

PD-ABL-970

ISN 96740

Project Completion Report

The Work of the International Fertilizer Development Center (IFDC) in Albania 1991 Through 1994

Submitted to

The United States Agency for International Development

by

The International Fertilizer Development Center

July 31, 1995

Preface

This report summarizes the work of the International Fertilizer Development Center (IFDC) in Albania between 1991 and 1994 in support of the Albania Agriculture Adjustment Project funded by the United States Agency for International Development (USAID). Throughout the course of the project, a number of progress and specific activity reports and related publications were submitted to USAID. A listing of these reports and publications is given in the Appendix.

This report responds to reporting obligations of IFDC specified in a USAID Grant (No. 180-0046-G-00-2491-02) to IFDC covering the period January 1, 1993 to December 31, 1994. However, because the USAID/IFDC initiative in Albania was funded in a stepwise fashion, beginning in 1991, reference is also made to the following previous USAID grants to IFDC for work in Albania.

Title	Grant Number	Effective Date
Baseline Assessment	180-0024-3-262-2235	October 1991
Bridging Grant	180-0024-G-00-2001	March 1992
Truck Procurement	180-0046-G-00-2002	March 1992
Urea and DAP Fertilizer Procurement	180-0046-G-00-2003	March 1992

The work of IFDC, funded by USAID, in Albania created an entrepreneurial spirit that inspired confidence in the principles and practices of a free-market economic system. Albanian citizens placed their faith in this alternative to the defunct command economy; they needed, and indeed continue to want, continued support and guidance to ensure that the achievements to date are sustainable.

Additional time, effort, and resources are required to ensure that achievements of the project are institutionalized and will become standard features of the economic landscape of Albania. It is in this context that IFDC makes the case for continued support to benefit the citizens of the new democracy in Albania. USAID funding for the work of IFDC in Albania is assured through September 1995. A request for continued support through December 1997 to complete the transition process to self-sufficiency was submitted by IFDC to USAID in April 1995.

Acknowledgments

IFDC acknowledges the enthusiastic support and guidance of the USAID staff in Tirana and in Washington, D.C. during the period 1991 through 1994. Equally important is the cooperation and assistance that was afforded to IFDC by the Ministries of Agriculture and Food, Finance, and Mineral and Energy Resources. The Albanian bankers that have developed a vision of free-market lending for the purchase of fertilizers also contributed directly to reform of the agricultural sector.

The national staff, numbering over 200 during the life of the project, were sincere, hard working, and diligent. Their work went beyond that of the project and contributed to a vision of a democratic, free, and prosperous Albania. IFDC is also deeply indebted to the Albanian business community that not only made the transition possible but will be charged with the responsibility to sustain the initiative.

**A Chronology of Significant Events During
the USAID-IFDC Work in Albania
1991-1994**

October 1991	Baseline assessment of the supply, distribution, and marketing of fertilizers in Albania completed.
February 1992	Analysis and recommendations for reforming the Albanian fertilizer market completed.
March 1992	Development of a management/market information system (MIS) begins.
March-June 1992	20,000 mt of urea fertilizer imported, auctioned, and distributed to 125 private dealers.
April-June 1992	Area sampling frame designed and crop area and production surveys completed.
April-June 1992	National socioeconomic agricultural surveys begin.
April-June 1992	National surveys of retail farm produce prices begin.
June 1992	Counterpart fund from the sale of urea fertilizer reaches the equivalent of US \$500,000.
September 1992	Media campaign for the sale of diammonium phosphate (DAP) fertilizer begins.
September 1992	10,000 mt DAP fertilizer shipment arrives and sales begin.
December 1992	80 private fertilizer dealers attend a national orientation conference on IFDC marketing policy.
December 1992	Albanian nitrogen fertilizer factory initiates disbursement of mercantile credit as part of a factory marketing policy recommended by IFDC.
January 1993	Fertilizer demand survey completed for 1993.
March 1993	The Albanian Fertilizer and Agricultural Inputs Dealers' Association (AFADA) is formally registered with the Government of Albania.
April 1993	First issue of an agriculture business newsletter (<i>Biznesi Bujqesor</i>) for agri-inputs dealers published.

May 1993	Technical-economic evaluation of the Fier Nitrogen Fertilizer Factory (FNFF) completed by IFDC.
June 1993	Study tour to the United States for 10 AFADA members completed.
July 1993	Second study tour to the United States for 10 AFADA members completed.
July 1993	Study tour to the United States for 14 Albanian bankers completed.
July-September 1993	The equivalent of US \$1,900,000 (186 million Leks at 98 Leks/US \$) in fertilizer credit disbursed by banks and factories for fertilizer purchases.
August 1993	Final sales of DAP completed by IFDC.
August 1993	Survey of retail prices of farm products is institutionalized in Statistical Services Directorate of the Ministry of Agriculture and Food.
October 1993	AFADA sponsors an IFDC seminar on crop modeling simulation for private fertilizer dealers.
November 1993	IFDC contributes to public education by participating in an eight-part television series on agricultural marketing.
December 1993	A technical-economic evaluation of the superphosphate fertilizer factory at Lac completed by IFDC.
January 1994	Customs tax on imported nitrogen fertilizer decreased from 30% to 5%.
February 1994	Study tour to the United States on statistics and MIS for five Albanian professionals completed.
February 1994	AFADA sponsors a 2-day national conference, "Agri-Industrial Sector - Privatization of Small and Medium Enterprises."
March 1994	The first private commercial import of 5,000 mt of nitrogen fertilizer completed.
April-May 1994	Study tour for eight bankers, dealers, and government officials to the United States, Thailand, and Bangladesh on international procurement procedures and import financing completed.
June 1994	International contacts for fertilizer dealers expanded to Italy, Bulgaria, and Romania and joint ventures in agro-processing explored.

August 1994 Third study tour for AFADA members to the United States completed.

September 1994 Environmental assessment of FNFF completed by IFDC.

September 1994 Crop modeling training program completed for 25 Albanian professionals.

October-December 1994 AFADA, in collaboration with IFDC, and Volunteers in Overseas Cooperative Assistance (VOCA) sponsor leadership training seminars.

December 1994 USAID transferred the fertilizer counterpart fund of approximately US \$2,000,000 (188 million Leks at 94 Leks/US \$) to the Government of Albania.

December 1994 28 trucks, originally imported by IFDC for emergency transportation assistance, are granted to the Government of Albania.

December 1994 First private sector import of DAP fertilizer completed.

December 1994 Private sector imports of fertilizer reach 36,000 mt since March 1994.

Table of Contents

	Page
Introduction	1
Achievements	3
Privatization and Market Development	3
Credit	5
Training	6
Policy Reform	8
Management/Market Information Systems	9
Use of Albanian Media	10
Technical, Economic, and Environmental Assessments of Fertilizer Production Units	11
Environmental Impact of Fertilizer and Crop Protection Chemical (CPC) Marketing and Use	12
Directions for Future IFDC Work in Albania	12

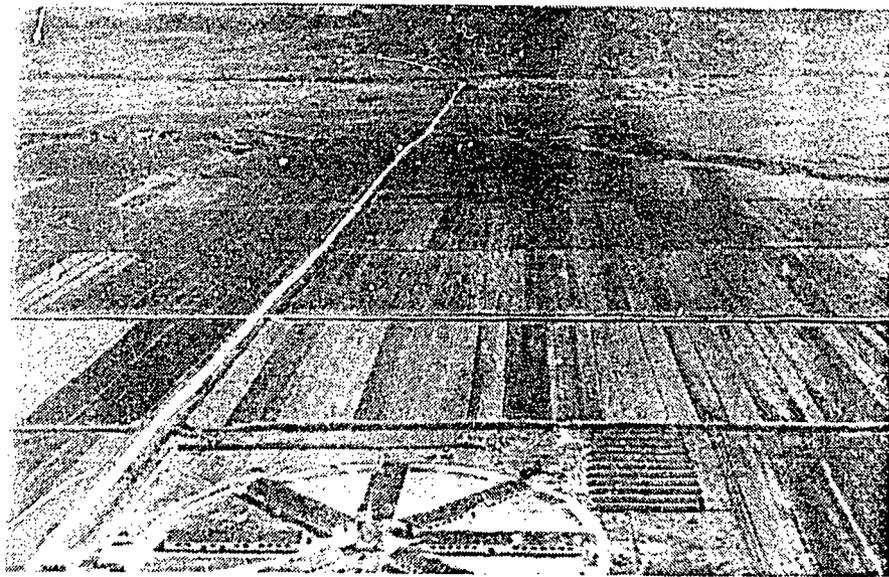
Project Completion Report

The Work of the International Fertilizer Development Center (IFDC) in Albania 1991 Through 1994

Introduction

During the last half of the 20th century, the nature and character of agriculture in Albania have changed rapidly. In 1950, 92% of the agricultural land was owned privately with 8% owned by cooperatives or the state. In 1989, no agricultural land was privately owned. In two generations the legalities of land ownership were radically altered. In 1991/92, agricultural land owned by cooperatives was distributed to families for private use, and most land from state farms was distributed in 1993. Redistribution of land in Albania was one of the most effective initiatives in the central and eastern European countries. By 1994, about 95% of agricultural land was used privately; however, land titles still remain to be awarded.

The development and prosperity of Albanian agriculture depend fundamentally on market reforms and privatization. Agricultural inputs and production must be purchased and sold privately without stifling government regulations that characterized the former



Agricultural land is intensively cultivated in Albania and fertilizers are an essential requirement.

centrally planned economy. The intention of the *Albanian Agriculture Adjustment Project* funded by the United States Agency for International Development (USAID) was to promote and enhance

the development of a competitive agricultural inputs market. The International Fertilizer Development Center (IFDC) accepted this challenge and began working in Albania in 1991 to develop and cultivate a private agricultural input sector that would be worthy of emulation by other governments in Eastern Europe, Russia, and the Commonwealth of Independent States.



The sale of bread is an important small business activity in Albania.

By the spring of 1992, there was an agricultural crisis in Albania that required immediate attention by the international community. The population of Albania was increasing by 2% annually, faster than in any country in eastern and southern Europe, and the entire agricul-

tural sector was in a state of anarchy. Domestic food production was declining, food imports were increasing, domestic fertilizer production ceased, collective farms were destroyed, and the principles of private and competitive agriculture were unknown in Albania.

The crisis was exacerbated further because there were no private dealers for agricultural inputs, and banks had virtually no experience or interest in making commercial loans for agricultural business. Survey research, data collection, and analysis without state political bias were deficient; there was no procedure or experience in collecting and publishing the prices of agricultural products or disseminating reliable agricultural information. There was no experience in individual or family farming. The media were not used to educate and inform the public in general and farmers in particular about the potential and promise of private economic pursuits. There was clearly a practical challenge to mitigate these problems in Albania and thereby provide a demonstration for the Balkans in general. The USAID project reflected a moral obligation to demonstrate the benefits of free-market economics as a viable alternative to the defunct command economies of the region.



Bread, a symbol of prosperity for the citizens of Albania, is purchased daily.

Achievements

Between 1991 and 1994, the work of USAID and IFDC in Albania made an exemplary contribution to the development, prosperity, and sustainability of agriculture in particular and the broader economy in general. The project made wise and prudent use of USAID funds to achieve numerous beneficial changes in the agricultural sector, and these changes are a basis for future work that will benefit further the people of Albania and the economic interests of the United States. A discussion of these achievements follows.

Privatization and Market Development

The initial efforts of USAID and IFDC to privatize the fertilizer sector in Albania began with the importation and auction of 20,000 mt of urea fertilizer between March and June of 1992. A counterpart fund equivalent to about US \$500,000 was created from the sale of urea. Although this represents only about 25% of market value, 125 private fertilizer dealers were created and a national dealer network was established. The urea sales were followed by the successful sale of 10,000 mt of diammonium phosphate fertilizer (DAP) to private dealers at near market prices. These sales increased the counterpart fund to about US \$2,000,000. DAP, a highly concentrated source of phosphate fertilizer containing 18% N and 46% P₂O₅, was an entirely new fertilizer product to Albanian farmers who were using less concentrated single superphosphate (SSP containing about

15% P_2O_5) as a source of phosphate. Privatization was achieved in a remarkably short time, and the marketing of fertilizers and crop protection chemicals (CPCs) is now totally under the auspices and control of private dealers. Indeed, by the end of 1994, private dealers had imported about 36,000 mt of nitrogenous fertilizer, bearing all costs with the assistance of commercial credit from Albanian banks. These imports represented 64% of all fertilizer used in Albania in 1994. These achievements were a result of developing a market structure comprising importers, distributors, wholesalers, and retailers. The introduction of marketing policies by the two domestic fertilizer factories, including a variable pricing system, seasonal and volume discounts, and mercantile credit, contributed significantly to the development of the fertilizer market. Market development was enhanced further by leadership training and other technical assistance provided to the Albanian Fertilizer and Agricultural Inputs Dealers' Association (AFADA). IFDC also assisted AFADA further by facilitating dealers' contacts with international suppliers of agricultural inputs and aiding dealer diversification into other rural business activities.

One measure of achievement is that AFADA, a national trade association created by the project, has sponsored training programs, seminars, and conferences. The institutionalization of AFADA is evident in that monthly meetings are regularly convened



R. B. Diamond, Chief of Party, IFDC/Albania; Orfea Dhuci, Chief Executive, Bank of Agriculture and Development; Ms. Dianne Blane, USAID; and Claude C. Freeman, III, IFDC/Albania Marketing Specialist, explain fertilizer auction procedures.

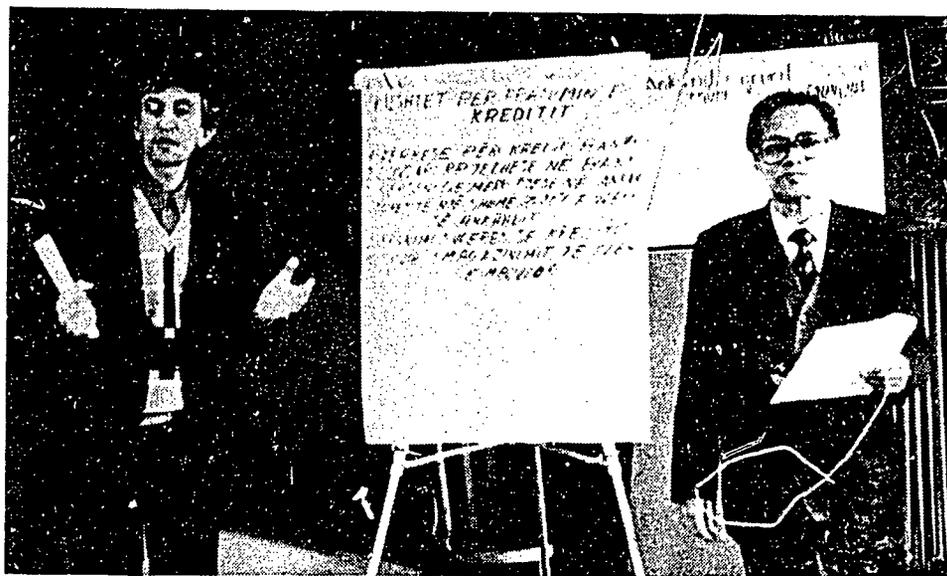
in six regions of the country and an active lobbying agenda is pursued. The USAID/IFDC program helped the Albanians help themselves. This is an outstanding example of sound development aid that was used wisely.



Imported fertilizer served as a basis to develop a network of private traders in Albania.

Credit

IFDC was instrumental in developing credit procedures and convincing bankers to make loans for agricultural purposes. This is a significant achievement in a country that had no private economic activity for a half century under the communist system. Between 1991 and 1994, IFDC motivated various Albanian banks to loan the equivalent of US \$3.5 million to private dealers for the purchase of fertilizers. The repayment record of the private dealers has been remarkable with only 1% of total loans past due on December 31, 1994. The



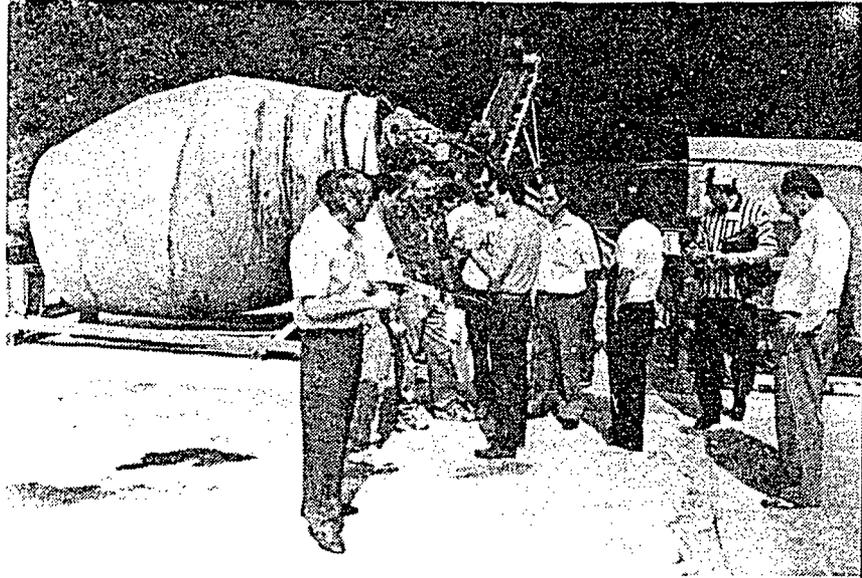
N. H. Majumder, IFDC/Albania Credit/Finance Specialist (right); and Teodor Gedeshi, IFDC/Albania Credit/Finance Advisor, explain banking and credit procedures to Albanian fertilizer traders.

equivalent of US \$3.5 million to private dealers for the purchase of fertilizers. The repayment record of the private dealers has been remarkable with only 1% of total loans past due on December 31, 1994. The

project also worked with the two Albanian fertilizer factories to grant mercantile credit in the equivalent amount of US \$2.6 million during the same period; only 8% of these loans were past due at the end of 1994. The success of these credit programs is attributable to training both bankers and dealers in credit and finance and the ability of IFDC to motivate and monitor both lenders and borrowers, thus maintaining good credit standing and obtaining maximum benefit from credit programs.

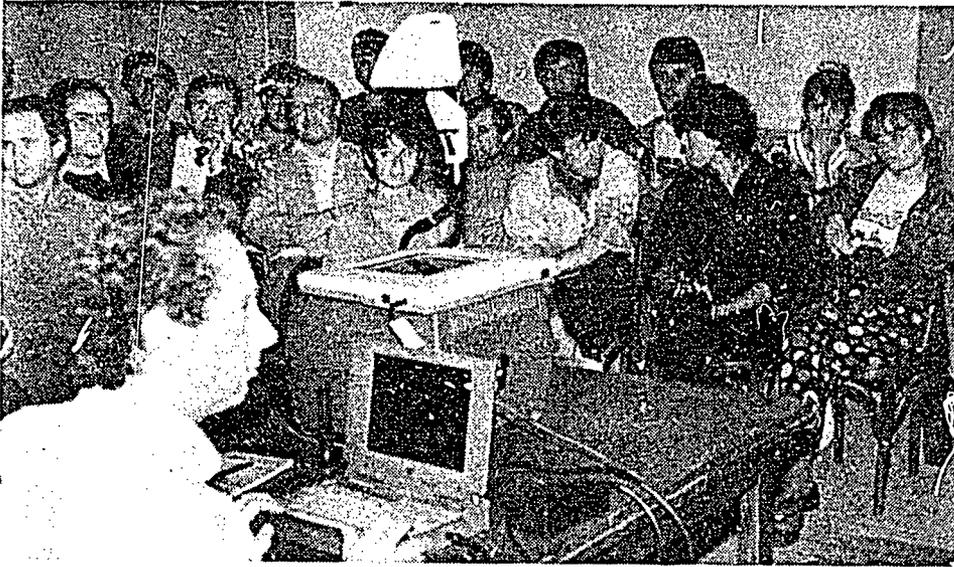
Training

Between 1991 and 1994, training was an integral part of the work of the USAID/IFDC program in Albania. External training, mostly in the United States, was offered in the areas of marketing, banking, finance, credit and credit administration, international procurement and import



IFDC is working to develop fertilizer bulk blending in Albania. A group of Albanian fertilizer dealers learned about bulk blending during a U.S. study tour.

financing, data collection and analysis, deregulation and privatization policies, computer simulation, agricultural statistics, indigenous resource development, and fertilizer factory technology and management. In the category of external training, five marketing training courses/study tours were attended by a total of 45 Albanian businessmen; a total of 17 Albanian bank managers attended two workshops on banking, finance, and credit; and a total of 17 persons participated in another seven technically oriented workshops.



P. K. Thornton, IFDC Systems Modeler/Economist, conducts a workshop on crop simulation and modeling that were integral parts of IFDC's training initiative in Albania.



A group of Albanian businessmen attending one of the many workshops organized by IFDC/USAID.

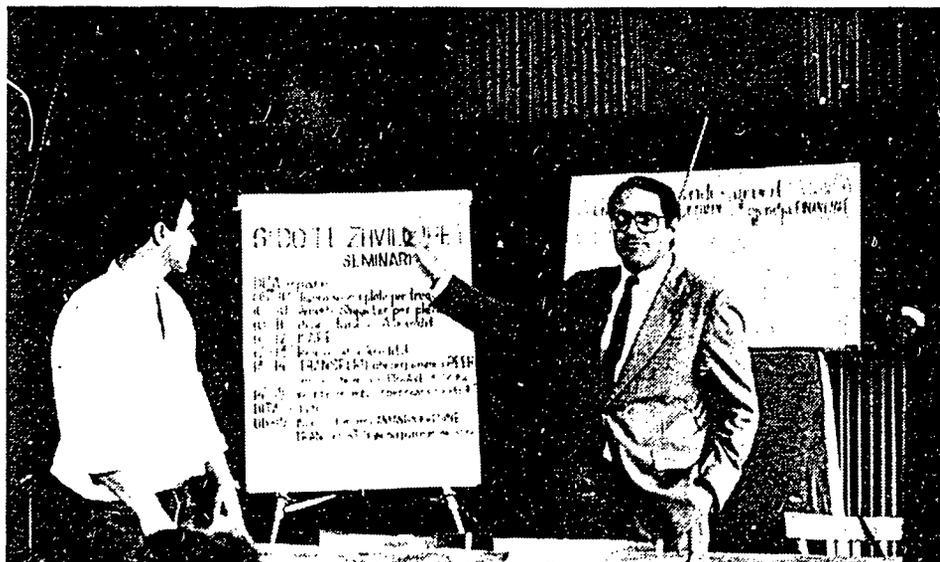
Domestic training was more extensive and covered topics in the areas of fertilizer dealer and factory development for a total of about 1,400 persons. About 500 persons benefited from training in the area of banking, finance, and credit, while about 700 persons received training in the areas of data

collection and analysis, geographic information systems (GIS), area sampling and survey research, and crop modeling. Finally, 27 IFDC/Albania staff members received training on subjects such as

accounting, small business operations, secretarial skills, time management, basic marketing, and agronomy.

Policy Reform

Reform of government policies and procedures was also an important part of the initiative of USAID and IFDC. The most notable achievements in this area, involving collaboration with the Albanian Government, were (1) liberalizing fertilizer prices, (2) decreasing the customs tax on fertilizer imports from 30% to 5%, and (3) removing the 15% (circulation) turnover tax on fertilizer.^{1,2} IFDC and AFADA worked together with many government agencies to implement these changes in policy. These achievements show that the Government of Albania is committed to a relatively liberal policy environment to allow a competitive market to develop and prosper.



Claude C. Freeman, III, IFDC/Albania Marketing Specialist, explains marketing concepts and procedures to Albanian entrepreneurs.

¹The import duty on all fertilizers was decreased to 7% of the c.i.f. value effective July 1, 1995.

²The 15% turnover tax on imported fertilizers was fully removed effective April 15, 1995.

Management/Market Information Systems

To develop a sound information base to guide agricultural management and policy decisions, the USAID/IFDC program trained Albanians to collect, store, and analyze data on product prices and provide timely and useful reports to the Ministry of Agriculture and Food and USAID. The development and implementation of baseline and longitudinal agronomic and socioeconomic surveys, area sampling frames, digitized maps, and surveys of retail prices of farm products taught useful skills to the Albanian staff and provided trustworthy information to those committed to reform. Computer simulation and crop modeling, in the absence of a national agricultural research capability, were also used by the project to forecast production and make fertilizer use recommendations. This is an important point in Albania; for about 50 years, agricultural data and statistics were based often on political considerations, but now the government policymakers and private sector managers have information that can be trusted and serve as a basis for informed decisions. Succinctly, the information represents basic and fundamental change in Albania that was welcomed enthusiastically by the Ministry of Agriculture and Food and other government authorities and private sector managers.



Field interviews were conducted by IFDC staff to obtain data on a wide range of socio-economic variables from Albanian farmers.

Private land holdings in Albania are small and family farms are very important.



Use of Albanian Media

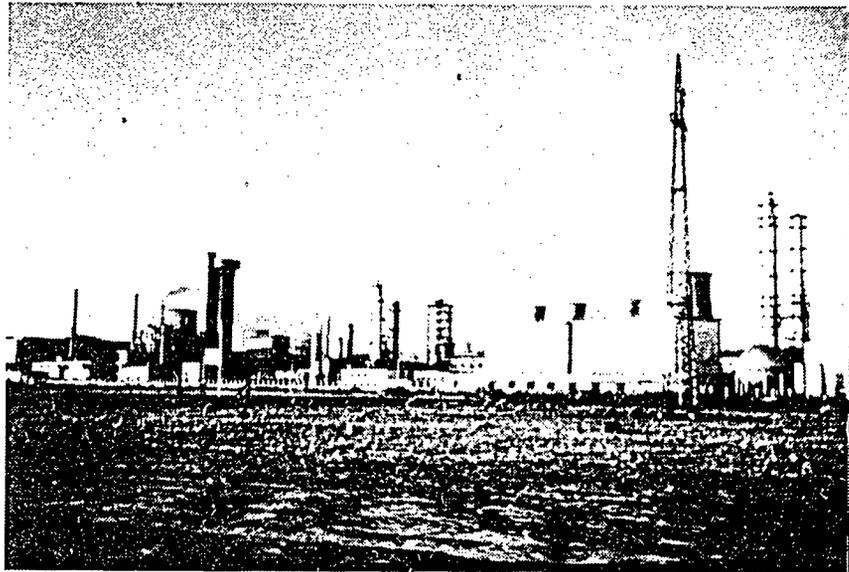
Another important and beneficial achievement of the USAID/IFDC program concerns public awareness and the distribution of information about the development of a competitive market. The Albanian media were very supportive of the efforts of IFDC, USAID, and the Government of Albania. Television, radio, and newspapers were used initially to inform the public about the IFDC fertilizer auctions in particular and competitive, free-market economics in general. The response to these efforts brought forth aspirant fertilizer dealers who, by 1994, with the assistance of IFDC, developed mass media advertisements for their fertilizer products. IFDC participated in an eight-part television series on marketing and contributed to television spots on fertilizer use recommendations that were viewed throughout Albania.

IFDC was also instrumental in creating the preeminent agriculture business newsletter, *Biznesi Bujqesor*. During 1993/94, 13 issues in English and Albanian were published and distributed. The newsletter focuses on current agricultural events, agricultural issues, fertilizer supply and prices, agricultural output prices, crop protection chemicals and use practices, research results, agrobusiness strategies and tips, fertilizer demand, marketing, and related topics. The circulation is 3,000 copies in Albanian and 500 in English for parliamentarians, national and district government officials, agricultural universities, bankers, farmers, and AFADA members.

Technical, Economic, and Environmental Assessments of Fertilizer Production Units

Extensive technical, economic, and environmental assessments of the Fier Nitrogen Fertilizer Factory and the Lac Superphosphate Factory were conducted by IFDC.

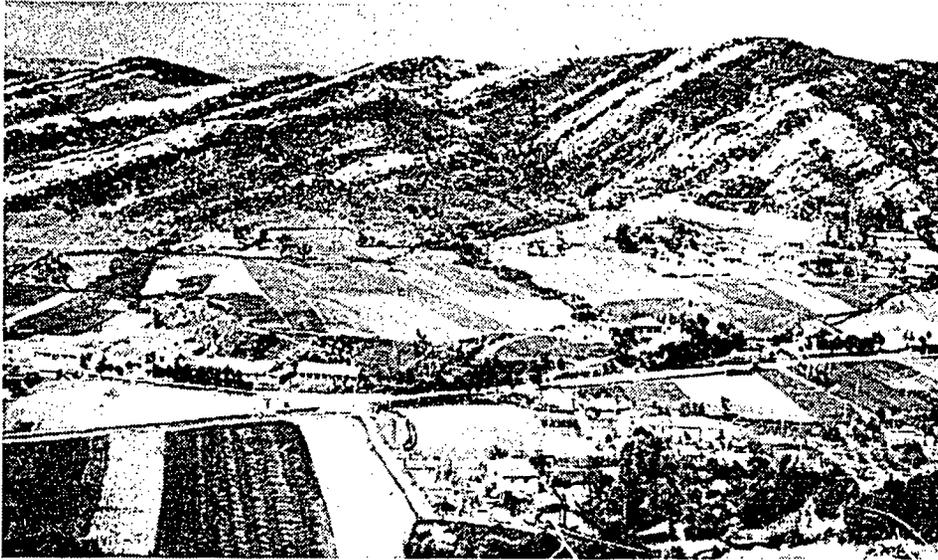
The most important issues facing the Fier Nitrogen Fertilizer Factory (FNFF), the only one of its kind in Albania, are the lack of a reliable supply of natural gas, insufficient funds for spare parts, frequent production interruptions due to inadequate maintenance, and the control of process effluents.



The nitrogen fertilizer factory at Fier was evaluated by IFDC: The facility can be made profitable and environmentally safe.

The most important conclusion of the IFDC assessment is that, with a minimal investment, the FNFF can be profitable and environmentally safe provided the natural gas supply issue can be resolved.

The superphosphate factory at Lac, the only phosphate production facility in Albania, is aged and in poor condition. A complete restoration of the factory is estimated to cost US \$24 million. Because of this great cost, IFDC recommended that domestic phosphate fertilizer production continue until the inventory of imported phosphate rock is consumed. The domestic source of phosphate rock is of very poor quality and is not suitable for use in the Lac factory. Continued production of fertilizer based on domestically produced sulfuric acid and imported phosphate rock may be feasible in the future only if the cost of imported DAP is in excess of about US \$250/mt product.



The availability of agricultural inputs is critical for the small farmers of Albania.

Environmental Impact of Fertilizer and Crop Protection Chemical (CPC) Marketing and Use

During the course of this initiative, the private importers were assisted and trained by IFDC fertilizer specialists in the safe and efficient handling, transport, and storage of fertilizer. This was in an effort to decrease losses that would adversely affect the environment and the economics of business activity. Likewise, IFDC agronomists and scientists provided substantial training and assistance to the agricultural university and research community in Albania to promote the efficient use of fertilizer and minimize the loss of nutrients to the environment. The future work of IFDC in Albania will continue to address the environmental issues of fertilizer and CPC use, erosion control, water management, and on-farm management practices.

Directions for Future IFDC Work in Albania

With additional funding assistance from USAID, IFDC anticipates continuation of its work to enhance the ability of private Albanian dealers to import and market fertilizer and other agricultural inputs. It is also anticipated that one or more fertilizer bulk blending facilities can become operational and thus offer Albanian farmers additional fertilizer products that more closely match crop and soil needs. Also important in the area of fertilizer production is the development and rehabilitation of a natural gas supply for FNFF. IFDC also intends to develop prospectuses for

FNFF and the natural gas industry to attract private investment. Finally, IFDC shall also focus on legislation concerning the quality, packaging, and labeling of fertilizer and CPC products.

Other anticipated future work includes training on the safe use of CPCs and related environmental matters. Serious attention will be given to creating a private and competitive market for seeds. Future training and education efforts shall involve additional business trips and study tours for Albanian entrepreneurs to develop business contacts and training in agro-processing and marketing of agricultural products. Much of this work will be in collaboration with the AFADA and other private business parties. IFDC will continue its collaboration with the media to promote public education and technology transfer.

IFDC anticipates the opportunity to enhance the capabilities of the Albanian agricultural research institutes in providing analytical services to support a program for soil and environmental monitoring and assessment. Through contacts with U.S. counterparts, IFDC also envisages providing opportunities for Albanian scientists to enhance their capabilities. Collaboratively, data bases will be developed and supporting field experiments conducted to allow evaluation using GIS and simulation modeling. Other capabilities to be institutionalized include soil and fertilizer management recommendations, use of crop protection chemicals, and spatial and temporal assessments of environmental constraints. The experience and data bases will be valuable for making informed policy decisions regarding managing the environment and ensuring a sustainable agriculture. IFDC will also endeavor to strengthen and institutionalize the new Agricultural Input Supply Information Unit within AFADA.

The success of the USAID-IFDC initiative in Albania is strongly attributed to a strategy to achieve full market privatization at the outset rather than to accumulate interim solutions. From the outset, commercial credit was of fundamental importance to economic development in Albania, and active collaboration with bankers remains critical. The timing of the interventions was optimal because an alternative to the failed command economy was needed. With the collaboration of about 200 Albanian staff members, the help of the national media, and the unselfish support and appreciation of the Government of Albania and USAID, IFDC offered its entire organizational capacity, experience, and resources to restructure Albanian agriculture. The work of IFDC in Albania represents time and resources spent well for the benefit of American foreign policy and the

citizens of Albania who directly benefited from about 46,000 days of direct employment with the IFDC project and gained valuable experience in free-market economics.

Appendix

IFDC Reports and Publications Prepared for the Albania Agriculture Adjustment Project, 1991-94

1. "Supply, Distribution, and Marketing of Fertilizer and Other Key Agricultural Inputs" (October 1991).
2. "Fertilizers in Albania: Situation, Analysis, and Recommendations" (February 1992).
3. "Summary Report — Area Sampling Frame Survey in Albania" (March 26-June 25, 1992).
4. "Albania — USAID/IFDC Emergency Fertilizer Import Program, April-June 1992."
5. *The Socioeconomic Dimensions of Agricultural Production in Albania: A National Survey* (December 1992).
6. "Finance, Credit, Auction Sales, and Environmental Impact Phase One — Emergency Supply of Fertilizer to Albania" (December 1992).
7. "Entrepreneurial Development in Albania: IFDC's Experience in Establishing a Fertilizer Dealer Network in Post-Reform Albania" (December 1992).
8. "Monitoring of Urea After Auction Sales in Albania" (December 1992).
9. Quarterly Reports to USAID
 - a. January-March 1993.
 - b. April-June 1993.
 - c. July-September 1993.
 - d. October-December 1993.
 - e. January-March 1994.
 - f. April-June 1994.

- g. July-September 1994.
 - h. October-December 1994
10. Agricultural Newsletters (*Biznesi Bujqesor*).
- a. No. 1, March-April 1993.
 - b. No. 2, May 1993.
 - c. No. 3, June-July 1993.
 - d. No. 4, August-September 1993.
 - e. No. 5, October-November 1993.
 - f. No. 6, December 1993.
 - g. No. 7, January 1994.
 - h. No. 8, February 1994.
 - i. No. 9, April-May 1994.
 - j. No. 10, June-July 1994.
 - k. No. 11, August-September 1994.
 - l. No. 12, October 1994.
 - m. No. 13, November-December 1994.
11. "Assessment of Best Approaches for Disposal of USAID Trucks in Albania" (March 1993).
12. *Rebuilding Albania's Fertilizer Sector: An IFDC/USAID Undertaking* (March 1993).
13. "Executive Summary — Technical and Economic Evaluation of the Fier Nitrogen Fertilizer Factory in Albania" (May 1993).
14. "AID Project: Coming in From the Wilderness," *Phosphorus and Potassium*, No. 185, May-June 1993.
15. "Reinventing Albania's Fertilizer Sector," *Fertilizer Focus* (June 1993).
16. "Technical and Economic Evaluation of the Fier Nitrogen Fertilizer Factory in Albania" (July 1993).

17. "Truck Operations: Emergency Supply of Urea Fertilizer in Albania" (August 1993).
18. "Truck Operations: Emergency Supply of Diammonium Phosphate (DAP) Fertilizer in Albania" (August 1993).
19. "Assistance to Fier Nitrogen Fertilizer Factory With Truck and Warehouse Operations" (September 1993).
20. "Summary Report: Area Frame and Wheat Yield Surveys in Albania, 1993" (September 1993).
21. "Financial Analysis in Support of the Proposed Disposal of USAID Trucks in Albania" (October 1993).
22. "Executive Summary — Technical and Economic Evaluation of the Lac Single Superphosphate Factory in Albania" (October 1993).
23. "IFDC/Albania Project: Report to IFDC Board of Directors — January 1991-October 1993" (November 1993).
24. "Briefing Notes — USAID-Funded Albania Fertilizer Subsector Restructuring Project" (November 1993).
25. "Technical and Economic Evaluation of the Lac Single Superphosphate Factory in Albania" (December 1993).
26. "Summary Report — Area Frame and Wheat Yield Surveys in Albania, 1993." (Ministry of Agriculture and Food Report, Albania).
27. "Management Information Systems for Fertilizer Policy Support System for Albania," (February 1994).

28. *National Conference Agri-Industrial Sector* (Privatization of Small and Medium Enterprises), February 28-March 1, 1994 (in English and Albanian).
29. *Summary Report — Area Sampling Frame and Crop Yield Surveys in Albania — 1993* (IFDC P-20, February 1994), English version.
30. *Summary Report — Area Sampling Frame and Crop Yield Surveys in Albania — 1993* (IFDC P-20, February 1994), Albanian version.
31. "IFDC/Albania Accomplishments, December 1991-June 1994."
32. "IFDC Aids Albanian Reconstruction," *Fertilizer International*, No. 335, July 1994.
33. "First Private Sector Fertilizer Import Into Post-Reform Albania" (August 1994).
34. "Agricultural Production in Albania 'Socioeconomic Survey,' 1993/94" (September 1994).
35. "Terms of Reference" — Phase I — Environmental Assessment of Lac Single Superphosphate Plant Complex, Albania — Site Sampling Plan (December 1994).