ALBANIAN AGRICULTURE COMPETITIVENESS PROGRAM

ANNUAL WORK PLAN FISCAL YEAR 2010

SEPTEMBER 2009

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FISCAL YEAR 2010

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PRESENTATION

Development Alternatives Inc is pleased to present its Annual Work Plan for the implementation of USAID's Albanian Agriculture Competitiveness Program for Fiscal year 2010. The document consists of two main sections; the first one provides general background, discusses the strategic focus of the program and lists the priorities of each technical component. The second section presents an implementation schedule with emphasis on the relative contribution of each program activity to the performance indicators of the contract. While there may be slight variations in the timing of each of the proposed activity—due to factors beyond the control of DAI, this is not expected to affect the achievement of annual performance indicators.

1. BACKGROUND

The last year has marked a substantial shift in the direction and the implementation approach of the project to ensure the achievement of its strategic objectives. The production component has now a reduced and more strategic role, aimed to address specific issues constraining the growth of target value chains; the market development component has been brought forward guiding program interventions, while the Market Information System, now fully in place, is informing the decisions of agribusiness entrepreneurs through a series of products and services.

As a result of this programmatic shift, the project managed to make substantial inroads into the exploration and penetration of new markets facilitating an unprecedented volume of sales. Similarly, in the last year AAC formalized and strengthened the relationship with the Ministry of Agriculture, Food and Consumer Protection and considerably raised the visibility of USAID's contribution to the Albanian Agriculture Sector.

2. STRATEGIC FOCUS

Following consultations with AAC clients, staff and partners project management has adopted a new vision for this USAID initiative beginning in FY2010

AAC will be recognized as the leading foreign assistance initiative supporting agriculture in Albania, enabling agribusinesses to identify and respond to emerging market opportunities

DAI will achieve this by:

- Giving priority to high-impact activities in support of strategic subsectors selected on basis of market prospects, potential for economic growth, and Competitiveness
- Expanding AAC's client base to a number that is consistent with both the dimension of the USG investment and the growth targets ahead
- Introducing innovative approaches to promote sustainable economic growth, combined with an uncompromising commitment to Excellence

In year 3, the project will focus its efforts in four major groups of commodities, approved by USAID:

- Tree crops, with emphasis on olives, citrus crops and apples
- Greenhouse vegetables
- Open field vegetables
- Herbs and Spices

Pursuing this strategic focus brings about the need to make substantial organizational and staff changes detailed in the following section.

3. Project Administration

Overall leadership will be provided by the Chief of Party, assisted by a team of senior staff.

Following the replacement of six members of staff and the addition of four new positions in FY2009, the project will continue to strengthen its technical team in order to increase both productivity and effectiveness.

Main changes during FY2010 will include:

- The role of the regional offices will change from the provision of agricultural extension to trade facilitation—with a small agriculture backstopping function. This will entail the following:
    - Addition of a full-time junior staff member in the project office in Xarra, as a way to play a more effective role in trade facilitation
    - Changing the scope of work of the outreach specialists in Korça and Lushnje, evaluating their performance and—if necessary making personnel changes
    - Strengthening of operations in the Northern Region, through the establishment of a regional office in Shkodra, in cooperation with the Ministry of Agriculture, Food and Consumer Protection. This office will provide technical backstopping to AAC clients, while facilitating sales transactions
- The Senior Economist--to be hired—will work with the Chief of Party in the production and supervision of value chain studies, policy analysis and providing theoretical rigor to project activities
- A new Regional Manager will be hired for Korça, with the fundamental task to promote market-oriented activities. He/she will be supported by a Senior Technical Advisor and a Trade Facilitator

4. Technical Components

4.1. Strengthen Producer Capacity For Competitive Commercial Farming

During 2009, the project provided technical assistance to its 92 clients, introducing advanced production technologies to address productivity and quality issues.

Similarly, the project implemented a series of technology demonstrations in farmers' fields, conducted an analysis of the efficacy of those technologies in addressing specific issues, and disseminated the results through a series of complementary activities.

YEAR 2 HIGHLIGHTS

- Supported the apple industry through the provision of technical assistance in post-harvest handling and cold storage. Also introduced the producer network model linked to cold storage operators as a way to enhance the coordination between producers and cold storage operators
- Carried out 70 capacity building activities in agricultural production, including 26 practical training sessions, 3 workshops, 6 roundtables and 35 field days, benefiting 300 farmers in the coastal areas and Korça region, all of whom who participated in an average of 3.3 days or training
- Conducted a series of on-farm technology trials to introduce technology alternatives to increase yields, reduce production costs, improve quality and allow farmers to enter the market at an earlier date. In the case of apples, these activities resulted in 30 percent increase in the yields and 24 percent decrease in production cost
- Introduced and tested 2 varieties of seedless watermelons, which were sent to ASDA supermarkets to test their acceptability. A red flesh variety was well-received and will be incorporated in the 2010 production program of Bruka Seedling, while the yellow flesh variety will be further evaluated for yields and earliness before taking it into commercial production
- Introduced the Super-high Density (SHD) Olive Production model to Albanian farmers through demonstration plots and a study tour to Spain. These activities resulted in the inclusion of the SHD production model in the government's agricultural subsidy program
- Conducted trials of six production technologies seeking to assess their effectiveness in the context of the agro-ecology of Albania, as part of an ongoing initiative to increase productivity, reduce production costs and expand production seasons

STRATEGY FOR YEAR 3

- Increase the number of clients to 650 as a way to exert a stronger influence in the growth of the value chains and that of the rural economies
- Promote the pursuit of minimum efficiency scales. This is particularly relevant in the context of Albania, in which small farm size negatively influences production costs, market access and transaction costs. This effort will result in the establishment and/or strengthening of 21—formal and informal farmer groups
- Support increases in productivity and concomitantly reduction of production costs. This will be achieved through the introduction of yield-enhancing technologies, the promotion of adequate use of agro chemicals

and good agricultural practices, with an average target of five percent increase in productivity across commodities

- Enabling farmers to meet the requirements of traders and processors. With input from the marketing team, the project will identify and prioritize the practices to be improved in order to meet quality, volume, timeliness and food safety requirements of final markets. This will be supplemented via intensive technical assistance and mentorship to 650 farmers using rural organizations as vehicles for technology dissemination and capacity building
- Facilitating access to financial services. AAC will continue to forge alliances with financial institutions to make credit accessible to farmers, traders and processors. This will be complemented through business planning training to client groups and business planning services on individual basis.

4.2. Strengthen Capability For Market Development

In 2009 sales of fruit and vegetables gained momentum reaching US$4.9 million, while facilitating produce exports to 13 countries and supporting Albanian traders to enter high-value markets. Specifically, the AAC Program achieved the following milestones:

- Integrated a group of progressive Albanian farmers to the procurement programs of Wal-Mart, the world's largest food retail chain, while assisting other consolidators to sell in the regional markets, including Lithuania, Poland, Bulgaria and Romania
- Introduced the brand The Taste of Albania for fruit and vegetables of the highest quality. Progressive consolidators are currently supplying leading supermarkets in Albania and exporting produce under this brand
- Facilitated production contracts between commercial farmers and processing companies, thereby increasing the level of certainty at both ends of the value chains.

Strategy for Year 3

Market Development activities will constitute the leading component of the project, guiding production and market intelligence interventions. The reason for this is the recognition that input suppliers, farmers, processors and traders are more likely to adopt advanced technologies after seeing the economic benefit of doing so. Therefore, market development activities will focus around three fundamental objectives:

- Identification of market opportunities and facilitation of market linkages. This will be achieved through trade missions, participation in trade shows and through intensive mentorship. The latter with the main purpose of enabling traders to meet the requirements of buyers, in terms of product quality, packaging and timeliness. Targets for FY2010 include—among others, an average of five percent increase in domestic and export sales and the penetration of twelve new markets
- Building the reputation of Albanian suppliers and their products. AAC will follow a two-pronged approach; assisting farmers and traders deliver on

business commitments, while engaging in an aggressive promotional campaign underscoring the transition of Albanian agriculture from the production of low-value products for the domestic market to the production of high-value products for more sophisticated consumers. This will be complemented by improving quality attributes of Albanian produce, with emphasis in grading and packaging

- Building the capacity of Albanian traders to penetrate new markets and build long-term business relationships. This will be achieved by training and upgrading existing trading companies, while introducing new and existing entrepreneurs to the opportunities offered by growing agricultural markets
- The project will also focus on cultivating the business relationships facilitated in FY2009 between farmer groups and processing companies, as well as between Albanian consolidators and importers in the UK and Lithuania through the provision of technical assistance and mentorship. This amid emerging challenges characterized by changes in the corporate strategies of buyers, changes in freight costs and policy changes in countries of destination.

4.3. Component 3: Increase Access to and Use of Timely and Reliable Market Information

In 2009, AAC launched the ***Sistemi i informacionit te Tregut per Agrobiznesin*** (SITA) program, which consists of a system for the collection, analysis and dissemination of market information.

Year 2 Highlights

- Harmonization of a system of standards commonly used by wholesale traders, giving rise to an accurate identification of price trends for different crops, grades and varieties
- Establishment of a system for the collection of daily prices for eleven commodities of different origin, varieties and grades in four major wholesale markets, totaling up to 624 data points, depending on the season
- Dissemination of market information through a series of media, including:
    - SMS on demand, providing up-to-date data on daily prices
    - Daily email price reports distributed to over 200 farmers, traders, processors and policymakers
    - Market information points located in Tirana, Fier, Korça, Divjaka, Lushnja and Xarra, Saranda. These consist of bulletin boards with daily and weekly price reports, as well as monthly trend analyses
    - Television, airing weekly price data via teletext during the weekly GreenMarket television program
    - Newspaper, providing biweekly analyses of price trends for a variety of crops, as well as price forecasts and news of interest to the farming community

- Internet, through an interactive database available through the GreenMarket website recently upgraded through a grant

- The Market information System is constantly evaluated based on a series of parameters determining its timeliness and reliability, the latter assumed to be a function of accuracy, accessibility and data validity. Within this context, the latest assessment showed a timeliness score of 93.2 percent and reliability of 99.3 percent.

STRATEGY FOR YEAR 3

- Provide AAC clients and the sector in general with access to timely and reliable market information. AAC will continue expanding the depth and breadth of information with emphasis on trend analysis and market intelligence, recognizing the vital role of the latter in trade facilitation. SITA will increase its coverage to 22 commodities, with up to 1,200 wholesale data points per day. Additionally, the system will collect, analyze and disseminate retail prices from 5 major urban centers, together with weekly traded volumes of each of its target commodities. The addition of retail prices and volumes traded will provide a clearer description of market phenomena

- Build the capacity of value chain actors to understand and use market information in support of their investment decisions. Recognizing that a market information system is only as good as the business decisions that it informs, AAC will build the capacity of farmers, traders and processors to understand and use SITA products through a series of interactive training sessions supported by a promotional campaign

- Support the realization of business deals through the provision of market intelligence. In FY2010, AAC will establish Trade Facilitation Offices in three wholesale markets, in collaboration with an equal number of the Wholesale Traders Associations. These offices will be in charge of the collection of data on wholesale and retail prices, as well as weekly trade volumes. However, their main purpose will be to disseminate market intelligence and facilitate sales transactions, in collaboration with AAC's regional offices

4.4. CROSS-CUTTING SUPPORT MECHANISMS

Besides the implementation of activities in the areas of crop production, market development and market information, the AAC project implements activities in two supplementary areas; a) Strategic grants and Business Support Services.

Strategic grants are aimed to assist AAC clients to reduce the risk inherent to the adoption of new technologies and the exploration of new markets. Because of the selective nature of value chains supported by the project, as well as the emphasis on the development of value chains by supporting a supply chain at a time, the grants are not competitive; they rather constitute a strategic tool to address specific issues constraining the growth of the subsectors.

In FY2009 the project began the disbursement of grants to upgrade the capacity of GreenMarket Albania to disseminate market information, enable Divjaka07 Farmer Association to meet the GlobalGap standards and assist Bruka Seedling Company to become a supplier of ASDA Supermarkets in the UK.

In the area of business support services, the project assisted 21 of its clients to access credit.

STRATEGY FOR YEAR 3

- AAC will expand the use of grants as a risk-management mechanism to bolster technology adoption and encourage the exploration of international markets. The grants pipeline for 2010 includes support for the adoption of advanced production technologies, grading equipment, packaging materials, quality management and risk reduction associated to export promotion. The grants pipeline presented below constitutes an illustrative example of the grants currently being considered. However, it is crucial to take into account that it may change depending on the priorities if the participating companies, as well as on the economic feasibility of the individual initiatives, which will be assessed by the project
- Introduce AAC clients to business planning tools to increase their capacity for financial management. This will be achieved via formal training courses in strategic planning, financial planning and through the direct provision of business planning services to a minimum of fifty clients
- Facilitate access to credit through the presentation of a menu of options available in the local financial market, facilitation of contacts with financial institutions and assistance in the application procedures.
- Bolster inter institutional collaboration, seeking to leverage project resources by establishing and strengthening existing partnerships with the Ministry of Agriculture, Food and Consumer Protection, as well as with other development initiatives such as PROMALI, SASA and AHEED

ILLUSTRATIVE GRANTS PIPELINE FOR FY 2010

PURPOSE	ESTIMATED VALUE OF THE GRANT
Vegetable grading facility in Divjaka	20,000.00
Olive oil storage facility	6,000
Apple processing facility	10,000.00
Citrus pack house in Saranda	20,000.00
Commercial trials of new crops for high-tech greenhouses	16,000
Commercial trials of new cultivars for traditional greenhouses	6,000
Commercial shipments of produce to northern Europe	11,000
Commercial shipments of produce to Middle East	8,000
Apple processing facility in Korça	18,000
Small grants (15) for various purposes	15,000
Total estimated for FY 2010	**130,000**

5. Performance Targets for FY2010

	Performance Indicator	Actual Target FY2010	Cumulative Target FY2010
1.1	Percent change in production of targeted agricultural products	+5%	+10%
1.2	Percent change in domestic sales of targeted agricultural products	+5%	+15%
1.3	Percent change in export sales of targeted agricultural products	10%	+15%
1.4	Number of rural households whose income have increased	200	550
1.5	Change in non-farm jobs (input supply, processing, consolidators, banking)	40	75
1.6	Annual per household income from sales of targeted products	+6%	+15%
1.7	Yields of targeted products per hectare	+4%	+14%
1.8	Production cost per unit of output	-2%	-6%
2.1	Number of public and private institutions undertaking capacity/competency strengthening	5	10
2.2	Number of individuals who have received short-term agricultural enabling environment training	20	50
2.3	Number of policy reforms implemented	0	3
2.4	Number of producers/processors who have received credit	100	150
2.5	Sustainable, functional market information system established	Yes	Yes
2.6	Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	100	200

Performance Indicator		Actual Target FY2010	Cumulative Target FY2010
3.1	Number of additional hectares under improved technologies or management practices	110	303
3.2	Number of producer organizations, trade and business associations assisted	10	35
3.3	Number of individuals who have received short-term agricultural productivity training	200	550
3.4	Number of agriculture-related firms benefiting directly from AAC assistance	5	30
3.5	Number of new markets identified	20	50
3.6	Number of transactions completed	30	80
3.7	Number of farmers/firms accessing new environmentally sound technologies that enhance productivity, production, quality	200	600
3.8	Number of additional functioning post-harvest handling facilities in country	5	13

5.1. Timetable: Management Activities

	Description	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Management													
1	Complete the transition of regional offices to a market facilitation role												
2	Expand the number of AAC clients												
3	Conduct impact measurement survey												
4	Prepare and submit Year 2 Annual Report												
5	Perform Self-evaluation of the overall performance												
6	PERSUAP Update												
7	Technology demonstration and submission of reports												
8	Submit Quarterly Progress Reports												
Commodity Selection													
1	Submission of VCAs and CDPs for Year 2												
2	Apply the selection process to new set of commodities												
3	Assess and recommend for USAID approval other commodities for Year 4												
4	Conduct Value Chain Studies and commodity development plans on the selected commodites												

5.2. COMPONENT 1: STRENGTHEN PRODUCER CAPACITY FOR COMPETITIVE COMMERICIAL FARMING

STRATEGIC PRIORITIES: a) Facilitate the achievement of economies of scale, b) Improve productivity and reduce production costs, and c) improve crop quality and ensure compliance with market requirements

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Facilitate the achievement of minimum efficiency scales							
CITRUS	Promote the establishment of farmer groups as a mechanism to reach economies of scale, while facilitating technology dissemination	Assist in the establishment of informal producer groups in the Saranda region	3.2 Number of producer organizations, trade and business associations assisted	3	1	4	Rapushi
			2.2 Number of individuals who have received short-term agricultural enabling environment training	50	1	4	Rapushi
APPLE	Promote the establishment of farmer groups as a mechanism to reach economies of scale, while facilitating technology dissemination	Faciltate the establishment of informal apple producer groups in the Korça region	3.2 Number of producer organizations, trade and business associations assisted	4	1	4	G. Como
			2.2 Number of individuals who have received short-term agricultural enabling environment training	100	1	4	G. Como
OLIVES	Facilitate the expansion of outgrower schemes to achieve economies of scale in production, while assisting in the harmonization of standards (organic and bio)	Assist in the establishment of informal producer groups in Berat, Fier and Vlora	3.2 Number of producer organizations, trade and business associations assisted	4	1	4	Rapushi
			2.2 Number of individuals who have received short-term agricultural enabling environment training	100	1	4	Sena

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Facilitate the achievement of minimum efficiency scales							
GH VEGETABLES	Promote the establishment of farmer groups as a mechanism to reach economies of scale, while facilitating technology dissemination	Facilitate the establishment of 6 informal producer groups in the Lushnje and Shkodra regions	**2.2** Number of individuals who have received short-term agricultural enabling environment training	100	1	4	G. Como
			3.2 Number of producer organizations, trade and business associations assisted	4	1	4	G. Como
OPEN FIELD VEGETABLES	Promote the establishment of farmer groups as a mechanism to reach economies of scale, while facilitating technology dissemination	Replication of exhisting producer networks to Korça and Northern region, while expanding them in the coastal areas	**3.2** Number of producer organizations, trade and business associations assisted	6	1	4	Rapushi
			2.2 Number of individuals who have received short-term agricultural enabling environment training	150	1	4	Rapushi
HERBS AND SPICES							

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Improve productivity and reduce production costs							
CITRUS	Support increases in productivity and reduction of production costs	Production cost estimation survey, in collaboration with TTC and AUT as input for training sessions	**1.8** Production cost per unit of output	-2%	1	4	G. Como
		Practical training sesssions on cost-saving production technologies, in collaboration with the TTC Vlora. 2 cycles					
		Field days to model farms, selected on basis of the use of good agricultural practices	**1.7** Yields of targeted products per hectare	5%	2	3	G. Como
			2.2 Number of individuals who have received short-term agricultural enabling environment training	50	1	4	G. Como
	Enable producers to increase crop quality and reduce post-harvest loses	Practical training sessions on quality-enhancing practices and post-harvest handling, in collaboration with TTC Vlora and AUT. 2 cycles	**1.1** Percent change in production of targeted agricultural products	5%	2	4	G. Como
			2.2 Number of individuals who have received short-term agricultural enabling environment training	50	2	4	G. Como
APPLES	Support increases in productivity and reduction of production costs	Workshops with lead farmers to analyze different investment-production models	**1.1** Percent change in production of targeted agricultural products	5%	2	4	Kane
		Facilitate links between farmer groups and existing soil laboratories to establish Periodic Sampling Protocols	**1.7** Yields of targeted products per hectare	5%	2	4	G. Como
		Dissemination of information (via sms) regarding optimal agro chemical application times, in collaboration with Disease Forecast Centers.	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	100	3	4	G. Como
	Enable producers to increase crop quality and reduce post-harvest loses	Review of quality issues of the 2009 production season. 3 technical roundatbles with lead farmers and cold storage operators	**1.6** Annual per household income from sales of targeted products	10%	1	2	G. Como
			2.2 Number of individuals who have received short-term agricultural enabling environment training	100	1	4	G. Como

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Improve productivity and reduce production costs							
OLIVES	Support increases in productivity and reduction of production costs	Estimation of production costs at different technology levels, in collaboration with AUT and Vlora TTC as input to training sessions	**1.1** Percent change in production of targeted agricultural products	5%	1	1	G. Como / Economist TBD
		Dissemination of findings of the production cost survey to different audiences (e.g.policymakers, industry leaders and farmers) to influence increases in efficiency					
		Training course on intensive olive production systems (HD/SHD) in collaboration with the TTC, targetted towards commercial farmers and processors	**3.1** Number of additional hectares under improved technologies or management practices	10	2	3	G. Como
			3.3 Number of individuals who have received short-term agricultural productivity training	100	2	3	G. Como
		Practical training sessions on fertilizer regimes and pest and disease management, tailored for semi commercial and commercial farmers in 3 regions	**3.1** Number of additional hectares under improved technologies or management practices	20	2	3	G. Como
			3.3 Number of individuals who have received short-term agricultural productivity training	100	2	3	G. Como
GH VEGETABLES	Support increases in productivity and reduction of production costs	Study "Comparison of relative competitiveness between high-tech and traditional greenhouses" as input to crop diversification activities	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	15	1	4	G. Como / Economist TBD
		Training in farm management	**2.2** Number of individuals who have received short-term agricultural enabling environment training	100	1	3	G. Como
		Trials of new crops for high-tech greenhouses as input for the selection of crops to be supported in FY2011	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	5	1	4	G. Como / Mendez-Ruiz
	Enable producers to increase crop quality and reduce post-harvest loses	Practical training sessions on grading and packaging	**1.6** Annual per household income from sales of targeted products	10%	2	3	Mendez-Ruiz / Estrada
			3.3 Number of individuals who have received short-term agricultural productivity training	100	2	3	Mendez-Ruiz / Estrada

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Improve productivity and reduce production costs							
OPEN FIELD VEGETABLES	Support increases in productivity and reduction of production costs	Estimation of production costs for onions, potatoes and crucifer crops as input for training activities	**1.8** Production cost per unit of output	-2%	2	3	G. Como / Economist TBD
		Practical training sessions in production technologies, with emphasis in cost-saving practices	**1.7** Yields of targeted products per hectare	5%	2	4	G. Como
		On-station and on-farm variety trials in collaboration with TTC and Input Suppliers	**3.3** Number of individuals who have received short-term agricultural productivity training	3	2	4	G. Como
OPEN FIELD VEGETABLES	Enable producers to increase crop quality and reduce post-harvest loses	Practical training sessions on post-harvest handling (broccoli, cauliflower and cabbage). STTA	**1.6** Annual per household income from sales of targeted products	10%	2	4	STTA / G. Como
			2.2 Number of individuals who have received short-term agricultural enabling environment training	120	2	4	
		Practical training sessions on Onion Curing, in collaboration with AUT and Korca TTC	**1.6** Annual per household income from sales of targeted products	10%	2	4	G. Como
			3.3 Number of individuals who have received short-term agricultural productivity training	50	2	4	G. Como
		Training sessions on Onion and Potato Storage, in collaboration with Korça TTC and AUT	**1.6** Annual per household income from sales of targeted products	10%	3	4	G. Como
			3.3 Number of individuals who have received short-term agricultural productivity training	150	3	4	G. Como
HERBS AND SPICES							

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
c) Improve crop quality and ensure compliance with market requirements							
CITRUS	Ensure the consistency between critrus species and varieties, vis a vis market requirements	Roundtable between nursery operators, farmer groups, and traders	**3.3** Number of individuals who have received short-term agricultural productivity training	50	2	3	G. Como
	Introduce farmers to new crop varieties, post-harvesting practices and markets	Study tour to Egypt or South Africa	**3.3** Number of individuals who have received short-term agricultural productivity training	10	1	1	G. Como
	Enhance farmers' ability to enter the EU market	GlobalGap training. Local STTA	**3.7** Number of farmers/firms applying new environmentally sound technologies that enhance productivity, production, quality	20	2	4	G. Como
APPLES	Enable farmers to meet the expectations of cold storage operators and thereby increase the storage and shelf-life of their products	Practical training sessions on the determination of optimal harvest point (for new clients)	**3.3** Number of individuals who have received short-term agricultural productivity training	100	3	4	G. Como
		Practical training on-farm sorting					
		Business roundatbles between farmers, traders and cold storage operators to agree on terms of trade, including quality requirements	**3.3** Number of individuals who have received short-term agricultural productivity training	50	3	4	G. Como
		Training session on grading and packaging for apples--following storage period. Local STTA	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	25	1	3	Local STTA / G. Como
OLIVES	Support the achievements of improvements in quality and the harmonization of production	Produce and disseminate guidelines for quality preservation for Extra-virgin oil, in collaboration with AOA	**3.3** Number of individuals who have received short-term agricultural productivity training	100	2	3	Sena / G. Como
		Facilitation of technical meetings between farmer groups and processors to agree on post-harvest practices	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	105	2	3	G. Como
		Facilitation of field days--progressive farmers to observe advanced harvesting and post-harvest handling techniques	**3.3** Number of individuals who have received short-term agricultural productivity training	100	3	4	G. Como

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
c) Improve crop quality and ensure compliance with market requirements							
GH VEGETABLES	Assist greenhouse operators to enhance the quality of their products	Training session on "The economics of packaging"	**1.6** Annual per household income from sales of targeted products	10%	1	2	G. Como / Economist TBD
		Training session "Grading and sorting for the international markets"	**3.3** Number of individuals who have received short-term agricultural productivity training	100	1	2	Turtilli / Economist TBD
OPEN FIELD VEGETABLES	Enable potato and onion growers to reduce post-harvest loses	Training sessions on post-harvest handling, including low-tech storage of potatoes and onions. In collaboration with Korça TTC	**1.6** Annual per household income from sales of targeted products	10%	2	4	G. Como
	Introduce cold-storage operators and traders to post-harvest practices for crucifer crops	Training sessions and technical advice to cold storage operators in the handling of crucifer crops. STTA	**3.3** Number of individuals who have received short-term agricultural productivity training	150	2	4	STTA / G. Como
HERBS AND SPICES	Assist producers and gatherers to meet the requirements of herb and spice processors and traders, while helping them reduce post-harvest loses	Practical training sessions on "steps to meet the quality requirements of the Albanian Herbs and Spices Industry"	**1.4** Number of rural households whose income have increased	75	2	4	G. Como
			3.3 Number of individuals who have received short-term agricultural productivity training	150	2	4	G. Como
	Enable herb and spice collectors to reduce the risk of bacterial contamination	Practical training sessions on food safety	**3.7** Number of farmers/firms applying new environmentally sound technologies that enhance productivity, production, quality	150	2	4	G. Como

5.3. COMPONENT 2: STRENGTHEN CAPABILITY FOR MARKET DEVELOPMENT

STRATEGIC PRIORITIES: a) Identification of new market opportunities and facilitation of trade linkages, b) build the reputation of Albanian suppliers and their products, and c) build the capacity of traders to penetrate new markets and build long-term relationships

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Identification of new market opportunities and facilitation of trade linkages							
Tree Crops	Support the expansion of sales of target commodities	CITRUS: Facilitate trade arrangements between local wholesalers and retailers and farmer groups	**1.2** Percent change in domestic sales of targeted agricultural products	25%	3	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	20	3	4	Rapushi
	Facilitate exports of target commodities	CITRUS: Facilitate sales to Kosovo and Macedonia	**1.3** Percent change in export sales of targeted agricultural products	10%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	3	4	Rapushi
	Explore new market opportunities for target commodities, while demonstrating the possibilities to add value through storage	CITRUS: Exploration of out-of-season tangerine markets through storage and trial export (Grant)	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	1	3	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	3	3	4	Mendez-Ruiz
	Support the expansion of sales of target commodities	APPLES: Promote the consumption of local apples through an awareness campaign and facilitation of sales to food retailers	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	1	4	Rapushi
	Identify market opportunities for byproducts, while supporting technology adoption	APPLES: Explore alternative markets for industrial apples (byproduct of thinning)	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	1	2	3	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	3	2	3	Rapushi

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Identification of new market opportunities and facilitation of trade linkages							
Tree Crops	Explore new market opportunities for target commodities	APPLES: Identify and establish relationship with apple importers from the Balkan region	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	2	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	4	2	4	Mendez-Ruiz
	Facilitate the establishment of long-term business relationships between AAC clients and retail chains	OLIVES (table olives and oil): Increase sales to retail chains	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	1	4	Mendez-Ruiz
	Facilitate exports of target commodities	OLIVES : Facilitate sales of table olives to neighboring countries	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	1	2	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	4	1	2	Rapushi
	Explore market demand for industrial apples	Market study for processed apples in the Albanian market	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	1	2	Mendez-Ruiz
Greenhouse Vegetables	Support the expansion of sales of target commodities	Facilitate sales between farmer groups and consolidators	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	30	1	4	Rapushi
	Facilitate exports of target commodities	Facilitate sales between farmer groups and exporters and Albanian exporters and buyers from neighboring countries	**1.3** Percent change in export sales of targeted agricultural products	10%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	20	1	4	Rapushi
	Explore opportunities in high-value markets	Trial shipments to the Middle East	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	1	2	Mendez-Ruiz
	Explore market demand for high-value crops as alternatives for high-tech greenhouses	Market study for cut flowers in the Urban Centers of Albania	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	1	1	2	Mendez-Ruiz

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Identification of new market opportunities and facilitation of trade linkages							
Open Field Vegetables	Support the expansion of sales of target commodities	ONIONS AND POTATOES: Facilitation of sales of graded and packaged onions and potatoes in the domestic market to gain market share	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	20	1	4	Rapushi
	Facilitate exports of target commodities	ONIONS AND POTATOES: Facilitate sales between farmer groups and exporters and Albanian exporters and buyers from neighboring countries	**1.3** Percent change in export sales of targeted agricultural products	10%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	1	4	Rapushi
	Support the expansion of sales of target commodities	MELONS AND WATERMELONS: Expand market share in the EU and neighboring countries	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	2	4	Mendez-Ruiz
		MELONS AND WATERMELONS: Explore market for late-season production	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	3	4	Mendez-Ruiz
		MELONS AND WATERMELONS: Explore market opportunities for new varieties	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	2	3	Mendez-Ruiz
	Support the expansion of sales of target commodities	CRUCIFER CROPS: Facilitate sales arrangements with local wholesalers	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	30	1	4	Rapushi
	Facilitate exports of target commodities	CRUCIFER CROPS: Facilitate sales arrangements with regional buyers	**1.3** Percent change in export sales of targeted agricultural products	10%	1	4	Rapushi
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	20	1	4	Rapushi
	Enhance coordination between farmers and traders as a way to reduce market risk, while introducing an element of certainty into the agro-processing activities	Facilitate contractual agreements between tomato and pepper producers and processing firms	**1.2** Percent change in domestic sales of targeted agricultural products	25%	2	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	2	4	Mendez-Ruiz

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Identification of new market opportunities and facilitation of trade linkages							
Herbs and Spices	Support the expansion of sales of target commodities	FRESH AND PROCESSED: Facilitate sales to local retailers	**1.2** Percent change in domestic sales of targeted agricultural products	25%	1	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	10	1	4	Mendez-Ruiz
	Facilitate exports of target commodities	FRESH AND PROCESSED: Faciliate sales to international wholesalers and retailers	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	2	1	4	Mendez-Ruiz
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	5	1	4	Mendez-Ruiz

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Build the reputation of Albanian suppliers and their products							
Tree Crops	Foster a permanent process of improvement of the quality of Albanian olive oil, while promoting improvements in the competitiveness of Albanian olive oil producers	Support the AOA to organize the National Olive Oil Competition	**3.2** Number of producer organizations, trade and business associations assisted	1	1	4	Mendez-Ruiz / Sena
	Enable the AOA to play a leading and more visible role as the representatives of the Albanian Olive Oil Industry, while making the best possible use of the investment made by the GOA	Support the AOA to meet the requirements for the recognition of the Albanian Olive oil Tasting Panel	**3.2** Number of producer organizations, trade and business associations assisted	1	1	4	Sena
	Encourage the promotion of Albanian tree-fruits, with emphasis on quality vis a vis imported products	Facilitate the participation of AAC clients [farmers and traders] in 3 local trade events	**1.2** Percent change in domestic sales of targeted agricultural products **3.4** Number of agriculture-related firms benefiting directly from AAC assistance **3.5** Number of new markets identified (geographic areas, new products and new buyers)	25% 4 5	2 2 2	4 4 4	Rapushi Rapushi Rapushi
	Assist traders--aleady capable to engage in export operations, to promote their products and establish contacts with potential buyers	Enable traders to participate in an international trade event	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance **3.5** Number of new markets identified (geographic areas, new products and new buyers)	4 2	1 1	4 4	Mendez-Ruiz Mendez-Ruiz
	Assist AAC clients to differentiate and promote their products as a way to gain market share and increase revenues	Assist traders and cold storage operators to brand their products	**1.2** Percent change in domestic sales of targeted agricultural products **3.4** Number of agriculture-related firms benefiting directly from AAC assistance	25% 2	1 1	4 4	Mendez-Ruiz Mendez-Ruiz
	Promote high-quality-branded apples as a first step towards gaining market share and reducing imports	Organization of the Apple Festival to convey the superiority of apples grown and traded by AAC clients october 2009	**1.2** Percent change in domestic sales of targeted agricultural products **3.4** Number of agriculture-related firms benefiting directly from AAC assistance	25% 4	3 3	3 3	Mendez-Ruiz Mendez-Ruiz

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Build the reputation of Albanian suppliers and their products							
Greenhouse Vegetables	Encourage the promotion of Albanian vegetables, with emphasis on their quality vis a vis imported products	Facilitate the participation of AAC clients in 3 local trade events	**3.2** Number of producer organizations, trade and business associations assisted	4	1	3	Rapushi
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	4	1	3	Rapushi
	Assist traders--aleady capable to engage in export operations, to promote their products and establish contacts with potential buyers	Enable traders to participate in an international trade event	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	5	1	3	Mendez-Ruiz
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	2	1	3	Mendez-Ruiz
	Assist Albanian traders to gain mark share in Serbia by promoting their products through a low-cost targeted activity	Trade mission and promotional event in Belgrade	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	5	1	3	Mendez-Ruiz
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	3	1	3	Mendez-Ruiz
Open Field Vegetables	Promote the superiority of Albanian melons and watermelons, and the ability to supply high-value markets at the tail-ends of the seasons	MELONS AND WATERMELONS: Deploy a high-visibibility--international marketing campaign	**3.5** Number of new markets identified (geographic areas, new products and new buyers)	3	1	3	Mendez-Ruiz
	Assist AAC clients to penetrate high-value markets, with emphasis in Northern Europe and the Middle East	Assist AAC clients to promote (fresh and processed) products by participating in 2 international trade events	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	4	1	4	Mendez-Ruiz
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	2	1	4	Mendez-Ruiz
Herbs and Spices	Raise the visibility and sophistication of processors and traders by exposing them to highly specialized market opportunities	Facilitate the participation of herbs and spice processors/traders in two specialized trade events	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	3	1	3	Mendez-Ruiz
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	3	1	3	Mendez-Ruiz

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
c) Build the capacity of traders to penetrate new markets and build long-term relationships							
COMMON TO ALL VALUE CHAINS	Support a substantial increase in the number of exporters	Design and launch a high-visibility initiative to integrate young investors to the export business, in collaboration with business organizations, AUT and the GOA	**1.3** Percent change in export sales of targeted agricultural products	10%	1	4	Estrada
			2.6 Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	25	1	4	Estrada
	Increasing the professionalism and sophistication of large traders, enabling them to make the best of USAID support	Training sessions "How to" a) Identify market opportunities, b) Make the best of a trade show, c) Present yourself and your company, d) Present quotes to international buyers	**2.6** Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	20	1	2	Mendez-Ruiz /Estrada
	Assist AAC clients to increase their visibility, present their companies to new buyers and compete with peers from the region	Build and/or update websites of trading companies	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	5	1	2	Mendez-Ruiz
	Assist traders with specific issues affecting their ability to penetrate and sustain a position in the regional and international markets	Provide traders with one-on-one technical assistance and mentorship	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	8	1	4	Mendez-Ruiz

5.4. COMPONENT 3: INCREASE ACCESS TO AND USE OF TIMELY AND RELIABLE MARKET INFORMATION

STRATEGIC PRIORITIES: a) Provide AAC clients and the sector in general with access to timely and reliable market information, b) build the capacity of value chain actors to understand and use market information in support of their investment decisions, and c) Support the realization of business deals through the provision of market intelligence

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Provide AAC clients and the sector in general with access to timely and reliable market information							
COMMON TO ALL TARGET VALUE CHAINS	Favor market efficiency and expand trade through the provision of timely and reliable market information	Daily price, Weekly Prices, Monthly Price Trends for specific tree crops, Forecasts of prices, KASH newspaper platfom with Market Information, Product Briefs, Integration of data on tarifs, trasport costs, tradeflows etc in all these forms.	**3.2** Number of producer organizations, trade and business associations assisted	4	1	4	Kuzumi
	Increase the **variety** of information to inform the decisions of farmers and traders	Introduction of retail prices for 22 products. Addition of daily prices data gathering for 2 tree crops. Implement a process for production estimates for tree crops for areas covered by AAC. Disseminate information on aspects such as tariffs, transport costs, imports and exports on regular basis	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	500	1	4	Kuzumi
	Increase the **coverage** of the MIS by improving access by a variety of users	Intensify the usage of different forms of information products market information points, email, newspaper, website and sms. Expansion of the list of email receipients, distribution of hard copies of SITA products to Traders in the wholesale markets, distribution of the KASH newspaper to AAC clients.	**3.2** Number of producer organizations, trade and business associations assisted	10	1	4	Kuzumi
	Enhance the involvement of the MOAFCP in the implementation of the MIS and develop a sustainability strategy	Study tour to Hamburg to learn from the USDA price collection system	**2.1** Number of public and private institutions undertaking capacity/competency strengthening	5	1	3	Kuzumi
		Field visits to major wholesale markets in Albania, currently linked to SITA					
		Workshop to produce a joint strategy for the sustainability of SITA					

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Build the capacity of value chain actors to understand and use market information in support of their investment decisions							
Tree Crops	Build the capacity of traders and farmers focused in tree crops, to understand and use SITA products	Training of farmers and wholesale traders staff about SITA products	**2.6** Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	300	1	3	Kuzumi
	Build the capacity of young agribusiness entrepreneurs to engage in commercial farming and trading	Training of young agribusiness entrepreneurs in the KORCA region	**2.2** Number of individuals who have received short-term agricultural enabling environment training	50	1	3	Kuzumi
Open Field and Greenhouse Vegetables	Build the capacity of traders and farmers focused in greenhouse vegetables, to understand and use SITA products	Training of farmers and wholesale traders about SITA products	**2.6** Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	80	1	4	Kuzumi
Herbs and Spices	Build the capacity of traders and farmers focused in herbs and spices to use SITA products	Training of traders and processors about SITA products	**2.6** Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	100	1	4	Kuzumi

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
c) Support the realization of business deals through the provision of market intelligence							
COMMON TO ALL TARGET VALUE CHAINS	Provide **market intelligence** and **facilitate sales** between farmer groups and traders	Establishment of a trade facilitation offices in the markets of Tirana, Korça, Fier and Lushnja in coordination with AAC's regional offices, farmers they represent and traders.	**3.6** Number of transactions completed (contracts signed and/or repeat sales)	300	1	4	Kuzumi
	Enhance the **understanding of market forces** through the analysis of different market factors and the **provision of practical information to AAC clients**	Analysis of data gathered by Market Facilitation Offices on volumes traded, wholesale and retail prices, imports, exports and other elevant data	**3.4** * Number of agriculture-related firms benefiting directly from AAC assistance	300	1	4	Kuzumi

*** Part of the 500 traders receiving market information who will increase their sales as a resul of the assistance provided by the Trade Facilitation Offices**

5.5. CROSS-CUTTING THEMES

STRATEGIC PRIORITIES: a) Facilitate the adoption of business planning tools and access to financial services, b) Provision of strategic grants to address factors constraining the growth of strategic value chains, and c) Policy interventions to address issues constraining the growth of strategic value chains

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
a) Facilitate the adoption of business planning tools and access to financial services							
COMMON TO ALL TARGET VALUE CHAINS	Introduce AAC clients to business planning tools to increase their capacity for financial management	Formal training sessions on business planning and financial management	**2.6** Number of producers and traders trained in use of market information for strategic planning, farm management, and business decision-making	50	1	4	Sena / Kane
	Facilitate access to financial services	Prepare a menu of financial services available to the agricultural sector	**2.4** Number of producers/processors who have received credit	30	1	4	Kane
		Facilitate presentations of financial institutions to AAC clients					
		Provide one-on-one technical assistance for the preparation of of business plans	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	15	1	4	Kane

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
b) Provision of strategic grants to address factors constraining the growth of strategic value chains							
COMMON TO ALL TARGET VALUE CHAINS	Identify risk elements constraining technology adoption and market expansion	Participation in technical roundtables with AAC clients and preparation of a list of strategic areas of action	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	50	1	4	Rapushi / Kane
	Prioritize the use of strategic grants to maximize returns to USG funding	Prepare a pipeline for the grants component and seek pre-approval from USAID	**3.4** Number of agriculture-related firms benefiting directly from AAC assistance	8	1	4	Kane
	Ensure the timely delivery of grants to accelerate the growth of strategic value chains	Process grant applications and monitor performance	**3.1** Number of additional hectares under improved technologies or management practices	20	1	4	Kane
			3.5 Number of new markets identified (geographic areas, new products and new buyers)	4	1	4	Kane
			3.6 Number of transactions completed (contracts signed and/or repeat sales)	25	1	4	Kane
			1.5 Change in non-farm jobs (input supply, processing, consolidators, banking)	3%	1	4	Kane

VALUE CHAIN	Objective	Activities	Results	Indicators	Start Quarter	End Quarter	Lead Staff
c) Policy interventions to address issues constraining the growth of strategic value chains							
COMMON TO ALL TARGET VALUE CHAINS	Enhance the understanding of policymakers regarding the impact of the VAT on agricultural competitiveness and provide industry representatives with a robust argument for policy advocacy	Policy study on the VAT to agricultural inputs and its impact on the competitiveness of strategic subsectors	**2.3** Number of policy reforms implemented	1	1	2	Local STTA
	Assist the AOA to inform customers about the superiority of their products as compared with low-quality imports	Facilitate an agreeement between the AOA and the MOAFCP regarding labeling of olive oil (imports)	**2.3** Number of policy reforms implemented	1	2	3	Local STTA