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*Public-Private Partners Inaugurate Albania's First  
ICT Training and Resource Centre (PRO-TIK), Tirana/ 10 October 2012*

# Rritje Albania/Competitive Enterprise Development Project

**ANNUAL REPORT OCTOBER 2011 – SEPTEMBER 2012**

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## List of Acronyms

A2F	Access to Finance
AADF	Albanian-American Development Foundation
AAQM	Authentic Albania Quality Mark Program
ABCCI	Albanian British Chamber of Commerce and Investment
ACA	Albanian Competition Authority
ACO	Albanian Copyright Organization
ACIT	Albanian Center for International Trade
ACMR	Albanian Center for Marine Research
AFS	Albanian Factoring Services
AHLA	American Hotel and Lodging Association
AHLEI	American Hotel and Lodging Educational Institute
AITA	Albanian Information Technology Association
AmCham	American Chamber of Commerce
ARG	Albanian Rafting Group
ASC	Albanian Software Cluster
ASCG	AEGIS Strategic Consulting Group
ATA	Albanian Tourism Association
ATACT	Association of Traditional and Artistic Crafts and Trades
ATOU	Albanian Tour Operators Union
B2B	Business to Business
CED	Competitive Enterprise Development
CEED	Center for Entrepreneurship and Executive Development
CFA	Chamber of Fassion Albania
CGP	Client Growth Plan
CIFF	Copenhagen International Fashion Fair
CMMI	Capability Maturity Model Integration
CPM	Collections Premiere Moscow
EBRD	European Bank for Reconstruction and Development
EG	Economic Growth
ETI	Education and Training Institutions
FIAA	Foreign Investors Association of Albania
EU	European Union
GoA	Government of Albania
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GSTC	Global Sustainable Tourism Council
ICT-TRC	ICT Training and Resource Center
ITB	Istanbul Tex Bridge
KPI	Key Performance Indicator
KRA	Key Results Area
METE	Ministry of Economy, Trade, and Energy
MFS	Munich Fabric Start
MICTI	Ministry of ICT and Innovation
MoU	Memorandum of Understanding
MTCYS	Ministry of Tourism, Culture, Youth, and Sports
NAIS	National Agency for Information Society
NCGFM	National Chamber of Garment and Footwear Manufacturers
NTA	National Tourism Agency
PBMP	Performance-Based Monitoring Plan

PEP	Productivity Enhancement Program
PIR	Project Intermediate Result
PMI	Project Management Institute
PMP	Project Management Professionals
PMU	Project Management Unit
PPD	Public-Private Dialogue
PPP	Public-Private Partnership
PUT	Polytechnic University of Tirana
RASP	Rural Association Support Programme
RCI	USAID's Regional Competitiveness Initiative
SIPPO	Swiss Import Promotion Program
SNV	<i>Stichting Nederlandse Vrijwilligers</i> (Netherlands Development Organization)
SPI	Software Process Improvement
STIKK	Kosovo ICT Association
STTA	Short-Term Technical Assistance
TAM-BAS	Turn Around Management – Business Advisory Services
ToT	Training-of-trainers
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
VET	Vocational Education Training
WEF	World Economic Forum

# SECTION I

## Executive Summary and Project Highlights

The USAID Competitive Enterprise Development project, otherwise known as Rritje (“Growth”) Albania, realized several first-time accomplishments this year, contributing to the project’s legacy for Albania’s future sustainable growth in the garment, footwear, tourism, and ICT sectors. These accomplishments included the establishment of the PROTIK ICT Resource Center; the successful development and marketing of Albanian brands by six Albanian garment companies who are now negotiating with new buyers in German and Russian markets; a new public-private sector movement to remove barriers to foreign investment related to improving Intellectual Property Right (IPR) legislation; expansion and deepening of the Authentic Albania Quality Mark program – raising Albania’s attractiveness as a prime tourism destination; a major initiative to establish career offices in four public university departments, and firm-level productivity enhancements that contributed to increased sales and new jobs due to USAID assistance. This is just a snapshot of progress made possible by collaborative efforts to realize 125 technical events that helped to increase the knowledge of 2,535 people and more effective public-private dialogue (PPD) in the project’s target sectors.

Implemented by Chemonics International Inc., Rritje Albania project is an integral part of the USAID/Albania’s economic growth portfolio and its goals are in line with the Foreign Assistance Framework program areas of trade and investment and private sector competitiveness. The project seeks to build private sector capacity in four target industries and public sector responsiveness to stimulate business expansion, increase sales, create new and better jobs, and thus contribute to the country’s broad based, sustainable economic growth.

In FY2012, Rritje Albania’s implementation approach to activities across target industries and components was informed by current contractual obligations, as well as lessons learned through project implementation, shifting USAID strategic priorities, and contextual changes in Albania’s political and economic landscape. However, our strategic approach for working through and creating a large network of partnerships and successful collaborations has remained focused – since year one – on leveraging project efforts and resources to greater effect. In this way, large benefits have accrued in project interventions to build sustainable enterprise competitiveness and private sector capacities at the meso and macro levels of our target industries. Project interventions are organized around three key complementary components aiming to increase trade and investment knowledge and capacity, improve productivity through better management practices and new technologies and encourage workforce development.

This year, Rritje Albania continued to play a catalytic and influential role in shaping policy debates and creating new and effective working relations between key industry stakeholders. The Garment and Footwear Stakeholders Working Group (GFSWG), the Intellectual Property Rights (IPR) Stakeholders Group, the Tourism Stakeholders Group, and the PROTIK ICT Resource Center were the key public-private mechanisms this year through which policy issues were raised and presented for public-private consultation. These legacy PPD mechanisms and the ensuing public-private partnerships (PPPs) are expected to survive beyond the life of the project because the stakeholders themselves are finding the utility of cooperating with each other, with or without any donor funding. In delivering targeted assistance and industry capacity building at the micro level (firm), meso level (associations, donors, universities, civil society), and macro level (GoA structures), ~~Rritje Albania successfully leveraged local entities, built local capacities and benefited from co-financing of its activities estimated at \$2,283,470, or 120% of its own total yearly expenditures of \$1,909,318.~~

With these in mind, the following provides brief summaries of key project achievements this year:

### ***The PROTIK ICT Resource Centre***

The establishment of Albania's first PROTIK ICT Resource Center was made possible thanks to Rritje Albania's leading role in forging a momentous public-private-partnership, whose members, including the Government of Albania (GoA), agreed to contribute the estimated \$2.7 million needed to construct and equip its offices and cover its first three years of operations at which point it is expected to be operationally sustainable. One year after the partners signed the joint Memorandum of Understanding (MoU), the center was inaugurated on October 10, 2012, at a time when this report was being prepared. In addition to drafting its business plan in February 2011, the project managed and oversaw the process of site renovation for the center which was completed in July 2012. The PROTIK ICT Resource Centre is a major project legacy whose mission is to promote innovation and entrepreneurship in the Albanian ICT community. The center will also serve to fill market gaps with education activities, support services, and a state of the art environment to introduce new technologies and foster research.

### ***Increasing Awareness of Intellectual Property Rights (IPR) Issues in Albania***

This year, the project helped create for the first time an IPR Working Group, in partnership with the American Chamber of Commerce (AmCham) and Microsoft. The group mapped out all the GoA actors, donors and others involved in IPR work, in order to establish a clear understanding of the current IPR landscape in Albania, which hinders business competitiveness. The project co-funded two major industry conferences in order to address the group's findings in relation to the need for greater public and business awareness of IPR issues and the new draft laws on Copyrights, Trademarks and Patents and related Penal Code amendments still pending approval, as well as the absence and/or confusion over standard procedures and lack in institutional capacities on the part of the public sector. The project worked to galvanize the IPR Stakeholders Group in coming up with concrete ideas to better coordinate actions of the GoA IPR actors and to intensify its advocacy efforts.

### ***The Build Your Own Brand (BYOB) Program***

This year, the new BYOB program, introduced to leading garment companies by the project, provided the blueprint for vertical value chain expansion to achieve greater profit margins and reduce market risks. The project helped six (6) Albanian companies develop, for the first time, their own brands and negotiate successfully with new clients in the German and Russian markets, away from their traditional export targets that are currently fraught with crisis and economic insecurity – Italy and Greece. These firms are setting the paradigm for the future of the Albanian industry.

In addition to the BYOB companies, the project continued to support other garment and footwear companies in increasing their use of ICT tools for trade related purposes, including branding and marketing. These are essential skills needed to succeed in the global economy, and support in this area helps build a secure foundation for future sales and success. To date the project has supported 17 companies establish their own company websites, and trained their staff to use and maintain them in order to promote products and establish contacts with prospective buyers. Furthermore, 11 footwear companies were trained to use an online international footwear industry resource – ARS Sutoria – which led them to successfully boost collections styles, source trendy raw materials, and discover new knowledge and technologies affecting pattern-making and design processes. The improved Fall/Winter 2012 footwear collections are now being sold in stores across Albania and to foreign buyers.

The project has also helped establish and maintain five other websites increasing the visibility of the Albanian industries of garment (1), footwear (1) and tourism (3).

### ***The Authentic Albania Quality Mark (AAQM) Program***

Significant progress was made by the project this year to improve the quality of tourism services through continuing implementation of the AAQM award program, currently under the management of the Albanian Tourism Association (ATA) and supported by the European Bank for Reconstruction and Development's (EBRD) Turn Around Management – Business Advisory Service (TAM/BAS) program. The AAQM program is Albania's first private sector-led initiative to provide a standardized system for evaluating the quality of tourist accommodations. Thirty-six new hotels were given AAQM awards, joining the league of another 20 that were awarded last year. With a new AAQM marketing and communication strategy developed with project support, and an interactive AAQM website ([www.authenticalbania.com](http://www.authenticalbania.com)), the program is well on its way to draw a larger number of hotels eager to join in the next year. In addition, the project continued to provide valuable support aimed at raising Albania's image and profile as a desirable tourism destination by sponsoring trade show participation for the AAQM program and facilitating buyer linkages for 55 tourism companies.

### ***Albania on the Western Balkans Geotourism Mapguide***

As a result of the project's successful collaboration at regional level, Albania is now one of six countries featured in the *Western Balkans Geotourism Mapguide – Land of Discovery*, an interactive web-portal hosted by the National Geographic. The country's share of limelight that comes with the National Geographic's considerable expertise in promoting the Western Balkans as a world-class destination is set to contribute to its sustainable tourism development and economic health in the future. The captivating pictures and description of the 52 Albanian travel sites, developed for the portal with project support, highlight the cultural, historic and natural assets unique to Albania.

### ***The Software Process Improvement IT Mark Program***

This year, Rritje Albania improved the productivity and performance of selected software development companies by introducing them to software process improvement standards such as IT Mark and CMMI, which strengthen an enterprise's planning and development capabilities, improve communication and interaction with clients, and reduce development errors and delivery times. Three firms, *DM Consulting*, *Ikub –INFOSOFT* and *INFOSOFT SD* became IT Mark certified at the end of the year, with one other due to complete the process shortly.

### ***The Productivity Enhancement Program (PEP)***

The project continued to build the capacities of the Polytechnic University of Tirana (PUT) to provide valuable services to the garment and footwear private sector. Over the past year, the project hired two lecturers from the PUT Department of Textiles and Fashion to support 35 garment and footwear companies in making further improvement to their productivity and performance through continuing implementation of the Productivity Enhancement Program at firm-level, designed and launched in FY2011 by an international expert brought to Albania with project assistance. Over the past year, the PUT consultants made 95 visits to 25 garment and 10 footwear manufacturers. As a result of regular contact with companies and review and analysis of Key Performance Indicators (KPIs), the two PUT consultants identified productivity issues and recommended technical solutions, and helped the companies articulate their needs for skills labor through a needs assessment survey and internal skills inventory. Production improvements were seen in such areas as line balancing, quality control, scheduling, human resource management, product design, CAD/CAM services and patternmaking. In the long term, this will increase revenues and permit upgrading to higher-value added market segments. On the other hand, Rritje Albania's capacity building of the PUT Textile Engineering Faculty to conduct consultancies, promote PUT's testing and laboratory facilities to meet business needs, strengthen the internship and career office programs for PUT's undergraduate and graduate students, and introduction of technical curriculum enhancements through guest lectures by foreign STTA experts and local business owners, are

all helping to build sustainable relationships between public and private sector actors. These partnerships will support the competitive development of Albania's garment and footwear sector for years to come.

### ***Establishing Career Offices in Public Universities***

This year, Rritje Albania launched an ambitious first-time initiative to establish university career offices at four public university departments. The project brought to Albania a short-term workforce development expert to drum up interest and deliver an intensive 5-day Training of Trainers (TOT) on career center management for 21 lecturers and professors from different public university departments. Other deliverables included a career office manual describing career coaching roles, the development of the career management curricula for university students and two sets of TOTs on career management and career office services, as well as four career development workshops teaching 141 university students on how to write a CV and motivations letter, develop a career portfolio, and practice presentation skills for job interviews. At the end of September 2012, four departments at the University of Tirana and PUT informed the project they had approved new career counseling courses and enhanced existing curricula, based on TOT materials. The University of Tirana (UT) has decided to open career offices in each of its seven faculties, and a central career center office at the Rector's office to co-ordinate the work of the other career offices. This decision, taken in September 2012, is expected to be implemented at the start of the school year in October 2012. The UT Faculty of Economics and the Faculty of Natural Sciences have already allocated office space for this purpose. As another Rritje Albania legacy, these career offices will provide future university students with advice on career management, internships, and job placements, as well as act as a sustainable link between the public and private sectors in the future.

### ***Supporting Partners in ICT Workforce Development Initiatives***

In addition to the core activities mentioned above, the project partnered with Microsoft Albania and the Albanian Information Technology Association (AITA), respectively, to support two new initiatives this year, the Imagine Cup Competition and the Start-Up Weekend. Both of these initiatives aimed at increasing the quantity and quality of the IT workforce, and in particular, support for education, training, and workforce initiatives to promote greater responsiveness by academia and professional trainers to the private sector's needs for careers in ICT. The project's strategic decision to support these activities was seen as a way to identify young student talent for the private sector, as well as encourage the adoption of new technologies and creation of innovative solutions. The top four Imagine Cup teams, made up of 16 students in total, were hired and trained, almost immediately after the competition was over by top Albanian ICT firms including ICT Solutions, IkubInfoSoft, Cactus, and others. One of the students is working to establish his own start-up business, while two other teams were approached by the Top Channel Media Foundation and the Ministry of Health with offers to help them develop their teams' original ideas into commercial products. The Start-Up Weekend helped introduce 28 start-up ideas, of which 12 were selected for further development into business models within a timeframe of 54 hours. Fashion Gov Albania, an e-marketplace of fashion and accessories that sprung as an idea from the Start-Up weekend, was launched on September 28, 2012. By raising awareness among youth and young professionals of ICT career opportunities, Rritje Albania is helping to bridge the gap between labor supply and demand.

In the year ahead, Rritje Albania will focus on building further sustainability in these legacy initiatives, plus a short list of others with the potential to be project legacies, in order to ensure that they will continue beyond the close of Rritje Albania in March 2014.

## SECTION II

### A. Project Overview

On March 18, 2009, USAID/Albania awarded Chemonics International and subcontractor partners Development & Training Services (dTS) and Citizen's Development Corps Development Solutions (CDS), the Albania Competitive Enterprise Development (CED) contract, a five-year activity with a value of \$9,774,154 USD. In September 2012, this amount was increased by contract modification to \$10,153,206. To better resonate with local client enterprises and Albanian partners, the project team proposed the name *Rritje Albania (Grow Albania) /Competitive Enterprise Development*; throughout the remainder of this report, the project will be referred to as Rritje Albania.

Rritje Albania's contract objectives are to support the sustained growth of Albania's non-agricultural enterprises, increase household income and create gainful employment by developing and strengthening the competitiveness capacity of enterprises. The objectives are achieved through three technical assistance components directed at the firm level:

- (1) Strengthening trade and investment capacity;
- (2) Increasing enterprise productivity; and
- (3) Improving workforce development.

Within three months of start-up, the project identified four key export-oriented industries on which to focus its support: tourism, garment, footwear, and information and communications technology (ICT). The project operates throughout Albania from its one office in Tirana.

This performance report covers project activities that took place during the period of October 1, 2011 - September 30, 2012, hereinafter referred to as fiscal reporting year FY2012.

### B. Background

In November – December 2011, USAID/Albania commissioned a mid-term evaluation of Rritje Albania.<sup>1</sup> Its purpose was to assess the effectiveness of project implementation and impact achieved, and also to provide recommendations on how the project's future activities should be modified to better align with the Mission's new Country Development Coordination Strategy (CDCS) released in November of 2011 that states: *"Emphasis is on establishing the conditions for growth, rather than on providing assistance directly to specific enterprises. Interventions at the firm and farm level will be phased out as emphasis shifts to working with key business and farming associations in identifying and addressing with the GOA constraints to doing business."*<sup>2</sup>

With regards to the effectiveness of project implementation, the evaluators reported: "Most every business and partner organization interviewed stated that CED has implemented this competitiveness project as it was originally designed in an effective and professional manner..." and further "the technical expertise offered by CED is of high quality and appropriate to the needs of the firms". As for impact, "While it may not be possible now to demonstrate high levels of revenue and job growth from activities to date, progress has been made in setting the stage at the firm-level to eventually realize this goal (however some of this may extend beyond the life of this project)."

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<sup>1</sup> Rritje Albania/Competitive Enterprise Development Mid-term Project Evaluation, Nov 28-Dec 20, 2011

<sup>2</sup> USAID/Albania Country Development Cooperation Strategy 2011-2015

The evaluation team noted that Rritje Albania's original assumptions, goals and objectives with a primary focus on firm level assistance appeared to be in conflict with the Mission's new CDCS. To bring the project into closer alignment with the CDCS, the evaluators listed a number of recommendations that included a shift in focus away from primarily one-on-one firm level assistance towards more meso level support: "firm-level assistance should be maintained but only to key companies within each sector who could provide the greatest multiplier effect from this continued technical assistance". For the garment and footwear sectors, this meant "companies with the ability to shift away from "fashion" to full-cycle and to be willing to expand sales to new markets". At the enabling environment level, the evaluators proposed that "CED should only engage at the macro level in areas they have already engaged or feel that tangible results could be measured within the life of the project (and in partnership with others for sustainability)." Examples included promoting and engaging in public-private-dialogue (PPD) mechanisms on such topics as: Intellectual Property Rights (IPR), Garment Footwear Stakeholder Working Group (GFSWG) and Corporate Social Responsibility. And, they suggested that the project should foster public-private-partnership (PPP) initiatives such as the PROTIK ICT Resource Center, Authentic Albania Quality Mark Award program (AAQM), internship programs and vocational educational training (VET).

The evaluation team also recommended a reduction in the number of grants to be issued and a modest restructuring of the project's indicator set and targets to overcome some of the deficiencies noted and to better capture a more complete and accurate picture of project activity and benefits.

In the year leading up to the mid-term evaluation, during which time the CDCS was drafted, Rritje Albania had proactively taken steps to expand its technical assistance to include activities at the meso and macro levels when it believed such actions helped to remove constraints hindering the development of competitive enterprises. The project's efforts included working with, and through, meso level structures such business associations, educational institutions and non-governmental organizations as a means to deliver multi-client trainings and industry roundtables on topics of broad interest. Whenever possible it paired foreign experts with locals to build capacities and over the long run achieve cost savings. At the macro level, it engaged private sector stakeholders with relevant government of Albania (GoA) ministries and agencies in PPD and Rritje Albania led several PPP initiatives, most notably PROTIK but also AAQM, the IPR stakeholders working group, and the GFSWG to name a few that will be described in this report.

However, as Rritje Albania entered FY2012 and the second half of its contract implementation period, its targets for number of firms assisted were to increase dramatically, as were the rest of its firm-level performance indicators. So, despite the recommendations in the project's mid-term evaluation, without a contract modification, the level of technical activities undertaken at the meso and macro levels would decline over the second half of the project as an increasing amount of project resources would need to be shifted to firm level assistance. Also, at the same time as the evaluators issued their report in January 2012, the PPP driven by Rritje Albania between USAID, Microsoft, Albanian American Development Foundation (AADF), GoA, CISCO and AlbTelekom was at a critical juncture. USAID had asked Rritje Albania to implement the estimated \$350,000 renovation of the PROTIK offices under its original contract ceiling but another \$375,000 was needed to equip and support its start-up and the founding partners had asked USAID to provide the missing funding.

For these reasons, following lengthy consultations between the Rritje Albania project team and USAID/Albania, Chemonics drafted a request to modify the Rritje Albania contract and submitted it to USAID in May 2012. The major elements of the request were: (1) increase the contract ceiling by \$379,052 to support the PROTIK startup; (2) revise the performance indicators to better capture project activities in greater alignment with the CDCS and the mid-term evaluation report; (3) reduce the size of the grant facility from \$500,000 to \$325,000 and the minimum number of grants from 50 to 24.

USAID approved in full Chemonics' contract modification request on September 17, 2012 and this report fully reflects the agreed-upon changes. This may be seen in the results framework described in the section below and throughout the report in terms of the detailed description of project activities at the firm, meso and macro levels that are building local sustainability and partnerships, in a manner that is both in line with the evaluators' recommendations and with the USAID Forward reform agenda.

## C. Results Framework

Rritje Albania falls under USAID/Albania's Development Objective (DO) 2.0, "Conditions created for broad based, sustainable, and inclusive economic growth." In addition to contributing to the achievement of DO 2.0, Rritje Albania also contributes to DO 2.0's Intermediate Result (IR) 2.1, "Improved conditions for private sector-led growth" and IR 2.2, "Private sector more competitive."

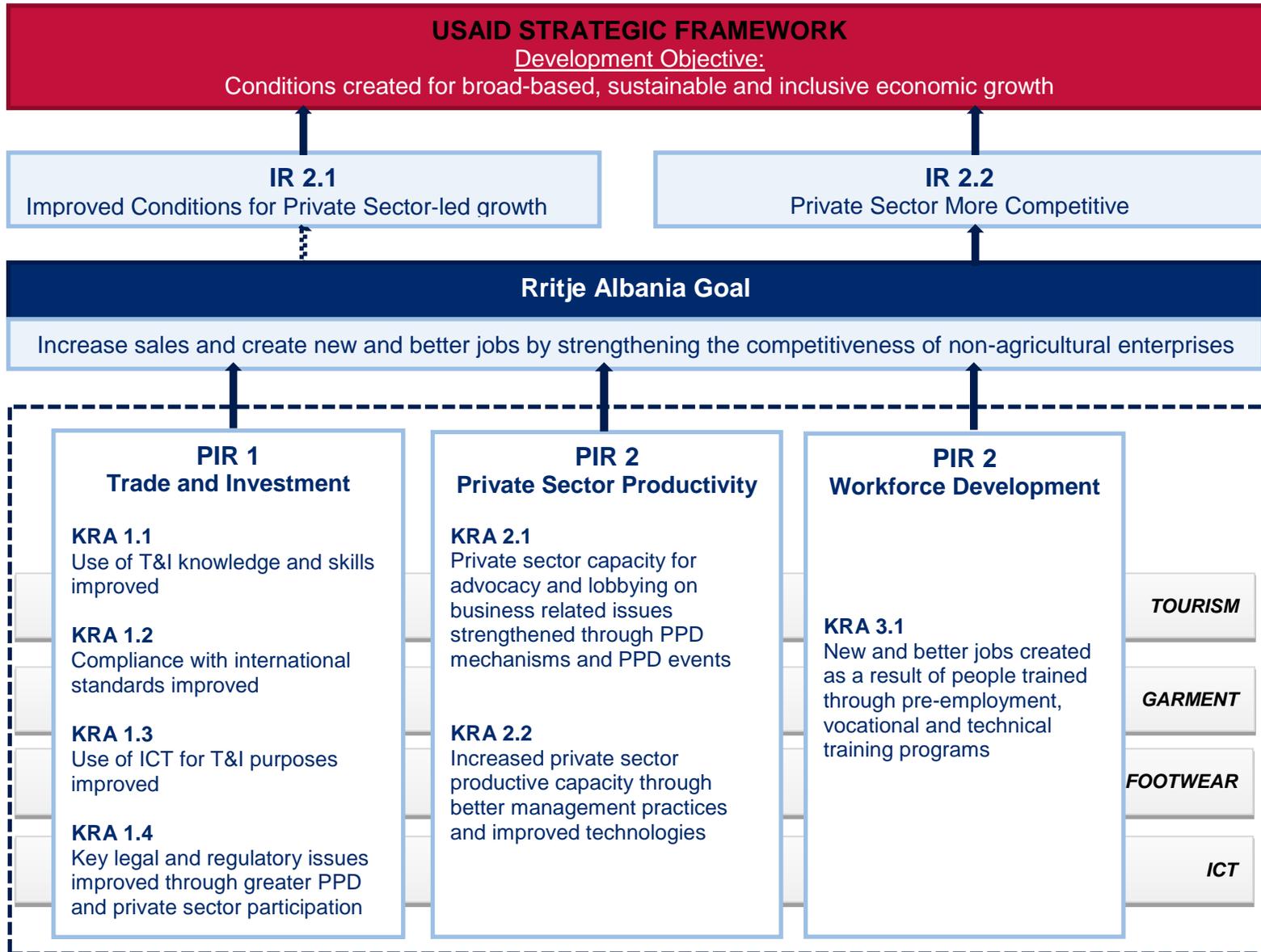
Moreover, our project goals are in line with the Foreign Assistance Framework program areas of trade and investment and private sector competitiveness. Rritje Albania has three complementary components: trade and investment, productivity, and workforce development that are also Project Intermediate Results (PIR). Each has several key result areas (KRA) measuring the output of different project activities. Results at the KRA levels, which are gender-disaggregated where applicable, lead to outcomes at the component level, which in turn lead to results at the project and DO levels.

In this way, Rritje Albania seeks to build the capacity of the private sector in its target industries, as well as the responsiveness of the public sector, to stimulate business expansion and contribute to the country's broad based, sustainable economic growth.

The project's current results framework was adjusted from its original framework to reflect the new USAID/Albania CDCS 2011-2015 released in September 2011. In it, USAID's economic growth strategy shifted from targeted, firm-level assistance to supporting the establishment of improved conditions for growth at the meso and macro levels. From March 2011, when the first draft of USAID's strategy was shared with Rritje Albania, the project proactively increased its activities at the meso and macro levels of its target industries while remaining faithful to the achievement of the goals and objectives described in its contract. The strategic decision to work at all industry levels has proved to be highly advantageous as constraints to competitiveness are often due to information asymmetries and unequal relationships between private and public sector value chain actors, as well as weak or absent public-private-dialogue (PPD) venues. By working at all levels through its broad and deep network of public and private sector implementation partners, the project has greatly leveraged its resources for the short-, medium- and long-term benefit of Albanian businesses.

In February 2012, Rritje Albania initiated discussions with USAID to revise its results framework in order to better align the project's direct and indirect results with the program elements and sub-elements of USAID/Albania's CDCS. As a result of these meetings, the agreed-upon changes to the project's set of contract performance indicators and targets were incorporated into a contract modification request that Chemonics submitted in May 2012, which was approved by USAID on September 17, 2012. The revised Rritje Albania results framework is illustrated below.

**Illustration II-C.1 – Rritje Albania Project Results Framework**



## D. General Technical Approach (Clients, Industries, Legacies)

Enhancing competitiveness is a complex task that requires intervention at several levels. Rritje Albania practices an inclusive approach to improved competitiveness that includes enhancing trade and investment capacities and access to markets, augmenting product quality through better management of production processes and utilization of new technologies, building workforce capacity, and improving the business environment. The project identifies competitiveness constraints at firm and industry levels then delivers a combination of appropriate technical assistance, training, targeted grants and/or linkages to financing to overcome these constraints. Whenever possible, Rritje Albania collaborates with various local public and private sector stakeholders at the meso and macro levels in order to build new and effective long term partnerships between actors while improving their capacity to sustain project legacies beyond the life of the Rritje Albania.

The project's work is guided by the following principles:

- Implement market-based and demand-driven interventions at all levels of economy
- Foster local ownership and participation
- Leverage resources and prioritize interventions through partnerships
- Focus on results and lessons learned to guide the implementation process

Since its inception, Rritje Albania adopted the approach of working intensively, but not exclusively, with leading Albanian companies in each target sector, with the expectation that other enterprises would follow their example and make the necessary changes to likewise increase their competitiveness. In addition to its firm-level work, Rritje Albania supports stakeholders such as business associations and chambers to provide better services and lobbying for members' interests through the organization of industry-wide events and conferences that stimulate public-private dialogue and create effective public-private partnerships. In so doing, Rritje Albania encourages local leadership and ownership of its interventions that reflect the needs and priorities of the private sector. And, by seeking significant cost sharing, the project promotes sustainable solutions and initiatives that are not solely dependent on project support to continue.

Looking back over FY2012, the project examined the amount of cost sharing of technical activities that Rritje Albania led and/or played a major role in designing or implementing in FY2012. The total estimated amount that was spent by Rritje Albania partners to co-finance technical activities that the project also supported was \$2,283,470, or 120% of Rritje Albania's own total yearly expenditures of \$1,909,318. The co-funding sources and their contributions are summarized in the table below.

**Table II-D.1 – Summary of Funds Leveraged**

Co-funding Sources	Cost Share Amount (estimated)
PROTIK public-private partners (AADF, Microsoft, CISCO, GoA, AlbTelekom)	\$1,500,000
Rritje Albania grantees (min. 50% cost share required)	\$241,194
Other (donors, GoA, private sector firms, associations, chambers, NGOs, etc...)	\$192,128
STTA pro bono consultants/volunteers	\$177,300
BYOB garment firms (9)	\$172,848
<b>Total</b>	<b>\$2,283,470</b>

What is most interesting to note is the large percentage provided by local private sector firms, which testifies to the fact that the assistance was demand-driven and valued by the project beneficiaries. (See Annex A for details)

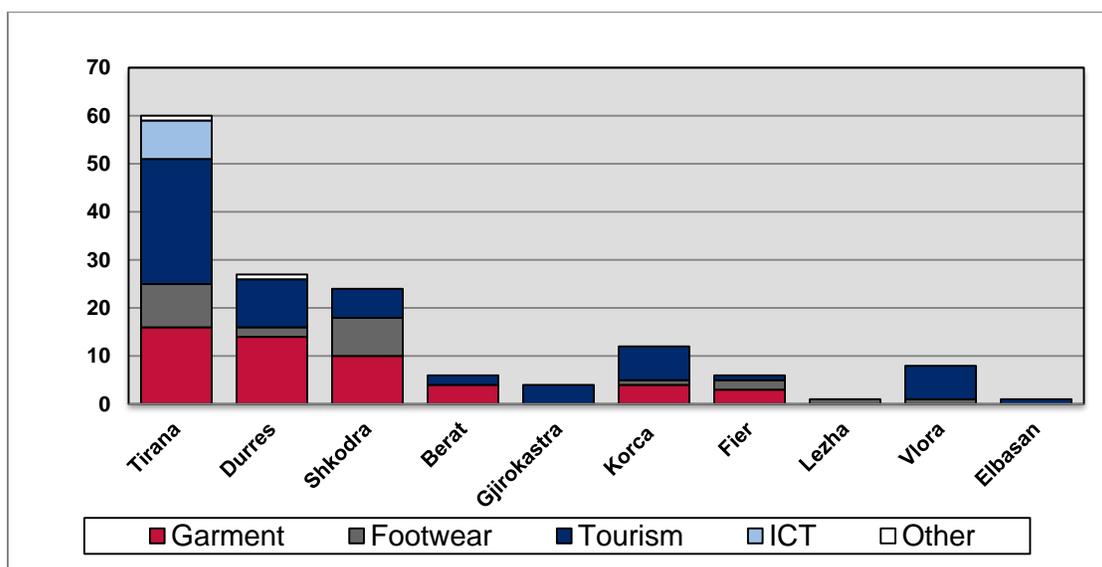
In terms of the number of enterprises that the project assists and the sectors they represent, the following table provides an overall summary of the firms with which Rritje Albania signed a Client Growth Plan (CGP) agreement or which are members of the Authentic Albania Quality Mark award program (AAQM). Note that although the number of AAQM member hotels increased in FY2012, the number of firms from other sectors receiving firm-level support from Rritje Albania are not expected to increase as the project focuses on those able to provide the greatest multiplier effect to others. In garment and footwear, this would mean those firms that extend their value chain by developing their own collections or moving to full production cycle capacities.

**Table II-D.2 – Enterprises Supported by Rritje Albania to Date**

Industry	CGP clients/AAQM hotels
Footwear	25 CGP
Garment	51 CGP
ICT	7 CGP
Tourism	8 CGP
	56 AAQM
Other ( <i>Recycling</i> )	2 CGP
<b>Total</b>	<b>149</b>

The project has responded to requests for assistance from companies throughout Albania, and the distribution of our current clients by administrative regions is depicted in the graph below.

**Illustration II-D.2 – Rritje Albania Clients by Regional Location**



## E. Administration and Finance

This section describes the administrative and financial management aspects of the Rritje Albania project during FY2012. In addition to the field office staff positions described below, the project team is backstopped by a Project Management Unit (PMU) at the Chemonics headquarters in Washington, DC. At the close of FY2012, Rritje Albania staff includes the four key personnel positions of: Chief of Party, Trade and Investment Specialist, and two Competitiveness Specialists (Business Advisors). Other technical positions include the Monitoring and Evaluation (M&E)/Communications Officer, M&E/Communications Assistant, Tourism Advisor and Grants Manager. These individuals are supported by an administrative staff consisting of an Office Manager, Accountant, Translator/Administrative Assistant, and two drivers. For an organizational chart of the Rritje Albania team, please see Annex K.

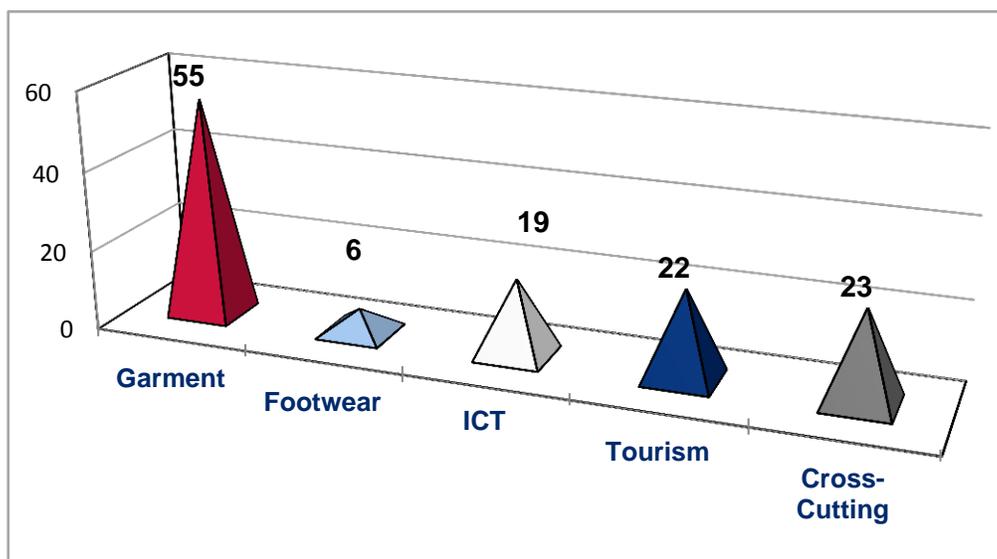
## SECTION III

### A. Technical Activities by Industry

During FY2012, project activities occurred at both firm and industry levels as Rritje Albania organized or co-sponsored 125 technical events that contributed to outputs and outcomes captured under project indicators. Through these events, Rritje Albania reached over 2535 participants coming from different firms in the four target industries and other sectors.

The figure below shows the distribution of project technical activities by industry, which took place in FY2012.

**Illustration II-A.1 – Distribution of FY2012 Technical Events by Industry**



Technical activities delivered at firm-level include: support to export-oriented garment companies willing to shift to value-added production (such as private and/or own label) to learn and apply new sourcing skills, build business linkages and successfully exhibit at trade fairs; support to garment and footwear companies to improve productivity by utilizing better management practices and innovative technologies; support for tourism companies to achieve international standards of quality and market themselves effectively; support for ICT companies to acquire world class quality standards; and support for several workforce development initiatives to promote greater responsiveness of educational institutions to the private sector's labor needs.

To help build a secure foundation for future sales, the project supported Albanian companies and industry representatives to improve their branding and marketing. In addition, Rritje Albania supported business associations, stakeholders groups, and industry-wide conferences to stimulate much-needed public-private dialogue on important issues that affect the competitiveness of Albanian companies. For a summary of all project activities by industry that were implemented during the course of FY2012, including major project milestones and accomplishments please see **Annex D**.

## SECTION IV

### TECHNICAL ACTIVITIES BY COMPONENT

This section provides a summary of implemented project activities and reported outcomes in FY2012 by project component. The structuring of the narrative along the lines of the project's result framework (see illustration I-B) illustrates the project's FY2012 strategic approach, and draws attention to the causal links and the reinforcing complementarity of project activities designed to affect greater impact at both firm and meso and macro levels. Key initiatives and/or discrete activities of a similar technical assistance theme are grouped together and described under the relevant key results Areas (KRA) for each project component, as follows:

- A. Trade and Investment Capacity Strengthened (PIR 1; KRAs 1.1-1.4)
- B. Private Sector Productivity Increased (PIR 2; KRAs 2.1 and 2.2)
- C. Workforce Development Improved (PIR 3; KRAs 3.1)

#### A. Trade and Investment Capacity Strengthened (PIR 1)

In responding to specific client demand and taking into account lessons learned during previous years, the project's trade and investment technical activities in FY2012 supported Albanian enterprises to move from a reactive to a proactive, strategic approach in order to access new markets and buyers. Additionally, these activities focused on promoting Albania as a source of high quality products and services. Many activities were undertaken in partnership and/or co-sponsorship with various business associations, chambers, partner organizations, and public institutions in each target sector, including Albanian Copyright Organization (ACO), the two garment and footwear associations, the American Chamber of Commerce (AmCham), the Albanian Centre for International Trade (ACIT), the Albanian Information and Technology Association (AITA), the Albanian Tourism Association (ATA), the Center for Entrepreneurship and Executive Development (CEED), the Chamber of Fassion Albania (CFA), German Technical Cooperation (GIZ), and Polytechnic University of Tirana (PUT). In doing so, Rritje Albania helped to strengthen the capacities of local associations to provide valued support to their members, deliver services at scale, increase membership, and improve institutional viability.

For a summary of results by type of assistance offered through industry-wide events, workshops, and one-on-one firm-level mentoring in order to build trade and investment capacity and improve trade knowledge and skills please Table I in **Annex D**.

The following narrative follows the four KRA themes under PIR 1 in order to describe project activities and their related outcomes as observed and/or reported by client enterprises and partner organizations throughout the year.

#### **A1. Increasing Trade and Knowledge Skills through the Trade Fair Support Program**

Since the project's target industries are mainly export-oriented, identifying new markets and partners is crucial for project clients. As a result, Rritje Albania's efforts this year to improve Albanian trade and export promotion performance materialized in the technical and financial support given to clients to participate in international trade fairs, as well as in the co-sponsorship of several regional trade fairs and business-to-business (B2B) matchmaking events. The trade fair support program imparted participating companies and industry representatives (associations) with in-depth knowledge and skills transfer on trade fair preparation (booth design, publicity materials, product labeling, customs, shipping, and market

research) participation (booth set-up, sales contracts, and B2B meetings) and follow-up (test orders and managing contacts for potential buyers and investors).

The trade fair activities supported by the project during FY2012 are listed in the table below:

**Table IV - A.1 – FY2012 Trade Fairs**

Dates	Trade Fair	Place	Firms
<b>Garment</b>			
30 Jan – 04 Feb 2012	<i>Munich Fabric Start Fair</i>	Munich, Germany	8
8-10 Mar 2012	<i>Istanbul Tex-Bridge Fair</i>	Istanbul, Turkey	4
24-31 Jul 2012	<i>Dusseldorf Preview Collections Fashion Week Spring/Summer 2012 Fair</i>	Dusseldorf, Germany	5
04-08 Sep 2012	<i>Collection Premiere Moscow 2012 Fair (CPM)</i>	Moscow, Russia	4
11-14 Sep 2012	<i>Milan Sourcing Fair*</i>	Milan, Italy	2
17-20 Sep 2012	<i>Fatex Sourcing Fair*</i>	Paris, France	1
<b>Tourism</b>			
02 Oct 2012	Tirana Street Fair - 20th Anniversary of USG assistance in Albania	Tirana, Albania	ATA and ARG
25-27 Apr 2012	Western Balkans Touristic Albania Fair and Conference	Tirana, Albania	55
19-20 Jul 2012	Traditional Arts and Crafts Fair 2012	Pogradec, Albania	50 <sup>3</sup>
20-22 Sep 2012	Agri-business and Tourism Fair	Tirana, Albania	ATA (AAQM hotels)
<b>ICT</b>			
13-14 Feb 2012	Regional Biztech SEE Roadshow Fair	Tirana, Albania	4
18 May 2012	Regional ICT Conference and B2B Meetings	Tirana, Albania	30
<b>Other B2B Matchmaking Events</b>			
27-28 Mar 2012	CEED Regional Market Access Conference and B2B Matchmaking	Tirana, Albania	56
<b>Total Companies</b>			<b>254*</b>

*\*Total number excludes overlap of 22 companies*

<sup>3</sup> This number represents self-employed artisan women who participated at the fair after they received grant-funded training by ATACT.

\*These are sourcing fairs which Madison Avenue and NPV International attended on their own as part of their sourcing work for the new Fall/Winter 2013 Collections.

### ***The Garment Industry Fairs - Building a Competitive Industry Image and Promoting Albania as a Source of High Quality Products***

This year, the project assisted leading garment companies to effectively participate in four major international trade fairs as part of Rritje Albania's Build Your Own Brand (BYOB) program, launched at the beginning of FY2012. The BYOB firms' active participation in these fairs represented a significant achievement and behavior change on their part in which they learned how to access new trade knowledge in order to effectively design, produce and sell products that meet the preferences of new customers in new markets. In the process, Albanian companies, for the first time, exhibited their own brand collections at trade fairs and met with international buyers.

Some of the Albanian firms' brands that were exhibited for sale at the fairs are depicted below:

**Illustration IV-A.1 – Brand Identities of the Six BYOB Collections Developed**



The BYOB program is an ambitious initiative expected to set the model for the sustainable development of Albania's garment industry. Building on previous project initiatives, the BYOB program provides garment companies with a blueprint for vertical value chain expansion where higher value added manufacturing operations are carried out, which increase profit margins and reduce market risk. The BYOB program is designed to help Albanian companies become more competitive internationally, as they transition and/or graduate from varying and/or limited production stages of simple assembly (SA), make-trim (MT), and cut-make-trim (CMT) to full production service (FPS).

Moving to higher levels of the garment makers' value chain will allow Albanian companies to mitigate current risks associated with dependence on SA, MT, and CMT work that can be moved easily from one subcontractor to another. The BYOB process however requires the adoption and application of a range of critical skills, many of which are relatively new for most Albanian companies, such as: sourcing appropriate raw materials; designing collections and developing patterns and prototypes; establishing the right strategies for costing, pricing, and merchandising finished collections; developing and promoting an appropriate brand name according to the preferences of the target customer for style and quality; identifying and contracting the right sales agents; and successfully navigating the maze of shipping, export/import rules, and product labeling requirements.

The complex work undertaken by this select group of leading garment companies in the framework of our BYOB program is no small feat and has resulted in many productive capacity<sup>4</sup> changes that led to the successful development and promotion of own brand collections<sup>5</sup> (listed in the table below). Note that the elements of the BYOB program that led to improvements in enterprise productivity are described under Section III, Part B – Productivity.

**Table IV - A.2 – Summary of BYOB Brands Developed and Promoted**

No.	BYOB Brand Collections Developed	
	Company	Collection Brand Name
1.	<b>Blue Sky</b>	KRIENKO
2.	<b>Kler</b>	ESSERE
3.	<b>Madison Avenue</b>	MADISON AVENUE
4.	<b>Sam</b>	FILL FREE
5.	<b>NPV International</b>	METILA
6.	<b>Bella Konfex</b>	LA BLANCHE and PLAETOR

Our narrative on the BYOB program under part A of this section will elaborate on KRA 1.1 level-outcomes reported by the BYOB companies as a result of trade fair participation at two critical junctures of the BYOB program: the sourcing stage and the collection exhibiting stage.

*The BYOB Sourcing Stage:* In cooperation with GIZ, two German marketing consultants from the *Internationales Textil Marketing und Management Gmbh (ITMM)*, Mr. Peter Giernoth and Mr. Hans-Joachim Jorke, were identified. At Rritje Albania’s invitation, the two came to Albania January 16-17, 2012. The project paid their travel and per diem costs, and the consultants worked pro-bono. Mr. Giernoth and Mr. Jorke met with nine<sup>6</sup> Albanian garment companies interested in developing BYOB collections in order to assess their capacity to design, produce, and export BYOB collections to Germany and other high value European markets. The experts produced individual company assessments with specific recommendations on steps needed to compete successfully in these markets.

For example, the German experts noted that underwear producers such as Bella Konfeks should invest in seamless production technology in order to meet the customer preferences of the European market. They also noted the need for further investment in some of the factories’ premises, including better lighting, tiling, and automatic cutting lines, as these are among the minimum standard requirements of German buyers. In order to penetrate the German market, the consultants observed that the Albanian firms had to ensure the BYOB collections were developed in line with the exacting German/European standards of

<sup>4</sup> USAID defines Private Sector Productive Capacity as improving the capacity of businesses to integrate into domestic and international markets through increases in productivity, improvements in corporate governance, the development and application of modern technology and marketing practices. It also includes enhancement of business and business associations in terms of their corporate governance capabilities and their application of best practices and technologies to achieve increased production and marketing of products and services. It includes adoption of efficient production process, improved labor productivity, environmentally-sound management of natural resources, development of accounting and management systems that helped the company and industry group implement business, labor, product and process standards that enhance business competitiveness. Business capacity development programs may include activities that help firms and associations respond to international market and create regional alliances.

<sup>5</sup> Three other companies, Ambra, Ola1 and Omega were part of the initial group assessed for inclusion in the BYOB program.

<sup>6</sup> These nine companies were Ambra, Bella Konfex, Berat Konfex Blue Sky, Kler Madison Avenue, Ola 1, Omega and Melgushi.

fabric quality, style preferences, and size. Other recommendations included: focusing on developing higher value products or whole product ranges depending on the company, the creation of attractive labels and names, the involvement of agents to target either industrial customers or small private label retail groups, and the hiring of skilled freelance or full-time designers and patternmakers.

Considering these challenges (see box adjacent) and the limited time at the disposal of the BYOB firms to undertake these crucial changes, the German experts warned that sales of the BYOB collections in the German market could be difficult to pull off for the Spring/Summer 2013 season. In order to offset this potential risk and also give the Albanian companies an opportunity to learn and acquire the required knowledge and practice for securing their niche in the German and/or other high value European markets, the experts advised the project and the BYOB firms to consider the Russian market as an appropriate alternative. With this in mind, companies were assisted to source and develop the BYOB Spring/Summer 2013 collections in time for the Dusseldorf Preview Collections Fashion Week in late July 2012 in Germany, and the Collections Premiere Moscow (CPM) in early September 2012 in Russia.

### **BYOB Challenges Assessed at the Firm Level**

- Small management teams
- Little know-how in marketing, merchandising, and sourcing
- Limited history of investing resources to improve management capacities
- Limited resources to find new buyers through sales agents and not through middlemen
- Overly satisfied with current company performance, provided deadlines were met and employment levels were maintained
- Lack of understanding of factors affecting their own brand
- Lack of skilled local designers

As part of its contribution to the BYOB program, GIZ financed the visit of Mara Michel, Head of the German Designers Association, to Albania from January 23-27. The project's short-term technical assistance (STTA) sourcing expert Michael Fieman and Ms. Michel met with eight of the BYOB firms to examine their ideas for collections and determine their needs for designers. A fashion designer herself, Ms. Michel provided one-on-one coaching to the firms and local designers on the German fashion preferences, fabric choices, style trends, and standard garment sizes, with a view to helping the Albanian designers tailor their BYOB collections for the German and European markets. For BYOB firms unable to identify local designers to suit their needs or where the Albanian firm wanted to hire a foreign freelance designer, Ms. Mara worked to identify them for future introductions.

In the run up to the Munich Fabric Start (MFS) sourcing fair, the project helped BYOB companies to identify local designers and sourcing managers and showed them how to use both to maximum benefit when attending sourcing fairs. A training workshop was held in January 20, 2012 for designers and sourcing personnel from the BYOB firms and the faculty of the PUT Department of Textiles and Fashion.

Ritje Albania's STTA sourcing consultant Michael Fieman developed the training material and led the workshop that covered how to source fabrics, request samples, negotiate with suppliers, shop retail stores for trends and ideas, compile and utilize a supplier checklist, and gather all the necessary information from a prospective supplier of source fabrics and accessories. The BYOB firms used the supplier checklists at the MFS and Istanbul Tex Bridge (ITB) sourcing fairs. "Going forward, the BYOB trainees will have the skills to apply such knowledge on their own, at any textile fair of their choice in the future," said Mr. Fieman.



*Albanian Designers and Purchase Managers shop for fabrics at the Munich Fabric Start Fair, Munich, Germany, March 2012*



*Albanian Designers meet German Designer Ms. Mara Michel Managers at the Munich Fabric Start Fair, Munich, Germany, March 2012*

Ritje Albania managed the logistics and provided technical support for the MFS, while the eight BYOB firms paid for their flights and accommodations. GIZ also assisted by hiring Ms. Michel to meet with the BYOB firms at MFS. The 14 BYOB attendees included designers, sourcing managers, and merchandisers, in addition to the company owners. Participation was critical in order to keep up with the set schedule for designing, producing, and selling a Spring/Summer 2013 collection. BYOB firms shopped the hundreds of suppliers from main sourcing countries of Turkey and Italy, and, in addition, they visited local retailers to learn about German consumer preferences and obtain ideas on marketable collection styles.

However, some of the BYOB firms found that some Turkish suppliers they wished to see were not at MFS and they decided to look further to find the desired range of fabrics and suppliers they needed to build a well-rounded collection. A month later, four BYOB firms went at their own expense to the Istanbul Tex-Bridge (ITB) fair, while the firm SAM went at its own expense to sourcing fair in Spain where it found the fabrics and supplies it needed. For a summary of sourcing results please see the table below.

**Table IV - A.3 –Summary of BYOB Sourcing Stage Results**

No.	Company	B2B Meetings	Munich Fabric Start (MFS) Fair Sourcing Results
1	Ola 1	3	<ul style="list-style-type: none"> <li>Ordered fabric from 2 suppliers (Turkish and Italian)</li> </ul>
2	Blue Sky	11	<ul style="list-style-type: none"> <li>Met with fabric suppliers from Turkey (6), Greece (2), India (2), Pakistan (2);</li> <li>Ordered fabric from 5 Turkish suppliers</li> </ul>
3	NPV International	25	<ul style="list-style-type: none"> <li>Ordered fabric and accessories from 20 suppliers: Turkey (18) and Germany (2)</li> </ul>
4	Bella Konfex	9	<ul style="list-style-type: none"> <li>Ordered fabric from 4 suppliers: Turkey (1), France (1) and Germany (2)</li> </ul>
5	Omega	8	<ul style="list-style-type: none"> <li>Ordered fabric from 4 suppliers: Turkey (2) and Italy (2)</li> </ul>

6	SAM	4	<ul style="list-style-type: none"> <li>Ordered fabric from 4 suppliers: Italy (2) and Turkey (2)</li> </ul>
7	Madison Avenue	n/a	<ul style="list-style-type: none"> <li>Met with and hired freelance German designer, who then sourced and purchased fabrics on behalf of the company</li> </ul>
8	Antonela	n/a	<ul style="list-style-type: none"> <li>Although not part of the initial BYOB companies assessed, Antonela decided to join the fair upon hearing about it from other companies</li> </ul>
USAID/Rritje Albania team assisting BYOB companies at MFS fair			<ul style="list-style-type: none"> <li>Mr. Michael Fieman, STTA consultant</li> <li>Mr. Jason Budahazy, Peace Corps Volunteer</li> <li>Mr. Roland Bagaviki, RrA Business Advisor</li> <li>Mr. Andi Stefanllari, RrA Business Advisor</li> </ul>
No.	Company	B2B Meetings	Istanbul Tex-Bridge Sourcing Results
1	Madison Avenue	5	<ul style="list-style-type: none"> <li>Ordered fabric from 5 Turkish suppliers</li> </ul>
2	Ola 1	4	<ul style="list-style-type: none"> <li>Ordered fabric from 4 Turkish suppliers</li> </ul>
3	NPV International	10	<ul style="list-style-type: none"> <li>Ordered fabric from 4 Turkish suppliers</li> </ul>
4	Bella Konfex	10	<ul style="list-style-type: none"> <li>Ordered fabric from 2 Turkish suppliers</li> </ul>
USAID/Rritje Albania team assisting BYOB companies at MFS fair			<ul style="list-style-type: none"> <li>Mr. Michael Fieman, STTA consultant</li> <li>Mr. Jason Budahazy, Peace Corps Volunteer</li> </ul>
<b>TOTAL</b>		<b>89 B2B Meetings Held</b>	

Mr. Fieman, Rritje Albania's STTA expert, and Emira Shehi, Head of Textile Department at PUT, accompanied four firms to Istanbul to assist identifying additional suppliers of fabrics and other accessories. It is important to note that a supplier offering digital ink-jet printing on base cloths and other fabrics was also identified in Istanbul, which means that BYOB firms will have the option of creating their own unique patterns and printing them on fabrics of their choosing in the future. This holds particular interest for Madison Avenue in order to build variety in their collection. The BYOB companies held many B2B meetings, attended technical seminars, and placed many orders of fabric swatches and accessories (mainly from Turkish suppliers) that were later delivered to their factories in Albania.

Once fabric swatches and other accessories arrived, Mr. Fieman guided the companies through the process of selecting and ordering the right kinds of fabrics, accessories and displays for each prototype garment, and closely monitored and mentored the process of developing and producing the BYOB collections in time for showcasing them in Dusseldorf and Moscow.

It is worth noting that at the time this report was being written, Madison Avenue, NPV International, and Kler had begun attending sourcing fairs on their own in Paris and Milan for their new Fall/Winter collections.

## **BYOB Companies Talk about their Sourcing Fair Experiences**

*“Participation at the MFS was definitely worthwhile because it not only enabled me to shop for high-quality denim fabrics, but it also introduced me to the idea of producing chinos as a result of finding out more about twill fabrics”, said the owner of **Blue Sky** manufacturing company and the **Krienko Jeans** brand.*

*“Thanks to USAID/Rritje Albania assistance, I was able to identify [eight] Turkish suppliers at the MFS, which will send me the relevant fabrics swatches for the designs that I have in mind. My in-depth conversation with the German designer Ms. Mara Michel about German customer preferences on styles, colors and types of fabrics was very useful, and I will no doubt consider her insightful recommendations in coming up with my own designs, said Ardi Asllani, **OMEGA** designer.*

*“Matching hundreds upon hundreds of fabrics swatches to my design sketches was [an] unnerving task that was made easy thanks to Michael’s [USAID/Rritje Albania Sourcing Consultant] and Mara’s [GIZ/PEM Design Consultant] assistance. Although I have yet to find some more suitable fabrics in Istanbul, I am confident we will be able to produce a stunning collection because I have now learned everything there is to know in terms of selecting the right swatches and shopping for the right fabrics”, said Arjela Kule, designer of **METILA** collection for **NPV International**.*

*“We were able to identify 20 fabric suppliers at the MFS, [two] German and 18 Turkish. Two of those suppliers offer accessories as well. This had a significant impact in the choices that we were able to make in order to produce high quality products at competitive price”, said Vangjush Kosti, owner of **NPV international**.*

*“I was very grateful of the opportunity to meet with the talented German designer, Ms. Suzana Wouda at the MFS fair. We spent a whole day together...during which time we discussed about upcoming fashion trends in Germany and Europe for the Spring/Summer 2013 season. [We] visited stands and shops together, and she oriented me towards the appropriate choices for fabrics and accessories. ..We purchased samples of lingerie from well-known brands; we looked at innumerable designs and print options... I have now settled on three designs to produce for our [BYOB] collection, and certainly the knowledge that I gained from spending time with Ms. Wouda at that fair is something I will utilize in the future”, said Oli Pero, Purchasing Manager at undergarment company, **Bella Konfeks**.*

*“Thanks to USAID/Rritje Albania assistance we were able to identify a highly talented free-lance German designer to take on the exciting and challenging task of designing our new BYOB collection that will go on sale in September 2012,” said Bujar Dervishi, Owner of **Madison Avenue**.*

*The BYOB Collection Exhibition Stage:* It is difficult to capture in its entirety the breadth, complexity, and specificity of the technical assistance delivered to the six Albanian companies that were able to successfully develop and produce, for the first time, their own brand collections. A timeline of this intensive process is provided in **Annex J** of this report. The table below provides a quick descriptive summary that covers the type of technical assistance delivered by the project to each BYOB companies in sourcing and developing their own collections.

**Table IV - A.4 – Descriptive Summary of BYOB Assistance Delivered by Company**

No	Company	Market research	Design	Sourcing fairs	Pattern making	Costing Pricing	Promotional materials	Collection fairs
1.	<b>Bella Konfex</b>	✓	✓	✓	✓	✓	✓	✓
2.	<b>Blue Sky</b>	✓	✓	✓	✓	✓	✓	✓
3.	<b>Kler</b>	✓		✓			✓	✓
4.	<b>Madison Avenue</b>	✓	✓	✓	✓	✓	✓	✓
5.	<b>NPV International</b>	✓	✓	✓	✓	✓	✓	✓
6.	<b>Sam</b>	✓		✓			✓	✓
<i>Other companies benefiting BYOB assistance</i>								
7.	<b>Ambra</b>	✓	✓	✓				
8.	<b>Ola 1</b>	✓	✓	✓	✓			
9.	<b>Omega</b>	✓	✓	✓				

Participation of the six BYOB companies as exhibitors of their own finished collections at the international fairs in Dusseldorf and Moscow was an achievement in and of itself as the firms overcame many new challenges in a short period of time. However, exchange of experiences and cooperation among companies helped mitigate what was otherwise an extremely steep learning curve.



*BYOB companies get together to discuss ways of attracting customers to Made in Albania CPM booth Moscow, September 2012*



*Flamur Hoxha, owner of Kler successfully negotiates business deal with Russian buyers at CPM fair. Moscow/September 2012*

German, Russian, and other buyers showed great interest in the Albanian BYOB collections, remarking on their quality, style, design, price, etc. At both fairs, the *Made in Albania* exhibit space was visited by many interested customers. Some of them placed test orders while others have entered negotiations for either direct sales contracts and/or sales agent agreements. The following table provides a summary of current results reported by the BYOB companies following Dusseldorf and Moscow fairs.

**Table IV - A.5 – Summary of BYOB Collections Exhibition Stage Results**

No.	Company	B2B Meetings	Test Orders Placed at Dusseldorf	Total Value
1.	<b>Bella Konfex</b>	<b>2</b>	No order at fair; negotiations under way with potential German buyer.	n/a
2.	<b>Blue Sky</b>	<b>3</b>	No order at fair; negotiations under way with potential German buyer.	n/a
3.	<b>Madison Avenue</b>	<b>3</b>	1 test order of 50 pieces (Germany)	1,200 Euro
4.	<b>NPV International</b>	<b>4</b>	2 test orders = 170 pcs <ul style="list-style-type: none"> <li>• 1 order of 90 pcs (Taiwan)</li> <li>• 1 order of 80 pcs (France)</li> </ul>	4,425 Euro
5.	<b>SAM</b>	<b>4</b>	No order at fair; negotiations under way with potential German buyer.	n/a
<b>DCP TOTAL</b>		<b>16</b>	<b>3 test orders of 220 pcs</b>	<b>5,625 Euro</b>
No.	Company	B2B Meetings	Test Orders Placed at Moscow	Total Value
1.	<b>Bella Konfex</b>	<b>14</b>	No order at fair; negotiations under way with potential Russian buyers. The company left part of its collection with Russian sales agent.	n/a
2.	<b>Kler</b>	<b>20</b>	2 orders of 1,000 pcs (Russia) The company left part of its collection with Russian sales agent.	18,000 Euro
3.	<b>Madison Avenue</b>	<b>18</b>	No order at fair; negotiations under way with potential Russian buyers. The company left part of its collection with Russian sales agent.	n/a
4.	<b>NPV International</b>	<b>17</b>	Metila was able to secure a sales agent and left its entire collection behind; No orders placed at fair; negotiations underway with other potential Russian buyers.	n/a
<b>CPM TOTAL</b>		<b>69</b>	<b>2 test orders of 1,000 pcs</b>	<b>18,000 Euro</b>
<b>GRAND TOTAL</b>		<b>85</b>	<b>5 test orders of 1,220 pcs</b>	<b>23,625 Euro</b>



*MADE IN ALBANIA exhibit space shared by Bella Konfex, Kler, Madison Avenue and NPV International, at the Collection Premiere Moscow 2012 fair, Russia, September 2012*

Maxim Perevezentsev, a Russian marketing consultant based in Moscow, was hired by Rritje Albania to assist prior to CPM to identify Russian retailers and sales agents interested in the BYOB collections of Kler, Madison Avenue, Bela Konfex and NPV exhibiting at CPM. Mr. Perevezentsev provided crucial information pertaining to sample contracts, brand registration, freight, logistics, and customs clearance of garments entering Russia, which the BYOB firms are relying on to process test orders and consider in their ongoing negotiations with Russian firms and agents.

Last but not least was the invaluable role played by the National Chamber of Garment Manufacturers (NCGF) that greatly facilitated the BYOB firms' participation at the CPM fair. Working closely with Rritje Albania and its member firms, NCGF signed the contract for the Albanian exhibit space at CPM, collected upwards of 5,500 euros from each of the four BYOB firms showing collections at CPM and managed the registration of the BYOB firms in order to centralize the process and reduce overall registration costs. In doing so, the businesses saved an average of 2,385 euros each, and spent less time dealing with complex procedures in favor of concentrating their attention on marketing efforts and preparation of their collections. Based on the success of CPM, the NCGF has asked Rritje Albania to assist it to attend the 2013 FATEX trade show in Paris and NCGF plans to repeat its coordinating role at other trade shows as well after its first-time success at CPM.

### **The Tourism Fairs - Building a Competitive Industry Image and Promoting Albania as a Desirable Tourist Destination**



*Albanian folk musicians at the Opening Ceremony of the Touristic Albania Fair, Tirana/April 2012*

This year, the project provided technical assistance and co-sponsorship for two major tourism events, namely the regional *Touristic Albania 2012 Fair and Conference* held in April 2012 and the national *Agri-Business and Tourism Fair and Conference* held in September 2012. In the first case, the project partnered with the Foreign Investors Association of Albania (FIAA), the AlbExpo Group, and the Municipality of Tirana to organize the first-ever regional tourism fair in Albania, attracting many entities of the regional tourism industry, including foreign travel agencies, tour operators, tourism associations, members of government tourism agencies, hotels, spas and resorts, as well as members of the public and media from four different countries. The regional distribution of participating businesses was as

follows: Albania (26), Kosovo (22), Montenegro (14) and Macedonia (4). Exhibitors were able to highlight their specialties and promote their brands and services by showcasing products to potential consumers and a qualified audience of tourism trade specialists. Aside from playing a lead role in coordinating actions with the fair organizers, Rritje Albania provided technical assistance to the ATA and its CGP clients to prepare and exhibit at the fair, as well as schedule, run, and follow-up on B2B meetings.

The results were impressive, with a total of 96 B2B meetings recorded, from which 17 concrete business deals emerged and 23 new business links established. B2B participants included tour operators/travel agencies (20), hotels (29), restaurants (4), wineries (10), and other tourism businesses (3).

Here is what some of these businesses had to say about their experience at the Touristic Albania 2012 fair:



Companies conduct B2B meeting at AAQM booth, Touristic Albania Fair, Tirana/April 2012

*“Out of the 5 meetings that we had today, we established contact with 3 new businesses and signed 3 deals”,* said **Borana Zhulati of Hotel Cajupi.**

*“Participation at the B2B meetings was very useful to us in terms of establishing contact with new potential clients. We are looking to expand our clients from Kosovo and at the fair we met with 5 companies which can help us do that”,* said **Gentiana Agolli, Hotel Kotoni.**

*“Although we did not sign a deal, we had a very good discussion with Outdoor Albania on concrete ways to establish and strengthen our business relationship in the near future”,* said **Elsa Aga of Hotel Turizëm Puka.**



ARG show off their company promotional products at their booth at Touristic Albania Fair Tirana/April 2012

*“This was such a good event for us. We signed a total of 9 contracts, including 2 companies from Kosovo and 1 from Austria. We were able to distribute as many as 1,300 promotional brochures on our company and services, and also establish new connections with tour operators in the region who are interested in selling our rafting packages and excursions”* said **Ms. Blerina Ago of Albania Rafting Group (ARG).**

*“The meetings were very useful for establishing new contacts and partnerships. We will follow-up with these contacts after the fair and I am confident that these meetings will lead us to new opportunities for continuous cooperation”,* said **Genta Ahmeti, Gulliver OK.**

In addition, project efforts in support of sustainable public-private dialogue led to the organization of a technical conference on the opening day of the *Touristic Albania 2012* fair. The conference brought together a total of 62 participants from the public sector and the tourism industry (42 companies), who shared ideas and best practices on sustainable tourism development, and discussed opportunities for cooperating at local and regional levels. The conference concluded with the AAQM awards ceremony for nine Albanian Hotels which had undergone assessments during the first FY2012 quarter.

During the last FY2012 quarter, the project partnered with the Ministry of Tourism, Culture, Youth, and Sports (MTCYS); the Ministry of Agriculture, Food, and Consumer Protection (MAFCP); the National



*Symposium: Albanian Tourism on its Path of Development, opening day of Agro-Business and Tourism Fair Tirana/September 20, 2012*

conference on opening day. The conference was addressed by the Minister of Tourism, Mr. Aldo Bumçi, who noted the importance of the AAQM program in filling a key industry need for hotel quality standards and classifications. In his speech, the newly appointed USAID Mission Director, Mr. Jim Barnhart, echoed support for the voice of ATA and the tourism industry it represents, by drawing attention to the issue of government passage of the draft tourism law that was developed last year with project support. Amongst the 73 conference participants were seven new AAQM hotels that received their awards during a short ceremony presided over by the USAID Mission Director, the Minister of MTCYS, and the GIZ Program Manager, as seen in the photo and caption above.



*USAID Mission Director hands AAQM Award to representative of X hotel, Opening Day of Agro-Business and Tourism Fair, Tirana/September 20, 2012*

draw attention to the AAQM program and the AAQM booth at the fair, ATA invited AAQM hotels and the ARG to offer free promotional prizes that proved popular with the street fair attendees.

Tourism Agency (NTA); and the Albanian Tourism Association to support the organization of the first ever joint *Agro-business and Tourism Fair* in Albania, held September 20-23, 2012. Exhibitors from all 12 regions of the country participated and showcased their agri-business products and tourism services. The project delivered technical and financial assistance to ATA to promote and showcase the AAQM program to visitors from all over the country. A special exhibition booth was set up for the AAQM program complete with presentations and promotional materials on the program and all 56 hotels that have been awarded the AAQM. The local AAQM assessors were at hand to explain the assessment and award program to those interested in joining. In addition, the project co-organized with GIZ the technical

Earlier in the year, the project also assisted ATA and the Albanian Rafting Group (ARG) to participate at the Tirana Street Fair, organized by the American Embassy, in collaboration with the Tirana Municipality and the GoA, to mark the 20th anniversary of the reopening of the U.S. Embassy after more than 50 years of closure. The festivities, which were opened by Tirana Mayor Lulzim Basha and American Ambassador Alexander Arvizu, included American and Albanian musical acts, interactive kiosks promoting USAID, and other U.S. Government agency programs, as well as various entertainment including karaoke and face-painting. Approximately 10,000 Albanians attended the street fair, and nearly every major Albanian media outlet highlighted the event, with most broadcasters providing live feeds throughout the day. To

## The ICT Trade Fairs: Building a competitive industry image and promoting Albania as a source of high quality ICT products and services

The *BizTech SEE Roadshow 2012* was a prestigious business IT fair held in three capital cities in Macedonia, Kosovo, and Albania. This dedicated business-to-business event allowed exhibitors to display their products, contact key industry decision makers, and increase opportunities for direct sales. The Biztech SEE Roadshow came from Skopje, Macedonia to Tirana on February 13-14, 2012, before moving on to Kosovo.

Rritje Albania supported the Albanian Software Cluster (ASC) by covering exhibit space costs, coaching ASC staff to manage the logistics of setting up their exhibition stand, attracting the attention of members and other interested actors, and scheduling and managing B2B meetings.

Aside from serving as a good B2B platform, the ICT roadshow increased the visibility of the ASC and improved its capacity for delivering quality services to its members in the future (Please see adjacent box for fair results reported by the ASC)

### Immediate Outcomes of the BizTech SEE Roadshow 2012

- **19 B2B meetings** held with **4 Albanian ICT firms**
- **SPARTANS**, an ICT company, requested membership in the ASC
- **PUT and Microsoft Albania** sign agreement to collaborate on the **Microsoft Albania Imagine Cup**
- **ASC disseminated close to 100 ASC software catalogues**, thus increasing the visibility of its members and their software products

*Regional Cooperation for Sustainable ICT Development.* During the third quarter of FY2012, the project collaborated with USAID's Regional Competitiveness Initiative and the Albanian Information Technology Association (AITA) to hold a Regional IT Conference in Tirana on May 18, 2012. Ninety-six participants representing ICT companies and institutions from 12 countries, including Albania, Bosnia Herzegovina, Bulgaria, Croatia, the Czech Republic, Georgia, Kosovo, Macedonia Netherlands, Norway, Serbia, and Turkey, came together to discuss opportunities for regional ICT development through cross-border partnerships and collaboration. Presentations focused on: the examination of global and regional ICT development trends, past examples of successful partnerships, the need for ICT companies to adopt international standards and certifications to compete regionally and globally, and regional e-solutions applied to other sectors and government services. A roundtable during the afternoon session on Centers of Innovation and Excellence examined various models and experiences, including Albania's PROTİK ICT Resource Center, highlighting lessons learned and best practices.



*Roberta Mahoney, USAID Deputy Assistant Administrator addressing the Regional Conference IT Conference Tirana, Albania/ May 2012*

In her opening remarks USAID Deputy Assistant Administrator Ms. Roberta Mahoney noted that this conference marked a positive contribution to the process of fostering greater public-private partnerships on developing innovative solutions to address ICT sector development issues with considerable impact on sustainable regional economic growth and integration.

Experts and attendees concluded that aside from continuing to upgrade and develop ICT infrastructure, the ICT business community in the region should work to improve its collaboration with education institutions on research and development projects. Improvements should go hand in hand with stronger economic impacts associated with higher rates of innovation and the development of more knowledge-intensive activities. Regional collaboration became the keyword of this event. The project will continue to assist regional networking and information sharing with the aim of raising ICT knowledge and expertise in Albania. Prior to the conference, eight Albanian and Macedonian ICT companies attended an intensive two-day workshop on effective trade fair participation and preparation, co-organized and co-financed by Rritje Albania and the Dutch Centre for the Promotion of Import from Developing Countries (CBI).

### **Other Multi-Industry Fairs**

In March 2012, the project assisted the Center for Entrepreneurship and Executive Development (CEED) in Albania to organize Market Access Albania, a two-day regional conference and matchmaking event, which resulted in a record number of 147 B2B meetings between service-oriented businesses from Albania, Kosovo, and Macedonia.

The participants' feedback provided through the post-event questionnaires indicated a high interest on the part of businesses for this activity and good likelihood of concrete business deals being reached as a result of the B2B meetings.

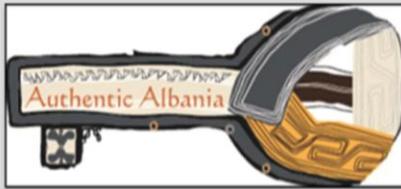


*CEED Regional Conference and B2B Matchmaking  
Tirana, March 2012*

## **A2. Compliance with International Standards Improved**

ISO certification is not necessarily required in the garment and footwear sectors because standards are varied and often buyer-specific. However, project activities supported Albanian enterprises to increase quality control and acquire certifications in global standards through continued implementation of the AAQM program and the SPI-IT Mark program in ICT.

***The Authentic Albania Quality Mark Program*** is Albania's first private sector-led initiative to provide a standardized system for evaluating the quality of tourist accommodations. Aside from building the quality of the Albanian tourism product and service, the AAQM program is meant to help promote Albania in the international tourism market, to publicize the participating hotels and the authentic Albania experience they offer, and enable ATA to increase its membership and sustainability by offering better services to paying members. Through this program, hotels are evaluated based on sustainable tourism criteria and then awarded a gold, silver, or bronze classification that is published on travel websites and publications. Since AAQM was launched in mid-2010, Rritje Albania has mentored the ATA to own and manage the program for the benefit of its paying members.



### AAQM Program in Numbers through 9/30/2012

- **81 Applications Submitted**
- **56 AAQM Awarded**
  - **5 Gold Awards**
  - **38 Silver Awards**
  - **13 Bronze Awards**
  - **9 Special Awards**
- **46 New Paying ATA members**
- **4 Assessments in Process**

Prior to the AAQM Program, the ATA had over 200 members but fewer than 20 had paid their membership fee of \$150 per year. Thanks to the AAQM program, by the end of September 2012, a total of 81 applications were received and 47 of hotels became new paying members. Since AAQM awards are only valid for two years, the assessments must be repeated for hotels to remain in the AAQM program and hence benefit from the accompanying marketing exposure on the AAQM website, print directories and publicity materials (signage, AAQM brands, and display of awards). Hotels are therefore incentivized to stay in the program by keeping their ATA dues current and paying full-cost recovery rates for new assessments.

During FY2012, a total of 36<sup>7</sup> hotels were awarded AAQM certifications and/or special prizes. In order to attract further publicity to the program and the newly awarded AAQM hotels, three separate AAQM award ceremonies were timed to take place during major tourism industry events – the 4<sup>th</sup> ATA Annual Assembly Conference on 24 January 2012, the *Touristic Albania 2012 Fair and Conference* on 25 April 2012, and the *Agribusiness and Tourism Fair and Conference* on 20 September 2012.

The following table summarizes the AAQM results achieved this year.

**Table IV - A.6 – List of FY2013 AAQM Hotels Awarded**

No.	Name of Hotel Assessed	Location	Assessment Date	Certification Date	Special Prize Given
<b>AAQM Gold Category</b>					
1.	Hotel Tirana International	Tirana	8/16/2012	9/20/2012	
2.	Hotel Victoria	Tirana	7/21/2012	9/20/2012	<i>Albanian Spirit</i>
3.	Life Gallery Hotel	Korça	2/09/2011	1/24/2012	<i>Essential Albanian Architecture</i>
4.	Natyrat Razma Resort	Shkodra	9/20/2011	1/24/2012	<i>Albanian Spirit and Albanian Cuisine</i>
<b>AAQM Silver Category</b>					
1.	Hotel Adriatik	Durrës	5/30/2011	1/24/2012	
2.	Dajti Tower Belvedere Hotel	Tirana	7/8/2011	1/24/2012	

<sup>7</sup> Eleven of the AAQM certifications that were awarded this year related to 11 hotel assessments that were completed during the last quarter of FY2012. Once a hotel is assessed by a qualified AAQM assessor, an assessment report is compiled and submitted to the AAQM Awards Committee which takes a decision on the awards and/or special prize (s) to be given to the hotel. A copy of the assessor's report is also shared with the hotel in order to discuss the assessor's recommendations for making improvements.

No.	Name of Hotel Assessed	Location	Assessment Date	Certification Date	Special Prize Given	
3.	Hotel Aragosta	Durrës	7/18/2011	1/24/2012		
4.	Hotel Fieri	Fieri	9/15/2011	1/24/2012		
5.	Hotel Vlora International	Vlora	9/15/2011	1/24/2012		
6.	AS Hotel	Durrës	9/16/2011	1/24/2012		
7.	Hotel Antag	Lezha	9/19/2011	1/24/2012		
8.	Hotel Puka	Pukë	9/21/2011	1/24/2012		
9.	Hotel Freskia	Gjirokastra	10/22/2011	1/24/2012		
10.	Hotel Leonardo	Durrës	1/29/2012	4/25/2012		
11.	Hotel Regency	Korça	2/25/2012	4/25/2012		
12.	Hotel Belconti	Durrës	3/24/2012	4/25/2012		
13.	Hotel Kaonia	Sarandë	4/5/2012	4/25/2012		
14.	Hotel Kaduku	Shkodra	4/6/2012	4/25/2012		
15.	Hotel Kruja	Tirana	7/4/2012	9/20/2012		
16.	Hotel Seven	Tirana	7/25/2012	9/20/2012		
17.	Hotel Tropikal	Durrës	9/16/2011	1/24/2012		
18.	Hotel Ylli i Detit	Durrës	1/28/2012	4/25/2012		
19.	Hotel Brillant	Sarandë	3/3/2012	4/25/2012		
20.	Hotel Castle Park	Berat	5/18/2011	1/24/2012		<i>Albanian Spirit and Albanian Cuisine</i>
21.	Hotel Mangalemi	Berat	5/18/2011	1/24/2012		<i>Essential Albanian Architecture</i>
<b>AAQM Bronze Category</b>						
1.	Hotel The First	Gjirokastra	2/26/2011	1/24/2012		
2.	Hotel Bleta	Gjirokastra	2/27/2011	1/24/2012		
3.	Hotel Kosmira	Durrës	5/30/2011	1/24/2012		
4.	Hotel Perla	Pogradec	7/11/2011	1/24/2012		
5.	Hotel Vila Lule	Durrës	7/18/2011	1/24/2012		
6.	Hotel Lindi	Sarandë	10/22/2011	1/24/2012		
7.	Hotel Bristol	Tirana	1/12/2012	4/25/2012		
8.	Hotel 1 Maji	Pogradec	2/26/2012	4/25/2012		
9.	Hotel Elysee	Tirana	7/6/2012	9/20/2012		
10.	Hotel Nr.One	Gjirokastra	7/6/2012	9/20/2012		
11.	Kompleksi Vëllezërit Murrizi	Durrës	7/6/2012	9/20/2012		

In November 2011, the project brought in short-term expert Virginia Mitchell to assist the ATA in drafting the AAQM operations manuals and a marketing and communications strategy for the AAQM program. In close consultation with 10 AAQM hotel managers and other stakeholders, Ms. Mitchell finalized the AAQM operations manual which is now part of the AAQM membership package. (See adjacent box)

### AAQM Membership Package

- Certificate Of Membership (Rights And Obligations)
- AAQM Assessment Procedures
- Protocols Of The Award Committee
- Protocols Of The AAQM Program
- AAQM Assessors Code of Conduct

To ensure local ownership and stakeholder input into the final product, the project helped the establishment of an AAQM marketing and communication strategy working group, composed of ATA representatives, the project's tourism specialist and M&E/communications specialist, Iceberg Communications<sup>8</sup>, and several AAQM hotels. The working group held a series of meetings, during which participants conducted a stakeholders' analysis, reviewed the draft marketing and communications strategy, and identified steps for its implementation.

Part of the AAQM communication strategy, which was finalized in March 2012, was the development of the [www.authenticalbania.com](http://www.authenticalbania.com) website in three languages: Albanian, English, and German. The website went live in English at the end of June 2012, and its Albanian version was finalized at the end of September 2012. The German version of the website is in the final stages of completion by ATA. The website design was paid by the EBRD/BAS project and the content was developed by Rritje Albania and the ATA.



*Snapshot of recently launched Authentic Albania Quality Mark website developed in partnership with EBRD/BAS Project and ATA*

<sup>8</sup> Iceberg Communications was a project subcontractor in FY2011 engaged to develop the AAQM brand identity represented through the image of the Authentic Albania Key.

In the three months since it was launched, the website was visited by 2,288 unique visitors, who viewed an average of 11.8 pages/ per visit as opposed to the standard rate of 4.1 pages/per visit, spending 52% more time viewing AAQM website pages than the usual amount of time of 3.5 min per visit.<sup>9</sup> In the next year, the project will support ATA's efforts to promote the website to the general public and its use by the AAQM hotels. Rritje Albania's contribution to the AAQM website included:

- Developing and finalizing the website site map
- Collecting photographs from new AAQM hotels
- Drafting 40 AAQM hotel descriptions on the site
- Developing AAQM branding guidelines on the site
- Developing an AAQM hotel checklist template
- Improving the AAQM program application form

In addition, the project's M&E/communications specialist provided ATA with technical assistance in developing the branding concept and finalizing designs of the AAQM set of promotional materials, including the AAQM program brochures in Albanian and English, bookmarks, branded signs of safety regulations and environmental awareness for hotel guests and staff. (Please see **Annex G**) The project is currently assisting ATA in implementing its dissemination plan of AAQM promotional materials to all member hotels.

It is important to note here that an important AAQM partner to ATA and the project has been the EBRD's BAS program.<sup>10</sup> In 2011, the EBRD's BAS program helped trained local tourism consultants, including the current pool of approved AAQM assessors who now deliver consultancy services to build hotel competitiveness and capacity. This kind of cooperation is an excellent example of Rritje Albania's strategy to engage various stakeholders on joint initiatives, thereby exploiting synergies and leveraging resources. As a result, the ATA uses the AAQM program to increase its number of paying members and raise industry standards to improve the profits of its members; trained AAQM assessors provide needed paid consultancies to businesses; and both EBRD's BAS program and Rritje Albania build local capacities and sustainable business linkages.

***International Standards for Footwear Companies.*** This year, the project responded to the request of leading footwear producer Fital for guidance on how to obtain Goretex certification, a garment industry-specific quality standard. Goretex certification is a lengthy and expensive process which requires manufacturers to be able to use special machines by international standards. The project informed the company of several cost-effective ways to obtain Goretex and/or other similar certifications. Fital is now weighing its options before it decides to pursue this certification.

***Software Process Improvement Program (SPI) – IT Mark Certification.*** A key project strategy to help the development of Albania's ICT industry is to assist firms to compete internationally by successfully participating in global software development supply chains. A key way to do this is to instill confidence in business partners and gain international recognition by adopting software development best practices. Following introduction of the SPI-IT Mark Program last year through an awareness-raising workshop arranged in collaboration with ESI Bulgaria, USAID's RCI, and the Albanian IT Association (AITA), five leading Albanian ICT companies applied and were accepted to undergo the intensive process of IT Mark certification.

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<sup>9</sup> As reported by Meridiana for the period of July-September 2012.

<sup>10</sup> The EBRD's BAS program is implemented in Albania with funding from the Government of Netherlands.

Working through AITA, Rritje Albania implemented two SPI-IT Mark training workshops during the first FY2012 quarter. The first, IT Mark Overview, was held on October 20, 2011, and consisted of three parts: business, IT security, and the Capability Maturity Model Integration (CMMI). This training aimed to build the overall IT Mark capacities of the participants, who then attended the second workshop on more advanced instruction on CMMI, held on October 25-27, 2011. According to ESI Bulgaria's workshop evaluation metrics, these companies have significantly improved their internal capacity for the SPI – IT Mark program implementation and delivery, and their trained employees are now able to support future implementation of the program in Albania.

By the end of the year, three firms successfully completed the year-long SPI-IT Mark certification as listed in the table below. Due to high work demands, Intech+ postponed its appraisal until the end of 2012, however it continues to implement improvements while it prepares for its appraisal. Tetra on the other hand withdrew from the program due to high sales demand from its clients that left it with inadequate internal resources to carry out the necessary changes in the firm's operations.

### SPI-IT Mark Benefits for IT Companies

- Internal processes improved leading to greater project predictability
- Product quality increased resulting in fewer errors and client complaints
- Productivity, efficiency and ability to respond to clients improved
- Client satisfaction, confidence increased once processes are in place
- Credibility on tenders increased
- Staff capacity improved
- Staff satisfaction increased due to orderly processes and workflow
- Owners' confidence in employees increased
- More time for strategic issues and business development
- Business capacity increased, allowing the firms to take on more work
- Profitability increased as development costs decreased

**Table IV - A.7 – FY2012 Summary of SPI-IT Mark Program Results**

No.	Company	Implementation Status	Notes/Certification Obtained
1.	DM Consulting	Completed	<b>IT Mark + Service Delivery Certification</b>
2.	Ikub -INFOSOFT	Completed	<b>IT Mark Certification</b>
3.	INFOSOFT SD	Completed	<b>IT Mark Premium Certification</b>
4.	INTECH+	In process	<i>Assessment delayed until late 2012</i>
5.	TETRA	Cancelled	<i>Cancelled mid-way through program.</i>

### A3. Use of ICT for Trade-Related Activities Expanded

Using lessons learned from FY2011 that Albanian companies have greater progress to make in using ICT tools more regularly and effectively, Rritje Albania continued to encourage its client companies to establish and use websites and other related ICT tools to communicate with buyers, set up B2B meetings, update company profile information, conduct market research, access vital industry information on trade fairs, trends and styles and other trade and investment-related activities.

A total of 45 companies benefited from various trainings focusing on website maintenance processes and the exploration of new ICT tools for greater trade opportunities and vital trade knowledge for accessing new markets and customers. As a result of these trainings, companies are not only demonstrating a greater understanding of the benefits of ICT tools for trade, but they are also utilizing them to improve their operations and day-to-day management practices.

The following table provides a summary of the related technical assistance outputs delivered this year.

**Table IV - A.8 – Summary of FY2012 training outputs on use of ICT tools for trade**

Training Activity	City	Date	Participants				Length	Person Hrs of training
			Firms	Female	Male	Total		
Facilization Training <i>Software Platforms: SOA &amp; WebCenter &amp; BPM &amp; WebLogic</i>	Tirana	7-10 Feb 2012	1	0	1	1	18	18
Facilization Training on <i>Primavera EPPM Release 8.x Design and Configuration</i>	Tirana	16-19 Apr 2012	1	0	2	2	18	36
Facilization Training on <i>Primavera P6 Web Access Rel 7 Ed 1 LVC</i>	Tirana	23 May 2012	1	0	2	2	18	36
Company Trainings on Website Maintenance	Durrës	21 Oct 2011	3	4	5	9	2	18
	Tirana	13 Dec 2011	1	1	0	1	2	2
	Tirana	13 Dec 2011	1	0	1	1	2	2
	Tirana	16 Mar 2012	1	0	1	1	2	2
ARS Sutoria Trainings for Footwear Companies	Korca	Jul-Sep 2012	1	1	1	2	2	4
	Shkodra	Jul-Sep 2012	5	4	4	8	2	16
	Durrës	Jul-Sep 2012	2	2	2	4	2	8
	Tirana	Jul-Sep 2012	1	1	1	2	2	4
	Fier	Jul-Sep 2012	1	1	1	2	2	4
	Berat	Jul-Sep 2012	1	1	1	2	2	4
AAQM updating profiles on AAQM website	Various	Jul-Sept 2012	15	n/a	n/a	n/a	n/a	n/a
CGP clients utilizing websites established with project assistance	Various	FY2012	18	n/a	n/a	n/a	n/a	n/a
<b>Total of KRA 1.3 Outputs</b>		<b>13 Events</b>	<b>45*</b>	<b>15</b>	<b>22</b>	<b>37</b>	<b>74</b>	<b>154</b>

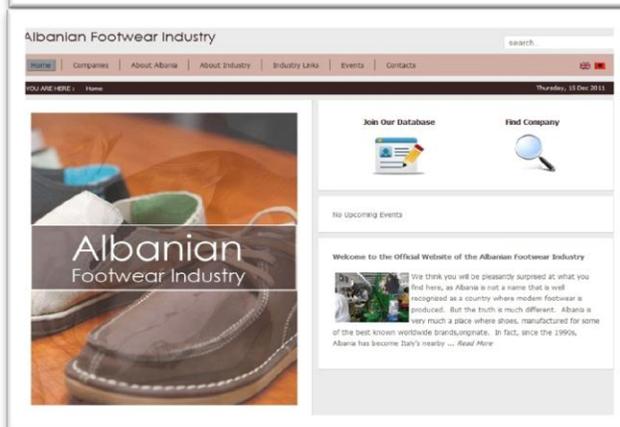
\*Total number of firms minus overlap of 8 companies benefiting from more than one type of training

To date, the project has assisted 17 companies to establish websites and trained their staff to use and maintain them in order to promote their products and establish contacts with prospective buyers. In addition, the project has helped establish and maintain six other websites affecting the industries of tourism, garment and footwear. Please see **Annex F** for a full list and links to these websites, as well as usages statistics for those made available to the project by the end of the reporting period.

**Promoting Albania as source of high-quality products and services through the garment and footwear industry websites.** The project's past experience of mentoring both individual business enterprises and associations across the four target sectors in preparing for and conducting B2B meetings, participating in trade fairs, and following up new business leads, has been consolidated into a set of knowledge and custom-made tools applied to groups of interested clients and/or specific events.

In the garment and footwear sector, the two industry websites are helping fashion a sense of industry identity that is both visible and accessible to the outside world. Such is the case for *Standa*, a Finnish buyer interested in identifying a Cut-Make-Trim work-wear producer in Albania, which contacted the project through the Albanian garment website. In November 2011, two *Standa* representatives came to Albania and met with *Manifaktura 7* and *Arisa Konfeksion* in Tirana, and *Madish* in Shkodra, to explore business opportunities with these manufacturers. The project's technical advisors, with the support of short-term product development consultant, Michael Fieman, put together a visit scenario, compiled a preparation checklist and delivered one-on-one coaching assistance to help these companies prepare for the B2B meetings with *Standa*.

The *Standa* representatives left Albania with very good impressions, and two of the three companies received short production run test orders. The project gathered shipping price information and forwarded it to *Standa*. Although the test



*Snapshots of garment and industry websites developed by Rritje Albania to help forge an industry identity and B2B contacts with foreign markets.*



*Representative of Finnish company Standa visit factory of Rritje Albania client, Manifaktura 7 Tirana/November 2011*

order productions were satisfactory, *Standa* decided on the transportation costs from Albania to Finland were too large given the order volumes.

***Partnering with AIDA-BRIC to ensure future sustainability of industry website.*** This year, the project received a written request from the Albanian Investment Development Agency (AIDA) to transfer the administration and content management of the garment and footwear industry websites to AIDA in order to help it fulfill its mandate to promote Albanian businesses. Among other objectives, AIDA aims to support the growth and competitiveness of Albanian export companies by encouraging technology and innovation through its Innovation Fund (IF). As part of Rritje Albania's collaboration with AIDA, in November 2011, Rritje technical staff attended a training led by AIDA's Business Relay and Innovation Centre (BRIC) that enabled our better understanding of the Innovation and Technology Audit (ITA) and Innovations Fund (IF) offered to companies by AIDA. As a result, the project disseminated information and encouraged its client companies to take advantage of the ITA and IF services.

***A Prestigious Online Resource to Market Trends, Suppliers and Training Opportunities for Footwear Producers and PUT.*** At the beginning of the FY2012, the project purchased 15 online subscriptions to the ARS Sutoria Magazine (please see link [http://www.arsarpel.it/Fascicoli\\_AR\\_S](http://www.arsarpel.it/Fascicoli_AR_S) ) published by the International Technical Institute of Art of Footwear and Leather Goods, in Milan, Italy. ARS Sutoria is recognized by the international footwear industry as a major resource for identifying market and style trends, developments in raw materials, design technology and pattern-making processes, as well as access to training course provided by the Institute. With this in mind, the project targeted key footwear clients who currently produce or are planning to produce cut-make-trim and/or finished footwear to use this resource.

Since June 2012, a total of 11 footwear companies were trained and are now using the ARS Sutoria to accomplish a variety of activities. For example, *MasTorr* reports to have identified new clients in Verona, Italy with whom it is currently negotiating a subcontract. According to *MasTorr*, the company will be responsible for every aspect of the complex production process, from sourcing raw materials, to cutting, sewing, assembling, and packaging in order to realize their Italian product designs. In addition, *MasTorr* will be utilizing design ideas and sourcing contacts made possible through the ARS Sutoria in producing for Il Cammino, a local brand sold in a high street chain throughout the country. *MasTorr* plans to renew its ARS Sutoria subscription in the following year to keep up with style trends and identify appropriate sourcing agents.

Similarly, *Berttoni* used style and design trends described and suggested in ARS Sutoria in the process of coming up with its new Fall/Winter 2012 Shoes Collection. The company has increased the number of styles from 50 to more than 100 styles, with the best ones featured on their company website <http://berttoni.al/> that was created with project support. The collection will retail in the two new stores which the company opened this year in Shkodra and a new company store opening soon in Tirana, as well as other chain stores in Croatia and Kosovo. Thinking ahead to develop a new collection targeting a young demographic interested in casual and sports footwear, *Berttoni* is also considering the option of subscribing to *Jolly*, another style magazine of the ARS Group targeting this particular market sector. *Berttoni's* designers have also expressed interest in attending a three-month course on footwear prototype making offered by the ARS Sutoria Institute.

*Picari* also reports using the ARS Sutoria magazine to boost the number of styles and colors in their new Fall/Winter 2012 collection from 40 to 70 styles in total. The company will showcase and sell its new collection to an international footwear fair to be held in October 2012, in Athens Greece.



*PUT Lecturers learn about ARS Sutoria online resources and training opportunities Tirana, Albania/June 2012*

PUT. On June 07, 2012, the project's Business Advisor led an ARS Sutoria workshop for 10 PUT lecturers in order to help them improve their own knowledge and skills and provide them with better resources for enhancing the teaching materials and curricula on subjects related to the footwear industry.

*Patrik*, currently a CTM footwear producer interested in moving up the value chain used access to ARS Sutoria in the process of developing their own brand collection. Before taking such a step, the company is considering sending some of its staff to an ARS Sutoria course focusing on pattern-making, development of footwear prototypes, and other value-added processes included in FPS. *Mito* is another company wanting to do the same as soon as its current workload eases for key staff to be away on training.

In keeping up with one of the key project lessons learned to bring public universities closer to the needs of the footwear industry, the project decided to give access to one of the ARS subscriptions to



*Snapshot of Just Style article on the Albanian garment industry/ June 2012*

**Promoting Albania as source of high-quality garment products and services.** The opening paragraph of a headline article published on [www.just-style.com](http://www.just-style.com) on June 19, 2012 read, "With its location adjacent to Europe's key fashion center Italy, a highly skilled labor force and low wages, Albania's textile and clothing industry is repositioning itself amid the unrelenting economic crisis that is gripping Europe". The website is a leading online resource and business tool for the international garment and textile industry that has been providing more than 100,300 industry executives with reports on industry trends, events, stories, discussion blogs, and analysis since 1999.

The project provided Mark Rowe, the British journalist researching and writing this article on Albania, with a broad description of developments that have taken place in Albania's garment

industry over the past years, as well as USAID's role in helping Albanian companies become more competitive by better meeting international market demands. The project also facilitated contact between the journalist and other Albanian industry experts who were cited in the article, including Diana Cekodhima Sokolaj, President of the Albanian Fashion Designers Association and Dr. Gent Goxha, Dean of PUT Department of Textiles and Fashion. Such exposure helps promote the Albanian garment industry to new markets other than its traditional export destinations of Italy and Greece. To access this article, please check out the following link: [http://www.just-style.com/analysis/albania-apparelsector-regroups-from-economic-crisis\\_id114689.aspx?lk=emf](http://www.just-style.com/analysis/albania-apparelsector-regroups-from-economic-crisis_id114689.aspx?lk=emf)

**Regional Cooperation for National Geographic Website Project on Western Balkans.** In order to further the project’s strategic aim of promoting Albania as a desirable tourism destination, Rritje Albania continued last year’s successful regional collaboration with USAID’s Regional Competitiveness Initiative (RCI) and six other USAID country projects on the National Geographic Supplement on Western Balkans, with a new project on establishing the *Western Balkans Geotourism Mapguide – Land of Discovery*<sup>11</sup> (see link <http://www.balkansgeotourism.travel>), an interactive web-portal hosted by the National Geographic.

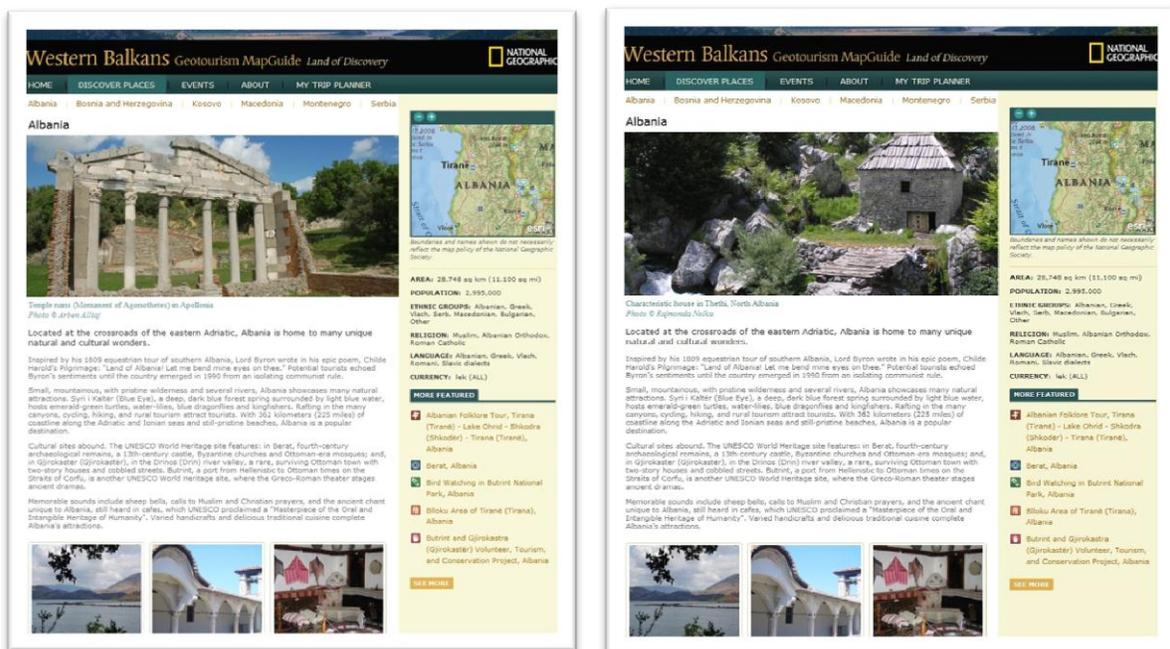
The portal highlights the cultural, historic, and natural assets unique to the Western Balkans. The strong reputation that the National Geographic brings to this partnership is certain to increase tourism interest in the region and contribute to the economic growth of the six participating countries. As each country was responsible for developing their own country- content featured on the portal, Rritje Albania hired STTA marketing consultant Mara Mitchel to work closely with several Albanian tourism stakeholders to collect the required information, photographs, and draft descriptions of the Albanian travel sites and tours to be nominated and featured in the portal. The list of these nominations is summarized in the table below.

**Table IV-A.9 – Nominations for the National Geographic Website**

List of Nominations for the National Geographic Website			
1	Antigonea	26	Hotel Sky
2	Apollonia	27	Natyral Razma Resort
3	Berat City	28	Bujtina Sidheri
4	Butrint	29	Mangalemi Hotel
5	Byllis	30	Castle Park Hotel
6	Durrës Amphitheater	31	Blloku Area in Tirana
7	Karavasta Lagoon	32	Llazi Icka – Master Wood Carver
8	National Historic Museum	33	Korça City
9	Skënderbeg Museum	34	Hotel Mondial
10	Ethnographic Museum	35	Gjirokastra Folk Festival
11	National Art Gallery	36	Albanian Riviera
12	National Museum of Medieval Art	37	Hotel Kotoni
13	Osumi River and Canyon	38	Shakesbeer Restaurant
14	Ohrid Lake	39	Birds Watching Tour in Butrint
15	Shkodra Lake	40	Horse Riding in Butrint
16	Gjirokastër City	41	Horse Riding Lord Byron Tour
17	Kamenica Tumulus	42	Archaeological & Cultural Tour
18	Tradita Restaurant	43	International Human Rights Film Festival Albania
19	Destination Management Organization	44	Life Gallery Hotel
20	Korça Beer Festival	45	Butrint and Gjirokastër Voluntary Tourism and Conservation Project
21	Horse Riding Byron Tour	46	Hotel Dardha
22	Edward Lear Tour	47	Onufri Museum Of Icons
23	Çobo Winery	48	Tirana International Film Festival
24	Hotel Theranda	49	Voskopoja Village
25	Hotel Xheko Imperial	50	Taiwan Centre in Tirana

<sup>11</sup> Work on the Western Balkans portal started back in April 2011 when Rritje Albania signed an MOU with USAID’s RCI project and the National Geographic after last year’s successful publication of the *Western Balkans supplement Land of Discovery: 46 Outstanding Ways to Experience Albania, Bosnia And Herzegovina, Kosovo, Macedonia and Serbia*, in partnership with the National Geographic Traveler magazine.

The portal was publicly launched at the Washington, DC headquarters of the National Geographic through a series of photo exhibits held during June 18-22, 2012. (Please see snapshots of web-portal below and Press Release in **Annex C**). The launching ceremony attracted over 200 people representing the private and public sectors, as well as the diplomatic community and the American and international media. The managing director of Auron Expeditions, Auron Tare, who has been appointed to be the portal's country coordinator for Albania, was selected to deliver remarks at the opening ceremony on behalf of the Western Balkans Geotourism Stewardship Council (WBGSC). Rritje Albania worked closely with Albanian Ministry of Tourism, Culture, Youth, and Sports (MTCYS), National Tourism Agency (NTA), and the Albanian Embassy in US to coordinate and help Albania prepare for the Washington event. Albania was represented at the event by delegates from the NTA and joined by Mr. Tare, whose trip was sponsored by Rritje Albania. During the course of the portal promotional exhibits, NTA reports to have disseminated over 2,000 copies of the Albania promotional package<sup>12</sup>, Albania posters and postcards, and AAQM promotional brochures.



*Snapshots of the Western Balkans Geotourism Mapguide portal featuring Albanian travels sites with photographs and descriptions developed with project support/June 2012*

Between June – September 2012, the portal was visited by 12,660 people, with 86% of them being new visitors.<sup>13</sup>

During FY2012, Rritje Albania attended all quarterly meetings of RCI's Regional Stewardship Council held in Montenegro and Kosovo in order to share ideas on the content of the web-portal, as well as coordinate actions with the other countries in the run up to the portal's launching ceremony. Filip

<sup>12</sup> The promotional package, which includes seven brochures and catalogs on Albanian cultural heritage, history, food, and adventure, was prepared with the help of the project in April 2011. Its dissemination started at the tourism fair in Cologne and continued at WTM – London on November 2011, IMTM – Israel 2012, BIT – Milan 2012, the ITB – Berlin 2012, and Touristic Albania Fair - Tirana 2012. Production of this promotional package was a unique public-private sector initiative that led to the development of professional promotional materials on Albania that are used by the project partners in B2B meetings targeting specific segments of the international tourism market.

<sup>13</sup> As reported to Rritje Albania by the USAID/RCI project which currently acts as overall regional coordinator for the portal.

Stojanovitch, RCI Director, visited Rritje Albania on February 24, 2012, to discuss ongoing and future collaborations in both the tourism and ICT sectors and joined USAID and Rritje Albania in a meeting with the newly appointed Albanian Minister of Tourism, Culture, Youth, and Sports, Aldo Bumçi. The purpose of this meeting was to draw attention to the tourism law revision process and update the minister on the AAQM program and the launch of the National Geographic's website on the Western Balkans.

Prior to the launch of the portal in June 2012, representatives of the participating countries came to Albania to attend the Western Balkans Geotourism Stewardship Council (WBGSC) meeting on May 14, 2012 and the Regional Tourism Steering Committee (RTSC) meeting on May 15, 2012 held concurrently during the RCI Annual Conference.

The first part of the WBGSC meeting focused on updates from each country in terms of their preparations for the website launch and promotional events in Washington, DC. The second part of the meeting focused on issues relating to website maintenance as well as coordination of actions with a view to developing several key documents that will help formalize, operationalize, and sustain the cooperation of the Western Balkan countries on the website portal, namely: an MOU between the 6 participating countries, a business plan and marketing strategy for the website, and a schedule for website maintenance and content updates.

Albania was represented at these meetings by Rritje Albania's tourism advisor, Auron Expeditions, and Gulliver OK. The RTSC meeting also identified opportunities for establishing a Western Balkans Tourism Network and developing a brand image for the region to ensure sustainability of the portal, at least on the part of Albania, long after the close of Rritje Albania. In its latest meeting held on September 17, 2012 in Podgorica, Montenegro, the Western Balkans Geotourism Stewardship Council reached agreement on a distinct brand identity for the Western Balkans Geotourism Mapguide, as well as on a set of draft membership documents that will lay out the operational rules for the future (see adjacent box).

#### **Members Package Western Balkans Geotourism Mapguide**

- Application Criteria and Form
- Manual of Operations
- Identity and Branding Regulations
- Scoring Sheet
- Confidentiality Agreement
- Conflict of Interest Form
- Mobile Applications Requests

Aside from industry promotional activities conducted in the framework of the AAQM Program and the National Geographic Website Project on Western Balkans, in December 2011 the project was pleased to learn that Albania was featured as the hot new destination in the two front-page spread of the 2012 tours catalogue developed by Gaea Tours. The Swiss travel agency was introduced to Albania through its participation in a familiarization tour that was organized by Rritje Albania in May 2010.

A snapshot of the Gaea Tours cover letter and its 2012 tours catalogue is shown below.



Snapshot of cover letter and brochure received from GAEA Tours, December 2011

**A4. Promoting greater public-private stakeholder consultation to enhance sector governance and competitiveness**

Helping the private sector achieve a shared vision of industry development and a clear agenda for public policy and legal and regulatory reform is a critical milestone for ensuring effective public-private dialogue. To this end, two key outcomes of project efforts this year are related to support and assistance given to the Garment and Footwear Stakeholders Group and the IPR Stakeholders Group to articulate their valuable input in two important policy issues, namely the *National Strategy on SME Development and Investment* and the draft *Law on Copyrights and Other Related Rights*. Since the outputs of the PPD process and the related events associated with these policy developments are captured under the relevant Productivity Component indicators, these processes and other project PPD activities are described at greater length in the following Section IV, Part B of this report.

**B. Private Sector Productive Capacity Improved (PIR 2)**

The results of FY2012 project activities contributing to the improvement of private sector productive capacity are captured at two levels, or key result areas. At the industry level, the project's enhancement of sector governance and competitiveness can be seen through the increased use of various public-private mechanisms, many of which were established and/or energized by the project, to raise and discuss important policy issues affecting the growth and competitiveness of our target sectors. At firm level, project activities were shaped and driven by a number of programs designed to enhance business competitiveness through the adoption of better management practices and/or improved technologies. It is important to note that progress in this area requires the right attitude and behavioral shift on the part of company management to ensure application of the assistance provided. Therefore, the project pays close attention to not only what identified constraints its technical assistance addresses, but how its support is delivered and received by the client. In this vein, initiatives like the AAQM, SPI-IT Mark, BYOB garment, Productivity Enhancement Program (PEP), and the Small Grants program, which Rritje Albania used this year to improve private sector productive capacity at enterprises, are anticipated to bring both

firm-level and industry-wide impact as companies receiving USG assistance become role models for others and fuel demand by others for innovation, improved quality standards, and skilled Albanian labor.

## **B1. Promoting greater public-private stakeholder dialogue to enhance sector governance and competitiveness**

The Garment and Footwear Stakeholders Working Group (GFSWG), the Intellectual Property Rights (IPR) Stakeholders Group, the Tourism Stakeholders Group, and the PROTIK ICT Resource Center were the key public-private mechanisms this year through which policy issues were raised and presented for public-private consultation. For a summary of quantitative results of FY2012 project activities focusing on promotion of public-private dialogue and partnerships in Albania through these mechanisms and other high-level conferences and events, please see **Annex D, Table III**.

### *PROTIK ICT Resource Centre established through public-private partnership*



*Joined by Albania's Prime Minister, USAID/Albania Mission Director, and members of the AADF Board, AADF Board Chairman, Mr. Michael Granoff, sign MOU on the PRO-TIK establishment, Tirana/24 October 2011*

A major project milestone achieved at the start of FY2012 was the signing of a joint MOU to establish the first ICT Resource Center<sup>14</sup> in the country thanks to the leading role played by the Rritje Albania project, which drafted a business plan for the center in February 2011 and put together the members of the public-private-partnership that agreed to contribute the estimated \$2.7 million needed over the center's first three years of operations.

The Albanian-American Development Foundation (AADF), the Government of Albania, USAID, Microsoft Albania, Cisco, and Albtelcom, signed the MOU in a ceremony held at the Ministry of Innovation and Information and Communication Technology (MIICT) on October 24, 2011.

Following the signing, Rritje Albania received USAID approval to assume the estimated \$350,000 renovation costs under its original contract ceiling price. Through an open tender, the project procured an architect to develop detailed engineering and architectural drawings and a bill of quantities for the reconstruction. After conducting an environmental assessment and obtaining the necessary GoA approvals, it launched open tenders to identify a construction company and a site supervisor which signed subcontracts on April 4, 2012. By the end of July 2012 the renovation was completed.

While drafting a USAID approval request to modify the project's contract and increase its ceiling price by \$379,052 to help pay for additional PROTIK start-up costs, Rritje Albania worked with the AADF and the GoA to register PROTIK as a not-for-profit entity and define the make-up of its board of directors, including USAID (in the person of Rritje's Chief of Party), AADF, GoA, Microsoft and the Albanian Information Technology Association (AITA). In June Edlira Kasaj, Rritje's ICT Advisor/Workforce

<sup>14</sup> PROTIK is the Albanian acronym adopted as the name of the ICT Resource center, which means being pro information and communications technologies.

Development Specialist, resigned from Rritje to become PROTIK's first Managing Director. In July and August, Ms. Kasaj and Rritje Albania worked with Hewlett Packard, Dell, CISCO, AlbTelekom and others to define the specifications and to secure supply agreements for all of PROTIK's hardware, software, audio/visual equipment, office furnishings, brand identity and other needed items.

Because of this preparation work, immediately after its contract modification was approved and signed on September 17, Rritje Albania placed orders for the items described above. One year after the signing of the PROTIK MOU, the center was inaugurated on October 10, 2012 at a ceremony where the Minister of Innovation and ICT, Mr. Genc Pollo; the U.S. Deputy Chief of Mission, Mr. Henry Jardine; the Chairman of the AADF, Mr. Michael Granoff; and representatives from Microsoft and Albtelecom delivered congratulatory remarks.

The PROTIK ICT Resource Centre is a major project legacy whose mission is to promote innovation and entrepreneurship in the Albanian ICT community. Recent European Union (EU) and International Labor Organization studies both indicate that small and medium enterprises (SMEs) in all sectors of the economy demand both ICT technical skills and soft business skills, with the highest priority for assistance in the areas of marketing and sales, innovation, and technology. The PROTIK ICT Resource Centre fills market gaps with education activities, support services, a state of the art technological environment, and research. Education activities will include training, internships, consulting, and mentoring services for small and medium enterprises (SMEs), entrepreneurs, public-sector, and academic ICT professionals. To support information dissemination, PROTIK will emphasize the promotion of new products, ICT-sector networking, and information dissemination. The center will host new product demonstrations, workshops to introduce Albanian products and companies, and innovation, and ICT competitions. To facilitate partnerships and spread awareness of PROTIK's activities, the center will continuously organize networking events including business-to-business meetings, sector meetings (in conjunction with partner associations), and informal networking events.

***Creating a Sustainable Forum for Public-private Dialogue through the Garment and Footwear Stakeholders Group.*** The project's efforts to establish and strengthen the GFSWG as a credible forum for public-private dialogue are paying off in terms of stakeholders increasingly seeing and approaching the GFSWG as the medium for presenting project proposal, strategies of intervention, and plans of implementation, with a view to favorably impact policies and competitive development of the garment and footwear sectors. One such example relates to the Swiss Import Promotion Programme (SIPPO) utilizing the GFSWG to present their garment sector strategy for 2012-2015 at a meeting on April 11, 2012, attended by public and private sector entities. SIPPO's goals to help Albanian garment companies to achieve higher export performance, improve turnover, increase financial resources, and investment capacities, as well as create new jobs, are highly compatible with Rritje Albania's strategic objectives and those of its BYOB partner, GIZ/PEM project. In this context, the project is following-up with both to seek synergies in our assistance programs.

Another aspect of project support for the GFWSG relates to the coaching and mentoring assistance provided by Rritje Albania to the Albanian Investment Development Agency (AIDA) in order to strengthen its role and capacity for managing the work of the three technical sub-groups of the GFSWG, (see adjacent box) which were established

#### **GFSWG Sub-Groups**

- **Sub-group on Policies, Legal Issues and Incentives**
- **Sub-group on Financial Schemes for SMEs**
- **Sub-group of Vocational Educational Training and University degrees**

this year and meet on a bi-monthly basis. The first meeting of the GFSWG was held on May 29, 2012 at the PUT premises.

During their last meetings,<sup>15</sup> the sub-groups examined technical issues relating to the coherence of the Albanian Law on SMEs and the Law on Trade Companies, the preparation process of the National SME Strategy 2013-2020 led by the Ministry of Economy, Trade and Energy (METE), the provision of summary information on AIDA's Guarantee Fund, the vocational education training (VET) law, a labor market survey, and the need to increase ability of AIDA staff to provide needed information to Albanian SMEs on export procedures, incentives, and regional export agreements. The work of the sub-groups on these issues shaped the agenda of the GFSWG meeting on May 29, 2012. A number of actions have been taken and are being followed-up as a result of this meeting:

- Different stakeholders, including Rritje Albania, provided written comments and recommendations to Gunther Fehlinger, the German expert currently tasked by GIZ with overseeing the drafting process of the *National Strategy on SMEs 2013-2020*.
- The Rritje Albania is collaborating with the Chamber of Garment Manufacturers (CGF) and the PUT to identify several VET schools that can be supported to enhance their school curricula to better respond to the needs of the business community for skilled workers in the technology and practices utilized by the companies. The Chamber will also be looking to convince interested members to donate machinery and equipment to the VET schools in need of revamping their labs, as well as coordinate the process of placing students as interns in companies. Once designed and approved, this approach will be first piloted at the Karl Gega VET School in Tirana, with a view to replicating it to other progressive VET schools in such regions as Shkodra, Korça, Elbasan, and Durrës.

### ***National Conference on the Future of the Fassion Industry in Albania***

In October 2011, the Chamber of Fassion Albania (CFA) requested that the project support its efforts in organizing a national multi-stakeholder conference aiming to increase the visibility of the Albanian fassion industry, as well as provide a forum for public-private dialogue (PPD) on the challenges and opportunities this industry faces.

Identifying a chance to emphasize strategic messages and outline the project's successful partnerships and contributions towards developing the Albanian garment and footwear industries, Rritje Albania aligned itself alongside a number of public actors, private sector partners, and donor organizations to support CFA in holding its first *National Conference on the Future of the Fassion Industry in Albania*, on December 16, 2011. The project coached CFA in coordinating this high-level event, including shaping the agenda and the list of speakers, attracting participants, and producing the event publicity materials. (Please see Press Releases in **Annex C**)

Other key European, regional, and national actors participated in the event included the European Apparel and Textile Confederation (EURATEX), the Networking and Capacity Building for Textile and Clothing Industry Associations in the Western Balkan Countries (TEX-WEB), the German Development Cooperation Agency (GIZ), the Italian Development Cooperation Agency, the Ministry of Economy, Trade and Energy (METE), the Albanian Investment and Development Agency (AIDA), and the Polytechnic University of Tirana (PUT). Leading garment and footwear manufacturers and Rritje Albania CGP clients such as Arisa Konfeksion, Berttonni, Melgushi, Madison Avenue, Blu Sky, Picari, Fital, Meko98, Patrik, Ola1, B.N.B, Marlotex, Rient, Valcuvia Alba, and others were among the sixty conference participants.

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<sup>15</sup> The last meetings of the *Sub-group on Policies, Legal Issues and Incentives*, the *Sub-group on Financial Schemes for SMEs* and the *Sub-group Meeting of Vocational Training* took place respectively on May 2, May 3 and May 9, 2012.

The conference served as an open public-private forum for discussing critical sustainability challenges faced by the garment industry today. “The fasson industry has felt the effects of the economic recession, but the quality of its products is the testament to its ability to adapt by seeking out new markets,” noted the Prime Minister in his opening statement. National and regional representatives agreed with the EURATEX Secretary General that “the future of the industry lies in its successful transition from fasson to full-cycle production. Only in this way will Albanian companies be able to confidently weather the waves of economic downturns” and assert their competitive advantages, such as close proximity to European markets; small high-quality orders in quick turnaround time, and skilled labor.

Helping Albania’s garment sector to meet its challenges in these ways is precisely what Rritje Albania has focused on in FY2012. The project has led an inclusive industry development process so that each stakeholder recognizes its role and the importance of meeting the following conditions: (1) the enterprises act as the primary engines of development by adopting the attitudes and technological changes to move up the value chain; (2) a self-aware industry articulates its concerns to policy-makers; (3) public educational institutions that are in touch with industry needs and able to deliver employable students; (4) an enabling business environment supported by appropriate government policies and incentives that are forged through public-private dialogue.

### ***Raising Awareness of Intellectual Property Rights in Albania***

Intellectual property rights (IPR)<sup>16</sup> strongly affect the health of the business environment in many ways. Without safeguarding their ideas, businesses cannot reap the full benefits of their inventions, and are less likely to focus on new research and development. Piracy, counterfeiting, and theft of intellectual property assets pose serious threats to Albanian businesses. The current global economic crisis is shifting renewed attention towards incentivizing and protecting innovation to generate jobs and economic growth. Additionally, the protection and enforcement of IPRs is part of Albania’s integration agenda<sup>17</sup> into the EU. Public awareness and the provision of a coherent framework for the protection of all types of intellectual activities help increase a country’s competitiveness and ensure its economic growth and social progress.

For these reasons, this year, the project played a leading role in supporting and coordinating actions between the most important public and private sector stakeholders who are, as a result, beginning to coordinate their actions on the enforcement of Intellectual Property Rights (IPR) in Albania.

#### ***Why is protection of Intellectual Property (IP) important?***

- IP Creates and Supports High-Paying Jobs
- IP Drives Economic Growth and Competitiveness
- Strong and Enforced IPRs Protect Consumers and Families
- IP Helps Generate Breakthrough Solutions to Global Challenges
- IPRs Encourage Innovation and Reward Entrepreneurs

*Source: Global Intellectual Property*

<sup>16</sup> Intellectual Property (IP) rules were introduced for the first time in the multilateral trading system through the World Trade Organization’s *Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)*, negotiated in the 1986-1994 Uruguay Rounds.

<sup>17</sup> The GoA adopted Albania’s National Intellectual Property Strategy 2010-2015 in September 2010. This strategy defines key objectives during this period, including: a new copyright law to be adopted; a law regulating the establishment of the Internal Market Inspectorate related to IP protection; and amendments to the current Albanian Penal Code recognizing counterfeiting as a criminal offense, to be approved in 2012.

An IPR working group was formed by Rritje Albania, AmCham and Microsoft with the aim of mapping all GoA actors, donors and other actors involved in IPR work. One-on-one meetings with main players helped establish an understanding of the IPR landscape, including unclear enforcement competencies and cooperation challenges between different public institutions dealing with IPR in Albania. Other findings were the lack of institutional capacities, the absence of standard procedures for dealing with related issues, the new IPR law and new trade mark and patent law and their related Penal Code amendments still pending approval in parliament, and the acute need for generating greater public awareness of IPR issues.

To help address these issues, the project co-funded two major industry conferences on IPR-related subjects. The first one, organized in partnership with AmCham and four major private sector stakeholders, including Microsoft, Digitalb, Mercedes-Benz/AutoStar and Autodesk held on November 22, 2011, attracted wide media attention and participation by 66 public and private sector representatives. Key note speakers included the Minister of Tourism, Culture, Youth and Sports (MTCYS, Mr. Aldo Bumçi, V/Minister of Economy, Trade and Energy, Mr. Eno Bozdo, the Head of the EU Delegation to Albania, Mr. Ettore Sequi; Deputy US Ambassador to Albania, Ms. Deborah Jones, and several regional and national private sector stakeholders presenting case studies of IPR infringements and/or successful enforcements in Albania and South East Europe at large.

The second conference, held on April 24<sup>th</sup>, 2012 and focusing on copyright and related issues, was organized in partnership with the Albanian Copyrights Office (ACO) and the World Intellectual Property Organization (WIPO), on the eve of the International Day of Intellectual Property Rights<sup>18</sup>. The aim of the conference was to bring together public and private sector representatives to consult on the draft Law on Copyrights and other related rights, as well as raise awareness and deliberate on developments that have taken place over the last five years in Albania in terms of strengthening the legal framework for IPR protection. Mr. Mihaly Ficsor, WIPO representative and main writer of the draft copyrights law was the key-note speaker at the event.

### **Main Actors in IPR Issues in Albania**

- Directorate of Patents and Trademarks, Ministry of Economy
- Albanian Copyright Office
- Ministry of Tourism
- Ministry of Integration, Inner Market Department
- General Directorate of Police
- General Directorate of Customs
- Inspectorate for IPR Enforcement

### **Other Institutions Involved**

- Ministry of Justice
- Ministry of Education
- School of magistrates
- National Council of Radio and Television
- Collective Administration Agencies
- General Directorate of Taxation
- National Agency of Information Society
- Electronic and Postal Communication Authorities

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<sup>18</sup> The International Day of Intellectual Property Rights is generally observed on April 26.

**IPRs are of high priority to the Albanian government**

*“The Albanian government is clear about its express willingness to observe and protect copyright and other related rights to the same level as that ensured in all developed countries in the world. This is a political obligation arising from the International Treaties and Conventions signed... and recently expressed through the development and approval of a strategic document that is the National Strategy for the Implementation of Intellectual Property Rights”*

**- Suzana Turku  
Deputy Minister of Tourism**

The questions raised focused mainly on issues of implementation, such as the establishment and nature of a Collective Management Agency for the rights of producers, the legal criteria for defining tariffs and establishing a mediation system for IPR issues relating to categories of hotels, bars and restaurants, the manufacturer’s rights in relation to original author’s rights and/or direct authorization from author. The key message for greater public-private action on IPR issues was summarized well by Nikoleta Gjordeni, ACO Executive Director: *“The quest for ensuring protection of intellectual property rights in Albania is not something ACO can accomplish and win on its own. There are a number of other government institutions, private entities, authors and creators, organizations that promote economic rights, public opinion former and media, who for their own part should react, respond and coordinate with other actors in the chain of stakeholders, so that the situation can improve and Albania can join other European countries where IPR protection is simply the norm.”*

Other notable speakers included Susana Turku, Deputy Minister of Tourism who highlighted the priority of IPR issues in the agenda of the Albanian governments, as well as Milva Ekonomi, Executive Director of

Agenda Institute, who presented a feasibility study commissioned by WIPO to look at and quantify the economic impact of industries based on copyrights and other related rights on the economic development of Albania.

In view of these developments, the project has worked to galvanize the IPR Stakeholders Group in coming up with ideas on the most effective means of public-private collaboration and lobbying for the protection IPR in Albania. More specifically, group meetings have focused on developing a clear and detailed action plan for the year ahead focusing on: (1) the intensification of lobbying efforts to ensure parliamentary approval of the draft Law on Copyrights by November 2012; (2) the finalization of the regulatory reform undertaken by the GoA through the Central IPR Inspectorate; (3) the development of coordinated work plans between major GoA IPR actors; and (4) the launch of an IPR awareness campaign.

***Building a positive image and strengthening the voice of Albania’s tourism industry***

During the second FY2012 quarter, the project assisted ATA in organizing and holding its 4<sup>th</sup> Annual Assembly Conference, and helped award the next 20 hotels joining the AAQM program. The awards ceremony and the conference’s main



*ATA 4<sup>th</sup> Annual Assembly Conference and AAQM Awards Ceremony, Tirana/24 January 2012*

topic, “*Tourism: Albania’s Highway to the EU*” drew a significant crowd of public and private stakeholders, including tourism businesses, associations, donor organizations, public institutions, and national media. USAID Mission Director Joe Williams delivered remarks at the event, noting USAID/Ritje Albania’s close cooperation and partnership with the ATA, the GoA, and other organizations, in working at the policy and industry-levels to address legislative requirements for tourism development and to promote industry-wide quality standards through the implementation of the AAQM program.



*ARF Conference on Successful Strategies for Developing Sustainable Adventure Tourism in Berat, Berat/March 2012*

At the end of the second FY2012 quarter, the project was approached by the Albanian Rafting Federation to support its efforts to organize first-ever conference on *Successful Strategies for Developing Sustainable Adventure Tourism in the District of Berat*. The conference was held on March 26, 2012 and was attended by an impressive number of 95 participants representing the private and public sector, including representatives of central, regional and local government institutions such as the Ministry of Tourism, the Ministry of Environment, the Berat Prefecture, the Berat Municipality, the Çorovoda Municipality, the Albanian Development Fund, and others. Rritje’s Chief of Party was an invited speaker to the event. Aside from increasing the visibility of Berat’s tourism products and services, the main objective of this conference was to encourage public-private dialogue leading to collaboration on projects that will lead to the sustainable development of rafting sport and other adventure tourism in Albania, according to recognized international standards and environmental regulations.

***Encouraging regional partnership for the protection of underwater cultural heritage***

At the end of June 2012, Rritje Albania assisted the Albanian Center for Marine Research (ACMR) to organize the first regional workshop on underwater cultural heritage. This workshop was the first cross-border meeting on matters of underwater heritage initiated by the Albanian Center for Marine Research. Discussions focused on current projects, developing regional collaborations, capacity building with foreign institutions, and determining the course of future research in this area. Participants in this workshop were professionals working in the field of underwater archaeology, marine conservations and heritage from Montenegro, Greece, and the United States, as well as international institutions working in the region.



*Regional Roundtable on Underwater Cultural Heritage Shkodra, Albania/June 2012*

### *Increasing trade knowledge through production and dissemination of ACIT TRADE REPORT 2011*

The much awaited publication of Albania's Foreign Trade Report 2011: New Developments and Challenges, researched and produced by the Albanian Centre for International Trade and Competitiveness (ACIT) and funded by the project, drew significant public and media attention at the end of May 2012. The ACIT Trade Report 2011 provided the latest macro-economic growth and trade data for policy makers and business representatives to develop future strategies and decisions for business and trade investments. A total of 37 participants representing key public and private stakeholders, including GoA agencies, private businesses and associations, NGOs, donor organizations and other international institutions were brought together to discuss the findings of the report at a conference held on May 25, 2012.

"Albanian exports increased by almost 23% during 2011. During 2010 Albanian trade seemed to be recovering from the 2009 crisis and this trend continued in 2011, although with lower rates", pointed out Mr. Gentian Elezi, ACIT Executive Director. He also added that "the pattern of sector concentration, namely minerals, oil and metals, continued during the last year. The year 2011 represented a slow recovery for the inward processing sector, after the difficult period of 2009 and 2010. Textile and footwear exports, despite their increases respectively by 11.6% and 19.2%, experienced a decrease in their share on total exports. The need for supporting these sectors is still present, especially in terms of increasing competitiveness and diversifying their geographic market".

In his remarks for the occasion, Rritje Albania's Chief of Party, used the opportunity to highlight the work and contribution of USAID/Rritje Albania in helping strengthen and develop the competitiveness of Albania's key export sectors. In addition, he emphasized the importance of the ACIT trade report in understanding the recent performance and trends of Albania's trade flows in light of the current Eurozone crisis and its potential impact on Albania's economic performance in 2012.

The trade report conference was covered widely in all news editions and special headline articles of national media and newspapers. According to ACIT's follow-up report on the event, Albanian economic experts continue to cite and refer to the ACIT Trade Report 2011 in their public comments, analysis and discussions of foreign trade trends and developments. The report can be found on ACIT's website, <http://www.acit-al.org>.

*"I am really impressed by the quality of work and information included... The annual ACIT report remains one of the key instruments and best source of reliable information for private businesses and other institutions in Albania"*

**- Bardhi Sejdarasi  
NCGM Executive Director**

## **B2. Improving Private Sector Productive Capacity through Better Management Practices and Improved Technologies**

The output of project activities and processes in support of firms adopting better management practices and/or improved technologies are summarized in Table I in **Annex D**. These activities were geared toward allowing the participants opportunities to apply improved training knowledge and/or innovative technology hands-on to their daily tasks and operations. The following narrative provides illustrative examples of how companies have used project assistance to improve the quality of their products and services.

### *Using the AAQM program to improve the quality of the Albanian tourism product and services*

The table below lists some of the AAQM hotels that acted on the recommendations in their AAQM assessment reports to improve in their businesses by hiring consultants that were trained by Rritje Albania and the EBRD's TAM-BAS program in 2010.

**TABLE IV- B.2 – Hotels hiring AAQM Consultants to Improve Services**

No.	AAQM Hotel	Company/ Consultant	Scope of Project	Status
1.	Hotel Çajupi	Hotel & Service Consulting - HSC Sh.p.k.	Capacity Building and Operational Structure Consolidation	Completed
2.	Hotel Tradita Geg & Toske	The Visual Voice Migailed Delija	Marketing Campaign	Completed
3.	Life Gallery Hotel	DMO Korce	Market Research Management System & Service Improvements	Completed
4.	Natyrat Razma Resort	TrinisSoft	Implementation of Computerised Management and Financial System and Webpage	Completed
5.	Hotel Castle Park	Meridiana Studio Financiare	Brand Management and Marketing Campaign Preparation	Completed
6.	Hotel Perla	DMO Korce	Market Analyses, Management and Service Improvement	Completed
7.	Hotel Theranda	Bit Albania Sh.p.k	Implementation of the Integrated Environmental Protection Measures	On-going
8.	Hotel Sirena	DMO Korce	Management Procedures Improvement and Marketing Plan	On-going
9.	Hotel Bel Conti	Brunilda Liçaj	Improvement of the Human Resources	On-going
10.	Hotel Dynasty	Dorian Kaba (AAQM Assessor and participants in the BAS – Rritje Albania training for tourism consultants)	Assistance in recruiting, front office management, event management and sales and marketing management	Project finished

***Developing high-quality Albanian brands and building industry sustainability through the BYOB***

Besides the improvement in competitiveness related to trade and investment seen in BYOB garment firms earlier, the firms received assistance captured under the project's productivity component. The positive productivity changes reported included: improved management practices; the hiring of new middle management personnel in the areas of design, pattern making and marketing; the exploration and utilization of new sourcing and merchandising skills; and, the sharing of knowledge and experience with regards to the organization of production lines and factory layout for higher quality and efficiencies.



*STTA expert Michael Fieman assisting NPV designer, Ariela Kule with her work on the BYOB collection  
Tirana, Albania/ June 2012*

At the industry level, the entire process followed by the BYOB firms provides a blueprint for other companies to improve their competitiveness by moving up the value chain and developing their own-brand collection, sourcing raw materials, designing and developing final products, and marketing their branded collections.

After their return from the CPM trade fair, BYOB companies provided feedback and their experience with the BYOB program.

**Bella Konfex:** *“This was such an instructive experience for us because we now know what we have do better. We have already started making new samples of our collection based on feedback we received in Russia from sales agents and potential customers. We are preparing a new catalogue for our women’s lingerie line and we are planning to attend the ITE, a special fair in Moscow in February 2013 on underwear and lingerie only. We are updating and changing our website content to reach our target customers more effectively. We are extremely positive as we now know that the Russian market represents huge opportunities for our company. We also know that we have to be more thorough with our*

*market research so that our marketing is more focused and our pricing strategy is better informed ... We have split off the FPS/ BYOB operations from our CMT work<sup>19</sup> in order to focus on increasing the quality and variety of our BYOB collections.”*

**NPV International:** *“The BYOB has been a continuous learning experience, and we are very encouraged by the early results and very high interest generated around our new Metila brand. We were particularly successful in Dusseldorf, an Russia confirmed our earlier lessons learned, such as: learn as much as you can about our target customers by conducting a through market research prior to going to fair, be persistent, select quality raw materials and focus on your pricing, consider finding a sales agents as opposed to securing only direct sales...We are now planning to go to fairs in Paris and Milan in September 2012, and no doubt we will be applying these lessons there to target potential buyers for our BYOB collections... We would not have done any of this had it not been for the valuable assistance of the USAID/Rritje Albania...”*

**Madison Avenue:** *“We had been in many trade fairs before and thought the time and money wasted on them was not worth the trouble. Thanks to the USAID/Rritje Albania experts, the BYOB has completed changed our perspective in terms of how much one can learn from trade fairs in terms of sourcing for and exhibiting own collections. ...We have also learned so much from our colleagues at other BYOB companies, and to think, we hardly knew what the others were doing before. We have discusses at length and exchanged tips and experiences, particularly with Kler, that helped us improve the layout our production lines, our marketing strategy and pricing techniques... we have taken up an enormous challenge, but we consider ourselves very fortunate to not have to do it alone...”*

<sup>19</sup> Bella Konfex reported that it registered a new company, Bellador, under which all of its Cut-Make-Trim business will be handled leaving its Full Package Service (FPS) and its BYOB collections under the company Bella Konfex.

**Kler:** *“I have been doing business for years with the Italians, but going to Russia was truly an eye-opening experience because this was uncharted territory for our company. I kept notes on every B2B meeting that I had because the Russian market has its own particular complexities which will have a bearing on our marketing and pricing strategy, shipping costs, and changes to our collection styles. Thanks to USAID/Rritje Albania, we were given assistance by a Russian consultant who put us in touch with many potential buyers, and helped us secure a Russian sales agent with load of experience. We left our entire collection behind with him.”*

### ***Improving private sector productivity through the PEP program and greater linkages to the PUT***

In the case of firm-level productivity, Rritje Albania technical efforts are building capacities from the ground up to form a solid competitive base at firms that will lead to an expansion in sales and jobs after the project ends due to the time-lag between cause and effect. In project years two and three, Rritje Albania’s pairing of two PUT professors with a STTA consultant specializing in garment industrial engineering, Mr. John Haycock, to implement the Productivity Enhancement Program (PEP) created linkages between the PUT and garment companies that did not exist earlier. Last year, the project employed the same two PUT professors, Emira Shehi (Head of Design and Textile Department) and Silva Spahia (Textile Engineering Professor), for an average of three to four days per month, to make regular visits to firms in order to introduce to new companies and/or monitor at previous ones the PEP system of collecting, tracking and analyzing 15 key performance indicators (KPIs). Over the past year, the PUT consultants made 95 visits to 25 garment and 10 footwear manufacturers.

By maintaining regular contact with companies and reviewing with them their KPI data and trends over time, the two PUT consultants employed by Rritje Albania identified problem areas in production and technical assistance solutions. Production improvements were seen in such areas as line balancing, quality control, scheduling, human resource management, product design, CAD/CAM services and patternmaking. For more details on how firms assisted by the PUT consultants are using the KPI system to improve overall productivity, please see examples of KPI analysis generated for various companies in **Annex I** of this report.

#### ***PUT Thoughts on the Private Sector***

*“As a result of our field visits to companies we have been able to generate many contacts and increased the visibility of our department activities and services we can offer to companies...We have received many requests from various companies who are interested on testing leather and fabrics at our university facilities, on receiving training and design assistance on our CAD/CAM facilities, as well as hiring our most talented students as textile engineers, productions managers, designers and/or patternmakers... We have established a stable cooperation with Madison Avenue, Ola 1, Arbi, NPV in Korça and SAM has continually used our services and testing facilities... A new relationship has been established with Imesalb for the first time with regards to sample testing. We also trained the designer of Ola 1 in Tirana for period of two weeks on Kaledo style software (design program). The trainings were delivered at the company and in our university laboratory...”*

***- Ermira Shehi  
PUT Lecturer and PEP consultant***

In addition, the PUT consultants worked with garment and footwear companies to complete a skills inventory of the firms' workforce. Companies using the skills inventory template, which is part of the Productivity Toolkit developed last year by productivity consultant John Haycock, are now able to identify where needed skills are missing and use this to inform their human resource planning and staff training. As a complement to the skills inventory, the PUT consultants conducted a second survey, a training needs assessment, at 25 garment and 10 footwear companies. The survey found that there are a large number of garment companies (48% of respondents) that are interested in expanding into full package service (FPS) capabilities which would require training on CAD/CAM design and pattern-making. Also, 80% of companies interviewed seek new technology and machine maintenance specialists and training of mid-level technicians, machine maintenance specialists, line supervisors and production managers was also a high priority for garment and footwear firms alike. Other positive outcomes from bringing PUT faculty and students closer to satisfying the needs of the private sector garment and footwear enterprises can be found in the expansion of PUT's internship program, graduate thesis topics chosen that help inform industry decision-makers, greater use of PUT's world-class fabric and leather testing facility, business owners visiting the PUT and leading guest lectures to students. Details and illustrative examples are found below:

- 27 PUT students, who also benefited from the project's career development trainings, were placed as interns. Upon graduation, seven were hired by garment or footwear firms, and five found jobs in other industries.
- For the first time, an owner of a leading footwear company, *Mito*, delivered a training lecture on leather processes and testing for PUT students in April 2012.
- PUT assisted Madison Avenue, NPV International, Ola1, SAM, Nesle and *Ola 1* with the use of CAD/CAM systems for designing and pattern-making. *Dyrrahsped*, *Fask*, *Facelo*, *Kler* and others have expressed interest in, and are prepared to pay, for a CAD/CAM training course led by PUT for their staff.
- Blue Sky, Picari, Imesalb, Madison Avenue, Ola1, Arbi, NPV International, SAM, and Naber Konfeksion used the PUT facilities for the first time to test fabrics and leather, at a cost significantly less than was previously paid using facilities outside of Albania.

Rritje Albania's capacity building of the PUT Textile Engineering Faculty to conduct consultancies, promote PUT's testing and laboratory facilities to meet business needs, strengthen the internship and career office programs for PUT's undergraduate and graduate students, and introduction of technical curriculum enhancements through guest lectures by foreign STTA experts and local business owners, are all helping to build sustainable relationships between public and private sector actors. These partnerships will support the competitive development of Albania's garment and footwear sector for years to come.

### Private Sector thoughts on the PUT

*"USAID/Rritje Albania put us in touch with the Polytechnic University of Tirana because I needed training on the use of the Kaledo [garment design software]. After an initial training overview at the university classroom, one of the university professors came to the premises of our company and trained me on how to use Kaledo for our design work. It has made a huge difference to my work, and to think I was not even aware that we could find this type of service here in Albania..."*

**- Majlinda Klemi  
OLA 1, Production Manager &  
Designer**

Looking ahead to next year, PUT has asked Rritje Albania's help to establish a life-long learning continuing education program that can be either offered at the university or at companies' premises. The primary target would be either current employees of garment and footwear firms or those wishing to upgrade their knowledge and skills to fill needed positions in those industries. Approval to run such courses for fees has already been received from the Ministry of Education.

### *Assisting firms to acquire knowledge and access to alternative financial instruments*

According to the World Economic Forum (WEF) Global Competitiveness Report 2010-2011, the number one constraint faced by Albanian businesses for business growth and expansion is access to finance (A2F). Businesses' financing needs relate to investments in new technologies and equipment, working capital, utilization of overdrafts for operational expenses, and the sourcing of raw materials. Most Albanian companies are neither aware of all the financing instruments available, nor do they understand the relative advantages and disadvantages of each instrument in order to select wisely. Aside from the typical self-financing methods utilized by Albanian businesses through personal savings or family borrowing/support, overdrafts, and bank loans<sup>20</sup>, Rritje Albania seeks to raise the awareness of Albanian businesses on the types and uses of alternative financial instruments to access the appropriate mechanism(s) for their business expansion needs.

Building on the success of nine A2F roundtables on leasing and factoring held in FY2011, and the high demand of the business community, Rritje Albania, in partnership with the AEGIS Strategic Consulting Group (ASCG) and Factoring Chain International, organized two training roundtables on factoring in Durres on November 22, 2011 and in Tirana on November 23, 2011 that attracted a total of 97 participants. The training was led by Mr. Papatheodorou, an owner of a successful factoring company in Greece and a member of the board of directors of Factoring Chain International. Once Mr. Papatheodorou opened the floor for questions, one participant asked, "Where have you been until now?" Posing the question rhetorically, this participant was expressing a frustration shared by many that Albanian businesses are in great need of both advice and access to trade-related financing services.

The roundtables were attended by 54 businesses and 21 public and financial institutions in Albania, as indicated the table below.

**Table IV-B.3 – Summary of A2F Factoring Roundtables in November 2011**

Sector	Durrës	Tirana	Total
Garment	4	2	6
Footwear	2	3	5
Tourism	0	1	1
ICT	0	2	2
<b>Firms in project target sectors</b>	<b>6</b>	<b>8</b>	<b>14</b>
Agro-business and Food Processing	7	1	8
Wood Processing	1	0	1
Trade/Transport	3	6	9
Legal firms	0	4	4
Mining	0	6	6
Other	4	8	12
<b>Subtotal of firms</b>	<b>21</b>	<b>33</b>	<b>54</b>
Banks and Financial Institutions	1	15	16

<sup>20</sup> The project's empirical observations are also corroborated by the responses of 36 exporting and financing companies which completed a post-event questionnaire distributed to all 64 participating companies at the June 2011 *Access to Finance Roundtables on Factoring*.

Sector	Durrës	Tirana	Total
Governmental Institutions	0	2	2
Associations, Chambers and NGOs	0	3	3
<b>Subtotal of institutions</b>	<b>1</b>	<b>20</b>	<b>21</b>
<b>Grand Total</b>	<b>22</b>	<b>53</b>	<b>75</b>

In large measure due to the efforts of Rritje Albania to help introduce factoring to businesses and the Albanian financial service industry, four factoring companies have now set up registered and licensed operations in Albania, which had none in 2010. (see adjacent box) One of these, Balkans Factors Albania, led by none other than Mr. Papatheodorou, is expected to begin operation towards the end of 2012 with seven new employees. Among its first clients are expected to be Donniana, a project footwear client, and three other companies in our target sectors. In the next year, Rritje Albania will work closely with the factor companies to monitor the progress of companies in our target sectors that apply for factor finance and we will provide assistance where needed to facilitate their access to this important financing tool.

### Newly Established Albanian Factors

- Albanian Factoring Services Sh.a.
- Omnifactor
- Zig Factoring
- Balkans Factors Albania Sh.a

### *Using grants to introduce new technologies and improved management practices*

Five Rritje Albania grants that were issued this year enabled Albanian companies to adopt new technologies leading to improvements in management practices, cost efficiencies, factory layout changes, new sales and 51 new employees hired. The table below summarizes grant activities that contributed to results under the productivity component. (Note that a full description of the project's grants program is found in Section V- Part A.

**Table IV - B.4 – Summary of grant-funded training on improved technologies**

Activity/ Event	Location	Date	Participants		
			Female	Male	Total
Picari trains staff on new machinery	Fier	Oct-Dec 2011	6	4	<b>10</b>
Omega trains staff on new machinery	Tirana	15 Feb 2012	23	0	<b>23</b>
OLA 1 trains staff on machinery	Tirana	Oct-Dec 2011	13	0	<b>13</b>
Albanian Holiday trains new staff on admin and website maintenance	Tirana	Apr-Jun 2012	0	1	<b>1</b>
Facilization Training on Software Platforms: SOA & WebCenter & BPM & WebLogic	Tirana	7-10 Feb 2012	0	1	<b>1</b>
Facilization Training on Primavera EPPM Release 8.x Design and Configuration	Tirana	16-19 Apr 2012	0	2	<b>2</b>

Activity/ Event	Location	Date	Participants		
			Female	Male	Total
Facilization Training on Primavera P6 Web Access Rel 7 Ed 1 LVC	Tirana	23 May 12	0	2	2
<b>Total</b>			<b>42</b>	<b>10</b>	<b>52</b>

To illustrate the positive outcomes to grant recipients, Omega received a grant of \$20,000 to co-finance 15 new lockstitch sewing machines and eight lockstitch machine with transporters and provide on-the-job training for 23 new female employees to operate them. “We were not planning on doing this right away until we became aware that we could get help from Rritje Albania. This opportunity made us speed-up our long term plans and do it right away. ...I am confident that the new machines, combined with the productivity efficiency gains that we are making through the continuous implementation of Ritje’s KPI system, will enable us to better meet the demands of our customers in terms of both quality and time” said Vjollca Drazhi, Omega Production Manager, depicted with her key production staff in the picture below.



*Vjollca Drazhi, Omega Production Manager and other staff,  
Tirana/February 2012*

*“...The USAID/Rritje Albania grant served as the major incentive for pursuing many of the changes that we have now made at the factory. It actually changed the way I thought about purchasing second-hand machinery as opposed to new. Before the USAID grant, I always ought used machinery. I considered the new machinery was not worth the cost, or the training and re-training of staff on them. It all started with these 10 new machines that I asked USAID to help me buy, and now I find myself investing on new technology changes at the factory up to 200,000 Euros. I recognize the value of this investment now and the good things it will bring for my company. The use of the new equipment is already bringing considerable improvements in the quality of our products and our overall cost efficiency. More importantly, the new machineries are safer for my workers to use and that makes me really happy as their safety is also very important to me...”*

**- Zejni Musai**

## C. Workforce Development Improved (PIR 3)

Workforce development is an integral component that affects all target sectors, as well as activities falling under the other two cross-cutting components. The focus of workforce development initiatives for this year continued to center on two main pillars: targeted capacity-building activities and several interventions to help reduce the gap between demand and supply in the labor market.

Major initiatives addressed in this section include: project activities supporting the establishment of career office functions at several departments within three public universities, project co-funding of the Microsoft Imagine Cup and a Start-up Weekend in partnership with AITA, our collaboration with the Polytechnic University of Tirana (PUT) Design and Textile Department, and the establishment of the PROTIK ICT Resource Centre. Additional efforts of the project to build workforce capacity through training activities that were described in previous sections of this report will not be repeated here.

### C1. Establishing Career Offices for Shaping a Culture of Career-Focused Education

It is common in western universities for career offices to provide students with advice on career management, internship, and job placement, as well as liaise with businesses interested in collaborating with the university. Such structures help universities to prepare students for the workforce and align student knowledge and skills with workplace demands. In Albania, students are required to undertake internships in order to fulfill degree requirements. However, few universities have a career office or offer the necessary preparatory courses related to internships and job search. Instead, internships are usually identified at the department level and placements are made by the professors as favors within their personal and professional networks.

To help improve this situation, Rritje Albania hired STTA workforce development Visar Ademi, who was the workforce specialist on a recently-ended USAID project in Macedonia. To start, a career office awareness workshop was organized on March 22, 2012 for the University of Tirana, Polytechnic University of Tirana and the University of Durrës. The session attracted 26 university deans and professors from 5 university departments. And, to understand Albania's job market better, Mr.

#### University Departments attending ToT Career Centre Management:

- PUT Department of Textiles and Fashion
- PUT Department of Electronic Engineering
- UT Department of Statistics, Mathematics and Applied Economics
- UT Department of IT
- University of Durrës

#### ToT training topics included:

- Things to consider when establishing a Career Centre
- The Importance of creating and maintaining a Career Centre website
- The inclusion of Career Counseling courses in the teaching curriculum
- Towards a sustainable and functional Career Centre that is responsive to job market demands
- Networking with the private sector, etc.

#### Metrics of Students Career Development Trainings

- 141 students, including 102 female
- 4 public university departments, 3 days
- 4 Trainings Topics, including *Developing a Career Portfolio, Writing a CV, Writing a Motivation Letter, Presentation Skills for a Job Interview*

Ademi also met with several ICT companies, a garment company and two Albanian firms that run career services and job placement websites. The information gathered helped shape the STTA expert's activities for the second phase of his assignment during April - May 2012.

In April, Mr. Ademi returned to deliver an intensive 5-day Training of Trainers (TOT) on career center management that was attended by 21 lecturers and professors from different public university departments. Other deliverables included a career office manual describing career coaching roles, the development of the career management curricula for university students and two sets of TOTs on career management and career office services.

The ToT workshop was followed by four workshops on Career Development Trainings held on April 27 and May 2-3 for students at these public universities. The aim was to train students, with future career office staff in attendance, to develop a career portfolio, improve their CV and motivation letter writing skills, and to improve their communication abilities to successfully pass job interviews. The trainer used a series of group exercises and role-plays that allowed the participants to practice the newly acquired knowledge in recruitment situations. The participants were also given copies of the 3-part series: *Guidelines on Effective Internships* that was published by Rritje Albania last year.



*Public university lecturers and STTA workforce development expert Visar Ademi on the last day of training workshop on Career Centre Management  
Tirana, Albania/ June 2012*

Mr. Ademi met with the Albanian recruitment companies DuaPunë, Aneqion and Çelsi, which own and manage workforce web sites. All three showed interest in supporting university career centers by linking them to companies recruiting interns and/or employees. The expert also met with AITA member firms who reiterated the need for a sustainable structure that would filter talented graduates and job seekers for appropriate skills and competencies. In this regard, they expressed readiness to support and promote university career centers as viable solutions to this problem. Based on this and the extremely positive feedback received from the universities themselves, there is a strong demand to establish formal career

offices at these major public universities matched by strongly motivated university faculty and administration to see that they are put into place.

In September, the four departments at UT and PUT informed the project that they approved new courses and enhanced existing curricula with materials provided by Mr. Ademi. The PUT Department of Textile and Fashion will include a career counseling module as part of an existing subject, taught in Year 3 of its Bachelor of Arts program. Also, the PUT Department of Computer Science will integrate career counseling modules in an existing course on *Project Management*.

The UT Department of Information Technology will utilize career counseling modules in a new course to be introduced during the second term (February – June 2013) as a compulsory course for an estimated 200 third year BA students. And, the UT Department of Mathematics, and Statistics, and Applied Informatics will use the modules to develop an open course to third year BA students.

In meetings with the UT Dean of Faculty of Natural Sciences, and the Head of Department of Statistics, Mathematics and Applied Economics, Rritje Albania was told that the UT has decided to open a Career Center office at University's Rector's Office, and an office in each of its seven faculties to serve as co-ordination office. This decision, taken in September, is expected to be implemented soon. The Faculty of Economics and the Faculty of Natural Sciences have already allocated office space for this purpose.

After learning about the Rritje Albania activities on career counseling development, the project received requests from other universities for similar support. These include Marin Barleti, a private university, as well as Kamza University and the University of Korca that are both public institutions. In the case of the University of Korca, it opened a new career office one year ago that is staffed with 2 full-time employees but is lacking sufficient materials and technical capacities. To help meet the demand of these institutions, Rritje Albania met frequently with AADF, which has expressed a strong interest to provide supplemental funding to establish career centers at public universities, including funding for infrastructure, equipment and complementary human resource capacity building. Moving forward with this collaboration is expected to be one of the project's major initiatives in its next annual work plan.

Considering the crucial role that job search web portals can play in linking private sector employers to job seekers and educational institutions, Mr. Ademi returned in September to help DuaPunë ([www.duapune.com](http://www.duapune.com)<sup>21</sup>) to improve its business model to generate commercially sustainable revenues, which are lacking at the present time, while providing new and improved job search and employment services. Working closely with the website's owner, DM Consulting, Mr. Ademi helped it to develop a strategic plan and a new organizational chart. He also provided specific recommendations to develop the portal's brand image, pricing strategy, improve site content and layout, and create a virtual career center.

### **C3. Microsoft Imagine Cup Competition comes to Albania**

During the second quarter of FY2012, the project partnered with Microsoft to bring to Albania for the first time the Microsoft Imagine Cup. An annual worldwide series of student technology competitions focusing around Microsoft technology, Imagine Cup encourages young people to apply their imagination and creativity to technology innovations that can make a difference in the world. Now in its ninth year worldwide, the Microsoft Imagine Cup has grown to be a global event. The project's assistance to the competition included helping to ensure broad participation by students from many universities, serving on

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<sup>21</sup> According to the STTA workforce development expert, DuaPunë is the most advanced online job portal in Albania. The portal has approximately 1,200 registered companies posting jobs online and 30,000 listed job seekers and serves the market segment of skilled professionals and university graduates. It also enjoys well-established relations with many public universities, business associations and chambers of commerce.



*First place winners of Albania's 1st Microsoft Imagine Cup created a virtual market software application that will link agricultural enterprises, small farmers, and buyers together. Tirana/March 2012*

In addition, this activity served as a platform to introduce and promote the PROTIK ICT Resource Center as an upcoming new player that encourages ICT sector development and entrepreneurship. It was also an opportunity to draw attention to the issue of increasing students' employability. The Cup Finals were held on March 15, 2012, and the event attracted support from a host of public and private stakeholders, including the GoA, several donor organizations, AITA, 10 leading ICT companies, and 22 public and private educational institutions. The best 10 student-teams were invited to present their project-proposals to a panel of expert judges representing donor organization from the public and private sectors, one of which was the project's ICT Advisor and future PROTIK Executive Director.

This process was preceded by a high-level conference that was addressed by Albania's Prime Minister Sali Berisha, the Minister of Innovation and ICT Genc Pollo, the Minister of Education Muqerem Tafaj, the USAID/Albania Mission Director, Joseph Williams, and leading entrepreneurs and educators. In his remarks Mr. Williams noted, in particular, the importance of public-private partnerships to help young Albanian minds play an integral role in the development of the ICT sector and the country's future socio-economic growth.

the technical panel of expert judges, providing technical support over the three months leading up to the event and co-financing the technical conference.

Albania's Imagine Cup challenged 20 talented teams of as many as 79 university-level students to come up with concrete projects utilizing the development of innovative software applications. The project's strategic decision to support this activity was seen as a way to identify young student talent to the private sector, as well as encourage the adoption of new technologies and innovation to the private sector.

### **Albania's Imagine Cup Winners**

- **1<sup>st</sup> Prize and Special SNV ProMali Prize: UT, Department of Natural Science, Project – Alb2B:** A virtual market place bringing together agricultural enterprise, small farmers and buyers with GPC and other high tech capabilities.
- **2<sup>nd</sup> Prize: Epoka University, Project – Pocket Emergency:** Mobile/ Tablet application aiming to improve coordination and responsiveness of emergency services (police, hospital, fire departments).
- **3<sup>rd</sup> prize: PUT, Department of IT, Project – Cloud Restaurant Service:** Mobile/Tablet application focusing on restaurant service development according to tourists/customer preferences.



*Albania's 1st Microsoft Imagine Cup drew wide participations from the public and private sectors, educational institutions and national media and newspapers. Tirana/March 2012*

The student-teams did not disappoint. The top four teams, made up of 16 students in total, were hired and trained, almost immediately after the competition was over by top Albanian ICT firms including ICT Solutions, IkubInfoSoft, Cactus, and others. One of the students is working to establish his own start-up business, while two other teams were approached by the Top Channel Media Foundation and the Ministry of Health to help them develop their teams' original ideas into commercial products. The student's enthusiasm was contagious and the application of technology was impressive, with ideas ranging from mobile applications, improved health services, intelligent IT products, and improved education for children in remote areas. Other innovative ideas included web-portals promoting

tourism, Albanian traditional cuisine and restaurant information through icloud services, and ideas to virtually facilitate B2B meetings. Preparations for the 2<sup>nd</sup> Albania Imagine Cup are already under way, and this year the project will channel its cooperation with Microsoft Albania through the PROTIK ICT Resource Center.

#### **C4. Bringing young entrepreneurs and students closer to the private sector**

During the third FY2012 quarter, the project supported AITA in organizing the first Start-up Weekend in Albania from 20-22 April 2012. The Start-up Weekend is an internationally recognized brand featuring a global network of leaders and entrepreneurs on a mission to inspire, educate, and empower individuals, teams and communities, initially originating in the USA. Startup Weekends are 54-hour events where developers, designers, marketers, product managers, and startup enthusiasts come together to share ideas, form teams, pitch and test ideas, build products, and launch startups. This activity gathered over 140 Albanian programmers, designers, marketing professionals, students of management and finance who worked together to develop prototypes to launch in the market, with the aim of creating new enterprises in the field of ICT. Over Saturday and Sunday teams focused using the LEAN Startup methodologies to validate their ideas, develop a customer base, and build a potential viable product. On



*AITA Start-Up Weekend, Tirana, Albania/ April 2012*

Sunday evening teams demonstrated their prototypes and received valuable feedback from a panel of experts.

The set-up and preparatory work for this activity was completed by an international team of Start-up Weekend experts from Norway, the United States, and Albania. A total of 28 start-up ideas were introduced, of which 12 were selected for further development into business models within a timeframe of 54 hours, and then presented to a jury composed of representatives of the event donors. Ideas ranged from an online tourist guide, software for school timetables, a professional web-builder idea, an e-pay project, an e-market place for selling handmade products, and others.

Aside from co-sponsoring AITA's Start-up Weekend and serving on the technical panel, Rritje Albania offered to provide to the three winning teams, *Grandmothers Employment*, *Sixframes*, *Albania Tourist Guide*, technical assistance to evaluate the commerciality of the proposed start-up. Other innovative start-up ideas such *SmartStep Web* and *Easy ISP* were selected

for partial incubation at the PROTK ICT Resource Center. *Fashion Gov Albania*, an e-marketplace of fashion and accessories which sprung up as an idea from the Start-Up weekend, was launched on September 28, 2012. Please see the platform on [www.fgal.in](http://www.fgal.in). The winning ideas, *Grandmothers' Employment* and the *Albania Tourist Guide*, have also become part of the Business Plan Competition organized by METE, AIDA, and the Organization for Economic Co-operation and Development (OECD) with the aim of securing the appropriate start-up funds.

### AITA Start-Up Weekend in Numbers

- 142 participants/ 37 females
- 28 start-up business ideas
- 12 teams turn the best 12 ideas into prototype models in 54 hours
- 10 public and private sector sponsors of the activity, including Rritje Albania
- 3 prize winners to commercialize their business start-up ideas
- 4 private companies, Crimson Capital, Konsort, DM Consulting and 1UP agree to help commercialize winning ideas
- 3 students offered internships

### C5. Discussing Employment Policies and Providing Job Seekers with Career Advice at the Annual AmCham Job Fair

During the same week of the ToT workshop on Career Centre Management and student workshops on Career Development Training, the project supported AmCham in organizing a national conference on Labor Market Issues, held on April 25, 2012, and its annual job fair on April 26-27, 2012. The conference attracted 56 participants, representing 26 private sector companies, 2 trade unions, and 12 central and local government institutions. Discussions focused on changes to Albania's labor code, current issues and challenges, and the project's

### USAID/Rritje Albania Career Advice Booth Metrics

- More than 50 job seekers advised
- 75% were recent graduates looking for internships or first job opportunity
- 20% of job-seekers with 2-3 entry-level years' experience
- 5% were returning emigrants looking for assistance to adapt themselves in the Albania job market.

relation to Albanian legislation and procedures on student internships.

According to AmCham, the job fair was attended by 18 companies that advertised 100 job vacancies and attracted around 1,500 job applications. At least 36% of the vacancies were filled during the course of the job fair. Rritje Albania partnered with Pedersen and Partners, a leading executive research firm, which supplied two of their career counseling consultants who delivered job seekers with pre-employment career advice at a special booth sponsored by the project. Their advice covered a range of topics, including writing tips for improving CVs and motivation letters, frequently asked questions about job-interviews, researching internship/job opportunities and networking, researching and studying a prospective company prior to attending interview, presentation skills, body language and appropriate dress code for interviews, follow-up process and thank-you-letters after job-interview, and career planning and development.

At least 50 job seekers that received assistance at the career advice booth and responded to our questionnaire were also given copies of the 3-part *Guideline on Effective Internships* developed by the project last year. Following one-on-one consultation with the two career counseling experts, the job seekers were able to incorporate given advice and changes to their CVs and motivation letters in real time by utilizing a laptop and printer provided on-site by the project. After this, they were able to approach and distribute their improved CVs to prospective employers participating in the fair.



*Job-seekers at AmCham Job Fair receive career counseling advice at USAID/Rritje Albania Career Advice Booth, Tirana, Albania/April 2012*



*Job-seekers waiting to be seen by the career counseling experts at the USAID/Rritje Albania Career Advice Booth, Tirana, Albania/April 2012*

## **C6. Public-Private Sector Linkages and Curriculum Development to Help Shape a Culture of Employable Knowledge and Skills**

In addition to career guidance services, cooperation between Rritje Albania and the PUT Department of Textiles and Fashion extended to capacity-building activities to its lecturers and students through exposure to the new BYOB garment program and follow-up work on implementation of the PEP program at firm-level, as already described in Section IV part B of this report.

Our inclusion of two PUT professors in the PEP Program last year led to new linkages between the PUT and private garment and footwear companies. This marked the first significant contact between the university and footwear firms. Also, a questionnaire on internships with 23 students who had attended last

year's PEP lecture series revealed that 82.6 percent of them had applied PEP-related skills gained at the university in their internship placements. A significant example of how the PUT is strengthening its ties to the private sector thanks to project support, relates to *Mito 2*, a footwear company and industry leader that delivered, for the first time in April 2012, a guest lecture to PUT students and teachers on leather processing. The university reports that a second business has offered to lead a guest lecture during the fall term of the new school year.

In response to the findings of the garment sector needs assessment<sup>22</sup> conducted by the PUT consultants for Rritje Albania that signaled the need for qualified mid-level technicians, the project is exploring how to build capacities at the secondary level vocational schools in FY2013. These schools are an important link in the labor supply-demand picture because they are the educational institutions tasked with providing garment and textile courses for the preparation of mid-level technicians that the industry requires. It is envisioned that the project's work in this area next year, along with its work to help PUT put into place a continuing education program outside of its degree program, will be two legacy initiatives of the Rritje Albania project that will continue to sustainably serve the needs of the garment and footwear industries long after the project closes.

The project met with the directors of two VET schools in Tirana and Korca, and identified a number of challenges (see box adjacent) that hinder their ability to attract students and impart the knowledge and skills sought by private businesses. As a first step, the project has begun to link these VET schools with the PUT, so that the university can share its experience of getting closer to the private sector as a result of project assistance over the past two years. In the future, PUT may help these schools with enhanced curriculum content such as the PEP toolkit and other technical guides and resources developed by the project's STTA experts. Additionally, the project has met with the Director of the National Chamber of Garment and Footwear Manufacturers (NCGFM) and he is ready to lobby his members to donate used/or new machineries for the schools' workroom. The NCGF since received an official request from the *Karl Gega* National Vocational School in Tirana for donation of used garment production equipment to upgrade its workroom, and NCGF has disseminated the request to its member companies. Additionally, the VET schools plan to participate in future meetings of the GFSWG and its workforce sub working group.

Similarly to last year's series of PEP lectures that enhanced the teaching curricula of the PUT, a series of three BYOB workshop lectures, introducing new topics of *Sourcing Raw Materials, Costing, Pricing, and Merchandising*, were held during the first FY2012 quarter. The lectures were attended with great interest by 72 students at the undergraduate and graduate levels. A post-workshop questionnaire conducted by Rritje Albania to gather students' feedback on the experience revealed high interest in the program and trust in the professional value of the training content. (Please see adjacent box). The three lectures on BYOB topics enhanced the PUT curriculum, were

### Challenges Faced by Vocational Schools

- Poor workroom conditions for conducting practical skills trainings
- Virtually no links to the private sector
- Poor image and reputation of vocational school educations
- Low enrollment rates
- Out-dated curricula which does not reflect new knowledge and technologies
- Limited school resources and budget

<sup>22</sup> The need assessment survey of 35 garment and footwear companies was completed by the PUT consultants as part of their PEP follow-up technical assistance assignment from January-June 2012.

incorporated into the examinations administered to the students and were developed into teaching aids for professors leading future classes.

In November 2012, Rritje Albania helped the PUT Department of Textiles and Fashion gain greater visibility by facilitating their participation and presentation to a considerable number of public and private sector actors at the CFA *National Conference on the Future of Fassion in Albania* (described earlier in Section IV Part B of this report). The project supported the participation of one of the PUT consultants, Mrs. Ermira Shehi Head of Department of the Design and Textile Department, to the *Istanbul Tex-Bridge Fair in March 2012*. It was the first such fairs that she had attended and she found the experience very valuable as she accompanied Albanian BYOB firms and Rritje Albania consultant Mr. Fieman as they shopped for textiles and trim for their new collections and held B2B meetings. She also attended numerous technical symposia and presentations, which she reported were directly relevant to her teaching and professional capacity development.

In tourism, Rritje Albania invited the American Hotel and Lodging Educational Institute (AHLEI), the training arm of the American Hotel and Lodging Association (AHLA), to visit Albania to meet with the ATA and prospective universities in order to explore the possibility of securing the rights to sell AHLEI certified hospitality training courses in Albania. The regional AHLEI representative, based in Poland, agreed to travel at his own expense to Albania in October 2011. For its part, the project agreed to organize individual B2B meetings with the ATA and universities and a roundtable meeting with 14 tour operators and hotels and five public and private higher education institutions. As a result of these meetings, four universities expressed written interest to AHLEI to partner with them in Albania. Of these, Marin Barleti, signed a five-year contract with AHLEI and agreed to pay annual licensing fees totaling \$30,000 over five years in addition to minimum annual orders of textbooks and teaching materials as well as a commitment to pay a portion of training of trainer costs in order for its faculty members to be certified to teach AHLEI courses. In July Marin Barleti submitted a request to the Ministry of Education to modify its 3-year Bachelor Degree curriculum in order to include six AHLEI tourism management courses starting from the incoming 2012 student class.

Marin Barleti has asked Rritje Albania to provide co-financing support for the AHLEI TOT of its professors, which may also be attended by tourist consultants in order to build a larger cadre of experts that can offer continuing education courses to people outside of Marin Barleti's degree programs. The intention is to offer these short courses outside of Tirana and targeting people already employed in the tourism sector that wish to upgrade their knowledge and skills using AHLEI's world-class course materials.

### **BYOB Lectures in Numbers**

- **72 undergraduate and graduate students attended the BYOB series of 3 workshop lectures**
- **93.2 % would like to start a career in merchandising and/or sourcing**
- **93.2 % believe that including and expanding upon BYOB topics in university curriculum will better prepare them professionally**
- **96.6 % are interested in attending future lectures on BYOB topics**

## C7. Start-up Hotel Guidelines developed in support of tourism workforce development

During the first FY2012 quarter, the project provided technical assistance to the start-up hotel Kotoni through two local STTA consultants who are members of the AAQM Assessors' group. The assistance consisted of establishing the essential *soft infrastructure* of the hotel management system, drafting a manual of standard operating procedures for all departments and recruiting, and training the staff of Hotel Kotoni which opened for business in November 2011.

The knowledge and experience captured in the process was codified into a set of guidelines for start-up hotels. In collaboration with the ATA, the guidelines were shared at a training workshop on January 18, 2012 that targeted new or recently opened hotels. Key topics of the workshop are summarized in the adjacent box.

### Key Workshop Topics Start-up Hotel Guidelines

- First steps to establish a hotel business;
- Training staff on provision of quality hospitality services;
- SWOT analysis
- Establish a good communication system between hotel management and personnel;
- Define target markets for start-up hospitality business;
- Data use, management and analysis according to industry standards;
- Application of sustainable tourism standards as set forth by the AAQM program;
- Application of general quality management standards such as those provided by ISO 9001.

## SECTION V

### CROSS-CUTTING ISSUES

#### A. Small Grants Program

The Rritje Albania small grants program was launched in mid-January 2011. The initial value of the facility was \$500,000 USD but this was reduced by contract modification to \$325,000 in September 2012. To date, Rritje Albania received a total of 28 grants applications, of which 23 met minimum eligibility requirements. Of the 23 eligible applications, 12 were submitted by private businesses new to the project, 10 were Rritje Albania CGP clients, and 11 were from business associations and non-governmental organizations. The following table summarizes information on grants that have been approved by USAID/Albania to date and are currently being implemented with support from Rritje Albania.

**Table V – A.1 Summary of Grants through September 2012**

GRANTS APPROVED in FY2011					
Company/Organization		Sector	Amount	Approval Date	Other notes
1.	Albania Holiday	Tourism	\$14,000	30 June 2011	Under implementation
2.	Association of Traditional and Artistic Crafts and Trades (ATACT 1)	Tourism	\$10,000	30 June 2011	Closed January 2012
3.	Facilization	ICT	\$19,710	30 June 2011	Under implementation
4.	Ola 1	Garment	\$20,000	15 August 2011	Closed February 2012
6.	Picari	Footwear	\$21,000	15 August 2011	Closed February 2012
GRANTS APPROVED in FY2012					
Company/Organization		Sector	Amount	Approval Date	Other notes
7.	RASP	Tourism	\$8,913	25 October 2011	Grant closed August 2012
8.	DMO Korça	Tourism	\$9,000	06 December 2011	Grant closed August 2012
9.	Omega Shpk	Garment	\$20,000	14 February 2012	Grant closed Sep 2012
10.	Albanian Rafting Group	Tourism	\$20,000	26 March 2012	Under implementation
11.	ATACT 2	Tourism	\$14,707	28 June 2012	Under implementation
12.	Elite Travel	Tourism	\$16,080	24 September 2012	Grant agreement signed

Rritje Albania issued its Annual Program Statement (APS) September through a Call for Applications advertised in two daily national newspapers over a period of four days. Moreover, the advertisement and the APS were emailed to a total of 452 companies and associations included in the project's contact list. The full APS, Grant Application forms, Grantee Instruction Manual, and other related materials were also

### Grant Applications Criteria for Eligibility

- Compatibility with overall Rritje Albania goals and objectives
- Potential measurable impact
- Feasibility of proposed initiatives
- Monitoring and evaluation mechanisms
- Evidence of management and programmatic capacity
- Appropriate overall budget
- Company's ability to share a minimum of 50 % of total costs
- Extent to which a gender component is incorporated throughout the proposed activity
- Environmental compliance<sup>1</sup> with stated USAID/Washington requirements.

posted at the Rritje Albania website in both languages, English and Albanian, where they can be downloaded and viewed by interested applicants.

A pre-grant awareness workshop was held on September 19, 2012 at the Tirana International Hotel, drawing the attention of 34 participants representing companies (17) and various associations. The aim was to help potential applicants better understand the grant eligibility requirements, the likely activities to be supported through grant funding, and the various steps in the application process. The session was followed up by receiving applicants at the project office to discuss ideas in greater detail. A pre-application "grant idea tracker" is updated daily by grants manager, alongside a "weekly grants update" to ensure potential grantees' requests for information and applications are followed-up promptly.

Grants are initially reviewed by the project's grants manager and later by a three-person Technical Evaluation Committee (TEC). Applications are assessed against a set of criteria, as outlined in the project Grant Manual that ensures a clear and transparent grants management process. Upon satisfaction of these criteria, the application is then forwarded to USAID/Albania for final review and approval.

The FY2012 activities for each approved grantee are summarized in the table below:

**TABLE V-A.2 – Summary of FY2012 Grant Activities**

Summary of FY2012 Activities by Grantee		
Albania Holiday Shpk		
Name/Type of Grant Activity	Key Activities/Milestones Achieved	
1. Design and launch a new online hotel booking platform for Balkan countries <a href="http://www.balkan-hotel.com">www.balkan-hotel.com</a>	<ul style="list-style-type: none"> <li>✓ Software developed by a US based company and tested</li> <li>✓ Website and booking platform live and functioning</li> <li>✓ Over 100 Albanian hotels in the booking platform</li> <li>✓ 10-15 touristic cities/towns identified for each neighboring country are in the booking platform, 1 new staff working full time</li> <li>✓ 10 best rated hotels in identified cities in the booking platform</li> <li>✓ Company promotes booking platform to selected hotels in region</li> <li>✓ 300 hotels in Macedonia, Greece and Kosovo visited in the region to-date and 40 hotels registered at the website (preregistration phase), awaiting to sign contracts</li> </ul>	

Facilization Shpk	
Name/Type of Grant Activity	Key Activities/Milestones Achieved
2.	<p>Develop internal competencies to become Albania's first licensed reseller of Oracle Primavera software solutions</p> <ul style="list-style-type: none"> <li>✓ Server installed</li> <li>✓ Company hired a total of 4 new employees during the grant implementation</li> <li>✓ Attended 5 training courses on Oracle Primavera Certification during October –December 2011 period.</li> <li>✓ Attended 1 training for 1 staff on 07-10 February, Course: Software Platforms: SOA &amp; WebCenter &amp; BPM &amp; WebLogic, in Malaga, Spain</li> <li>✓ Completed 4 training courses during April-June 2012 period : "Primavera EPPM Release 8.x Design and Configuration" (2 trained in Prague, 16th - 19th April 2012); "Primavera, Resource Management" in P6 Web Access, Rel 7" online course, 23-May-2012;</li> <li>✓ Attended "Primavera, Resource Management in P6 Web Access, Rel 7" online course,23-May-2012</li> </ul>
Ola 1	
Name/Type of Grant Activity	Key Activities/Milestones Achieved
3.	<p>Acquire innovative printing capacities by procuring new machine for thermo printing on fabrics</p> <ul style="list-style-type: none"> <li>✓ Grantee procures new calendar for transfer thermo printing</li> <li>✓ Grantee hired and trained 13 new employees on newly acquired technology</li> <li>✓ Grant closed out</li> </ul>
Picari Shpk	
Name/Type of Grant Activity	Key Activities/Milestones Achieved
4.	<p>Improve productivity by new technology of 10 modern leather cutting machines</p> <ul style="list-style-type: none"> <li>✓ Grantee procured and installed 10 new modern leather cutting machines</li> <li>✓ 10 employees trained for two days to use new equipment</li> <li>✓ Grant closed out</li> </ul>
Rural Association Support Programme	
Name/Type of Grant Activity	Key Activities/Milestones Achieved
5.	<p>Identification and promotion of Local food and gastronomy as a tool to develop tourist services and workforce in Korca Region</p> <ul style="list-style-type: none"> <li>✓ Training of 8 participants on Mach 24, 2012</li> <li>✓ Promotional event June 14, 2012 at Korca Economic High School</li> <li>✓ 20 students awarded certificates</li> <li>✓ Final grant event held on July 20<sup>th</sup> in Korca</li> <li>✓ Grantee assists 20 hotels and restaurants to prepare informative leaflets and menus on origin and tradition of local food and dishes</li> <li>✓ Enhanced curricula for traditional products of Korca prepared in collaboration with staff of the "Isuf Gjata" economic high school</li> <li>✓ Publication, promotion and dissemination of cultural cook book</li> <li>✓ Grant closed out</li> </ul>
Destination Management Organization Korça	
Name/Type of Grant Activity	Key Activities/Milestones Achieved

6.	Development of Korca Region tourism product value chain	<ul style="list-style-type: none"> <li>✓ Go-Albania website designed and content developed</li> <li>✓ 11 tour packages developed and promoted on “Go Albania”</li> <li>✓ Hiking trail in Dardha defined by GPS (4 km), as an example for the community, involving young people from the community</li> <li>✓ More than 30 hotels and guest houses contacted in Korca Region (urban and rural area), 10 restaurants, and 2 agencies of transport</li> <li>✓ 14 tour guides trained in techniques and now work in the region.</li> <li>✓ 20 local artisans (mainly Roma women) trained on product development, promotion and tourism-related business issues</li> <li>✓ Grant closed out</li> </ul>
<b>Omega</b>		
Name/Type of Grant Activity		Key Activities/Milestones Achieved
7.	Purchases 23 new lockstitch sewing machines to replace 50 yr old technology	<ul style="list-style-type: none"> <li>✓ Equipment purchased and installed;</li> <li>✓ Grantee likes the new technology so much it doubles the number of machines purchased with its own funds</li> <li>✓ Grantee hires 23 new staff and trains 25 on new technology</li> <li>✓ Grant closed out</li> </ul>
<b>Albanian Rafting Group (ARG)</b>		
Name/Type of Grant Activity		Key Activities/Milestones Achieved
8.	Establish a rafting training and hospitality center and acquire international certification	<ul style="list-style-type: none"> <li>✓ 13 persons trained on European-approved first aid techniques</li> <li>✓ 13 trained on Rafting Guide Training Course</li> <li>✓ 10 people certified as Professional Rafting Guides</li> <li>✓ International standard rafting equipment procured</li> <li>✓ Rafting center and camping site completed</li> <li>✓ ARG team participates in the World Rafting Championship, Czech Republic and wins 4<sup>th</sup> place.</li> <li>✓ ARG participates in various tourism fairs and promotional activities in the national and international spheres</li> </ul>
<b>ATACT 2</b>		
Name/Type of Grant Activity		Key Activities/Milestones Achieved
9.	Business knowledge and skills training for Albanian Traditional Arts and Crafts artisans in Pogradec	<ul style="list-style-type: none"> <li>✓ 45 women trained from July 2-6, 2012 and July 15-18, 2012</li> <li>✓ 50 women, 45 Albanian and 5 Kosovar participate in Trade Fair July 19-20, 2012</li> <li>✓ Average 5-6 products/day sold by each participant at Trade Fair</li> <li>✓ Average net profit/woman/day at fair 800-1,000 ALL</li> <li>✓ 8,000 estimated visitors at the fair</li> <li>✓ Open market functioning during all summer season</li> <li>✓ Estimated 500 visitors /day at the open market</li> </ul>
<b>Elite Travel DMC</b>		
Name/Type of Grant Activity		Key Activities/Milestones Achieved
10.	Develop and sell new tour management software	<ul style="list-style-type: none"> <li>✓ Grant agreement signed on September 24, 2012.</li> </ul>

### *International Standards for Developing Albanian Rafting Tourism*

The Albanian Rafting Group (ARG), the only rafting sports association in Albania, was assisted through a Rritje Albania grant to increase rafting/adventure tourism products in Albania in accordance with international standards of safety, environmental protection and sustainable tourism development. ARG collaborated with the Albanian Red Cross and the Albanian Rafting Federation to organize and conduct a two-part professional certified rafting guide training course. The first, *Theoretical Training and Exam on Professional Rafting Guides* held from May 13-18, 2012 covered rafting sport history and practice, as well as a first aid course in compliance with the European Card of First Aid. Trainees who passed an exam were invited to participate in *Part II - Practical Training on Professional Rafting Guides*, which was held from May 19- May 26, 2012 as outdoors practical skills-training in rafting terrain.

These trainings created a pool of 10 certified rafting guides. Following this, ARG organized the first-ever *Albanian Rafting Marathon 2012* to raise public and media interest on rafting and the tourism opportunities related to it, as well as give the guides a chance to showcase their newly acquired professional skills. ARG is next working to complete a Rafting Hospitality & Training Centre, where the 10 guides will be permanently employed.



*ARG training on professional rafting guides, Osumi Canyon, Berat, Albania/May 2012*

Other grant related success stories can be found in **Annex B** of this report.

## **B. Partnerships and Coordination**

During FY2012, Rritje Albania partnered with more than 75 public and private institutions. In so doing, the project leveraged resources and capitalized on synergies to achieve more positive outcomes and greater impact. In addition, technical cooperation with such a wide spectrum of stakeholders facilitates greater PPD and better ensures the transfer of knowledge to local actors to achieve sustainable development, in harmony with USAID's Forward initiative.

The partnerships Rritje Albania has created have helped it to engage in and implement meso and macro level initiatives meant to remove constraints to doing business in Albania. The project's newly revised results framework better captures the project's work in this regard. Many initiatives emerged from the project's leadership and active involvement on various committees under the American Chamber of Commerce (AmCham), the Albanian British Chamber of Commerce and Investment (ABCCI) and the Foreign Investors Association of Albania (FIAA) to name a few. As part of its trade and investment component work, Rritje Albania works closely with the newly-formed Albanian Investment Development Agency (AIDA).

Rritje Albania works closely with all the major business associations operating in the garment, footwear, tourism, and ICT industries, as well as collaborating with the PUT. The establishment and inauguration of the PROTIK ICT Resource Center in partnership with the GoA, AADF and other private sector actors, the *National Conference on Copyrights and Other Related Rights* under the initiative of Albania Copyright

Office (ACO), the *Touristic Albania Fair 2012 and Conference* in collaboration with FIAA and ATA, the launch of the *Western Balkans GeoTourism MapGuides* in collaboration with the National Geographic and USAID's RCI, the *Albania Microsoft Imagine Cup*, the annual *AmCham Job Fair 2012 and Conference on Labor Market Issues*, the *AITA Start-Up Weekend*, the *Regional ICT Conference and Matchmaking* event, are just a few examples of the high-level activities and 126 events that Rritje Albania supported in FY2012 to leverage influence, resources, and partnership synergies.

The project maintained fruitful collaborations with the following donor and ministry stakeholders: GIZ, MTCYS and the National Tourism Agency (NTA), Ministry of Economy, Trade and Energy and the Albanian Investment Development Agency (AIDA), Ministry of Innovation and ICT (MIICT), as well as with donor organizations such as the AADF, the EBRD's BAS Program, Dutch CBI, and USAID's RCI Project.

**Table V - A.3 – Rritje Albania's Key Partnerships in FY2012**

Key Partners by Sector		Partnership Activities
TOURISM	ATA, IDRA, NTA, EBRD's TAM/BAS	<ul style="list-style-type: none"> <li>• AAQM Program</li> <li>• AAQM Assessors</li> </ul>
	NTA, ATA	<ul style="list-style-type: none"> <li>• Trade Fair Program and Promotion of Albania as Tourism Destination</li> </ul>
	AHLEI, Marin Barleti	<ul style="list-style-type: none"> <li>• American Hotel and Lodging Educational Institute certification programs</li> </ul>
	ARF, ARG	<ul style="list-style-type: none"> <li>• Training of Professional Rafting Guides</li> <li>• Albanian Rafting Marathon 2012</li> <li>• Establishment of an Albanian Rafting Hospitality and Trainings Centre</li> </ul>
	USAID's RCI NTA, ATA, Auron Expeditions, etc.	<ul style="list-style-type: none"> <li>• National Geographic Website Project on Western Balkans</li> </ul>
GARMENT AND FOOTWEAR	PUT	<ul style="list-style-type: none"> <li>• PEP-KPIs Program</li> <li>• Internship Program</li> <li>• Career Offices</li> </ul>
	CFA NCGFM AFDA	<ul style="list-style-type: none"> <li>• National Conference on the Future of the Fassion Industry</li> <li>• Garment and Footwear Stakeholders Group</li> <li>• VET Curricula Interventions</li> </ul>
	PUT, NCGFM, GIZ, AFDA	<ul style="list-style-type: none"> <li>• BYOB Garment Program</li> </ul>
	AIDA	<ul style="list-style-type: none"> <li>• Mentoring to lead the GFSWG</li> <li>• Industry Websites</li> <li>• AIDA-BRIC Technology Audit</li> </ul>
	GIZ, AIDA, NCGFM, CFA, EBRD, PUT	<ul style="list-style-type: none"> <li>• GFSG Meetings</li> </ul>
ICT	USAID, AITA, Microsoft, AADF, MIICT, Albtelecom, Cisco	<ul style="list-style-type: none"> <li>• PROTIK ICT Resource Center</li> </ul>
	AITA, USAID's RCI, Microsoft	<ul style="list-style-type: none"> <li>• SPI-IT Mark Program follow-up</li> <li>• Start-up Weekend</li> <li>• RCI Regional ICT Event</li> <li>• Albania Imagine Cup</li> <li>• Microsoft Day</li> </ul>
	UT, PUT	<ul style="list-style-type: none"> <li>• Internship Program and Career Office Establishment</li> </ul>

<b>CROSS-SECTOR</b>	AEGIS, ASCG, Balkan Factors	<ul style="list-style-type: none"> <li>• A2F Roundtables on Factoring</li> </ul>
	WIPO, ACO, Microsoft, Inspectorate, Trademarks and Patent Office	<ul style="list-style-type: none"> <li>• IPR Stakeholders' Group</li> <li>• Conference on Copyrights and Other Related Rights</li> </ul>
	AmCham	<ul style="list-style-type: none"> <li>• AmCham Job Fair 2012</li> <li>• Human Resources Committee</li> </ul>

## C. Project Communications

During this year, Rritje Albania regularly communicated its activities and results to a diverse range of actors and stakeholders, including the U.S. taxpayer by way of USAID/Albania and the U.S Embassy; the private sector stakeholders; and the GoA. Our communications goals are focused on generating awareness opportunities for Albanian enterprises to improve their products and increase market competitiveness; on increasing local and foreign investment in the project's target sectors by promoting Albania as a source of quality products and services; and on acknowledging the project's interim results and ultimate impact on the country's broad-based economic growth.

For a summary of FY2012 outputs of project communication and outreach activities accomplished in coordination with a diverse number of partners, please see the tables included in **Annex E** of this report.

Overall, these communication outputs sought to advance Rritje Albania's programmatic and communication objectives towards promoting project initiatives in target sectors, as well as facilitate and affect public-private dialogue at all levels. Although Rritje Albania's work does not focus directly on public sector stakeholders, communication with the GoA and its affiliated ministries and agencies occurs on an as-needed basis, as part of the project's increased focus on macro-level issues concerning target sectors. In light of the new and future partnerships and work activities, Rritje Albania continually adjusts its communication priorities and tools for the intended audiences, particularly those in the Albanian private and public sectors.

## D. Contextual and Implementation Challenges

The uncertainty of the strength and durability of the post-recession recovery coupled with the Eurozone crisis overhanging Greece, Spain, Portugal, and Italy has negatively impacted consumer and business optimism in Albania and its trading partners. Many of the project's clients report dramatically reduced orders from customers and delayed collection of receivables. Price competition in all markets served by Albania's clients is severe and profit margins are being squeezed further than imagined. Some of Rritje Albania's largest footwear and garment clients have taken their former customers to court last year to collect unpaid invoices and their cash flows are under pressure, through no fault of their own.

However challenges sometimes bring opportunities. On the tourism side, Albania offers high relative value for money and continues to see steady growth due to this factor as well as favorable press. For garment and footwear firms, management is highly receptive to project assistance to help them move into higher margin production by embracing full package services (FPS) and our BYOB program. In a corollary development, leading firms are embracing new technology and machinery to enhance productivity and reduce costs of goods sold. Firms also continue to be interested in receiving trade and investment technical help to build corporate identity packages (logo, brochures, and websites) and marketing assistance that helps them attract new buyers. While such improvements build firm-level

competitiveness there is an unavoidable lag between the capacity improvements and increased sales revenues and profit levels.

With the risk of a double-dip recession appearing in the Eurozone – Albania’s major trading market, the firms assisted by Rritje Albania may experience further reductions in orders and tightness in credit markets in FY2013. The stronger firms that have successfully diversified their client base and added new capacity to meet a European demand for shorter supply chains filled with small, specialty orders that can be rapidly filled and sourced economically will likely fare better. And, increased interest continues to be seen from European buyers looking to shift business from formerly low-cost countries such as Estonia, Latvia, and Bulgaria, to name a few.

If Albania’s political situation flares up in the run-up to the 2013 elections, this could affect Albanian businesses and create challenges to Rritje Albania’s implementation strategy and forward work plans. However of greater concern is the economic stability of Greece and Italy, historically Albania’s largest trading partners, and of the Eurozone as a whole.

## E. Reflections and Lessons Learned

Rritje Albania’s annual report a year ago at the end of FY2011 described some of its implementation challenges as follows: “Empirical project findings and expert observations show that Albanian companies generally lack the sophistication and know-how to efficiently establish and project a clear identity and presence in the national, regional, and international markets. In addition, these companies are represented by industry associations that suffer from weak organizational capacities, inadequate financial resources, divided interests, and limited lobbying power. As the voice of Albanian companies, industry representatives continue to need support in identifying and articulate in a compelling manner the constraints that adversely impact their particular sector to a full range of stakeholders and the GoA. In this context, the project is attune to the importance of nurturing and encouraging public private dialogue (PPD), so that industry associations can find specific and actionable solutions based on collaboration with relevant public and educational institutions. The project acknowledges that the process of building such capacities among associations and members, as well as coordinating actions and leveraging resource and support with many partners and stakeholders, represents a challenge that requires continuous efforts, valuable time resources.”

While the statement above was true, significant progress was made in FY2012 thanks in large measure to the leadership of the Rritje Albania project through its initiatives under its three components of trade and investment, productivity and workforce as well as its PPD efforts. Noteworthy examples include: BYOB garment, trade fair support, industry conferences, GFSWG formation, IPR, PROTIK start-up, AAQM, AIDA mentoring and other activities that were integral parts of the 126 separate events supported and/or initiated by Rritje Albania in FY2012.

In delivering targeted assistance and industry capacity building at the micro level (firm), meso level (associations, donors, universities, civil society), and macro level (GoA structures) Rritje Albania successfully leveraged local structures, built local capacities and benefited from co-financing of its activities estimated at \$2,283,470, or 120% of its own total yearly expenditures (\$1,909,318).

Rritje Albania’s mid-project evaluation report of January 2012 noted many successes and lessons-learned by the project in prior years, first among them was the demand-driven, practical assistance provided to firms, particularly in the areas of productivity enhancement. Also, noted was the extensive project collaboration with other donors and local institutions, such as PUT and several business associations, to build their capacities and transfer expertise so firms could continue receiving support after the project

ends. Also, the project's active engagement in forming and leading PPPs and PPDs was cited, in particular its efforts in PROTIK and IPR work. Besides continuing its efforts in these areas, in FY2012 the project repeated these "lessons learned" by starting new initiatives in career office development (UT, PUT, Univ. Durres), continuing education (AHLEI, PUT), GFSWG, National Geographic Western Balkans GeoMaps, and the BYOB garment program.

What this annual report attempts to make clear, is the large benefits that have accrued to the project thanks to the strategic decision taken early on by Rritje Albania to create and work through a large network of partnerships and collaborative relationships that have allowed the project to leverage to great effect its efforts to build enterprise competitiveness and supporting structure capacities at the meso and macro levels of its target industries. Besides this, thanks to its catalytic and influential role, Rritje Albania has managed to shape the debate to help create new and effective working relations between key industry stakeholders. These "legacy PPPs and PPD mechanisms are expected to survive beyond the project ending date because the stakeholders themselves are finding the utility of cooperating with each other, with or without any one donor's funding.

In its FY2013 work plan Rritje Albania plans to focus on the several legacy initiatives that it has started in prior years in order to take all of the necessary measures to help ensure that they continue beyond the life cycle of the project. With USAID approval, the nine legacy initiatives include PROTIK, BYOB garment, BYOB footwear, continuing education/VET programs for garment and footwear at PUT and selected VET schools, university career offices, AAQM, National Geographic Western Balkans GeoMaps website, IPR stakeholder working group and the GFSWG.

## SECTION VI

### FY2012 QUANTITATIVE RESULTS BY PERFORMANCE INDICATORS

This section provides a summary of Rritje Albania's achievements against its current set of contract indicators and annual targets adjusted through a recent contract modification issued at the end of September 2012. The project proactively pursued this adjustment in response to the new USAID Albania Country Development Cooperation Strategy 2011-2015, and following recommendations stemming from the mid-project evaluation in December 2011. In addition to the firm-level results, the adjusted set of indicators enables the project to capture and reflect more accurately the results of its activities at the meso and macro levels, which are the focus of the new USAID/Albania strategy. The benefits stemming from this revision process are summarized as follows:

- Indicators revised in terms of language and appropriate place in the results framework in order to improve the clarity of causal links between activities outputs and outcomes for greater attribution of results to project interventions;
- New indicators introduced to capture outputs and outcomes of project activities at meso and macro levels;
- Greater precision and refinement introduced in specific indicator sheet definitions in order to capture the results of project activities more discretely under each project component;
- Reduction in the number of overlapping indicators;
- Overall net increase in contract targets;

The revised results framework and indicator targets are the final product of intense consultations held with partners, the PMU and internally within the project team throughout February - March 2012, as well as joint discussions and agreement reached with the USAID mission. The project's revised results framework consists of 24 indicators according to these levels:

- Program Indicators: 4 impact-level
- Project Intermediate Results (PIR) Indicators: 7 outcome-level
- Key Result Area Indicators (KRA): 13 output-level

In order to plan for and manage results, the process of monitoring and evaluation is consistently integrated into all facets of implementing Rritje Albania. The project utilizes its revised Performance-Based Monitoring Plan (PBMP) as the overarching framework for effective results-based management, tying in information collected from several data sources, including: quarterly reports of sales and jobs figures from CGP Clients and AAQM Hotels including baseline information and qualitative reports of firm-level improvements and change; event reports from technical staff and/or implementing partners; mini-surveys and/or evaluation questionnaires on trainings workshops and other project activities; technical reports by STTA experts; desk reviews and secondary data researched by the project and other sources. Data collected and analyzed through these various tools was used to compile this report, as well as to inform project strategic planning, management and implementation of activities and results.

The regular collection, analysis, and review of results contribute to:

- Best Practices – Identifying and replicating successful approaches to improve the performance and effectiveness of specific activities
- Lessons Learned – Documenting results of interventions and revising the approach as needed, as well as planning new objectives, results packages, and activities based on results. This area also

includes management decisions on whether to abandon under-performing activities, strategies, or objectives

- Reporting and Communications – Documenting and reporting on findings on the impact of assistance for internal and external purposes

The following tables provide a summary of individual indicator achievements at all three levels against each annual target. Each table is followed by explanatory notes on the sources of data and information included, definitions employed and/or methodology of calculation.

**Table VI-1 – Program Indicators: Impact-Level**

Impact Indicator	Baseline	FY2012 Target	FY2012 Result	% Achievement Result/Target
1. Number of assisted enterprises to have increased sales and jobs in domestic and export markets	0	135	76	56%
2. Percent change in total sales by assisted enterprises	0	17.50%	36%	206%
<i>2.a Percent change in Footwear</i>	<i>0</i>	<i>17.50%</i>	<i>55%</i>	
<i>2.b Percent change in Garment</i>	<i>0</i>	<i>17.50%</i>	<i>48%</i>	
<i>2.c Percent change in Tourism</i>	<i>0</i>	<i>17.50%</i>	<i>-24%</i>	
<i>2.d Percent change in ICT</i>	<i>0</i>	<i>17.50%</i>	<i>24%</i>	
<i>2.e Percent change in Other (Recycling)</i>	<i>0</i>	<i>17.50%</i>	<i>49%</i>	
3. Value <sup>23</sup> of sales of Albanian products by assisted enterprises	\$68,393,471	\$80,362,329	\$109,069,988	136%
<i>3.a Value of Total Exports</i>	<i>\$52,048,497</i>	<i>\$61,096,352</i>	<i>\$81,415,538</i>	
4. Number of jobs created in assisted enterprises	9,028	9,479	9,189	97%
<i>4.a Female Jobs</i>	<i>7,873</i>	<i>8,266</i>	<i>7,973</i>	
<i>4.b Male Jobs</i>	<i>1,155</i>	<i>1,213</i>	<i>1,216</i>	

<sup>23</sup> Sales are reported in Albanian Lek (ALL) and the project uses the official rate of exchange by the Bank of Albania to convert their value into US dollars. The conversion rate was 1USD = 106.55ALL as of October 18, 2012, when these indicator calculations were made.

## A. Explanatory Notes on Impact-Level Indicators

### **INDICATOR 1 - Number of assisted enterprises to have increased sales and jobs in domestic and export markets**

This impact-level indicator captures the number of companies that reported increased FY2012 Total Sales and increased FY2012 Total Jobs against their Baseline Total Sales and Baseline Total Jobs, following receipt of technical assistance by project and/or its implementing partners/contractors/grantees. The companies include those that have signed a CGP agreement with the project, which governs the type and delivery of project assistance according to individual client needs. The subsidiaries<sup>24</sup> and subcontractors<sup>25</sup> of CGP clients reporting increased sales are also included in the count because the sales figures that CGP clients report to the project include those of their subsidiaries and subcontractors, which also benefit from project assistance. Aside from these, AAQM hotels that reported increased FY2012 sales and jobs are also counted in indicator 1. In the case of CGP clients that are also part of the AAQM program, these companies are counted only once.

Upon signing a CGP with the project or joining the AAQM program, each company submits their sales and jobs figures for the 12 months prior to the date of the CGP signature. This data covering the 12 months sales and jobs achieved prior to USG assistance becomes the client's baseline which is part of the signed CGP agreement.

To date, the total number of companies assisted by the project through a CGP agreement or participation in the AAQM program is 149, including CGP clients' subsidiaries and subcontractors. However, companies have signed CGPs or joined AAQM at different points in time since the project started. So, to analyze the impact of project assistance on clients' sales and jobs figures over a sufficiently long period, each company on which we report should have been with the project for at least a 12 month period corresponding to the project's reporting year from October 1 through September 30.

In evaluating the number of project clients against which the project reports its impact indicators results, it is worth noting that the recommendations in Rritje Albania's mid-term evaluation and the new USAID Albania Country Strategy 2011-2015 endorsed a shift of project resources away from primarily firm-level activities towards more meso and macro-level work. As a result, the overall target number of CGP clients expected to receive direct assistance from the project were reduced, with the majority of new clients added each year from FY2012 onwards to be primarily derived from new hotels joining the AAQM program.

With these points in mind, the population of enterprises receiving project assistance on which the FY2012 analysis of sales and jobs data was made is reduced to 130, not including 19 firms that joined the project prior to October 1, 2011. Further, from this pool of 130 assisted companies, 19 did not report to the project their full set of sales and jobs data for FY2012 despite their written commitment to do so each quarter. Of the 19, 13 are AAQM clients and six are garment companies.

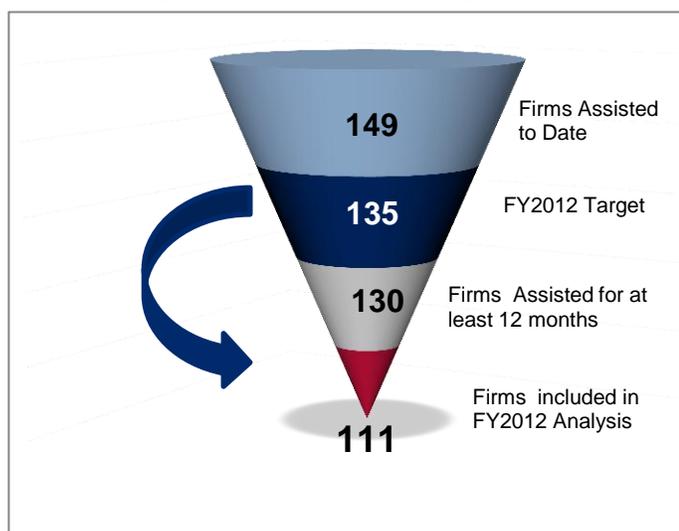
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<sup>24</sup> There are a total of ten subsidiary companies that are associated with seven CGP clients as follows: *Melhans* with Melgushi (1), *Calzaturefichio Adelchi* with Alangore (1), *B&T* and *Adelchi Shqipëria* with Berttoni (2), *Gruppo Sorrentino* with Ambra (1), *Megi Y* and *Rozimpeks* with Donniana (2), *Bellador* with Bella Konfeks (1) *Metila & NPV Bilisht* with NPV International (2).

<sup>25</sup> A second annual subcontractor's survey completed by the project in September 2012 quantified the web of subcontracting that characterizes Albanian garment and footwear enterprises by identifying that ten of our CGP clients subcontracted regularly throughout the year with 17 firms that have not signed CGPs on their own with the project. Since our clients routinely share capacity building assistance provided by the project to their subcontractors, and since the work of these subcontractors is included in the sales that CGP clients report to us, the subcontractors are counted as assisted enterprises.

Since the project is reliant on firms to self-report their sales and jobs data, timely collection and accuracy remain a constant challenge, particularly with respect to the large number of AAQM hotels that consistently resist and delay in reporting their sales and jobs. It is commonly recognized in Albania among the tax authorities and even the Albanian Tourism Association (ATA) that hotels and guesthouses frequently underreport their sales revenues to avoid taxes. The frequent reason cited by the business is that it is because the 20% VAT collected on hotel room rentals is exorbitant compared to neighboring countries. Also, it is difficult for authorities to verify occupancy rates, without going door-to-door in the hotel, which they have sometimes done. And, most hotels and guest houses employ family members that are often not officially registered in order to avoid social insurance and income tax payments.

For these reasons, Rritje Albania believes that the sales and jobs figures it receives from AAQM clients significantly underreport their actual sales and jobs. Supporting this assumption is the fact that all six incoming tour operators reported increased sales and jobs in the last year whereas 17 out of 26 hotels, generally hotels with a smaller number of rooms, reported decreased sales and jobs over their baseline and the previous year.



As a result, the project is able to analyze data from only 111 firms, versus its target of 135. Please see the adjacent illustration for a graphic representation the 111 of firms included in our FY2012 analysis as it was reduced from the total 149 firms assisted.

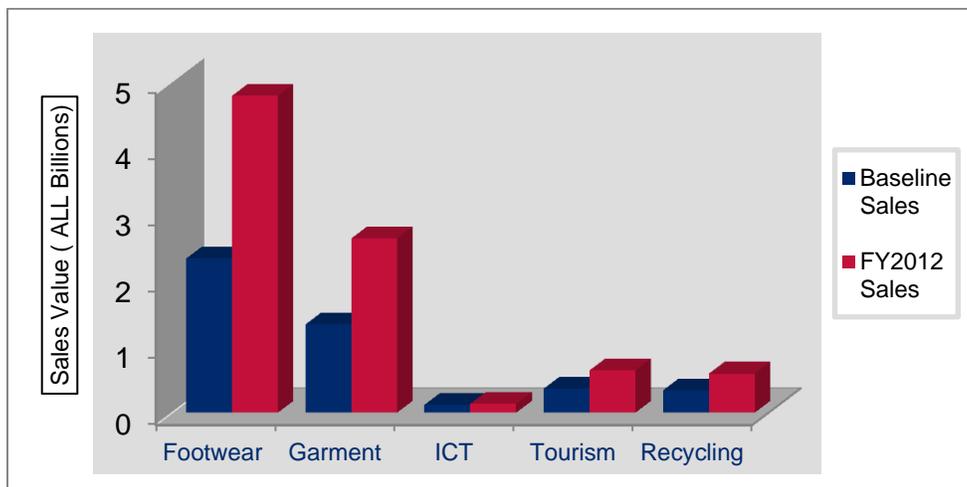
**Of the 111 assisted firms reporting sales and jobs data, the number of these that reported *both increased sales and jobs* in FY2012 were 76, which was 68% of the total number reporting (111).** Drilling down into the data, it is interesting to note how each industry assisted by Rritje Albania contributed to this result. The percentage growth in sales for these 76 companies was 96%. (As opposed to the overall 59% sales growth in the 111 companies included in our FY2012 analysis. See explanatory notes on **Indicator 3** below).

**Table VI-2 – Sales Summary of 76 Client Firms Reporting Increased Sales and Jobs**

Industry	Firm Count	Baseline Total Sales	FY2012 Total Sales	% Increase
Footwear	17	2,323,455,917	4,774,433,007	<b>105%</b>
Garment	36	1,328,690,317	2,624,218,599	<b>98%</b>
ICT	6	119,120,374	133,486,087	<b>12%</b>
Tourism	15	351,349,743	623,807,164	<b>78%</b>
Other ( <i>Recycling</i> )	2	335,907,253	587,926,315	<b>75%</b>
<b>Totals</b>	<b>76</b>	<b>4,458,523,603</b>	<b>8,743,871,172</b>	<b>96%</b>

In addition, the graph below further highlights the difference between reported sales by sector for these 76 companies reporting both sales and jobs increase in FY2012.

**Chart VI-1 – Sales Summary of 76 Client Enterprises Reporting *Both* Increased Sales and Jobs**



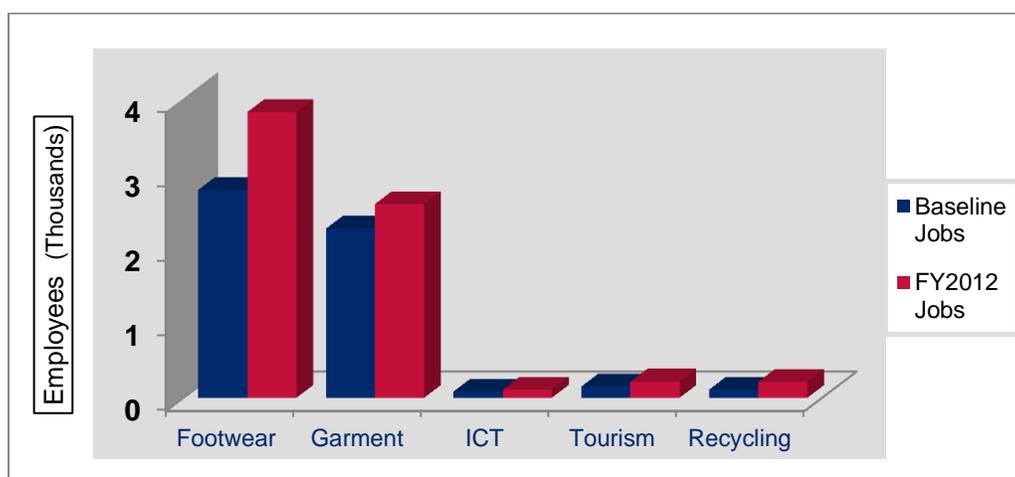
Meanwhile, the percentage growth in FY2012 jobs for these 76 companies was 29%. (As opposed to the overall 18% jobs growth in the 111 companies included in our FY2012 analysis. See explanatory notes on **Indicator 4** below).

**Table VI-3 – Jobs Summary of 76 Client Firms Reporting *Both* Increased Sales and Jobs**

Industry	Firm Count	Baseline Total Jobs	FY2012 Total Jobs	% Increase
Footwear	17	2778	3816	37%
Garment	36	2259	2588	15%
ICT	6	84	109	29%
Tourism	15	150	215	44%
Other (Recycling)	2	108	213	97%
<b>Totals</b>	<b>76</b>	<b>5379</b>	<b>6942</b>	<b>29%</b>

The following graph illustrates the growth of these companies in jobs by sector.

**Chart VI-2 – Jobs Summary of 76 Client Firms Reporting *Both* Increased Sales and Jobs**



Please find below further analysis on the sales and jobs reported by clients in FY2012:

- The percentage of clients assisted that were not included because they joined the project October 1, 2011 or later is 13% (19 of 145)
- The percentage of companies not included because of they did not report all of their sales and jobs data in FY2012 is 14% (19 of 135)
- The percentage of companies reporting *increased sales only* is 80% (89 out of 111)
- The percentage of companies reporting an *increased number of jobs only* is 75% (83 out of 111)
- The percentage of companies reporting *decreased sales only* is 20% (22 out of 111)
- The percentage of companies reporting a *decreased number of jobs only* is 25% (28 out of 111)

### **INDICATOR 2 - Percent change in total sales by assisted enterprises**

This impact level indicator measures the percentage change in the value of total sales reported by the 111 companies that are included in our FY2012 analysis. As opposed to Indicator 1 which counts the number of companies that report **both** increases of sales and jobs against individual company baselines, the percentage change in total sales for all 111 companies is calculated against the total of their annual baselines. The target is calculated by adding up the values of the 12 month baseline sales for each of the 111 individual companies to arrive at a grand total of baseline sales, and then multiplying this by 1.175%. Each year, the annual target is adjusted to account for the addition of new assisted companies, which have been with the project for the qualifying period of time. The following table provides a summary of the FY2012 Total Sales and growth of these companies by industry.

**Table VI-4 – Summary of FY2012 Sales by 111 Assisted Firms**

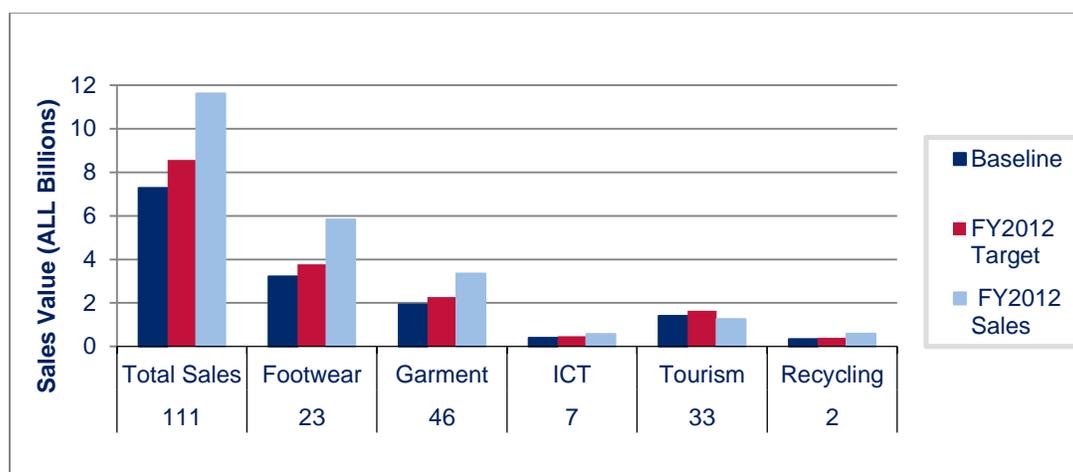
Industry	Firm Count	Baseline	FY2012 Target	FY2012 Total Sales	% Change Against Target
Footwear	23	3,212,363,148	3,774,526,699	5,837,363,955	55%
Garment	46	1,935,964,132	2,274,757,856	3,355,580,934	48%
ICT	7	400,346,712	470,407,386	581,521,053	24%
Tourism	33	1,402,743,120	1,648,223,166	1,259,014,911	-24%
Other ( <i>Recycling</i> )	2	335,907,253	394,691,022	587,926,315	49%
<b>Totals</b>	<b>111</b>	<b>7,287,324,365</b>	<b>8,562,606,129</b>	<b>11,621,407,168</b>	<b>36%</b>

### INDICATOR 3 - Value of sales of Albanian products by assisted enterprises

This impact level indicator captures the value of total sales reported by the 111 companies that are included in our FY2012 analysis. The value of total exports is disaggregated from the value of total sales by companies themselves when they report their sales and jobs to the project. If client firms fail to disaggregate their sales, particularly in the case of garment and footwear fashion manufacturers, all sales are assumed to be exported, which is consistent with the GoA officially listing them as export industries. As described above for indicator two, the FY2012 target for was calculated by adding up the values of the baseline total sales for each of the 111 individual companies to arrive at a grand baseline total sales and multiplying it by 1.175.

The following graph illustrates the growth in total sales for the 111 companies against the FY2012 target and baseline, which is then disaggregated by industry. Of particular note is that the larger value of sales per firm reported by footwear companies as compared to garment. This reflects in large measure the greater number of footwear companies that are “full cycle producers”.

**Chart VI-3 – Summary of FY2012 Sales of Assisted Firms against Baseline and Target**



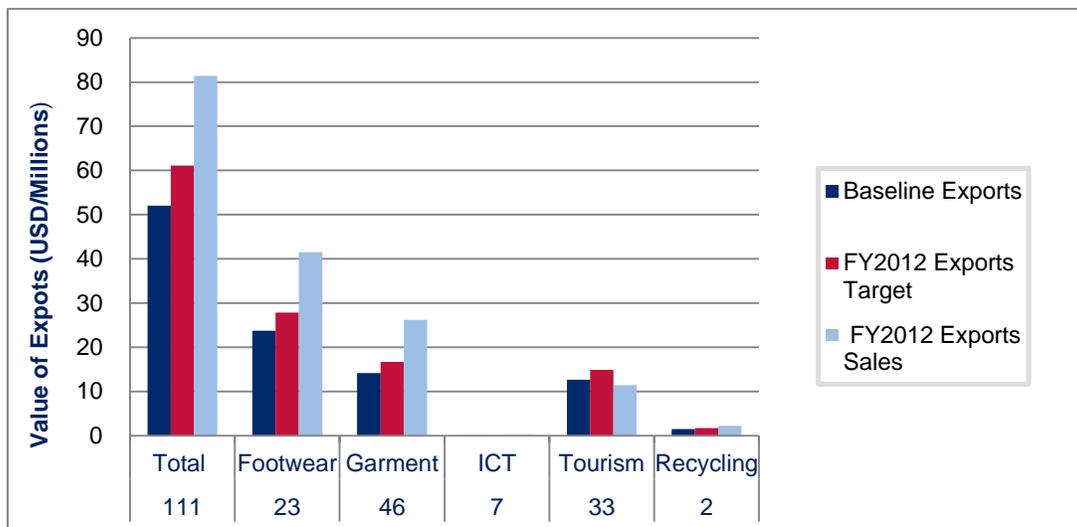
Meanwhile, the following table provides a summary of export sales for the 111 companies against the FY2012 target and baseline, which is then disaggregated by industry.

**Table VI-5 – Summary of FY2012 Exports Sales of 111 Assisted Firms**

Industry	Total Count	Baseline Exports	FY2012 Exports Target	FY2012 Exports Sales	% Change Against Target
Footwear	23	\$23,710,912	\$27,860,322	\$41,540,617	49%
Garment	46	\$14,170,787	\$16,650,674	\$26,199,450	57%
ICT	7	\$69,852	\$21,444	\$103,244	381%
Tourism	33	\$12,642,670	\$14,855,137	\$11,390,572	-23%
Recycling	2	\$1,454,276	\$1,708,774	\$2,181,655	28%
<b>Total</b>	<b>111</b>	<b>\$52,048,497</b>	<b>\$ 61,096,352</b>	<b>\$ 81,415,538</b>	<b>33%</b>

The following graph illustrates the growth in total exports sales for the 111 companies against the FY2012 target and baseline, which is then disaggregated by industry.

**Chart VI-3 – Summary of FY2012 Export Sales of Assisted Firms against Baseline and Target**



#### **INDICATOR 4 – Number of jobs created in assisted enterprises**

This impact level indicator captures the total number of jobs reported by the 111 companies that are included in our FY2012 analysis. The FY2012 target for this indicator is calculated by adding up the values of the total jobs reported in the prior fiscal year reporting period, in this case FY2011, for each of the 111 companies to arrive at a grand total of jobs for all 111 firms and multiplying this by 1.05%. The annual total of jobs for each company is calculated as the average over the 12 month reporting period. .

The total number of female jobs represents 87% of the total number of jobs reported by the 111 companies.

What is notable is that although this year’s target was achieved short of 3%, these 111 companies have seen an overall jobs increase at 18 percent against the baseline, and at 2% against last year. The supposed loss of jobs in tourism from year FY2011 to FY2012 is largely believed to be due to suspected underreporting by AAQM hotels and guesthouses, which are known to often employ members of the owner(s) family.

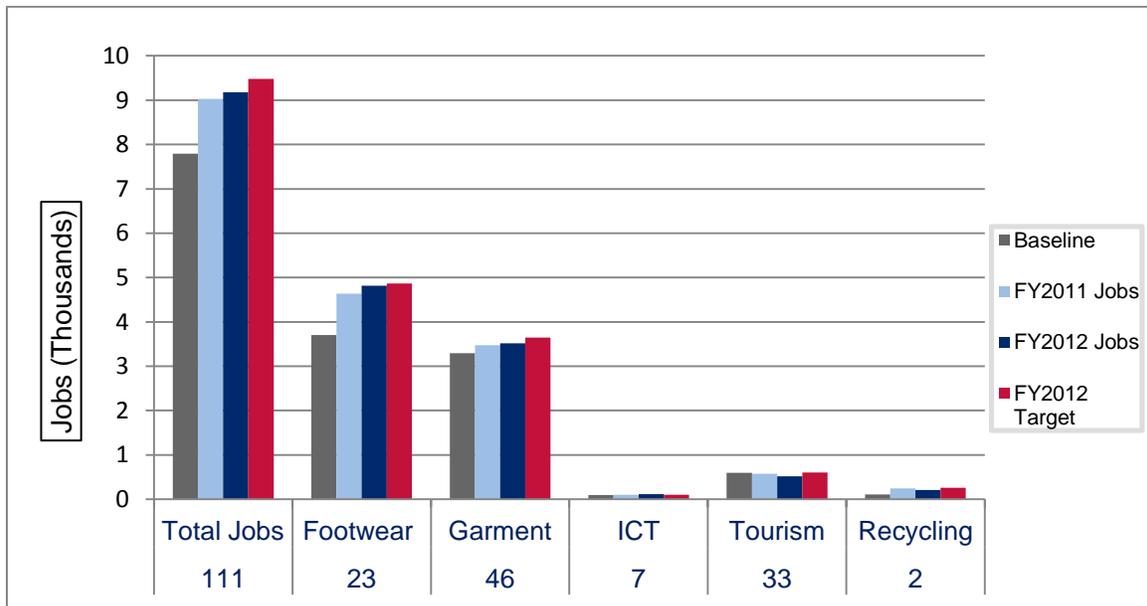
The following table provides an overall summary of the FY2012 Jobs of the 111 assisted companies by industry.

**Table VI-6 – Summary of FY2012 Jobs**

Industry	Firm Count	Baseline Jobs	FY2011 Jobs	FY2012 Target	FY2012 Jobs	%Change against Baseline	%Change against FY2011 Jobs	%Change against FY2012 Target
Footwear	23	3702	4635	4866	4813	30%	4%	-1%
Garment	46	3293	3474	3647	3516	7%	1%	-4%
ICT	7	96	100	105	119	24%	19%	13%
Tourism	33	597	574	602	521	-13%	-9%	-13%
Other (Recycl.)	2	108	246	258	213	97%	-13%	-17%
<b>Total</b>	<b>111</b>	<b>7796</b>	<b>9028</b>	<b>9479</b>	<b>9181</b>	<b>18%</b>	<b>2%</b>	<b>-3%</b>

The following graph illustrates the FY2012 total jobs for the 111 companies against the Baseline, the FY2011 Jobs and FY2012 target, disaggregated by industry to allow comparisons between their relative performance.

**Chart VI-4 – Summary of FY2012 Jobs against Baseline, FY2011 Jobs and FY2012 Target**



The tables and explanatory notes that follow relate to the PIR indicators under the three project components of *Trade and Investment*, *Productivity* and *Workforce Development*. These indicators measure the outcomes and outputs of project activities and technical assistance delivered at firm and meso and macro levels.

**Table VI-7 –Trade and Investment Capacity Strengthened (PIR1)**

PIR Indicators	Baseline	FY2012 Targets	FY2012 Result	% Achievement Result/Target
<b>TRADE AND INVESTMENT CAPACITY STRENGTHENED (PIR1)</b>				
<b>1.1</b> Number of enterprises able to use necessary information, data and other inputs to improve understanding of international market demand and competitive conditions, and the regulatory standards and other requirements for accessing specific markets.	0	60	<b>70</b>	<b>117%</b>
<b>1.2</b> Number of assisted enterprises that obtain certification with international quality control, environmental and other process voluntary standards or regulations.	0	35	<b>41</b>	<b>117%</b>
<b>1.3</b> Number of enterprises employing ICT to improve goods and services, to identify commercial opportunities and establish contacts with potential international business partners	0	30	<b>39</b>	<b>130%</b>
<b>1.4</b> Number of policy reforms/laws/regulations/administrative procedures/ drafted and presented for public-private stakeholder consultation to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance.	0	2	<b>2</b>	<b>100%</b>
<b>KEY RESULTS AREAS (KRA 1)</b>				
1.1.1 Number of USG supported trade and investment capacity building trainings.	0	40	<b>45</b>	<b>113%</b>
1.1.2 Number of participants in USG supported trade and investment capacity building training.	0	600	<b>637</b>	<b>106%</b>
<i>Female</i>	0	330	251	76%
<i>Male</i>	0	270	386	143%
1.1.3 Person hours of training completed in trade and investment capacity building supported by USG assistance.	0	1,000	<b>1,377</b>	<b>138%</b>
<i>Female</i>	0	550	264	48%
<i>Male</i>	0	450	1,113	247%

## B. Explanatory Notes on Trade and Investment Indicators

**Indicator 1.1:** This outcome-level indicator captures the number of firms that received marketing skills training, technical assistance and tools, and/or trade-promotion related information from Rritje Albania, and utilized the gained knowledge to establish connections with potential buyers, hold B2B meetings, participate in trade shows, participate in buyer/seller match-making programs, perform market analysis to better inform their business decisions, and make the necessary changes to comply with foreign country customs regulations and procedures in order to access new markets and buyers. The total includes all companies that utilized Rritje Albania assistance to successfully exhibit in trade fairs and conduct B2B meetings, such as the four BYOB trade fairs, three tourism related fairs, and one ICT related fair. Assistance included sharing of market research and intelligence, skills training/coaching on sales and marketing, B2B meetings and trade fair preparation as exhibitor, or co-sponsoring of trips to trade fairs and B2B meetings. Companies that benefit from more than one type of assistance over the year are counted only once.

**Indicator 1.2:** This outcome-level indicator captures the number of firms receiving USG assistance that obtain certification for compliance with international quality control, environmental, and other process voluntary standards. The total includes 36 new hotels AAQM certifications, three ICT companies that obtained IT mark certifications, one ICT company that obtained Oracle Primavera Certification and one tourism company that obtained European First Aid/Rafting Certification.

**Indicator 1.3:** This outcome-level indicator captures the number of companies that receive assistance from CED/Rritje Albania, PROTIK and/or other implementing partners/contractors to actively utilize ICT to design better products and services, to apply new processes that improve the quality of these products and services, to research new markets and identify new business opportunities, to establish company websites and maintain and update these websites with current information on their products and services so that international buyers can find and contact Albanian companies. The total of this outcome-level indicator includes 15 AAQM hotels that regularly updated their profiles on the AAQM program website; 17 CGP clients that continued to use company websites established with project support and whose staff received website maintenance and administration training; 11 CGP footwear companies that utilized ARS Sutoria to establish new trade links and also add new styles to their product collections, as well as one ICT company that is using its Oracle Primavera certification to sell Oracle Primavera products and train other interested companies. Companies that benefit from more than one type of assistance in the year are counted only once.

**Indicator 1.4:** This outcome-level indicator quantifies two key results stemming from project technical assistance and support given to the Garment and Footwear Stakeholders Group and the IPR Stakeholders Group to articulate their input in two important policy issues, namely (1) the *National Strategy on SME Development and Investment* and (2) the draft *Law on Copyrights and Other Related Rights*. This indicator captures the work of Rritje Albania PPD, encourage reforms and influence national policies that increase private sector competitiveness and enhance sector governance, which are essential factors to attract investment and build competitive markets.

**Indicator 1.1.1:** This output-level indicator captures the number of technical trainings events delivered through project assistance that contributed to the building of private sector *trade and investment capacity*, defined as the collection of services, technologies, equipment and techniques used to enhance private sector response to international trade and investment opportunities. Training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives, or firm-level technical assessments delivered by experts, which are then used by companies to enhance their trade and investment capacity. These trainings covered trade and investment topics such as: IT mark

certification, AAQM certification, Oracle Primavera certification, the use of the ARS Sutoria online industry publication by footwear clients, company website maintenance, B2B and trade fair participation for BYOB companies and ICT companies, as well as grant-funded trainings that led to the creation of the first pool of certified tourism rafting guides in Albania.

**Indicator 1.1.2:** This output-level indicator includes 180 people who participated in all of the technical training events reported under *Indicator 1.1.1*, as well as 457 people who participated in industry events organized and/or co-sponsored by the project in order to improve trade and investment knowledge and provide industry networking opportunities. The industry events included the Biztech SEE Roadshow 2012, the Touristic Albania 2012 Fair Conference, two major conferences on intellectual property rights issues, the ACIT Trade Report 2011 Conference, the Regional ICT Conference and Networking, the Agro-Business and Tourism Fair Conference, and other similar events.

**Indicator 1.1.3:** This output-level indicator captures trade and investment training hours that were delivered in full or in part as a result of project assistance. This support could include provision of funds to pay for trainers, hosting facilities, or other key contributions necessary to ensure that training was delivered. The results of this indicator are calculated by multiplying the length of each training event captured in Indicator *1.1.1* by the number of people who participated for the entire duration of that training course. The totals reported under this indicator were strongly affected by the week-long training courses of IT mark (511 person hours), the grant-funded trainings by ARG on rafting guide certification (390 person hours), and the two-day CBI training for ICT companies on trade fair participation (204 person hours), and BYOB sourcing and marketing assistance (48).

**Table VI-8 – Component Private Sector Productive Capacity Increased (PIR 2)**

PIR Indicators	Baseline	FY2012 Targets	FY2012 Result	% Achievement Result/Target
<b>PRIVATE SECTOR PRODUCTIVITY INCREASED (PIR2)</b>				
<b>2.1</b> Number of public-private dialogue mechanisms utilized as a result of USG assistance.	0	4	<b>4</b>	<b>100%</b>
<b>2.2</b> Number of enterprises that have improved management practices or invested in improved technologies as a result of USG assistance.	0	100	<b>107</b>	<b>107%</b>
<b>KEY RESULTS AREAS (KRA 2)</b>				
<b>2.1.1</b> Number of public-private dialogue events supported as a result of USG assistance.	0	20	<b>20</b>	<b>100%</b>
<b>2.2.1</b> Number of enterprises receiving USG assistance to improve management practices or to invest in improved technologies.	0	190	<b>189</b>	<b>99%</b>
<b>2.2.2</b> Number of training events in good management practices and improved technologies.	0	35	<b>37</b>	<b>106%</b>

PIR Indicators	Baseline	FY2012 Targets	FY2012 Result	% Achievement Result/Target
<b>2.2.3</b> Number of persons trained in good management practices and improved technologies	0	525	<b>560</b>	<b>107%</b>
<i>Female</i>	<i>0</i>	<i>290</i>	<i>227</i>	<i>78%</i>
<i>Male</i>	<i>0</i>	<i>235</i>	<i>333</i>	<i>142%</i>
<b>2.2.4</b> Person hours of training completed in private sector productive capacity supported by USG assistance.	0	1,000	<b>1,156</b>	<b>116%</b>
<i>Female</i>	<i>0</i>	<i>550</i>	<i>357</i>	<i>65%</i>
<i>Male</i>	<i>0</i>	<i>450</i>	<i>801</i>	<i>178%</i>
<b>2.3.1</b> Number of enterprises receiving USG assistance to access bank loans or private equity.	0	70	<b>70</b>	<b>100%</b>

### C. Explanatory Notes on Productivity Component Indicators

**Indicator 2.1** - This outcome-level indicator captures the number of public-private dialogue (PPD) mechanisms utilized as a result of project technical assistance in support of initiatives at the meso and macro levels to help improve conditions for private sector led growth by advancing the quality of PPD on business-related issues. Dialogue mechanisms, as distinct from stand-alone events, are institutionalized platforms for engaging public and private sector participants on relevant issues. The mechanisms counted under this indicator are those that were either established for the first time or others that existed previously but were significantly energized through project assistance. These were: Garment and Footwear Stakeholders Group (1), IPR Stakeholders Group (2), the PROTIK ICT Resource Centre Advisory Board (3), Regional Tourism Stakeholders Group (4).

**Indicator 2.2** - This outcome-level indicator captures the number of firms that were directly engaged in training activities or industry-wide programs supported by the project and/or implemented by project partners/contractors/grantees (i.e AAQM Program, BYOB program, SPI-IT Mark), which demonstrate results and report benefits in terms of improved management practices and/or use or investment in improved technologies. The total include: companies that were able to successfully develop BYOB collections (6), hotels that received or continued to maintain their AAQM certification (56), ICT firms that underwent and completed the SPI-IT mark program (3); firms that actively utilized the PEP program to improve productivity in terms of implementation of KPIs, skills inventory, and/or CAD/CAM design assistance (35); start-up companies Hotel Kotoni and Metila (2) which was originally created as a brand of NPV international and then registered as a firm in its own right (2); firms actively utilizing various ICT tools (websites and ARS Sutoria) provided through project assistance to research market trends and establish links with potential buyers (17), DM Consulting which is implementing changes to their DuaPunë Portal, and four (4) companies that utilized project grants to introduce new technologies in their business. Companies that benefited from more than one type of assistance in FY2012 are counted only once.

**Indicator 2.1.1** - This out-put level indicator captures the number of high-level or high-visibility industry events supported by the project, involving representatives of both the public and private sectors, aiming to advance PPD and partnerships on key policy issues that impact private sector-led growth. Such events may relate to key milestones in the process of establishing a PPP, or one-off national or regional conferences or roundtable consultations engaging a diverse number of public and private stakeholders at various institutional levels. Notable events among the 20 events supported included: National Conference

on the Future of the Albanian Fashion Industry, ATA's 4th Annual Conference and AAQM Awards Ceremony, Microsoft Imagine Cup, ARF Conference on Strategies for the Sustainable Development of Adventure Tourism in the District of Berat, AITA Start-up Weekend, the WIPO Conference on Copyrights Law and Other Related Rights, the Regional Roundtable on Underwater Cultural Heritage, and the Amcham Job Fair Conference on Current Issues of the Labor Market.

**Indicator 2.2.1** -This output-level indicator captures the number of companies that participate in technical training events and other industry-level activities organized and/or co-sponsored by the project, during which their representatives are exposed to new knowledge, skills and information on improving management practices and/or investing in new or improved technologies. Companies that participate in more than one event are counted only once. The total includes companies exposed to, and benefiting from, project assistance delivered through the BYOB garment program, the PEP program in garment and footwear, the AAQM program in tourism, the SPI-IT Mark program in ICT, the Small Grants Program, as well as industry events such as the National Conference on the Future of Albanian Fashion Industry, the Microsoft Albania Imagine Cup Conference, the AITA Business Start-up Weekend, the two A2F Roundtables on Factoring, and the *Get to Grants* workshop. For those companies that actually go on to demonstrate improved management practices or invest in new technologies and report their results to Rritje Albania are captured in the higher outcome-level *Indicator 2.2* listed above.

**Indicator 2.2.2** - This output-level indicator captures the number of technical trainings events, delivered in full or in part as a result of project assistance, which contribute to improving private sector productive capacity, defined as improving the capacity of businesses to integrate into domestic and international markets through increases in productivity, improvements in management and corporate governance, the development and application of modern technology and marketing practices. It also includes enhancement of firms and business associations in terms of their corporate governance capabilities and their application of best practices and technologies to achieve increased production and marketing of products and services. It includes adoption of efficient production process, improved labor productivity, environmentally-sound management of natural resources, development of accounting and management systems that helped the company and industry group implement business, labor, product and process standards that enhance business competitiveness. Training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives, or firm-level technical assessments delivered by experts, which are then used by companies to enhance their trade and investment capacity. The events included relate to all relevant training activities delivered in the framework of IT Mark (2), AAQM (1), BYOB collection development only (20), Grants (7), PEP (5), and Microsoft Imagine Cup (1), Dua Punë Portal (1).

**Indicator 2.2.3** - This output-level indicator includes 224 people who participated in all technical training events captured in Indicator 2.2.2, as well as 334 people who participated in industry events listed in Indicator 2.2.1, which were organized and/or co-sponsored by the project in order to improve sharing of knowledge on better management practices and/or improved technologies

**Indicator 2.2.4** -This output-level indicator captures person hours of training that were delivered in full or in part as a result of project assistance. This support could include provision of funds to pay for trainers, hosting facilities, or other key contributions necessary to ensure training was delivered. The results of this indicator are calculated by multiplying the length of each training event captured in Indicator 1.1.1 with the number of people who participated for the entire duration of that training course. The end result of this indicator was particularly affected by BYOB collection development assistance (122 person hrs.), seven grant-funded trainings on new technology (287 person hrs.), and two week-long training courses such as IT mark (511 person hrs.) and AAQM (50 person hrs.). Please note that trainings related to the SPI- IT Mark and AAQM programs are included in both PIR 1 and PIR 2 because the purpose of these programs is two-fold (1) to help ICT companies obtain IT - Mark certification and hotels

to obtain AAQM awards (2) to help these companies identify areas for making further improvements their management practices through specific expert recommendations.

**Indicator 2.3.1** - This output-level indicator captures the number of client and non-client enterprises that participate in training events and awareness-raising activities supported by the project and/or its implementing partners/contractors/grantees to help participants gain knowledge, skills and information on identifying and/or obtaining different types of funds for their business financing needs. Businesses' financing needs relate to investments in new technologies and equipment, working capital, utilization of overdrafts for operational expenses and sourcing of raw materials. The total includes all private sector companies that participated at the two A2F Roundtables on Factoring.

**Table VI-9 – Component: Workforce Development Improved (PIR 3)**

PIR Indicators	Baseline	FY2012 Targets	FY2012 Result	% Achievement Result/Target
<b>WORKFORCE DEVELOPMENT IMPROVED (PIR3)</b>				
<b>3.1</b> Number of persons receiving new or better employment (including better self-employment) as a result of participating in USG-funded workforce development project.	0	100	<b>250</b>	<b>250%</b>
<i>Female</i>	0	55	181	329%
<i>Male</i>	0	45	69	153%
<b>New Jobs</b>			<b>96</b>	
<b>Better Employment</b>			<b>154</b>	
<b>KEY RESULTS AREAS (KRA 3)</b>				
<b>3.1.1</b> Number of pre-employment, vocational and technical training programs supported.	0	10	<b>11</b>	<b>110%</b>
<b>3.1.2</b> Number of persons participating in USG-supported pre-employment, vocational and technical training programs supported.	0	200	<b>434</b>	<b>217%</b>
<i>Female</i>	0	110	325	295%
<i>Male</i>	0	90	109	121%
<b>3.1.3</b> Number of persons participating in USG-supported workforce development programs.	0	200	<b>240</b>	<b>120%</b>
<i>Female</i>	0	110	166	151%
<i>Male</i>	0	90	77	86%
<b>3.1.4</b> Person hours of training supported in workforce development supported by USG assistance.	0	1,000	<b>2,487</b>	<b>249%</b>
<i>Female</i>	0	550	1,948	354%
<i>Male</i>	0	450	539	120%

## D. Explanatory Notes on Workforce Development Indicators

**Indicator 3.1** - This outcome-level indicator captures the number of people who have gained employment or better employment (including self-employment) within six months of participating in workforce development program activities supported by the project and its implementing partners/contractors/grantee, such as internships, short and long-term trainings on increased productivity and better management practices, as well initiatives created in collaboration with private and public stakeholders to facilitate improved workforce opportunities for individuals, such as seminars, roundtables, job fairs, career office activities, etc... Better employment is defined as increased responsibilities within the same workplace; increased job security through new skills and/or certifications acquired, improved performance within the same workplace; promotion to a position of greater responsibility and/or salary within the same workplace, higher retention rates in companies, etc.

Seventy-three percent (73%) of all 250 people gaining employment or better employment (including self-employment) are women.

The total of 96 people gaining employment is distributed as follows: 12 PUT interns hired after completing internships with CGP clients and/or participating in a STTA Career Development Workshop Training for students, 6 designers and/or pattern-makers hired by BYOB companies, 16 students hired as a result of the Microsoft Imagine Cup, 11 people trained and hired by start-up Hotel Kotoni, and 51 people hired as result of 5 CGP clients/grantees implementing improved technology, respectively Picari (10) Facilitation (4) Albanian Holiday (1), Omega OLA1 (23). Sixty-six percent (66%) of all people gaining new employment were women.

The total of 154 people gaining better employment includes the 10 certified rafting guides by ARG/grant-funded activities, 14 self-employed tours guides and 20 local artisan women trained by DMO Korça, 62 local artisan women trained by ATACT, 2 Omega employees trained on new technology, 5 existing Facilitation employees obtaining Oracle Primavera certification, 3 DM Consulting employees trained by STTA consultant to undertake changes to DuaPunë jobs portal, 21 university lecturers trained on Career Centre Management and 17 company managers and/or owners assisted through the BYOB Program. Seventy-seven percent (77%) of all people gaining better employment were women.

**Indicator 3.1.1** - This output-level indicator captures the number of workforce development initiatives, and short and long-term training programs supported by the project, defined as cooperative investments in the human resources of a country or area through training or retraining for available or anticipated near-term workforce skills requirements. The objective is to endow target individuals with the skills needed to productively perform the tasks required for new and better formal sector jobs. Workforce development focuses especially on the technical training needed to prepare workers to accommodate workforce demands, and provide for themselves and their families. In order to bridge the workforce demand and supply gap, Rritje Albania works with several existing public institutions, educational institutions, non-profit private sector organizations and enterprises to deliver and support a range of workforce development programs through various methods: Training-of-Trainers for existing curricula; series of competency-based workshops; job fairs and awareness raising activities on career development, technical workshops on CV skills, job interviews and presentation; new curriculum development or existing curriculum enhancement; internship programs to improve linkages between job-seekers and employers; the establishment of career offices and any other activities that prepare job-seekers to enter the job market and help employers to recruit, train and retain employees. The eleven programs supported this year were: the BYOB Program, the SPI-IT MARK Program, the PEP Program, the PUT Internships, the process of establishing Career Offices, the opening of PROTIK ICT Resource Centre, the Albania Microsoft Imagine Cup, the AITA Start-Up Weekend, the Amcham Job Fair and Career Advice Booth, all workforce development activities funded by Rritje Albania grants and hotel start-up assistance through the HRM Toolkit.

**Indicator 3.1.2** - This output-level indicator captures the number of people who, as a result of project assistance, participated in programs and activities of a pre-employment, technical and vocational training nature. On one hand, these initiatives can provide participants with career development knowledge, job market research and CV/resume writing skills that allows them to identify and secure internships, work placements and/or employment. On the other hand, technical and vocational education programs and activities can provide participants with enhanced curricula and competency-based and/or practical skills training that are closer to the labor needs and demands of the private sector.

This indicator was achieved at an impressive 217 percent level due to a total of 15 training activities that are unique to this component/indicator and which included wide student participation (102 female and 39 male) in four *Career Development* training workshops delivered by STTA consultant V. Ademi on CV skills writing, jobs interviews and presentations; wide student participation (88 female, 6 male) in four BYOB lectures on curricula enhancing topics for the PUT Masters and Bachelor programs to do with sourcing, merchandising, design, marketing, and costing and pricing; the involvement of university students (16 female, 36 male) in developing innovative technology projects for participation in the Microsoft Imagine Cup competition, and students (35 female, 15 male) receiving career advice and CV writing assistance at the project-funded booth at the AmCham Job Fair. Other activities contributing to this indicator were a workshop on *Creating Effective Internships* led by the project Workforce Development Advisor with 20 students, a training on leather processing delivered by CGP client MITO to 24 PUT students, a total of 32 students securing internships through the PEP program and the AITA Start-up Weekend, as well as RASP grant-funded activities involving 21 students from the *Isuf Gjata* Vocational School in Korça.

**Indicator 3.1.3** - In and of itself, all firm-level technical assistance delivered by the project through a variety of technical activities, in the shape of one-to-one coaching and/or trainings workshops, endow participating individuals with knowledge and practical skills needed to productively perform tasks required for new or better formal sector jobs. This output-level indicator captures the number of participants in 11 workforce development training activities that are unique to this component/indicator, in order to distinguish these from other training activities that are captured under the other two project components. The biggest drivers for the high number of people counted here were the two 4-day ATACT II grant funded trainings for local artisan (61 women and 4 men), the three DMO Korça grant-funded trainings for 14 local tours guides, 20 artisan women and 19 employees of Life Gallery Hotel - one of Gold AAQM recipients this year, and the RASP grant-funded training for 6 local community members on improving Korça tourism products and services through the development of a catalogue of local food and gastronomic history. In addition, the Career Office Awareness Workshop and the week-long TOT on Career Centre Management with 21 public university deans and lecturers are captured here as part of the project's ongoing work to establish career office in four public university departments. Other activities include STTA assistance for to start-up Hotel Kotoni for training 21 staff members, a workshop with tourism businesses on Start-Up Hotel Guidelines developed from the project experience of assisting Hotel Kotoni, and the AHLEI roundtable with 27 deans and lecturers of public and private universities.

**Indicator 3.1.4** - This output-level indicator captures all person hours of training in workforce development that were delivered in full or in part as a result of project assistance in relation to all activities described in Indicators 3.1.2 and 3.1.4 in order to account for project assistance to build workforce skills, at both pre-employment and employment stages. Project assistance included provision of funds to pay for trainers, hosting facilities, or other key contributions necessary to ensure training was delivered. The results of this indicator are calculated by multiplying the length of each training event captured in Indicators 3.1.2 and 3.1.3 with the number of people who participated for the entire duration of that training event. The result of this indicator is particularly affected by the large number of activities (26), the long duration of some of these activities as noted earlier, as well as the large number of people

(491 female and 183 male) who participated in these trainings. The total person hours of training relating to pre-employment, technical and vocational activities as those described in Indicator 3.1.2 were 679 person training hours (548 female person hrs. and 131 male person hrs.). The total person hours of training relating to pre-workforce development activities as those described in Indicator 3.1.3 were 1,808 person training hours (1,400 female person hrs. and 408 male person hrs.).

## Annexes

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## Annex B

### Success Stories

Last Updated on: December 22, 2011



*Recently graduated from the Polytechnic University in Tirana, Artenis Çela, was hired full-time as a production manager at an Albanian garment factory after participating in a USAID internship that matched the practical skills young professionals the need for Albanian factories to be competitive in today's economy.*

### **Skilled Labor Key to Competitiveness of Albanian Businesses**

Twenty-six year old Artenis Çela from Skrapar, a small village in central Albania, left his home and family to come to the capital, Tirana, in search of better education and job opportunities. A final year student at the Polytechnic University of Tirana (PUT), Artenis says he would have finished his degree earlier had he not needed to support his family from an early age.

While studying towards his diploma in the field of textile production management, Artenis participated in a series of training workshops and lectures at PUT sponsored by USAID's Competitiveness Enterprise Development Project. Artenis was selected as one of 18 PUT students to benefit from a USAID-supported internship program designed to build the next generation of skilled labor for Albania's garment and footwear industries. Two days into his internship at a second company, Artenis was offered a job as a productivity manager at Manifaktura-7, a large producer of safety wear for export to Germany.

"It is hard to find young people like him that have a unique set of practical skills fresh out of university," says Reda Musaraj, Vice General Manager at Manifaktura 7. Çela said he was lucky to have been exposed to the learning opportunities at the PUT internship program that allowed him to combine education with real-world experience to develop skills that set him apart and enabled him to secure a first real job in a competitive labor market. USAID's collaboration with PUT is not only helping Albanian garment and footwear companies build their competitive edge, it is also building a bridge between the academic world and the private sectors in order to better fulfill each other's demands for skilled people and research collaboration. Artenis will also be mentoring and supervising the next wave of PUT interns at Manifaktura-7, in April 2012.

"I've always been curious about learning and using innovative ways of doing things," said Çela. "The [USAID] workshops opened my eyes to interesting and practical knowledge, which I now utilize every day. The tangible results have not only earned me the trust of my employer, but also empowered me with confidence to suggest new ways for improvement."

## Annex B Success Stories



# SNAPSHOT A taste of local community development

### Preserving tradition and promoting culinary tourism through community participation.



Photo: Tana Lala/CED  
Students and their teachers, in front of "Isuf Gjata" vocational school in Korça, show off USAID training certificates on culinary tourism related subjects.

*"Local businesses don't know much about our school or what our students can do. Our challenge is to make them give our students an opportunity to demonstrate themselves through internships or in-house training programs that are formalized through cooperation at institutional level and not as a personal favor. Thanks to support from USAID delivered through RASP project, I am encouraged by the opportunity offered to our students to help them be better prepared to face the future challenges of the workplace", said Tatjana Mero, school director.*

The Rural Associations Support Programme (RASP) has been working since 1997 with remote rural communities in Albania to help them make the best of their resources to stimulate local economic opportunities for improved livelihood. With help from USAID, RASP has recently worked to improve local skills for developing and promoting culinary tourism in the Korça region, preserving local food history and tradition. As a result, community representatives, senior citizens, local producers, winemakers, fishermen, students from the local vocational training school, and local hotel and restaurants helped create a catalogue of over 100 traditional products and dishes, relating their unique histories, Korça's traditional methods of preparation, and other cultural elements relating to their use in daily life and on special occasions.

"From village to village, we were met with such enthusiasm about this venture to identify and write-up the region's gastronomic traditions that we only stopped when the winter snow prevented us from going further," explained Petrit Dobi, RASP Director.

Previously overlooked, culinary tourism is an important niche that fosters economic and community development, and new intercultural in-sights that can be accessed all year around. Korça possesses quality agricultural products and an interesting array of sights, such as an excellent icon museum, a bustling bazaar, a fantastic Byzantine-era painted church, a top-rate beer brewery and a great annual beer festival. As such, Korça is unique and strongly positioned to lead in the development of culinary tourism in Albania.

In addition to the catalogue, RASP assisted 20 local hotels, guest-houses and restaurants to prepare promotional leaflets, in English and Albanian, featuring the addition of local traditional dishes in their establishments' menus.

The same information was also utilized to develop new teaching materials on traditional food and history that enhanced the curriculum of the vocational training school in Korça. To showcase the newly acquired knowledge and skills of its students, RASP helped the school organize a food tasting competition which drew the attention of community members, hotels, restaurants, as well as media. Students arranged everything from choosing ingredients to preparing food, writing up recipes and explanations, and doing the food presentation. "This has been a memorable experience because I discovered new recipes, mastered traditional cooking techniques which I didn't think were that special before...and learned how important it is to be able to describe food and its history in words and portray it in pictures", said Anxhela Sotiri, the impressive 16-year-old winner of the competition.

"RASP's initiative fits right into our wider philosophy of local economic growth and tourism development as a city because we all stand to gain when members at all levels of the community are involved", said Niko Peleshi, Mayor of Korça.

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

# Annex B

## Success Stories



**USAID** | **ALBANIA**  
FROM THE AMERICAN PEOPLE

### SUCCESS STORY

## *Creating New Jobs for a Stronger Albanian Garment Industry*

### **USAID BYOB Program Addresses Albania's Need for Qualified Labor**



USAID's Rritje Albania Program

*A former graduate of the Polytechnic University in Tirana, Arjela Banushaj Kule, was hired full-time as fashion designer at an Albanian garment factory, after participating in a USAID program aiming to strengthen the competitiveness of Albania's garment sector.*

*"This opportunity is allowing me to use my experience and ideas, and apply my creativity and imagination, to help build something from scratch," said Arjela of her new job... From sketching to fabric selection, from production to marketing, I am so excited about following things through and completing the full cycle... Creating the perfect designs, finding the right fabrics, predicting the next trends—the puzzles are endless. But it's also what makes my work so exciting!"*

*-Arjela Banushaj Kule*

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

Arjela Banushaj Kule, a talented young Albanian fashion designer, is currently hard at work designing a Spring/Summer women's wear collection. Her employer, NPV International- a garment manufacturer based in Korça- is thrilled to have found her through a USAID/Rritje Albania project initiative, which seeks to increase the competitiveness of Albania's garment industry by helping leading companies build their own brand (BYOB) collections, and move up the value chain to attain full production cycle. "Thanks to a USAID/Rritje Albania seminar held at the Polytechnic University of Tirana (PUT), I was able to learn about the latest developments in Albania's garment industry" said Arjela. "This prompted me to reach out and become involved in the BYOB program."

Almost immediately after being introduced to NPV International, Arjela was hired to design their BYOB women's wear collection. "Arjela adds the creative element to our operations. She loves what she does and I've learned a lot from her", says NPV's merchandiser, Metila Kosti, of their new found designer.

Born and raised in Tirana, Arjela earned her undergraduate degree from PUT in 2008. She was also the first prize winner of a prestigious post-graduate scholarship for young fashion designers by the Fashion Academy of Italy "It was a great experience", says Arjela of her time in Italy. "I was also able to intern for two Italian companies, designing collections for teenage girls and casual men's wear. It gave me valuable practical experience, but it was time to bring what I learned there back to Albania." Upon her return from Italy, Arjela attended several USAID seminars held at PUT, where she became aware of the BYOB program.

Arjela is just one example of how USAID's Rritje Albania project is helping identify talented young professionals and introduce them to garment companies, in order to add value to their operations and build a sustainable Albanian garment industry. The BYOB collection being designed by Arjela and produced by NPV International will go on sale in September 2012.

## Annex B Success Stories



### SUCCESS STORY

## *Supporting Unwitting Entrepreneurs Discover their Own Potential*

### **USAID Project Supports Local Tourism Development in Albania**



USAID's Rritje Albania Program

*Kristi Ktona began giving professional hiking tours soon after completing a USAID funded training aiming to build local capacity in support of sustainable tourism development in Albania.*

*Dardha/June 2012*

*"...I always loved to show visitors around our village and felt extremely proud when they would wax lyrical about Dardha's beauty and hospitality. I just never thought of it as a profession or a potential business opportunity, until I attended the USAID training on tour guides... I used to think it was odd that people wanted to pay me for taking them hiking in the mountains which I grew up with..."*

*-Kristi Ktona*

"Hiking and the breathtaking beauty of my home village fill me up to the brim, so much so that I simply want to share this indescribable feeling with everybody in the world," say Kristi Ktona, who grew up in Dardha, a remote picturesque village nestled 1300 m above sea level between the Morava and Gramoz mountains in southeast Albania. The uphill road to the village is winding and often too narrow for a car to pass, while the winter snow renders it frequently inaccessible. Despite this, Dardha's stunning nature trails, its well-preserved stone houses, and its distinct culinary tradition attract local and foreign tourists alike in search of places where time seemingly stands still. On the other hand, the livelihood of Dardha's residents is contingent on the number of tourists and their positive visiting experience.

Kristi was amongst the 34 local people who completed an intensive four-day training on professional tour-guides in March 2012. The training was part of a series of activities that were developed and implemented by Destination Management Organization (DMO) – Korça, a local organization utilizing a USAID/Rritje Albania grant to enhance the capacities of local people to offer quality tourism products and services, by employing the value chain approach. Since training as a professional guide three months ago, Kristi has accompanied six tourist groups on a hiking tour of Dardha's Scenic Trail, the first trail in the region to be officially marked and promoted through the USAID/Rritje Albania grant activities.

"Aside from strengthening my communication, marketing and group management skills, the entire training experience changed my outlook and gave me the confidence to turn something that I am passionate about into a viable income-generating activity to help support my family", says Kristi. Together with his 58-year old father, he has also been busy renovating the outbuilding of his 200-years-old stone house into a proper guestroom. Kristi's mother on the other hand is thrilled at the prospect of having visiting tourists stay this summer and treating them to the traditional delights of her home-cooking.

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## Annex C

### Press Release

Last Updated on: October 03, 2011



Photo Credit: Luli Qorlaze, USAID

*Tirana Street Fair Celebrates 20 Years of Renewed Friendship between the People of the United States and Albania.*

## Tirana Street Fair Celebrates 20 Years of Renewed Friendship between the Peoples of the United States and Albania

TIRANA, October 3, 2011 The strong diplomatic relationship between Albania and the United States was celebrated in Tirana on October 1, 2011, with a street party thrown by the American Embassy, the Tirana Municipality and the Government of Albania, to mark the 20th anniversary of the reopening of the U.S. Embassy after more than 50 years. The festivities, which were opened by Tirana Mayor Lulzim Basha and American Ambassador Arvizu, included American and Albanian musical acts, an appearance by Uncle Sam and Lady Liberty, interactive kiosks promoting USAID and other U.S.

Government agency programs--as well as various entertainment that included karaoke, face-painting and tattoos. Approximately 10,000 Albanians attended the street fair, and nearly every major Albania media outlet highlighted the event, with most broadcasters providing live feeds throughout the day. U.S Ambassador to Albania Alexander Arvizu thanked the Albanian people for letting the United States become a part of the country's development. Tirana Mayor Lulzim Basha expressed his gratitude to the United States regarding their important role in key events of the nation's history. The U.S Embassy in Tirana officially reopened on October 1, 1991. Showcased at the fair was an exhibition entitled *20 Years of Partnership: 1991 to 2011 and Beyond*. The exhibit highlighted USAID/Albania's most important contributions since 1991 to support Albania's transition and long term development in areas of economic growth, democracy and governance, rule of law, health, and special initiatives.

The exhibit also highlighted the contributions of the MCC Albania Threshold Programs (2006-2011) which USAID/Albania administered. The exhibit is available on the USAID/Albania website. Several USAID partners and organizations participated in the fair festivities, including the Albanian Olive Oil producers and the Albanian Olive Oil Association, the Albanian Tourism Association, the Albanian Dairy and Meat Association, the Livestock Entrepreneurs Association of Albania, the Essence Producer and Cultivators Association, the Immoveable Property Registration System, Albania's National Telemedicine Center at the Mother Teresa University Hospital, the Ministry of Agriculture, Food, and Consumer Protection, USAID's Albanian Agriculture Competitiveness Program, and USAID's Competitive Enterprise Development Program. Organizations sponsored contests and donated prizes. USAID/Albania would like to thank Hotel Mondial, Hotel Dynasty, Hotel Theranda, and the Albanian Rafting Group for supporting yesterday's raffle for hotel accommodations and tourism packages. A special thank you to the Albanian Livestock Association for bringing the baby calves for children to enjoy and for a photo contest. USAID/Albania would also like to thank the Albanian Olive Oil Association and the eleven olive oil producers for sponsoring Albania's first consumer choice tasting contest. For photos of the Tirana Street Fair, please visit the U.S. Embassy Facebook page at: <http://www.facebook.com/usembassytirana>

## Annex C

### Press Release

Last Updated on: October 24, 2011



*Chairman of the Board of Trustees of the Albanian-American Development Foundation, Mr. Michael Granoff, signs the Memorandum of Understanding to establish the first ICT Training and resource Center in Albania, PROTIK.*

## Public-Private Partnership Establishes Albania's First ICT Training and Resource Center

TIRANA, OCTOBER 24, 2011 Today, an alliance among the Albanian-American Development Foundation (AADF), the Government of Albania, USAID, Microsoft Albania, Hewlett-Packard, Cisco, and Altelecom, was formally announced in a ceremony held at the Ministry of Innovation and Information and Communication Technology (ICT). Minister Genc Pollo, USAID/Albania Mission Director, Joseph Williams, and the Chairman of AADF, Michael Granoff, and representatives from Microsoft and Altelecom,

delivered remarks at the event. This public-private partnership will establish Albania's first ICT training and resource center, PROTIK, to support the development and use of ICT innovations for small businesses and promote ICT sector growth in Albania. The center will be an independent, not for profit organization modeled after successful ICT Innovation Centers in Croatia, Armenia, and other European countries. Its mission is to catalyze the development of Albania's ICT industry by fostering innovation, entrepreneurship, stimulating demand for ICT, and promoting partnerships.

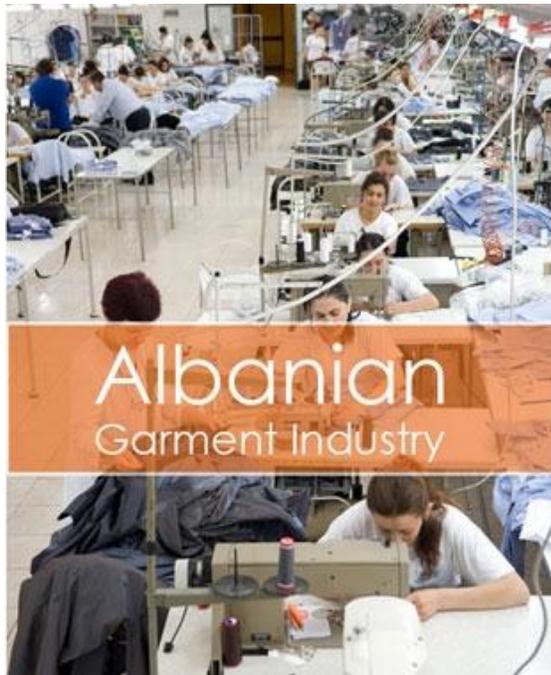
PROTIK's goal is to promote innovation and entrepreneurship in the Albanian ICT community. Its design aims to fill market gaps with education activities, support services, and a state of the art technological environment, and research. Education activities will include training, consulting, and mentoring services for small and medium enterprises (SMEs), entrepreneurs, public-sector, and academic ICT professionals. To support information dissemination, PROTIK will emphasize the promotion of new products, ICT-sector networking, and the dissemination of valuable resources. The center will sponsor such events as new product demonstrations, workshops to introduce Albanian products and companies, and innovation and ICT educational contests. To facilitate partnerships and spread awareness of PROTIK's activities, the center will continuously organize networking events including business-to-business meetings, ICT sector meetings (in conjunction with partner associations), and informal networking events.

Albania's ICT sector has experienced impressive growth over the past several years, yet its potential is far from realized. Businesses often lack the technical understanding, internal capacity, and support network needed to adopt, manage, and create ICT solutions and innovation necessary to increase sales and compete in regional and global markets. Recent European Union and an International Labor Organization studies both concluded that SMEs in all sectors of the economy demand both ICT technical skills and soft business skills, with the highest priority for assistance in the areas of marketing and sales and innovation and technology. PROTIK Center is expected to open in Spring 2012.

## Annex C

### Press Release

Last Updated on: December 21, 2011



## USAID Supports National Conference for Albania Garment Industry

TIRANA, DECEMBER 21, 2011 On December 16, USAID/Albania co-sponsored Albania's first national conference on the country's garment and footwear industry. Albania's garment and footwear manufacturers are important to the country's economy both in terms of exports and employment. Yet, the future sustainability of the industry depends on their transitioning from fasson production to full cycle operations in order to meet EU market demands for quick turnaround time on small orders of high quality finished products. The conference served as an important forum to discuss challenges facing these businesses.

Conference discussions centered on the need for manufacturers to adopt new technologies that would support full-cycle production, as well as the need to

develop and strengthen partnerships with universities, business associations, and government to assist and support the industry's growth and development.

USAID is assisting garment and footwear companies diversify and expand their buyer base for new profitable sales and make the necessary improvements in trade and investment, productivity, and workforce development to access finance, employ new technology, and demonstrate better management practices that build core competencies. At the firm level, USAID has worked with over 75 leading enterprises to help them improve competitiveness and gain access to new buyers and markets. At the industry-level, USAID's Rritje Albania has helped build a common industry identity through multi-stakeholder events, a new industry website <http://www.albaniangarment.com/>, and the establishment of the Garment and Footwear Stakeholders Group as a public-private platform for voicing industry concerns. USAID also collaborates closely with the Polytechnic University of Tirana and the numerous industry associations in order to identify and implement sustainable solutions that will benefit the entire industry in the long term.

Other key co-sponsors of the conference included: the European Apparel and Textile Confederation (EURATEX), the Networking and Capacity Building for Textile and Clothing Industry Associations in the Western Balkan Countries (TEX-WEB), the Chamber of Fasson of Albania, the German Development Cooperation Agency (GIZ), the Italian Development Cooperation Agency, the Ministry of Economy, Trade and Energy, the Albanian Investment and Development Agency (AIDA), and the Polytechnic University of Tirana.

## Annex C

### Press Release

Last Updated on: March 15, 2012



Photo Credit: USAID Rritje Albania

*First place winners of Albania's 1st Microsoft Imagine Cup created a virtual market software application that will link agricultural enterprises, small farmers and buyers together.*

## USAID, Microsoft Albania Support 1st Imagine Cup Competition in Albania

TIRANA, MARCH 15, 2012 With the support from the USAID's Competitive Enterprise Development project (Rritje Albania) and Microsoft Albania, Albania held its first Microsoft Imagine Cup Competition to support technology and innovation to advance economic and social developments in Albania. USAID/Albania's Mission Director, Joseph Williams, and Albania's Prime Minister, Sali Berisha, delivered opening remarks at the competition.

The competition was made possible through partnerships and collaboration among USAID, the

Government of Albania, private sector businesses and educational institutions. Albania is seeking to build its ICT sector and support the development of ICT skills among young entrepreneurs in order to increase the competitiveness of businesses.

The Imagine Cup is an annual worldwide series of student technology competitions focused around Microsoft technology and encourages young people to apply their imagination and their creativity to technology innovations that can make a difference in the world. Now in its ninth year, the Imagine Cup has grown to be a global event. In 2010 the Imagine cup grew to more than 325,000 registered students from over 100 countries.

This is Albania's first Microsoft Imagine Cup competition. The competition challenges talented teams of university-level students to develop inventive projects, by developing innovative software applications. The winning teams from Albania will receive cash prizes and be eligible to compete in regional competitions and, if successful, in the worldwide final to be held in Melbourne, Australia in July 2012.

USAID's Rritje Albania project has supported the competition by disseminating information on the competition to raise awareness and ensure broad participation and organization of the event. After the competition, USAID will provide technical assistance to the 2012 winners to help them to commercialize their winning ideas. In addition, qualified business and organizations may also apply for a grant from Rritje Albania's Technology and Innovation Grants Facility under which qualified businesses and organizations may receive up to USD20,000 for successful grant proposals that introduce or develop new technologies and innovations for businesses.

## Annex C

### Press Release

Last Updated on: July 10, 2012



Photo Credit: Arben Alliaj  
*Temple ruins (Monument of Agonothetes) in Apollonia*

## **USAID, National Geographic promote Albania and the Western Balkans Region**

WASHINGTON, JUNE 18-22, 2012 - Thanks to the support of USAID, Albania is one of six countries featured in the Western Balkans Geotourism Mapguide – Land of Discovery, an interactive web-portal hosted by the National Geographic and available on <http://www.balkansgeotourism.travel/>.

heritage, culture and exciting geotourism opportunities in the Western Balkans. Residents, visitors, tourism organizations, and local businesses in each country nominated the featured sites for travellers in search of unique destinations and authentic experiences.

The portal, publicly launched June 18-22 at the headquarters of the National Geographic in Washington D.C., presents the traditions,

Through this partnership, USAID is helping the region benefit from the National Geographic's considerable expertise in promoting the Western Balkans as a world-class destination, while contributing to its economic health and encouraging sustainable tourism development according to the well-known principles of geotourism stewardship. Tourism is recognized as an important sector for regional collaboration in order to help the Western Balkans economies, including Albania, weather the effects of the European economic crisis while building country and regional competitiveness. More importantly, tourism stands in a special position to economically and socially benefit local communities while raising support for environmental conservation.

About USAID's Rritje Albania project: Rritje Albania, USAID's Competitive Enterprise Development project, promotes sustained, broad-based economic growth in Albania by expanding trade and investment, increasing enterprise productivity, and improving Albania's workforce. The project assists non-agricultural enterprises in becoming more competitive, increasing sales, and creating additional jobs. For more information on USAID/Albania's initiatives in Tourism, visit <http://albania.usaid.gov> or contact Rritje Albania at [info@ritjealbania.com](mailto:info@ritjealbania.com).

## Annex C

### Press Release

Last Updated on: September 20, 2012



Photo Credit: USAID

*USAID Mission Director, Jim Barnhart, Minister of Tourism, Aldo Bunçi, presented Mr. Nazmi Maja, Hotel Kruja, the Silver Authentic Albania Quality Mark Award.*

## USAID Program Supports Tourism Businesses in Albania

SEPTEMBER 20, 2012 On Thursday, USAID, the Ministry of Tourism, Culture, Youth and Sports, and the Albanian Tourism Association (ATA) awarded gold, silver, and bronze Authentic Albania Quality Mark Awards to the seven tourism businesses participating in the USG-funded program – Albania's first initiative to rate accommodation facilities. Since the program began in 2011, 56 hotels have become paying members of the ATA, requested an assessment of their businesses, and been awarded the Quality Mark. The program helps entrepreneurs set quality hotel standards that, in turn, furthers build the credibility of Albania's tourism businesses.

The Authentic Albania quality mark awards program supports enterprises in Albania's tourism industry by establishing quality hotel standards and building opportunities for tourism businesses. The program is the country's first system that rates accommodation facilities. Gold, Silver, and Bronze Authentic Albania awards are determined based on the Authentic Albania quality mark framework which evaluates facilities using seven key dimensions that together address the travelers' requirements for professionalism, safety, cleanliness, and comfort, as well as demonstrate responsible tourism practices.

Assessments were conducted by a group of independent Albanian assessors trained by international experts on the Quality Mark framework. Assessments were then reviewed by an awards committee composed of government agencies, a USAID contractor, academic, and civil society representatives.

As award bearers, these businesses represent a select group of Albanian accommodations that will be able to bear the Authentic Albania quality mark symbol and benefit from promotion and marketing services provided by the ATA. All Authentic Albania quality mark awards are valid for two years, after which the accommodations must undergo a new assessment to remain in the program.

According to the World Tourism and Travel Council, tourism is forecast to account for 6.2% of Albania's GDP in 2011 and 5.5% of employment within the country.

## Annex D

### FY2012 Project Activities by Industry and Components

Table I

GARMENT/ FOOTWEAR					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
2x BYOB Workshops for PUT Bachelors' Level Students and Professors: Sourcing Raw Materials, Costing and Pricing Garments	Tirana	20-21 Oct			
BYOB Workshop for PUT Masters' Level Students on <i>Sourcing, Costing and Pricing Garments</i>	Tirana	1-Dec			
3x Workshops on Website Maintenance and Handover	Tirana Durres	10/22/2012 13-Dec			
2x BYOB Workshop for Companies: Sourcing Raw Materials, Costing and Pricing Garments	Tirana Shkodra	11/4/2012 1-Dec			
One-one-one coaching and mentoring on B2B preparation for 3 garment companies in anticipating visits by STANDA buyer	Tirana Shkodra	15-16 Nov			
3 x B2B Meetings between STANDA Representatives and Albanian Garment Companies	Tirana	21-22 Nov			
Garment and Footwear Stakeholders Group Meetings	Tirana	15-Nov			
Support to CFA with National Conference preparation	Tirana	x			
CFA National Conference on <i>The Future of Albanian Fashion Industry</i>	Tirana	16-Dec			
Marketing-Readiness Assesments of BYOB Companies by German Marketing Experts	Various		16-17 Jan		
BYOB Workshop on Preparation for Attending Trade Fairs	Tirana	x	20 Jan		
BYOB Companies prepare and attend the <i>Munich Fabric Start Fair</i>	Munich	x	30 Jan - 4 Feb		
Workshop for Students at PUT Department of Fashion and Textiles on <i>Creating Effective Internships</i>	Tirana		23 Feb		
Support to 1st Meeting of the GFSWG - Subgroup on Policies, Legal Issues and Incentives	Tirana	x	29 Feb		
Support to 1st Meeting of the GFSWG - Subgroup on Vocational Training	Tirana	x	01 Mar		
Support to 1st Meeting of the GFSWG - Subgroup on	Tirana	x	02 Mar		

GARMENT/ FOOTWEAR					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
Financial Schemes for SMEs					
BYOB companies attend <i>Istanbul Tex-Bridge</i> Fair	Istanbul		8-10 Mar		
BYOB Lecture on Marketing, Merchandising and Customer Services for PUT students and professors	Tirana		27 Mar		
Firm-level assistance through PUT consultants	Various		x		
Companies Reporting KPIs	Various	x	x	x	x
Skills Inventory	Various	x	x	x	x
Needs Assessment Survey for Skilled Labor	Various	x	x	x	x
Mito Training at PUT for Leather Processing and Testing	Tirana			30-Apr	
Support to GFSWG and 1st 2012 Meeting	Tirana	x	x	31-May	
Presentation of ARS Sutoria Footwear Magazine and Resources to PUT Lecturers	Tirana			7-Jun	
Presentation of ARS Sutoria Footwear Magazine and Resources to Mastorr company	Korca			13-Jun	
Presentation of ARS Sutoria Footwear Magazine and Resources to Berttoni and Alangore	Shkodra			21-Jun	
Preparation and BYOB Companies attend Collection Premiere Moscow 2012 Fair	Moscow			x	4-8 Sep
ARS Sutoria Training to other Footwear Companies	Various			x	x

INFORMATION AND COMMUNICATIONS TECHNOLOGY					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
IT Mark -Overview Workshop for ICT firms	Tirana	20-Oct			
IT Mark - CMMI 5-day Workshop for ICT Firms Seeking IT Mark Certification	Tirana	25-28 Oct			
Signature of ICT-TRC MOU between public and private sector partners	Tirana	24-Oct			
Architecture/engineering drawings for ICT-TRC center	Tirana	x			
Three Workshops on Website Maintenance and Handover	Tirana Durrës	22-Oct			
ICT Stakeholders Working Group Meeting	Tirana	22-Nov			
Microsoft Day	Tirana	1-Dec			
Firm-level visits for upgraded KPI software	Shkodra	x			
Pro-TIK Presentation at Safer Internet Day	Tirana		07 Feb		

Coaching and Mentoring of the ASC and its members to attend the Regional Biztech SEE Roadshow	Tirana		x		
Regional Biztech SEE Roadshow	Tirana		14 Feb		
Alangore Website Maintenance Training	Tirana		16Mar		
Public and Private University teams sign-up to work on winning technology innovation proposals in anticipation of Microsoft Albania Imagine Cup	Tirana	x	x		
Microsoft Albania Imagine Cup Day	Tirana		20 Mar		
ICT-TRC Renovation Work Completed	Tirana	x	x	x	x
AITA Business Start-up Weekend	Tirana			20-Apr	
CBI, Sales and Exporting Training to ICT companies	Tirana			16-May	
ICT Regional Conference and B2B Meetings	Tirana			18-May	

TOURISM					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
AAQM Program Assessments	Various	x	x	x	x
20 <sup>th</sup> Anniversary of USG assistance in Albania, Tirana Street Fair	Tirana	2-Oct			
ATA and NTA present AAQM at <i>Fiera del Levante</i> Fair	Tirana	14-16 Oct			
9 AAQM Assessments completed	Various	x			
Supported ATA in its preparations for ATA Annual Assembly Conference	Tirana	x			
STTA Consultant hired to assist in developing AAQM Communication Strategy and Operations Manuals	Tirana	x			
Roundtable with American Hotel, Lodging and Educational Institution (AHLEI), Local Hotels and Universities	Tirana	26-Oct			
Facilitated AHLEI meetings with tourism educational institutions and partners	Tirana	26-29 Oct			
AAQM Communication Strategy Working Group Established (1 <sup>st</sup> WG meeting held at ATA premises)	Tirana	19-Dec			

TOURISM					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
50 Albanian Travel Sites Nominations developed for the National Geographic Website Project	Various	x	x		
IDRA contract extension and modification for collection of AAQM data	Tirana	x			
STTA Assistance delivered to start-up Hotel Kotoni	Tirana	x			
AAQM Communication Strategy Working Group Meeting	Tirana	x	17 Jan		
Development of and Workshop on Start-up Hotels Guidelines	Tirana	x	18 Jan		
ATA 4th Annual Conference & 2nd AAQM Awards Ceremony	Tirana		24 Jan		
Elite Travel Training for Elbasan Tour Operators	Elbasan		26 Jan		
RCI Tourism Steering Committee Meeting	Prishtina		1-3 Feb		
DMO Korca Grant Sponsored Trainings	Korca		20 Mar		
Rasp Grant Funded Training on Improving Korca Tourism Services and Products	Korca		24 Mar		
ARF Conference on Strategies for the Sustainable Development of Adventure Tourism in the District of Berat	Berat		26 Mar		
Western Balkans Tourism Conference "Touristic Albania 2012" and AAQM award Ceremony	Tirana			25 Apr	
Western Balkans Tourism Fair and B2B meetings	Tirana			25 Apr	
ARG Training Part I	Berat			13 May	
Regional Tourism Steering Committee Meeting	Tirana			15 May	
ARG Training Part II on	Berat			19 May	
Rafting Marathon Albania 2012	Various			1 Jun	
Gastronomic Event in Korca, under RASP grant	Korca			14 Jun	
Launching ceremony of Geotourism Western Balkans website in National Geographic	Washington DC			18-22 Jun	
Promotion of the New Catalogue under RASP grant	Korca			29-Jun	

TOURISM					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
ATACT Training of Local Artisan Women Advanced Sales & Promotion techniques	Pogradec				2-6 Jul
ATACT Training of Local Artisan Women Basics of Sales & Promotion techniques	Pogradec				16-18 Jul
Traditional and Artistic Crafts Fair 2012	Pogradec				19-20 Jul
Symposium: Albanian Tourism on the Path of Development	Tirana				20-Sep
Agro-business and Tourism Fair	Tirana				20-22 Sep
Elite Travel Grant Approved	Tirana				24-Sep

INDUSTRY CROSS-CUTTING					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
National Conference on Intellectual Property Rights	Tirana	22-Oct			
Two Access-to-Finance Roundtables Training on Factoring	Durrës	22-Oct			
	Tirana	23-Oct			
2 New Grants Approved	Tirana	10/25/2012 6-Dec			
Business Forum Roundtable with the Albanian Competition Authority on Intellectual Property Rights Issues	Tirana		21 Mar		
Career Office Awareness-Raising Workshop	Tirana		22 Mar		
CEED Regional Market Access and Matchmaking Conference	Tirana		27 Mar		
CEED Regional B2B Meetings	Tirana		28 Mar		

INDUSTRY CROSS-CUTTING					
Activity	Location	Oct-Dec 2011	Jan-Mar 2012	Apr-May 2012	Jun-Sep 2012
2 New Grants Approved	Tirana		2/14/2012 26-Mar		
Career Office Training to Three Public University Departments	Tirana			19-Apr	
WIPO Conference on Copyrights and Trademarks	Tirana			24-Apr	
Amcham Job Fair Conference on Current Issues of Labor Market	Tirana			24-Apr	
Pre-employment advice Booth during the Amcham Job Fair 2012	Tirana			25-Apr	
PUT Internship Program Preparatory Training	Tirana			27-Apr	
Training of students and lecturers at the Computer Sciences Department, PUT	Tirana			2-May	
Training of students and lecturers at the Applied Statistics Department, UT	Tirana			2-May	
Training of students and lecturers at the IT Department, Faculty of Natural Sciences, UT	Tirana			3-May	
ACIT Trade Report Conference	Tirana			25-May	
STTA assistance to WFD portal ( <a href="http://www.duapune.com">www.duapune.com</a> )	Tirana				13-17 Aug
Get to Grants Workshop	Tirana				19-Sep

## Events by Components

Table II KRA 1.1 (Trade and Investment)

FIRM-LEVEL							
Event Count	Activity/ Event	Location	Date	Firms	Participants		
					Female	Male	Total
	<b>IT-MARK Program</b>						
1	IT Mark -Overview Workshop for ICT firms	Tirana	20-Oct-11	7	2	11	<b>13</b>
1	IT Mark - CMMI 4-day Workshop for ICT Firms Seeking IT Mark Certification	Tirana	25-Oct-11	7	2	13	<b>15</b>
	<b>AAQM Program</b>						
1	25 AAQM Assesments	Various	Various	25	6	22	<b>28</b>
1	Workshop on Developing AAQM Communication Strategy	Tirana	19-Dec-12	2	4	1	<b>5</b>
	<b>BYOB Program</b>						
14	BYOB technical assesments by STTA Michael Fieman	Various	Various	14	8	12	<b>20</b>
9	Marketing-Readiness Assessments of BYOB Companies by German Marketing Experts	Various	16-17 Jan, 2012	9	5	7	<b>12</b>
1	BYOB Training on Trade Fair Participation and B2B Meetings prior <i>Munich Fabric Start Fair</i>	Tirana	20-Jan-12	3	5	3	<b>8</b>
1	BYOB Training on Trade Fair Participation and B2B meetings prior <i>Dusseldorf Preview Collections Fashion Week Spring/Summer 2012</i>	Various	23-Jul-12	4	2	2	<b>4</b>
1	BYOB Training on Trade Fair Participation and B2B Meetings prior <i>Collection Premiere Moscow Fair</i>	Moscow	29-Aug-12	4	2	2	<b>4</b>
	<b>Use of ICT tools for Trade</b>						

**FIRM-LEVEL**

Event Count	Activity/ Event	Location	Date	Firms	Participants			
					Female	Male	Total	
1	Facilization Training on Software Platforms: SOA & WebCenter & BPM & WebLogic	Tirana	7-10/02/2012	1	0	1	1	
1	Facilization Training on Primavera EPPM Release 8.x Design and Configuration	Tirana	16-19 Apr 2012	1	0	2	2	
1	Facilization Training on Primavera P6 Web Access Rel 7 Ed 1 LVC	Tirana	23-May-12	1	0	2	2	
1	Company Trainings on Website Maintenance	Durrës	21-Oct-11	3	4	5	9	
1		Tirana	13-Dec-11	1	1	0	1	
		Tirana	13-Dec-11	1	0	1	1	
		Tirana	16-Mar-12	1	0	1	1	
1	ARS Sutoria Training for Footwear Companies	Korca	14-Jun-12	1	1	1	2	
1		Shkodra	30-Jun-12	5	4	4	8	
1		Fier	30-Jul-12	1	1	1	2	
1		Berat	30-Jul-12	1	1	1	2	
1		Tirana	1-Aug-12	1	1	1	2	
1		Durrës	11-12 Sep 2012	2	2	2	4	
<b>Others</b>								
1		One-one-one coaching on B2B preparation for 3 garment companies in anticipation of visits by Finish byer ( STANDA)	Tirana	15-Nov-11	3	1	0	1
	15-Nov-11			0		1	1	
1	Shkodra		16-Nov-11	1		1	2	
1	CBI Training on Trade Fair Participation for ICT companies	Tirana	16-17 May 2012	8	10	7	17	
1	ARG Theoretical Training and Exam - Part I on Professional Rafting Guides	Berat	13-18 May 2012	1	0	13	13	
0	ARG Practical Training - Part II on Professional Rafting Guides	Berat	19-26 May 2012	n/c	n/c	n/c	n/c	

FIRM-LEVEL							
Event Count	Activity/ Event	Location	Date	Firms	Participants		
					Female	Male	Total
45	Firm-level Results for KRA 1.1			107	63	117	180

MESO-MACRO LEVEL							
Activity/ Event	Location	Date	Firms	Participants			
				Female	Male	Total	
Biztech SEE Roadshow 2012	Tirana	13-14 Feb 2012	14	3	11	14	
Touristic Albania 2012 Fair and Conference and AAQM award Ceremony	Tirana	25-Apr-12	42	22	40	62	
National Conference on <i>Intellectual Property Rights Issues</i>	Tirana	22-Nov-11	11	31	35	66	
Business Forum Roundtable with the Competition Authority on <i>Intellectual Property Rights Issues</i>	Tirana	21-Mar-12	15	8	22	30	
WIPO Conference on <i>Copyrights Law and Other Related Rights</i>	Tirana	24-Apr-12	12	42	37	79	
Regional ICT Conference and B2B Meetings	Tirana	18-May-12	30	26	70	96	
Launching ceremony of the National Geographic Interactive Portal on Western Balkans Geotourism	Washington D.C.	18-Jun-12	n/c	n/c	n/c	n/c	
ACIT Trade Report 2011 Conference	Tirana	28-Apr-12	1	18	19	37	
Agro-Business and Tourism Fair Conference and AAQM ceremony	Tirana	20-22 Sep 2012	9	38	35	73	
<b>Meso-level Results for KRA 1.1</b>			<b>134</b>	<b>188</b>	<b>269</b>	<b>457</b>	
<b>Grand Total for KRA 1.1</b>			<b>241</b>	<b>251</b>	<b>386</b>	<b>637</b>	

Table III - KRA 2.1.1 (Productivity)

Activity/ Event	Location	Date	Institutions	Firms	Participants		
					Female	Male	Total
Garment and Footwear Stakeholders Group Meeting	Tirana	15 Nov 2011	4	<b>0</b>	5	7	12
National Conference on <i>Intellectual Property Rights Issues</i>	Tirana	22 Nov 2011	4	<b>11</b>	31	35	<b>66</b>
A2F Roundtables on Factoring	Tirana	22-23 Nov 2011	5	<b>69</b>	48	49	<b>97</b>
CFA National Conference on <i>the Future of Albanian Fassion Industry</i>	Tirana	16 Dec 2011	8	<b>14</b>	19	42	<b>61</b>
ATA 4th Annual Conference and AAQM Awards Ceremony	Tirana	24-Jan-12	19	<b>106</b>	68	114	<b>182</b>
Microsoft Imagine Cup	Tirana	15-Mar-12	9	<b>10</b>	n/c	n/c	<b>n/c</b>
Business Forum Rountable with the Competition Authority on <i>Intellectual Property Rights Issues</i>	Tirana	21 Mar 2012	5	<b>15</b>	8	22	<b>30</b>
ARF Conference on Strategies for the Sustainable Development of Adventure Tourism in the District of Berat	Berat	26-Mar-12	9	<b>7</b>	63	32	<b>95</b>
CEED Regional Market Access Conference and B2B Matchmaking	Tirana	27-28 Mar 2012	n/a	<b>56</b>	28	39	<b>67</b>
AITA Business Start-up Weekend	Tirana	19-22 Apr 2012	2	10	37	105	<b>142</b>
WIPO Conference on <i>Copyrights Law and Other Related Rights</i>	Tirana	24-Apr-12	10	<b>12</b>	42	37	<b>79</b>

Activity/ Event	Location	Date	Institutions	Firms	Participants		
					Female	Male	Total
Western Balkans Tourism Conference <i>Touristic Albania 2012</i> and AAQM Awards Ceremony	Tirana	25-Apr-12	4	<b>42</b>	22	40	<b>62</b>
Amcham Job Fair Conference on <i>Current Issues of the Labor Market</i>	Tirana	25 Apr 2012	9	<b>26</b>	33	23	<b>56</b>
Regional ICT Conference and B2B Meetings	Tirana	18 May 2012	11	<b>30</b>	26	70	<b>96</b>
ACIT Trade Report 2011 Conference	Tirana	25 May 2012	11	<b>1</b>	18	19	<b>37</b>
Garment and Footwear Stakeholders Group Meeting	Tirana	29 May 2012	4	<b>0</b>	15	4	<b>19</b>
IPR Stakeholders Roundtable with AmCham	Tirana	30-May-12	5	<b>0</b>	6	4	<b>10</b>
Regional Tourism Steering Committee Meeting	Tirana	15-May-12	n/a	<b>n/a</b>	n/a	n/a	n/a
Western Balkans Stewardship Council Meetings	Tirana	14-May-12	n/a	<b>n/a</b>	n/a	n/a	n/a
Launching ceremony of the National Geographic Interactive Portal on Western Balkans Geotourism	Washington DC	18-Jun-12	n/a	<b>n/a</b>	n/a	n/a	n/a
Regional Roundtable on <i>Underwater Cultural Heritage</i>	Shkodër	30-Jun-12	4	<b>0</b>	7	1	<b>8</b>
Regional Tourism Steering Committee Meeting	Tirana	17-Sep-12	n/a	<b>n/a</b>	n/a	n/a	<b>n/a</b>
Agribusiness and Tourism Fair Conference on <i>Albanian Tourism on the Path of Development</i>	Tirana	20-Sep-12	11	<b>38</b>	35	73	<b>108</b>
IPR Stakeholders Meeting	Tirana	27-Sep-12	3	0	5	5	<b>10</b>
<b>KRA 2.1.1 Results</b>		<b>20 events counted</b>	<b>137</b>	<b>447</b>	<b>516</b>	<b>721</b>	<b>1237</b>

Table IV KRA 2.2.2 (Productivity)

FIRM-LEVEL							
Event Count	Activity/ Event	Location	Date	Firms	Participants		
					Female	Male	Total
	<b><i>IT-MARK Program</i></b>			<b>7</b>			
1	IT Mark -Overview Workshop for ICT firms	Tirana	20-Oct-11	7	2	11	<b>13</b>
1	IT Mark - CMMI 5-day Workshop for ICT Firms Seeking IT Mark Certification	Tirana	25-Oct-11	7	2	13	<b>15</b>
	<b><i>AAQM Program Assistance</i></b>			<b>25</b>			
1	25 AAQM Assessments	Various		25	6	22	<b>28</b>
	<b><i>BYOB Program Assistance</i></b>			<b>9</b>			
1	BYOB Workshop for Companies: <i>Sourcing Raw Materials, Costing and Pricing Garments</i>	Tirana	24-Oct-11	7	14	3	<b>17</b>
1	BYOB Workshop for Companies: <i>Sourcing Raw Materials, Costing and Pricing Garments</i>	Shkodra	4-Nov-11	5	6	2	<b>8</b>
8	One-on-coaching of BYOB designers by Head of German Association of Designers	Various	23-27 Jan-12	8	8	5	<b>13</b>
9	Marketing-Readiness Assessments of BYOB Companies by German Marketing Experts	Various	16-17 Jan-12	9	5	7	<b>12</b>
1	Assessment workshop on Design and Pattern-making with Head of German Association of Designers	Tirana	25-29 June 2012	6	6	5	<b>11</b>
	<b><i>Grant-related trainings</i></b>			<b>5</b>			
1	Picari trains staff on new grant-purchased machines	Fier	Oct-Dec 2011	1	6	4	<b>10</b>

FIRM-LEVEL							
Event Count	Activity/ Event	Location	Date	Firms	Participants		
					Female	Male	Total
1	Omega trains staff on new grant-purchased machines	Tirana	15-Feb-12	1	25	0	25
1	OLA 1 trains staff on new grant-purchased machines	Tirana	Oct-Dec 2011	1	13	0	13
1	Albanian Holiday trains new staff on administration and website maintenance	Tirana	Apr-Jun 2012	1	0	1	1
1	Facilization Training on Software Platforms: SOA & WebCenter & BPM & WebLogic	Tirana	7-10/02/2012	1	0	1	1
1	Facilization Training on Primavera EPPM Release 8.x Design and Configuration	Tirana	16-19 Apr 2012	1	0	2	2
1	Facilization Training on Primavera P6 Web Access Rel 7 Ed 1 LVC	Tirana	23-May-12	1	0	2	2
<b>PEP Program Assistance</b>				<b>35</b>			
1	PEP Program: STTA Assistance with CAD/CAM technology	Various	Oct 2011- Sep 2012	<b>35</b>	n/c	n/c	<b>n/c</b>
1	PEP Program: STTA assistance to garment and footwear clients on Needs Assessment	Various	Jan-Jun 2012		n/a	n/c	<b>n/c</b>
1	PEP Program: STTA assistance to garment and footwear clients on Skills Inventory	Various	Jan-Jun 2012		n/c	n/c	<b>n/c</b>
1	PEP Program: STTA assistance to garment and footwear clients on KPIs implementation	Various	Jan-Jun 2012		n/c	n/c	<b>n/c</b>
1	PEP Program: STTA assistance to garment and footwear clients with fabric and leather testing	Various	Jan-Jun 2012		n/c	n/c	<b>n/c</b>
<b>Others</b>				<b>1</b>			
1	Public and Private University teams sign-up to submit winning technology innovation proposal in anticipation of Microsoft's Imagine Cup Albania	Tirana	Jan-Mar 2012	0	16	36	52

FIRM-LEVEL							
Event Count	Activity/ Event	Location	Date	Firms	Participants		
					Female	Male	Total
1	STTA Assitance to DuaPunë Portal	Tirana	13-23 Aug 2012	1	1	2	3
<b>37</b>	<b>Total Firm -Level Results for KRA 2.2.2</b>			<b>126</b>	<b>110</b>	<b>116</b>	<b>226</b>

MESO-MACRO LEVEL							
Activity/ Event		Location	Date	Firms	Participants		
					Female	Male	Total
CFA National Conference on <i>the Future of Albanian Fassion Industry</i>		Tirana	16-Dec-11	14	19	42	61
Microsoft Albania Imagine Cup Conference		Tirana	15-Mar-12	10	n/c	n/c	n/c
AITA Business Start-up Weekend		Tirana	19-22 Apr 2012	10	37	105	142
A2F Roundtable on Factoring		Durres	22-Nov-11	22	9	13	22
A2F Roundtable on Factoring		Tirana	23-Nov-11	47	39	36	75
Get to the Grants - Workshop		Tirana	19-Sep-12	17	13	21	34
<b>Total Industry-Level Results for KRA 2.2.2</b>				<b>120</b>	<b>117</b>	<b>217</b>	<b>334</b>
<b>Grand Total for KRA 2.2.2</b>				<b>246</b>	<b>227</b>	<b>333</b>	<b>560</b>

Table V - KRA 3.1.2 and KRA 3.1.3 (Workforce Development)

PRE-EMPLOYMENT						
Event Count	Activity/ Event	Location	Date	Participants		
				Female	Male	Total
1	BYOB Lecture for PUT professors and Bachelor-level students on Sourcing Raw Materials	Tirana	20-Oct-11	24	1	25
1	BYOB Lecture for PUT professors and Bachelor-level students on Costing and Pricing	Tirana	21-Oct-11	26	3	29
1	Student's Workshop on Creating Effective Internships	Tirana	23-Feb-12	20	0	20
1	BYOB Lecture on Marketing, Merchandising and Customer Services for PUT students and professors	Tirana	27-Mar-12	22	1	23
1	Career Advice Booth at Amcham Job Fair 2012	Tirana	26-Apr-12	35	15	50
1	Career Development Workshop training for students and lecturers at the PUT Textile and Fashion Department	Tirana	27-Apr-12	28	4	32
1	Training on Leather Processing and Testing delivered to PUT by CGP footwear client Mito	Tirana	30-Apr-12	23	1	24
1	Career Development Workshop training for students and lecturers at the PUT Computer Sciences Department	Tirana	2-May-12	20	20	40
1	Career Development Workshop Training for students and lecturers at the UT Department of Applied Statistics	Tirana	2-May-12	27	5	32
1	Career Development Workshop training for students and lecturers at UT Faculty of Natural Sciences, IT Department	Tirana	3-May-12	27	10	37
1	RASP promotional activity of Korca Traditional Cuisine with local vocational school students	Korca	14-Jun-12	12	9	21
1	BYOB Lecture for PUT Master-level students on Sourcing Raw Materials, Costing and Pricing	Tirana	1-Dec-12	16	1	17
1	Public and Private University teams submit winning technology innovation proposal in anticipation of Microsoft's Imagine Cup Albania	Tirana	Jan-Mar 2012	16	36	52
1	PUT Interns placed at CGP client companies	Tirana	May-June 2012	27	2	29

1	AITA Start-up Outcome	Tirana	May-Sep 2012	2	1	3
<b>15</b>	<b>Total Pre-Employment Training Results for KRA 3.1.2</b>			<b>325</b>	<b>109</b>	<b>434</b>

WFD –Training						
Event Count	Activity/ Event	Location	Date	Participants		
				Female	Male	Total
x	STTA Assistance to Start-up Hotel Kotoni	Tirana	Oct-Dec 2011	7	14	21
x	Workshop on Start-up Hotel Guidelines	Tirana	18-Jan-12	12	9	21
x	AHLEI Roundtable	Tirana	27-Oct-11	9	18	27
x	DMO Grant training for Local Tour Guides	Korca	12-15 Mar 2012	13	1	14
x	DMO Grant training for Life Gallery Hotel	Korca	1-May-12	6	13	19
x	DMO Grant training for Artisan Women	Korca	Apr-Jun 2012	20	0	20
x	RASP Grant training of local community on <i>Improving Korca Tourism Services and Products</i>	Korca	24-Mar-12	3	3	6
x	Career Office Awareness-Raising Workshop for Universities	Tirana	Apr-May 2012	21	5	26
x	ToT on Career Centre Management with University Lecturers and Professors from Three Public University Departments	Tirana	19-23 Apr 2012	14	7	21
x	ATACT II Grant training of local artisan women on <i>Advanced Sales and Promotion Techniques</i>	Pogradec	2 -6 Jul 2012	29	2	31
x	ATACT II Grant training for local artisan women on <i>Basics of Sales and Promotion Techniques</i>	Pogradec	15-19 Jul 2012	32	2	34
<b>11</b>	<b>Total WFD Training Results for KRA 3.1.3</b>			<b>166</b>	<b>74</b>	<b>240</b>
<b>Grand Total</b>				<b>491</b>	<b>183</b>	<b>674</b>

## Annex E

### FY2012 Project Communications Summary of Outputs

Month/Year	Event/Activity	Outreach Method	Coordinated with	Industry
<i>1st FY2013 Quarter</i>				
October 2011	RrA interviews Madison Avenue employee	Success Story developed and submitted to USAID's Telling Our Stories	Client company	Garment
	Tirana Street Fair (20 <sup>th</sup> USG Anniversary)	AAQM Exhibit Booth	ATA, ARG, USAID Mission	Tourism
		Distributions of AAQM brochures		
		ARG presentation booth		
		USAID RrA Press Release		
		Tourism documentary shown		
	ICT-TRC MoU Signature	AAQM and ARG lottery draw	USAID Mission	ICT
		Public/Press event		Cross-Sector
	Regional Stewardship Council Meeting	USAID Press Release	USAID RCI	Tourism
	9 <sup>th</sup> SEEITA & 8 <sup>th</sup> MASIT Open Days Conference	RrA Conference Presentation	USAID RCI	ICT
Event Participation				
Radio Interview on AHLEI Roundtable	RrA Conference Presentation	ATA, AHLEI	Tourism	
November 2011	A2F Roundtables on Factoring	Joint interview on Radio Travel by ATA Executive, AHLA Representative and RrA Tourism Specialist	Aegis Consulting	Cross-Sector
		Event co-organizer		
		RrA website announcement		
		Paid Press Advertisement		
December 2011	National Conference on Intellectual Property Rights	Communications materials developed	AmCham	Cross-Sector
		Event co-organizer		
		RrA website announcement		
	Microsoft Day	Event participation	Microsoft Albania	ICT
	CFA National Conference on the Future of Fassion Industry in Albania	Event co-organizer	CFA, PUT, USAID Mission	Garment
		RrA and industry websites announcement		Footwear
CFA Media Advisory				

Month/Year	Event/Activity	Outreach Method	Coordinated with	Industry
		USAID/RrA Press Release		
		RrA Conference Presentation		
		PUT Conference Presentation		
		Communications materials developed		
<i>2nd FY2013 Quarter</i>				
January 2012	ATA's 4th Annual Conference and AAQM Award Ceremony	Event co-organizer	ATA, USAID Mission	Tourism
		AAQM Awards Ceremony		
		Distributions of AAQM brochures		
		Taking Points for USAID Mission Director		
		RrA website announcement		
AAQM Promotion	Monitor Joint interview by RrA Tourism Advisor and ATA Executive Director	ATA	Tourism	
Workshop on Start-up Hotels Guidelines	Event co-organizer	ATA	Tourism	
	Communications materials developed			
February 2012	BizTech SEE Roadshow	Event co-organizer	ASC, Leoron	ICT
		Communications materials developed		Cross-Sector
		RrA website announcement		
	RCI Tourism Steering Committee Meeting and Networking Conference	RrA Presentation	USAID RCI	Tourism
		AAQM Presentation		
	Students' Workshop on Creating Effective Internships	Event co-organizer	PUT	ICT
Communications materials developed				
RrA website announcement				
March 2012	Microsoft Albanian Imagine Cup	Event co-organizer	Microsoft Albania, PUT, USAID Mission	ICT
		Communications materials developed		
		Talking Points for USAID Mission Director		
		USAID/RrA press release		
		RrA Presentation		
		RrA website announcement		
	ARF Conference on <i>Strategies for the Sustainable Development of</i>	Event co-organizer	ARF , ARG	Tourism
Communications materials developed				

Month/Year	Event/Activity	Outreach Method	Coordinated with	Industry		
	<i>Adventure Tourism in the District of Berat</i>	RrA presentation				
		RrA website announcement				
	BYOB Lecture on <i>Marketing, Merchandising and Customer Services</i> for PUT students and professors	Event co-organizer			PUT	ICT
		Communications materials developed				
		RrA website announcement				
	BYOB Success Story on new NPV international hire	Success story on Omega's technology improvement			RrA	Garment
	CEED Conference	Event co-organizer			CEED	Cross-Sector
		Communications materials developed				
		RrA website announcement				
	<i>3rd FY2013 Quarter</i>					
April 2012	Touristic Albania Fair 2012 and Conference	Conference co-organizer	FIAA, ATA, MTYSC, USAID Mission	Tourism		
		AAQM Awards Ceremony				
		Distribution of AAQM Broshures				
		AAQM Exhibit Booth				
		Talking points for RrA COP				
		RrA website announcement				
	National Conference on Copyrights and Other Related Rights with ACO and WIPO	Event co-organizer	ACO	Cross-Sector		
		Communications materials developed				
		RrA website announcement				
	AmCham Job Fair 2012 and Conference on Labor Market Issues	Event co-organizer	AmCham	Cross-Sector		
		Career Advice Booth				
		Communications materials developed				
		RrA website announcement				
	ACIT Trade Report 2011 and Conference	ACIT Report Publication	ACIT	Cross-sector		
		Event co-organizer				
		ACIT Press Release				
Communications materials developed						
May 2012	1 <sup>st</sup> semi-annual meeting of the Garment and Footwear Stakeholders Working Group	Communications materials developed	AIDA	Cross-sector		

Month/Year	Event/Activity	Outreach Method	Coordinated with	Industry
	RCI Tourism Steering Committee Meeting and Networking Conference	RrA Presentation	USAID RCI, NTA, Auron Expeditions	Tourism
		AAQM Presentation		
	CBI Training on Effective Trade Fair Participation for ICT Companies	Event co-organizer	USAID RCI, AITA	ICT
		Communications materials developed		
		RrA website announcement		
	Regional ICT Conference and Matchmaking event	Event co-organizer	USAID RCI, AITA, USAID Mission	ICT
		Talking points for USAID Assistant Administrator, MS. Roberta Mahoney		
		Article for USAID EG Newsletter		
		Communications materials developed		
	AITA Start-up Weekend	RrA website announcement	AITA	ICT
		Event co-organizer		
		Communications materials developed		
		RrA Presentation		
	ARG Training and Exam on Professional Rafting Guides (Part I and II) and Albania Rafting Marathon 2012	RrA website announcement	ARG	Tourism
Event co-organizer				
Communications materials developed				
RrA presentation				
June 2012	First-Person Success Story on DMO grant beneficiary researched and developed	Field visit and interview by M&E/Communications specialist	DMO	Tourism
		Success Story submitted to USAID for further dissemination		
	RASP Gastronomic Event	Event co-organizer	RASP	Tourism
		Communications materials developed		
		RrA website announcement		
	Snapshot Success Story on RASP grant activities researched and developed	Field visit and interview by M&E/Communications specialist	RASP	Tourism
		Success Story submitted to USAID for further dissemination		
	Launch of the Western Balkans Geotourism MapGuide portal in	Event co-organizer	USAID RCI, NTA, Auron Expeditions	Tourism
		Communications materials developed		

Month/Year	Event/Activity	Outreach Method	Coordinated with	Industry
	Washington D.C	USAID Press release		
		RrA website announcement		
		Interview to Monitor		
	Regional Roundtable on Underwater Cultural Heritage	Event co-organizer	ACMR	Tourism
		Communications materials developed		
RrA website announcement				
<i>4th FY2013 Quarter</i>				
July 2012	<i>Dusseldorf Preview Collections Fashion Week Spring/Summer 2012 Fair</i>	Support for company participation	CFGA, BYOB Companies	Garment
		Company brochures developed and/or printed		
		Industry marketing materials developed/printed		
		Made in Albania booth		
		RrA website announcement		
August 2012	AAQM Promotion	AAQM Marketing and Communications Strategy	ATA	Tourism
		AAQM website established		
		Set of AAQM Promotional materials finalized		
September 2012	Collection Premiere Moscow 2012 Fair	Support for company participation	CFGA, BYOB Companies	Garment
		Company brochures developed and/or printed		
		Industry marketing materials developed/printed		
		Made in Albania booth		
		BYOB Article in <a href="http://www.albaniagarment.com">www.albaniagarment.com</a>		
	RrA website announcement	ATA, MTYCS	Tourism	
	Event co-organizer			
	Communications materials developed			
	RrA website announcement			
Agribusiness and Tourism Fair 2012	Monitor magazine article on AAQM awards ceremony			

## Annex F

### List of Websites and Visitor Statistics

No.	Client/Beneficiary	Industry	Website Address
<b>Firm level</b>			
1	Alangore	Footwear	<a href="http://www.alangore.com">www.alangore.com</a>
2	Ambra	Garment	<a href="http://www.ambra.al">www.ambra.al</a>
3	Bertoni	Footwear	<a href="http://www.berttoni.al">www.berttoni.al</a>
4	Blue Sky	Garment	<a href="http://www.bluesky.al">www.bluesky.al</a>
5	Dika Kofeksion	Garment	<a href="http://www.dikakonfeks.al">www.dikakonfeks.al</a>
6	Donianna	Footwear	<a href="http://www.donianna.com">www.donianna.com</a>
7	Edipack	Other/Recycling	<a href="http://www.edipack.al">www.edipack.al</a>
8	Fital	Footwear	<a href="http://www.fital.al">www.fital.al</a>
9	Kler	Garment	<a href="http://www.kleren.al">www.kleren.al</a>
10	Mastorr	Footwear	<a href="http://www.mastorr.al">www.mastorr.al</a>
11	Meko 98	Footwear	<a href="http://www.meko98.al">www.meko98.al</a>
12	Npv International	Garment	<a href="http://www.npv.al">www.npv.al</a>
13	Npv2	Garment	<a href="http://www.npv2.al">www.npv2.al</a>
14	Omega	Garment	<a href="http://www.omegagarments.al">www.omegagarments.al</a>
15	Patrik	Footwear	<a href="http://www.patrik.al">www.patrik.al</a>
16	Picari	Footwear	<a href="http://www.picari.al">www.picari.al</a>
17	Albanian Holidays	Tourism	<a href="http://www.balkan-hotels.com">www.balkan-hotels.com</a>
<b>Industry level</b>			
1	Garment Industry (managed by AIDA)	Garment	<a href="http://www.albaniangarment.com">www.albaniangarment.com</a>
2	Footwear Industry (managed by AIDA)	Footwear	<a href="http://www.albanianfootwear.com">www.albanianfootwear.com</a>
3	DMO Korca	Tourism	<a href="http://www.go-albania.com">www.go-albania.com</a>
5	AAQM program and Tourism Industry (managed by ATA)	Tourism	<a href="http://www.authenticalbania.com">www.authenticalbania.com</a>
6	Tourism Industry (managed by ACMR)	Tourism	<a href="http://www.balkansgeotourism.travel">www.balkansgeotourism.travel</a>

## Annex F

### List of Websites and Visitor Statistics

Website Name	Statistics	Year 2011	Year 2012	% Δ
<b>Albanian Garment</b>	Unique Visitors	3,713	7,059	<b>90%</b>
	Visits	5,145	11,606	<b>126%</b>
	Pages	33,619	66,012	<b>96%</b>
	Hits	290,027	281,403	<b>-3%</b>
<b>Albanian Footwear</b>	Unique Visitors	2,765	8,268	<b>199%</b>
	Visits	35,275	51,709	<b>47%</b>
	Pages	30,063	144,806	<b>382%</b>
	Hits	81,750	291,769	<b>257%</b>
<b>Ambra</b>	Unique Visitors	n/a	3,204	<b>n/a</b>
	Visits	n/a	6,726	<b>n/a</b>
	Pages	n/a	21,914	<b>n/a</b>
	Hits	n/a	48,554	<b>n/a</b>
<b>Blue Sky</b>	Unique Visitors	386	813	<b>111%</b>
	Visits	504	1,729	<b>243%</b>
	Pages	8,675	8,915	<b>3%</b>
	Hits	20,385	26,860	<b>32%</b>
<b>Dika Konfeks</b>	Unique Visitors	174	759	<b>336%</b>
	Visits	271	1,567	<b>478%</b>
	Pages	1,443	9,455	<b>555%</b>
	Hits	4,928	14,782	<b>200%</b>
<b>Edipack</b>	Unique Visitors	n/a	2,540	<b>n/a</b>
	Visits	n/a	4,652	<b>n/a</b>
	Pages	n/a	17,446	<b>n/a</b>
	Hits	n/a	53,443	<b>n/a</b>
<b>Kleren</b>	Unique Visitors	498	1,200	<b>141%</b>
	Visits	653	1,985	<b>204%</b>
	Pages	3,449	15,747	<b>357%</b>

Website Name	Statistics	Year 2011	Year 2012	% Δ
	Hits	27,174	66,367	144%
<b>Meko</b>	Unique Visitors	113	491	335%
	Visits	131	679	418%
	Pages	521	2,058	295%
	Hits	4,508	11,563	156%
<b>NPV2</b>	Unique Visitors	127	319	151%
	Visits	155	984	535%
	Pages	924	11,101	1101%
	Hits	3,432	13,794	302%
<b>Omega</b>	Unique Visitors	208	409	97%
	Visits	294	890	203%
	Pages	1,519	6,380	320%
	Hits	6,794	12,571	85%
<b>Picari</b>	Unique Visitors	n/a	2,875	n/a
	Visits	n/a	5,716	n/a
	Pages	n/a	26,689	n/a
	Hits	n/a	58,198	n/a

# Annex G

## Sample AAQM Promotional Materials

Your Key to Albanian Hospitality

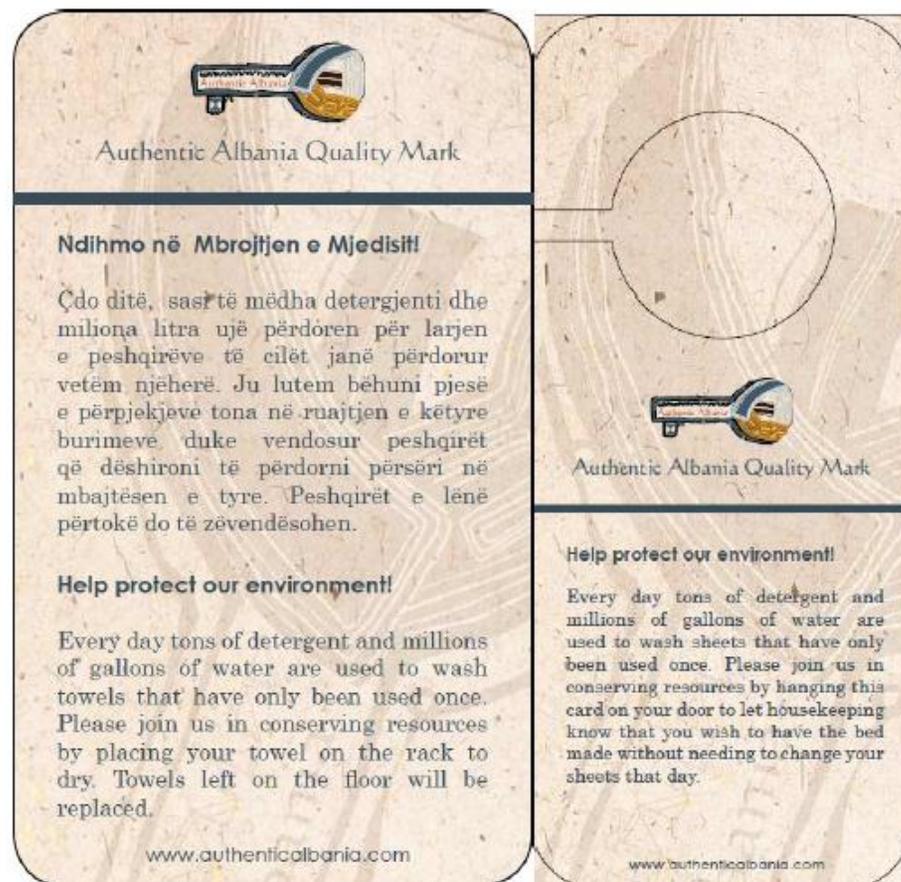
www.authenticalbania.com

Authentic Albania Quality Mark

www.authenticalbania.com

## Annex G

### Sample AAQM Promotional Materials



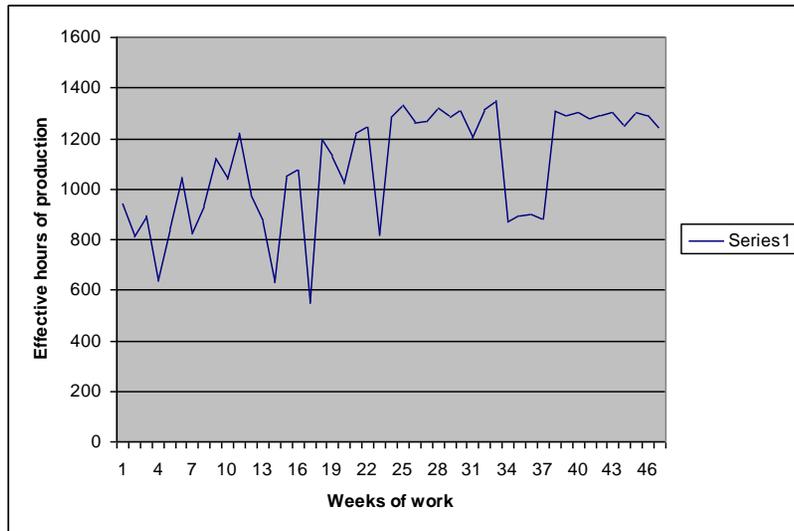
# Annex I

## Sample KPI Analysis

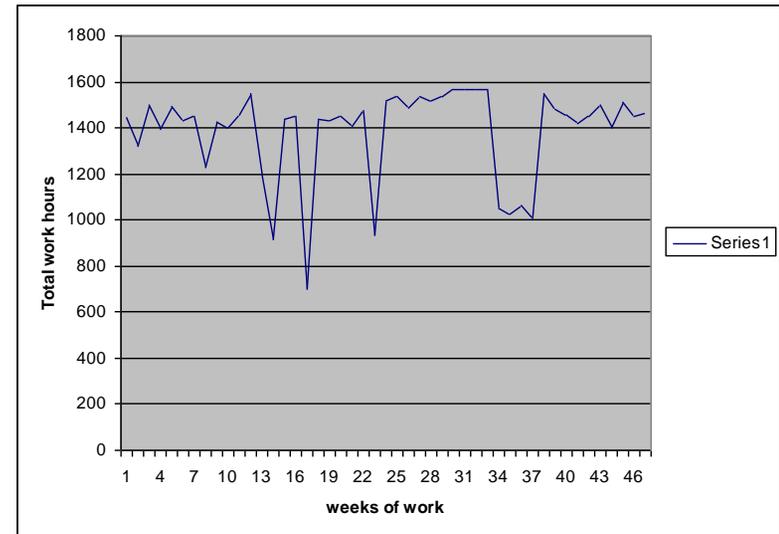
### Madish Productivity Performance

Analysis of 11 Key Performance Indicators  
Period of Analysis: 46 weeks from July 2010 - October 2011

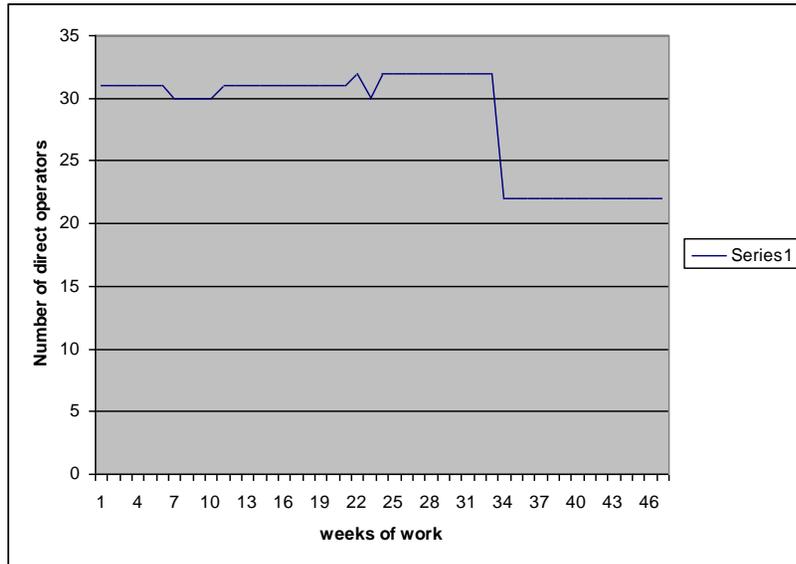
#### 1. Standard hours of production



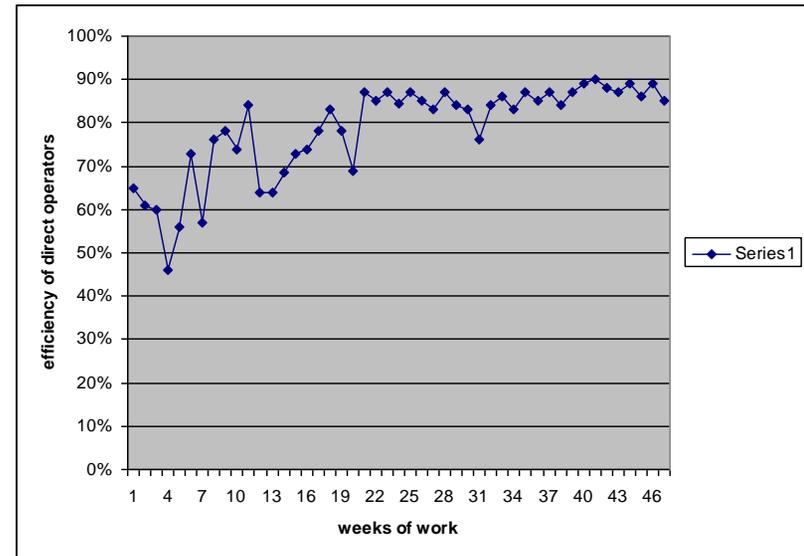
#### 2. Total work hours- including extra hours



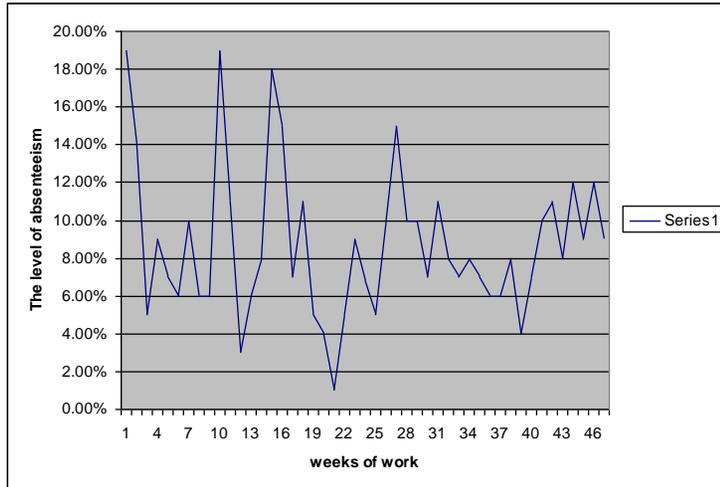
### 3. Number of direct operators



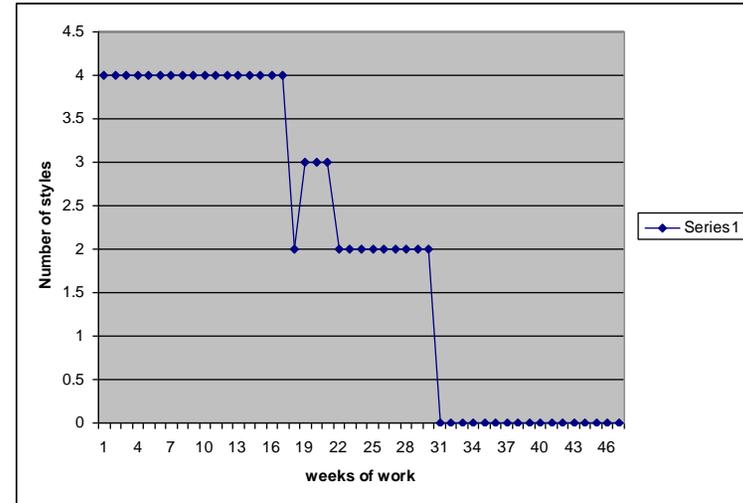
### 4. Efficiency of direct operators



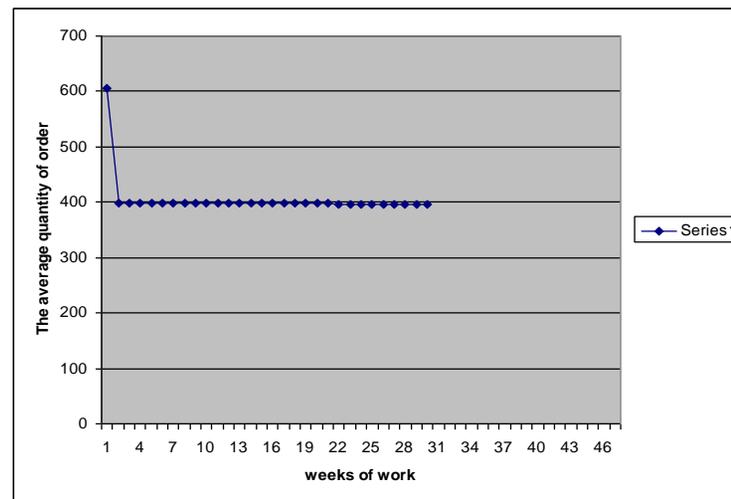
### 5. The level of Absenteeism



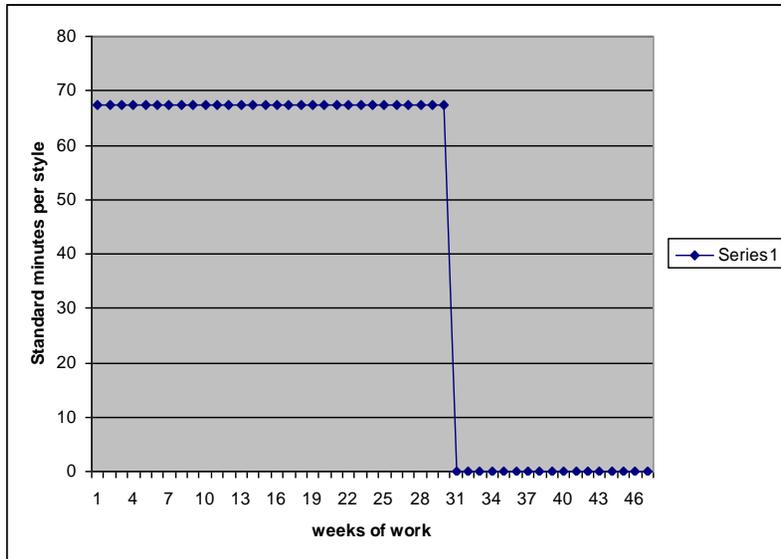
### 6. Number of styles produced in a week



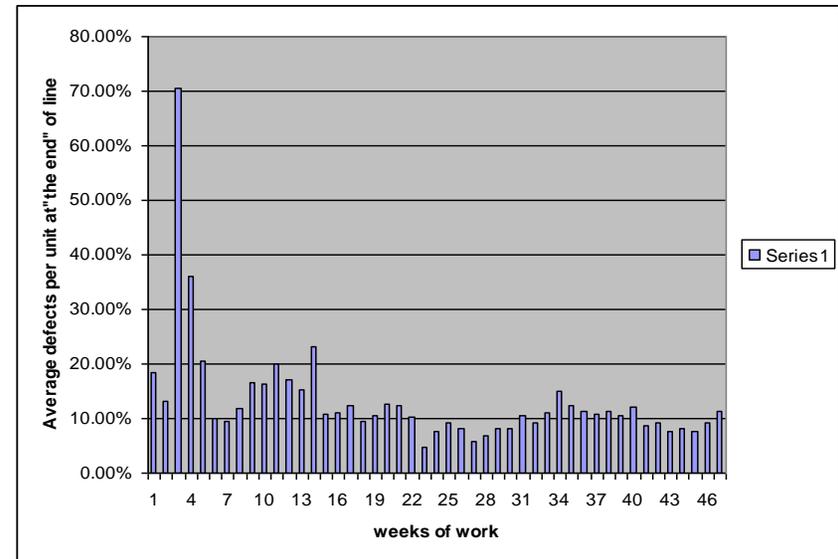
### 7. The average quantity of order/per style



### 8. Standard minutes per style



### 9. Average defects per 100 units 'at the end of the line'



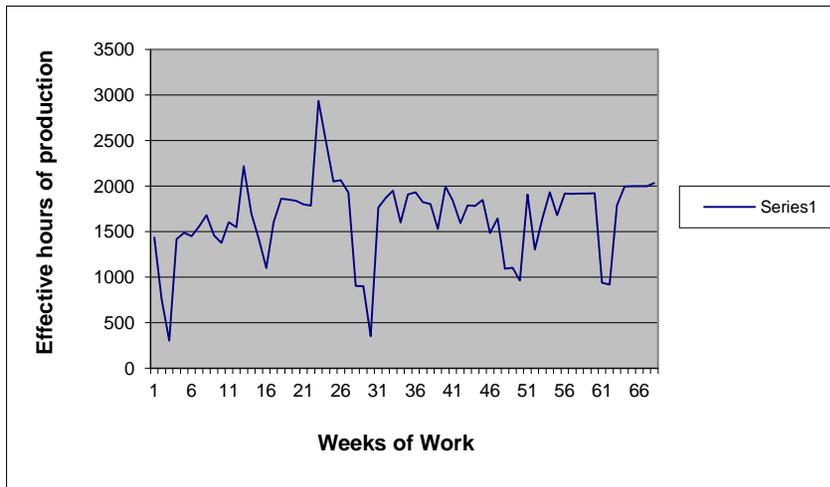
# Annex I

## Sample KPI Analysis

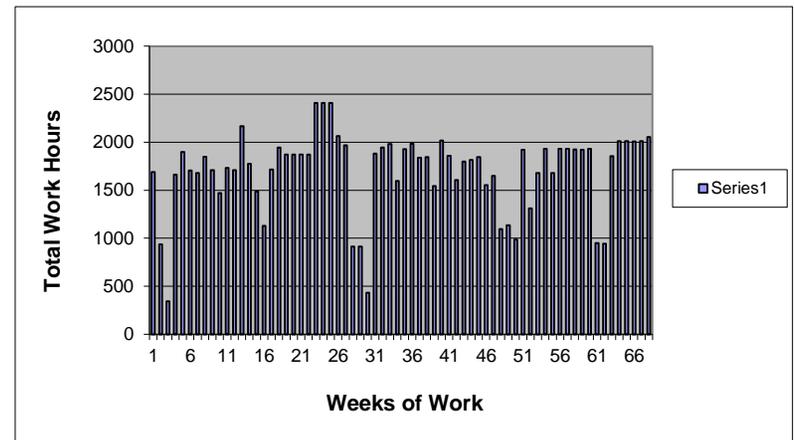
### OMEGA Productivity Performance

Trousers' Production Line  
Analysis of 11 Key Performance Indicators  
Period of Analysis: September 2010-February 2012

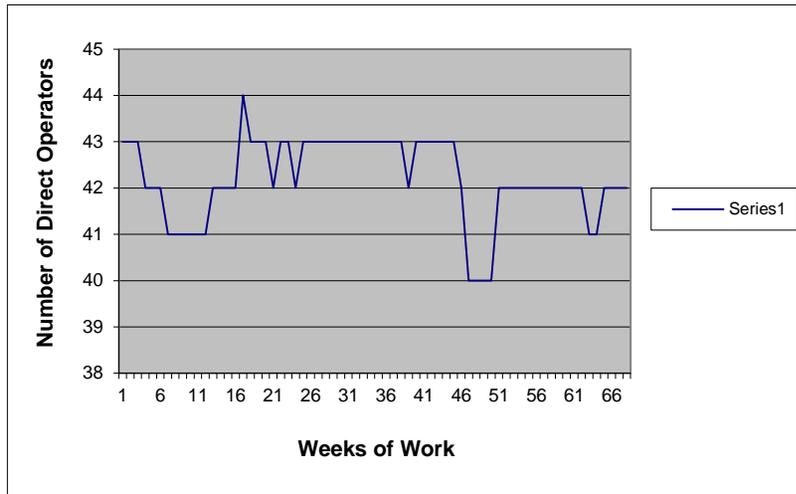
#### 1. Standard hours of production



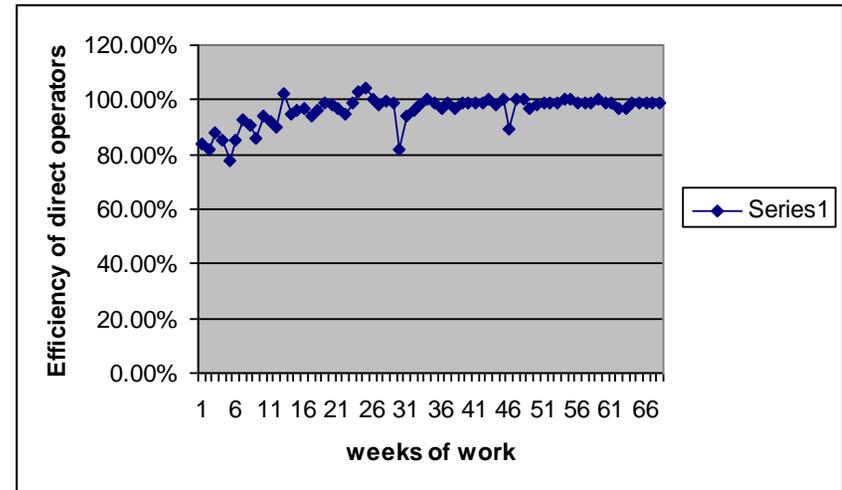
#### 2. Total work hours- including extra hours



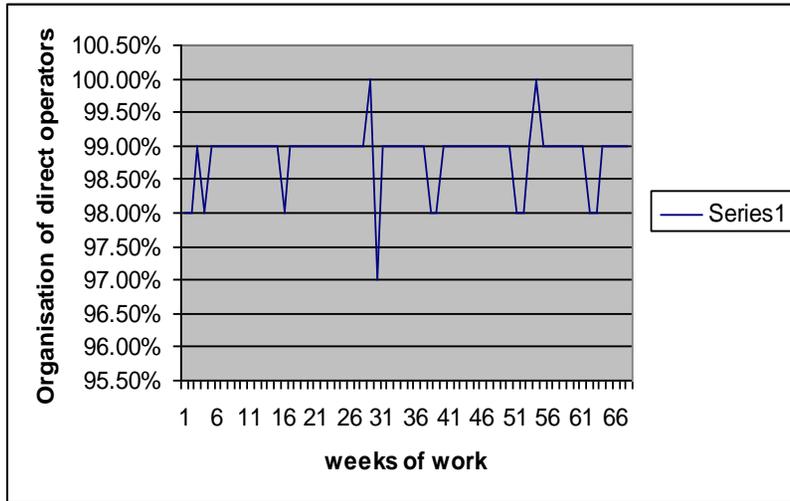
### 3. Number of direct operators



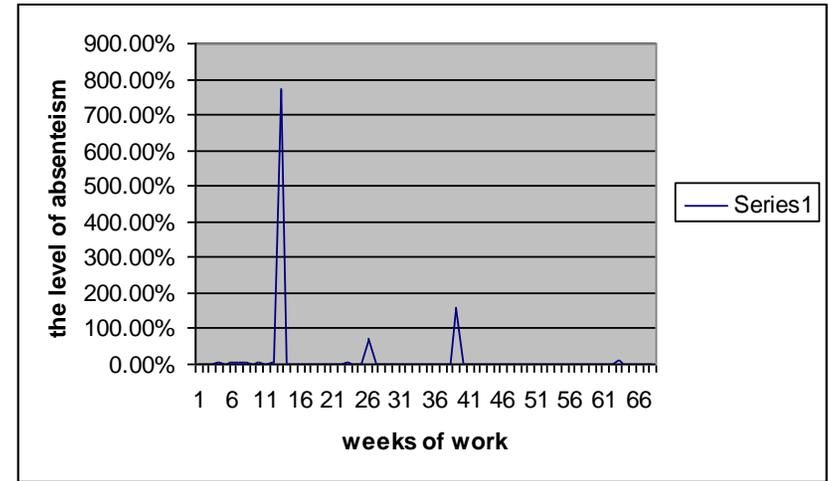
### 4. Efficiency of direct operators



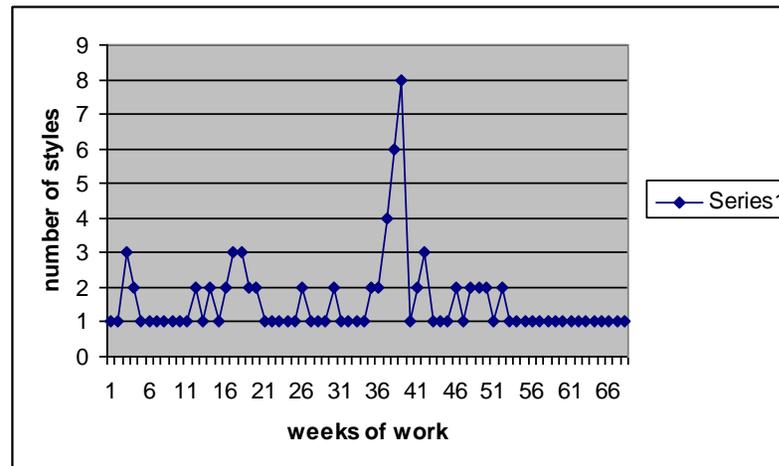
### 5. Organization of direct operators



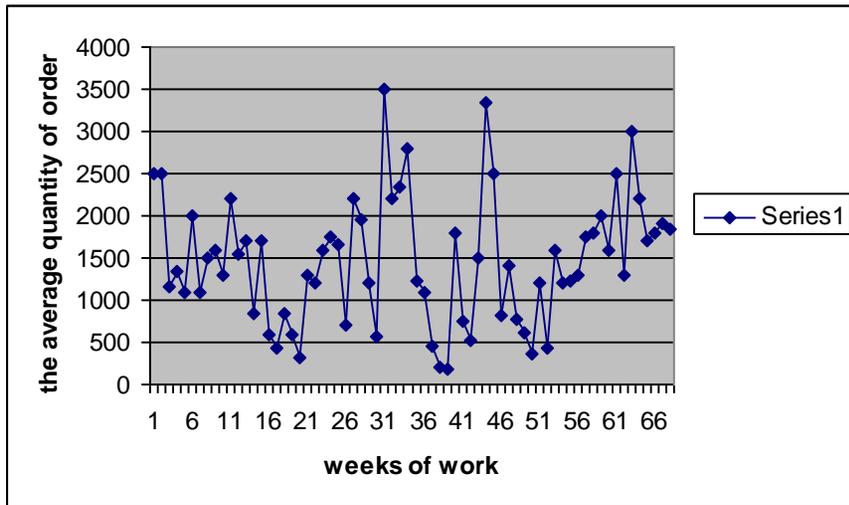
### 6. The level of absenteeism



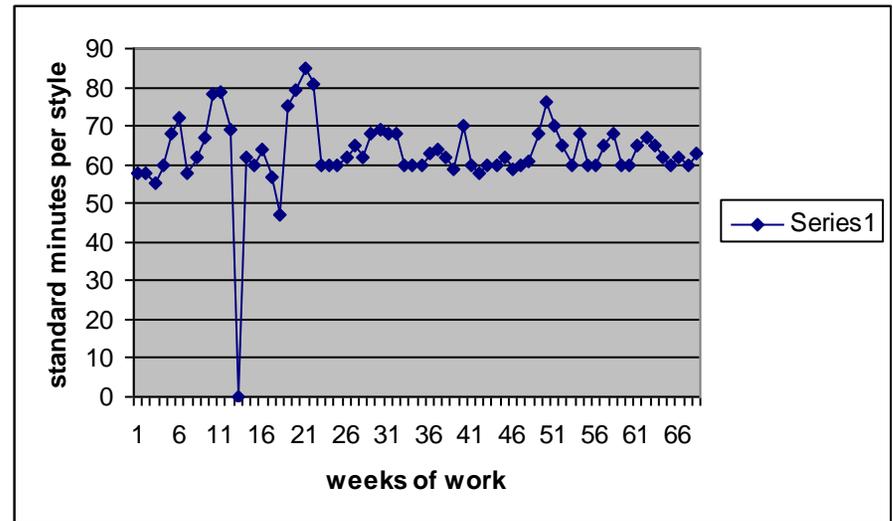
### 7. Number of styles produced in a week



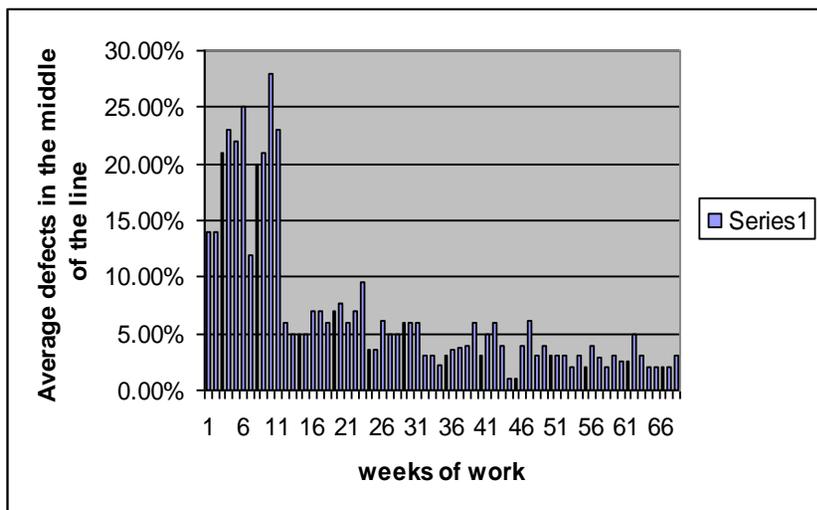
**8. The average quantity of order/per style**



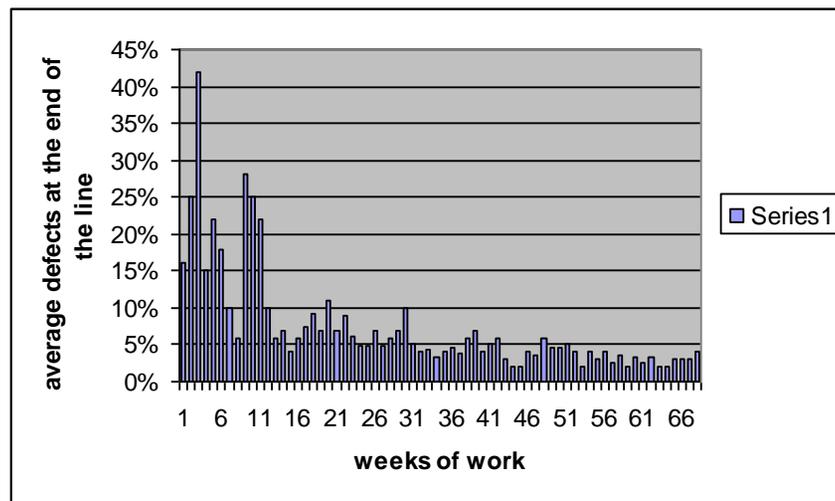
**9. Standard minutes per style**



10. Average defects per 100 units - at the middle of the line.



11. Average defects per 100 units - at the end of the line



# Annex J

## Build Your Own Brand October 2011 - September 2012 Timeline

