farmer-to-Farmer supporters!



Preserving the Harvest



Burkina Faso, a West African nation possessing few natural resources and infertile soils, is one of the poorest countries in the world. With an annual per-capita income of \$350, farmers cannot afford to waste anything, especially the crops coaxed from these arid lands bordering the Sahara desert.

Potatoes offer nutritious high yields, adaptability to difficult growing conditions, and short growing periods. But many African farmers haven't been able to maximize the benefits of growing this vegetable because they lack adequate storage facilities to preserve their crops for more than a few weeks. "Production is the first constraint on food security, and preservation is the second," says internationally recognized potato expert Roy Shaw.

Shaw, who is a former chairman of the post-harvest department at the International Potato Center in Peru, recently completed his second Farmer-to-Farmer assignment to help Burkinabe potato farmers preserve their crops and obtain the best price possible with improved storage techniques.

Potato scientist

Antonia Demagante joined Shaw in March to conduct training for participants from Groupments Naam and Cooperative Maraichere de Guiedougou, two farmer cooperatives representing some 2,000 villages that produce 90 percent of the potatoes grown in Burkina Faso. The volunteers trained 12 women and 32 men in storage and cultivation techniques that reduce perishability, with support from the U.S. Agency for International Development (USAID), Burkina's National Institute of Energy (IBE), the Institute for Agricultural Research and Training (INERA), and SUSTAIN, a project of the U.S. National Cooperative Business Association.

The volunteers are producing a booklet of notes and diagrams from the training courses to be distributed to farmers before next fall's potato crop. Doctors Jerome Belem, phytotechnician horticole at INERA, Theophile Garango, assistant director at IBE, and Rudy Vigil, agricultural development officer for USAID, were substantial contributors to the workshop and training booklet.

Farmers started growing potatoes in Burkina Faso about 25 years ago. "The thing that really struck me," says Demagante, "is that the farmers are very innovative and enthusiastic about farming potatoes. Some told me they had harvested their rice crop early to make room for potatoes. Potatoes are a temperate crop that need adequate water, but I am fascinated with how versatile they are. In Burkina, they get 10 to 25 tons per

hectare for a 70-day crop. It is impressive that they can get high yields on hot, arid lands with very low production inputs."



Potatoes are grown during the dry season, November to March, by both women and men. The cooperatives negotiate a better price for potatoes than for other crops because the farmers produce most of Burkina's potatoes. This means that benefits from improved production and storage are more likely to reach small farmers, including women, who participate in field management, harvesting, and processing.


"Women are quite active in farming and are treated as equals in Burkina," says Shaw. "A technician from one of the cooperatives stood up during the workshop and said that next time, she wants more women to attend the training. Also, there is a very well-respected woman running a large farm next to the project area. I've asked her to supervise the on-farm experiments."

Burkina's climate allows simple in-ground storage from April through June, but for the rest of the year, potatoes must be refrigerated or dehydrated. Electricity is expensive, unreliable, or nonexistent in most parts of the country. Most potatoes are sold within a month of harvest. But, the price of potatoes can

double in a single week once supplies dwindle. Improving potato storage could significantly increase farmers' income. "Some of the farmers can't read and write, but they know the bottom line. If they could store those potatoes a little longer, they could do well," says Shaw.

Shaw, who has visited Burkina four times so far to help with potatoes, worked 30 years helping to create food storage systems that use low-cost, local resources. Since retiring, he hasn't stopped. During his first Farmer-to-Farmer assignment, Shaw helped design a storage building made of local materials. Twenty villages constructed the warehouse with thick, white adobe walls.

The volunteers' assistance could help double the amount of time that fresh potatoes are available. Higher prices and flexibility in when farmers can sell their produce would stimulate additional potato production. Improved storage could also provide high quality seed potatoes for future crops, saving Burkina Faso about \$100,000 a year in potato seed imports.

Both cooperatives have asked the volunteers to repeat the production and storage courses each year and to include other vegetable crops, such as carrots, onions, and tomatoes. As the cooperative farmers become experienced in these new methods, they can share the information not only with their neighbors, but also with farmers in other sub-Saharan countries. 

Country Profile: Burkina Faso



Population:	10,134,661
Annual population growth rate:	2.8%
Life expectancy at birth:	males 46 years females 48 years
Infant mortality rate:	118/1,000 live births
Literacy rate:	males 28% females 9%
Land area:	273,800 km ² (slightly larger than Colorado)
Land use:	agricultural land accounts for 10% of the total land area
GDP per capita:	\$350

Plentiful Potatoes: A Solution to World Food Needs

When people think of international efforts to solve world hunger, they usually consider the Green Revolution grains—rice, corn, and wheat. But a growing number of scientists are thinking of the potato, including Winrock volunteers Antonia Demagante and Roy Shaw, who are helping African farmers realize the following benefits from this 3,000-year-old food crop.

Abundance. An acre of potatoes produces nearly twice the food than an acre of grain. Potatoes are grown in 130 countries, more than any other crop except corn, and potatoes mature two to four times faster than most grains, in as little as 60 days.

Nutrition. Potatoes are 99.9 percent fat-free, and more nutritious than soybeans. They can last weeks in the ground, months if refrigerated, and years if dehydrated. One potato supplies half the recommended daily allowance of vitamin C.

Versatility. Potatoes can be grown in the desert or mountains, at sea level or as high as 14,000 feet. With eight cultivated species and thousands of varieties to choose from, potatoes offer rich genetic diversity to create high-yielding, disease-resistant plants. Up to half of the world's potato crop is used to feed livestock.

(Information adapted from "The Incredible Potato", National Geographic, Vol. 161, No. 5, May 1982).



Farmer-to-Farmer

The Farmer-to-Farmer program is designed to improve food production, distribution, and marketing, protect the natural resources on which agriculture depends, enhance democratic processes, and encourage the equitable participation of women.

Staff match requests for assistance from farm or rural development groups with qualified American volunteers, who donate their time and expertise. Volunteers work directly with local farmers, business people, and host-country organizations.

The program is funded by the United States Agency for International Development and administered by Winrock International, a private nonprofit scientific and educational organization dedicated to sustainable agricultural and rural development.

Winrock International's Farmer-to-Farmer is carried out under two programs:

- Global Farmer-to-Farmer, which will place at least 250 volunteers between 1992 and 1996 in Burkina Faso, Côte d'Ivoire, The Gambia, Malawi, Senegal, and Zimbabwe in Africa; Mexico, Nicaragua, and Panama in Latin America; and the Czech Republic, Slovakia, Hungary, and Poland in Central Europe.
- NIS Farmer-to-Farmer, which will place at least 400 volunteers between 1993 and 1995 in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

The following partners in the United States assist Winrock in identifying and mobilizing volunteers:

- Iowa State University Center for Agricultural and Rural Development (515) 294-1183.
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- Purdue University (317) 494-8431.



farmer to farmer

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farmer-to-farmer

FARMER-TO-FARMER VOLUNTEERS ARE CATALYSTS FOR CHANGE... BUT CAN WE MEASURE THE IMPACTS?

Many Farmer-to-Farmer volunteers are finding that their experiences abroad go far beyond the anticipated standards of success. Positive benefits appear in unexpected and hard-to-measure places.

How, for instance, can we measure the impact when a Kazakh farmer realizes that Americans are not villains? Upon meeting his first American, a farmer in Kazakhstan remarked that, "We were taught that Americans are ogres, but you are just like me."

How can we measure the benefits when African women gain new confidence in their ability to care for their families? Or the impact when a volunteer explains how Americans lobby their elected representatives?

These are just a few of the intangible results of person-to-person exchanges that occur every day in the Farmer-to-Farmer Program. Sharing meals, demonstrating hands-on farm practices, working through a loan application together—all of these activities and more provide opportunities to revolutionize international development.

In September, four Farmer-to-Farmer alumni were asked to help develop measures of the quantitative and qualitative impacts of the Global Farmer-to-Farmer

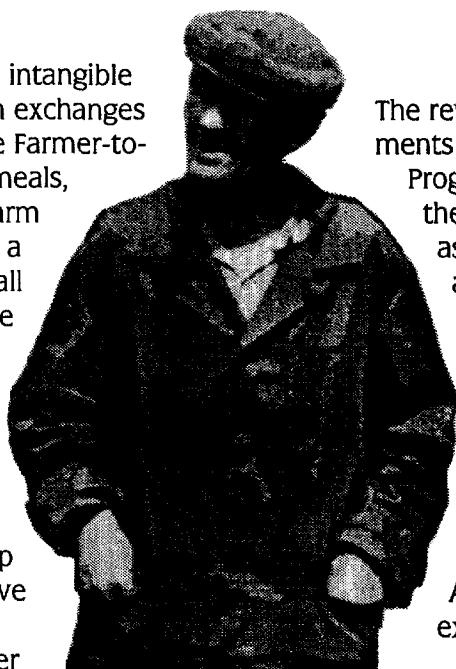
Program. The four volunteers—Donald Greenland, Ednen Hindi, Shafie Joseph Hindi, and Jonathan Winsten—evaluated 70 Farmer-to-Farmer post-assignment volunteer reports, revised the volunteer post-assignment survey, and developed a post-assignment survey of host country beneficiaries. Last March, volunteers Les Diffenbaugh and Verner Pedersen conducted a similar review of assignments to the New Independent States of the former Soviet Union. The results demonstrate that individuals can have a positive impact on the world.

Person-to-person exchanges as a result of Farmer-to-Farmer are transforming international cooperation and development.

The reviewers observed that although assignments last just a few weeks, the Farmer-to-Farmer Program is not a "quick-fix" solution, because the personal exchanges of information and assistance continue well after the initial assignment. Results are multiplied by repeat volunteers and new volunteers to the same region.

Farmer-to-Farmer assignments favorably influence knowledge, attitudes, and practices. Changes in each of these produce tangible results, such as increased income and better resource management. After 2 years of drought in Zimbabwe, for example, one volunteer showed locals how

see *Impacts*, page 2



impacts, from page 1

to effectively cut, dry, and store hay. By preserving forage, the farmers can help protect livestock against future droughts and reduce overgrazing and soil erosion.

Farmer-to-Farmer volunteers from the Arkansas Land and Farm Development Corporation to Côte d'Ivoire taught how to preserve produce and establish a cooperative to sell extra food. These volunteers discovered a solar food dryer built by a Canadian several years ago at their host site, but no one knew how to use it. The volunteers provided hands-on training, and locals can now use the dryer.

Cousins Ednen and Shafie Hindi, ranchers from Duran, New Mexico, brought a solar-heated shower on their assignment to Kyrgyzstan, where most families still do not have indoor plumbing. Their host was so impressed with the simple shower that, together with the Hindis, he built his own using local materials.

In Russia, volunteers were sent to help design 10-minute radio programs for a privately-owned radio station. The enthusiastic vision of hosts at Radio Nadezhda (which means "hope" in Russian) and the technical expertise of the volunteers combined to create a daily one-hour program of farm and consumer information broadcast across Russia and the New Independent States. Volunteers helped write the proposal to obtain initial funding until advertisers can be found.

The reviewers noted that the most effective assignments were ones that had a clear initial needs assessment and carefully matched volunteers with the required skills. But even with a good scope of work, the situation had usually changed by the time the volunteers arrived. Roads were often poor, communication infrastructure was lacking, and hosts often did not possess the necessary resources. The most successful volunteers were sensitive to the local situation and able to adapt. As a result, the positive impacts extended well beyond the initial request in almost every case.

For example, an aquaculture expert was sent to train Ivorian farmers in fish pond management. On arrival, he found no ponds, water, or fish at the

host site. In spite of such obstacles, he created a successful assignment by training the extension agents how to design fish ponds. Once the ponds are constructed, a new volunteer can train the farmers in pond management.

Shafie Hindi observes that, "The typical volunteer—someone with farm or ranch experience—accustomed to being self-reliant and dealing with the unexpected. The hosts are the same way—they are extremely resourceful."

The Chinese have a saying that the flap of a butterfly's wings in China affects weather around the world. Likewise, the contributions of American volunteers—ordinary people with valuable experience to share—have been rippling across the globe, putting a new face on international development and cooperation. ♣

FARMER-TO-FARMER VOLUNTEERS: THEY KEEP GOING AND GOING....

Since 1992, Winrock International has sent more than 300 volunteer experts to 21 countries.

Volunteers have donated 6,594 days of assistance to their hosts. Staff are currently recruiting for 59 assignments.

Extra kudos go to the following repeat volunteers who can't seem to say no when we call:

George Armstrong	Ednen Hindi
Mary Badcock	Shafie Hindi
Max Barnett	Kirk Kemp
Charlease Bobo	Cynthia Lang-Benjamin
Ava Coleman	Edward Leh
Albert Darpin	Kathryn Louis
Les Diffenbaugh	Steve Lukefahr
Bryan Ellsworth	Janet Macy
Charles Ertzinger	Larry Makus
Wojciech Florkowski	Vern Pedersen
Donald Greenland	John Rodgers
Duane Griffith	Thomas Trail
Juán Guzmán	Carlos Valencia
Neil Harl	Darlene Wilkerson
John Helmuth	Jonathan Winsten

Our heartfelt thanks go to these and all Farmer-to-Farmer volunteers who generously donate their time and talents. *If we have missed any repeat volunteers, please let us know and we will put you in the next issue of farmer-to-farmer.*

UNDERSTANDING CAUSE AND EFFECT PRODUCES HIGH YIELD FOR NICARAGUAN FARMERS



Farmers know better than anyone that one thing leads to another; but cause and effect are not always clear. Volunteer Frank Gorrez, Jr., saw this principle in action during his 4-week Farmer-to-Farmer assignment with the Omar Torrijos Cooperative in Nicaragua. In this instance, two farming practices unknowingly caused a number of problems for production.

Gorrez was invited by Nicaragua's National Union of Farmers and Ranchers to help enhance rice production. "Some reports suggested that declining yields were caused by genetic deterioration of the rice seed," explains Gorrez, a rice specialist who has worked 35 years with organizations like the International Rice Research Institute (IRRI) and the World Bank. "After a short time at Omar Torrijos, as well as visits to four other rice cooperatives and three private farms, I could see that most of the problems boiled down to insufficient field levelling and mixing of rice varieties."

Uneven Rice Fields

"If the land isn't level, fields need extra water. Too much water dilutes the fertilizers, and the exposed land grows weeds instead of rice. Inadequate levelling leads to decreased output and the costly overuse of water, herbicides, pesticides, and fertilizers," notes Gorrez.

Gorrez showed the 40 cooperative members a more precise land preparation method using a leveller that he designed and donated to the cooperative. This method decreased by one-half the number of times the tractor must pass over the land, reducing fuel and total land preparation costs by 50 percent. Flatter fields allow the farmers to drop water levels from one or two feet to 5 inches or less, which will minimize the amount of chemicals needed during the crop cycle.

Uneven Growth

Rice varieties with different maturation dates grew side-by-side in the fields, lowering harvest quality and yields. Gorrez explains that, "one unwanted rice seed produces 2,000 new seeds, and those 2,000 seeds can quickly become 4,000,000."

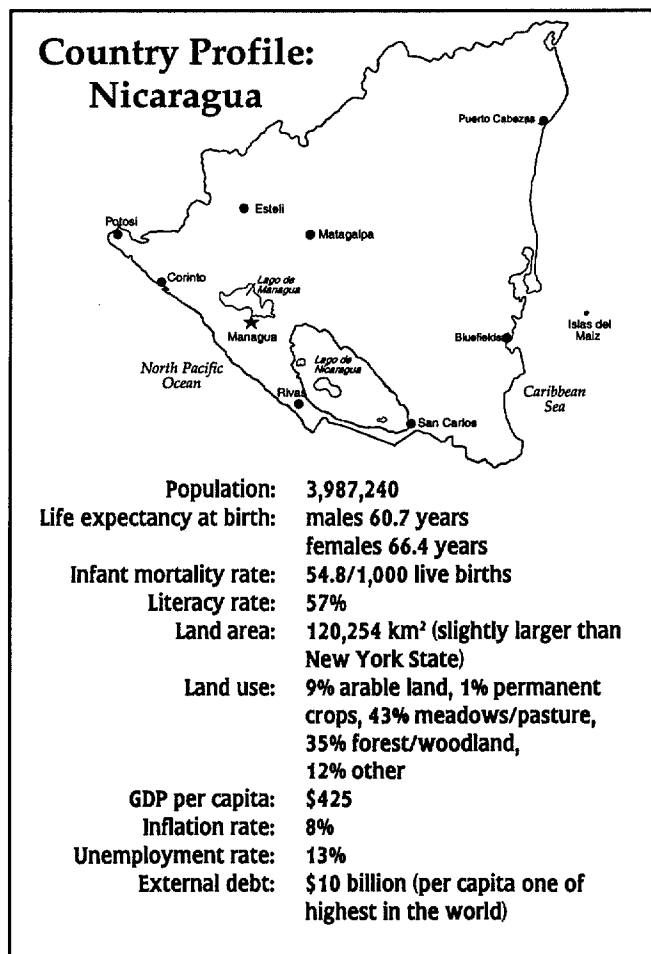
Farmers were mixing seed varieties when they neglected to clean harvesters, containers, and other farm equipment between uses. Gorrez demonstrated

how to pull undesirable plants and clean the equipment after each use.

Genetic deterioration was not a problem, but Nicaragua's rice producers lacked most of the varieties which make Asian and U.S. rice farmers the most productive in the world. Gorrez contacted IRRI to obtain new seed varieties and planted a seed multiplication plot. A local rice consultant will supervise seed production and continue contacts with IRRI.

Gorrez estimates that these changes could boost yields by 15 to 20 percent. Gorrez attributes his successful assignment to a practical approach.

"Volunteers should combine discussion of farm experiences with hands-on skills practice. Farmers have experience and knowledge. We're not there to teach, but to reinforce and build on their experience. Also, it is important to keep repeating yourself until you sound like a broken record." 🗿



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CRISIS AND OPPORTUNITY: RUSSIA'S AGRICULTURAL EQUIPMENT SECTOR

Equipment breakdowns and repairs are a problem for any modern farmer. But in the former Soviet Union, farmers found a unique solution: ordering extra machines as a "spare parts reservoir" to obtain replacement parts.

Since the collapse of the Soviet Union, however, farm managers—who can no longer stockpile equipment—lack access to machinery in working condition. Approximately one-third of Russia's grain combines were inoperable in 1993. From 1992 to 1993, delivery of Russian tractors dropped 60 percent and tractor prices increased 2,300 percent.

As reforms continue, an efficient agricultural equipment and parts supply system will be essential for the health of rural Russia.

"During our assignment, some Russians were putting together a business plan to operate an agricultural equipment dealership throughout the Ryazan region. Our task was to collect information from this 1,500-square-mile region and then propose a dealership structure based on the American way of doing business," explains Thomas Brown, the general manager of Ryerson Implement Co., in Nevada, Iowa. In June, Brown joined Cletus Mitchell, a retired professor of agricultural mechanization from Western Kentucky University, for a 3-week Winrock International Farmer-to-Farmer assignment to the Russian Federation.

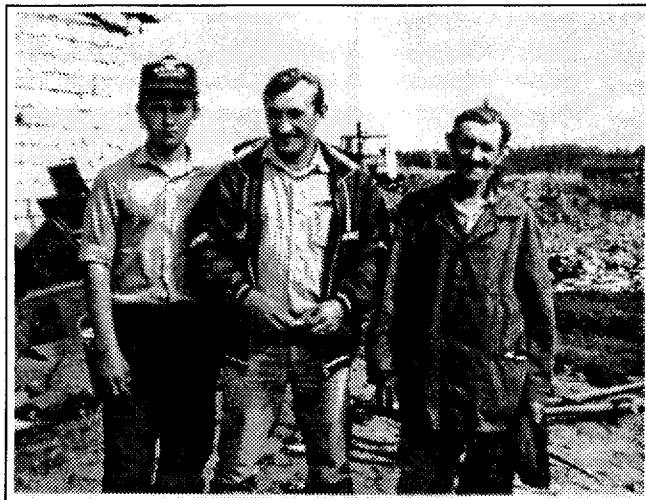
Under the right conditions, Russian farmers are extremely productive. In the former Soviet Union, private plots occupied only 3 percent of arable land but produced almost one-third of all agricultural outputs. By privatizing more land, reforms underway in Russia offer tremendous economic potential. But this rich agricultural capacity depends on the right mix of labor, management, and farm inputs. "In Ryazan and Nizhny Novgorod the growing season is shorter than Iowa, so access to farm equipment at the right time is even more important because the window of opportunity is smaller," explains Brown.

Brown and Mitchell were invited to the *All-Russian Institute on Organization, Economics, and Technology of Supplying Agroindustrial Complex for Materials and Machinery* (VNIIMS) in Ryazan City to explain how agricultural machinery dealerships operate under a free market system in the United States. The volunteers shared similar information with the District Association of Farmers and the new managers of *Selkhoztekhnika*, a previously state-owned manufacturer and supplier of farm equipment

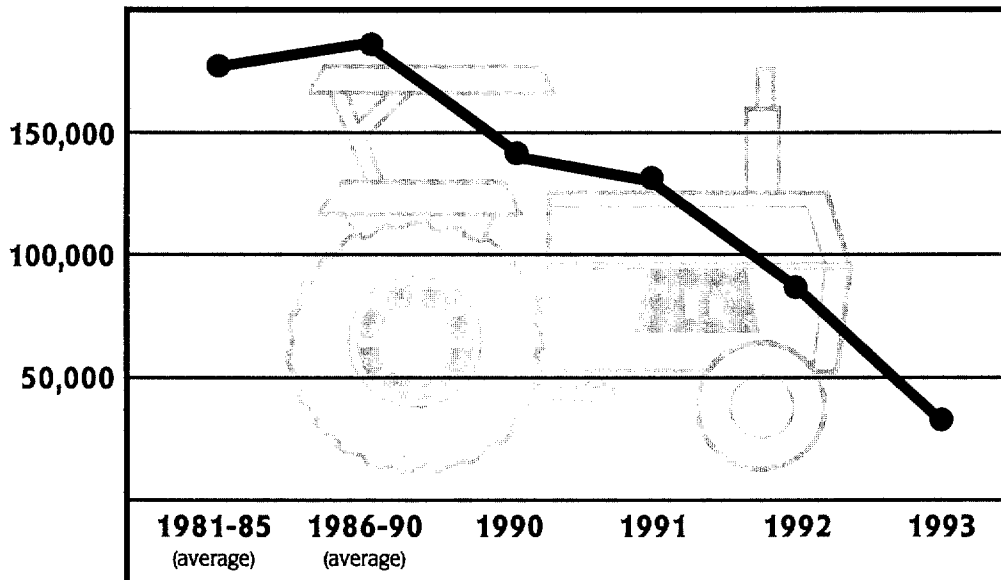
in Tonshaevo, Nizhny Novgorod. Located southeast of Moscow, Nizhny Novgorod is one of the federation's most advanced industrial centers and a pilot region for economic reforms.

Sources of Equipment Shortages

At the end of 1993, more than one-half of Russia's agricultural machinery-building capacity was idle. Brown and Mitchell found that the ability to pay for inputs has severely declined because input prices are soaring while output prices are low, squeezing farmers' income away. If money is available to borrow, interest rates are usually exorbitant, and most government assistance has disappeared. However, the government is doing what it can to help. "We learned that the Russian Federation is establishing loan programs to help farmers obtain needed equipment," says Mitchell.



RUSSIAN FEDERATION TRACTOR DELIVERIES



Source: USDA Economic Research Service

Obtaining Agricultural Equipment

In the United States, when farmers need a spare part, they do not order the whole machine. Instead, comprehensive supply networks exist to provide rapid parts delivery. Brown and Mitchell described for their Russian hosts how these supply systems operate to serve farmers.

For instance, Brown's employer, Ryerson Implement Co., serves a 1,400-square-mile region, which is comparable in size to the Ryazan region in Russia. "We are a 40-year-old corporation with approximately 1,200 customers. About 500 to 600 customers purchase goods from us on a monthly basis.

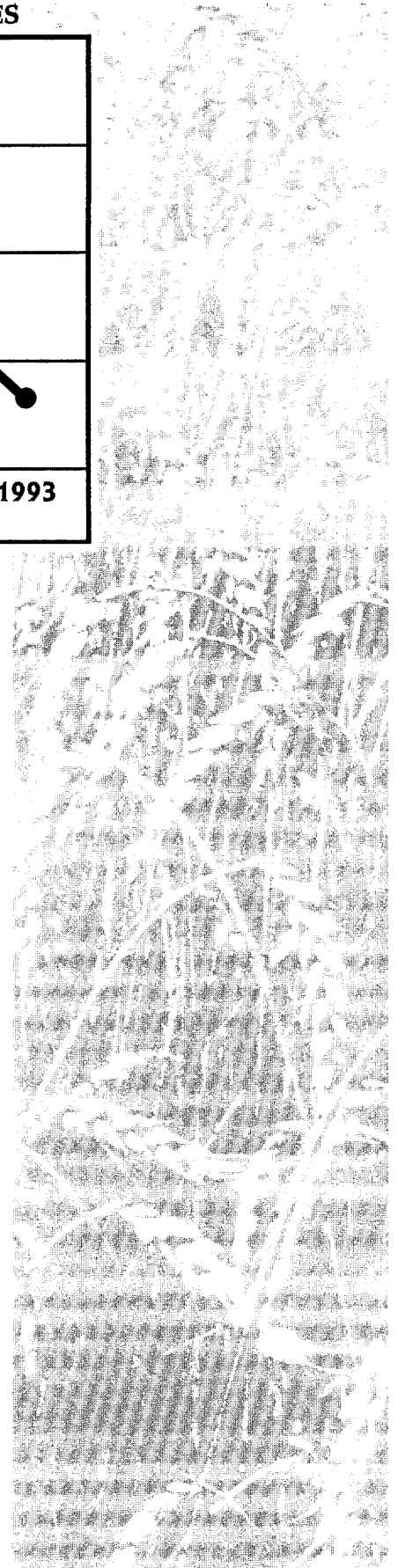
"In Ryazan, VNIIMS was thinking of establishing shops at the site of each former collective farm. We encouraged them to begin with one facility, similar to

Ryerson, and then transport equipment to and from the shop," says Brown. "It is far less expensive to buy a vehicle than to build a building, and if business slows down, you can park or sell the vehicle, but it is hard to sell part of a building.

"In our company, we stock more than \$2 million in new and used farm equipment. With our parts inventory, we already hold the needed item for 84 percent of customers when they call. If we do not carry the part, we have overnight delivery so customers always get what they want in less than 24 hours.

"Timeliness is the biggest issue. If the harvester is broken when it's time to harvest, nothing else the farmer has done matters," says Brown.

Insufficient networks prior to the breakup of the Soviet Union means that there is no inventory of tractor parts and farm service



items for the farmer to use during this period of economic transition, explains Mitchell. "Given their current situation, we suggested they could benefit by establishing rental programs for some equipment. Because of its great expense, farmers in the U.S. will often lease agricultural equipment that they do not use all year, such as combines or tractors. Farmers will also lease equipment, for example, if there has been a lot of rain in the spring and they need extra tractors to get their crops planted in a hurry."

Introducing Customer Service

Mitchell and Brown provided suggestions on everything from workplace safety to facility location, but emphasized customer service above all. In the United States, most private businesses succeed because they combine value (high quality for a low price) with superior customer service. A popular adage in the U.S. states that, "The customer is

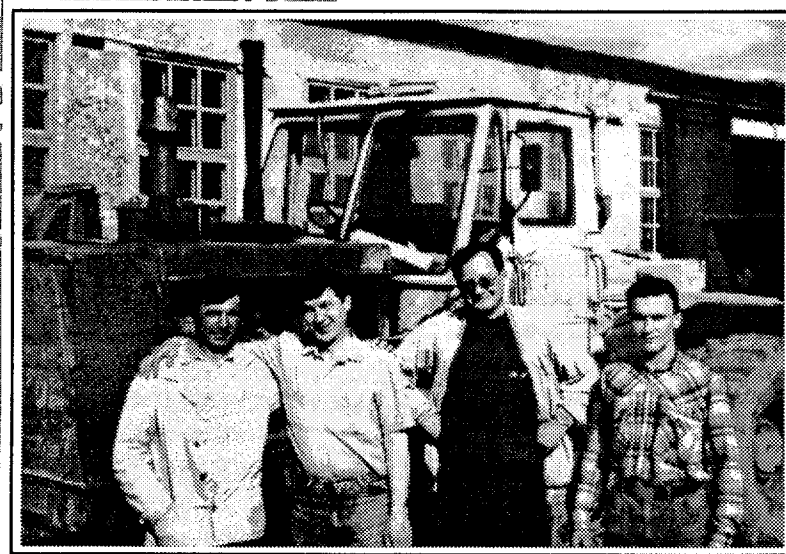
always right." Under a command economy such as the former Soviet Union, the government was always right. "Many of the questions our hosts asked related to the customers and how they can take care of them. This is a big change for the Russians since they never realized they had customers before," explains Brown.

The volunteers described how to attract and satisfy customers by stocking commonly needed items, keeping profit margins low, and training employees to do their jobs well. Most of these practices lower costs and promote customer satisfaction.

After returning home, Brown hosted two of his Russian acquaintances—Dr. Alexey Galkin and Dr. Andrew Novotrov from the Nizhny Novgorod Agricultural Academy—when they visited Iowa State University to learn more about western-style banking systems.

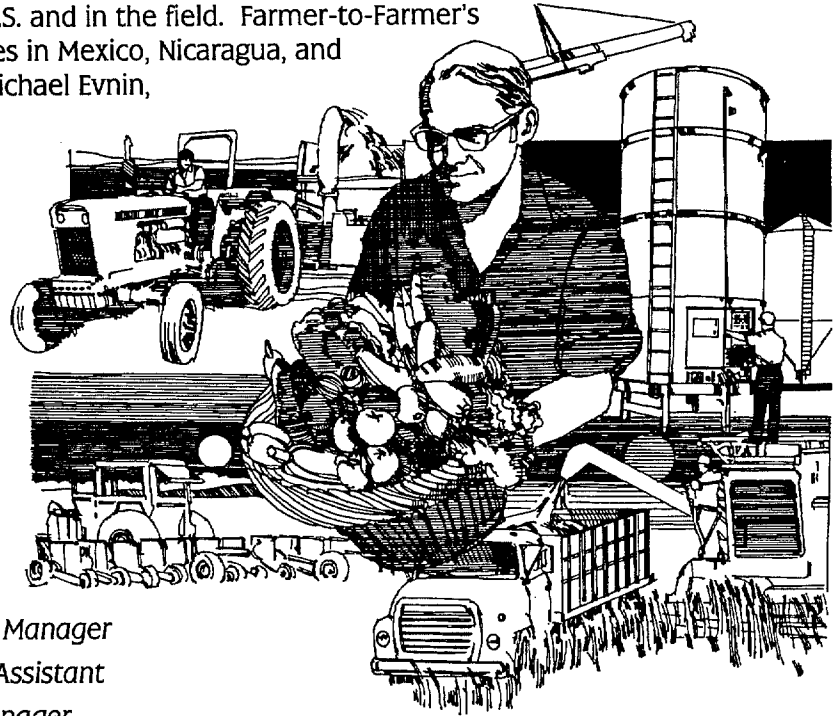
By sharing practical information with their Russian counterparts and continuing the personal contacts since returning home, Brown and Mitchell have spawned innovations and new attention to customer needs within a critical link of Russia's food system.

Mitchell concludes that what Russia is experiencing is similar to our Great Depression in the 1930s. "Products are available, but many farm people and the elderly can't afford to buy them. When I was there, I told people to keep working and they'll get through this difficult period, just like we did in America." 🙏



FARMER-TO-FARMER GROWING TO MEET NEEDS

Identifying appropriate assignments and finding the right volunteer at the right time requires a committed team in the U.S. and in the field. Farmer-to-Farmer's recent expansion includes new field offices in Mexico, Nicaragua, and Turkmenistan, and new staff members Michael Evnin, Francisco Holguin, Craig VanDevelde, and Sujad Zaharan.



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FARMER-TO-FARMER



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- National Grain and Feed Association (202) 289-0873.
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farmer-to-farmer

Addressing the Realities of NAFTA

Many farmers in the United States, Canada, and Mexico fear the consequences of the North American Free Trade Agreement (NAFTA), and wonder if they will be able to survive the economic reforms it brings.

Farmers often rely upon government assistance for production information, crop inputs, marketing assistance, and price stabilization. NAFTA will dismantle many of these safety nets, with the greatest impact falling on small, low-income farmers. The recent plunge in the peso exacerbates this problem.

Winrock's Farmer-to-Farmer volunteers are working to make sure that NAFTA isn't the end of small-scale farming in Mexico. Volunteers are helping Mexico's small-scale farmers lower production costs, increase yields, decrease environmental impacts, and obtain economies of scale to remain competitive in a global market place. More than 20 of these volunteers have been sent to Mexico in the past 2 years (see box, p.3).

Since 1992, Farmer-to-Farmer has been working with COMAGRO, an enterprise formed by 31 farmer organizations in West Mexico, to ease the privatization process within agriculture. COMAGRO estimates that there are 2.8 million Mexican corn growers that will be adversely affected by NAFTA.

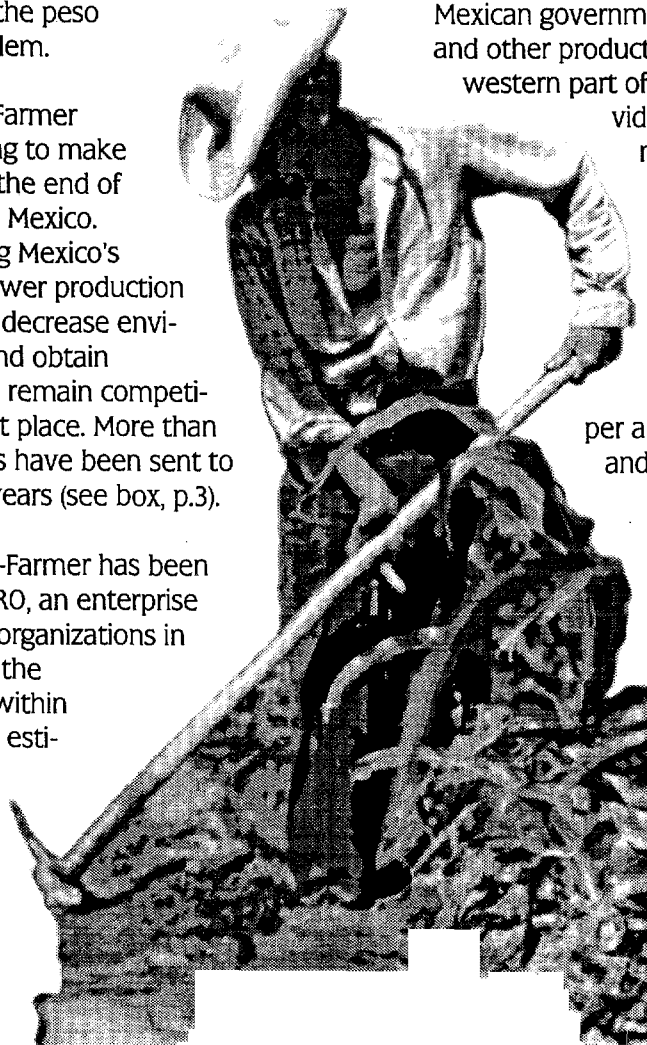
Initiated in March 1992, COMAGRO's member organizations represent 60,000 small farmers who produce mainly corn on about 600,000 acres.

"I heard that yields were up by as much as 25 to 50 percent. But it wasn't just me...everybody contributed." – F2F Volunteer Bryan Ellsworth

As a private company, COMAGRO has replaced the Mexican government as the largest supplier of fertilizer and other production and marketing services in the western part of the country. The association provides its members with a monthly newsletter and with technical training to improve food production, marketing, and financial management. Association representatives estimate that with the right kind of technical assistance, maize production could increase from 4.5 tons to as much as 8 tons per acre, while decreasing fertilizer abuse and soil degradation.

Volunteer Bryan Ellsworth has been actively involved in Farmer-to-Farmer's efforts to support COMAGRO and Mexico's small-scale farmers. Ellsworth, who is a private crop consultant, completed Farmer-to-Farmer assignments with COMAGRO in September 1993 and September 1994 to help improve the efficiency and sustainability of corn production as privatization occurs.

see NAFTA, page 2





"White field corn production has been heavily subsidized by the government, to the tune of \$3 to \$4 per bushel. Average production is about 45 to 50 bushels per acre," explains Ellsworth. "Starting in 1994, the government is getting out of the subsidy program and eventually corn will be sold on the open market at \$1.80 to \$3 per bushel instead of \$6 per bushel." Ellsworth observes that NAFTA is largely responsible for these changes, and with current production methods, most small-scale maize farmers will not be able to survive.

"There are two million peasant farm families in corn production in Mexico. With the education level very low among many growers, they don't accept change rapidly. They have a hard time believing that it is possible to compete on the world market," says Ellsworth.

During his 1993 volunteer assignment, Ellsworth conducted a 9-day seminar to teach local agronomists how to test for and treat soil fertility problems. Improper fertilizer use has degraded soils in many areas, increasing costs and lowering farm outputs. Ellsworth's goal was to train 15 agronomists and soil technicians in:

- basic soil fertility
- plant nutrition
- fertilizers and their use
- maximizing economic yield.

The interest in Ellsworth's seminar was much greater than expected, with 45 participants attending, mostly agronomists. All of the participants work directly with growers on a daily basis, helping to determine what,

when, and how fertilizers are applied. Thus, the seminar's impact will be multiplied daily as the agronomists assist various farmers. Ellsworth was impressed by the motivation of the course participants. "Many wouldn't dare miss even an afternoon... These Mexican people are so eager to learn that it was not only easy, but enjoyable to put heart and soul into it," says Ellsworth.

In September 1994, Ellsworth returned to conduct 1-week plant nutrition and soil fertility workshops at four locations near Guadalajara. This time 200 participants, again mostly agronomists, attended the training.

Ellsworth was particularly effective as a volunteer because he speaks Spanish and was able to communicate with participants directly. Also, he has made several trips to West Mexico and is familiar with the growing conditions, problems, capabilities, and needs of the local farmers.

"Most of the participants were new, but some were repeats, and the repeats were much more convinced this year," explains Ellsworth. "After returning home, I heard that yields were up by as much as 25 to 50

Frequent Farmer-to-Farmers

Since the October 1994 issue of *farmer-to-farmer*, the following people have completed their second volunteer assignment:

Max Barnett
Roger Brinkman
John Harding
Charles Holmes
Mary Laurie
Doyle Smittle

If we have missed anyone, please let us know and we will put you in the next issue of *farmer-to-farmer*.

percent. But it wasn't just me. Each volunteer that has worked with COMAGRO had a function, and everybody contributed."

Ellsworth clearly feels that he and the other Farmer-to-Farmer volunteers are making a difference. "They

[the corn growers] are very excited. With small-scale farmers, anything more you get will improve production for the coming year or go into the household. They think it is possible to keep farming productive now that they see they can increase yields." ▲

From Resource Management to Marketing— Farmer-to-Farmer Volunteers Help Others

Mexico Assignments (1992 to Present)

**RESOURCE
MANAGEMENT**

Volunteer

Activity

Fields Caveness
Peter Ffolliott
Donald W. Grimes
Gregory Kennedy
John Thames

Agroforestry management for small farmers
Appropriate water harvesting and catchment construction sites
Adequate irrigation to increase vegetable production
Improved logging management and operations to reduce wood waste
Appropriate water harvesting and catchment construction

**AGRICULTURAL
PRODUCTION**

*Bryan Ellsworth
*Ayo Heinegg
James Pease
Verner Pedersen
Michael Read
*Harold Reetz
*Terry L. Roberts
Michael Roybal
*Denton Slovacek
*Stephen Southwick

Plant nutrition and soil fertility
Increased maize production and commercialization
Accounting to determine production costs of vegetable crops
Training to improve milk production
Demonstrations with worm-resistant corn varieties
Soil test procedures and maximum sustainable yield software
Increasing corn yields with conservation till and soil preparation
Low-input soil preparation methods to combat pests and disease
Management of soil testing lab
Mango production and marketing

**PROCESSING
& MARKETING**

*William Biedermann
*Gary Goldberg
Ezell Goodwin
*John Hansen
*Robert F. Seegers
*Lillian Seegers

Futures and cash market system to increase revenue
Marketing white corn in Mexico
Cheese-making techniques, milk sanitation, sterilization and processing
Marketing white corn in Mexico
Corn cooperative management, grain elevators, and handling
Corn cooperative management, grain storage, and transportation

* Volunteer assignments hosted by COMAGRO, a private association of 31 farmer organizations representing 60,000 small-scale farmers. By building long-term relationships with local organizations and carefully timing assignments for volunteers with different areas of expertise, Winrock is able to tackle the complex myriad of problems which challenge Mexico's farmers.

Volunteer Chronicles:

Excerpts from Assignment Reports

George Luthe explains how Nicaraguan farmers can improve soybean harvesting.

Last fall, Albert Darpino and Edward Leh conducted their second volunteer assignment in Tajikistan to assist the privatization of food processing and marketing.

"This being our second trip, we were to focus on the food processing industries to help resolve some of their problems...We concentrated on plants we had visited when we were here in May 1994.



"The most noticeable change was the food supplies that were here in abundance in May (before the harvest) are gone. The food for the city dweller looks very bad this winter. It appears that with the low farm yields of 40 percent and the canneries selling as much as possible to Russia to have cash surpluses available to them, the people will be without food this winter...

"The progress accomplished by our team is quite difficult to perceive because they are attentive and understand your advice and recommendations, but the nation's banking system has collapsed, [preventing] any loans for new equipment or updating their operations. If and when they are able to stabilize their nation, then the fruit of our efforts will be realized.

"The people-to-people element is extremely important because you and they are at the same level. Walking through the plant discussing each line and machine on a one-to-one basis and then returning for a conference in their offices going over our notes and conversations confirmed that the personal interaction is extremely important and it really works."

Albert Darpino, now living in Florida, is a retired director of three food processing plants. Edward Leh is president and owner of Berks Plant Design & Maintenance in Pennsylvania.

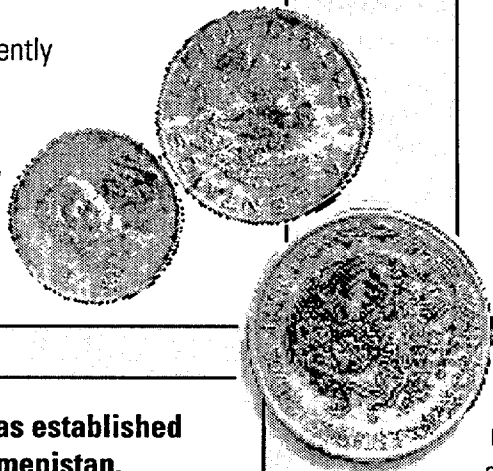
**Country Manager
a Winrock Intern
The address is:
Winrock Interna
Kourban Dourdi
Ashkabad, Turk**

**Associate Program
Manager Tom Bauer left
Winrock to work in
Indonesia. Tom will be
working in agricultural
marketing for Dan
Carter, Inc., of Wiscon-
sin, an international
marketer of specialty
foods. Good luck, Tom!**

ois volunteer George Luthe worked with Nicaraguan farmers late this fall to help them reduce production losses when harvesting soybeans. Luthe, who estimates that 80 percent of harvest losses occur at the gathering point prior to cleaning and threshing, helped the farmers calibrate their harvesting equipment and designed improved tilling procedures for the next planting season.

“Luthe’s biggest impact here in Nicaragua is providing the knowledge and experience in the process of deduction and successfully troubleshoot problems associated with soybean harvesters.”

George Luthe currently works for DeKalb Genetics Corporation at its Tuscola, Illinois, facility.



vanDevelde has established presence in Turkmenistan.

744020

“Let’s Spread the Good News!”

Have you received any media coverage as a result of a Farmer-to-Farmer assignment? If so, please let us know and send a copy of any articles to:
FF Program Manager
Winrock International
PO Box 376
Mountain View, Arkansas 72110-9537.

“I’ll share the articles with field reporters and other Farmer-to-Farmer reporters!”

Doyle Smittle recently conducted his second Farmer-to-Farmer assignment in Nicaragua to assist private agribusiness development of vegetable crops.

“Since my last Farmer-to-Farmer report as a volunteer in 1992, this country has made a dramatic improvement in its crop production.”

“Production of sweet onions in the Sebaco Valley for export to the U.S. is estimated to be about 12.5 million pounds with a value of about \$5 million in 1994-95. These fields will also produce about 10 million pounds of onions having a value of around \$2 million for local consumption and export to other countries in Central America, South America, and Europe.”

“Last year, only Vidalia onions had better eating quality than the Sebaco Sweets onions and the difference between the onions from these two areas is very small.”

Doyle Smittle, professor emeritus at the University of Georgia, operates a private consulting firm, Sweet Onion Innovations.

James and Lorna Johnson recently completed a 3-week assignment to design and conduct a workshop on farm finance management for 20 technical high school teachers in Poland. They left behind the course curriculum and materials as a model for school teachers throughout Poland.

“This was an outstanding experience for us. The technical high school teachers who were workshop participants were eager to improve their course offerings in agricultural economics at their respective high schools. As part of their evaluations, they suggested that this particular workshop be offered elsewhere in Poland to other technical high school teachers.”

James Johnson is a professor and farm management specialist at the Montana State University Extension Service. Lorna Johnson is a merchandiser and marketing consultant from Montana.

Hope Springs From Russia's Radio Entrepreneurs

When volunteers Richard Kuska and Janet Kuska Macy visited Russia last summer, they came with sweatshirts bearing the message, "In all the world, one person can make a difference." Macy and Kuska, who were Farmer-to-Farmer's first brother-sister team, learned this lesson from their father. Val Kuska was one of Nebraska's first agricultural extension agents and a pioneer who worked with the railroads and the U.S. Land Grant College Extension Service. He created "schools on wheels," which were trains used to bring agricultural information to rural Americans at the beginning of this century.

Until a few months ago, Kuska and Macy never dreamed that they might continue their father's legacy on a new frontier—democratic Russia. But when Russia's Radio Nadezhda contacted Winrock for help to create broadcast programs for rural women and farm families, Kuska and Macy's talents were a perfect match. Macy is an extension radio specialist from the University of Minnesota who worked more than 37 years creating radio and television programs for farmers and consumers. Kuska is a marketing consultant and entrepreneur based in New Mexico.

At a time when Russia is still struggling to become more democratic, radio can be a powerful tool to inform the public and promote widespread changes. Radio Nadezhda, which means "hope" in Russian, is the former Soviet Union's only independent radio station devoted primarily to women. "My personal belief is that Russian women will make the difference—as the name Nadezhda implies—women are the hope," says Macy. "I cannot imagine a more powerful resource for reaching women and their families than this 17-transmitter radio station."

Radio Nadezhda was founded in 1992 by the Women's Union of Russia, the International Fund for the Protection of Maternal and Child Health, and International Moscow Radio. The station is managed by two well-known female journalists, General Director Irene Korolyova and Editor-in-Chief Tatyana Zeleranskaya.

Programs broadcast via the 17 widely spaced transmitters reach all of Russia, the New Independent States, and much of western Europe. In Russia alone, Radio Nadezhda's signal has the potential to reach 270,000

families on newly privatized farms, 3 million collective state farmers, and nearly 200 million Russian-speaking urbanites throughout Asia and Europe.

For 70 years, radio has had a profound impact on American life. In spite of technological advances, including televisions, VCRs, and the emerging

"information superhighway," radio continues to be an entertaining and effective medium for sharing news, information, and culture. As Macy says, "Radio is best at creating awareness and changing attitudes."

Radio Nadezhda's managers realize this potential to provide millions of rural and urban listeners with information to improve agricultural production, processing, and marketing. As their name suggests, Radio Nadezhda also plans to be a beacon of hope, easing the difficult transition to democracy and a free-market system.

Kuska and Macy first visited Russia last June and July to help Radio Nadezhda develop a business plan, gather market information, and begin searching for funding to expand their programming. Winrock sent Macy back to Moscow for six weeks last fall to write program scripts and help with the first broadcasts of *Up With the Roosters*, a daily one-hour program of agriculture, weather, food, and consumer information.



Winrock arranged a \$2,500 grant to help cover the initial transmitter costs and is sending another volunteer this spring to help obtain sponsors from the fledgling Russian agribusiness community.

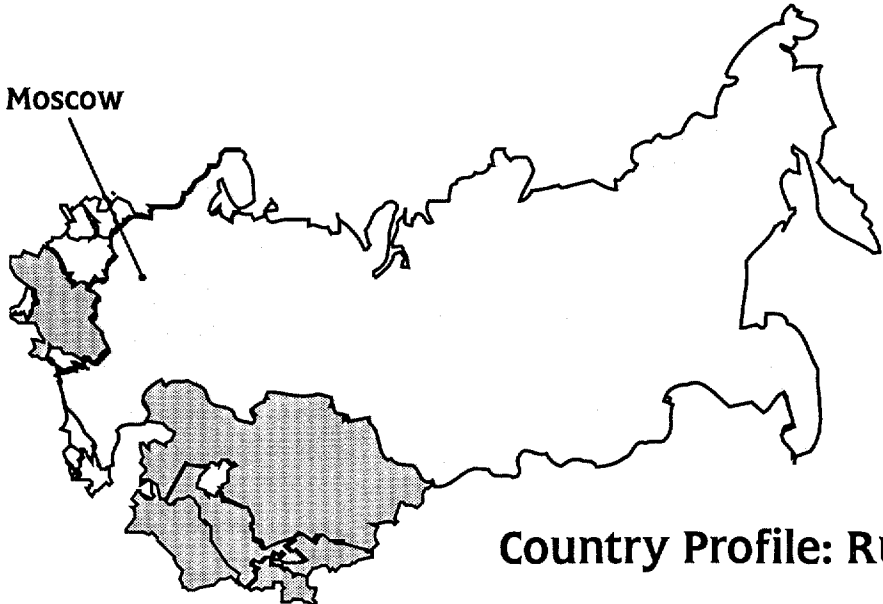
"During the first assignment, Kuska and Macy helped identify the needs and designed an appropriate, upbeat format for the new program. Kuska also trained the station personnel to actively seek out advertisers to pay for the program," explains Sarah Tisch, regional director of Winrock's Farmer-to-Farmer Program in Russia. "During her second visit, Macy helped put the plan into action, drafting radio scripts and providing other training and technical assistance."

"The purpose of the show is to encourage, inform, and enlighten the privatized farm woman and others who are eager to hear success stories and inspirational anecdotes about entrepreneurs and the free market system," says Macy.

Topics for the new radio program range from product pricing, business management, and legal information to recipes, helpful hints, and success stories from other countries. The Temiryazev Agricultural Academy and *New Farmer* magazine are teaming up with Radio Nadezhda to help develop material for the show.

"The sweatshirts Macy and Kuska brought as gifts couldn't be more true. One or two people really can make a difference. *Up With the Roosters* has become one of Radio Nadezhda's most popular programs. Kuska and Macy's work with Radio Nadezhda has the potential to help provide millions of people with information that can improve their lives for many years to come," concluded Tisch.

In Moscow, *Up With the Roosters* can be heard each day from 6 to 7 in the morning at AM 1044 and FM 104.2 📻



Country Profile: Russia

Population:	149,608,953
Life expectancy at birth:	males 58 years females 72.5 years
Infant mortality rate:	27/1,000 live births
Literacy rate:	100%
Land area:	16,995,800 km ² (slightly more than 1.8 times the size of the U.S.)
Land use:	agricultural land accounts for 13% of the total land area
GDP per capita:	\$5,190
Inflation rate:	21% per month (average 1993)
Unemployment rate:	10% (ILO estimate)

The *Wall Street Journal* reports that reforms are exacting a heavy toll on the Russian people. A United Nations survey found that joblessness is 5 times the official 2 percent rate and life expectancy dropped from 65 to 58 years for men and from 74 to 72.5 years for women in the past 7 years.



Farmer-to-Farmer

The Farmer-to-Farmer program is designed to improve food production, distribution, and marketing, protect the natural resources on which agriculture depends, enhance democratic processes, and encourage the equitable participation of women.

Staff match requests for assistance from farm or rural development groups with qualified American volunteers, who donate their time and expertise. Volunteers work directly with local farmers, business people, and host country organizations.

The program is funded by the United States Agency for International Development and administered by Winrock International, a private nonprofit scientific and educational organization dedicated to sustainable agricultural and rural development.

Winrock International's Farmer-to-Farmer is carried out under two programs:

- Global Farmer-to-Farmer, which will place at least 250 volunteers between 1992 and 1995 in Burkino Faso, Côte d'Ivoire, The Gambia, Malawi, Senegal, and Zimbabwe in Africa; Mexico, Nicaragua, and Panama in Latin America; and the Czech Republic, Slovakia, Hungary, and Poland in Central Europe.
- NIS Farmer-to-Farmer, which will place at least 400 volunteers between 1993 and 1995 in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

The following partners in the United States assist Winrock in identifying and mobilizing volunteers:

- Iowa State University Center for Agricultural and Rural Development (515) 294-1183.
- National Farmers Union (303) 337-5500.
- National Grain and Feed Association (202) 289-0873.
- Purdue University (317) 494-8431.



farmer to farmer

Winrock International
Route 3, Box 376
Morrilton, Arkansas 72110-9537
Phone (501) 727-5435
Fax (501) 727-5417 or (501) 727-5242

Wi IN THE FIELD

An Update on Winrock International's Agricultural, Rural Development, and Environmental Programs Around the World

Fall 1994

AFRICA & THE MIDDLE EAST

Kenya

■ Charity Kabutha, a native of Kenya and an expert in program planning analysis and gender analysis, is the new East African program coordinator for the African Women Leaders in Agriculture and the Environment (AWLAE) program at Winrock. Before coming to Winrock, Kabutha was the program officer at UNICEF-Kenya from 1989 to 1994. Until earlier this year, Kabutha worked for almost 10 years in the Ministries of Agriculture and Environment in various capacities, contributing significantly to the development of participatory development approaches.

Côte d'Ivoire

■ Reine Boni, known throughout the agricultural community as an expert in agriculture, is currently the Winrock regional representative and the West African AWLAE program coordinator for Winrock. Boni previously was director of service within the Ministry of Agriculture, and also chief of the Mission for the Ministry of Women Promotion. Boni has a B.A. from the University of Rouen in France, a graduate degree in agricultural engineering from the School of Agronomy of Abidjan, and a M.A. in Entomology from Oregon State University. She also has a certificate in Women in Development from Virginia Polytechnic Institute.

Boni has experience in development at the macropolicy level and rural development at the grassroots level with women cooperatives and local NGOs. She has been a consultant for UN agencies and the African Development Bank.

■ Hortense Diallo of Abidjan, Côte d'Ivoire, is the second recipient of the Robert D. and Elizabeth Havener Fellowship for African Women Leaders in Agriculture and the Environment established through contributions to Winrock's 1992-93 annual fund campaign. The fellowship is named in honor of Winrock's first president and his wife.

Diallo will pursue a doctorate degree in Plant Pathology at the University of Arkansas, Fayetteville. She is currently completing a M.S. degree there, and is researching soybean germplasm for resistance to the bean pod mottle virus.

After graduation, Diallo plans to put her knowledge to use for women farmers in the field by diagnosing diseases caused by viruses. She intends to direct growers toward the best control methods for producing disease-free crops by planting a resistant cultivar or starting a virus-free stock.

ASIA

Nepal

■ The Policy Analysis in Agriculture and Related Resource Management

Program has been extended to a 5-year phase that began July 1994. The program provides valuable policy analysis support to the government of Nepal mainly through commissioned studies and policy analysis workshops. Recent studies and workshops have covered agricultural perspectives plans, constraints in agricultural marketing, gender issues as they relate to agriculture, and the impact of economic liberalization on the agricultural sector. Funding is provided by the U.S. Agency for International Development and the Ford Foundation.

EASTERN EUROPE

Albania

■ The 5-year SARA (Support for Agriculture Restructuring in Albania) project began in April. Winrock project director Forrest Walters says the project's goal is to promote food security in Albania as part of a broad-based, market-oriented economic growth program, accomplished through strengthening public and private-sector capability, developing market-oriented and environmentally sound policies, institutional arrangement, and technological and managerial innovations in the agricultural sector. All this will increase the availability of food supplies and people's access to such supplies.

WINROCK INTERNATIONAL INSTITUTE FOR AGRICULTURAL DEVELOPMENT

Program highlights contained in this update are only a small portion of the work Winrock is doing around the world.

IN THE FIELD published by Winrock International's Communications & Public Affairs Division, Route 3, Box 376, Morrilton, Arkansas 72110-9537 • 501-727-5435.

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LATIN AMERICA & THE CARIBBEAN

El Salvador

■ In an effort to improve the war-torn environment and natural resources of El Salvador, Winrock, working in partnership with RONCO Consulting Corporation, the University of Rhode Island, Coastal Resources Center, and Abt Associates, began the PROMESA project this summer.

Twelve years of civil conflict has placed substantial pressure on the Central American country's natural resource base, resulting in extensive deforestation, widespread soil erosion, soil and water contamination, and reduced capacity of coastal fisheries. The ability of the environment to absorb the by-products of El Salvador's economic growth has been stretched to the limit. The 5-year PROMESA project will focus on three distinct but complementary components: policy reform, demonstration of benefits, and environmental education. Funding is provided by the U.S. Agency for International Development.

NEW INDEPENDENT STATES

Russia, Ukraine

■ A 2-year grant to build partnerships between women's organizations in the New Independent States (NIS) of the former Soviet Union and women's associations in the United States has been awarded from the Eurasia Foundation.

The grant will help improve and expand the NIS U.S. Women's Consortium for Political and Social Empowerment, a group consisting of 30 Russian, Ukrainian, and American women NGOs. The consortium was formed in 1993 to encourage women NGOs to participate in the development of civil society and public-sector reform.

Three priority sectors specifically designed to address the needs

of women of the NIS will be emphasized: agriculture and entrepreneurship; environment and health; and democratization and policy reform.

Central goals of the consortium project include improving overall communications, increasing the visibility of women's issues, arranging leadership training, allocating seed grants, and providing technical services to women's organizations throughout the NIS in partnership with American NGO organizations.

Winrock staff member Elise Fiber Smith will manage the project's operations. Smith also serves as director of Winrock's African Women Leaders in Agriculture and the Environment program.

Uzbekistan, Turkmenistan

■ Two field staff positions for NIS Farmer-to-Farmer program in Central Asia have been filled. Michael Evin is the new regional director in Tashkent, Uzbekistan. Evin has extensive background in processing and marketing agricultural food products in Asia and Central Asia. He will be responsible for managing food processing assignments and for administrative duties. Evin has worked for Winrock as a consultant, and was an independent agribusiness consultant and project developer, as well as owner of Food Processing and Marketing Enterprise.

Craig VanDevelde is the new country manager in Ashkabat, Turkmenistan. The Farmer-to-Farmer program in Turkmenistan will focus on food processing and distribution, training, and curriculum development. Turkmenistan is a difficult place to travel logistically, so establishing a presence there is a challenge, and much-needed. VanDevelde is experienced in training and implementing market economics, and last year, lived in the Ukraine as a lecturer and instructor in market economic principles.

Both will attend orientation sessions at Winrock before departing for Central Asia in mid-September.

■ The NIS Farmer-to-Farmer program has fielded in excess of 200 volunteers to the former Soviet states. Currently an average of 20 volunteers are in the field at any given time. This has resulted in increasing the number of field and administrative staff.

UNITED STATES

Arkansas

■ The Arkansas Wood Manufacturers Association recently held its second annual meeting that focused on safety, marketing, management, and technology for members of the state's secondary wood products industry. Membership in the organization, initiated through Winrock's Arkansas Rural Enterprise Center, has grown to 159 members statewide. The next technical workshop planned for later in the year will concern air emissions, wood dust, and volatile organic compounds.

GLOBAL

■ The BEST (Biomass Energy Systems Technology) project has been extended by the U.S. Agency for International Development until March 1996, and an additional US\$ 1,735,419 added in funding. The goal of the project is to increase energy production in AID-assisted countries and improve natural resource management by using biomass wastes for power and liquid fuel production. The cooperative agreement that USAID has with Winrock supports Winrock's innovative integrated biomass activities, which mobilize a broad base of financial support for project initiatives.

IN FREEA'S FOOTSTEPS

In late 1993, Pixie Day sent a goat to Russia as a symbol of goodwill from America. Recently, she had the opportunity to visit the farmers who received her goat and to share her extensive knowledge in goat breeding and raising with many other Russian farmers. The Winrock International NIS Farmer-to-Farmer Program sent Day on a two-week volunteer assignment to help Russia's small private farmers with goat breeding to increase milk and cheese production.

The NIS Farmer-to-Farmer Program, funded by the United States Agency for International Development (USAID), is a three-year project designed to increase food production, stimulate efficient farm management, improve food processing and distribution and enhance marketing efforts in seven former Soviet states. Winrock enables US volunteers to share their knowledge and expertise with people adapting to a market-driven economy. Winrock International is a private nonprofit organization that works to improve the lives of rural people by increasing agricultural productivity and rural employment while protecting the environment.

Pixie visited private farmers at six different locations in Russia. Four of the groups focus on goats for milk and cheese production. She brought kits of equipment and information for goat breeding and animal husbandry for all the goat breeders she met. The materials were donated by goat breeders and friends in the US. She met with members of Russia's goat producers organization, the "All-Russia Goat and Sheep Keepers Association." This association, which was formed approximately four years ago as part of the All-Russia Farmers Association, holds annual meetings, but lacks the information or resources to provide recording, informational, or marketing services to its members. Pixie worked with family members of the Annushka Farm who are active members of the organization. Annushka's owner, Tamara Brusova, is currently the president of the national goat organization.

Pixie is the second Farmer-to-Farmer volunteer to work with goat breeders in Russia. A few weeks earlier, Dr. Will R. Getz worked with a number of goat producers and several research institutions in the Moscow region to develop a model breeding program and to begin establishing standards for certifying goat breeding stock.

Many small private farms and rural households in Russia own goats because they are less costly to obtain than cattle, they require fewer resources to maintain, and they can be handled by women and children. Despite their popularity, the breeding qualities of these animals are often poor, their milk yields low, and almost no information or research exists in Russia to help small farmers improve their goat production.

Russia does not have an extension service similar to the US, where farmer receive valuable technical information and assistance. It was never necessary under the previous system of central control and state enterprise. Pixie found that Russian producers are eager to obtain information to improve their

agricultural production and marketing.

For more information about Winrock International's Farmer-to-Farmer Program, write to Farmer-to-Farmer Program Director, Winrock International, Route 3, Box 376, Morrilton, Arkansas, 72110.

by Pixie Day

A year ago, Sleighbell Farm Freedom's Gift left the shores of America via Swiss Air, after a long and often frustrating struggle, to become a part of the herd of Alexander (Sasha) and Nadya Bodrov on their farm in Russia. It was with a sigh of relief that I headed back to Maine, leaving the madness of the traffic at Logan International Airport behind—mission accomplished. ~~finis.~~ Or so I thought.

Alex wrote back "Our dream is to see you on our farm." Little did I dream that a year later, the dream was to become reality. As we corresponded during the year, I began to get an insight into how outstanding this family really was. The Heart of Maine Dairy Goat Association shared my enthusiasm, and voted to "adopt" Alex and Nadya. It was decided to host several members of the newly formed and only Russian Goat Association last summer, but when it was determined they could not leave their farms until their crops were harvested (a critical necessity in Russia), those plans were put on hold until 1995. At that time, Citizen's Network asked me to come to Russia and work with goat breeders there. I could not leave my farm for a month as their structure required, so they referred me to Winrock International with the assurance that I would be "hearing shortly." Shortly became longiy, and I decided that if this was going to happen, I'd best let them hear from me.

It was almost like trying to send Freea all over again. At the last minute, things fell into place with almost lightening speed and it was like watching the sand run through an hourglass—faster and faster.

An article in the local paper brought in donations that made it possible for me to purchase medications and supplies not available in Russia, veterinary books and management pamphlets joined the stack in my living room, and club members donated equipment. It soon became obvious that my suitcase was woefully inadequate, and a nearby breeder-friend loaned me her very large one, as well as sweaters and wool socks. I began to think I'd just have to send the supplies and leave me home.

On October 23, I packed a knapsack, a flight bag, small suitcase, and sat on the large one and bounced until it grudgingly closed. At the last minute, we crammed the luggage into Elise's car, I tucked my white stuffed goat under my arm, and we were off—until Elise's car coughed to a stop a block from my church where other friends were to meet us and take me to the airport.

At the checkpoint at the airport, my toy goat was declared excess baggage, and I was advised that it would take another \$100 for him to accompany me. I handed him to my friend's husband to hold as we went through security (where my film cartridges showed up as shotgun shells and caused a momentary

delay) and before boarding, was encouraged by my friends to put him under my jacket and pretend I was pregnant. Fearing this might cause some eyebrow lifting in the case of a 68-year-old woman, I tucked him under my arm instead, and had no further problems in any of the three other boardings, although, I must admit, there were some amused glances.

At 4:30 the following day, Moscow time, we disembarked at Moscow Airport. "This is real—this is real." I kept telling myself. "I really am in Russia!"

The long lines waiting to have passports verified that I was indeed in another place—and another time. None of the horror stories I'd heard materialized. No one snatched my knapsack or grabbed my suitcase. The terminal was poorly lit, but the people, although weary looking (like myself), were friendly and helpful, and ran to get rubles for me so I could rent a cart to get my luggage to customs, my white goat riding serenely atop the load.

Unfortunately, I'd listed the medications as drugs, which caused a flow of Russian from the official across the counter, and a return in English from me. At that point, my driver from the Winrock office appeared at my elbow and quickly convince the official that I was only a harmless old woman—was I not carrying a toy goat for comfort? Then leaning down, he whispered in my ear. "Alex is here!"

And there he was, red roses and his video camera in his arms and a heart-melting smile upon his face. He held out his arms and I rushed into them, no longer separated my miles, by cultures, and by an ocean, my Russian brother and I were face to face and heart to heart. It was a very emotional moment.

Alex has driven five hours to welcome me and to see me for only ten minutes as I was immediately whisked away to my hotel by my conscientious driver.

"Where is Nadya?" I asked. "At the farm. She waits. Freea waits," Alex answered as he hugged me tight. "November 1st I will come and take you." And I was whirled from sight, waving even after I could no longer see him.

Anatoly, my driver, answered my eager questions as we drove at breakneck speed through horrendous traffic—five lanes each way—then two lines of trolley tracks, beyond which sped even more lanes of traffic. All was new and strange. No pickup trucks, just ancient lumbering trucks with about 20 axles (or so it appeared), small cars darting in and out, aged busses and

crowded trolley-busses—a city of 12 million people on the move. The sides of the streets were lined with vehicles with their hoods propped open—no tow trucks—break down: fix it or wait until someone stops to help.

Nikolay helped me register and then lugged my bags to my room. I was here. I really felt lost with two bedrooms, three beds, and two bathrooms, but this was what had been provided for me and there was no alternative but to take advantage of it. There was a refrigerator and TV set, but the things that impressed me most were the tubular, heated towel racks—a nice touch.

Although I'd had almost no sleep for two days, I was much too excited to sleep, and stood for a long time at my window, gazing out at the Moscow traffic eight stories below, still unbelieving that I was really here and wondering if I'd be able to meet the expectation of those awaiting my visit. It was long before I slept.

I was up at 8:00 a.m. to a gray and dreary day. Indeed, I was not to see the sun for 10 days and it was quite warm. Sarah had called last night from Winrock's Moscow office to welcome me and let me know that Nikolay would pick me up about 11:00 to take me to Tamara Brusova's (my first farm stay) so I located the restaurant and had orange juice, eggs, bread and pastry. I couldn't see anywhere to pay so decided it must be included in the room fee. I read the Moscow Times, repacked, and was

waiting when Nikolay arrived with

Olga accompanying as interpreter. We had a drive of about an hour and I had a good view of Moscow's street as we drove past the White House and many other points of historical interest. There were many statues of Russian heroes, including a whole area devoted to their space endeavors. And always there were the vendors selling whatever they could to enable them to buy the necessities of life. Some sold in small shops, but most sold on the sidewalks on open areas—potatoes, cabbages and other vegetables, fruit, and even flowers. Moscow is one big open air market. Along the Moscow River boats chugged along bringing their contributions to the millions living in the austere high-rise apartments, impressive from the distance, but in various stages of deterioration upon closer inspection. Gradually we left the city



Roman and Tamara Brusova

*Milking the goats at Tamara's farm.
Note the sapling construction.*

and country-side unrolled.

I began to see the white goats of Russia tethered along the roads while chickens, ducks, geese, and sheep wandered freely about. The houses were small and old, leaning drunkenly upon their foundations, but in every window geraniums bloomed—a spot of beauty in drab surroundings. From time to time an old woman would struggle under the weight of a yoke bearing pails on either end or steer a broke-down wagon through muddy ruts as she dragged home a few birch logs for firewood.

The roads were surprisingly good—until we got nearly to Tamara's where they turned to muddy ruts. She was waiting for us with a smile on her ruddy face, and I greeted her with a hug as she, in her reasonably good English, warmly told me to use her house as I would my own. I replied, "Oh Tamara, you wouldn't want me to do that!"

She lives in a wooden house with cement and brick foundation, where a bathroom is a recent addition—very utilitarian, but with hot and cold running water, no bathtub. A flock of 11 geese range along the pasture edge and stay out all night. Three dogs obviously guard the farm well—the most friendly of which is a quarter wolf named Lasik. Numerous chickens keep themselves busy in and around the barn, a long, low structure approximately 130 feet by 30 feet, which houses nine pigs, 30 goats, 11 sheep and their lambs, 12 milking cows (one a donor transplant) and the free-ranging poultry. Several dry cows are outside at this point with access to hay and water. Artificial insemination is used on the cows but is only a distant hope for the goats. The goats are larger than I'd been led to believe, and also milk better. One of Tamara's milked seven liters—the one that had milked nine died of a prolapsed uterus. They are milked in the pens, standing on the barn litter. The pens are well bedded, but udders are not washed nor are teats dipped. They appeared in good health, except for one with diarrhea.

Tamara has lived here only five years and has made amazing strides in that time. She and her husband Vasily lived for the first summer in a rude shelter constructed of saplings and thatched with evergreen boughs while they made by hand 6,000 cinder blocks for the barn and built the two-story wooden house with a concrete and brick foundation. All cement was mixed in a little hand mixer. The land was devoid of any structures when they began and now has, in addition to the house and barn, plastic-covered greenhouses, a small building for her three farm workers, covered hay storage areas, and has a variety of fruits and vegetables in raised beds of compost enriched by "California worms" brought in from Poland. Fences surround the gardens because, as Tamara says, "Goats are goats."

Work is progressing on a huge root cellar and a sauna with the help of two young soldiers who come each day and are happy



to work for the food Tamara provides.

After the first year, Vasily said, "I can't live like this—I shall go back to Moscow." Tamara said, "I cannot live in Moscow, I will stay here." And so it has remained. Tamara has a deep love and understanding of the land, and perhaps because of the starvation years during the war when she had only one small piece of bread each day, takes joy in the feeling of security in harvesting the fruits of her labors and being able to share with others who have less.

The pasture appears excellent—a mixture of timothy, white clover, and alfalfa, which she has introduced along with native forages. The hay, however, was overmature when harvested, and since it is stored in roofed-over racks with the sides open to sunlight, it is bleached and probably very low in protein and Vitamin A. Barn sanitation is in need of improvement. There is running water in the barn and electricity is supplied by a generator fueled by diesel oil. Tamara grows barley and buys a powdery grain in burlap sacks. She thinks it is mostly wheat, but it is all that is available. In addition, the livestock eats small cull potatoes. These are not washed so the goats eat very little of them. Mrs. Brusova is trying to improve and is very knowledgeable but language difficulties made it difficult to communicate some concepts.

The memories of her starvation years cause her to yearn for food now that she can have all that she wants and she is troubled by being overweight and having high blood pressure. She has limited herself to one meal a day for some time, but with no weight loss. I suspect that the fact that her diet is high in salt contributes to the problem by causing her body to retain fluids.

I did have a problem with some of the food as a lot of it was strange to me and some is very salty and has a lot of vinegar in it as a preservative. Lasik, the dog, proved a good friend when raw pickled herring and some other "delicacies" were an obstacle.

On my second day, I went to the barn at 6:30 to watch the

farm hands milk while Tonya, a young female hand, bottle fed the twin calves. I cringed as the milk hose was dragged through the muck in the alleyway and the inflations were attached to the unwashed teats. The goats' udders were not noticeable dirty and were hand milked by Tonya, who knelt in the litter to milk. Milk was strained through hand-washed gauze squares that hang in the kitchen to dry. One of the farm hands scrapes a cow's head with a knife and steel wool, to be made into head-cheese later. I've just finished explaining the use of antibiotics and wormers to Tamara and have made a trip to the garden with her, cut short by rain, and the goats have come trotting in from pasture. Tamara cuts up apples for jam and I join her. We talk and laugh as we work.

Later Tamara showed me her food supply in her cellar. Carrots are stored in sand, potatoes and beets are piled high in bins made of saplings, and other vegetables are soaking in brine. A large root cellar is in the process of construction where slabs of concrete from demolished apartment buildings are upended in an excavation. The pole and brush shelter where they spent their first summer still stands. This is an incredible woman. The recently deceased chicken is now being plucked and the feathers saved for pillows. The cow's tongue is simmering on the stove and the jam is waiting its turn.

Later, one of the farm hands comes in with news of a disaster. The milking machine has broken down and there are 12 cows to be milked. Frenzied conversations follow over the phone. "Tomorrow" if they can get the part. Only one farm hand milks the cows. Tonya (the female hand) is afraid of the cows and milks goats only. I offer to help and Tamara can milk 3, but as we head for the barn in light rain, Tonya comes with the good news that the machine has been fixed temporarily. We walk back to the barn and find two lame sheep which we separate. Will check tomorrow for injury when the light is better.

I ask how big is her barn. 9 meters wide and 40 meters long. She bought a "machine" (form) that makes a type of concrete block of which it is constructed. Part was built the first summer, and it was completed the next year. Timber from the forest and a metal roof complete it.

As we walk back to the house she shows me her ginseng beds which will take several years to reach maturity and harvest. I explain to her the effect of large amounts of salt on high blood pressure and she is surprised to learn this.



A cloud of white Russian goats

As the jam cooks, we watch TV for awhile with Tamara translating the news, and then retire. The pillow is huge and I finally tire of wrestling with it and consign it to the floor.

The morning dawns, still dreary and warm. Tamara still not feeling really well and says her blood pressure gets worse in bad weather, but I think stress plays a part. She asks if I would like eggs, boiled or fried. When I replied, "Boiled," she asked, "How long?" I said, "Five minutes," and got them boiled 15. We have a little language difficulty.

I walked out and took pictures although it's still very overcast, as I want those at home to be able to visualize these scenes.

I followed the sheep and goats out to pasture as they moved like a white cloud across the land.

There are several hundred acres and they get plenty of exercise.

The bucks do not spray themselves as ours do and are surprisingly clean and calm. Perhaps because they run with the herd and get so much exercise.

My interpreter, Irena, arrives about 11:00. She has traveled widely in the US. After chatting a few minutes we set off to visit a home where a young woman and her extended family live in a small but neat home. It was a very emotional meeting. They have no outlet for their products and are very discouraged. None of the suggestions I had to offer were practical in her situation and I felt very badly. I was able to offer spiritual help and we embraced as we parted. I shall send her material she wished to have and will pray for her and her family.

We visited next a milk processing plant scheduled to go into operation in a few days. It was situated among ruins of other buildings and was reached by sliding Winrock's poor vehicle through muddy ruts, but I was surprised to find the interior "state of the art" and very up to date. It will begin processing 5 tons of milk in 24 hours and work up to 12, producing fluid milk and yogurt, butter, cream, several cheeses, and a type of beer made from milk. It is privately owned and the owner is an extremely courteous and friendly person. I took several pictures, but none of all of the operations. He invited me to return and have some of his products when it is in operation.

Returning home for lunch, we passed so many structures in disrepair; cars broken down along the roadside, and old women pulling broken down carts with a few birch logs aboard so they

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might have heat. Goats were tied out on grass between the houses and road interspersed with scurrying poultry. These people are trying so hard and have so little to work with. Their world seems literally crumbling about them and still they struggle and dare to hope.

Back at Tamara's, I pulled off my coveralls in my room, and then joined Tamara and Irena, deep in discussion. Tamara's face was glowing as Irena broke off to say, "What you had to say to that woman was so interesting, now Tamara is telling me her experience."

When she and Vasily moved into the rude shelter to begin building, what to buy and how much she did not know. She prayed for help and that night she had a dream. In the dream she saw clearly the list of materials on one side and the amounts on the other. Upon awakening, she hurried to write them down before she should forget. And trusting in the Lord, that is exactly what she bought—no more, no less. When the house and barn were completed, she had left over three bricks, a broken piece of second-hand lumber and some nails.

She also related that she and her son Roman invested a lot of their money in a bank that promised high dividends. In addition, they encouraged some of their friends as well. Two days before I arrived, on Roman's 30th birthday, the bank froze all funds. This was also the day on which his car was wrecked when he hit black ice on the way back to the farm. Instead of being bitter, she said, "We must pay back our friends so they will not lose their money." She then told him it was God's way of telling them they should not try so hard to get money the easy way, but should work very hard for it. What a very special person she is and how much we can learn from her.

After eating, we drove to the place where Tamara's horse was taken to be bred, the owner had a little too much vodka and a lively discussion followed during which each tried to sell the other a horse. Meanwhile, three young boys rode off to bring in the herd, and soon about 30 horses appeared with front legs hobbled, but hopping along at a rapid pace. Three sheep ran bleating before them and managed to avoid being trampled. Across from the stable was a long row of rickety buildings, housing, in separate units, animals for various owners. Each had a number on the door and occupants wandered in and out as a flock of ducks cavorted in a big puddle behind. Three "State" bulls slogged through a muddy paddock to greet us through the bars. They had no shelter or hay.

We arrived home about 5:00. Tamara was tired, but I was exhilarated by the days experience. In my patriarchal blessing I was told I would go on a mission on my declining years. I know now that this is that mission—a mission of service, of friendship, and of love, and I am thankful.

It is Friday, and my last full day at Tamara's. The sun shone briefly, but then went in again and Russia is again under gray skies. I sat across the table from Tamara and watched her carefully remove the mouse droppings from the kasha before cooking it for my breakfast. It is eaten with butter and is quite good. We also had apple juice.

We talked for awhile and she told me her husband Vasily went to America to study when Roman was a baby. When he returned, Roman was walking and knew only the picture on the wall as his father. When she pointed to Vasily and asked, "Who

is this?" he would answer, "I don't know." When she said, "This is father," he would go to the picture and insist, "THIS is my father." And to this day, he has never recognized his father as such. And Tamara broke down and wept.

The farm hand came in and announced that the milking machine is again broken down. He was quite agitated and cut his chin shaving.

I asked Tamara where she got her buck and she said she bought a very good buck from the Dept. of Agriculture. A friend said, "Let me use the buck for one year." When she went to get it, the friend said, "It is late. Stay and take him tomorrow." When tomorrow came, the friend and her buck were not there. Later, her son tried and the same thing happened. So the priest went with two men and another woman came to the door. She said, "That woman is not here—go away and come some other time." It is a long way to the farm, so now she has lost her good buck. Somehow, I must send her a good buck kid.

Later, someone came to buy one of Gerda's puppies. Gerda is one of her two Caucasian sheepdogs. This is an ancient breed—over 2,000 years old and the puppies are worth \$100. I asked, "Did he buy it?"

She said, "He is a friend—I present him with puppy." He insisted she take \$5 as it would bring him luck. He wanted it to take to his mother who lives far from Moscow.

We sorted onions and cut spots from the defective ones. I'd heard that holding a piece of bread in the mouth would prevent tears so we both tried it and ended up laughing so we could no longer continue. It does not work.

Later we went to the garden to pull and trim kohlrabi. While we were there the veterinarian arrived with the man from the milk plant to pregnancy check the cows. He also checked the two lame sheep and will return with medication.

A family arrived to buy a milking goat and we went to look at the herd. They asked a lot of questions (through Tamara) about American goats.

Before they left, four specialists arrived to repair the milking machine. Afterward, they came to the house and we discussed ways to set up a milking parlor so that six goats can be milked at a time. Despite the language differences we managed to make ourselves understood using pictures, diagrams, and Tamara. She is quite excited about the prospect. This woman needs something good to happen in her life, and it's great to see the animation on her face.

Later, the family returned and bought the milker with the horns, milking 3 liters (toward the end of her lactation) for \$150. Tamara did not want to sell her but needs the money for repairs and supplies.

The phone seemed to ring constantly (it works like a two-way radio) and after one call, Tamara held her hands to her head and lamented, "Oh, Pixie, it is very terrible. Tomorrow comes the Minister of Agriculture from Israel to this farm. You I am happy to have. You are simple like us. Why does this man come here—this is not a zoo!" I replied, "Perhaps he comes to see a remarkable woman."

We had a late meal and I ate lots of fried potatoes and managed to down raw salted herring smothered in sour cream. "A great delicacy," she assured me. I sneaked a couple of pieces to Lasik under the table when no one was looking. I washed

everything down with apple juice and prayed it would stay. All meals are preceded by soup; most of it good and containing a good-sized piece of meat which is held on a fork and eaten from it. No knives are provided.

Tamara's head had been aching all day. I'm sure it's partly because of her high blood pressure. We discussed many things during the evening—the new milk plant, Tamara's plans for her farm, some herd health, the story of her struggle to merchandise her products and those of her neighbors, and disasters in her land.

When it was announced on the news that the Minister of Agriculture had "resigned," Tamara was very upset and said, "He was my friend, what shall we do, what shall we do?" And then half to herself, "What shall become of Russia?" And this is what they all wonder as things change daily.

It was very difficult for me to get to sleep for my head was full of the things Tamara had told me and of the day's activities. Her fierce dog, Gilla, has accepted my friendship and now rolls over in submission when I approach. She enjoys my caresses and wants to play. Tonya does not understand and asks Tamara, "How can this be? The dog does not understand English?" I tell her the dog understands love.

It was a busy morning. I looked out to see the sheep and goats on the east side, near the forest. Tamara becomes excited when I told her—she is worried about stray dogs. As we spoke, they began to run toward home—all except one doe who stood and watched. "What is wrong—what is wrong?" worried Tamara. When I saw that the doe limped, I ran out and over mounds of earth to reach her. I could see no injury and led her slowly to the rest of the herd. Then back to the house where Tamara was with her newest arrivals, a young couple who grow grain. She got her hoof trimmers and together we dug away the dirt and trimmed the sole but could find nothing in it. We got her to the barn and into a pen to await the veterinarian. The dogs were overjoyed to see the young man who made a great fuss over them. Roman arrived and left again.

Tamara said, "NOW Pixie, breakfast." I was given a large bowl of cottage cheese smothered in sour cream. I managed. We talked some more and when Roman returned, I had a long talk



Sergei, Tonia's husband, with one of his goats. Note the sleeping bench in the goat's pen.

with him in Tamara's room—making recommendations, giving instructions about the medications I'm leaving, and expressing my admiration for his mother. We also talked about the possibility and hope that Roman will be able to visit the U.S. as interpreter with the group from Russia.

The man from the milk plant and his brother arrived to talk more with Tamara about the production of beer made from milk.

I was outside with Roman and his mother taking pictures when Olga arrived, walking. Her car (Winrock's) was behind a truck stuck in the mud on the road in, and she walked the rest of the way. I had to hurry to change and ready my luggage. Good-byes were hurried and emotional. I told Tamara that she is my Russian sister and that I love her as we held onto each other. Shall I ever see her again?

Roman drove us with my luggage to where the cars were stuck and we had to wait until one truck slowly pulled the other up

the incline with other cars following. We talked a lot on the way to Moscow and Olga seems well satisfied with what I've done so far.

I was given a luxury suite at the hotel as all other rooms were full. It's really very nice, but I don't need it. I'm not here for luxury.

I went to supper and was fortunate to be able to join several other Americans—one finishing up a Winrock assignment. Two were from AIDC—retired bankers who had just returned from Kurgistan in the capacity of advisory banking operations. We shared experiences over our meal, which was very good. I had sliced tomatoes, fried pork, and ice cream. A couple of other gentlemen joined us and it was an enjoyable interlude. Arlan is from Minnesota, Bob from Texas, and one of the others from Penn. Arlan will try to find out about church tomorrow and call me later. I gave him my room number.

Back in my room, I soaked in a hot tub and decided I was clean again. Arlan called and we'll meet at breakfast and decide on church. He's a very nice man. Watched TV sprawled on the floor in my room with the enormous pillow under my head. Then to bed—so thankful for all I have experienced.

Up at 7:00 and showered. Still gray and gloomy out. Restaurant didn't open until 8:00 so I checked on my visa (the hotel had it) read the Moscow Times, and then had breakfast with these delightful gentlemen. Breakfast was good—orange juice, ham slices, omelet, white and dark bread with butter, and pastry. Arlan and I got ready for church, and with lots of advice, decided

to brave the Metro for transportation.

A block from the hotel, one of the desk employees caught up with us and accompanied us through the changes and to our final exit. What a help she was as all of the signs were in Russian. All escalators went at top speed like everything else in Russia, and people were scurrying about in every direction. She also helped us get our tokens and refused any payment.

We emerged diagonally across the street from the building where services were held, and with the help of Russian pedestrians, were directed to the rooms in an old theater where the services were held.

A really friendly group of Christians from all over the world met together for sharing, prayer, and hymn singing. It was a very special time and both Arlan and I shared our reason for being here and our love.

Afterward, two of the members accompanied us through the subway and our change to the last stop. Past the vendors and the beggars, so that we were able to find our way back to our hotel just in time for me to change into jeans, grab a hat, and rush back down to meet Igor, a friend of Alex's who called last night to take me on a tour of Moscow. I began to wonder what the doorman might be thinking as I repeatedly arrived with one man and left minutes later with another. Probably thought I was too old for that sort of thing.

Igor was waiting, looking like a college professor and apologizing for his poor English. He works as a chemical engineer for fertilizers and has been to the US in that capacity. We had a whirlwind tour of Moscow for two hours. I saw too much and cannot take it all in. Red Square and the Kremlin (from a distance as we sped by), the Olympic complex, Moscow Institute, the US Embassy, and hundreds of other highlights. And I saw the beauty of ancient architecture beside the decay of utilitarian modern structures—15 to 20 stories high in which families live in two rooms, many without heat. Broken-down cars line the roadsides. Everywhere people are selling whatever they can to earn a little so that they may live. Trucks with cabbages and other vegetables, little stands, but more often, people with a few vegetables in a pail or items on an upended box. Old ladies with brooms made of twigs fastened to sticks sweep along the edges of the streets and small boys run to wash windshields when cars stop for red lights. And I saw the tired worried faces of Moscow, so unlike the serenity I saw on Tamara's face and those of other peasants.

Back at the hotel about 3:00. I thanked my host and offered to pay for the gasoline, but not sure what the custom is. He indicated I should not, but should I have insisted?

I wrote of all I had experienced and then went to supper, dining on mushroom soup that had many things in it, but no mushrooms that I could see. I followed this with cutlets and fried potatoes with ice cream for dessert. They are used to cooking for Americans here but the menu remains the same each day. My new friends did not appear so I went back to my room and watched the British program, which is the only one I seem to be able to get. I find it helps me unwind as my mind is saturated with sights, sounds, and experiences that play over and over like a video tape, and sleep is elusive.

Next morning I was up while it was still dark and joined my friends for breakfast. Bob is from Texas and 82 years old. It is

very stimulating to be with these men and to enjoy their experiences and sense of humor.

Back at my room, I gathered my material for the day, and went to the lobby and paid for my three-day stay. Irena, my interpreter for the day, arrived and we soon headed for the Lebedov farm with Nikolay driving skillfully and very rapidly through the horde of cars, trucks and trolleys, with Irena pointing out the sights along the way.

It was about half an hour to Tonia and Sergei Lebedov's place under dreary and drizzling skies. I was delighted to find Alex awaiting our arrival and we joined four other goat breeders and portions of their families in a very nicely furnished home. It is a revelation to see how the older people are integrated into the family life and all live in amity together. A boy of 12 and a girl of nine belong to this family and were allowed to take a "holiday" in honor of the occasion. All the children I've seen are extremely well behaved, courteous, and respectful. A reflection of their parents' demeanor.

We were warmly greeted as always in Russian homes, and I joined the others around a table where I began my presentation with a map of the US, showing them where both I and my daughter's family live, where the capitol of our country is, where I've been to goat conventions, and then told them a little about how the people in my area live.

I told them something about myself and when they asked how I got started with goats, told them the story of Posie Jane, my childhood goat. They were extremely interested in all I had to say, and the discussion was very lively, never lagging. I demonstrated the use of the balling gun, weight tape, wormers, and antibiotics, and needles and syringes using "Bimbo," the stuffed goat. Many questions were asked, and to my surprise, I never got hoarse, nor was at a loss for words.

We broke for tea and had a delightful meal with lovely dishes and beautifully set table. We had a kind of baked sandwich, rolls, my cheese, and a pastry. All very good. The older gentleman, who they later referred to as the patriarch, began asking many questions—some over and over, and I could see the others beginning to show good-natured exasperation. We finished up eventually and went out to see the three goats, all very clean with individual pens with raised sleeping benches. My interpreter really got a workout on this occasion.

A Jewish couple and their 14-year-old son Andrew wished me to see their goats, so permission from Winrock was obtained by phone. It had just begun to snow—a wet, heavy snow as we set off in a battered old army truck. Three of us in front with Andrew calling out directions to his father by leaning across and looking in my rear-view mirror (the windshield wipers worked occasionally) while the mother sat on the flatbed in back, seated on a box and covered with coats and a blanket.

This was a different home—very humble, but filled with warmth and hospitality. Both husband and wife's mothers live here also, as well as grandfather and three younger children. All live in harmony and love. The conditions in the animal shelter were not very good—dimly lighted, muddy and crowded. Several sheep lived behind a closed door and a cow had a stall in the goats' portion and had stepped on the doe kid's leg when she was three weeks old. She is now three months old and stood miserable on three legs as the milkers nimbly jumped down from the

sleeping bench to get a powdery grain from a feeding trough. A doe, brought to breed, was in the pen with their buck. The pen was very mucky.

The father had brought the buck as a kid from Czechoslovakia on his shoulder. The boy translated as none of the others spoke English. He and a younger sister and brother travel 2-1/2 hours each way to Moscow to Hebrew School where they learn Hebrew and English in addition to Russian.

We had a wonderful meal (they must have called ahead to have it ready), and in spite of having recently eaten, I must eat again. Russian bread (always both white and brown), lamb, mashed potatoes, pickles, pickled tomatoes and peppers, and a salad made of carrots, cabbage, and other vegetables. Dessert was really good apple pie. These people are so hospitable, courteous, and loving.

We then began what turned into a 2-1/2 hour endurance ride back to Moscow

with Andrew again acting as co-pilot: wind-shield wipers working sometimes and the heater seldom. The traffic was horrendous with the inevitable broken-down vehicles lining the road and some left in the middle of the street. We lurched in and out of spaces as they opened up. Often I saw no way we could fit between two converging trolleys, but miraculously, we did. The closer to Moscow we

came, the thicker and slower the traffic was. Sometimes we would move ahead 15 or 20 feet, sometimes less. At one point, traffic converged from six different directions, meeting nose-to-nose at the center. We joked and laughed as Andrew struggled to act as translator. Spying a wheel lying in the road ahead, I pointed it out to Andrew and he responded with, "Four wheels, three wheels, Russians GO!" He is a wonderful boy with a sensitively beautiful face and a sense of humor that never lost its courtesy.

As we struggled through the traffic, he told me of the fears Jewish people retain in Russia—that they will again be persecuted, and of their hopes to go to America. He protects his younger brother and sister from Moscow's undesirable element, but feared for them today when he was not with them. Fortunately, we met them shortly after we left his house, walking in the wet falling snow, down the dark village street, and father and

son were relieved to know that for one more day, all was well. Both mother and father are gifted musicians, but would take jobs as herdsmen to be able to come to America. I will try to help.

The snow had turned to rain in Moscow, but only spattered more mud on the windshield. Cars whipped out and drove on the train tracks to get around traffic jams and often we drove on the right and around via the sidewalk. At one point, we stopped to pour more oil in the truck. Andrew reassured me, "They will not run into us; our truck is very big and very strong."

When we reached the hotel, they insisted upon seeing me safely into the lobby where we parted with loving hugs and the hope that we would again meet.

I was too emotionally overloaded to write when I was once again in my room, and instead watched TV. Irena called to make sure I was safely home—she had a safe trip by train. She said she and Olga had talked and feel I am a very special person. I

honestly feel that many hearts have been touched and that I have been sent here for this purpose.

As it became light outside, I saw another gray day like those preceding. I took a shower and finished packing, after which I checked out and went to breakfast where my companions joined me for our last meal together.

I had to hurry as Alex was scheduled to

arrive at 9:00. Couldn't get my suitcase closed and Alex knocked on my door at 10 of. He was able to get it latched and I turned in my key at the desk before heading out to his car. The clerk came running after me with my visa, and Alex chuckled. Tonia, my hostess of yesterday, was with him to act as interpreter and we headed for Tver district—a long drive. About two hours from Moscow, I realized I'd left my camera hanging on the back on my chair in the restaurant. Doom and gloom. Tonia said we could phone from a town near Alex's village so I just had to hope it would return to me as it has so often before.

We struggled with the language and referred to our dictionaries frequently. Tonia had brought a lunch and we picnicked as we drove. They took to the woods once, but I decided I could wait. We stopped once for gas, but had to wait for the owner of the ancient station to have dinner.

We began to see, on these long stretches of empty road,



Pixie flanked by Alex and Nadya Bodrov and Freea. Alex built a hay feeder and ramp for his goats patterned after Pixie's.

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vendors selling meat cooked on rude open grilles over small wood fires. Truckers stopped to ease their hunger and for companionship. These are not trucks as we know them, but huge ancient vehicles kept on the road by determination and ingenuity.

Small sagging peasant domas, or cottages, appeared at intervals with offerings of a battered pail of potatoes or perhaps a jar of milk or some carrots on a box, hoping someone might stop and buy. But always, in the windows of the most decrepit dwelling, were pots of blooming geraniums, bravely adding a bit of beauty to a drab existence.

Alex told me of the "crazy woman" who once was very brilliant, but who now lives by herself with only her goats for company. The goats live in the forest year-round and she walks each day into the forest to talk with them and milk them. Then she walks the mile home with her pail of milk. We stopped at her izba, and when Alex called to her she appeared smiling and waving. Alex greeted her warmly, and then explained to us that we could not see the goats as it was a mile into the forest and the path was very muddy. He said, "She is crazy, but she is my friend." He will try to get some hay and grain to her for the goats in the winter.

We traveled through the picturesque village of Torzhok which the war had left untouched—except for sacrificed lives, and I longed for my forgotten camera. We tried to phone from the home of Alex's friend, who immediately plied us with tea and preserves, but although Alex tried for half an hour he could not get through either to Winrock or the hotel. We gave up and continued on.

Eventually we left pavement and began lurching and slithering through muddy and rutted roads. At times we nearly left the road but Alex is an excellent driver, and he thinks I am a very brave woman.

We were all glad to reach his land and his izba. Nadya, a plump smiling woman in her mid forties (she's very pretty) greeted us happily and we went into his charming home, heated by Russian fireplaces. They insisted I take the place of honor at the table—this is called the "warm" corner where traditionally the Icon is placed. After talking a bit, I asked to see Freea and his goats. They are currently housed in a small, but very clean building with the sleeping benches that most Russian goats enjoy. Freea did not respond to my advances, and in fact, acted as though she wished not to see me. Does she remember being place in the crate where she spent two days—a betrayal by me? I was glad—she is now a Russian goat and belongs to Alex and Nadezhda.

We toured his facilities and I was astonished at what they have accomplished in the two years they have been here. A snug, new building houses his pigs, cleaned daily. A sturdy woodshed contains the winter's supply of wood and there are buildings for hay, machines, and a backup supply of spring water using a well-sweep.

Sasha owns 50 acres and leases 450, which he has improved and continues to improve. For all practical purposes, they are his. Best of all is the renovation of the old cow barn into an excellent facility for his sheep and goats. This is about 140 feet long and will have 10 12x10 pens for does with keyhole feeders, salt and mineral holders, and double-glazed windows. Five have been completed. A cheese room will have linoleum floor and formica

walls as will the lovely, big milking parlor that will milk six does at a time. The cheese room and milk handling room will be temperature and humidity controlled. A vet examination room and a kid room with heat lamps is on the right as one enters, and a boiler in the barn entry will heat the water. Beyond double doors are five large buck pens with mangers and facilities for feeding from outside the pens. Across the alleyway is a roomy pen for the sheep. The sheep and bucks were already in the new barn and the does will go in as soon as the planer is moved so it will not frighten them. The bucks will have outside runs measuring 10 by 50 feet. The poles are already in place. The outside will be painted white and roses and flowers will bloom between the bucks pens and the barns. Alex has the heart of a peasant, the mind of a scholar, and the soul of an artist. The area around the barn has been ditched and drained and poles for the outside loafing area for the does are in place. It is about 140 feet by 100. Pasture will have electric fencing and goats will be separate from sheep. Everything is very well planned and skillfully executed. All lumber is cut from the forest and sawed and planed close to and inside the barn. A sawmill is in the process of construction and plastic-covered greenhouses are planned for next year. Alex (Sasha) says, "Everything is for the goats." Nothing is slipshod—even the temporary shelters.

We has a bounteous and merry meal with toasts (mine in milk) to express their joy at having me here. Much of this Russian food is strange to me, but I'm sure it is nutritious and I know it's filling. We say around the table afterward, and with Anatoly and Tonia interpreting, we shared good fellowship. These people are so wonderful.

I was up at daylight (I'd been awake for some time) to see another overcast Russian day. We breakfasted and I went with Anatoly and Nadya to see the pigs. They are very well cared for.

Then Sasha loaned me his camera (black and white film) and we set off down the muddy road to see the collective farm. I had been warned, "Nadya cries when she comes here." But even so, as I entered the dimly lighted tumble-down building, past a rolled bale of hay that was wet, rotting and full of mold, and saw the dejected cows stanchioned in wet and filth with not even this deplorable excuse for hay, my heart constricted in angry pity that animals should be condemned to such an existence.

We did not stay long. Alex explained to me that most calves are born dead if their mothers live long enough to deliver. In the spring he went there and helped, with the aid of a truck and ropes, to haul some of the living to their feet. I took pictures of the domas as we left. Can these people dare to hope?

We visited the village, and as we approached, Alex pulled over and stopped the car. With a look of great love on his face, he looked into my eyes and said, "Pixie, I am not full atheist. I believe there is Father up there and that He cares about the Russian people."

I reached out to him, this dearly beloved Russian brother, and I replied, "Alex, God loves you very much. We are all his children and it doesn't matter which country we are born in or what the color of our skin is. He loves us all. You say you are not a religious man, but you live religiously. Going to church every Sunday does not mean one is religious unless we live as God hopes we will. I see the love and kindness in your face and in your heart, and I know that you are a good man. God knows this

and loves you for it." And we looked into each other's hearts, my Russian brother and I, and the loved passed boundaries of space, distance and nationality. The intensity was almost too much to bear.

As we viewed the ancient, sagging, and once beautiful Russian church overlooking the square, Alex pointed to a pile of graying logs beside the church and explained, "Four years they have been there to help restore the church. But there is no money or manpower. When I am a rich man, I will rebuilt this church."

As we drove homeward, Alex remarked, "Russia has many problems. I have a degree in soil science and could go to South Africa, Germany, or other places, but Nadya's ancestors and mine are buried in Russian soil. I must stay and try to make it better." We discussed, heart to heart, some of the problems of Russia's past and Russia's people today, and I was thankful for the honest and open exchange we share.

Back at the farm, Alex, Anatoly, and I toured again the farm, and spoke of the soil. Alex's face glowed with enthusiasm as he spoke. He is vital, innovative, extremely knowledgeable, filled with boundless energy and enthusiasm with a loving and mischievous nature. In the future he plans to build a fine, new house and have an office with a computer. Here is a man who dreams, but where others only dream, Alex works with joy and enthusiasm to make his dreams come true.

Again we ate and shared fellowship as we talked about many things, including cheesemaking and milking machines.

I was asked by Nadya to evaluate her goats and all of us went out to the goat building where I conducted an informal evaluation to the best of my ability. How I wished for Harvey Considine and his expertise! Freea, presently, is not as good as I could wish—a bit hocky and coarse in the shoulders. Perhaps she will improve when she freshens. If not—she has served a far better purpose—one that I feel is part of God's plan for me. She has brought me to this far land to spread the seeds of his love and listen to the hearts of these special people.

It was an enjoyable time and I did my best. Some of Alex's goats are quite good, probably better than Freea. The largest taped 130 pounds and some milked a gallon or so at their best. The oldest was three years and the others younger.

Supper was a jolly affair, and we discussed religion (initiated by Alex), of our feelings, and of Freea bringing us together. We spoke of the love that brought us close despite being separated by time and distance. It was an emotionally charged evening.

Sasha took a farm worker to the village and was very late returning. We were all very worried as the road is treacherous and I prayed, "Lord, let me not lose this newly discovered Russian brother." As always, I feared the worst.

He returned safely—there had been a birthday party and he felt obliged to share the celebration.

We took pictures and they shared pictures of their family. Sasha then told me that he and Nadya wished to "present me" (this is a Russian custom of giving) with a book. Anxiously, watching my face, and lovingly explaining they had no wish to offend (these people are so courteous and sensitive to the feeling of others), Nadya brought out a very special and beautiful book of paintings of Russian icons from Tver district and presented it to me. It is very precious and I was reluctant to have them part

with such a treasure, but I knew they really wished me to have it so I accepted with pleasure and gratitude. I knew it went further than the gift—they wished me to have some understanding of Russian history, culture, and beliefs.

We, groping for words and laughing over our mistakes, spoke of and shared many things and suddenly it was midnight and we went to bed. Again, it was difficult to sleep—my heart was so full.

We awoke to another gray and overcast day. Mud everywhere. Nadya made Russian pancakes for breakfast—very good, puffy and thick, soft inside. I thought it was a filling, but they explained and it finally got into my dense skull that the interior remains uncooked while the outside is beautifully browned. Of course, there were all of the extras—uncooked bacon, cheese, two kinds of bread, goat butter, etc.

Later, we all went out and persuaded the goats to walk delicately over the mud on boards to the enclosure where we took pictures of us with Freea, and Tonia took more with Alex's video camera. He had brought a bale of nice green hay, which he put into the feeder and they avidly devoured.

We spent many intervals talking around the table of Alex's dream for the farm. He was so full of questions about equipment, breeds, shows, animal car, and farming in general. Nadya keeps feeding us and it got to be a joke. These people have a wonderful sense of humor. The "presenting" continued—a Russian shawl, handcrafted art toys made of clay that whistle when blown. A herd of goats, birds, a dog and hedgehog, and chickens—all handpainted. Alex explained, "For our friends in America." I have been overwhelmed by their generosity, their courtesy and their love. We struggle with the words, but the love has no problem finding expression.

Nadya and I had a cheesemaking session, showing me how to make her simple farm cheese. She simply soaks a piece of animal stomach lining in milk, pours this into a gallon of 90° milk, and lets it stand for an hour at which time it is about the consistency of junket. She then drains it, packs it into cheesecloth lowered into a small round pot until firm. This is lowered into brine for one hour and then removed as a cheese round, sliced and served. It is firm, slightly rubbery, and mild in flavor—somewhat like our mozzarella. It will keep six months, developing a rind and improving in flavor.

Tonia, Alex, and I went out again to the barn where she took pictures of the interior and of Alex's buck "Paul" who has very impressive horns. He was reluctant to cooperate, but we did manage some.

Supper was very good: lamb, Kasha, fresh tomatoes both with sour cream and with onions, pickles, and Nadya's excellent salad made with diced beets, onions, carrots, and other things I can't remember. And of course, there was bread, potatoes, Russian pie (a sort of bread enclosing a meat paste), cheese, goat butter, and the ever present cups of tea. I had milk. The men proposed a toast again—this time to women—and especially to me. I am deeply touched by the love that flows between us so freely.

Again we discussed until midnight problems, solutions, hopes, reading material, and both Russia and my country.

There was an underlying sadness, for we knew this would be my last night and Alex said he could stay up all night but I knew

he had a long drive on the morrow and told him I would be happy if he had a good night's sleep.

It had snowed lightly during the night, and then turned very cold—10° to 12° F. Everything was frozen solid—including the muddy ruts and Alex's bottled gas control. Anatoly managed to thaw it out and get the stove working. We had porridge along with all the extras of course, and Nadya's cheese.

I packed carefully all of the handmade clay animals I'd been presented with along with all of the other treasures. This is a poignant time for I shall be leaving this farm, these people and these animals, and do not know if I shall ever be here again.

The leavetaking was delayed for I learned that last night Alex traveled all the way to Torzhok to phone and find out about my camera. One the way back, his car was a little bit "destroyed." He lost a shock absorber in the mud. But he said cheerfully, with that wonderful grin of his, "Not to worry—mechanic will fix soon." Mechanic being one of his farm workers.

A female farm worker arrived with her merry, blond and blue-eyed little girl, who joined us at the table and played with the kitten. We soon became friends and she laughed at all of my remarks although she understands no English. She amused herself with Efa while I took more pictures, and together we slipped and slid on the ice.

Nadya packed us a lunch, and suddenly it was time to leave. I had gone to Alex's field and selected a rock from my Russian brother's soil for my wall of memories back home. Nadya washed it off for me and Alex was very touched by my sentimentality. When with a grin, he remarked, "When you go through customs, they will ask, 'Are there no rocks in America?'"

One last good-bye and Nadya had to turn away with tears running down her cheeks. It was very difficult.

Anatoly, Tonia and I were off to Moscow crammed in among my luggage with Alex driving over the frozen ruts. It was a relief to arrive at the paved road and stop bouncing about.

On the way we stopped to see a picturesque group of ancient churches and take more pictures with Alex's video. It was still very cold and we were glad to get back into the car.

Farther on we picnicked as we drove. Pancakes, cheese and cookies with goat milk for me and hot tea for the rest. Soon after we took to the forest—men to the left and girls to the right. It was cold and we did not linger. Talking in the car is difficult and

the vehicle is noisy, but the four-wheel drive is a necessity for him. Still, we shouted above the noise with Anatoly interpreting, "Sasha says—" which soon became a joke.

As we drove over the loops of the Volga River, peasants lined the roads with fish suspended at the ends of wooden poles, hoping to sell as the frozen offerings slowly turned in the cold wind. One old man was there with one fish hanging from his pole leaning over the handlebars of his battered old bike. I wondered how long he

had been there and how far he had ridden. How cold he must have been. The nearer to Moscow we got, the greater the number of vendors. Pots and pans, potatoes—anything they could find to sell.

Alex stopped for gas—there were long lines, but no gas. Moscow had run out of gas again. Alex said it happens frequently. Tonia said he had some in a can in back. The traffic became very bad as we entered Moscow and Alex said, "I am afraid to drive in Moscow." I remind him that Bodrov means "brave" and again that grin as he replies, "I am brave, but I am not driving in Moscow." I noticed an orange light on his dashboard and asked if it should be on. Alex shrugged, grinned, and explained, "Gas isn't!" I asked no more questions.

We arrived at the hotel after driving around busses and vehicles stopped in the streets where they ran out of gas and they all helped me up to my room with my luggage. Another "Good-bye" with all of us very emotional. Alex looked at me lovingly and said quietly, "Thank you, thank you." When I asked, "What for?" he replied feelingly, "For being what you are." I was overcome.

Alex told me he would call tomorrow and take me on a tour of Moscow. I was relieved that I will see him once more and content to soak in a hot tub.

I awoke to a wintry sun and when I glanced out of the window and saw a man thawing a lock with a torch, I knew it was still cold. Anatoly called me to tell me Tonia and Alex would meet me at 1:00. I inquired about my camera at the desk last night, but no one knew anything about it. I prayed that I would get it in time for our outing and Olga called this morning. She mentioned the camera but we were cut off before any more information was forthcoming. I tried several times to call both her home number and the Winrock office but got only busy signals. At noon, she called and asked me to meet her at the gate, saying that she would be there with my camera. Once more it has returned to me, and I was relieved and thankful.

Alex and Tonia arrived, and we began our lighthearted holiday: three comrades joined in love. Since gas still "isn't" we traveled by Metro, seeing again the shops lining its corridors, the beggars, and the hurrying hordes of people. We made several



Paul, Alex's buck

stops and I was shown the beautiful mosaics adorning the domed ceilings and the bronze statues representing Russia's sacrifices to war and her history.

We emerged near Red Square and walked down a broad avenue where no vehicles are permitted and the wealthy stroll in fine clothes and fur coats to shop in the expensive stores. All seemed in a festive mood and vendors here hawked their wares (lottery tickets, etc.) with microphones and loud speakers. Tonia used the video camera frequently (for our history) and I took pictures with mine. This is indeed history—Russia's past and ours preserved for the future. How close the three of us felt that day. We walked across Red Square and past Lenin's tomb and saw the golden church domes gleaming in the sunlight. We looked upon the raised platform where Alex told me many had been beheaded. We strolled around the walls of the Kremlin and saw the eternal flame at the tomb of the Unknown Soldier. Alex gave me a coin to toss into the dais around it — for luck.

We saw the long, low building where the war horses were trained and entered the Kremlin grounds where the magnificent cathedrals have survived the centuries. Entering the Cathedral of the Annunciation, we entered another century lost in time. Icons and frescoes cover the walls and ceilings—their executors have long since crumbled but the eyes of the saints and angels look somberly out at a modern people. Voices are hushed and one feels the soul of the Russian people.

The Cathedral of the Archangel Michael was next and one's senses are assaulted by the overwhelming abundance of art lost in time but preserved for the ages. Forty-six brass sarcophagi contain the remains of the Dukes and Archdukes, Peter the Great, Ivan the Terrible and his sons, and the royalty of centuries gone by. It is very difficult to take all of this in.

We walked very quietly from this place—Tonia with her arm in mine. This was a very special time for us and we will hold it in our hearts.

The sun had fled and it was colder. Alex asked if I could walk a mile as he would like me to meet his grandmother. My hip was beginning to hurt, but I gamely answered, "Yes" while trembling inside. I pictured an imperious elderly Russian lady looking down at my jeans in condescension. "Maybe you should call first." I suggested, hoping she might be busy. Alex agreed but tried many phones before finding one that functioned. He gaily announced that "Grandmother waits," and off we went—and went and went. It was then that I became familiar with the Russian saying, "A mile and a guck." A guck being anything from 10 feet to 10 miles. When the mile ends, the guck begins. It got darker and darker and we kept asking Alex when the guck began. "Soon." was the frequent reply. That was the longest mile I ever trod. We stopped once at a bakery where Alex used to go as a boy to buy a something to take to Grandmother. Alex decided upon

"Birdmiik" when I proved unequal to the task. This is like a many-layered Boston cream pie covered with chocolate. With this in hand, off we went once again. Through the darkening streets of Moscow, leaving affluence behind, we walked and walked and walked. Where was all of the crime it has been warned against? We saw only scattered tired people hurrying home.

It was quite dark when we entered a narrow alley and Alex pointed out the school he had attended as a young boy and then the house where he was born. Again, that loving smile as he said, "You are part of my family, so I must show you these things and have you meet my Grandmother."

Across the courtyard from where Grandmother lives is an impressive new apartment building. Here, the Prime Minister of Russia lives. What a contrast. The building in which Grandmother lives is old and dingy with a rickety elevator. It creaked and groaned its way up to the floor where Grandmother lives in three shabby rooms that would fit in my kitchen, but as Alex demonstrated, going to her window, each morning she can look from her window and look across to his and say, "I wonder what the Prime Minister does today?"

This dear 94-year-old woman met us lovingly, her face wreathed in smiles; her joy evident. She had prepared tea, cheese, bread, and homemade cookies. She offered me her slippers in case my feet should

be tired. We communicated via Alex with Tonia's help and she laughed heartily when, prompted by Alex, I greeted her in Russian. "I am pleased to meet you. I am Pixie." She, like all Russians, is the soul of hospitality and we had a brief but happy time together. I saw pictures of young Alex and his family as Alex murmured, "Her memories, our past." I am thankful for being part of this family.

Alex joked that he would use Grandmother in a TV ad when he opens his dairy because she still has all of her teeth in excellent condition. Grandmother laughed and said it is because when she was

young she ate carrots and drank goat milk.

When we left we embraced and I took her face in my hands and kissed her cheeks. I was warmly kissed in return. She watched us out of sight with a loving smile on her face and I marveled at the spirit of these people.

Feeling closer than ever, we returned to the hotel and had another emotional "Farewell." They will call in the morning. I soaked in a hot tub and went to bed. There is still tomorrow.

I awoke to another sunny but very cold day. Still about 10°F. Tonia called and said they would be here about 10:00. She said they would meet Anatoly in the subway.



Anatoly, Pixie, Tonia, and Nadya share a special moment. HOMDGA's certificate to the Bodrovs hangs on the wall behind them.

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I showered and went to breakfast; then spent the morning writing my final report. It took much longer than I had anticipated as there was so much to be said. My wrist and hand were very sore when I finished and it was a relief to have it over with. I went to lunch and had chicken soup, tomato salad, bread and juice.

At 1:00 there was a knock at the door and there was my Alex with Tonia and her husband Sergei and Anatoly with his wife and seven-year-old daughter. All were dressed in their Sunday best and happy to be with me. Alex had the video transferred to use on my video and we were to view it but the hotel had no unit to utilize it. This is disappointing but it will be something to look forward to. Alex has explained that it is out history, and I understand now why all of our activities have been taped—it was all for me.

We crowded into my room to get acquainted. Anatoly's daughter brought me a picture of herself in native costume and she was persuaded to sing several Russian folk songs with gestures. She is a precious child.

We traveled by Metro and I learned that today's goal is an ancient monastery—now a museum. In front is a statue of Lubov, who did most of the artwork inside.

We toured the monastery and I was impressed with the awe on the face of this seven-year-old child as she examines the icons and asks questions in a hushed voice. Again, we slipped back in time to another age in this ancient land.

We then entered another, the first building in this monastery, built in the 1200s. Here candles are lighted and incense burns. Visitors genuflect and cross themselves in reverence as they enter. We gazed upon the icons and frescoes and I noticed Tonia's face is buried on her husband's shoulder and she is silently weeping. And I know this Russian sister of mine weeps for her country's suffering; for the years when religion was suppressed, and for what she is experiencing and sharing with us here on this day. It is an extremely poignant time.

Her daughter was given a candle to light and Alex bought one for me. With a loving smile, indicated that I should do likewise. "But Alex, I don't know what to do." I protest. Your heart will tell you," he answers. And so I lit the candle and placed it beside the child's as I prayed for the Russian people—that never again would their land be ravaged and that their children might grow up in peace. It was a solemn moment.

We left with Tonia, Alex and I joined by arms and hands, feeling closer than ever. The others followed, all my brothers and sisters. For quite a distance we walked the streets of Moscow and Alex asked if there is anything else I might like to see. I am filled to overflowing with sights, sounds and emotions, and can hold no more.

In the subway, Anatoly and his family had to leave us to continue to their home and I was saddened to see them go. There have been so many leave takings.

Going back to the hotel we were very quiet and Alex said, "I am melancholy, for we will part."

In the lobby it was very difficult. It was so very hard to part from these people who have become so very dear to me. We embraced and then Alex held me close and said, "Pixie, don't cry; don't cry," as the tears ran down his face. We all embraced one last time and I had to turn away and not look back.

I went to my room feeling as though a part of me had been torn out and will be left forever with my Russian brothers and sisters. I pray that we will again meet. I tried to watch TV and forget my emotional overload, but it followed me into sleep and I kept awakening and reliving.

I wakened to another sunny day, showered, and had breakfast with some other American volunteers. Back in my room, I finished my paperwork for Winrock. Sarah came about 11:00 for debriefing and we talked for over an hour. I made several suggestions after outlining what I'd accomplished. Tentative plans were made to ship milking hoses and inflations to both Tamara and Alex as well as two donated bucks from my farm next spring. We also hope to bring over at least five Russian goat breeders with Roman included as agent for Tamara and interpreter for the group. She told me Winrock was very pleased with my fulfillment of my assignment, which made me happy because it was very expensive bringing me here and I'd just hoped it was worth it.

I walked her down and we hugged "good-bye." Irena called to wish me well and tell me she had very warm feelings for me. She would like to visit me if she comes to the US again.

I packed most of my things and then went out and walked the streets of Moscow one last time, taking several photos of shops, my hotel, and a troop of soldiers on horseback that suddenly came clattering down Moscow's busy street and disappeared in the distance.

Back at the hotel I had supper and then read my book on the Kremlin. Before going to sleep, I stood in the window looking out at the lighted Moscow scene. "This is my last night here; shall I ever see it again?" I wondered.

My last morning to awaken in Russia. I was up early and showered; then finished packing and went to breakfast with my American friends. They gave me letters to send to their wives when I got home. We said our farewells and I exchanged my rubles for dollars and paid my hotel bill.

Back in my room I made a last minute check to be sure everything was packed and then there was a knock at the door. There stood my dear Russian sister, Tonia. Again, she had gifts; a picture of her children and husband, a map of Moscow with our travels traced and labeled, a bottle of milk from her goats, and at the last minute, she took from her pocket the pin she received when she graduated from the University of Moscow. I did not want to accept it, but she said, "Because I love you, you must." These people give so much. Anatoly arrived and had the video from Sasha. Tonia explained that he had a special message at the end for me, but that he was very tired when he made it. She said he will be thinking of me very much.

Then my driver arrived and we all left for the airport after gathering my luggage and turning in my key at the desk. They kidded me about my habit of losing things and asked if I was sure I now had EVERYTHING? "You lost your passport, you lost your camera, now where is your little white dog?" I explained that it was now a Russian goat and lived on the farm of my Russian family.

Nikolay gave me a form to fill out for customs while driving, but he could not park where he let us out and we had time for only a quick "Good-bye."

Anatoly and Tonia accompanied me inside and we took

some last pictures. So many "Good-byes" these last few days. It was very difficult. They could go no farther than the customs barrier but they stood and waved as I went through several other checkpoints. Each time I looked back they were still waving—until I turned the last corner and they were lost from sight.

As we flew westward and I watched the image of the plane superimposed over the map of Russia on the screen edge toward Tver—then to the left of it. I thought of my beloved brother and sister down below on their Russian land. I thought of how much they had given to me and how much I love them.

And then we were past and they faded into the distance, but not from my heart—not ever.

Between JFK and LaGuardia, I lost my camera for the final time. In the hurry, I left it in the Yellow Cab and although I reported it immediately, I knew this time that it was gone forever, and with it the film record of my last days in Moscow. I was very sad.

When I unpacked my suitcase the following day, the red rose petals from Sasha's bouquet were scattered through my belongings and I picked them out—each one bringing back an expression of love and consideration for my happiness that I had experienced while in his company—and there were not nearly enough petals to match them.

I would like to thank all of those who contributed to this venture on behalf of our Russian friends:

Cash donations—Southern Vermont Dairy Goat Association, a very generous donation of \$100; Dr. Robert Hottentot,

\$100; Bruce and Jonathan, \$200; Mr. and Mrs. Frank Pollard, \$50; Mr. and Mrs. M. Mayer, \$50; Other cash gifts were donated by Kay O'Donnell, Crone & Jaeger, Mr. and Mrs. Gray, Mr. and Mrs. Bill Gardiner, Wes Merchant, Della Dube, Jeannette Beaudoin, June Shea, and Mary Sturtevant. The A-1 Diner and the family of Catherine Allen contributed funds for my personal use, and members of the Heart of Maine Dairy Goat Association donated items for use as did a local Agway store and Linscott's Feed Store.

A special thank you to Brad & Cait Hunter for the collars and T-shirts, and to Elise LaForge for the use of her BIG suitcase that helped get it all there and the moral support throughout the whole long drawn-out ordeal preceding the departure. Elise also sent some very special buttons to Tamara that touched her heart.

Caprine Supply for their donation of catalogs and four thermometers. To Nasco for their offer of supplies in the future.

And last, but not least, to Paul DuBois for taking such wonderful care of my farm and making it possible for me to go. Thanks everyone—you're all wonderful.

Shortly before Thanksgiving, Pixie received word that the home of Tamara Brusova and all her belongings had been lost in a fire. Pixie is trying to organize some kind of relief for Tamara, and is hoping to work with Winrock for delivery. (Postal costs are prohibitive to Russia.) Contact Pixie directly for more information.



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Goat Talk

Winter 1995



A cloud of white Russian goats

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The Heart of Maine Dairy Goat Association meets three times a year (usually on the second Saturday of the month), in February, May, and September. Notices of meetings will appear in the newsletter. We welcome anyone who is interested to join us or to be our guest.

The newsletter is published four times a year, before each meeting and in mid-summer.

REMINDER: The Heart of Maine Dairy Goat Association has published a collection of favorite recipes. Copies may be ordered from the treasurer for \$5.50, plus \$1.50 shipping and handling. Makes a great gift!

THE TATOO LETTER FOR 1994 IS "F"; for 1995 IS "H"



Pixie Day with some of her many goats. MECCA PHOTO.

Pixie Day Shares With Russians In Farmer-to-Farmer Program

One year ago, Sleighbell Farm's *Freedom's Gift*, a Saanen doe kid owned by Pixie Day, made the journey to Russia to become a member and improve the herd of Alexander "Sasha" and Nadezhda Bodrov.

The grateful Alex Bodrov wrote back to Pixie to say, "It is our dream to see you on our farm." The Bodrov's dream was realized this late October when Pixie made a two week journey sponsored by Winrock International's Farmer-to-Farmer Program, working with and lecturing to Russian goat breeders on herd management and other practices. Four days were spent on the Bodrov's farm.

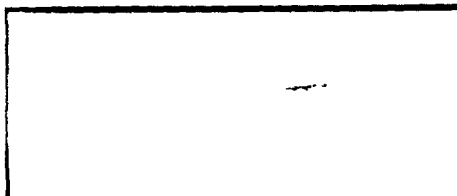
"I marveled at what this remarkable man and his wife had accomplished in two years — completely rebuilding an old cow barn with lumber cut from the forest, improving several hundred acres of pasture, building a snug building for pigs, a large machine shop with storage for machinery, wood shed, hay barn, and now has a saw mill under construction," says Day.

Winrock's global Farmer-to-Farmer Program focuses on 11 countries. This program sends volunteers with expertise in agricultural processing, marketing, food distribution, etc. and provides direct assistance and conducts

training in several areas. Volunteer participants work directly with farmers, business people, and host country organizations to overcome technical barriers. The ultimate goal is to help host farmers improve family income and nutrition as well as to increase overall food production.

Along with her expertise and some necessary supplies for training, Pixie brought her friendship and understanding to the farmers in Russia.

"As I shared life with these Russian people, I was overwhelmed by their unfailing courtesy, their gracious hospitality, their cheerful industry, and their love. These people are generous to a fault, and gave me far more than I gave them. Each goodbye was harder than the one before, but plans are in progress to bring some of them here next year to visit with American dairy goat breeders and observe our management. It makes the farewell more bearable," said Pixie. She also hopes to be able to send a buck kid to Russia in the near future.



At The Library

Everyone is invited to a talk and Video
Presentation "In Freea's Footsteps"
showing travels to Russian Farms by

PIXIE DAY



SUNDAY • JANUARY 15 • 2:30 PM

This presentation is be designed to give
individuals an idea of life on Russian farms, the
warmth of the Russian people, and the volunteer
work accomplished in the Farmer-to-Farmer
Exchange Program

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Farmingdale



Pixie Day and Freea with her Russian family at 'Nadesdha,' the Bodrov's farm in Russia.

Pixie Day, owner of Sleighbell Farm in Washington will present a talk titled "Freea's Footsteps," discussing her October trip to Russia, tonight at 6 at the Church of Jesus Christ of Latter-day Saints on Hasson Street, immediately following a pot-luck supper. Her talk will be accompanied by videos and other mementos. According to a release, in the fall of 1993 Pixie gave

Washington woman goodwill ambassador to Russia

WASHINGTON — A year ago, Pixie Day sent a dairy goat to Russia as a sign of goodwill. Recently, through the help of a non-profit Arkansas company, she had a chance to visit the farmers who received her gift.

Day, who owns Sleighbell farm in Washington, has raised goats for over 20 years and specializes in breeding Saanen goats.

She visited Russia on behalf of Winrock International, a nonprofit organization that works to improve the lives of rural people by increasing agricultural productivity and

rural employment while protecting the environment.

Day has produced and marketed cheese made from the milk of her goats for approximately 10 years.

While in Russia, Day met with members of Russia's goat producer's organization, the "All-Russian Goat and Sheep Keepers Association." The association, formed approximately four years ago as a part of the All-Russian Farmer Association, lacks the information or resources to provide recording, informational, or marketing services to its members.

Professor to help Russians via radio

851

Sarah B. Walker
Staff Reporter

Traveling throughout the American West in the 1920s, University professor Janet Macy's father taught farming to immigrants moving from Eastern cities.

Supported by Midwestern land-grant universities, these "schools on wheels" provided practical and technical information for new American farmers.

Macy is continuing her father's legacy as an educational pioneer. Next month the professor of family social science will use her expertise on farming and consumer issues to produce a radio program in Moscow.

Earlier this summer, Macy, 59, volunteered to produce a daily 10-minute segment addressing farming issues for Radio Nadezhda in Moscow. The station, operated entirely by women, teamed up with Macy through Winrock International, an international development agency.

Helped by an interpreter and station managers in Moscow, Macy put together two focus groups of farmers. In discussions with the farmers, Macy and the managers found that 10 minutes was not enough time for every topic they wanted to cover.

They also found that farmers had time to listen only in the morning, before Radio Nadezhda started broadcasting for the day.

Macy proposed an hourlong morning program, starting at 6 a.m., to address topics on farming, marketing, homemaking and consumer rights.

Each program's first half hour will focus on business and marketing ideas and on farming around the world. The second half-hour will pinpoint issues related to consumers and house-keeping. These include tips on reading product labels and on fashion, a popular topic for women in Moscow.



Photo/Cindy Schultz

ON THE AIR: Janet Macy, a radio specialist and University associate professor, is off to Moscow on Aug. 22 to start a one-month pilot radio show for farmers and consumers. When she visited Russia in July, Macy said, "The corn was not as high as an elephant's eye by the Fourth of July."

Russia's poor economic situation creates an urgent need for the program, Macy said.

The worst problems in Russia are extreme inflation and organized crime, especially extortion, she said.

Because capitalism is new to Russia and only 10 percent of the farms are owned privately, the country's parliament, called the Duma, has not issued rules on the quality or safety of food production.

Russian farmers who borrow money also face interest rates around

230 percent.

Macy hopes to provide a bridge between farmers and consumers.

"What I'm going to do is try to educate the farmers about what the consumer wants and try to educate the consumers about what the farmers need to do," she said.

She would like to see consumer-rights groups form and demand regulations, she said.

The show will begin broadcasting Sept. 1. During its first month, Macy will produce and write pro-

gramming. A Russian reporter will host the show, which will air throughout Eastern Europe and as far away as Portugal.

For two years women have managed Radio Nadezhda, which means "hope" in Russian. The managers believe Russia's only hope for better conditions lies with its women and children.

Besides her job as an associate professor in the University's family social science department, Macy has been a radio and television journalist

for 37 years. Right now she hosts a program on University radio station KUOM-AM called *Feet to the Fire*, which deals with development of individuals and families.

Earning master's degrees in both broadcast journalism and counseling made her a more empathetic interviewer, she said.

"I admire and thrive on people's differences," she said.

Macy hopes to return to Moscow on Aug. 22 to prepare for the first show's airing.

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Farmingdale



Pixie Day and Freea with her Russian family at 'Nadesdha,' the Bodrov's farm in Russia.

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BG farmer sees transition in Ukraine

By BRIAN G. SPEARS
The Daily News

Richard Vernon, owner of Triple V Farms in Bowling Green, saw first-hand the Ukraine's difficult transition from communism to free-trade capitalism.

"The Ukrainian people want a better life for themselves and their families, no hand-outs, just a chance," Vernon said.

Vernon was a volunteer who went to the Ukraine on a farmer-to-farmer program sponsored by Winrock International, an aid organization that works with the U.S. government. While in the former Soviet Union, Vernon taught and lectured about contract model farming.

"The Ukraine is trying to make the transition from the giant collective farm system of the former Soviet Union to privatization — returning the land back to the people. The problem is if the land was redistributed and the average farmer received 200 acres, he would have

no money and no equipment, the means to produce crops," Vernon said.

Under contract-model farming, an agreement could be reached between the land owners and those who owned the means of production, such as feed. But first the people must learn to trust one another, Vernon said.

"The people are not trusting of the government," Vernon said.

In an effort to gain an upper hand in a brand new economy, many Western businesses and interest groups are going into the Ukraine with selfish motives, taking advantage of a bad situation, according to Vernon.

After living in a totalitarian economy in which the people had to be responsible to "Big Brother" it is difficult for them to learn to be responsible to each other in a free-trade environment, according to Vernon.

"The Ukrainian people need others who are willing to help, they need to learn to be responsible to each other as an independent people. They need to learn to be able to fulfill commitments to one another," Vernon said.

Right now it is harder for the Ukrainian farmers living in a new democracy; under communism they were at least guaranteed pay. It's going to be hard for them, a struggle. They are where we were at in 1776," Vernon said.

The agricultural climate of the Ukraine is grim, Vernon said. He

said that at last report, the farm where he stayed had experienced a feed shortage for more than two weeks.

"In the Ukraine, the farm animal death rate is between 10 and 20 percent. In the U.S.A., it is under two percent," Vernon said. "A pensioner, someone equal to living on social security, receives a monthly

check for \$3.61. These people need hope, they need faith."

He added:

"More than anything, I appreciated the fact that the farm I stayed on was able to work with so little. It taught me as a farmer that no matter how bad things get, every morning you get right up and do it all over again."

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MATTHEW HOELSCHER/The Daily
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Iowa State professor Norman Dietrich to keep his suitcase packed. Dietrich, a professor of design, returned from Germany last week, only to return again yesterday, said May Ann Kapito, a friend of Dietrich.

Dietrich is working in Eastern Germany restoring a mining area.

On his first visit, he formulated plans on how to restore the area, and then drew the plans while at home.

He will present his proposal during his current trip to Germany. His proposal calls for creating a recreational area with trees and lakes to fill the mining holes, which are 100 meters deep and two to three miles wide.

Dietrich will be in Germany for one week during this trip, but will return for 10 weeks this spring in order to begin the restoration work.

An international team of designers from Italy, France, Spain and



TANYA KEITH/The Daily

Iowa State professor, Norman Dietrich, has been working on restoring an old mining area in Germany.

other countries are working together on the project, Kapito said.

Dietrich got involved with the project via contacts in Germany who

said they wanted him to work on the project.

"Learning the similarities and differences between the problems in

different places and being exposed to new cultural ideas is the best part of this experience," Dietrich said.

3 ISU professors aid Ukrainian government

by ALLISON WIEST
Daily Staff Writer

Three Iowa State professors are helping the Ukrainian government get back on its feet after ongoing economic turmoil.

The three traveled to Ukraine, from Sept. 25 to Oct. 1, to advise the Ukraine president and his advisers on various improvements that could be made during the country's move from complete government control to privatization.

Economics Professor Neil Harl lead the team that included Economics Professor and macroeconomics expert Walter Enders and Economics Professor and banking expert Ron Prescott.

Their ideas for privatization

President Leonid Kuchma's speech on Oct. 11.

This is Harl's fourth visit to the Ukraine, after an ISU international finance center signed an agreement in 1991 to work with the Ukrainians on problems related to moving from central planning to a national market economy.

In 1992 and 1993, Harl conducted three schools for Ukrainian banking and finance personnel. More than 350 Ukrainians attended the two-week school, Harl said.

During this trip, Harl concentrated on helping the Ukrainian government understand new land laws, the need for a modern commercial law, reform of bankruptcy systems, formulation of tax policy and steps needed to develop a policy of market protection to shield markets from

abuse. "This trip was the most productive because people were interested and paid attention to what we were there to explain, and before they weren't ready to listen and act on the issues," Harl said.

The Ukrainian economy is grave, and they need help to make sure their privately-owned land markets are not taken over by outsiders, Harl said.

Enders focused on fighting inflation during the trip.

In September, the exchange rate was 80,000 Ukrainian karbovanets for one American dollar, and the inflation rate was 10,000 percent a year, Enders said.

"I talked about how to bring this inflation under control," Ender said. "In order to do this, the government

must quit raising taxes and quit printing so much money."

The Ukrainian government is in so much debt that they can't borrow money, so they keep printing more with nothing to back it, Enders said.

The tax rate is 85 percent, which has driven 45 percent of the economy into the black market, and the average salary is \$25 a month, he added.

"The people bent over backward to help us, and they were very curious about the United States," Enders said.

Prescott said he also considered the trip to be valuable.

"The experience was wonderful," he said. "It was like a PhD exam, every day they thirst for knowledge."

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Vernon
Margie (file)
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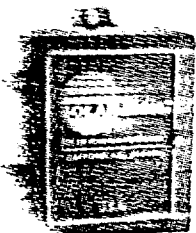
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New Mexicans share knowledge with former Soviet state shepherders

Krygyzstan nomads starved for information say volunteers

by Becky Noland

They drank fermented mares' milk, slept in yurts at 15,000 feet and toasted Gorbachev with glasses of vodka.

Joseph Hindi, Patricia Quintana, Herman Kiesling and Ednen Hindi spent the month of June in Krygyzstan, a newly-independent country and formerly a state in the now-defunct Soviet Union.

Volunteers in the Farmer-To-Farmer program, the four New Mexicans gave their time and expertise to help farmers in Krygyzstan.

Funded by the U.S. Agency for International Development and administered by Winrock International, the Farmer-To-Farmer program sends agribusiness specialists, educators, U.S. farmers and other agricultural specialists all over the world. The program emphasizes the personal relationship between people, and their simple concept works:

"I got attached to a lot of people over there," said Pat Quintana.

Bouletbek Asanbekov, a 47-year-old farmer, and his extended family were the people who the Americans came to know, personally. Primarily a sheep "rancher", Asanbekov also grew barley and potatoes, raised Angora goats and owned 12 horses, 12 cows and 60 bee hives. Asanbekov's farm was near the tiny, remote village of Bugacho, and needless to say, the Americans were a big hit in the village. Children followed them, farmers grined them about American farming and ranching practices, and the pictures they brought of New Mexico were endless sources of delight to the villagers.

"They were starved for information about the outside world," said Joseph Hindi. "They couldn't get enough of it."

Hindi said the villagers were particularly fascinated by two ranching tools that Americans take for granted, but are unknown in Krygyzstan: pick-up trucks and fences. Historically a nomadic people, fences have never taken hold in Krygyzstan and all grazing land is communal, said Hindi.

"There was a strange absence of cars," said Ednen Hindi.

Donkeys were the mode of transportation, and like cars in the developed world,

were occasionally stolen. But instead of changing license plates like car thieves, donkey thieves cut off the donkey's identifying earmarks.

"We couldn't figure out why so many donkeys didn't have any ears," said Hindi.

The few farms like Asanbekov's that have been privatized since the collapse of the communist government are highly labor-intensive, Hindi said. Asanbekov's seven brothers and three sisters and their families all had specific jobs on the farm. Hindi said that the local farmers couldn't believe that the Hindis could manage a herd of 4,000-5,000 sheep with only two people.

"We made drawings of our pastures and water systems, diagramed the corrals and showed them pictures of the dogs working the sheep, but they still had a hard time believing it," said Hindi.

Although they traveled half-way around the world, the New Mexicans saw adobe houses, Russian olive trees and snow-capped mountains. Quintana, a Taos native, said that parts of Krygyzstan reminded her of northern New Mexico. Although there are similarities between the landscapes of the two areas, Joseph Hindi said that the economic and political structures are "incomparable."

"Basically, it's another planet over there," said Hindi.

Not surprisingly, after 77 years of a communist government, the transition to a market-based economy has been extremely difficult. The government no longer maintains the infrastructure of the country, and as a result, nothing gets fixed or even maintained. Government graft and corruption is still wide-spread, and Hindi said that when they accompanied Asanbekov to a government office to obtain statistics on sheep, the bureaucrats were drunk and demanded a bribe. At other times Asanbekov's car was pulled over at police-manned guard stations and the police demanded money.

"Asanbekov called the cops 'donkeys grazing on the side of the road,'" said Hindi with a smile.

Two generations of Krygi people have lived under the communist system, and despite being well-educated, they have no concept of how capitalism works. Asanbekov had a degree in engineering, but Ed-

nen Hindi said he "didn't have a clue" how to function in a market-based economy. So, the Hindis gave Asanbekov a crash course in capitalism. During weeklong, nightly sessions with a translator, the Hindis helped the Krygi farmer develop a detailed business plan for his farm.

Like rural women everywhere, Krygi women played a major role in daily life, said Pat Quintana. Although the Krygi women weave, they didn't use looms, so Quintana built a replica of a Navajo loom for Asanbekov's wife and sisters to use. Quintana said that every fabric in Asanbekov's household was a wool product.

"It reminded me again how versatile sheep are," she said.

Quintana said the food was excellent: boiled lamb, potatoes, homemade noodles and "kumus" (fermented mares' milk). Herman Kiesling had another opinion.

"I couldn't stand the stuff (kumus), but I drank it anyway," he said.

Kitchens were separate buildings and the women cooked on outdoor ovens, like hornos, and used dried animal dung for fuel.

"They have a very simple lifestyle," said Quintana. "I was in my element ... I could have stayed longer."

One of the highlights of the trip was visiting Asanbekov's summer range for his sheep. A day's ride from the village in a wagon pulled by a tractor, "jihlo" (roughly translated as sheep camp in the high country) was located at 15,000 feet and nestled against the northern end of the Himalayan Mountains.

"It was exhilarating," said Ednen Hindi. "I've never been that high except in an airplane."

They slept in felt yurts under Karakol sheep pelts and drank black, hot tea. Every night the sheep were penned in homemade barb wire corrals. The shepherders rode scrawny, straight-backed horses, but Quintana said that despite their looks, the horses had a smooth gait and lots of endurance. On a day that neither group is likely to forget, the Krygi shepherders and their American friends rode across the rolling foothills of the Himalayans looking for wild onions.

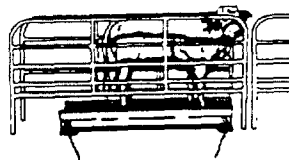
No longer just a place on a map, Krygyzstan is now a vivid memory filled with real people for four New Mexicans.

"It was an incredible experience," said Quintana.

To learn more about the Farmer-To-Farmer program and how you can become a volunteer, contact Andy Martinez at Winrock International, Route 3, Box 376, Morrilton, Arkansas 72110. Telephone: (501-727-5435) Fax: (501-727-5242).

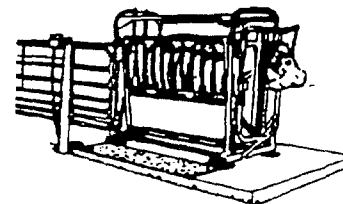
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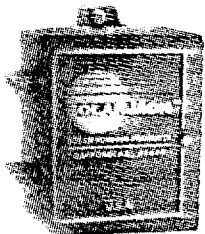
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THE SUN

1147022
SUNDAY, OCTOBER 9, 1994

MARYLAND/REGION

Farmer to Farmer links Kazakh, Md. shepherds

By Amy L. Miller
Sun Staff Writer

Farmers in Kazakhstan, a country in the former Soviet Union, have been raising sheep for hundreds of years.

Problem is, they're still using many of the same methods they used when nomads traveled the area centuries ago, said Paul Tashner, president of TCO International, a Westminster-based enterprise helping Russian and American companies do business together.

"You still see a shepherd with a staff looking after a couple hundred sheep," said Mr. Tashner, who helped bring a Jeep Eagle dealership to Kazakhstan last year. "There are cowboys herding sheep on horses over the fields, which don't have fences. There's a lot of room for improvement."

So Mr. Tashner — who said he wants to give something back to the developing areas he's doing business

with — has helped set up a Farmer to Farmer exchange program between the Kazakh residents and three Maryland sheep specialists.

Carroll County extension agent David Greene, Wicomico County extension agent Susan Schoenian and Eldon Gemmill of Westminster, a former West Virginia shepherd who currently works for the Baltimore County Department of the Environment, will leave for Kazakhstan Oct. 22 and return on Nov. 5.

They will teach two groups of 25 shepherds modern sheep management techniques, ways to improve wool and meat quality, and marketing techniques, Mr. Tashner said.

Farmer to Farmer is a program sponsored by the U.S. Agency for International Development and Winrock International, a private foundation based in Arkansas.

"Fifty percent of their livestock is sheep," said Mr. Tashner, noting that the country has about 35 million sheep compared with 17 million

people.

"One of the things this business is committed to is social projects in the areas where we do business," he said. "I donate 15 to 20 percent of my time and energy to nonprofit activities that help improve the local communities."

This project emerged out of talks with Peace Corps volunteers in Kazakhstan and further discussions with Mr. Gemmill, Mr. Tashner said. Mr. Gemmill then led him to Mr. Greene and Ms. Schoenian, he said.

"David is a renowned sheep expert, well-known throughout the U.S.," Mr. Tashner said.

Mr. Greene — who raises the animals himself and is often asked to speak at various sheep-breeding association meetings — is more modest about his abilities.

"I guess maybe I've traveled around enough and been in the sheep industry long enough that I can make a difference," he said. "I like the challenge. I wanted to take

the opportunity to try to help out these people."

Although the two three-day seminars — one in Dzhambul and the other in south Kazakhstan — will cover modern veterinary care and management, Mr. Greene said he will spend a good bit of time discussing the financial aspects of shepherding in a capitalistic society.

"They're in the situation of all of a sudden being in charge of their own business," said Mr. Greene. "When you've been working for someone else and then, all of a sudden, you're in charge, you have to do things that you might not have been familiar with before."

These farmers may need to learn how to determine the value of their goods, he said.

"They've always been given a certain price for their goods," Mr. Greene said. "Now, they have to compete on the free market. That system is a hard concept to understand."

However, Kazakh shepherds



should have ample opportunities to market and export their goods, Mr. Tashner said.

Mr. Greene said group members would also like to have a festival, similar to the county farm fairs, and set up two demonstration farms — one in each region — during the trip.

"This can be an on going teaching technique," he said, noting that the county extension agency and the agriculture department in Kazakhstan

have electronic mail capabilities. "We could be in contact on a daily basis," he said.

Once they return, Mr. Greene and Ms. Schoenian will begin setting up another program that would bring the Kazakh farmers to Maryland next spring, Mr. Tashner said.

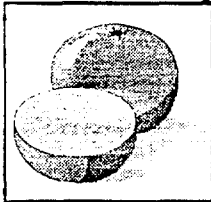
"We're looking at this on a long-term basis," he said. "There will be follow-up training and interaction long after they leave."

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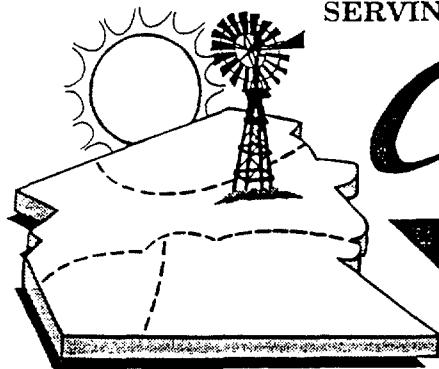
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Central Valley FARMER

Vol. 2 • No. 4 • February 16, 1995

Calif. Experts Find Opportunities for Growth in Ukraine's Wine Industry

Farmer-to-Farmer Volunteers Aid Grape and Wine Research in Former Soviet State

The Winrock International NIS Farmer-to-Farmer Program recently sent volunteers Katherine Haight and Michael Thomas to help improve production and increase profits for private Ukrainian grape producers and processors. During November, Haight and Thomas worked with the Tatrov Research Center to transfer technology in the areas of research, grape production and processing, packaging, and marketing and to create a computer-based information system for grape production and wine making.

Ukraine's President Leonid Kuchma, who recently visited the United States to meet with President Clinton, has initiated significant policy changes to move the country towards private ownership of industry and land. The volunteers found that the Odessa/Black Sea region of Ukraine has potential for international recognition in grape

(continued on page 2)



Blossoming orchards hail an end to winter and the coming of an early spring.

Valley Farmers Shouldn't Ignore Peso Devaluation

San Joaquin Valley farmers who have in previous years exported produce south of the border must factor the devaluation of the Mexican peso into their 1995 production planning decisions, according to UC Davis Extension ag economist Roberta Cook.

Before, Mexicans gave three pesos for every dollar. Now they give five to six for every dollar.

"The prices have doubled in peso terms," Cook said. "It will reduce California exports to Mexico almost without a doubt."

In the past, Central California tomatoes, onions, potatoes, broccoli, lettuce and other leafy green vegetables have been exported to Mexico. The tomatoes alone were valued at about \$15 million in 1994. Mexico was buying a significant portion of the California pear crop and several million cartons of soft tree fruits. Table grape and wine products exported from California to Mexico were worth more than \$14 million in 1993.

"It's not evident what market can absorb all that," Cook said.

However, there will still be some market for California produce in Mexico, she said.

"There's always a certain percentage of the population that has the purchasing power for California produce," Cook said. "There is a great deal of foreign investment in the Mexican food distribution system. The chain stores are growing and they want to have high-quality standardized products. That's going to continue to maintain some demand."

Cook said she expects the peso to increase in value over the next year or two, but that it will not return to its previous value in the near term.

The switch helps exporters sell more to the United States, and reduces import demands for products from California and the rest of the nation.

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Publisher of *AgFresno*, *American Vineyard*, *California Dairy*, *Central Valley Farmer* and *Pacific Nut Producer*, the West's leading ne

GROWTH IN UKRAINE

(continued from page 1)

cultivation and wine making. They believe that U.S. assistance could have a large impact on speeding privatization and improving Ukraine's grape and beverage production and distribution.

Volunteer Katie Haight is a private consultant and research associate with the Viticulture and Enology Research Center at CSU, Fresno. She is also a part-time faculty member at California State University, Fresno. Mike Thomas, based in the valley, is a viticulture specialist from Sonoma Grapevines, Inc., the largest grapevine nursery in the United States. In his work, Thomas provides technical support and assistance to his customers.

"The research foundation in the Odessa Black Sea region is extremely good," said Haight. "Their largest problem is the lack of communication with the rest of the world. We are encouraging them to publish some of their high quality research in viticulture and enology journals throughout the world and have offered assistance. This is a very inexpensive way of advertising."

"The Ukrainian viticulture and enology industry has two major problems," added Thomas. "First, the rest of the viticulture and enology world has no idea of the high quality of research the

Ukrainians are capable of completing. Second, they lack funding to achieve equal status with the rest of the world."

The volunteers gave presentations in their areas of expertise for thirty employees at the research center. They explored several avenues for research exchanges and joint commercial ventures with the center's directors. They also suggested innovations in the center's computerized information systems to increase efficiency and compatibility with other parts of the world and to link up to the Internet. The volunteers brought and donated more than 50 technical books and papers on grape production and processing.

Haight and Thomas found a number of areas to pursue possible joint research and commercial activities, including exchange of grapevine breeding stock and a seminar at California State University, Fresno on collaborative research.

This volunteer assignment is one of several Farmer-to-Farmer projects sponsored in Ukraine over the past 6 months. In July, Iowa State University economist Dr. John Helmueth spent a month working with the Department of Economic Analysis in Ukraine to provide staff with a deeper understanding of economic policy analysis in a market economy.

In September and October, Wunrock headed four volunteers with expertise

in banking, agricultural insurance, and commodity exchange to assist agricultural companies in Ukraine as the country privatizes its economy. That team was asked to work with WELSCOM Companies, an umbrella corporation for seven firms providing services to Ukraine's agricultural sector. The volunteers reviewed company business plans and provided technical assistance in business management, methods to address risk in currency values and interest rates, information technologies, land valuation, banking skills, and grain merchandising.

In October, Iowa State University professors Walter Enders, Neil Harl, and Ron Prescott teamed up for a Farmer-to-Farmer assignment with Dr. Peter Sabluk and his staff of economic analysts at Kiev's Institute for Agrarian Economy. Dr. Sabluk, director of the institute, was recently named vice premier minister of the agro-industrial complex of Ukraine. The volunteers conducted seminars regarding agricultural law, free-market economics, and price stabilization.

"Farmer-to-Farmer volunteers are working at the farm, research, and policy levels in Ukraine. All levels of experience are critical for making the difficult transition to a market economy," said David Norman, Farmer-to-Farmer program manager. "Ukrainian nationals have excellent technical expertise but


What do you think about
Central Valley Farmer?

very limited exposure to market economics, private agriculture, or advanced communication technologies. Accurate information is critical as Ukraine privatizes agriculture and industry. Both person-to-person exchanges and on-line communication can speed the pace of successful reform."

The NIS Farmer-to-Farmer Program funded by the United States Agency for International Development (USAID) is a 3-year project designed to increase food production, stimulate efficient farm management, improve food processing and distribution, and enhance marketing efforts in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. Winrock International's Farmer-to-Farmer Program enables U.S. volunteers, including farmers, educators, agribusiness specialists, extension workers, and other agricultural professionals to share their knowledge and expertise with people adapting to a market-driven economy.

Winrock also operates the Global Farmer-to-Farmer Program, with funding from USAID, in Burkino Faso and Senegal in Africa; the Dominican Republic in the Caribbean; and El Salvador, Mexico, Nicaragua, and Panama in Central America.

Winrock International is a private, nonprofit organization that works to improve the lives of rural people by increasing agricultural productivity and rural employment while protecting the environment. Winrock also helps strengthen institutions and policies, and develop human resources to bring about lasting change.

Winrock's activities in the United States and more than 40 other countries are funded by grants, contracts and contributions from public and private sources. Headquartered 70 miles northwest of Little Rock, Arkansas, Winrock also has offices in Arlington, Virginia; Abidjan, Cote d'Ivoire; Nairobi, Kenya; and Manila, the Philippines. 

Scientists Look at Organic Cotton in Madera

Growing cotton organically on a large scale can be done and it's not much different than conventional cotton farming, according to University of California scientists studying the two growing methods in Madera County.

This may not signal an eminent transition by all conventional cotton growers to organic, says Madera County cotton farm advisor Ron Vargas. But it does mean that alternatives to traditional farming are being developed and may be employed to reduce the use of synthetic chemicals in cotton production.

After two years of a proposed five-year study funded by the California Energy Commission, Vargas and co-investigator Sean Swezey, an entomologist in the UC Santa Cruz Center for Agroecology and Sustainable Food Systems, have found that both organic and conventional farmers rely on much the same information to make their growing decisions.

Varietal selection, planting strategies, fertility and irrigation management, pest management and defoliation on the organic and conventional fields were based on the same environmental and soil parameters and plant monitoring systems developed largely by University of California scientists for cotton growers.

The only difference is organic growers' commitment to use only non-synthetic materials. They fertilize with compost and other natural materials and release beneficial insects to control mites, aphids and lygus bugs, the primary insect pests of cotton. Alfalfa crops at edges of fields can also reduce the organic cotton's lygus damage because vigorously growing alfalfa is strongly preferred by lygus.

Organic farming consultant Mike

Pettigrew said he believes that any pest outbreak in cotton can be controlled with beneficial insect releases.

"I'm pretty confident we could convince conventional growers' pest control is cheaper, and provide better control, than they have now," Pettigrew said.

However, Vargas cautions that organic pest management methods have not yet been tested under severe pest pressure.

"In many instances, when insect pests would be overwhelming, the use of predators wouldn't be effective in their control and result in crop damage and yield loss," Vargas said.

The challenge of weed control in organic cotton is even more daunting.

Accomplished in organic fields by mechanical and hand weeding, weed control was found to be much more costly for the farmers who choose not to use herbicides.

"The labor intensive weed control methods available to organic growers can cost as much as \$200 per acre," Vargas said. "A conventional grower typically spends \$50 per acre for weed control."

The second major obstacle for organic growers is defoliation. In conventionally grown cotton fields, plants are treated with a plant growth regulator, and at a certain point in the season, irrigation is discontinued and the field is sprayed with a chemical defoliant to prepare the crop for mechanical harvest.

The organic farmers chop off the tops of plants to limit their upward growth and use primarily nutrition and irrigation management to defoliate the crop. If the cotton field's soil is naturally deficient in magnesium or zinc, applications of magnesium chloride or zinc sulfate are permissible and aid defoliation.

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Even if you don't use simazine, it's important to defend product choice. This special review could set an unwanted precedent. If a widely used herbicide like simazine is canceled, other herbicides may soon follow.

It's no secret that this presidential administration and the EPA have goals set for pesticide use reduction regardless of any health benefit, which could include unnecessarily taking important products off the market. It's important simazine remains available as a weed control option.

A Call to Action

Because simazine is often the foundation of a total weed and grass control program, its loss would severely impact production. Fortunately, the EPA will listen to your comments regarding simazine as it conducts a risk and benefit analysis during the next several months.

The special review is the most serious threat to simazine in its history. It is not just another study. Once the review is complete, the EPA may take action to limit the use of simazine. Ciba will take care of the science-based issues, but only you can tell the EPA about the benefits of using simazine in your vineyards.

As part of the special review process, the EPA is accepting comments from grape growers who use simazine. A short letter is the only opportunity

you have to let the EPA know about simazine and what losing it could mean to your operation. Your opinion does count. Your letter [along with others] will make a difference. But you must act soon. As stated earlier, this public comment period lasts until March 23, 1995.

Send Comments To:

Public Response and Program Resources Branch (OPP-30000-60), Field Operations Division (7506C), Office of Pesticide Programs, Environmental Protection Agency, 401 M St. SW, Washington, DC 20460

Begin the letter with *Dear Sir/Madam or To Whom It May Concern.*

Include some of the following points:

How long you have used Princep; how important Princep is to your production; what Princep costs you; and what will happen to your costs and yields if Princep can't be used anymore.

The letter does not need to be a scientific document. Just write a few sentences explaining the role of simazine in your production process. Remember to include the number OPP-30000-60 near the top of the letter.

If you have any more questions, please see your local dealer, consultant or Ciba sales representative. They'll be glad to provide you with more information. You can make a difference. Washington wants and needs your opinion. □

California Experts Tour Ukraine's Wine Industry, Share Technology

Volunteers Katherine Haight and Michael Thomas were recently sent to the Ukraine by the Winrock International Farmer-to-Farmer Program to help improve production and increase profits for private Ukrainian grape producers and processors.

During November, Haight and Thomas worked with the Tairov Research Center to transfer technology in the areas of research, grape production and processing, packaging and marketing, and to create a computer-based information system for grape production and wine making.

Ukraine's President Leonid Kuchma, who recently visited the United States to meet with President Clinton, has initiated significant policy changes to move the country towards

private ownership of industry and land. The volunteers found that the Odessa/Black Sea region of the Ukraine has potential for international recognition in grape cultivation and wine making. They believe that United States assistance could have a large impact on speeding privatization and improving the Ukraine's grape and beverage production and distribution.

Volunteer Katherine Haight is a private consultant and research associate with the Viticulture and Enology Research Center at California State University, Fresno. She is also a part-time faculty member at California State University, Fresno. Michael Thomas is a viticulture specialist for Sonoma Grapevines Inc., in Santa Rosa, Calif. □

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VOLUME 49 NUMBER 19

Offers details about exchange purchase

Local calling areas in other government bodies do not communities. Nothing get a direct cut.

Tishmack said he's not sure exactly what BEK's tax bill will be for the six new exchanges, but he estimated it at about half of what U S West now pays on the same property.

Wishek Mayor Milton Wiest, who attended the meeting, said the change in tax formulas will cost McIntosh County about \$40,000 annually, while the City of Wishek will lose around \$7,000. Tishmack could not confirm those figures, but acknowledged that they are probably in the ballpark.

"There's certainly going to be a loss of revenue (for cities, counties and other subdivisions)," he admitted. "But there's really nothing we can do about that problem right now. The offset is that over the long term, we think we will be a much better asset to the rural community than U S West would be."

Tishmack noted that U S West is selling off more than 60 other rural N.D. exchanges in addition to those being purchased by BEK.

"U S West has a 'big-city' mentality, they want to invest their as-

see BEK, cont. on page 7



Wishek farmer Richard Lang displays some of the mementos he brought back from a trip to Russia as part of the Farmer-to-Farmer program, a federal project to develop better relationships between American farmers and their counterparts in other countries.

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In other business

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dinger and her husband, Cordell,
informed the board that their
health insurance company will not
accept a school district check for
premium payments, because the
company is not registered in North
Dakota.

A longstanding policy negoti-
ated by the board and teacher's
representatives says the school can
make payments only to insurance
companies and that the district will

see SCHOOL cont. on page 7

brought back from a trip to...
program, a federal project to develop better relationships between
American farmers and their counterparts in other countries.

Crossing cultures—

Area farmer shares know-how with Russian counterparts

BY FRANCIS MATERI

Wishek farmer Richard Lang
enjoyed a unique experience re-
cently when he was chosen to help
producers and agribusinessmen in
the New Independent States of the
former Soviet Union improve food
production, distribution and mar-
keting.

Lang traveled to the Ryazan
and Kaluga areas, about 150-200
miles southeast of Moscow, as a
volunteer with the Farmer-to-
Farmer Program. The program
was established by Congress and is
funded by the United States
Agency for International Develop-
ment.

Winrock International, a non-
profit agricultural research, train-
ing and development institute
based in Arkansas, administers the
program in partnership with a
network of U.S. and host-country
organizations. Winrock matches
requests for specific assistance
with qualified American volun-
teers. The Americans donate their
time and experience. Travel,
lodging, food and incidental ex-
penses are picked up by the
Farmer-to-Farmer Program.

Due to shortages of milk and
meat, Soviet farmers have been
forced to make changes in their
production practices. Lang and
another volunteer (a Wisconsin
man who works for American
Breeder Services) were primarily
assigned to help sort cows into
beef and dairy herds, so the farm
managers could concentrate their

energies toward a single purpose.
During their two-week visit, the
volunteers viewed feed sources
and storage areas; livestock hous-
ing and handling; and various
other agricultural facilities. They
then made recommendations on
potential improvements to their
counterparts in the Soviet ag in-
dustry.

"We went to a 10,000-acre state
farm that employs about 145 peo-
ple," Lang says. "We found that the
farm director kept very good
records and that most of the cattle
were fairly well-maintained. But
there were certain practices that
just didn't make much sense to us.

"The farm used to have about
2,000 head of cattle, but they're
down to only about 700 now," he
explains. "As a result, there are
some fairly decent buildings
standing empty. Yet, when milking
time came around, it was done in
one of the poorest structures on
the farm. There were holes in the
roof where rain streamed in, the
wind would blow right through and
the floors were just plain dirt. We
spoke with the farm director
(interpreters accompanied the
volunteers on the trip) and I think
we finally convinced him to move
the cattle indoors to one of the
better buildings."

Much of the area Lang visited
appeared to contain good to prime
grazing land, with beautiful shel-
terbelts. And virtually all of it was
being put to use by local farmers,
both large and small.

see LANG, cont. on page 10

Agree on new garbage contract

The city had been paying a flat \$1,200 per month
dumping fee under the old contract, which expired a
couple of weeks ago. The new charge will vary depend-
ing on the amount of garbage produced from month to
month, but (based on past figures) it's
likely to average more than \$2,300 per
month.

State and federal regulations blamed for doubling of garbage costs

Jahner said the increase is neces-
sary because his operating costs are
continually on the rise, mostly due to
state and federal regulations designed
to prevent potential groundwater con-
tamination.

City Council members had ad-
vance notice that the hike was coming. In December,
they voted to boost Wishek's residential garbage rates
by \$3 per month (to either \$9 or \$10, depending on
household size) and to up widely-varying commercial
rates by 30 percent across the board. The new rates

see CITY, cont. on page 7

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LANG

continued from page 1

"The land was very level, with nice planted tree rows and water-filled gullies all over the place," Lang recalls. "I think there are a quite a few cattlemen around here who would just about kill to have pastures like that."

Cropland was also of above-average quality, with wheat yields of 45 bushels per acre or better reported to be quite common.

"We saw only a very small part of the Soviet territory—and I don't know how much of the country can't be farmed at all—but my guess is that some of the grain shortages we've heard about over there were mostly due to distribution problems," Lang says. "The main roads we traveled on were pretty good, but there are no side roads to speak of. I'm sure it's very difficult to get grain or anything else from one place to the next."

Another problem the men noticed was the lack of farm repair shops on the state-operated farm. Equipment drivers do their own repair and maintenance. As a result, the working life of a combine is only about three years and abandoned machinery litters the countryside. Equipment repair specialists are scarce, because Soviets with mechanical skills can make more money working in factories than on the farms.

The volunteers recommended that the manager find a good shop mechanic and make him one of the highest-paid employees on the farm. The mechanic would be responsible for upkeep on about \$1 million worth of machinery. Even with a hefty raise, they estimated that a qualified repairman could save the farm many times his annual salary in equipment replacement costs.

After their assignment was completed, Lang and his traveling companions were able to spend a small amount of time sightseeing in Moscow. They had a chance to snack on a Big Mac, fries and a malt at one of the American fast food restaurants that have popped up around the city. A museum tour was another highlight.

"The people won't make much

eye contact out in the street, but if you can get them off one-on-one, they're generally quite friendly," Lang says. "They really like to laugh and have a good time. Many of them are well-educated and very interesting to talk to."

Lang says he's not sure how the former Soviet states will fair in the future. Entrepreneurs from the U.S. and around the world are constantly streaming in, hoping to stake their claim in the post-Communist economy.

"There are a lot of foreigners going over there with stars in their eyes, hoping to make a lot of money," he says. "Everyone wants a piece of the pie. It will be interesting to see how it finally turns out."

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soil tests on three to five
intervals (grid sampling) is one of
the first things to do and extremely
important. This identifies the vari-
ability in soil fertility throughout a
field so various nutrients can be
applied to the particular field area
for optimum crop growth. This
needs to be done with a computer-
equipped variable-rate fertilizer ap-
plicator that controls the amount
of fertilizer based on the soil tests.

In the past, identifying the par-
ticular place in the field has been
done by "dead reckoning," or by
knowing the starting point in a
field along with a known swath
width. This is programmed into
the applicator computer so vari-
able rates of fertilizer can be ap-
plied. Small errors may occur with
this application method because of
the lack of a precise guidance sys-
tem. This is due to excessive over-
lap or skips between swaths with
the applicator.

A more precise system now
available uses the global position-

Fishermen reminded to license fish houses

FISH HOUSES MUST BE
LICENSED: Wintertime ice-fish-
ing houses, whether portable or a
more permanent structure, must
be licensed. The 5-year license
costs only \$10 and is available
from the game and fish depart-
ment.

To order a fish house license,
send a check for \$10, along with
your name, address, and the di-
mensions of the house to Licen-
sing (Fish House), North Dakota
Game and Fish Department, 100
N. Bismarck Expressway, Bis-
marck, ND 58501-5095.

Fish houses must be made of
floatable materials and may be no
larger than 144 square feet.

Week Livestock Market Weekly Report



SALE OF Jan. 7, 1995

STEERS	Kulm	3x	363	84.00
	Sheyenne	2x	445	81.00

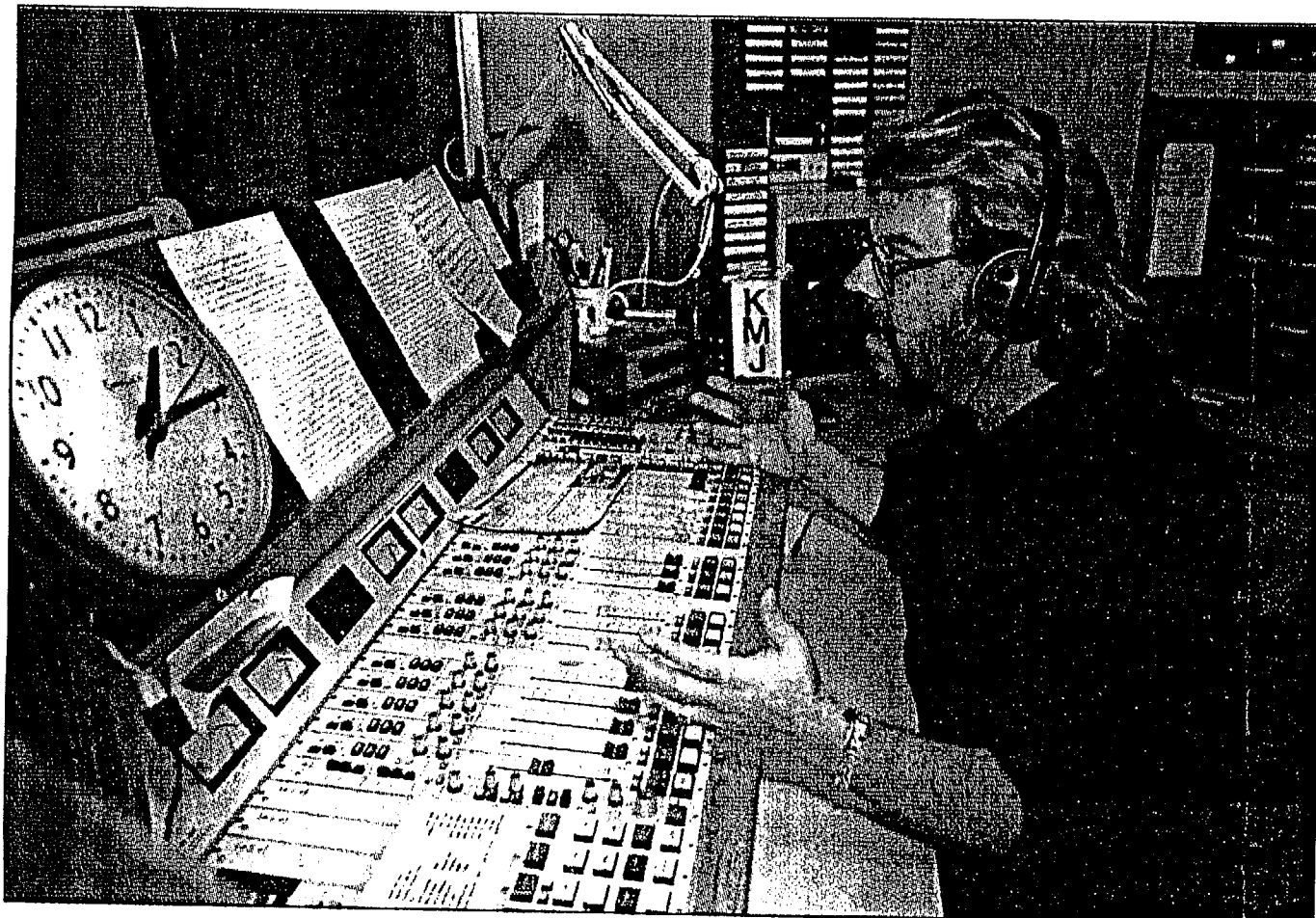
REGISTERED
ANGUS PRODUCTION SALE
1:00 PM

123

Neighbors

Thursday
February 16, 1995

A community publication of The Fresno Bee



Ray Appleton is up in arms while taking a call about Barney the dinosaur at the KMJ studios. Carlos Chavez — Neighbors

Fresno and Odessa: A viticultural exchange

By Kendall Klym
Neighbors

Now that the iron curtain has corroded, Fresno winemakers and Odessa vine growers can crossbreed their knowledge, skills and cultures.

During a recent trip to Odessa, Ukraine, Katherine Haight and Mike Thomas learned that Ukrainians know how to breed winter-and-disease-resistant hybrid grapes that don't exist anywhere else in the world.

"One of the varieties is an extra dark-colored red variety," said Haight, a research associate at the Viticulture and Enology Research Center of California State University, Fresno. "Darker red is more valuable."

Haight said Ukrainians have a wealth of knowledge, skill and promise in the grape industry, but lack proper communication with the outside world.

"They really need money and some kind of

See Exchange, Page 4

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Exchange

Continued from Page 1

capital investment to, export to the rest of the world," she said.

Haight is helping a group of Ukrainian viticulture researchers get their papers published in "American Vineyard" magazine.

"They didn't have a good cartridge in their printer," Haight said. "So the magazine retyped the whole thing, and it's on disk."

Haight said things we take for granted in the Western World, such as gasoline, ink and paper, are very difficult to obtain in Ukraine.

"Luckily, they have a few fax machines, but paper for the faxes is difficult to get," she said.

Haight said the communication system is so bad it takes four months to receive mail from the United States, if it arrives at all.

Since Ukrainians have discovered E-Mail, though, Yuriy, one of Haight's Ukrainian hosts, was able to communicate quickly with her.

In his message dated Feb. 8, Yuriy said, "I have unforgotten impressions from meeting you. I hope to see you in the near future again. Mike, I am sorry we did not play basketball. We shall definitely do!"

Thomas, a viticulture (grape growing) specialist at Sonoma Grapevines, Inc. in Burrell, Calif., said the Ukrainian people he met were extremely hospitable, intelligent, hard-working and driven.

"I think we can learn from them just by their hard work," he said. "They have more pride than I've seen anywhere else."

Thomas said since Ukrainian researchers at the Institute of Vine Growing and Wine in Odessa earn the equivalent of \$20 to \$40 a month, pride in their superior work "is really all they have."

Comparing the San Joaquin Val-

ley to Odessa, Thomas said the land, climate and vegetation were completely different.

"The closest place (to Odessa in terms of climate) would be the Finger Lakes region in New York," he said.

Thomas said growers in the Valley could benefit from some of the disease- and weather-resistant Ukrainian varieties.

"I think they could bring a lot of information and literature and data to our viticulture industry in the United States," he said.

Both Thomas and Haight said Ukrainians could learn from our winemaking technology.

"Their winemaking is like ours was 20 years ago," Haight said.

Haight's father, Sherman Haight, who is the owner of Haight Vineyards in Litchfield, Conn., said, "Sending people over to give technological and other assistance makes lots of sense for our national power."

He said he is interested in the Ukrainians' vines that are resistant to hard, cold winters.

Thomas and Haight said they want to go back to Odessa and to spend more time with researchers.

"Next time we have to go there with certain priorities instead of trying to do everything," Haight said.

Thomas said he is trying to establish a relationship between Ukrainian plant breeder Larisa Meleshko and American plant breeder Andy Walker at the University of California, Davis.

As Haight and Walker wait for their next trip to Ukraine, they can reflect upon their encounters with "delicious food, crazy drivers who come at each other, and genuine hospitality of the Ukrainian people," Haight said.

Sal's plans another site

By Patti J. Lippert
McClatchy News Service

The Clovis Industrial Park will soon become one full burrito thanks in part to the recent purchase of two acres of land by Robert Salazar, owner of Sal's Mexican restaurants. Salazar plans on building a centralized kitchen at the site for his restaurants located in Clovis and the Central Valley.

"We'll be making all of our sauces and some items for our restaurants there. And we will be developing products for retail purposes," Salazar said. He said the manufacturing facility will be able to supply such things as salsa, beans, rice, shredded beef, enchilada sauce, short ribs or chili verde to other restaurants, caterers and the general public. "And we'll have the versatility to do other things as well," he said noting the equipment will be designed to produce a variety of food requests.

The nearly 1,000 employees who work at businesses within the Industrial Park at Peach and Dakota avenues will also have the opportunity to satisfy their taste buds. Salazar said he planned to have a small taco shop with an outdoor patio built onto the approximately 15,000 square-foot building to service the area during lunch.

The Clovis Industrial Park, which was made ready for development by the city of Clovis, covers some 54 acres of land

See Sal's, Page 5

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venue

son. He got the whites and the
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125

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Calif. Experts Find Opportunities for Growth in Ukraine's Wine Industry

Farmer-to-Farmer Volunteers Aid Grape and Wine Research in Former Soviet State

The Winrock International NIS Farmer-to-Farmer Program recently sent volunteers Katherine Haight and Michael Thomas to help improve production and increase profits for private Ukrainian grape producers and processors. During November, Haight and Thomas worked with the Tairov Research Center to transfer technology in the areas of research, grape production and processing, packaging, and marketing and to create a computer-based information system for grape production and wine making.

Ukraine's President Leonid Kuchma, who recently visited the United States to meet with President Clinton, has initiated significant policy changes to move the country towards private ownership of industry and land. The volunteers found that the Odessa/Black Sea region of Ukraine has potential for international recognition in grape

cultivation and wine making. They believe that U.S. assistance could have a large impact on speeding privatization and improving Ukraine's grape and beverage production and distribution.

Volunteer Katie Haight is a private consultant and research associate with the Viticulture and Enology Research Center at CSU, Fresno. She is also a part-time faculty member at California State University, Fresno. Mike Thomas, based in the valley, is a viticulture specialist from Sonoma Grapevines, Inc., the largest grapevine nursery in the United States. In his work, Thomas provides technical support and assistance to his customers.

"The research foundation in the Odessa/Black Sea region is extremely good," said Haight. "Their largest problem is the lack of communication with the rest of the world. We are encouraging them to publish some of their high quality research in viticulture and enology journals throughout the world and have offered assistance. This is a very inexpensive way of advertising."

"The Ukrainian viticulture and enology industry has two major problems," added Thomas. "First, the rest of the viticulture and enology world has no idea of the high quality of research the

Ukrainians are capable of completing. Second, they lack funding to achieve equal status with the rest of the world."

The volunteers gave presentations in their areas of expertise for thirty employees at the research center. They explored several avenues for research exchanges and joint commercial ventures with the center's directors. They also suggested innovations in the center's computerized information systems to increase efficiency and compatibility with other parts of the world and to link up to the Internet. The volunteers brought and donated more than 50 technical books and papers on grape production and processing.

Haight and Thomas found a number of areas to pursue possible joint research and commercial activities, including exchange of grapevine breeding stock and a seminar at California State University, Fresno on collaborative research.

This volunteer assignment is one of several Farmer-to-Farmer projects sponsored in Ukraine over the past 6 months. In July, Iowa State University economist Dr. John Helmuth spent a month working with the Department of Economic Analysis in Ukraine to provide staff with a deeper understanding of economic policy analysis in a market economy.

In September and October, Winrock fielded four volunteers with expertise

in banking, agricultural insurance, and commodity exchange to assist agricultural companies in Ukraine as the country privatizes its economy. That team was asked to work with WESCOM Companies, an umbrella corporation for seven firms providing services to Ukraine's agricultural sector. The volunteers reviewed company business plans and provided technical assistance in business management, methods to address risk in currency values and interest rates, information technologies, land valuation, banking skills, and grain merchandising.

In October, Iowa State University professors Walter Enders, Neil Harl, and Ron Prescott teamed up for a Farmer-to-Farmer assignment with Dr. Peter Sabluk and his staff of economic analysts at Kiev's Institute for Agrarian Economy. Dr. Sabluk, director of the institute, was recently named vice premier minister of the agro-industrial complex of Ukraine. The volunteers conducted seminars regarding agricultural law, free-market economics, and price stabilization.

"Farmer-to-Farmer volunteers are working at the farm, research, and policy levels in Ukraine. All levels of experience are critical for making the difficult transition to a market economy," said David Norman, Farmer-to-Farmer program manager. "Ukrainian nationals have excellent technical expertise but

NEWS BRIEFS

EVENTS, MARKETING, PEOPLE, SUPPLIERS, GOVERNMENT

PEOPLE

Chateau Elan named new general manager.

Henk Evers, a native of The Netherlands, is general manager of Chateau Elan, a Marriott Conference Centers managed resort property in Brasleton, Ga. The facility has a winery on site. Evers was trained in Europe and is a 14-year Marriott veteran.

California volunteers aid Ukraine industry.

The Winrock International NIS Farmer-to-Farmer Program recently sent two volunteers—Katherine Haight and Michael Thomas—to assist Ukrainian grape producers and processors. Haight is a private consultant and research associate with the Viticulture and Enology Research Center in Fresno and is a part-time faculty member at CSU/Fresno. Thomas is a viticulture specialist with Sonoma Grapevines, Inc. of Santa Rosa.

Alvie B. (Al) Kidd advanced at Canandaigua.



He is vice president/Human Resources and Administration. He has a degree in psychology and an MBA in Behavioral Science from the Univ. of Rochester. He joined the Canandaigua, N.Y., company, which is the second

largest wine producer, the fourth largest beer importer and the eighth largest producer of distilled spirits in the United States, two years ago. Prior to joining Canandaigua, Kidd had positions with Gannett Newspapers, Curtice-Burns Foods and Sybron Corp.

WINE magazine named Frenchman top winemaker.

Daniel Thibault, cellar master for both Charles Heidsieck and Piper-Heidsieck,

won in the "sparkling wines from around the world" category. WINE magazine is published in Great Britain.

Korbel promoted Louie DeVincenzi



DeVincenzi, 46, is assistant vice president for winery relations at the Guerneville, California winery. In his new post, he will work with Brown/Forman, Korbel's worldwide marketing agent, on sales and marketing of champagne, wines and brandy. DeVincenzi joined Korbel in 1988 as a field representative. Most recently, he was director of winery relations. Korbel, known for its champagne and brandy for more than 100 years, produced 1.1 million cases of *méthode champenoise* last year. Annual brandy sales approximate 440,000 cases.

Jocelyn Wagner, Boordy co-founder, died Dec. 30 in Maryland.

She and her husband, Philip, founded Boordy Vineyard in 1945 in Riderwood, near Baltimore, and introduced French-American direct producer hybrid varieties to the United States. She was 93. The Wagners closed the winery in 1981 but kept their Boordy nursery.

Missouri's James Hoffherr died Dec. 24; he was 64.

He died at his St. James, Mo. home following a lengthy illness. After serving with Bardenheier Wine Co. in St. Louis and Post Family Winery in Arkansas, he moved to St. James in 1970 and established St. James Winery. A 1993 St. James Seyval blanc was picked as one of the best 50 wines for 1994 by *Bon Appetit* magazine. Survivors include his widow, Pat, his mother, three sons, a daughter and four grandchildren. Two sons, John and Andrew, joined the family winery in 1988. Memorials are requested to the Mer-

amec Hospice; cards are available through the Jones Funeral Home in St. James.

Guy Devaux died Jan. 11 in New York State at 68.

Devaux, chairman emeritus of Mumm Napa Valley, died of cancer in Fairport, N.Y. Born in Epernay in Champagne, Devaux came to the United States in 1960 to work with the late Charles Fournier at Gold Seal Vineyards. He joined Seagram, to develop what became Mumm Napa Valley, in 1979. Survivors include his widow, a son and a granddaughter. In lieu of flowers, the family suggested donations to Camp Good Days & Special Times, 1332 Pittsford-Mendon Rd., Mendon, N.Y. 14506. A memorial will be held in Napa Valley in the future.

SUPPLIERS

Gearmore, Inc. has new spray test kit.

A new spray coverage test kit is supplied with Gearmore Venturi air sprayers. Included is an instruction booklet, 50 water-sensitive test papers, a droplet counting aid, rubber gloves and a 9X magnifying glass and case. Gearmore headquarters in Pomona, Calif.

Screw Conveyor Corp. teamed up with ICI Ceramics.

Screw Conveyor makes and markets bucket elevators, hydraulic truck dumpers and conveyors. ICI Chemicals makes a line of advanced ceramic bearings and seals for more durable products. The agreement includes markets in Canada and Mexico. For information, contact Screw Conveyor at 700 Hoffman St., Hammond, Ind. 46327; phone: (219) 931-1450, fax: (219) 931-0209.

Tri-Clover, Inc. promoted James A. Schroyer.

He now is manager/marketing services, and joined the Kenosha, Wis. manufacturer in 1989.

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Cover photo

A Kazakh shepherd watches over his flock of Merino rams. Photo was taken in Shymkent, South Kazakhstan. See related articles on pages 4-7.

Calendar of Events

Jan. 7 - 4th Annual Virginia Commercial Bred Ewe Sale. New River Valley Fairgrounds, Dublin, VA. Contact: Richard White, 703-980-7761.

Jan. 21 - Delmarva Shepherd's Association Meeting, Wye Research and Education Center, Queenstown. Contact: Steve Shortall, 410-758-0963.

Jan. 20 - Deadline for February issue of the Maryland Sheep News. Contact: Susan Schoenian, 410-548-4130.

Jan. 31 - Wool incentive applications due to county ASCS offices.

Feb. 7-11 - "Crossroads" - American Sheep Industry Convention, Hyatt Regency, Capitol Hill, Washington DC. Contact: ASI, 303-771-3500.

Mar. 7 - Next MSBA Board of Directors' Meeting. Contact officer or director (listed on previous page)

May 6-7 - 22nd Annual Maryland Sheep & Wool Festival, Howard County Fairgrounds, West Friendship. Contact: Gwen Handler, 410-857-4387.

Ed: If you have an event for the calendar, please call to have it included in the next issue.



East meets West

by Eldon Gemmill
Westminster, MD

We were about fifty minutes into what most westerners would consider a mighty unusual meal of "shashlyk" (boiled chunks of fat mutton), melons, mutton soup, pastries, etc., when it happened. A lady in peasant dress carried the steaming head of a sheep on a platter and set it down in front of David Greene. With great relief that we weren't the recipients, Susan Schoenian and I watched as David, working hard to keep his composure as the honored guest, nodded in acceptance and uttered the word, "rakhmat," meaning thank you in Kazakh. Well, our little three person team had definitely arrived in this vast land where thirty-five million sheep outnumber people two to one, not to mention the horses, goats, cattle and camels.

As to how we got there, it all began when my friend Paul Tashner, president of TCO International, Inc., and I were discussing the agricultural situation in Kazakhstan, one of the fifteen new republics which emerged following the 1991 break-up of the Soviet Union. The country is desperately trying to get on its feet after seventy years of a Stalin-invoked, centrally-planned economy where production was the end point goal, regardless of land carrying capacity, environmental considerations, human health and welfare or economics.

Paul had made several trips on business to Kazakhstan. One day, he asked me if I would like to go there and work with some farmers in the Shymkent oblast. He had been talking with some

representatives of Winrock International stationed there. Winrock International is a humanitarian, non-profit organization which provides technology transfer and other assistance to small businesses in developing countries. They sponsor country visits by various specialists. Visits are funded by the United States Agency for International Development.

Winrock informed us that they could send three persons over on a two to three week mission. Since I had known both Susan and David as to Maryland sheep specialists as well as experienced farmers, I asked them if they would complete the team. At the time, it slipped my mind to mention the sheep's head ritual.

The country is desperately trying to get on its feet after seventy years of a Stalin-invoked, centrally-planned economy where production was the end point goal, regardless of land carrying capacity, environmental considerations, human health and welfare or economics

During the ensuing months we put together a project plan which was submitted and approved by Winrock. Our approach was somewhat unique in that we planned to actually conduct a formalized

training program in country, with a longer term follow-up of establishing one or more pilot or model farms there. The farm(s) would be privately owned and operated by a Kazakh. The farmer(s) would receive equipment and advisory support from the University of Maryland Cooperative Extension Service, of which Susan and David are staff, the Peace Corps and ourselves. Communication would be via Internet e-mail.

During the course of our stay, we conducted training in two oblasts (similar to states): Shymkent and Dzhambul. The training included basic sheep management principles as applicable there and hands-on demonstrations of shearing, wool handling, animal health and evaluation.

We found important obstacles to profitable sheep production such as a lack of capital, of veterinary products, of

— Sheep-raising in South Kazakhstan —

by Susan Schoenian
Salisbury, MD

Kazakhstan is an independent nation in Central Asia. Located just south of Russia and west of China, it gained its freedom in 1991 when the Soviet Union was formally dissolved. Roughly one-third the size of the United States with a population of seventeen million people, Kazakhstan has vast agricultural, mineral and oil resources which give it tremendous potential for becoming a trading partner with the United States.

Agriculture

Agriculture in Kazakhstan consisted primarily of nomadic herding until the Bolsheviks seized power from the Kazakhs in 1918. Then, in the late 1920's and 30's, like the rest of the Soviet Union, Kazakh farms were organized into huge state and collective farms. Hundreds of thousands of Kazakhs were killed or fled to China during this forced collectivization. Many farmers slaughtered their livestock rather than surrender them. Stalin also used Kazakhstan as a dumping ground for people he didn't trust, forcing hundreds of thousands of people to settle in remote areas of Central Asia.

During the 1950's, crop production was greatly expanded as a result of Khrushchev's Virgin and Idle Land's Campaign, an ill-fated attempt to boost Soviet agricultural production. In addition to committing fragile lands to the plow, the Virgin Land's Campaign brought new settlement to Kazakhstan. This continuing immigration eventually resulted in native Kazakhs becoming a minority in their own country. Today, Kazakhs compose less than fifty percent of the population.

Sheep-raising

Due to their geography and climate, Kazakhstan and neighboring Kirghizstan were the major sheep-raising areas of the Soviet Union. There are thirty-seven million sheep in Kazakhstan, making it one of the largest sheep-raising countries of the world. Sheep are raised primarily for wool. Two types of sheep are raised in South Kazakhstan: white-wool sheep, Merino and Merino-crosses, and natural-colored sheep, Karakul and a local fat-tailed breed.

The Karakul is thought to be one of the oldest breeds of sheep, having originated on the plains of Central Asia. They are raised primarily for the pelts from very young lambs. Lambs are born with a lustrous "Persian lamb fur" fleece

and coats, mostly for export. The wool from adult Karakuls is used to make rug and other hand-made wool crafts. Karakul sheep produce a long-stapled, light-weight, often double-coated fleece with excellent felting qualities. Fat-tailed breeds are raised in large numbers in South Kazakhstan because they are able to withstand the extremes of heat, cold and drought.

The primary white-wool sheep in South Kazakhstan is Merino and Merino crosses. Merino lambs are generally not slaughtered. Only adult Merino sheep are slaughtered for meat. Almost all of the sheep meat produced in South Kazakhstan is consumed domestically, often in the form of "shashlyk", cubes of mutton grilled on skewers and sold on street corners in every city and village.

Merino sheep are sheared once a year. Shearing is done with either hand clippers or Soviet-made electric shears. Wool is packaged in large square bales. Karakuls and fat-tailed breeds are sheared twice a year. Previously, wool was shipped to Russia for processing. Today, Kazakh farmers have difficulty marketing their wool, with

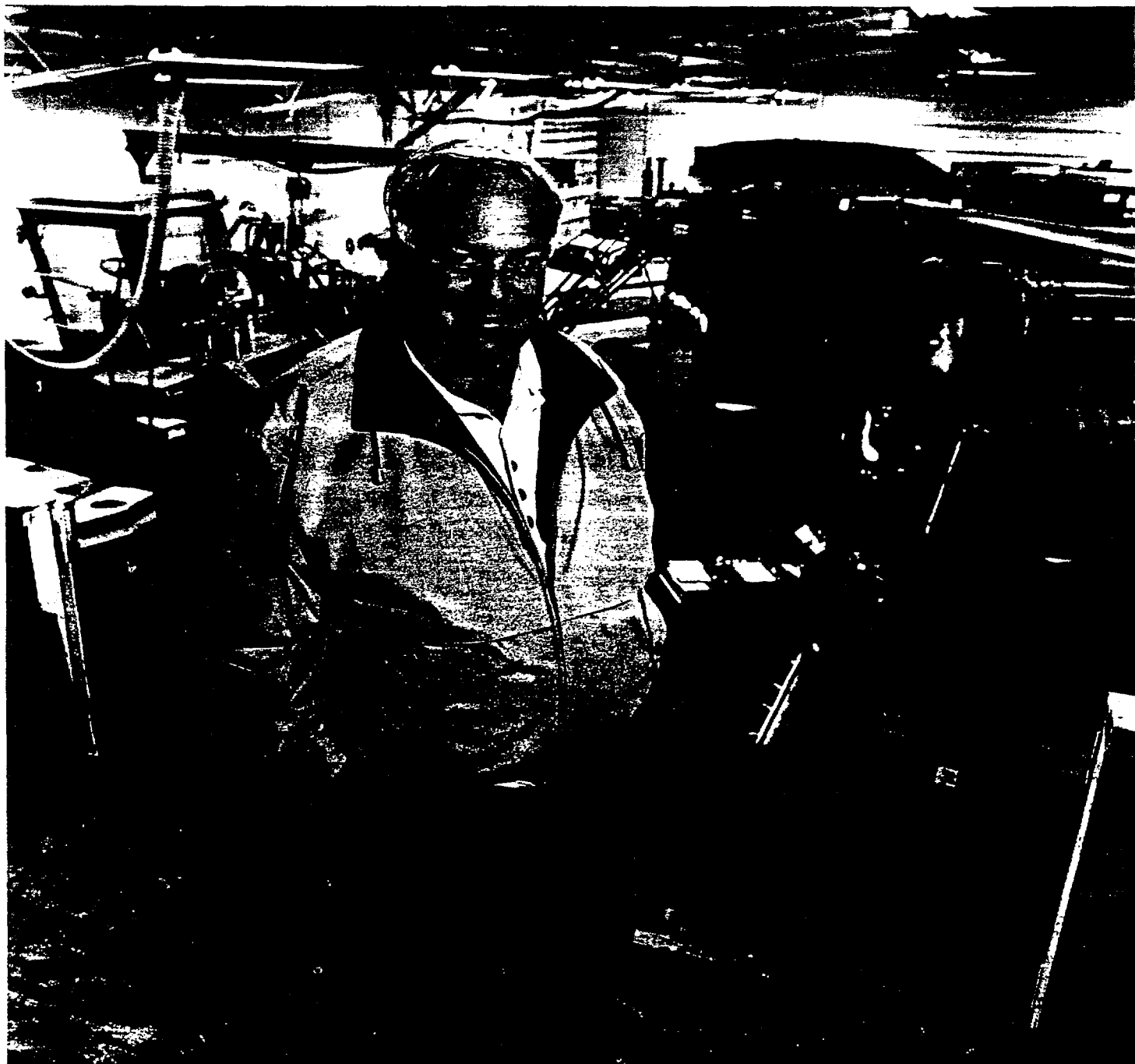


Most of the white-wool sheep in South Kazakhstan are Merino.

many farmers having a two or three supply of wool in storage. The fine-wool lacks quality and is not competitive in international markets. As in the United States, there are few commercial outlets for the colored wool. In the future, it will be necessary for South Kazakh sheep farmers to reduce their dependence on the Karakul breed. White, fine-wool sheep offer greater potential for long-term profitability.

coat that decreases in value as the lamb ages. As a result, Karakul lambs are slaughtered for their pelts when they are approximately three days old. The price is based on the size, color and quality of the skin. Silver is the most sought after color. Sometimes the pelt is taken from an unborn lamb.

South Kazakhstan is the center of Karakul sheep breeding. There is a Kazakh-Italian joint venture in Shymkent that processes Karakul skins into hats



Томас Браун и его дилерство "Джон Дир" в Небраске, Айова

ГДЕ АМЕРИКАНСКИЙ ФЕРМЕР ПОКУПАЕТ ТРАКТОР

НОНА ФИШЕР,
консультант отделения
Международного института
развития сельского хозяйства
Винрок в Арканзасе

Программа "Фермер фермеру" субсидируется Агентством международного развития США и воплощается Международным институтом развития сельского хозяйства Винрок, или иначе "Винрок интернешнл". Программа включает организацию визитов, которые позволяют фермерам и другим работникам сельского хозяйства из США делиться своими знаниями с людьми из других стран и, в свою очередь, учиться у них.



Как в США, так и в России, успех в сельском хозяйстве зависит от верного соотношения таких компонентов как земля, рабочая сила и материальное обеспечение фермы. Частные хозяйства в России занимают всего лишь 3 процента площади всех

пахотных земель, а производят почти треть всего объема сельхозпродукции. Я считаю, что приватизация земли, земельная реформа, которая идет в России, имеет огромный потенциал.

Но одной земли недостаточно. "В Рязани и Нижнем Новгороде период вегетации короткий по сравнению, например, со штатом Айова, который находится на севере центральной части США. А поскольку это окно уже, своевременный доступ к необходимому сельхозоборудованию более важен," считает Томас Браун, доброволец от "Винрок интернешнл" в рамках программы "Фермер фермеру". Сам он является генеральным директором компании "Раерсон Имплемент" в Неваде. Эта компания - дилерство производителя сельхозтехники знаменитой фирмы "Джон Дир".

"Мы прибыли в Россию, — продолжает Браун, — когда в Рязанском районе исследователи, фермеры, сотрудники государственных структур разрабатывали план создания региональной сети пунктов поставки сельхозоборудования. В нашу задачу входил сбор информации со всего района размером 960 000 акров. Мы должны были внести предложения по организации структуры этой сети, на примере того, как это делается в Америке."

В июне этого года мистер Браун отправился в это трехнедельное предприятие вместе с профессором сельхозмеханизации в отставке Клетусом Митчеллом. До этого профессор преподавал в Университете западного Кентукки на юго-востоке Соединенных Штатов.

Браун и Митчелл были приглашены Всероссийским научно-исследовательским институтом механизации сельского хозяйства (ВНИИМСХ) в Рязани, чтобы рассказать также о том, как дилерства сельхозоборудования оперируют в системе свободной рыночной экономики.

Добровольцы поделились своими знаниями и с районной Ассоциацией фермеров, и с руководителями "Сельхозтехники", бывшего государственного предприятия в Гоншаево под Нижним Новгородом, производящим и поставляющим сельхозоборудование.



"Мы посоветовали ВНИИМСХ начать с организации одной станции, дилерского пункта, подобного "Раерсон Имплемент", а затем транспортировать оборудование из магазина и обратно, — говорит Браун. Гораздо дешевле купить грузовую машину, чем построить здание, а если дела пойдут хуже, машину можно "поставить на прикол" или продать. Часть же здания продать трудно."

ГДЕ БЕРУТ ЗАПЧАСТИ АМЕРИКАНСКИЕ ФЕРМЕРЫ

Браун и Митчелл увидели, что русские фермеры, точно так, как американские часто с трудом могут достать все необходимое

На верхнем снимке - Америка - магазин Тома Брауна, на нижнем Россия - фермерское хозяйство Анатолия Втюрина, в котором побывали американские добровольцы. Глава хозяйства (в центре) запечатлен с отцом и сыном.

для увеличения продукции и получения прибыли. "Фермеры нужно оборудование, чтобы на жизнь зарабатывать, но часто у них просто нет денег, чтобы его купить. Замкнутый круг получается," — говорит Дэвид Норман, руководитель программы "Фермер фермеру" в институте Винрок.

Американские фермеры избегают этой ловушки двумя путями. Митчелл поясняет: "Если они не пользуются оборудованием круглый год, фермеры берут его

напрокат у дилера, а иногда у соседа. Они также занимают оборудование, например, если весной выпало много осадков и нужен лишний трактор, чтобы быстро провести посевную."

"Когда фермер решает приобрести сельхозтехнику, у него есть большой выбор, — говорит Браун, — Он может сдать старую машину как первоначальный взнос за новую. Он может взять кредит и выплачивать его от 1 до 7 лет. Он может оплатить покупку через дилера или местное отделение банка. Фермер может выбрать фиксированную процентную ставку, а может меняющуюся в зависимости от состояния экономики." Митчелл добавляет: "Нам сказали, что Российская Федерация устанавливает похожую схему кредитования, чтобы дать возможность фермерам приобретать необходимое оборудование."

ДИЛЕРСТВА США РАБОТАЮТ ДЛЯ ПРИБЫЛИ И КАЧЕСТВЕННЫХ УСЛУГ

Компания "Раерсон Имплемент" — пример типичного для Америки дилерства, или магазина сельхозоборудования. "Нашей корпорации 40 лет, — рассказывает Браун, — Мы обслуживаем примерно 1 200 клиентов. На территории в 900 000 акров, которую мы обслуживаем, у нас около 500-600 постоянных клиентов, которые делают у нас покупки практически ежемесячно."

У нас в штате 47 человек. Из них 5 продавцов и 17 механиков, которые начинают вам все: от машинки для стрижки газонов до самых больших комбайнов. Восемь сотрудников занимаются покупкой и регистрацией движущихся запчастей, которые у нас есть в наличии, на сумму 750 000 ам. долларов. Четыре человека доставляют и отлаживают оборудование. Остальные — руководство и служащие.

Мы располагаем новым и б/у оборудованием на сумму 2 миллиона долларов. То, что есть у нас на складе, покрывает 84 процента потребностей клиентов, которые нам звонят. Если чего-то нет на складе, мы организуем ночную доставку. Так что клиент всегда получает то, что ему

нужно в течение менее, чем 24 часов.

Своевременность — наша важнейшая задача. Если во время страды ломается комбайн, все труды фермера — коту под хвост."

КЛИЕНТ — ЦАРЬ И БОГ

Митчелл и Браун составили предложение по месторасположению станции, ее структуре и организации работы. Но по их мнению, работа с клиентом не менее важна. В Америке большинство частных предприятий преуспели потому, что соединили выгоду покупки для клиента — высокое качество, низкая цена — с отменным обслуживанием. Популярное в США изречение гласит: "Клиент всегда прав."

Процветающие дилеры сельхозоборудования стараются изо всех сил, чтобы клиент был доволен, а они получали хорошую прибыль. Довольный покупатель и купит больше, и друзьям о вас расскажет.

Дилер сможет порадовать клиента и увеличить свою прибыль, если:

- составит каталог наиболее ходовых товаров, расположит их в месте, где их можно легко достать, как только клиент о них попросит;

- будет торговать сопутствующими товарами, нужными фермеру: семенами, ядохимикатами, удобрениями и горючим;

- станет сдавать сельхозоборудование в прокат;

- будет внимательно следить за ценами и не раздувать коэффициент прибыльности (около 10 процентов для оборудования);

- вышколит персонал работать качественно.

Эти принципы применимы к большинству частных предприятий в свободной рыночной экономике Америки. Ставка клиента на первое место, дилеры помогают фермерам развить свой потенциал. А когда фермер преуспевает в условиях рыночной экономики, процветает и общество, наслаждаясь изобилием продуктов по доступным ценам.

3 СОВЕТА

ОГОРОДНИКУ

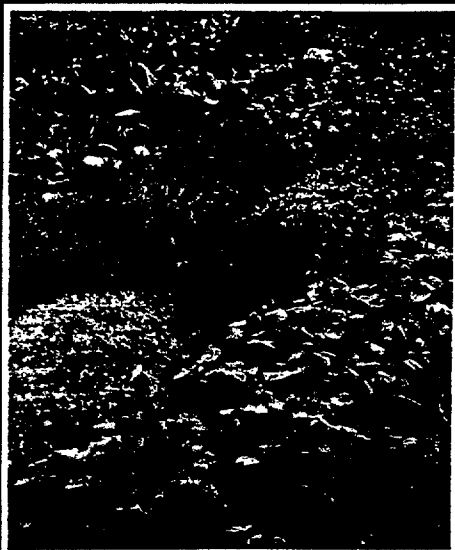
1. ШИРОКОРЯДНЫЙ ПОСЕВ

Один из наилучших способов повысить урожайность, не обрабатывая большую площадь, — посадка широкими рядами. В основе метода широкорядного посева лежит тот факт, что растения, посаженные близко друг от друга, дают урожай в четыре раза выше, чем посаженные поодиночке.

Отдельные растения, может, не производят столько, сколько могли бы, будь они посажены согласно инструкции, но, в целом, урожайность будет гораздо больше. Учтите еще, что, сажая короткими широкими рядами, вы сэкономите ценное пространство огорода.

Широкорядный посев, в том числе, уничтожает многие проблемы, связанные с сорняками, так как лишь только ваши овощи взойшли, они быстро расправляются с чужаками. Прорывать потребуется всего лишь раз, когда ваши овощи еще маленькие.

Среди растений, посаженных широкими рядами, хороший результат дают кустовые бобы, морковь, свекла, капуста, капуста брокколи, салат-латук.



AGRIBUSINESS

Williston man gives Kazakhstan farmers a helping hand

BY ERIC MITCHELL
STAFF WRITER

A well known proverb illustrates the wisdom in teaching a hungry person to fish versus simply giving him fish to eat.

American farmers and agricultural executives are applying this wisdom to farmers in the developing nations within the Commonwealth of Independent States, formerly the Soviet Union.

Give a Kazakhstan farmer money to operate a farm in his country's developing free market and he'll starve. Teach him and other farmers to form a cooperative and compete in the world market, and his country's agricultural economy will thrive.

"These countries are not backwards in production, they are backwards in terms of operating in a free market," said Albert Darpino of Williston. "They produced only for themselves. Quality was not an issue."

Darpino saw it firsthand as one of hundreds of volunteers working in more than 40 countries for Winrock International Institute for Agriculture

Development. Winrock is a private, non-profit organization assisting farmers in emerging and Third World countries by teaching them how to increase productivity and rural employment while protecting the environment. It also operates Farmer-To-Farmer Programs that help farmers secure loans backed by the United States Agency for International Development (USAID).

Darpino, a retired food industry executive, has worked in the developing countries of Tajikistan and Uzbekistan, and in Poland over the past 13 months. He just returned from a month-long trip to the Chymkent Region in south Kazakhstan with partner David Pearce, who is the dean of community service and continuing education at North Dakota's Bismark State College.

Kazakhstan separated from Russia in 1991 and is struggling to build thriving private businesses. When it became independent from Russia, it gave about 7½ acres to each of its citizens. The people of the country are proud to own land and eager to run their own businesses, but they lack to knowledge and the money to

become competitive internationally, Darpino said.

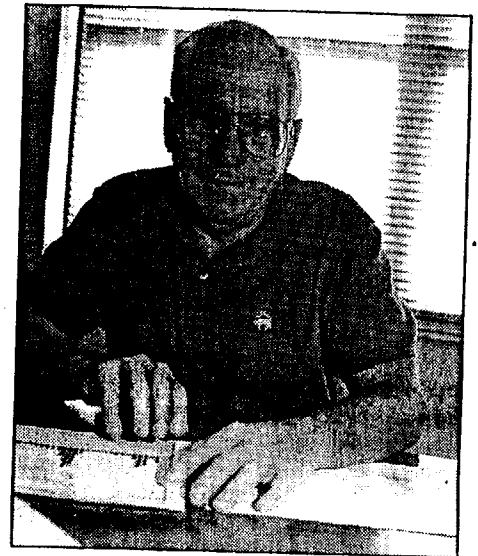
"Individually, they would never make it," he said. "They can't afford to buy a tractor or harvester or a truck. Even if they could, they could never make enough on 7 acres to pay for it."

Darpino and Pearce taught the farmers they could be successful by banding together. When they left Kazakhstan, they had 15 farmers interested in forming a cooperative. Together, they will control 320 acres and will grow alfalfa, carrots, corn, potatoes, sun flowers, safflower for oil, sugar beets, tomatoes and wheat.

Cooperative members not only save money by sharing equipment and buying seed and fertilizer in bulk, but they will have more clout in the marketplace and should be able to negotiate a higher price for their goods, Darpino said.

The cooperative's business plan calls for it to set up its own canning plant so it will be completely self-sufficient.

"It is rewarding," he said. "You help this farmer sell his product, and you help the world. It's better than just spending your time cutting the lawn."



DANIALLE K. LEACH/STAR-BANNER

Albert Darpino of Williston visited Kazakhstan recently as a volunteer for Winrock International Institute for Agriculture Development. The institute assists farmers in emerging and Third World countries.

High graduate assist with privatization in former USSR

Kevin Kinvig, a 1980 Rockford High School graduate and former Corcoran resident, was one of two volunteers from the U.S. Department of Agriculture's Natural Resource Conservation Service the Winrock International NIS Farmer-to-Farmer Program recently fielded to assist farm privatization and agricultural development in Kazakhstan, one of the new independent states of the former Soviet Union.

The volunteers are part of a broad-based effort to provide technical training for farm management and agribusiness development within the framework of a free-market system. Volunteer assignments, which typically last three to four weeks, match requests for assistance with qualified American volunteers.

DAIRY FARM

Kinvig and his partner spent roughly four weeks in the Kegen district of Kazakhstan, near the Chinese border east of the capital city, Almaty. They worked with Maxim Salamatov, manager of the Alpamys Farm, and his brothers to develop a business plan for expanded dairy production and processing which would make this large family farm more profitable within a market economy.

Team member Kevin Kinvig is an agricultural and natural resource economist with the USDA's Natural Resource Conservation Service (NRCS) in Little Rock, Ark. Kinvig received a master's degree in economics from the University of Hawaii and has worked on water and other natural resource management issues in Hawaii.

Knowledge of financial and management principles in a free-market economy is an essential commodity in the former Soviet Union as the newly independent states continue to privatize their agricultural and industrial sectors. Previously under a centrally controlled economy, farm managers and agribusiness leaders lacked the freedom or training to make independent decisions for their farms and businesses. Now farmers must struggle with limited support from the government to create new supply and marketing institutions, as well as learning the rules of a new system. Some say the transition to a free market has hurt agriculture more than any other sector.

EXTENDED FAMILY

The 950-hectare Alpamys Farm supports Maxim Salamatov's extended family of four brothers, five sisters and all of their spouses and children. Only one brother does not work on the farm, which currently

houses and pigs. Land has not yet been fully privatized and farmers currently are receiving 99-year, non-transferable leases for farm land. Salamatov, who was manager of the local state dairy farm prior to the dissolution of the Soviet Union, registered the lease in the name of his young son, Alpamys,

to keep the land in his family as long as possible. Farmers hope the leases will soon be converted to private ownership.

After assessing agricultural production and marketing conditions Kinvig and his partner helped Salamatov create a farm business plan and credit application to the Central Asian-American Enterprise Fund to expand his dairy operation. Salamatov already markets his milk to the local hospital and could gain additional income from the farm by processing the milk for butter and cheese. Once the team returned to the United States, an equipment supply company was contacted to forward information regarding small dairy processing equipment. If the credit application is successful, the team's efforts will provide additional income for Salamatov's large extended family and help generate economic development in the surrounding community.

"Salamatov is hard working and resourceful with the materials, land and labor he has available," said Kinvig. "But legal, enforceable and transferable property rights would improve credit access and facilitate the difficult transition to a market economy."

MOVE

TO PRIVATIZATION

Among the new independent states, Kazakhstan ranks second in size to Russia and is about four times the size of Texas. Located just south of Russia, it has about one-fifth of the former Soviet Union's arable land and is a major producer of grain, wool and meat.

As an early leader in democratic and economic reforms, Kazakhstan has passed important legislation supporting political and religious freedom and free-market economic policies. There are now roughly 25,000 private farmers. Since declaring independence in 1991, Kazakhstan has actively sought Western assistance. However, efforts to privatize land have been relatively slow.

The NIS Farmer-to-Farmer Program funded by the United

States Agency for International Development (USAID) is a three-year project designed to increase food production, stimulate efficient farm management, improve food processing and distribution, and enhance marketing efforts in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan. Winrock International's Farmer-to-Farmer Program enables U.S. volunteers, including farmers, educators, agribusiness specialists, extension workers and other agricul-

tural professionals to share their knowledge and expertise with people adapting to a market-driven economy.

Winrock also operates the Global Farmer-to-Farmer Program, with funding from USAID, in Burkina Faso and Senegal in Africa, as well as Mexico, Nicaragua and Panama in Central America.

Winrock International is a private, nonprofit organization that works to increase agricultural productivity and rural employment.

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FREE

Smokin' Ed Woods 'meats' Turkmen sausage maker

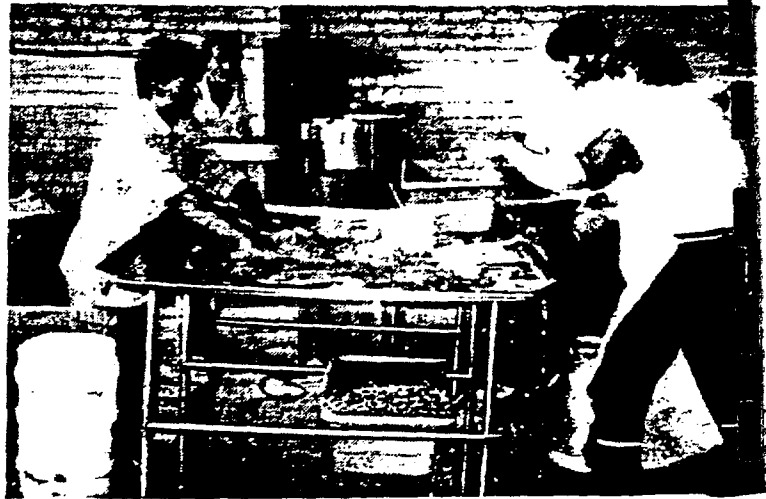
By LISA ORF

Sweet Betsy from Pike's own "Smokin' Ed Woods" traveled to the Commonwealth of Independent States in central Asia to share his sausage making expertise with the Turkmen people April 8-May 3.

The opportunity came about after Woods, owner of Woods Smoked Meats in Bowling Green, saw an ad in a trade magazine seeking a volunteer involved in the meat processing business to participate in the Farmer to Farmer Program through Winrock International.

Woods likes to travel, in fact he and his wife, Regina, have participated in two professional exchanges in the People's Republic of China in 1991 and 1993. So, he made application to Winrock and was accepted along with a business associate.

Continued to page 17



Ed Woods, owner of Woods Smoked Meats in Bowling Green, works with employees of Arslan Sausage Mini-Factory sharing his sausage making expertise with the Turkmen people.

BEST AVAILABLE COPY

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Woods

Continued from page one

Morris Burger, owner of Burger's Mark Country Ham in California, Mo.

Winrock International was founded by Winthrop Rockefeller and is funded by United States Agency for International Development. It is a private nonprofit scientific and educational organization dedicated to sustainable agriculture and rural development.

Turkmenistan's lifestyle is "primitive at best," says Woods.

This third world country is located in the extreme southern province of the old Soviet Union between Iran and Afghanistan. Historically, the Turkmen people were Nomadic, before eventually being colonized by the Russians.

Woods notes: "We weren't in Russia per se. We were just a part of the old Soviet Union."

The capitol city is Ashkhabat. The land is flat, cattle roam the streets, there are no screens over doors and windows in Turkmenistan.

The flies are terrible," he adds.

The country has an agricultural background and produces cotton, wheat, cattle and "a lot of sheep," he continues. "There is very little corn production, very little protein production. Their livestock is grossly malnourished. It takes a year to get a hog to 200 pounds."



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The first four lines of the above business card translate from Russian to read: Winrock International; Winrock International Institute for Agricultural Development; Ed Woods; Meat Processing Expert.

The weather is similar to that of Las Vegas, Nev.

They only get about four inches of rainfall a year there. We get more rain in two days than they get in two years," Woods explains.

"Crops are grown by irrigation from the Amu Daryia River. Water flows down from the mountains into the north, and separates Turkmenistan from Uzbekistan. Off that river they've built a canal that runs clear across the country--the Kumb Canal they call it."

According to Woods, he and Burger's assignment was to establish maximum efficiency and a profitable, diversified product line at Arslan Sausage Mini-Factory in Zharkent, Turkmenistan.

The sausage plant and equipment were purchased by the head of a collective farm for his son, Arslan. The business was established April 9, 1995 but hadn't been operational until last December. The equipment was of both American and Spanish origin. It included a grinder, stuffer, small smoker and a makeshift chopping block consisting of an old tree stump.

"That was the first thing to go," insists Woods, who holds a bachelor's degree in Food Science and

Nutrition from University of Missouri-Columbia, 1969. "that thing was unsanitary!"

The facility had no provision for hand washing, no hot water, and electrical boxes--not waterproof--sat amid water puddles on the floor.

"I said, we've got to do something," he relates, shaking his head. "They were used to it. . . . They had no concept of sanitation--washing your hands, soap, using a sanitizer."

Woods and Burger used bacteria culture plates and performed swab tests throughout the sausage plant, to illustrate the importance of sanitation. Normally incubation takes 24 hours, but after 12 hours the results were obvious. Cultures from the stump demonstrated the highest amount of bacteria in the factory.

After these problems were corrected, Woods says: "We butchered the sheep right there on the spot. We brought it in, washed it out and left it in the cooler. Then we cleaned the casings and salted them down, and then used the casings in a couple of days. And the workers took home the heads and boots, that they cooked at home and ate."

"The sheep meat was mixed with beef and pork, and boned out at the plant. The only thing that was wasted was the bones, because they sold the hide. They don't have the paper waste we do, because they don't have paper to waste."

Conditions of the meat plant were indicative of the local meat market, located in an 8-10 acre open-air market place where an immense variety of goods are sold.

Woods offers a descriptive account of the meat market: "The meat is butchered out in the country, brought to town, hung up in the public market with no refrigeration. Then pieces and parts are chopped off as they need them during the day."

"The market's open around 6 a.m., --before it gets too hot. They chop the meat off using those big, round wooden stumps and a big broad axe. There's no 'parts' cut, there's no boning out of it. They chop it all off and lay the meat out on this table top that has not been washed from the day before."

"And you come by, as a customer, and you see what piece you want, and you point at it, and the guy will weigh it, and then tells you how many *manat* (Turkmenistan currency) it costs. Then you pay him, then he hands you the piece of meat. Not wrapped. . . . We worry in this country about nutritional labeling. . . . and they don't even wrap it."

"It was about 2 p.m. when we were there. And about 75-80 degrees that day. In the summer it gets 130 degrees. . . ."

"They'll sell sheep heads with the wool still on it. And the feet--people will take those home and cook 'em up and boil the meat off."

"There's no standardized cut. A part's a part. . . . In other words, you don't go up and ask for a T-bone steak. You just buy a chunk of meat and take it home, and you cut it up and you boil it. People have little hand grinders, and they grind it."

So, how did two American's survive in a virtual breeding ground for salmonella and e-coli?

"We watched what we ate," says Woods. "and we didn't get sick. . . . You didn't eat an apple with the skin on it, unless you knew it had been

washed--you peeled the tomatoes, you peeled the cucumbers. We had a lot of fresh vegetables. In April we had strawberries, tomatoes."

Mealtime custom in Turkmenistan was unusual by American standards--an experience in itself--reflective of the regional and religious cultural blending.

"They took us to the desert one day for a real power lunch. . . . about 20 miles outside of town in the desert, in foliage under a big tree. They had this big spread laid out with fresh tomatoes, cucumbers, vodka, cognac, walnuts, pistachios, raisins--and they had guys back behind the bushes cooking."

"They cooked the meat over a charcoal fire. They served us six courses. It took from 2-6:45 p.m. to complete the meal. For the first course, they took a four-day-old lamb--killed it, boiled it, cut it in pieces and cooked it over a charcoal grill fire. That was really good."



Ed Woods is pictured with Turkmenistan currency: *manat*.

Meat is rarely used as a main dish in Turkmenistan. It is usually boiled and cooked together with vegetables or potatoes like a stew or soup. During the desert picnic--between 5-5:30--a camel meandered near the group--non-typical for an American outing.

Also, uncommon--from an American perspective--is the exclusion of women and the feminine subservience that is prevalent in Muslim households, such as Woods and Burger's host family.

"In the Muslim household, if the guy's very strict, he'll have the wife serve him dinner in one room, and she'll eat by herself in another room," Woods observes. "The women aren't really supposed to speak to the men."

In fact, Dutsya, a female college student who worked for Arslan and his family, was expected to remain silent as she cleaned chickens on the wooden deck behind the house--just a few steps from a meager barnyard.

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Macho meals: Mealtime, according to strict Muslims, is segregated by gender. Ed Woods and Morris Burger were presented gifts of hand made turkish bags during a going-away dinner.

Another international difference was the varying systems of weights and measures. Americans use the standard system, while Russians and Turkmen use the metric system. However, the Missouri meat cutters anticipated this problem and packed a conversion chart to aid them.

A sense of accomplishment accompanied Woods and Burger as they returned to the U.S. Woods notes: "We started out with greasy equipment and no hot water. But the people were fantastic. Once you showed them what you wanted done, they really, really cooperated."

"There were three workers in this factory. The workers were really a treat to work with. The people just treated us extremely well. In fact, the workers almost had tears in their eyes, they hated to see us go. We really became attached to them, we spent almost three weeks with them."

"We started with nothing, and when we left we produced a product out of beef, pork and lamb that you could sell in the U.S."

Arslan was selling the sausage for 450 manat per kilo (2.2 pounds), which was \$2.25 per kilo, \$1.03 in American currency per pound. (At an exchange of one American dollar for 200 Turkmenistan manat.) The worker's average wage is 10-12 cents per hour. They spend 40% of their income on food. Arslan was selling the sausage to a restaurant and a couple of places in the market.

"But you've got to remember, they slice it super thin. Most of the meat is used as an ingredient, it's not a main course. So, it goes much farther. For them to sit down and eat a steak would be unheard of. Meat is used as an ingredient like potatoes or vegetables."

Woods kept a journal detailing his experiences in Turkmenistan--120 pages in all. His wife is transcribing it at the moment; he and

Burger are required to submit written reports to Winrock International. Burger dictated 13 hours of audio tape during the project.

Woods says the worst part of the trip was being away from his family: "Our granddaughter was born right in the middle of it. . . . on the 23rd of April, which was Orthodox Easter Sunday tours was the 16th. It was Wednesday before I found out. The phone system they have is crude at best."

However, he concludes: "It's an experience I really enjoyed. I'm glad I went. I wouldn't want to go back. I would be willing to do it again in another part of the world."



The stump in Arslan Sausage Mini-Factory was among the first health hazards to go.

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Local ranchers travel to former USSR country

Jeff Powell and Susan J. Rottman will be leaving in mid-June to assist sheep ranchers in Kazakhstan (a former country in the USSR).

Powell and Rottman are members of Rocky Mountain Farmers Union, the organization recommending them as a husband-and-wife team to participate in the U.S. Farmer-to-Farmer Program administered by Winrock International of Arkansas.

Powell and Rottman will also work in Almati, the capital, developing individual farm business plans with Winrock personnel, and negotiating with Almati wool buyers to travel to warehouse cooperatives to buy farm-improved wool clips in a competitive process.

Rottman is a member of Women Involved in Farm Economics (WIFE), the owner of Quality Marketing International, teaches nutrition at LCCC, and works as a consultant for the Wyoming Department of Education.

Powell is a professor of rangeland management at the University of Wyoming, a certified range management consultant, and has written numerous publications on supplemental income for ranch-

ers through ranch recreation.

They have worked in several countries on ecotourism and most recently in Botswana.

Every now and then they go back to the ranch near Hawk Springs to help the family with the Limousins, Columbias and hay cutting, Rottman said.

Powell said he is most appreciative of the many organizations who donated gifts as a gesture of goodwill toward the Kazakhstanis.



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Howard Breitling displays a memento of a recent three-week trip to Russia he made as part of the international Farmer to Farmer program.

Storms, flooding result in USDA disaster declaration

McIntosh is one of 15 North disaster areas by U.S. Agriculture

Breitling delivers North Dakota Ag expertise to Soviet farmers

BY FRANCIS MATERI

For the second time in just a matter of months, a Wishek resident has traveled to the former Soviet Union to share his accumulated expertise with native farmers and agribusiness managers.

Howard Breitling, a one-time McIntosh County farm owner and operator, recently returned from a wide-ranging three-week sojourn that took him to farms near Noginsk, about 50 miles south of Moscow; to Vladimir, a major manufacturing center located about 200 miles east of the Russian capital; and to the Autonomous Republic of Ingushetia, near the Black Sea, some 1,200 miles to the south.

A member of the North Dakota Retired Cenex Managers Association, Breitling was selected to represent that group as a volunteer with the Farmer-to-Farmer Program, coordinated by Arkansas-based Winrock International. (Wishek farmer Richard Lang visited the Moscow area last fall as a Farmer-to-Farmer representative.)

The program was established by Congress and is funded by the U.S. Agency for International De-

velopment. It's administered by Winrock (a non-profit agricultural research, training and development institute) in partnership with a network of domestic and host country organizations.

Winrock matches requests for specific assistance with qualified American volunteers, who donate their time and experience. Travel, lodging, food and incidental expenses are picked up by the Farmer-to-Farmer program.

During the first leg of Breitling's trip, he met with about 35 members of a private farmers association, who raise potatoes, oats, hay and fur-bearing animals. Breitling and his volunteer partner (a man from Washington state) spoke with the farmers through an accompanying interpreter.

"The head of the association indicated that they suffer many of the same frustrations that American farmers do when it comes to dealing with the government," Breitling says. "They cannot seem to penetrate the bureaucratic jungle in Moscow, mostly because they don't have the necessary money or collateral to do so."

Other highlights of the week-long stay in Noginsk included visits to a regional Agricultural Institute, where about 50 full-time and 30 part-time faculty members oversee

a student body of about 4,000; a large share-owned chicken farm that produces about 260,000 eggs per day; and a school classroom of Russian third graders.

"We had a very interesting conversation with the rector at the Agricultural Institute," Breitling says. "He mentioned that before the 1917 revolution, Russia was a major producer of food for Europe and the entire world. He promised us that the time will come soon when they'll again have production surpluses and be a major player (in the global marketplace)."

The volunteers' next stop was far to the south in Ingushetia, located just 300 miles from the Soviet-Iranian border and only a mountain range away from the war-torn republic of Chechnya.

Breitling says the Ingush farmers he met are hoping to establish a bank to help producers maintain and expand their current operations. They listened with great interest when he described the state-owned Bank of North Dakota.

"Vakhit Markhiev, a vice premier in charge of the Ingush food and agriculture ministry, gave me a letter of inquiry that was eventually translated and passed on to (Bank of North Dakota president) John Hoeven," Breitling explains.

"It's my understanding that the bank has already responded to their request for information."

Markhiev also sent along a letter to Gov. Ed Schafer, proposing a mutual cooperation agreement between Ingushetia and North Dakota. Such an agreement would allow for an exchange of specialists in agricultural production and improved farming methods. The minister's proposal also offers to provide "close ties in the sphere of culture, science and art."

Breitling took a sidetrip to several Moslem villages in the nearby Caucasus mountain range. The region is a major livestock production area, especially sheep and yak. Several buildings and guard towers dating back to the 12th century are still in place there.

A tour of a 9,600-acre collective farm producing wheat, barley, silage, sheep and dairy cattle was up next. An adjacent milk processing plant employs more than 400 people.

"The cows were in poor condition, producing only a gallon or two of milk per day," Breitling says. "We suggested that if the farmers cut their herd in half and fed the remaining cattle better, they could

see TRIP, cont. on page 2

easily increase milk production to four gallons per day.

"But (the Soviets) are impressed with numbers. Their response was 'We know the ways of the Germans, the Dutch and the Americans, but we will not change. We must always keep our tradition.' They are very stubborn and conservative—not really much different than some of us North Dakotans."

Returning to the Russian republic, the volunteers spent the final days of their journey in and around the city of Vladimir. Stops there included a huge 86,400-acre collective farm, a pair of market shops and a municipal planning agency.

A brochure Breitling received boasts that the city of 300,000 offers "excellent access to markets, a highly-skilled workforce, stable labor relations (and) a good quality of life." The community welcomes foreign investors, focusing on the food processing, automobile, telecommunications and tourism industries.

"It was a very enjoyable trip and very interesting as well," Breitling says of the overall experience. "They are making considerable progress in that part of the world. It will take some time, but I think that the area will again emerge as a serious economic force that American farmers will have to reckon with."

► McINTOSH

Wishek — Howard Breitling of Wishek recently returned from a three-week trip to the former Soviet Union, where he visited farms near Noginsk, which is about 50 miles south of Moscow, to Vladimir, a major manufacturing center about 200 miles east of the Russian capital, to the Autonomous Republic of Ingushetia near the Black Sea, some 1,200 miles to the south.

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Wishek Star

Breitling sharing management skills with Russian producers

Howard Breitling, Wishek, departed Sunday for a three-week visit to Russia as a volunteer with the Farmer-to-Farmer Program, coordinated by Arkansas-based Winrock International.

Breitling, a former McIntosh County farm owner and operator, is a retired Farmers Union Oil Co. manager and Cenex corporate employee.

His program assignment will take him to a 10,000-acre collective farm that has recently been converted to private family units. The land is located near Noginsk, Russia—about 50-60 miles south of Moscow.

Breitling will meet with private farmers, discuss their problems and concerns and share his expertise in small-farm management. He will also assist

the farmers with various management skills, including some business accounting principles.

The Farmer-to-Farmer Program was established by Congress and is funded by the United States Agency for International Development.

Winrock International, a non-profit agricultural research, training and development institute, administers the program in partnership with a network of U.S. and host-country organizations:

Winrock matches requests for specific assistance with qualified American volunteers. They donate their time and experience. Travel, lodging, food and incidental expenses are picked up by the Farmer-to-Farmer Program.

Sowing the seeds of cooperation

Art Perdue, Howard Breitling recall Farmer-to-Farmer trips to Russia, Republic of Kyrgyzstan.

BY PAM MUSLAND
NDFU Communications Specialist

Somewhere in the Republic of Russia, there runs a 4-year-old boy who met "Mister Howard."

When the boy's mother asks her son about Mister Howard, the child smiles and answers, "Americana okay," and then makes an "okay" signal with his fingers...exactly like Mr. Howard taught him.

Communication in the universal language of goodwill needs no interpreter.

challenge democracy and her systems are for the former Soviet people, one must first understand that progress outside of the Moscows and Odessas has been virtually nonexistent for years.

An entirely different world is how Breitling describes the rural countryside within a 150-mile radius of Moscow. For Perdue, his visit to less-developed Kryrgyzstan was like taking a step back in time as the average income of people there is \$50 a month. "People in Kryrgyzstan are very, very slow paced," Perdue explains, "and all you see are horses and donkeys or people on foot on the road and very few cars."

"It's much like the 1930s when there wasn't much money and everybody helped each other out," Breitling says of the rural economy. "There is a lot of bartering going on but this has its advantages as the

better in order to increase milk production.

"The cows were in poor shape and only produced two gallons of milk a day," Breitling said. "I pressed the manager on this and he said, 'We know the ways of the Dutch, German and Americans, but we won't change...it's our tradition.'"

"He's not so far off," Breitling laughed, "I guess sometimes we like to do things the same way we did them yesterday, too."

While many collective farms still exist, Breitling said they are slowly being privatized. In Noginsk, graduates of the University Center's Ag Institute must complete a two- to four-year assignment before they earn their degree. For many, Breitling said their assignment is to split up a collective farm into equal shares among families who have tilled the land for generations.

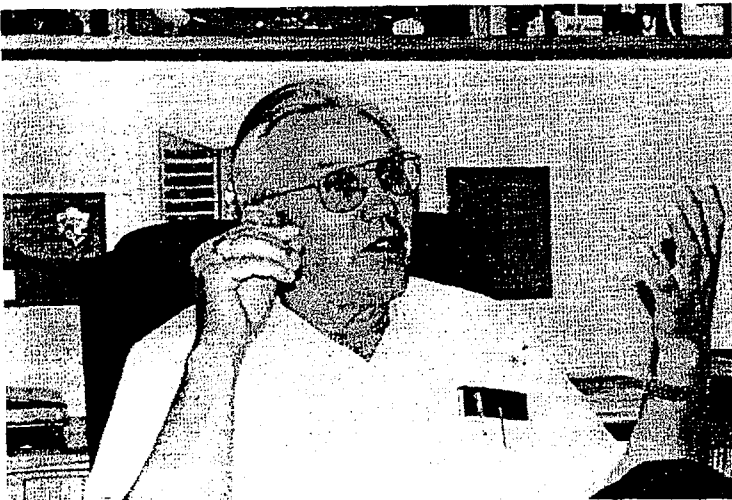
While in Russia and Kryrgyzstan, Breitling and Perdue spoke about organizing cooperatives to better meet NIS needs. Breitling said many Russians view cooperatives as "just another collective."

Because of Breitling's visit, correspondence with the Bank of North Dakota and Department of Agriculture by the Ingush Republic has been pursued. The vice premier of government in Ingush has inquired in writing about how the Bank of North Dakota was established in hope that Ingush could replicate such a bank.



Retired Cenex Manager Howard Breitling (left) stops in an open market (similar to a flea market) to visit with an onion vendor.

Yet, for all the uncertainty that lies ahead for the people of the NIS, both Breitling and Perdue say the former Soviets are happy and very gracious hosts. "They are just excellent people," Perdue said, "no different than we."



General Manager Art Perdue of Farmers Union Oil Co. in Minot shares his thoughts on his trip in April to the Republic of Kryrgyzstan, a former Soviet Union block country.

For three weeks this past March and April, retired Cenex Manager Howard Breitling of Wishek and Farmers Union Oil Co. Manager Art Perdue of Minot embarked on a goodwill trip to Russia and the Republic of Kyrgyzstan, respectively, to share information about cooperatives and farm management practices. Breitling and Perdue went as Winrock International Farmer-to-Farmer Program volunteers.

Winrock is one of five international development organizations that implements the Farmer-to-Farmer Program in the former Soviet Union. Farmer-to-Farmer volunteers (U.S. citizens) volunteer and assist

29%) on goods that way."

Breitling said it is true that grocery store shelves are empty but only on certain days of the week, which can be attributed to the lack of food distribution systems. "For \$2.50, you can buy a lot of things in the open market (similar to a flea market)," he said, anything from produce, meat, chicken, and clothing, to monogrammed brochures.

But the lack of a food distribution and banking system, as well as grain markets and sales barns, is very frustrating for young, aggressive farmers. "There is no inner structure to work with," Perdue explained. An open market farmer

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Communications Specialist

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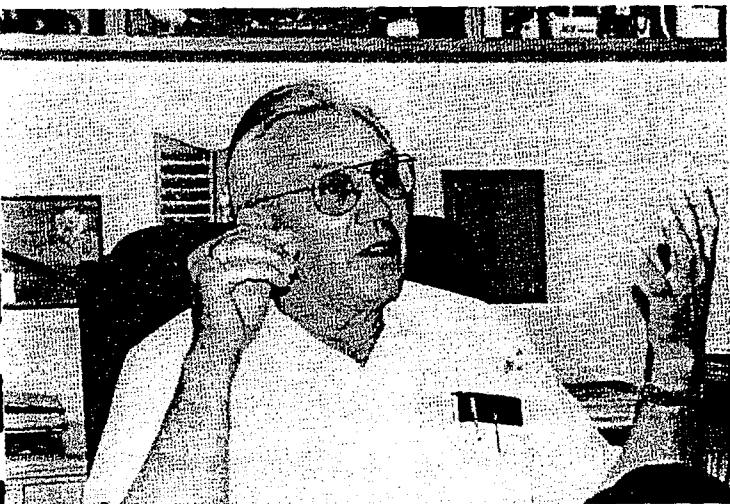
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Winrock is one of five international development organizations that implements the Farmer-to-Farmer Program in the former Soviet Union. Farmer-to-Farmer volunteers (U.S. farmers, educators and agricultural professionals) have been helping Russian farmers and agribusinesses in the New Independent States (NIS) adapt to their free-market economy by lending personal expertise on three to six-week assignments.

"The experience and expertise of American volunteers is what all former Soviet block countries need most," explains Andy Martinez, Winrock's Farmer-to-Farmer Program director, especially "as they struggle to stabilize their agricultural system and come to grips with the complexities of converting from a centrally-controlled, barter-based economy to a free-market."

To fully understand how huge a challenge democracy and her systems are

29%) on goods that way."

Breiting said it is true that grocery store shelves are empty but only on certain days of the week, which can be attributed to the lack of food distribution systems. "For \$2.50, you can buy a lot of things in the open market (similar to a flea market)," he said, anything from produce, meat, chicken, and clothing, to monogrammed broaches.

But the lack of a food distribution and banking system, as well as grain markets and sales barns, is very frustrating for young, aggressive farmers. "There is no inner structure to work with," Perdue emphasizes. As one young farmer lamented to Breiting, "We can move 2,000 troops in 24 hours (across Russia) but we can't send a carload of wheat to Moscow in a month."

And while the younger generation wants something better for their children and grandchildren, Perdue said many older people have grown complacent with communistic rule and view democracy as disaster. "Many of the older people are worried about having no income," he said, "under communistic rule they always received a check and now they don't."

At one huge collective dairy farm that Breiting toured, where 680 cows were milked a day, he suggested they cut their herd in half and feed the remaining cows

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Retired Clemson professors experience life in...

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TURKMENISTAN

by Angela Davis
Staff Writer

The year is 1995 but farming conditions in the old Soviet Union Country of Turkmenistan are comparable to the days of "Daniel Boone." At least that's how Clemson University Professor Emeritus, Dr. Fred E. Pardue, dairy science, describes what he saw when he, along with Dr. James I. Ligon, CU Professor Emeritus in agricultural and biological engineering, participated in a three-week assignment in Turkmenistan.

As participants of Farmer-to-Farmer, a program sponsored by the Winrock International of Morrilton, Ark., their mission was to help individual farmers produce a more "efficient, productive farming system."

Turkmenistan is a land-locked country bordering Iran, with Afghanistan to the south and former the Soviet Union, countries of Uzbekistan and Kazakhstan to the north. It has a 1,000 mile border with the Caspian Sea to the west.

With the break up of the Soviet Union, farmers in the Dashowus region of Turkmenistan, have been given raw materials and freedom to operate privately managed dairy farms.

"They, for the first time have the freedom of decentralized decision making," according to the Winrock job description. "The success or failure of the Dashowus cattle group will effect the privatization in Turkmenistan directly," the report read.

Pardue and Ligon visited nine cattle farms in Turkmenistan, which is the southernmost of the former Soviet Republics. Six of the farms were private and three were state-run.

"We studied each farm's operation very extensively and at the end of our project, we wrote up some specific recommendations that we feel would help each of those individual farmers begin another step," said Pardue.

One of the problems Turkmen farmers are experiencing, according to Pardue, is lack of proper minerals to feed the animals.

"Their was a huge health problem with the cattle and there are plenty of veterinarians on the farms, but there is no medicine, no drugs, to feed the cattle when they get sick," he said.

"In a country like that, private farms are about like our farms were in Daniel Boone's day," Pardue continued. "They were given state farm buildings and equipment, but they are all worn out. They are still milking cows by hand instead of using machines."

Like their animals, many Turkmen like without the modern conveniences most people enjoy, such as indoor plumbing, bathrooms, and showers.

"Sanitation, hygiene - those were the things you worried about the most because you were so afraid you're going to get sick," Pardue said. "It was not a very healthy environment."

Their Turkmen interpreters, one a college professor and the other a high school teacher, made an average of \$45 a month.

"The best we could determine is that the guys who worked in factories or mills made more than these teacher-type people," Pardue said. "They reward you for that kind of work."

Pardue said after he and Ligon had left to go to Turkmenistan, "we thought we were going to stay in a state run hotel. But it was so bad that they fixed us up in a home of the parents' of one of the interpreters.

In the mornings, they went out into Dashowus, which is mostly desert, and visited the different farms in heat that reached more than 120 degrees.

"It's a dry air and you don't sweat as much, but you do lose water and that was the biggest problem we had - we both got dehydrated," said Pardue. "They don't drink cold things at all mainly because they don't have refrigeration."

For four times a day, the men were partakers of the Turkmen's custom of drinking hot tea, which Pardue said, did have some kind of cooling

effect and helped with their dehydration.

Before the trip, Pardue had never heard of Turkmenistan. "I didn't even know it was a part of the world," he said. "Until they asked me to look into the assignment, I didn't even know it was part of the (Soviet) country. I had to read up on it real quick the night I agreed to take this assignment."

In 1993, Pardue ventured on another Winrock assignment in Kazakhstan. He and Dr. Grant Frazer, assistant professor in the college of Veterinary Medicine at Ohio State University, were among the first Americans to visit the region of Kazakhstan

Though he found the Turkmen people to be friendly, smart and willing to learn, much like those in Kazakhstan, Pardue said his assignment in Dashowus was quite different.

"In Kazakhstan, we worked mainly with dairy farms which were a part of the State and Collective farm systems of the former Soviet Union," he said.

In Dashowus, we worked independently and collectively with dairy cattle farmers and their families in all areas of dairy cattle management, he said.

Winrock, which is affiliated with the Winfield and Rockett families, paid the expenses, arranged for transportation and housing and the men donated their time and expertise.

"It's a good, good program. They (Winrock) have, historically, been sending people to third world countries for years," Pardue said.

Pardue is glad to among those making a difference in these regions.

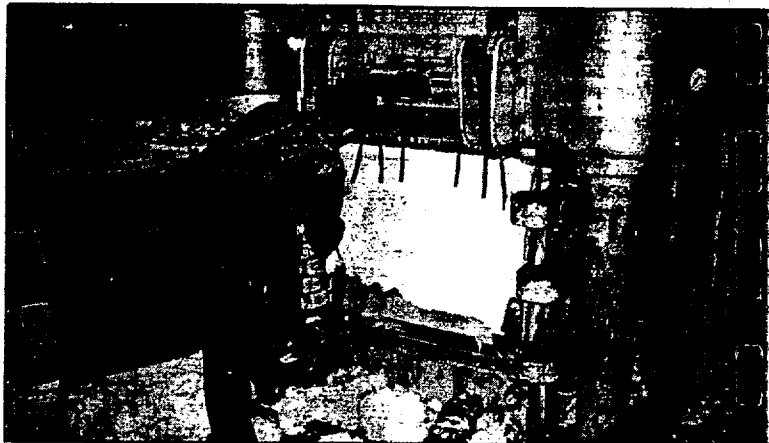
"I didn't enjoy that (Turkmenistan) as much as other things, but that certainly is one of the reasons I go. It's just an extension of my career here at Clemson - just trying to help other people improve themselves."

Pardue said one thing he would do if he were to go back, is have seminars because "they have nothing to read and nothing to study."

"They've got no information available to them," he said. "They are just starved for information on what to do."



Drs. Pardue and Ligon, along with their two interpreters, visited cattle farms and their families in the Dashowus region of Turkmenistan. The journey was a first for Dr. Ligon said he was really impressed by the people and government's commitment toward developing privatized systems.



Workers such as the one pictured in this cotton factory, are better rewarded monetarily than school teachers and college professors.



Above: A place the professors found fascinating was where Turkmenistsans would prepare silkworms (and the worms were still inside) for distribution to large manufacturers, where it is later made into clothing and other silk items. Below: Dr. Pardue and Dr. Ligon



NDSU Researcher Teaches, Learns on Trip to New Independent State

By DEAN HULSE

Education can sometimes be a two-way exchange, whereby the teacher can become as enriched as the taught. At first, that's the feeling of an NDSU agricultural economist who recently spent a month as a volunteer in the Newly Independent State of Kyrgyzstan. "It's not just an opportunity for people on the other end. It was an incredible experience for me," says Dr. Joyce Krause, a postdoctoral research associate at NDSU whose volunteer effort came through the US Farmer-to-Farmer Program.

Administered by Winrock International of Morrilton, AK, the Farmer-to-Farmer Program is designed to help farmers and agribusiness people in selected countries improve food production, distribution and marketing. Along with encouraging the protection of natural resources, the program also aims to enhance democratic processes. Being demand-driven, the Farmer-to-Farmer Program responds to requests for specific assistance by sending qualified American volunteers. That assistance can take many forms: training, technology transfer, or the resolution of problems involving individual farms and agribusinesses.

Krause's mission to the Former Soviet Union (FSU) was to assist agribusiness professionals and the Dyikan Ordo Organization of Private Farmers develop business plans for operating in a market economy. The Dyikan Ordo is a start-up organization attempting to form



Dr. Joyce Krause, who was a volunteer in the newly independent state of Kyrgyzstan, found the experience enriching. Photo by Dean Hulse.

as a cooperative.

"They're struggling to understand what a market economy is," relates Krause. "They've had no experience with the concept of supply and demand. They've never had to think about whether they're producing something anyone will want to buy."

Accompanying Krause to Kyrgyzstan was Darcy Camilletti, a livestock producer from Colorado. Throughout their March visit, the two women were based in the Kyrgyzstan capital, Bishkek, a city of about 600,000 situated in a fertile valley similar to the Red River Valley,

although the area surrounding Bishkek has slightly warmer temperatures.

Of all the FSU republics, Kyrgyzstan is the smallest, with a land area of less than 77,000 square miles and a population of about 4.5 million. Kyrgyzstan is bounded by Kazakhstan on the north and northwest, Uzbekistan on the southwest, and Tajikistan on the south. On the southeast, part of the Tien Shan mountain range forms the border with China.

A mountainous country itself, Kyrgyzstan is a source of both ferrous and nonferrous metals as well as coal.

Besides agricultural commodities and food, the country also produces machinery and hydroelectric power. It is also home to light industries such as textiles, clothing and footwear. In the mountain regions, residents raise cattle and sheep.

With respect to manufacturing and processing, Krause says coordination is a problem. Many processing facilities were operating at levels much below capacity because those in charge couldn't link input with output - supplies with demand.

Many of the crops grown in the Bishkek region are similar to those produced in North Dakota: sugarbeets, sunflowers and wheat as well as other small grains. In addition, livestock production has been a strength of Kyrgyzstan's ag economy.

However, overgrazing has created severe erosion problems. Under the transition to a market economy, livestock numbers are declining and alternative crop production is increasing.

The fact that many leaders from the former communist regime are still in positions of authority has slowed the transition to a market economy in Kyrgyzstan. For example, Krause says sheep are still being grazed on highly fertile land near Bishkek - an activity she sees as being a direct throwback to the days of centralized planning.

"You see people still using parts of the old plan because they don't know what else to do," continues Krause.

The start-up cooperative that Krause
Continued on Page 33

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Researcher Learns, Continued from Page 32

helped advise is likely to be different from any currently operating in North Dakota once it becomes established. She envisions the organization as one that will be both a supply and a marketing co-op. In addition, its structure will be such that members will be able to share equipment and labor.

Now that the collective farms have been parceled out to private land owners, many of the Kyrgyzstan "farms" are small plots. As a result, the large machinery formerly used on the collective operations is both too costly and too cost ineffective for plot farmers to own. Therefore, cooperative sharing seems a viable solution for those who can arrange financing, says Krause.

However, acquiring operating capital in Kyrgyzstan is not all that easy. Krause explains, "It's very, very difficult. The legal situation is not well defined, and people don't understand it."

Under the collective system, borrowers were never required to repay government loans, says Krause. Today, the privatized system has banks offering loans with high interest charges, and most banks are not too anxious to loan money to farmers. As a result, those small producers who can't get a loan are trying to manage their operations with nothing more than manual labor.

Because of the financing factor, Krause says a tour of the Kyrgyzstan countryside reveals a helter-skelter pattern of plowed fields and unplowed plots, indicating the haves and have nots with respect to bank financing. However, many of those farmers who haven't yet been able to garner a bank loan are not necessarily suffering under this evolutionary market-based system. Most of those producers are raising fruits and vegetables, selling their produce in farmers' markets and getting a relatively

good return for their efforts.

"They have an excellent potential for fruits and vegetables in the valley area of Bishkek - anything, really, that can be grown on small plots and controlled by hand labor," continues Krause. "However, they have an added hindrance. Finding information is by word of mouth only. They have nothing at all like the US Extension Service. Also, market information is difficult to obtain."

Beginning this summer, Krause will be teaching a course on agricultural marketing at NDSU. She says her experience in Kyrgyzstan has given her some added perspective she can bring into the classroom. In particular, she points to the fact that producers in Kyrgyzstan are creating a market at the same time they're developing their economy.

"One thing I learned is how good we have it," compares Krause. "We're really fortunate to live where there's an economy that works, and our indepen-

dence is valued."

Another factor slowing progress in FSU republics such as Kyrgyzstan is an entrenched attitude. In the United States, Krause says citizens understand that they are the government. However in formerly communist countries, citizens have difficulty with that concept and therefore continue to remain suspicious of institutions.

The old communist philosophy is also reflected in Kyrgyzstan's infrastructure, says Krause. It seems that the communists focused their capital on initial investments but not on upkeep.

"I was really shocked at what a state of disrepair things are in," continues Krause, who adds, "I got the sense that people work very hard, but a lot of things consume their energy that we wouldn't think of."

For example, it may take some Kyrgyzstan farmers up to one day per week to source spare parts or certain inputs such as fuel.

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Ranchers facing another tough marketing year are fighting for marketshare.

Pages 44-53

Who said what?

“



The non-stop rain has put farmers way behind in getting their crops in the ground — in many cases, farmers haven't even been able to begin field work.

”

Rep. Earl Pomeroy, D-N.D., a member of the House Ag Committee who spearheaded the crop insurance reform effort last year, wants planting dates delayed 10 days.

Cattle prices have dropped to near 10-year lows. Though many complex factors have contributed to the slide, they boil down to competition for consumer dollars. The fact is we're producing more meat than America is willing to brat, broil or barbeque.

But that sour note masks a much more optimistic song sounded by producers themselves: America's beef industry is re-engineering itself.

One of the most important components of re-engineering is the consolidation of the country's top beef organizations into one focused group that'll save producers about \$2.5

million in organizational overhead.

Another building block of the re-engineering effort is the producer-driven push for higher quality, better performance and improved grading and export standards.

This is an industry that sees the downturn as an opportunity to turn around. The industry is aggressively positioning itself for the 21st century. It's a back-to-basics thrust that's got everyone from ranchers to retailers looking at news ways of raising, processing and marketing the product. For more on the new beef industry, turn to pages 18 and 19 and pages 44 to 53. □

Lending a hand overseas

■ NDSU researcher helps Kyrgyzstan farmers



Krause

FARGO, N.D. — Joyce Krause, postdoctoral research associate in agricultural economics at North Dakota State University, spent March in Kyrgyzstan assisting ag professionals and the Dyikan Ordo Organization of Private Farmers with farm business planning.

Krause was based in Bishkek, situated in a fertile valley not unlike the Red River Valley. Many of the same crops are grown — sugar

beets, sunflowers, wheat and other small grains. Kyrgyzstan has historically emphasized livestock production and overgrazing, and erosion problems are severe. Under the transition to a market economy, livestock numbers are declining and alternate agricultural production is increasing.

This assistance was sponsored by the U.S. Farmer-to-Farmer Program. □

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Two dairy experts assist privatization in Ukraine

The Winrock International NIS Farmer-to-Farmer Program recently sent Wisconsin volunteers Shari Olm and Brian Riesterer to assist the development of private dairy processing enterprises in Ukraine.

Winrock International works around the world to increase agricultural productivity and rural employment while protecting the environment. In the former Soviet Union, Farmer-to-Farmer volunteers help farmers, agribusinesses, and government officials adapt to a free-market agricultural system.

Shari Olm of St. Nazianz works for the Pine River Dairy in Manitowoc. Olm is licensed as a butter-maker and buttergrader and works in all aspects of the business. Brian Riesterer of Kiel is a dairy technologist for the Pine River Dairy. In 1993, Riesterer completed a Farmer-to-Farmer assignment to assist cheese manufacturing in the Kyrgyz Republic.

Olm and Riesterer spent approximately three weeks helping to develop business plans for two new dairy processing facilities in Ukraine. They helped assess the locations, people, available resources, and potential for private enterprise. They also provided demonstrations and training for cheesemaking, equipment, sanitation, and financial planning for dairy processing facilities.

In the Transcarpathian region of Ukraine, Olm and Riesterer worked with a company called Trembita that currently has a mushroom drying facility. The company's owner would like to start a dairy processing facility that shares ownership with his female family members and several other local women. The volunteers noted that this group needs to learn about food sanitation practices and business planning in a free-market context. However, they felt there were some positive characteristics in the location, including a hard-working, well-educated group of people and fertile land which could support additional and higher quality dairy cows.

The second location, in the Sokal district of Ukraine, is a remote village with poor roads, which could lead to transportation problems for any dairy processing facility. To avoid competing with existing dairy plants in the district, the volunteers' host would like to begin making soft-serve ice cream. The volunteers helped develop a plan for such a facility, explaining that the equipment is relatively inexpensive and easy to maintain. The soft-serve ice cream mix only requires refrigeration and can be packaged in clear plastic bags to make transportation and storage

easier. The volunteers also provided a recipe and list of equipment needed to begin such a facility.

Slightly smaller than Texas in size, Ukraine was a breadbasket for the former Soviet Union, producing one-fourth of all agricultural outputs. Agriculture in Ukraine is undergoing substantial change following the breakup of the former Soviet Union and Ukraine's independence. In 1992, Ukraine initiated private ownership of land, as well as collective and state ownership. In 1994, Ukraine had approximately 30,000 private farms in addition to the household plots cultivated by individuals and families.

Agribusiness development and value-added processing of agricultural products is an important strategy to support the privatization of the agricultural sector.

The NIS Farmer-to-Farmer Program, funded by the United States Agency for International Development (USAID), is a three-year project designed to increase food production, stimulate efficient farm management, improve food processing and distribution, and enhance marketing efforts in seven former Soviet states: Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan. Winrock International's Farmer-to-Farmer Program enables U.S. volunteers, including farmers, educators, agribusiness specialists, extension workers, and other agricultural professionals to share their knowledge and expertise with people adapting to a market driven economy.

Winrock also operates the Global Farmer-to-Farmer Program, with funding from USAID, in Burkino Faso and Senegal in Africa; and Mexico, Nicaragua, and Panama in Central America.

Winrock International is a private, nonprofit organization that works to improve the lives of rural people by increasing agricultural productivity and rural employment while protecting the environment. Winrock also helps strengthen institutions and policies, and develop human resources to bring about lasting change.

Winrock's staff of more than 200 also implements projects in the United States and over 40 countries around the world. Activities are funded by grants, contracts and contributions from public and private sources.

For more information about Winrock International's Farmer-to-Farmer Program, write to Farmer-to-Farmer Program Director, Winrock International, Route 3, Box 376, Morrilton, Arkansas 72110.