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CHEMONICS INTERNATIONAL INC.

**ALBANIA PRIVATE FORESTRY DEVELOPMENT PROGRAM (APFDP)**

**FIRST ANNUAL WORK PLAN  
October 1995 through September 1996**

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**Submitted by:  
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## ACRONYMS

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AA	Agroforestry Advisor
AEL	Area Extension Leader
AFP	Albania Forestry Project (World Bank)
APFDP	Albania Private Forestry Development Program
AUT	Agriculture University of Tirana
COP	Chief of Party
DGFP	Directorate General of Forestry and Pastures
DFEO	District Forestry Extension Officer
FPAG	Forest Policy Advisory Group
FPRI	Forest and Pasture Research Institute
FTC	Field Technical Coordinator
FTCC	Field Technical Coordinator Counterpart
GOA	Government of Albania
HPI	Heifer Project International
IDT	Inter-disciplinary team
IPSES	Improved Public Sector Environmental Services Project
LOE	Level of Effort
LS	Livestock Specialist
M&E	Monitoring and Evaluation
MOAF	Ministry of Agriculture and Food
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NRM	Natural Resources Management
PC/A	Peace Corp/Albania
PCV	Peace Corp Volunteer
PFFP	Private Farm Forestry Project (Peace Corps)
pm	Person Months
PMU	Project Management Unit
PRA	Participatory Rural Appraisal
PSC	Program Steering Committee
PS	Policy Specialist
PS/C	Policy Specialist/Counterpart
REC	Regional Environmental Center for Eastern Europe
RFP	Request for Proposal
RRA	Rapid Rural Appraisal
SAPDA	Sustainable Animal Production Development Activity
SBS	Small Business Specialist
SO	Strategic Objective
STTA	Short-term Technical Assistance
TQSA	Temporary Quarters Subsistence Allowance
TR&D	Tropical Research & Development
USAID	U.S. Agency for International Development
USG	U.S. Government

**EXECUTIVE SUMMARY**

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## EXECUTIVE SUMMARY

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### Background

Almost 40 percent of Albania is forested, and some areas have been untouched for a century. Nevertheless, there are widespread signs of overuse. Total forest area has been declining for decades. There are concentrated areas of deforestation near population centers, and forest degradation and soil erosion due to overgrazing are widespread and increasing.

Current trends point to an acceleration of forest degradation. Rising populations, resurgence of forest-related industries, increasing animal populations, increasing energy consumption and inappropriate management practices all combine to threaten the productivity and long term sustainability of forests and associated grazing lands.

The Government of Albania (GOA) has concluded that government alone cannot curb forest degradation and achieve the sustainable development of forests; private initiatives will be critical for optimal forest management. Moreover, an increase in private forestry activities will contribute to Albania's objective of developing a market-based economy and generating additional private income for the population. Already, the GOA has taken initial steps toward establishing a policy framework supportive of sustainable forest development and market-based initiatives, and toward corresponding institutional reforms. In addition, the GOA envisions the development of forestry extension and field activities sufficient to backstop private forestry activities.

### Project Design

In response to GOA forestry priorities, U.S. Agency for International Development has proposed assistance in policy and institutional reform, the implementation of demonstration replication for improved management practices, and development of an effective public/private extension network and support service system. The Albania Private Forestry Development Program (APFDP) is a demonstration sub-component of USAID's Improved Public Sector Environmental Services Project (IPSES). APFDP aims at increasing Albanian rural household incomes, and simultaneously alleviating and ultimately reversing forest environmental degradation. This will be accomplished through the development of sustainable private sector forestry management on privately owned lands, and on komuna and state owned forests and pastures. The overall strategic objective of the program is:

#### **To increase private forestry initiatives in Albania.**

The Chemonics team has formulated this work plan within a results framework, whereby the set of results necessary to achieve the APFDP strategic objective are presented, and then the activities required to produce those results are identified. The achievement of two major results are required for the achievement of the strategic objective:

**Result A:** Creation of more coherent and dynamic policies and institutions which are supportive of community and private forestry

**Result B:** Increased adoption by komunas, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices.

To improve policy formulation, three intermediate results are critical: a strengthened information base for well-informed decision-making; the training of policy makers, and establishment of policy formulation process drawing on the broad spectrum of entities involved in private forestry activities; and greater general awareness of private forestry policies and opportunities. The APFDP provides a variety of activities for achieving these results, including policy training, the formation of a policy advisory group, and back-up by requisite research and information.

To strengthen forestry institutions, the Chemonics team is working closely with staff preparing the World Bank "Albania Forestry Project" (AFP). While the APFDP will lay the groundwork of experience for the reform of policy and extension institutions, it is the AFP which has the mandate to assist GOA with broad based organizational changes in the forestry sector. The APFDP provides critical technical assistance in the policy and extension areas, and will draw upon "lessons learned" analyses to help determine the specific organization changes which will ultimately be made.

The private forestry activities initiated in the field under APFDP will take place on three different categories of land: "refused land" (nationalized land targeted for privatization but thus far not entitled), state forests and pasture land given in use to communities or individuals for forest management, and privately owned land managed for agroforestry. Besides traditional tree products, such as fuelwood and poles, APFDP will give special attention to secondary forest products—such as medicinal plants, herbs, and resins—for which there appears to be considerable potential for income generation. The Chemonics team is developing both public and private extension activities, and drawing on forestry staff, nongovernmental organizations (NGOs), women's groups, and private entities for implementation support. A central demonstration site in Tirana, plus a network of local demonstration plots, will be used for training of the implementors of extension and field support, as well as for farmers undertaking private forestry.

Because livestock comprise a primary feature of the Albanian rural economy, and because the sustainable development of livestock and forestry are closely interdependent, APFDP gives special emphasis to livestock management and to active involvement of rural women who have major responsibility. The subcontractor, Heifer Project International, will support the training of farm families and be responsible for provision of improved animals.

## **Impact**

Given the fast-changing nature of the Albanian economy, which has just embarked on comprehensive changes from a command to a market-based system, it is difficult to predict with accuracy at this time the specific changes that will affect forestry generally, or in the policy and field institutions assisted by the APFDP. Fortunately, USAID's results-based development framework provides for flexibility in adapting to unforeseen events and needs, while keeping sight of the overall strategic objective and its requisite results.

During year 1 of the project, the Chemonics team will form a Forest Policy Advisory Group (FPAG) and train policy makers, identify key policy reforms needed to enable private forestry initiatives, establish the nucleus of public and private extension capabilities in selected

project districts, train field staff involved, and open the Tirana based and three selected local demonstration sites. In other words, the APFDP will tackle key policy and institutional impediments to private forestry, and help get private forestry activities going. This should provide momentum for more comprehensive private forestry changes in the future.

**ALBANIA PRIVATE FORESTRY DEVELOPMENT PROGRAM**  
**FIRST ANNUAL WORK PLAN**

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**ALBANIA PRIVATE FORESTRY DEVELOPMENT PROGRAM  
FIRST ANNUAL WORK PLAN**

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## **1.0 INTRODUCTION**

### **1.1 Background**

The Albania Private Forestry Development Program (APFDP) is a sub-component of USAID's Improved Public Sector Environmental Services Project (IPSES). The purpose of IPSES is to improve the environmental quality in Central and Eastern Europe and strengthen the capacity of its governments to provide public sector environment services. The APFDP is a demonstration program under the framework of the IPSES project. The goal of the APFDP sub-component is to increase Albanian rural household incomes while at the same time alleviating and ultimately reversing forest environmental degradation by encouraging and supporting development of sustainable private sector forestry management on privately owned lands and on communal forests and pastures. To meet this goal, the program has three objectives:

- To develop policies and legal instruments, and the national, regional and local authorities to implement them effectively, that will foster sustainable market based forestry on private agricultural lands and sustainable forests on communal lands.
- To develop and implement a forest management and demonstration replication approach that involves both the public and private sectors.
- To develop and implement, in cooperation with the Government of Albania (GOA), Albanian nongovernmental organizations (NGOs), the Peace Corps/Albania (PC/A) and the World Bank, an effective public/private extension network and support service system for managers of private forest lands and managers of village and community forests and grazing lands.

In support of these objectives, the APFDP provides funding under two contract arrangements. In September 1994, USAID and PC/A signed an interagency agreement in which USAID transferred funds to the Peace Corps to help support the development of its forestry oriented planting, management and marketing program for private land owners in Albania. The Peace Corps will concentrate on the education of private landowners in the practice of forestry as an income earning and environmental enhancement tool. The Peace Corps will provide private sector training in nursery management and operation, in the establishment of private forests and improvement of grazing lands, and in the marketing of forest-based products. It will also assist in the establishment of a public/private forest extension network, and facilitate the development of private forest nurseries and other marketing ventures.

The institutional contract for the project assistance component of APFDP was awarded competitively as a three year contract to Chemonics International in September 1995. Based in Tirana, and with two sub-contractors, Tropical Research and Development (TR&D) and Heifer Project International (HPI), Chemonics is responsible for: (i) strengthening national and regional forest policies and institutions through technical assistance and training; (ii) supporting village and private sector forestry in selected areas; (iii) development of special demonstration sites in the Tirana area for purposes of public information dissemination and technology demonstration; and (iv) the provision of selected equipment and commodities in support of program objectives.

## 1.2 APFDP and USAID's Re-engineered Management Systems

USAID's re-engineered management systems are scheduled to begin during FY 1996. The focal point of the new management system is the results framework. The framework is determined by the development hypothesis, through which the Agency's operating units pursue strategic objectives. In this context, Chemonics was asked by USAID to take APFDP's current "project-based" structure and transform it into a development hypothesis that reflects USAID's new way of doing business. In so doing, Chemonics followed a three stage process. First, a strategic objective was identified that is within the manageable interest of the strategic objective team (USAID, GOA and Chemonics) and which relates to one of the Agency's objectives defined by USAID. The strategic objective was defined through engaging the customer (the Ministry of Agriculture, Directorate General of Forestry and Pastures (MOAF/DGFP) and other development partners including NGOs) in dialogue, developing problem scenarios, and determining possible changes in the human condition to which the strategic objective team is willing to be held accountable.

The next step in the process was the identification of other necessary and sufficient changes which must occur in order to bring about the realization of the strategic objective. These changes are the "intermediate results". Through the framework, the intermediate results are related to each other in a logical "cause and effect" arrangement. Once the intermediate results were determined along with their indicators, measures and first year targets, activities (traditionally referred to as "inputs") were designed that will produce the intermediate results. It should be noted that given Albania's rapidly changing policy and institutional context, targets for each result were developed only for the first year. It is Chemonics' contention that developing targets for years two and three at this time would be, at best, an exercise in futility.

Finally, throughout the framework development process, Chemonics kept in mind three key principles:

- (i) **Why the results framework?** Development is obviously an imprecise science with many variables outside the control of the strategic objective team. On the other hand, true science is steeped in hypothesis testing under controlled conditions. While it would be inappropriate to claim that the results framework is a true scientific approach, it certainly creates more structure around the development process and provides a rational basis for the activities and inputs chosen for the achievement of a particular result. Perhaps most important, results frameworks are not meant to be static but should change as conditions change, allowing for impact analysis of the changes with regard to funding or resource availability. In this context, during the course of framework development, USAID and Chemonics identified the need for certain modifications to the original project design. The proposed modifications fall into two areas: project management unit (PMU) composition and organizational structure; and the Tirana-based nursery and agroforestry demonstration sites. A summary of the modifications is presented in Annex A.
- (ii) **Assumptions.** Because development in general and the APFDP in particular involve human behavior, assumptions must become a part of the basis for any desired result. In this context, assumptions can be related to various parts of the results framework. Assumptions play a role in the causal relationships between activities and results and between results. There are also assumptions associated with the individual results themselves. APFDP assumptions are defined in the appropriate contextual places throughout the work plan.

- (iii) **The larger donor context.** No development intervention exists in a vacuum. There are many other donors, partners, and projects operating in the Albanian context. The APFDP framework acknowledges these other efforts and in many circumstances, incorporates them into the framework with the same causalities, dependencies, and assumptions as any other result. This approach is an attempt to create a fully integrated and complementary effort among forestry sector donors in Albania, an outcome considered particularly important to the GOA.

In most cases, results sought by other donors are in pursuit of other strategic objectives. The Chemonics approach takes each result and determines the necessary and sufficient changes (other results) that must occur to enable its achievement without regard to who is responsible/accountable for achieving the result. All possible results are identified and included in the framework, with those outside APFDP's scope or manageable interest clearly identified.

## **2.0 THE APFDP RESULTS FRAMEWORK: AN OVERVIEW**

### **2.1 Statement of the Problem**

Almost 40 percent of Albania is forested, and some areas have been untouched for a century. Nevertheless, there are widespread signs of overuse. Total forest area has been declining for decades. There are concentrated areas of deforestation near population centers, and forest degradation and soil erosion due to overgrazing are widespread and increasing.

Current trends point to an acceleration of forest degradation. Rising populations, resurgence of the wood-using industries, increasing animal populations, increasing energy consumption, growth of tourism and inappropriate management practices all combine to threaten the productivity and long term sustainability of forests and associated grazing lands.

Under the former political system, the Government of Albania (GOA) owned all forest resources, and their management was the responsibility of what is now the Directorate General of Forestry and Pastures (DGFP) in the Ministry of Agriculture and Food (MOAF). As Albania shifts to a market-driven economy, the DGFP remains underfinanced, short of personnel, and poorly equipped. Managerial and legal support, and training for operations are inadequate. And under existing laws, the private sector has been discouraged from organizing its resources to manage forests and grazing lands for long-term productivity. Thus, one of the most critical forest environmental problems in Albania today is its institutional inability to manage an extensive and valuable resource on a sustained, multiple use basis.

### **2.2 Development Hypotheses and Strategic Objective**

Given the above problem statement and framework rationale, and after extensive discussions with APFDP development partners including GOA officials, donors, NGOs, other development professionals, customers and other stakeholders, the development hypotheses for the APFDP are:

- H(0): the Government of Albania cannot and should not attempt to continue to manage all forest resources in the country;

H(1): a partnership between GOA forestry and local government officials, NGOs, and private landowners will be more effective than the GOA alone in identifying, developing and implementing practical and sustainable, market based forestry management systems.

A key assumption for these hypotheses, however, is that the GOA will be willing and able to provide the appropriate policy and legal framework for such a partnership under which a sustainable, private sector forestry system can emerge.

Given the development problem and resulting hypotheses and assumptions, the following strategic objective was developed:

**Strategic Objective:** To increase private forestry initiatives in Albania

The Strategic Objective falls under USAID/ENI's Strategic Assistance Area 1, "Economic Restructuring," Program Objective 1.3, "Improved, more sustainable private business operations." Chemonics believes that this strategic objective represents the greatest magnitude of change that can be materially effected given existing project resources and time frame, and to which we are willing to be held accountable.

Chemonics further believes that the necessary and sufficient changes that need to be achieved in order to accomplish this strategic objective fall within two general areas. The first is to provide to the GOA information and technical support needed to develop and carry out both forest policy and institutional reforms, and public education and extension programs that will support and encourage private enterprise in forestry. The second is to provide information, as well as technical and managerial training to private land owners, komuna, and villages so as to strengthen their ability to employ forestry as a sustainable source of income and employment under the emerging free market system. Thus, the two results which will enable the achievement of the strategic objective are:

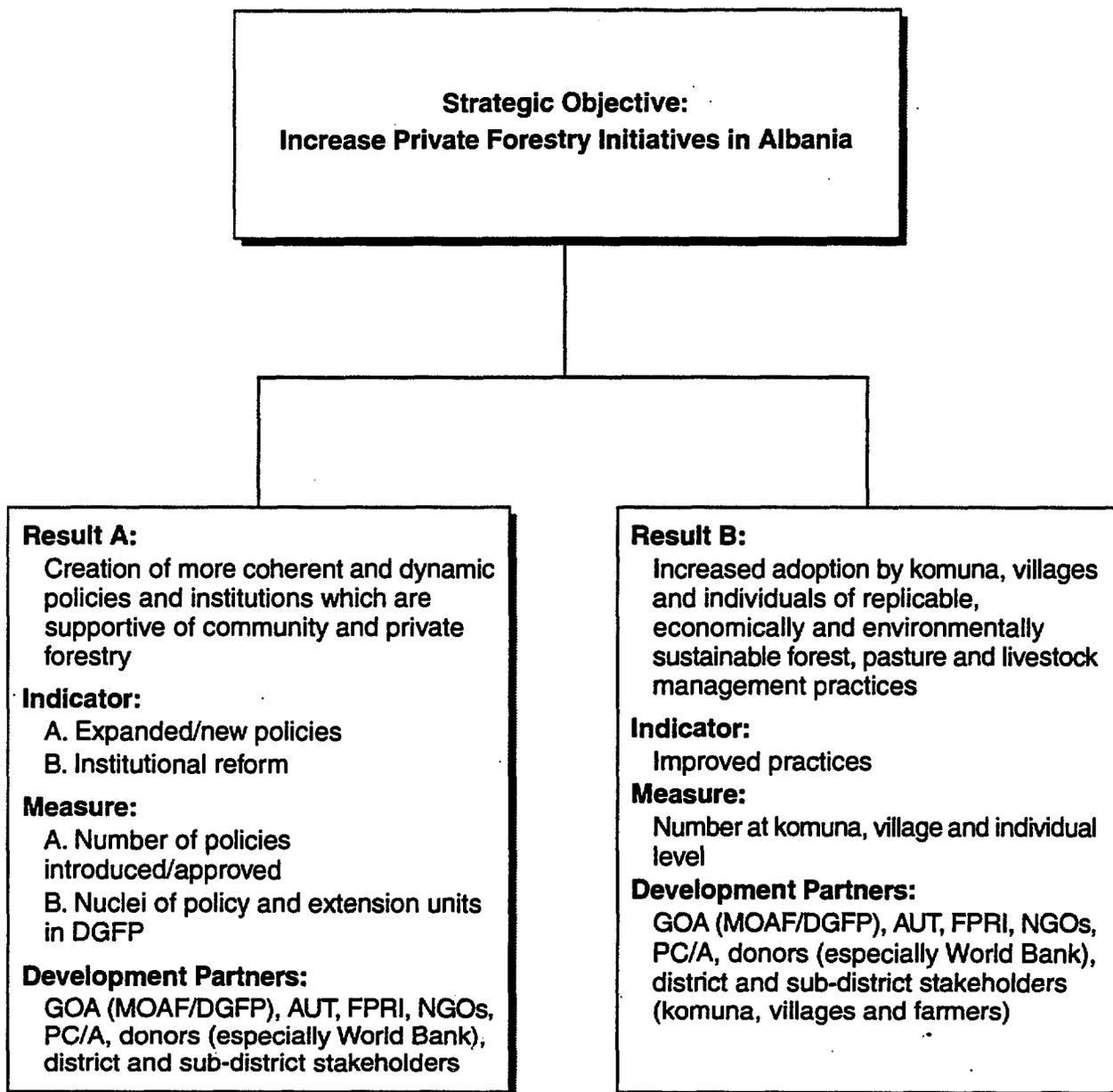
- Result A:** Creation of more coherent and dynamic policies and institutions which are supportive of community and private forestry.
- Result B:** Increased adoption by komuna, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices.

Each result, in turn, will require the achievement of several intermediate results which will in turn require the achievement of a certain number of activities or interventions. The assumptions are that:

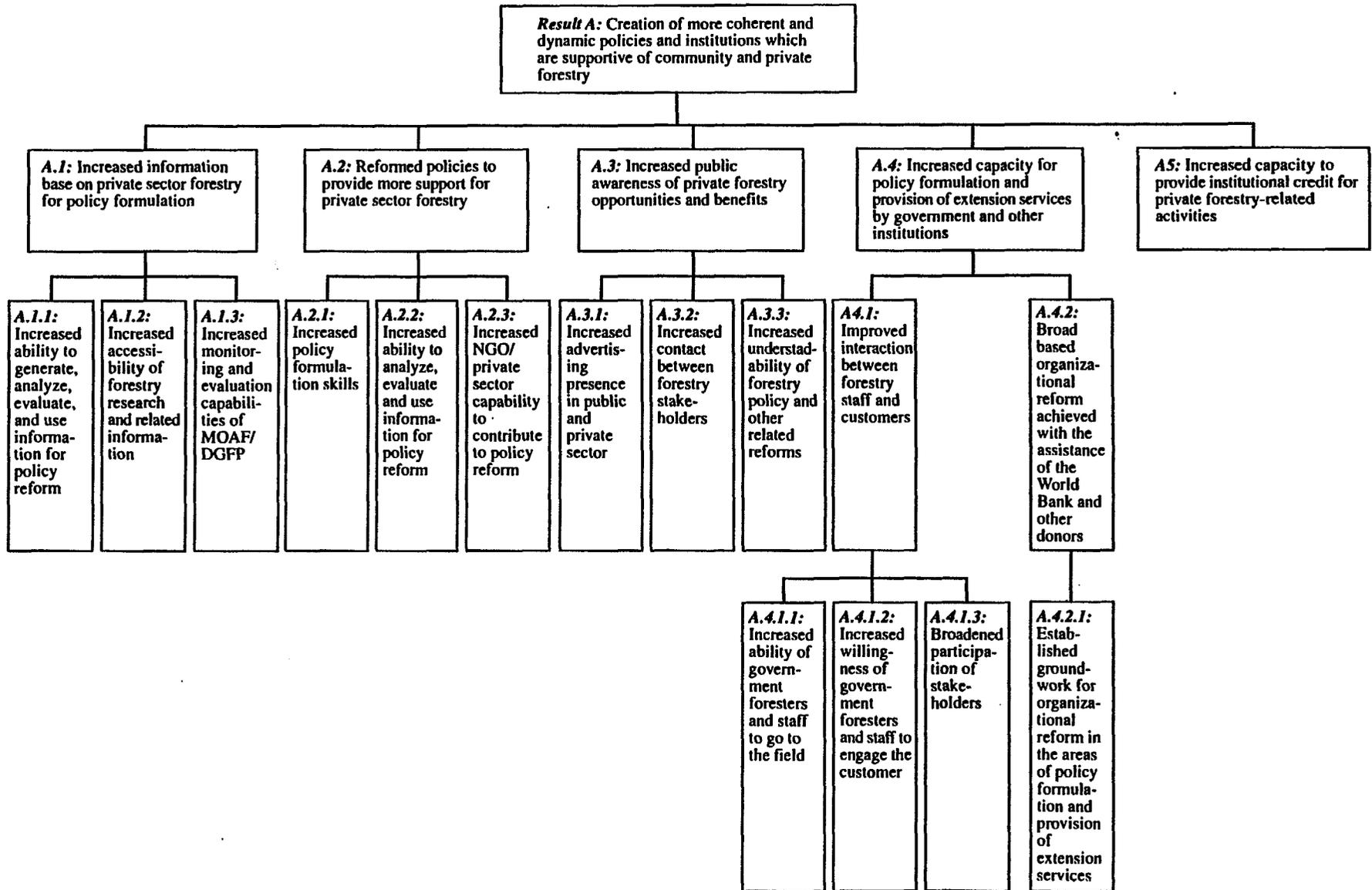
- Implementation of an activity will cause a result to be achieved.
- The achievement of a result enables the achievement of a broader result.
- Taken in its entirety the results framework represents the necessary and sufficient changes required for achieving the strategic objective and proving (or disproving) the development hypotheses.

The proposed results framework for the APFDP is presented below and graphically in Figures 1, 2, and 3.

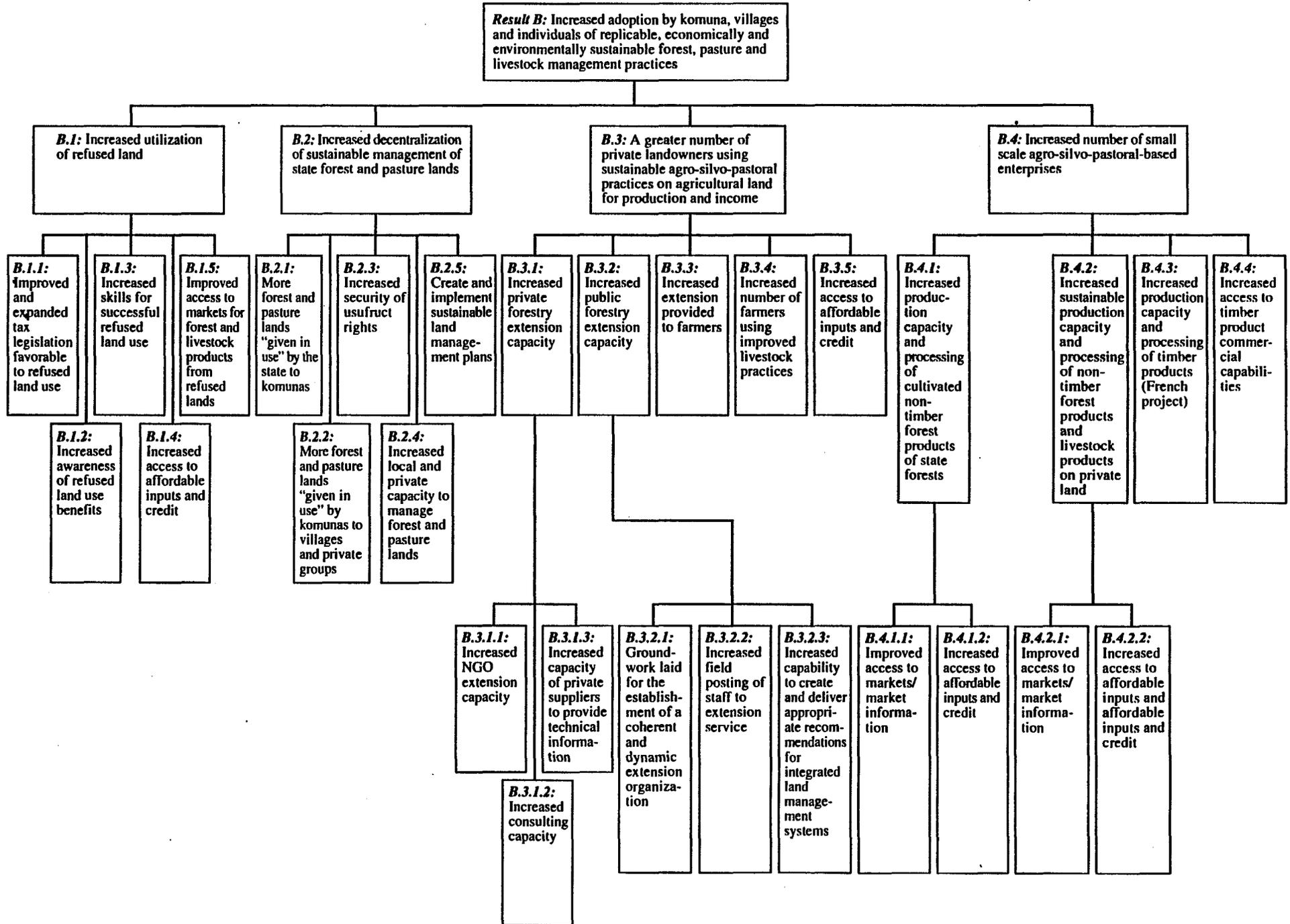
**Figure 1. APFDP Strategic Objective**



**Figure 2. Result A**



**Figure 3. Result B**



## 2.3 The Results Framework

**Result A:** Creation of more coherent and dynamic policies and institutions which are supportive of community and private forestry.

### Intermediate results:

**A.1:** Increased information base on private sector forestry for policy formulation

**A.1.1:** Increased ability to generate, analyze, evaluate, and use information for policy reform

**A.1.2:** Increased accessibility of forestry research and related information

**A.1.3:** Increased monitoring and evaluation capabilities of MOAF/DGFP

**A.2:** Reformed policies to provide more support to private sector forestry

**A.2.1:** Increased policy formulation skills

**A.2.2:** Increased ability to analyze, evaluate and use information for policy reform

**A.2.3:** Increased NGO/private sector capability to contribute to policy reform

**A.3:** Increased public awareness of private forestry opportunities and benefits

**A.3.1:** Increased advertising presence in public and private sectors

**A.3.2:** Increased contact between forestry stakeholders

**A.3.3:** Increased understandability of forestry policy and other related reforms

**A.4:** Increased capacity for policy formulation and provision of extension services by government and other institutions

**A.4.1:** Improved interaction between forestry staff and customers

**A.4.1.1:** Increased ability of government foresters and staff to go to the field

**A.4.1.2:** Increased willingness of government foresters and staff to engage the customer

**A.4.1.3:** Broadened participation of stakeholders

**A.4.2:** Broad-based organizational reform achieved with the assistance of the World Bank and other donors

**A.4.2.1:** Established groundwork for organizational reform in the areas of policy formulation and provision of extension services

**A.5:** Increased institutional capacity to provide credit for private forestry-related activities

**Result B:** Increased adoption by komuna, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices

### Intermediate results:

**B.1:** Increased utilization of refused land

**B.1.1:** Improved and expanded tax legislation favorable to refused land use

**B.1.2:** Increased awareness of refused land use benefits

**B.1.3:** Increased skills for successful refused land use

**B.1.4:** Increased access to affordable inputs and credit

**B.1.5:** Improved access to markets for forest and livestock products from refused land

- B.2:** Increased decentralization of sustainable management of state forest and pasture lands
- B.2.1:** More forest and pasture lands “given in use” by the state to komunas
  - B.2.2:** More forest and pasture lands “given in use” by komunas to villages and private groups
  - B.2.3:** Increased security of usufruct rights
  - B.2.4:** Increased local and private capacity to manage forest and pasture lands
  - B.2.5:** Create and implement sustainable land management plans
- B.3:** A greater number of private landowners using sustainable agro-silvo-pastoral practices on agricultural land for production and income
- B.3.1:** Increased private forestry extension capacity
    - B.3.1.1:** Increased NGO extension capacity
    - B.3.1.2:** Increased consulting capacity
    - B.3.1.3:** Increased capacity of private suppliers to provide technical information
  - B.3.2:** Increased public forestry extension capacity
    - B.3.2.1:** Groundwork laid for the establishment of a coherent and dynamic extension organization
    - B.3.2.2:** Increased field posting of staff to extension service
    - B.3.2.3:** Increased capability to create and deliver appropriate recommendations for integrated land management systems
  - B.3.3:** Increased extension provided to farmers
  - B.3.4:** Increased number of farmers using improved livestock practices
  - B.3.5:** Increased access to affordable inputs and credit
- B.4:** Increased number of small scale agro-silvo-pastoral-based enterprises
- B.4.1:** Increased production capacity and processing of cultivated non-timber forest products of state forests
    - B.4.1.1:** Improved access to markets/market information
    - B.4.1.2:** Increased access to affordable inputs and credit
  - B.4.2:** Increased sustainable production capacity and processing of non-timber forest products and livestock products on private land
    - B.4.2.1:** Improved access to markets/market information
    - B.4.2.2:** Increased access to affordable inputs and credit
  - B.4.3:** Increased production capacity and processing of timber products (French project)
  - B.4.4:** Increased access to timber product commercial capabilities

## 2.4 Work Plan and Framework Organization

The presentation of the proposed results framework and key first year work plan activities required to achieve results in a logical and orderly fashion is not without some inherent difficulty. For example, one activity may help to achieve several results, so there will be some redundancy. Similarly, there is a need for the work plan to be able to clearly identify and address major contract deliverables. Thus, in order to facilitate reading, the framework and resulting work plan are organized in the following manner:

- Although both Result A and Result B are interrelated and BOTH are required to achieve the Strategic Objective, each result is treated separately; Result A is addressed in Section 3.0, and Result B in Section 4.0. Linkages and cross-references between results are specified where appropriate.

- Results packages, including indicators (IND), measures (MEA), first year targets (TAR), development partners (DP), major assumptions (ASS), and key activities (ACT), are presented in text boxes.
- Contract deliverables are in italics.
- Work plan activities are in the form of “bullets” and underlined, e.g., activity, activity indicator, linkages, issues/risks, etc.
- Activities are summarized at the end of each result with regard to activity indicator, timing, and responsibility (resp.) and level of effort (pers. month); short-term technical assistance (STTA) requirements are also specified. Timelines for activities supporting Results A and B as well as for start-up, program management and procurement activities are found in Annex B.

### **3.0 RESULT A: CREATION OF MORE COHERENT AND DYNAMIC POLICIES AND INSTITUTIONS WHICH ARE SUPPORTIVE OF COMMUNITY AND PRIVATE FORESTRY**

#### **3.1 Background**

The Government of Albania has already taken initial steps toward establishing a policy framework supportive of sustainable development and market-based initiatives in forestry. The October 13, 1992, Law on Forestry and Forest Policy Service (Law No. 7623) has created the foundations for management of forest land on private, communal, and state lands. This Law contains a variety of provisions for protecting against deforestation and degradation of forest resources, and for development of management plans for communal and state forests. Other legislation has been drafted but not yet signed into law—for example, the handing over of marginal agricultural lands for forestry development. Still other legislation is under consideration, including provisions directly affecting DGFP, as well as broader provisions such as land tenure and tax policies, which will substantially affect the development of market based activities in forestry. The policy and regulatory framework is fast changing, as is the associated institutional framework.

Albanian institutions involved in development of forest-related policy include: DGFP and MOA administration generally, the Agriculture University of Tirana (AUT), the Forest and Pasture Research Institute (FPRI), and the Parliamentary Commission on Agriculture and Food.

Donor efforts affecting forestry policy, institutions, and extension include: the World Bank-funded Albania Forestry Project, the European Union’s Central and Eastern European Assistance Program (PHARE), the Food and Agriculture Organization of the United Nations (FAO) future assistance, and the USAID-funded Support for Agriculture Restructuring in Albania (SARA) and Land Tenure Center projects. As mentioned earlier, the APFDP includes funding for a total of 30 volunteers associated with the Peace Corps Private Farm Forestry Project (PFFP), which focuses largely on private agroforestry.

A variety of NGOs are either currently involved in forestry activities or could contribute usefully to various market-based initiatives (e.g., the Independent Forum for Albanian Women, the Association of Plant Breeders and Nurserymen, the Protection and Preservation of Natural Environment in Albania, etc.). Finally, there is a recognized need to tap the needs and priorities

as felt by individual farmers and communities using fuelwood and other primary and secondary forest resources.

### 3.2 Result A Achievement Strategy

Chemonics will help in the formulation and implementation of GOA policies supportive of market-oriented initiatives in the forestry sector. In addition, the Chemonics team will collaborate with other efforts aimed at strengthening forestry-related institutions, particularly extension capabilities. The improved policy framework and the institutional capacity to effectively translate policies into practice will contribute to the development of private forestry and forestry-related initiatives on private, community, and leased government lands which contribute to local needs and are environmentally sustainable.

Given GOA's commitment to rapid development of market-based activities, and the large number of players currently or potentially involved in forestry activities, there is a clear need for coordination of efforts. First, in collaboration with the World Bank, Chemonics will assist the GOA in establishing a FPAG to help strengthen the capacities of the MOAF and DGFP to undertake policy reform and implementation. Second, Chemonics will support research and information gathering to serve as a foundation for knowledgeable policy-making, and for dissemination of experience (especially successful efforts) in the fast-changing forestry sector. Third, a comprehensive training program will be developed to enrich local skills and strengthen institutions in forest-related activities. Finally, in collaboration with the DGFP and the World Bank project, Chemonics will develop an operation plan and principal elements of a national public and private forestry extension system.

### 3.3 Intermediate Result A.1: Increased information base on private sector forestry for policy formulation

Result A.1 addresses "Major Deliverable 4.1.2" of the APFDP contract, namely: "*A series of memoranda, position papers, research and analytical reports and other documents addressing policies and policy instruments that support and encourage private forestry enterprise in a market-based economy*" (EPE, Section C, page 22).

<b>Result A:</b>	
<b>Creation of more coherent and dynamic policies and institutions which are supportive of community and private forestry</b>	
<b>IND:</b>	A. Expanded/new policies B. Institutional reform
<b>MEA:</b>	A. Number of policies introduced/approved B. Nuclei of policy and extension units in DGFP
<b>TAR:</b>	Yr. 1: Identification of key areas of concern; draft policy and extension improvements
<b>DP:</b>	GOA, donors (esp. World Bank), NGOs and district/sub-district stakeholders
<b>ASS:</b>	GOA remains supportive of private forestry objectives; policy and institutional reforms are implemented
<b>ACT:</b>	Strengthen information base, establish FPAG, conduct selective training, discuss institutional strategies

<b>Intermediate Result A.1:</b>	
<b>Increased information base on private sector forestry for policy formulation</b>	
<b>IND:</b>	Policy information generated
<b>MEA:</b>	Number of reports, training sessions, workshops; number of people receiving reports, participating in training sessions and workshops
<b>TAR:</b>	See A.1, A.2, and A.3
<b>DP:</b>	All stakeholders
<b>ASS:</b>	Information readily accessible; participants released for training
<b>ACT:</b>	Yr 1: Distribution of existing information plus new research/information; training to promote better use of information in decision-making; establishment of monitoring & evaluation capacity in DGFP

A critical requirement for strengthening policy-making in the forestry sector is a good information base. First of all, the transition from a centrally-planned to a market-based economy requires new kinds of information such as economic feasibility of various forestry activities and availability of markets. Second, whereas information previously flowed mainly downward, decision-makers now require an upward flow of information about local level conditions and priorities in order to fine tune the policy reform process.

In addition to the reports and position papers originally envisioned in the APFDP, it has become clear to Chemonics that permanent strengthening of policy-making will require improved capabilities in DGFP to conduct both routine data collection and special surveys. Chemonics and the proposed World Bank-assisted "Albania Forestry Project" thus envision a collaborative effort in establishing a monitoring and evaluation unit.

The major activities planned for achieving Result A.1, which are detailed under Intermediate Results A.1.1, A.1.2, and A.1.3 below, are: training to improve skills in using a variety of information, support for greater accessibility of existing and new information, and strengthening of monitoring and evaluation capabilities in DGFP.

### **Intermediate Result A.1.1: Increased ability to generate, analyze, evaluate and use information for policy reform**

The use of new kinds of information for policy making requires that those persons making policy have a technical understanding of how to generate and use it, and a greater receptivity to applying new sources of information. Previously, the information base available to forestry was limited largely to forest production, management and protection techniques. Formal education in forestry as well as most forestry research focused on these topics. Little information was—and to a certain extent still is—available on the "people" side of forestry, i.e., its socioeconomic, cultural, and environmental dimensions.

<b>Intermediate Result A.1.1: Increased ability to generate, analyze, evaluate, and use information for policy reform</b>	
<b>IND:</b>	A. Policy information training sessions (proxy) B. Information has bearing on decision making
<b>MEA:</b>	A. Number/quality of training sessions B. Information reflected in policy documents
<b>TAR:</b>	Yr. 1: policy-making training for 40 participants
<b>DP:</b>	AUT and FPRI
<b>ASS:</b>	Training will succeed in improving policy-making
<b>ACT:</b>	Training needs assessment; one training of trainers course; one workshop on review of existing legislation; one workshop on specialized information for policy making

Therefore, the work plan for year 1 of APFDP contains the following activities:

- Workshop on "Generation of specialized information for policy making." This workshop will acquaint participants with four key types of information for policy making which were largely unfamiliar during the previous regime: (a) economic viability (benefit-cost and other economic analysis); (b) local level viewpoints (socioeconomic analysis, participatory rural appraisal); (c) up-to-date technical support (GIS and other tools); and (d) environmental analysis (valuation, e.g., CVM; environmental economics; environmental impact assessments to be done in collaboration with the World Bank). These four types of information approaches would necessarily be covered only in an introductory manner; each of these would later be expanded in a short in-service course for these and/or other participants in year 2. This workshop will last five days, include 20 participants, and occur in the 4th quarter.

- Training needs assessment of information generation and use skills. The general policy-focused training needs assessment scheduled for the 2nd Quarter and detailed in Section A.2.1 below, will assess policy makers' capabilities for generating specialized information, especially regarding private sector forestry, and their receptivity to incorporating various information in their policy making activities; follow-up training will be planned accordingly.

Thus, the activities supporting Intermediate Result A.1.1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp</u>	<u>Pers.month</u>
workshop on "Specialized Information" training needs assessment	4th Q 2nd Q	PS (Result A.2.1)	2pm

With regard to linkages to other activities, training activities will be planned to encourage broad participation, and to foster openness to contributions from a variety of cross-sectoral, NGO, and local concerns. One objective of the APFDP is to encourage greater gender representation in the forestry sector, and therefore workshop participation and subject matter will reflect equitable representation.

No issues or risks are foreseen at this time.

#### **Intermediate Result A.1.2: Increased accessibility of forestry research and related information**

While there is some limited experience and information already available on private forestry in Albania, it is not always easily accessible. Several private sector efforts are underway, aimed at meeting the needs of individual farmers and communities for fuelwood, timber, and other forestry products. Some efforts are spontaneous and others assisted by various Albanian and international agencies. There is a need to share the existing experience and innovation, most particularly successful local level ventures.

In most instances, however, available data are either out-of-date or even non-existent, in which case new research or surveys will be necessary to support policy-making, especially with regard to private sector forestry development.

To enable the achievement of Intermediate Result A.1.2, the work plan for year 1 contains the following activities:

- Collection of existing information valuable for policy making. APFDP will support the aggregation of existing data and reports, not only from the forestry sector itself, but also from agriculture, livestock, judicial and other sources whose activities affect forestry. The policy specialist counterpart (PS/C) will assemble a "library" collection of the various types of information collected. They will then distribute those items deemed of immediate importance to members of the FPAG, and otherwise prepare a bibliography of all items available so that members may access as they wish (1 person month PS/C and 1 pm monitoring and evaluation (M&E) specialist time). (The APFDP collection will be turned over to DGFP during the course of the project.)

- Reports and case studies. Participants in the FPAG can help identify specific examples of successful private sector initiatives, which can be documented and provided to a wider audience. As appropriate, Albanian or international consultants will study and report on topics of special interest, where no existing institution has a capacity or time. Examples of subject matter would be:

- Case study of successful small-scale private nursery(s), or forest product marketing (e.g., medicinal products).
- Case study of a community actively engaged in plantation or sustainable management of an adjacent land or forest.
- Case study of an NGO facilitating the development of private sector initiatives.

**Intermediate Result A.1.2:  
Increased accessibility of forestry research  
and related information**

- IND:** Information provided to stakeholders  
**MEA:** Number of reports/publications produced and distributed  
**TAR:** Yr. 1: target for volume of existing information assembled to be determined when total volume known; writing and dissemination of four new research reports  
**DP:** AUT and FPRI; all institutions with relevant forestry- related information  
**ASS:** Information distributed/available will be applied to policy-making process  
**ACT:** Yr. 1: Establishment of library on existing reports and documents; circulation of bibliography on library; support for 4 research projects (including e.g., status of small-scale industries, and improved grazing management options); dissemination of key existing information and new reports

Additionally, the results of presentations and discussions from training seminars and workshops may be written up and published in the series, if relevant for broader distribution. A variety of articles and papers will be published in a "forestry enterprise" series, in Albanian for distribution to government staff, NGOs, and other forestry-related organizations (and also in English for distribution to other donors working in Albania). In year 1, one publication will appear each month, beginning in the end of the 2nd quarter. Chemonics will provide translation, editing, publication, and distribution support for the series (2 pm of the policy specialist and counterpart's time).

- Selected research. Under guidance from the FPAG, the Chemonics team will support research related to the transition to a market based system. The AUT and FPRI have both indicated their interest in undertaking various research activities. To the extent that these two institutions lack internal expertise to address certain topics (e.g., socioeconomic issues), APFDP may tap expertise from elsewhere in Albania, or internationally, should it prove necessary. While this work plan should not preempt the FPAG in designating priority topics for research, there are two research topics already identified that will influence forestry policy and organization, and will be taken up in this first year:
  - (a) The current status of small-scale forest industries (including secondary activities such as harvesting of medicinal plants and beekeeping), existing expertise in Albania, and future potential; to commence in the 2nd quarter and be presented in the 4th quarter of year 1.

- (b) Improved management options for grazing of animals; and implications for policy and organization in the forestry/agriculture sector, as well as coordination with other sectors; research will commence in the 2nd quarter and be presented in the 4th quarter of year 1; the APFDP Livestock Specialist will provide assistance in writing the terms of reference for this study, recruiting an expert to write it, and drawing on Heifer Project International for advice and assistance as appropriate.

The topics of the other two research papers will be decided by the end of the 2nd quarter of year 1. In some cases, research papers may be utilized to support presentations and discussions in training workshops, seminars, etc. These research reports should make specific proposals as to policy/legislative reforms to be introduced to encourage market-based activity and at the same time sustainable use of resources. The policy specialist and counterpart will draw up terms-of-reference for the studies, to be amended by the DGFP and then presented to the FPAG for comment. This should take place by the end of the 2nd quarter. The policy specialist and counterpart will also help edit draft research studies, circulate them for comment, and prepare them for publication and distribution (total 2 pm).

Thus, the activities supporting Intermediate Result A.1.2 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp</u>	<u>Pers.month</u>
assemble existing information	all Qs	PS/C, M&E	1 pm each
circulate bibliography	4th Q	PS/C	as required
publication/distribution case studies	one/month 3rd & 4th Qs	PS,PS/C	2 pm
two selected research reports pres'd	4th Q	PS,PS/C, LS	2 pm
selection of 2 additional topics, and undertaking of research	end of 2nd Q 3rd and 4th Qs	PS,PS/C	as required

With regard to linkages, as noted above, NGOs, AUT, FPRI and other members of the policy group will be consulted as to the existence of information and research already available on selected topics. Expertise to undertake future research will be tapped first within the existing forestry/agriculture institutions to support the viability of resources within the sector. If appropriate, expertise within these institutions will be supplemented by outside expertise, in a research "joint venture"—again with a view to strengthening sectoral resources. Only as a last resort will outside expertise be used exclusively.

At this time, no significant issues or risks are foreseen.

**Intermediate Result A.1.3: Increased monitoring and evaluation capabilities of MOAF/DGFP**

During the course of work plan development, the need for permanent enhancement of DGFP's monitoring and evaluation capabilities became increasingly manifest to the Chemonics team. Chemonics also believes that performance monitoring and evaluation of APFDP results and activities will require more personnel resources than envisioned in the original project design. In order to integrate these two functions, the results framework provides for institutional strengthening within DGFP to generate and assess the information necessary for well-informed decision-making. At least initially, a major part of DGFP decision making will be based on APFDP indicators.

Thus, to support achievement of Intermediate Result A.1.3, the work plan for year 1 provides for the following activities:

- Deployment of an M&E specialist. In coordination with the World Bank-assisted AFP efforts at improving information generation capacities in the forestry sector, Chemonics will provide the services of a long-term Albanian monitoring and evaluation (M&E) specialist. The M&E specialist would be located at the PMU, but his/her activities would be jointly programmed with the DGFP in order to begin to build DGFP's performance monitoring and evaluation capacity. The M&E specialist will initially supplement the PMU's and DGFP's capacity to collect data on result indicators and critical assumptions based on the performance monitoring plan, as well as on District forestry operations. Later, once the performance monitoring system is in place and functional the M&E specialist would begin to transfer M&E responsibility to the DGFP, particularly in the area of policy impact, e.g., the rate of turnover of marginal lands from agriculture to forestry. Finally, the M&E specialist will undertake special surveys as necessary. The M&E specialist will work as a second counterpart to the Chemonics policy specialists, who will devote 2.5 pm to monitoring and evaluation activities in year 1.

<b>Intermediate Result A.1.3: Increased monitoring and evaluation capabilities of MOAF/DGFP</b>	
<b>IND:</b>	Monitoring and evaluation reports produced by DGFP
<b>MEA:</b>	Number, quality, and regularity of reports
<b>TAR:</b>	Yr. 1: generation of quarterly M&E reports for each project-assisted district
<b>DP:</b>	DGFP, World Bank
<b>ASS:</b>	DGFP, USAID and World Bank officials agree on strategy for M&E unit
<b>ACT:</b>	Recruitment of M&E Specialist; collaboration with DGFP and other key parties to determine data collection aims; carrying out of sample surveys in initial field sites, and generation of other data as required

- Finalize performance monitoring plan. A preliminary performance monitoring plan is provided in Section 5.0. The plan specifies, *inter alia*, the source, responsibility, method and schedule of collection for data on the strategic objective, intermediate results and critical assumptions. The M&E specialist together with the chief of party (1 pm) will finalize this plan by the end of the second quarter.
- Undertaking of special surveys. The M&E specialist may also undertake special surveys as requested by the DGFP or PMU. Such surveys might be required by the FPAG, for example a survey on the type and status of "refused" or "marginal" lands which currently exist in each district, or a survey on current livestock grazing/feeding practices in select locations (with assistance from the livestock specialist on indicators to use for the survey).

Thus, the activities supporting intermediate result A.1.3 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp</u>	<u>Pers. month</u>
supervision of M&E	2nd Q	COP/PS	0.5 pm
finalize perform. mon. plan	2nd and 3rd Qs	M&E;COP	1 pm
start-up M&E operation	3rd and 4th Qs	M&E	4 pm
special surveys as necessary	to be determined	M&E	as required

With regard to linkages, the World Bank and any other donors concerned with institutional strengthening of DGFP will be consulted regarding the terms-of-reference for this position. The World Bank "Albania Forestry Project" envisions a restructuring of the DGFP into a Forest Corporation and a Forest (or Natural Resources) Department, the latter of which would undertake, *inter alia*, monitoring and evaluation; however that restructuring is not expected until the mid-term review of that project (approximately year 3 or 4 of the APFDP). Thus, the APFDP could help pioneer a M&E capability tailored to the rapidly change and privatization in the forestry sector.

Not only should M&E collect information from DGFP/MOAF and other government offices, but it should also provide for surveys of farmers and communities as appropriate, since considerable differences in perception exist between Government staff and forest users.

No significant issues or risks are foreseen at this time.

### 3.4 Intermediate Result A.2: Reformed policies to provide more support for private sector forestry

Result A.2 addresses "Major Deliverables 4.1.1, 4.1.3 and 4.1.4" of the APFDP contract, namely, 4.1.3-*"A program of short courses, in-service and/or on-the-job and other training vehicles supporting the APFDP policy and institutional strengthening activities,"* 4.1.4-*"A minimum of five policy workshops or other public fora on various policy aspects of the APFDP in the first two years of the Program,"* and 4.1.1-*"An active and productive private/public Forestry Policy Advisory Group and evidence of its bringing about policy changes supportive of private forestry management and marketing"* (EPE, Section C, page 22).

Both the APFDP and the proposed World Bank AFP have maintained the importance of creating a FPAG at the ministerial level under the MOAF (the APFDP has called this a "Forest Policy Advisory Group" and the AFP has called this a "Forest Council"). The Chemonics team and World Bank have both agreed that such an entity requires a legal status, that it should be one and the same entity with support from both projects, and that it should enjoy broad representation from all those involved in forestry activities. The details of how the APFDP and AFP will share responsibilities in supporting such a FPAG have yet to be fully worked out; it is critical that DGFP, USAID and World Bank staff reach agreement on these details BEFORE the upcoming negotiation of the AFP in Washington DC, anticipated in the next two months.

The major activities planned for achieving this Result A.2, which are detailed under Intermediate Results A.2.1, A.2.2 and A.2.3, are: increased skills for policy formulation;

#### Intermediate Result A.2: Reformed policies to provide more support for private sector forestry

- IND:** Policy reforms introduced/approved
- MEA:** Number and relevance/"implementability" of policies, supporting legislation or policy directives
- TAR:** see A.2.1, A.2.2, A.2.3
- DP:** All institutions substantively involved in forestry sector
- ASS:** MOAF/DGFP, USAID and World Bank agree on strategy for FPAG; GOA/MOAF give mandate for creation and operation of group; group meets routinely and effectively addresses policy issues
- ACT:** Consensus reached on composition and mandate of policy advisory group; regular meetings of group, with Policy Specialists serving as "secretariat"; broadened participation and better use of available information for policy making; actual introduction of policy reforms

increased ability to generate, analyze, evaluate, and use information for policy reform; and increased NGO/private sector capability to contribute to policy reform.

**Intermediate Result A.2.1: Increased policy formulation skills**

There are two prerequisites for increasing policy formulation capacity: first the enhancement of policy making skills on the part of those participating in the FPAG; second, the establishment and operation of a policy making entity, where those skills are to be applied. Until this time, DGFP has usually tapped advice on policy making by calling in district forestry directors and other forestry staff on an *ad hoc* basis, whenever a need for policy reform arose. However, the transition to a market-based economy calls for some comprehensive reorientation of the policy-making capacity:

The work plan provides for the following activities aimed at improving policy formulation capacity:

- Policy training needs assessment/training plan. While forestry officials have sophisticated education in technical subjects, the previous regime curtailed open instruction in politics, economics, sociology, and any other sensitive areas. As a result, both expertise and literature (Albanian or foreign language) are narrow in scope. Attempts to broaden these capacities have begun (e.g., three AUT instructors have been sent abroad for training in economics); however, APFDP will support more immediate strengthening of these capacities (as well as providing overseas education and study tours, and participation in conferences in years 2 and 3)

The training needs assessment will consider staff in a variety of forestry-related operations, in government institutions as well as NGOs, private agencies, and the local level. The policy specialist will draw on professional training expertise as necessary to develop a training plan and strategy for key target areas, to be completed by the end of the 2nd quarter (1 pm). The Chemonics training specialist will come to Albania during the 2nd quarter to assist in this process. From this will emerge an APFDP policy training strategy and plan for the next three years.

- Training of trainers. Chemonics believes that the training skills of AUT and FPRI faculty and other “trainers” can be enhanced via two key “training of trainers” activities. The first would be in the facilitation of shorter-term, in-service courses, seminars, and workshops (like those planned for APFDP). These types of activities require different skills than formal education, namely: arrangement of training venues, follow-through on a variety of logistics in organizing training sessions, appropriate assignment of resource expertise and resources, and ex-post follow-up. In other words, the trainers will be trained on how to organize a host of training activities rather than

Intermediate Result A.2.1: Increased policy formulation skills	
<b>IND:</b>	A. Policy training (proxy) B. Application of skills
<b>MEA:</b>	A. Number and quality of training sessions and number and types of participants B. Number of individuals participating in drafting of policy
<b>TAR:</b>	Yr. 1: Policy training for 40 participants; 15 percent increase in “policy drafters”
<b>DP:</b>	AUT and FPRI
<b>ASS:</b>	Training results in improved policy making procedures
<b>ACT:</b>	(same activity as for A.1.1 above); besides improving skills for information use, training will increase receptiveness to open participation in decision making

just lecturing; in some cases they may make presentations, but in other cases they will be setting the stage for others to make presentations or for participant discussions.

The second training skill provided by "training of trainers" will be in open exchange and discussion. The previous command regime in Albania was characterized by a centralized, top-down flow of information; this phenomenon was ramified in many sectors of the country, including education. "Training of trainers" would provide skills in organizing training and facilitating discussions in such a way that all participants are active. This medium of exchange is critical not just for training *per se*, but for fostering an open and democratic process of policy formulation and institutional operations generally. More broadly, trainer skills would encourage receptiveness on the part of officials to needs and priorities expressed by farmers and communities at the local level, to women as well as men, and to NGOs.

The policy specialist, in consultation with DGFP, AUT, FPRI, Peace Corps, NGOs and other relevant sources, will identify eight persons for a "training of trainers" course in the above areas. She will attempt to identify an Albanian training specialist to conduct this course; in the event that such a person cannot be identified, expatriate assistance will be arranged. This will be done by the end of the 2nd quarter of year 1. The "training of trainers" course will be mounted during the 3rd quarter, and beneficiaries of this course will begin taking increasing responsibility for APFDP training during the 4th quarter of year 1 (1.5 pm policy specialist). Additional training of trainers classes will be defined and developed during the course of project implementation.

- Training for participants in policy making. Intermediate Result A.1.1 described a workshop to improve abilities to generate and use technical information; in addition, there will be a second workshop in year 1 on "The existing Albanian legislative and policy framework, its application to the forestry sector, and potential adaptations for market activities"; this workshop will draw on the "inventory of existing forestry legislation and policies" mentioned above; participants may identify any omissions from that inventory, most particularly legislation or policy in other sectors which affect forestry; they will discuss the current sources of input into policy formulation, and potential/ideal sources for the future. This workshop will last two days, include 20 participants, and occur in the 3rd quarter.

The training needs assessment will identify other short-term training activities for the future, including at least three additional seminars or workshops. While the exact topics of these workshops are not certain at this time, it is expected that participants will be persons in positions which are current/potential key contributors to policy formulation, including DGFP/MOAF staff, Ministry of Justice official(s), those involved in actually drafting legislation and policy, representatives of NGOs, and representatives of local government/organizations. Notes will be taken on proceedings, but will not be published so as not to discourage free expression among participants. These workshops differ from the periodic meetings of the FPAG in that the workshops are designed to be less formal, and directed at creative thinking about policy formulation rather than official policy making *per se*.

The training component should, in any case, be designed to be mutually supportive of the FPAG (see below) and research components (Intermediate Result A.1.2), and to the broader APFDP range of field activities listed in this work plan. Again, close

collaboration with the Peace Corps will help ensure that training takes into account the (changing) circumstances and priorities manifest at the field level. The policy specialists will provide 2 pm of support to this activity.

- Identification of two Albanians for training abroad. APFDP provides for sending two Albanians per year, beginning in year 2, for graduate studies of study courses/conferences in natural resource policy. During the training needs assessment, the exact nature of overseas training will be determined (2nd quarter) and candidates will be identified and recruited during the remaining project year.
- Formation and initial operation of the FPAG. The MOAF and DGFP will be requested to suggest any key participants in the policy-making process who should be represented on the FPAG—for example staff from the parliamentary committees on agriculture and justice. Special attention will focus on ensuring that NGOs and local level views (private farmers as well as community groups) are substantively represented in the FPAG. Women are integrally involved in the management and use of forest resources, and APFDP must ensure equitable representation and involvement of women in policy improvements, as well as all project-supported activities.

The APFDP policy specialist and policy specialist counterpart will assist (1 pm) the DGFP in preparing a list of proposed participants, objectives and working procedures for the FPAG. These should be finalized by the end of the 3rd quarter of year 1.

The DGFP will schedule a first meeting and issue invitations to the proposed participants, explaining the overall objectives and working procedures envisioned for the group. The APFDP policy specialist and counterpart policy specialist will provide support in the logistics of drafting an invitation letter, distributing the invitation as approved by the DGFP, arranging a meeting venue, and attending to other associated logistics (1 pm). This first meeting should occur by the end of the 2nd quarter of year 1.

With secretariat support by the APFDP policy specialists, the first meeting of the FPAG will be convened by the end of the second quarter. The policy specialist and counterpart policy specialist will facilitate FPAG activities by arranging venues, contacting participants, providing back-up materials (including research and data as required), taking minutes and circulating minutes from each meeting on behalf of DGFP, and arranging other supportive activities as required. The chairperson will likely want to discuss the purposes of such a group and reach a consensus with participants as to detailed objectives and working procedures, as well as a schedule for future meetings. The exact agenda of policy group discussions and supportive research/information gathering would be determined during its meetings. Initial topics of interest might include:

- (a) An inventory of all existing and pending legislation affecting forestry, especially potential market-based forestry activities, drawing attention to special needs or possible oversights; it is recommended that the policy group consider forestry-related legislation as a whole, since various components may be mutually supportive or contradictory; the policy group may wish to draw on the assistance of an expert in legislative matters, to understand the full ramifications of various policy matters.

- (b) Evaluation of key issues or problems, for example the effect of the land tax system on the uptake of marginal lands, or the potential for small-scale private or community forest-based industries (resin production, beekeeping, etc.); research support is available from APFDP.
- (c) Determination of specific training needs to be assisted by APFDP as well as the AUT and other entities—for example natural resource valuation, cost-benefit analysis, small business development, extension approaches. APFDP provides for two policy workshops in year 1 as well as other training activities.

The FPAG may be expected to recommend policy reforms, which would lead to the introduction of legislation or policy directives. The nature of these recommendations and reforms depends, of course, on the deliberations of the policy group once it is formed, and cannot be predicted at this point. However, they may be likely to include policies already being drafted, such as: procedures for leasing state forestry land to communities for private sector management, by the 4th quarter of year 1; approval of changes in the land tax law to encourage private use of refused and other marginal lands, by the 4th quarter of year 1; and the transfer of marginal/refused lands from the jurisdiction of the Directorate of Agriculture and Livestock under the MOAF to the DGFP.

At some point the group may decide to constitute sub-groups/committees to explore special interest topics in greater depth, reporting back to the plenary group on the results of their work.

The policy specialist and counterpart will each devote two person-months (pm) to support of policy group operation in year 1. The COP will provide one pm of supervisory support over the same period. The APFDP M&E Officer will conduct information gathering as required to support policy operations, and will assist in facilitating related training activities. APFDP may be required to supply short-term consultancy assistance in areas such as legislative matters, as determined once the policy group commences meetings.

- Formation of an internal policy formulation capacity within DGFP. Actual drafting of proposed forestry legislation is, of course, the responsibility of the Legal Office in MOAF or the Parliamentary Committee on Agriculture, with input from the DGFP and other agencies. One of the Chemonics' team objectives, however, is to strengthen the capacity within DGFP to initiate and formulate policy changes for submission to the MOAF. Initially, during this first year, Chemonics will draw on external recognized expatriate or Albanian authorities on cross-sectoral policy ramifications to supplement DGFP/MOAF skills, as necessary.

The FPAG will provide recommendations for policy changes, and the actual drafting of policy will be done by a team of DGFP and other civil servants with expertise in this area, supplemented as discussed above. Once policy is drafted and approved by the MOAF, this team would, as appropriate, work with those drafting legislation to ensure compliance with policy, or work with the DGFP/MOAF to issue directives to field staff. Gradually, Chemonics will help build expertise within DGFP staff to initiate and draft policy changes and resulting directives. This will be done primarily through training support during years 2 and 3 of the APFDP.

In conclusion, the activities supporting Intermediate Result A.2.1 may be summarized thus:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
training needs assessment	2nd Q	PS/STTA	1 pm
identify candidates, training trainers	end 2nd Q	PS	0.5 pm
training of trainers course	3rd Q	PS	1 pm
start-up of new trainers	4th Q	PS	0.5 pm
workshop on "legislation inventory"	3rd Q	PS,PS/C	2 pm
other policy-related training	to be determined	PS,PS/C	t.b.d.
recruitment for overseas training	2nd to 4th Qs	PS,PS/C	1 pm
finalize plans for policy group	end 2nd Q	PS,PS/C	1 pm
first meeting of group	end second Q	PS,PS/C	1 pm
		COP	1 pm
operation of policy group	3rd and 4th Qs	PS,PS/C	4 pm
policy initiatives by group	to be determined by Group	PS,PS/C COP	t.b.d.

With regard to linkages with other institutions dealing with policy making, it will be critical to maintain close working linkages with DGFP, MOAF, the World Bank, and any other key players in the policy formulation process for forestry. More generally, there must be good contacts with all those substantively involved in the forestry sector, to ensure adequate representation in training and on the FPAG. The decisions of farmers and communities with regard to incentives for agroforestry, use and management of forest resources, engagement in forest-based small industries—and the activities of DGFP generally—are heavily influenced by activities outside DGFP. Agricultural, tax, budget, land tenure and economic policies and operations all affect the extent to which trees are planted, state forests are protected or deforested, and investment is made in forestry. As such, the FPAG must ensure an adequate cross-sectoral approach, which may require either inviting key resource persons to address the group on specific topics, or drawing those resource persons in as members to the extent they routinely affect forestry policy and operations.

Several issues are foreseen with regard to achieving this result: the importance of a clear mandate from MOAF and GOA to strengthen policy making capacity; the need to institutionalize changes supportive of the forestry sector generally, and not just individual projects; and a close, amicable working relationship with the World Bank, whose policy support activities are closely tied to those of the APFDP. Without one or more of these, institutional strengthening of forestry policy-making will be seriously undercut.

Finally, with regard to long-term training, finding candidates who have the level of English required for U.S. graduate schools may be problematic. Chemonics will discuss with USAID the possibility of sending students to European universities as an alternative, should language prove to be a problem. There is also the risk that candidates undergoing training will leave their intended positions, or even the forestry sector altogether, which would undercut the effectiveness of such training. The Chemonics team will handle overseas training activities with a view to minimizing such risks.

**Intermediate Result A.2.2: Increased ability to analyze, evaluate, and use information for policy reform**

Year 1 activities, linkages, and consideration of issues/risks are the same as for result A.1.1.

**Intermediate Result A.2.3: Increased NGO/private sector capability to contribute to policy reform**

Until recently, forestry operations were carried out almost exclusively by government forestry institutions. Now, the beginnings of private entrepreneurship are becoming evident in the forestry sector, as they have in other sectors in Albania. As Albania moves increasingly to a market-based economy, it is clear that entities outside government forestry institutions will take increasing initiatives in private sector forestry. Therefore, these entities must be co-opted into the policy formulation process, to ensure that policies foster these groups' important contributions toward economic development.

Nongovernmental organizations, ranging from forestry associations and local development groups to environmental interest groups, are already active in the forestry sector. Some women's groups have already indicated their interest in forestry-related activities; women's involvement will be particularly important with regard to activities for which women are primarily responsible (for example livestock care is over 80 percent of the time entrusted to women, according to a 1995 FAO report). Local groups are already involved in secondary activities related to forestry, such as collection of medicinal plants and herbs, beekeeping, and resin production. There are areas where private groups are not yet involved, but yet where there seems to exist a substantial potential, for example in cultivation of Christmas trees.

These groups are likely to play an important role in a number of key areas including: the development of secondary forest industries; the provision of private extension services; the mobilization of support for policy reforms and forestry improvements; enhancing communication between government officials and "implementors" of private forestry activities; the development of inputs and credit to support private activities; and the creation of market linkages. DGFP and the GOA have limited financial and staff resources to implement privatization of forestry activities, and therefore the development of private forestry initiatives will be enhanced greatly by the participation of private entities. In order to motivate these groups' active involvement,

**Intermediate Result A.2.2:  
Increased ability to analyze, evaluate and use information for policy reform**

**IND:** A. Policy information training sessions (proxy)  
B. Information has bearing on decision making

**MEA:** A. Number/quality of training sessions; number and types of participants  
B. Information reflected in policy documents

**TAR:** (See A.1.1)Yr. 1: policy-making training for 40 participants

**DP:** AUT and FPRI

**ASS:** Training will succeed in improving policy-making

**ACT:** Training needs assessment; one training of trainers course; one workshop on review of existing legislation; one workshop on specialized information for policy making

**Intermediate Result A.2.3:  
Increased NGO/private sector capability to contribute to policy reform**

**IND:** NGO participation in FPAG, training sessions and report publications

**MEA:** Number of relevant NGO participants; number and quality of NGO policy reports produced

**TAR:** Yr.1: Initial representation of at least three NGOs on FPAGs and in training sessions

**DP:** Nongovernmental organizations involved in forestry policy-making activities

**ASS:** Training and collaboration create a productive atmosphere for NGO participation

**ACT:** Inclusion of NGOs in FPAG; training creates atmosphere for open participation and receptivity to diverse viewpoints; information base includes NGO activities, esp. on successful/potential contributions to local level private forestry.

forestry institutions and policy should be as responsive and encouraging as possible. The best way to ensure this is through the active participation of these groups in the policy making process.

There are a number of activities included in this work plan, under other Intermediate Results, which support the participation of NGOs and other private entities in the policy-making process:

- Inclusion of NGOs in the FPAG (Intermediate Result A.2.1). At least three NGOs/private sector groups should be represented during year 1.
- Inclusion of NGO/private sector representatives in training (Intermediate Results A.1.1 and A.2.1). At least three representatives should participate during each policy training activity in year 1; the training content and process may be expected to foster greater responsiveness to policy inputs from outside government.
- Dissemination of reports and case studies about private forestry initiatives, particularly successful ones (Intermediate Result A.1.2).
- Increased NGO/private sector capacity to provide extension (Intermediate Result B.3.1.1).
- Development of inputs/credit and market linkages (Result B generally).

In conclusion, the activities supporting Intermediate Result A.2.3 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
3 non-govt. repres's on FPAG	from formation	PS,PS/C	0.5pm
3 non-govt. repres's per policy training	schedule as per trg activities	PS,PS/C	0.5pm
dissemination of reports and case studies	as appropriate	(See A.1.2)	
1 NGO involvement in private extension	by 4th Q	(See B.3.1.1)	

The linkages necessary for meaningful inclusion of NGOs in policy formulation will be wide-ranging ties with NGOs, womens groups, local organizations and other private entities. It will be important to know which private groups will make the most representative, positive and effective contributions to policy. The groups must feel that policy makers are sincerely responsive to private interests, and not just using the groups to support government activities.

No major issues/risks are foreseen at this time. Six NGO/private group representatives attended the "Strategic Planning Workshop" held by the APFDP in December, and the "Orientation Workshop" in November, and participated actively. It should be noted however, that NGOs have only been established in Albania during the last four years and typically lack experience and funding. This may constrain their ability to participate fully in future APFDP activities.

### 3.5 Intermediate Result A.3: Increased public awareness of private forestry opportunities and benefits

Intermediate Result A.3 addresses all the “Major Deliverables” under Major Task 4.1 of the APFDP contract, namely: “*Strengthen national and regional forestry policies and institutions*” (EPE, Section C, page 22).

No matter how carefully policies are formulated they will have little effect if they are not communicated to forestry field staff, other government officers, and implementors of forestry activities. During field visits by the Chemonics team to seven districts in Albania, forestry staff repeatedly remarked on their inability to keep up with the fast changing policy environment. If even forestry staff are unclear about existing policies and changes affecting forestry, then it is not surprising that others understand them even less.

The stimulation of private forestry initiatives will depend critically on (potential) “implementors’” understanding of opportunities, benefits, government regulations, and procedures, as they are affected by existing policy and reforms. For example, production of certain secondary forest products was limited previously to forestry institutions, and the export of some products was restricted. When reforms are made to allow private sector production and export of a given material, the reforms must be clearly understood before private initiatives will be attempted.

While the APFDP contract did not specifically provide for increased public awareness, the December 1995 “results framework” exercise clearly indicated the need for such an intermediate result. Therefore, the major activities planned for achieving this result, which are detailed under Intermediate Results A.3.1, A.3.2 and A.3.3 involve: the use of media to carry messages about policy; communication of policy in (expanded) contacts between “stakeholders”; and increased clarification of existing policy and reforms through pamphlets and local meetings.

#### Intermediate Result A.3.1: Increased advertising presence in public and private sectors

During the course of work plan development, the COP has already had four interviews with various news media, describing (among other things) how the APFDP will assist in strengthening of policy making in the forestry sector, particularly with regard to fostering private sector activities. The “Strategic Planning Workshop” in December was featured on the evening television news and in two newspapers. Thus, some groundwork has already been laid for achieving this objective.

Activities for year 1 of the work plan will formalize APFDP’s nascent public awareness program and will include:

#### Intermediate Result A.3: Increased public awareness of private forestry opportunities and benefits

- IND:** A. Visits to demonstration centers and farms (proxy)  
B. Media messages (proxy)  
C. Increased awareness
- MEA:** A. Number of visits  
B. Number and types of messages; media used  
C. Sample survey
- TAR:** See A.3.1, A.3.2, A.3.3 below
- DP:** Good contacts with media
- ASS:** Exposure of farmers to media messages, demonstration centers and extension contact improves their understanding of policy as it affects the potential for private forestry activities.
- ACT:** Use of various media to carry policy messages; increased contact between forestry stakeholders; clarification of policy-related questions

- Periodic interviews with news media, to continue increasing general awareness of support of private forestry;
- Use of print and broadcast media to announce new policy initiatives, with strategy determined by type of messages to convey and size of audience;
- Participation in trade fairs and other public fora, to demonstrate opportunities and benefits possible under existing/reformed policy—for example, private business potential in production of secondary forest products, or complementary management of forests and livestock; and
- Specialized media presentations, such as production of videos, if and when appropriate.

The actual activity indicators and timing will be determined as policy reforms are enacted and private forestry activities are initiated, so it is not possible to list many specific benchmarks at this time. However, this work plan aims at a minimum of: five newspaper/TV/radio interviews in year 1.

The obvious linkages necessary will be good contacts with a variety of media representatives.

No issues/risks are foreseen at this time.

### **Intermediate Result A.3.2: Increased contact between forestry stakeholders**

Some awareness of policy ramifications will flow directly through the contacts between forestry field staff, private implementors of extension, NGOs, private local groups and farmers—the forestry “stakeholders”. In those districts and selected sites where APFDP assists in field activities, routine contacts connected with these activities may be expanded to address policy matters. In areas where APFDP does not directly assist field activities, regular district and local meetings organized by forestry staff may be used to communicate policy. (In either case, when routine contacts are insufficient to convey policy information, special meetings and campaigns will be undertaken, as detailed under Intermediate Result A.3.3.)

<b>Intermediate Result A.3.1: Increased advertising presence in public and private sectors</b>	
<b>IND:</b>	Policy messages carried by media
<b>MEA:</b>	Number of messages, number of different media used
<b>TAR:</b>	Yr. 1: At least 5 newspaper/radio/TV interviews
<b>DP:</b>	Good contacts with media
<b>ASS:</b>	Media can effectively communicate policy information
<b>ACT:</b>	Clarify existing policies, as well as any new policies; strategy to be determined by type of messages to convey, for newspapers, radio, TV, public fora, trade fairs, etc.

<b>Intermediate Result A.3.2: Increased contact between forestry stakeholders</b>	
<b>IND:</b>	Stakeholder fora (meetings, extension visits, training sessions, workshops, national and district demonstration centers)
<b>MEA:</b>	Number and frequency/regularity of fora
<b>TAR:</b>	Yr. 1: one district meeting for three project districts; number of extension meetings and training targeted to be determined when extension started up in each district
<b>DP:</b>	World Bank AFP and others concerned with extension
<b>ASS:</b>	Increased contacts will promote better understanding of policy with regard to private forestry initiatives
<b>ACT:</b>	Establishment of demonstration centers (B.3.3); start-up of extension systems (B.3.1 and B.3.2); training (B.3.2.3)

To utilize contacts between forestry “stakeholders” to their greatest advantage for communicating policy information, the work plan for year 1 of APFDP provides for the following activities:

- Policy information disseminated at the demonstration sites to be established by the APFDP (Intermediate Result B.1.2, B.2.4, and B.3.2).
- Policy information explained during regular meetings of extension staff at the district level, and during ongoing contacts between these extension staff and other forestry “stakeholders” in the district -- for both the public and the private extension activities initiates under APFDP (Intermediate Results B.3.1 and B.3.2).
- Policy information detailed during policy training (Intermediate Results A.1.1 and A.2.1), and during extension training sessions, for staff orientation as well as periodic on-the-job courses (Intermediate Result B.3).
- Use of district and sub-district meetings organized by District Forest Directors to convey selected policy messages (in all districts in Albania), as decided by the Director General of DGFP; if appropriate, APFDP staff may provide input to such meetings.

In conclusion, the activities supporting Intermediate Result A.3.2 may be summarized thus:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
policy info. at demonstration sites	as appropriate	PS,PS/C FTC, FTCC	ongoing
policy info. at extension meetings	as appropriate	PS	on-going
policy info. through policy/other trg	according to schedule	PS	on-going
policy info. during general district meetings	as determined by DGFP	PS	on-going

The two key linkages necessary will be good collaboration between policy-oriented activities and field work (to be ensured by the APFDP policy specialists and field technical coordinators), and contacts with DGFP to disseminate information to a wider forestry audience.

At this time, no issues/risks are foreseen.

**Intermediate Result A.3.3: Increased understandability of forestry policy and other related reforms**

At times, media presentations and existing contacts between forestry “stakeholders” will not be adequate to convey the necessary policy information. Some policy issues are complex, and made even more difficult by the fast-paced changes currently underway. Furthermore, existing legislation and published policy directives are sometimes vague—for example, the statute that State forest lands may be “given in use” to groups or individuals but without elaboration on the implications of “given in use”. To the extent that policy is not well understood, groups and individuals will be hesitant to invest time and resources in private forestry activities.

To increase the understandability of existing and reformed forest policy, the work plan for year 1 of APFDP provides the following activities:

- Policy pamphlets. APFDP will publish at least one pamphlet in Albanian during year 1, to clarify the least well understood policy provisions which affect the uptake of private forestry; the pamphlet may use a "question and answer" format to simplify policy understanding;
- "Town" policy meetings. Where appropriate, the Chemonics team will arrange for "town" meetings at the local level, where forestry and government officials can clarify key policy uncertainties; during year 1, at least one of these meetings will be scheduled for each project-assisted district.
- Sample surveys. Initial sample surveys will assess stakeholders' degree of understanding of various policy aspects; follow-up surveys will gauge the extent to which project communication of policy explanations has succeeded in clearing up uncertainties; during year 1, these policy assessments will take place during general sample surveys to be conducted at project-assisted sites.

<b>Intermediate Result A.3.3: Increased understandability of forestry policy and other related reforms</b>	
<b>IND:</b>	A. Policy pamphlets (proxy) B. District and sub-district "town" policy meetings C. Understandability
<b>MEA:</b>	A. Number and quality B. Number, level of participation C. Sample survey
<b>TAR:</b>	Yr. 1: publication of one Q+A pamphlet; target for town meetings to be determined when field activities start; positive results on one sample survey
<b>DP:</b>	All institutions involved in forestry sector
<b>ASS:</b>	Better understanding of policies will motivate farmers to take up the type of private forestry activities most appropriate and beneficial to them
<b>ACT:</b>	Formulation of a "policy pamphlet" answering the most common questions about policy relating to private forestry; organization of "town meetings", particularly in selected project assistance sites, to clarify policy; carrying out of a sample survey at project sites, to determine farmers' understanding of policy implications for private forestry

These activities during year 1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
publication of one policy pamphlet	by end of 4th Q	PS/C	0.5pm
3 "Town" meetings	3rd and 4th Q	PS,PS/C	as required
sample survey, policy assessments	together with general sample surveys	M&E	(Res. A.1.3)

The key linkages in clarifying policy will be close working relationships between those formulating policy and those implementing field activities (to be ensured by the policy specialists and field technical coordinators).

No special issues/risks are foreseen at this time.

### 3.6 Intermediate Result A.4: Increased capacity for policy formulation and provision of extension services by government and other institutions

Result A.4 addresses "Major Deliverable 4.1.5" of the APFDP contract, namely: "*An operational plan and principal elements of a national private and public forestry extension system approved by the GOA*"—as well as "*Major Deliverable 4.1.1*" of the Contract: "*An active and productive private/public Forestry Policy Advisory Group and evidence of its bringing about policy changes supportive of private forestry management and marketing*" (EPE, Section C, pages 22 and 23).

As mentioned elsewhere in this report, the institutional strengthening goals of the APFDP and World Bank AFP for policy and extension are very closely linked. Extensive discussions with DGFP, USAID, APFDP and World Bank staff, both in Albania and in Washington, have led to a consensus that APFDP and AFP each enjoy comparative advantages in achieving the desired institutional strengthening. APFDP's comparative advantage lies in its ability to mobilize policy and extension activities in the immediate future, provide ongoing requisite technical assistance, and evaluate the lessons of on-the-ground experience during the next three years. The AFP comparative advantage lies in its mandate with GOA to support comprehensive national institutional reforms in the forestry sector, which are envisioned to take place after the AFP mid-term review (toward the end of year 3 of APFDP). Based on implementation experience, APFDP may be able to provide a successful model in illustrating institutional reform needs in the forestry sector.

With regard to policy making capabilities, DGFP, the Chemonics team, and World Bank staff generally share the same vision on objectives to be achieved. As noted under Intermediate Result A.2, it will be critical for DGFP, USAID, and World Bank staff to agree on detailed sharing of responsibilities BEFORE binding obligations are reached during the upcoming negotiations of the AFP.

With regard to institutional reforms in forestry extension, it is not yet certain what will be the ultimate form of a public forestry extension system. The decision on what form to adopt for national forestry extension will be determined by APFDP on-the-ground experience with various extension approaches, and the application of that experience to the AFP mid-term review. Currently, the team is tentatively encouraged by the view of the DGFP and the World Bank consultant from the French Office National des Forests that public forestry extension should initially operate under MOAF/DGFP, and that an NGO extension network be developed which would complement DGFP's efforts. Eventually, once the benefits of agroforestry and forest plantation/management are manifest, and once farmers demonstrate a willingness to pay for extension services, forestry extension (either public, NGO or some combination thereof) could be

#### Intermediate Result A.4: Increased capacity for policy formulation and provision of extension services by government and other institutions

- IND:** DGFP policy and extension unit nucleus
- MEA:** Staff assigned and units operational
- TAR:** Yr. 1: formation of FPAG, and deployment of extension staff in 3 sites in 3 districts
- DP:** MOAF/DGFP, World Bank and other key partners
- ASS:** Development partners in institutional strengthening continue to work well together. GOA continues to support institutional changes supportive of private forestry initiatives.
- ACT:** Create the nuclei of experience with policy and extension institutions, to pave the way for comprehensive national level changes to be made in the forestry sector in 1998-99 with assistance from the World Bank and others

privatized and funded through taxation on forest products, membership dues, or other means, as is done in countries such as France and Denmark.

The Chemonics team believes that it would be premature to aim for any more formal amendment to the existing system before that time for four reasons: first, the transition from a system of central control to an interactive public and NGO-based extension system requires considerable institutional and attitudinal adjustments, and existing institutions will not be fully ready for these before that time. Second, the GOA has not as yet made a formal commitment to or endorsement of DGFP’s extension role. Third, Chemonics will be providing various training activities in the next two years which should foster stronger support for field-responsive extension by year 3. Finally, it will be important to coordinate with other extension efforts related to forestry, to avoid duplicative or contradictory efforts. DGFP and other government officials have on several occasions indicated their intolerance with any duplication and friction between assistance efforts. The Chemonics team must maintain as productive and congenial a relationship as possible with the World Bank, to avoid any friction.

The Chemonics team considers the continuation of the forestry extension dialogue critical and therefore, the policy specialist, COP and field technical coordinators (FTC) will facilitate periodic discussions of extension through the circulation of background papers, presentations to the FPAG, etc.

The major activities planned for achievement of Result A.4, are detailed under:

- Intermediate Results A.2.1: Improved policy formulation capacity (see details under section A.2.1 above)
- Intermediate Results A.4.1, A.4.1.1, A.4.1.2, and A.4.1.3 below, related to improved interaction between forestry staff and customers—increased ability of foresters and staff to go into the field, increased willingness of government foresters and staff to “engage the customer”, and broadened participation of stakeholders
- Intermediate Results A.4.2 and A.4.2.1 below, related to broad-based organizational reform contributed by APFDP by laying the groundwork through experience and technical assistance in improved policy formulation and provision of extension services.

**Intermediate Result A.4.1: Improved interaction between forestry staff and customers**

A critical institutional change, upon which the establishment of a successful public extension system is predicated, is the reorientation of interaction between forestry staff and their “customers” undertaking private forestry activities. This change is implied under Intermediate Result B.3.2, but deserves special prominence in the achievement of Result A.4.

While some *ad hoc* assistance is being rendered by forestry staff to private groups and individuals, there has been no formal

<b>Intermediate Result A.4.1: Improved interaction between forestry staff and customers</b>	
<b>IND:</b>	Customer satisfaction
<b>MEA:</b>	Sample survey
<b>TAR:</b>	Yr. 1: positive results on sample surveys, with one survey in each project-assisted district
<b>DP:</b>	MOAF/DGFP, World Bank and others concerned with strengthening of extension in the forestry sector
<b>ASS:</b>	Continued good working relations among development partners
<b>ACT:</b>	See A.4.1.1, A.4.1.2 and A.4.1.3 below

support for extension in terms of resource support, education and training, or interaction with diverse participants. In the past, forestry staff were accustomed to having control over all forest resources, and following a top-down chain of command of operations. Rural populations were viewed as being outside forestry operations, even sometimes as adversaries in forest management and protection. The establishment of a successful extension system thus requires substantial reorientation of forester roles, and of public attitudes toward foresters, to enable productive interchange.

The major activities planned for achieving Result A.4.1 focus on:

- Provision of necessary resources to enable field extension work (detailed under Intermediate Result A.4.1.1 below).
- Increased staff motivation to provide extension assistance, with two-way interchange (detailed under Intermediate Result A.4.1.2 below).
- Broadened participation of stakeholders in extension (detailed under Intermediate Result A.4.1.3 below).
- A sample survey of extension "customers" to assess their satisfaction with the services being provided by forestry staff involved in extension.

The activity indicators and timing involved are detailed under the Intermediate Results mentioned, with the exception of the sample survey. An initial survey will be made to determine customer satisfaction by the end of year 1 (M&E Specialist, 1 pm).

The linkages involved in this result are good ongoing relations with DGFP and district forestry extension staff.

The issue associated with this Result is that DGFP must explicitly designate staff to perform extension roles, and adjust their working terms-of-reference accordingly. DGFP must continue to provide these extension staff with the same benefits and career opportunities which other forestry staff enjoy.

**Intermediate Result A.4.1.1: Increased ability of government foresters and staff to go to the field**

Currently DGFP staff lack the means to travel extensively in the field; no vehicles are provided for staff below the district director level, and per diems are so low that staff must pay for some portion of accommodations/food out of their own pockets in order to travel. In order for field extension to operate effectively in the APFDP-assisted activities, Chemonics will make sufficient resources available to DGFP-seconded staff as well as to other DGFP employees on APFDP business.

<p><b>Intermediate Result A.4.1.1: Increased ability of government foresters and staff to go to the field</b></p>	
<b>IND:</b>	Staff trips/person days
<b>MEA:</b>	Number
<b>TAR:</b>	Yr. 1: to be determined during the second quarter, based on actual start-up of field activities in each district
<b>DP:</b>	DGFP national and district staff
<b>ASS:</b>	Staff willing to go into the field if expenses are in part paid by the project
<b>ACT:</b>	Yr 1: provision of transportation and per diem to extension team/staff working with APFDP; encouragement for provision of resources generally for extension

On a broader scale, the establishment of a nationwide extension system will similarly have to provide adequate resource support, if it is to be effective. APFDP can encourage the eventual deployment of resources for this purpose.

Therefore, the work plan for year 1 of APFDP contains the following activities:

- Provision of transportation and per diem to all forestry staff involved in extension activities for project-assisted sites.
- Determination of the minimum resource support necessary to an effective extension, and advocacy of such resource support once a nationwide extension is designed and established.

The activities anticipated under this result include:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
provision of transport and per diem APFDP-related extension staff	as necessary	COP	as required
advocacy for resource support for national extension	as appropriate	COP, PS PS/C, FTC FTCC	as required

The linkages important to achieving this result are good relations with DGFP and the World Bank, and any others involved in establishing a public forestry extension capacity.

The one issue/risk possible with regard to resource support is that APFDP activities provide more resources than will be feasible for DGFP (or its successor organization) to provide on its own. Therefore, APFDP extension must be designed to ensure institutional replicability.

**Intermediate Result A.4.1.2: Increased willingness of government foresters and staff to engage the customer**

As noted above, forestry staff have had neither the training nor a terms-of-reference for them to undertake the give-and-take relationship with rural populations, which is inherent in a successful extension system. While some foresters have shown an inclination to work with private groups and individuals, others may feel uncertain or disinclined.

Within the realm of APFDP-assisted activities, staff willingness for interactive extension will be addressed by arranging for secondment of those staff who show an interest in extension work, and providing those staff with communications training. Once the extension staff are deployed, their

**Intermediate Result A.4.1.2:  
Increased willingness of government foresters  
and staff to engage the customer**

**IND:** A. Communications training (proxy)  
B. Forester/staff - customer contacts

**MEA:** A. Number of staff trained/quality of training  
B. Number of contacts

**TAR:** Yr. 1: 15 staff receive communications training; actual field contacts target to be determined once field activities start-up

**DP:** MOAF/DGFP, World Bank and other partners

**ASS:** Training activities are successful in promoting staff attitudes supportive of effective give and take with farmers; farmers also accept new working relationship with government foresters

**ACT:** Communications training provided to the project extension team, forestry staff seconded for extension and others involved in extension (B.3)

continued willingness will depend on job satisfaction. In turn, job satisfaction will flow from factors which are, in essence, basic tenets of good staff management and include: well-understood and feasible responsibilities; a clear schedule of activities; adequate training and back-stopping; a feeling of valued services to the "customer"; and rewards for a job well done.

With a view toward establishing a national extension system, it may also be that staff are selected for extension work on the basis of their inclination and interpersonal skills, and that general communications training may be provided for all extension staff. The willingness of increased numbers of foresters to move into extension work will also depend on achievement of positive results during the initial APFDP efforts, including the job satisfaction of those already seconded to extension. Thus, it will be important for the team to "get it right" to begin with.

The work plan includes the following year 1 activities aimed at achieving this result:

- Communications training. During year 1, 15 staff deployed for extension work will be given communications training (see Intermediate Result B.3)
- Design of extension to reinforce staff willingness. The public extension efforts initiated in year 1 will be designed with an eye to creating job satisfaction, in a manner that would be replicable in an eventual national extension system, and
- Survey of extension staff. By the 4th quarter of year 1 the Chemonics team will conduct a survey to gauge staff satisfaction with their new extension roles.

Thus, the activities to be undertaken during year 1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
communications training	(See B.3)	FTC,FTCC	1pm
appropriate design of extension activities	throughout year 1	FTC,FTCC	1pm
survey of extension staff	4th Q	M&E	1pm

The linkages critical to achieving this result will be ongoing good relations with DGFP and extension staff.

The one issue/risk possible is that DGFP does not adequately provide for secondment of staff for extension, and for their continued career security in forestry. However, the Director General of DGFP has shown strong support for secondment and support of extension staff, so this risk does not seem likely.

**Intermediate Result A.4.1.3: Broadened participation of stakeholders**

The full development of forestry institutions supportive of private forestry development must necessarily include more than the forestry field extension staff. Elsewhere in this work plan, provisions have been made for the involvement of NGOs, womens groups, private local organizations, and farmers who are (potentially) active in private forestry initiatives. Forestry institutions and staff generally will need to be open to this broadened collaboration.

The activities in year 1 which contribute to this result, and to the broader Intermediate Result A.4.1, are detailed elsewhere in this work plan, and are summarized as follows:

- Diversified inputs to the policy advisory process (Intermediate Result A.2).
- Participation in training of a variety of groups. This will amount to inclusion of at least 9 non-DGFP/GOA staff in each session (Intermediate Results A.2 and B.3.1).
- Inclusion of NGOs in extension activities (Intermediate Result B.3).
- Greater public awareness and input into field activities (Intermediate Result A.3).

The activity indicators and timing for these activities are provided under the respective intermediate result sections.

The linkages necessary are all entities which will be involved in private forestry activities.

No significant issue/risk is foreseen at this time.

#### **Intermediate Result A.4.2: Broad-based organizational reform achieved with the assistance of the World Bank and other donors**

Achievement of this result *per se* is beyond the manageable interests of the APFDP, since it is MOAF/DGFP and the World Bank which have the mandate for broad-based organizational reforms in the forestry sector. However, the APFDP will contribute to the nature and success of these reforms by establishing the ground-level experience for policy formulation and extension organization.

To facilitate an effective APFDP contribution toward achieving Intermediate Result A.4.2, the work plan for year 1 calls for two activities:

#### **Intermediate Result A.4.1.3: Broadened participation of stakeholders**

- IND:** Diverse stakeholder participation in DGFP national, district and sub-district meetings and other fora
- MEA:** Number/diversity of stakeholders
- TAR:** Yr. 1: At least three NGOs at national level; at least one at district/subdistrict level; at least 3 other donors and 6 non-DGFP GOA officials in policy group and training
- DP:** All parties involved in forestry sector, including substantive participation by NGOs, women and local level institutions
- ASS:** Broadened participation will lead to extension institutions more responsive to a variety of interests
- ACT:** Diversify inputs to policy advisory process (A.2); participation in training of a variety of groups (A.2, B.3.1) inclusion of NGOs in extension activities (B.3); greater public awareness and input into field activities (A.3)

- Detailing of respective responsibilities of APFDP and AFP. The AFP Staff Appraisal Report calls for technical assistance from APFDP in the establishment of an Environment and Policy Monitoring Unit, which will provide advice on policy and institutional matters, and serve as a “secretariat” to the policy group (which AFP calls the “Forest Council”). The AFP also envisions an eventual restructuring where commercially viable activities would be managed by a parastatal “Forest Corporation”, while a Forest and Pastures Department would be created in the MOAF to deal with monitoring, forest policy formulation, communal forest development, protected area management, and extension. While field discussions between DGFP, USAID, Chemonics and World Bank staff have tentatively identified roles and responsibilities of the various players involved in institutional reform, with Chemonics taking the lead in terms of policy and extension, the roles and responsibilities need to be discussed and finalized at the Washington level BEFORE negotiation of the AFP. The Chemonics project supervisor will undertake this responsibility in collaboration with the USAID project officer.

**Intermediate Result A.4.2:**  
**Broad-based organizational reform achieved with the assistance of the World Bank and other donors**

**IND:** Reorganization of DGFP  
**MEA:** New institutions in place  
**TAR:** Yr. 1: Ongoing dialogue among concerned parties (DGFP, World Bank, APFDP); actual changes to be determined and implemented after World Bank mid-term review  
**DP:** DGFP, World Bank, and all other parties concerned with institutional change, particularly concerning policy and extension activities  
**ASS:** Organizational reform beyond manageable interest of APFDP. However, APFDP will assist and facilitate to the extent possible. Other assumptions include: GOA remains supportive of institutional strengthening in forestry sector; all concerned parties maintain amicable relations  
**ACT:** Facilitate decision regarding roles and responsibilities for institutional reform and strengthening in meetings (DGFP, USAID, World Bank, Chemonics) BEFORE negotiation of World Bank assisted project; continued dialogue during projects’ implementation, and determination of specific strategy for incorporating APFDP lessons learned into organizational reform

- Continued dialogue. The roles of the AFP Forest Council and the roles of the APFDP FPAG were discussed in detail during the work planning process and there was general agreement on the roles and responsibilities of these two groups. However, this agreement may be subject to modifications given upcoming GOA - Bank negotiations on the AFP. Thus, the Chemonics team and World Bank staff will continue a productive dialogue during implementation of the two projects at both the field and the Washington level, to: (i) reconfirm roles and relationships; and (ii) determine a specific strategy for incorporating APFDP lessons learned into organizational reforms.

These activities may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
detailing of roles and responsibilities	before negot. (2nd Q)	HO, USAID/W Field team	on-going
continued DGFP/APFDP/AFP	throughout	HO, USAID/W Field team	on-going

The obvious linkages necessary will be between DGFP, APFDP, and AFP staff.

The one issue/risk facing achievement of this result is that dialogue before negotiation of the AFP does NOT take place as required. The Chemonics team has stressed the importance of this dialogue on several occasions, and hopes it will be given all due priority to the extent possible. The risk is that, if legally binding agreements are made for the AFP during negotiations which conflict with or duplicate APFDP activities, this will institutionalize difficulties between two projects which should otherwise collaborate very effectively, given the comparative advantages of each project and assisting donor.

**Intermediate Result A.4.2.1: Established groundwork for organizational reform in the areas of policy formulation and provision of extension services**

As noted under Intermediate Result A.4, Chemonics aims at making major contributions to strengthening policy reform and establish forestry extension capabilities. In particular, Chemonics will pave the way for ultimate broad-based changes by achieving a track record of experience in both policy and extension activities.

The activities envisioned toward providing this groundwork of experience include:

- Assistance in establishment and operation of the FPAG (Intermediate Result A.2)
- Deployment of an extension team, and support for a variety of both public and private extension approaches (Intermediate Result B.3)
- Evaluation of “lessons learned,” at the end of year 1 the Chemonics team will write a report on the initial “lessons learned” through its experiences in both policy and extension areas. While it will be premature to draw any specific conclusions about the implications of this experience for the ultimate organization of policy making and extension services, the report should be able to provide some initial indications.

**Intermediate Result A.4.2.1:  
Established groundwork for organizational reform  
in the areas of policy formulation and  
provision of extension services**

**IND:** “Lessons learned” reports from policy and extension activities published and distributed (proxy)

**MEA:** Number and quality of reports

**TAR:** Yr. 1: at least one report on policy group experience; at least one report per district on extension activities experience

**DP:** Esp. DGFP and World Bank

**ASS:** Reports will be used to as basis for organizational reform in the areas of policy and extension; continued amicable relations among all interested parties

**ACT:** Deployment of extension team and staff, and establishment of extension activities (B.3); establishment of FPAG (A.2); extension and policy training activities; initial report on “lessons learned”

Aside from the activity indicators and timing listed under Intermediate Results A.2 and B.3, the specific one for achievement of Intermediate Result A.4.2.1 is:

<u>Activity indicator</u>	<u>Timing</u>	<u>Resp.</u>	<u>Pers.month</u>
report on “lessons learned”	end of 4th Q	PS/FTC	1pm

Clearly, the critical linkages in achieving this result will be good ongoing relations with MOAF/DGFP, the World Bank, and any other institutions involved in policy making and forestry extension.

No serious issue/risk is currently foreseen.

### 3.7 Intermediate Result A.5: Increased institutional capacity to provide credit for private forestry-related activities

It has become increasingly clear that the success of developing private forestry initiatives will depend on the availability of credit. Currently, such credit is not adequately available, nor does any of the current donor-assisted efforts (to our knowledge) aim at increasing such credit for private forestry initiatives.

A strengthening of institutional capacity to provide credit is not budgeted in the APFDP, and is thus beyond the manageable interests of the Chemonics team. At best, the team can encourage discussion of this issue within the policy group framework, and encourage the provision of support from elsewhere for credit availability for forestry-related activities, *inter alia*.

**Intermediate Result A.5:  
Increased institutional capacity to provide  
credit for private forestry-related activities**

**ASS:** This result is beyond the manageable interest of the team, but may be critical in terms of private sector forestry development

## 4.0 RESULT B: INCREASED ADOPTION BY KOMUNA, VILLAGES, AND INDIVIDUALS OF REPLICABLE, ECONOMICALLY AND ENVIRONMENTALLY SUSTAINABLE FOREST, PASTURE AND LIVESTOCK MANAGEMENT PRACTICES

### 4.1 Background

In the five decades prior to 1991, the forestry sector operated as part of a highly centralized system, where central authorities instructed district level staff on their annual targets for forest harvesting, tree planting, protection, etc. With the onset of the transition period, central control receded and the state capacity to supply fuel wood and other forest products diminished. Simultaneously, rural populations began to use state forests to meet their own needs, which has resulted in severe forest deterioration. This led to institution of the law "On Forest and Forest Service Police" in October 1992. District forestry staff now focus on policing, while still maintaining some technical management functions.

During the last five years, the degradation of forests has increased considerably, due to cutting of trees for fuel wood, lopping for fodder, and grazing of livestock. This increased degradation has occurred because of three factors. First, the rural population depends on fuel wood for meeting nearly all its heating and cooking needs. Second, people felt that forests and other resources, which had previously been nationalized, could be used now to meet their own needs. Third, whereas ownership of livestock had been limited by government in the past, people have now been able to increase their herds; the livestock population has been growing rapidly. In order to allow for sustainable management of forests, and at the same time meet people's subsistence needs, the strategy for private agroforestry and communal forestry must provide for fuel wood and fodder production, and for comprehensive management of adjacent state forests.

According to FAO, annual fuel wood consumption for households in Albania amounts to 4.25 million m<sup>3</sup>. Few alternatives exist for heating and cooking fuel at present. Families' private agricultural plots of land are small and contain few trees; even the planting of additional trees

would not satisfy consumption levels. Therefore, the degeneration of state forests will continue, until state forests may be leased or better managed to help provide for rural fuel wood needs, and until alternative sources of energy become available.

Regarding livestock issues, rural populations are likely to continue increasing their livestock holdings, as a source of meeting consumption needs and also holding wealth. As with fuel wood, private agricultural plots are often not sufficient to meet household needs, therefore, the pressure on common pasture lands will continue and may even intensify, until alternative sources of fodder production, approaches to livestock management, and potential utilization of state forests are identified. Besides meeting home consumption needs and providing additional income, improved livestock practices could increase the sustainable carrying capacity of pasture land.

Recently, the GOA has mandated a substantial increase in the percentage of privately owned forests, and forests managed on a local basis. Although detailed implementation guidelines have yet to be produced, this mandate entails a major reorientation in the way that the forestry sector is organized, in particular, the roles of forestry staff in the districts. However, there is some precedent for this reorientation with regard to the management of secondary forest-based activities, including the harvesting of medicinal plants, herbs, apiculture, resins, willow-cutting for basket-making, silk-worm tending, and raising of oil and resin species. From 1970 until 1990, there were district specialists providing support for such activities. As a result, considerable technical know-how on the management of secondary forest products exists at both the national and district levels. Given the existence of this precedent, secondary forest-based activities present one promising area for the development of small-scale forestry enterprises in the future. However, forestry staff will require new skills for supporting the privatization of these kinds of activities.

Thus, while the economy is only just embarking on privatization of forestry activities, the technological know-how does exist. The issue is one of transferring this knowledge to the farmers as well as creating the economic incentives and marketing opportunities to stimulate private enterprise. Most Albanian farmers own relatively small plots of productive agricultural land (0.5 to 4.0 hectares total). As yet, they show reluctance to officially register for additional marginal lands, because of uncertainty as to how this would affect their existing ownership of agricultural lands, and how taxes would be levied on these lands (i.e., whether taxes would undercut the profitability of working on these lands). Note that the policy component of APFDP aims at resolving such uncertainties and at promoting policies to motivate farmers to take up marginal/refused lands. In any case, private farmers are concerned with managing their farm systems as a whole in such a way as to render the highest possible benefits for their own subsistence needs and for generating income. Therefore, incentives for private forestry and agroforestry must address these concerns and look toward approaches which generate short-term benefits, as well as the longer term benefits from the harvest of mature trees.

Similarly, the approaches for komuna or village management of state owned forests and pastures must comprise an acceptable mix of short-term and longer-term benefits. The concept of shared work for shared benefits remains elusive, and many forestry and range/pasture development projects based on this concept have failed. Given Albania's history, the concept may be even more difficult to implement here than other countries even if such key criteria as respected local leaders, a tradition of collective action, etc., are present. Furthermore, current legislation and forest policy on private or community management of state owned lands has not been developed in detail. Approval has yet to be given for the transfer of lands under agricultural

jurisdiction to forestry use; tax provisions governing such afforestation are not clear; ownership rights of trees planted by private individuals or communities on state land are not detailed. In this context, forestry initiatives on public lands must be approached cautiously until a more supportive environment emerges. There may be better potential for the development of private forests and pastures on refused lands where land tenure, tax policy, and farmer interest are such that private management would be feasible.

## 4.2 Result B Achievement Strategy

Chemonics will assist the GOA in the development of sustainable and integrated forest and pasture management practices, agroforestry initiatives, and timber and non-timber product-based, small-scale enterprises.

Although the APFDP design identified the districts in which to start activities, Chemonics, in collaboration with DGFP, will verify the appropriateness of these districts based on the development hypotheses and the results framework. Once district selection is finalized, Chemonics will encourage individuals and komunas/villages, through training and use of demonstration sites, to take up improved integrated forestry and pasture management practices. The program will assist in the development and implementation of management plans for selected areas, such as private agricultural land, marginal or refused lands, and potentially leasable state lands. In the area of small enterprise development, the program will help interested individuals identify profitable activities, establish market linkages, and develop business plans. Chemonics will work closely with DGFP (at both the national and district level), village and komuna leaders, private farmers and other institutions active in the forestry sector, including the Peace Corps and the community forestry component of the AFP in achieving stated results.

Chemonics subcontractor, Heifer Project International, will provide assistance in improving livestock and forage management, and identifying collaborative livestock-forestry activities for generation of additional rural income.

### 4.2.1 Initial Activities

The implementation of three key initial activities will lay the groundwork for the achievement of Result B. These activities are:

- Establishment of a PMU field organization. An essential component of the program will be to experiment with different extension approaches and extract lessons relevant to the

#### Result B:

**Increased adoption by komuna, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices**

- IND:** Improved practices  
**MEA:** Number at komuna level  
 Number at village level  
 Number at individual level  
**TAR:** Yr 1: tentatively one komuna level, three village level, and 12 individual level, to be finalized during the second quarter  
**DP:** DGFP, FPRI, Faculty of Forestry/AUT, Environmental NGOs, PC/A, WB, Komunas, villages and farmers  
**ASS:** Farmers, villages and komunas are willing to invest in the long term development of their lands, rather than go for higher short term gains to be made in the urban areas  
**ACT:** Formation and fielding of extension team; selection of program sites; also see B.1, B.2, B.3, B.4 below

establishment of a national capacity to provide forestry extension. In this context, and to achieve other program results, one of the initial activities will be to establish a PMU field organization. Chemonics originally favored the secondment of a DGFP staff member to fill the field technical coordinator counterpart (FTCC) position, both as a way of attracting a more qualified person and as a mechanism for institutional strengthening of DGFP. Instead, the project (COP and FTC) identified a qualified forester, with agroforestry experience, the position was filled as an APFDP employee.

To provide for an integrated approach to APFDP's field activities, an interdisciplinary team (IDT) will be formed within the PMU. The IDT will be composed of an agriculture extension specialist, a small business specialist, and a livestock specialist. Terms of reference will be developed for each position and vacancies advertised. Final selection of candidates will be done in consultation with DGFP.

- Selection of program sites. Through discussions with DGFP staff, at both the HQ and district level, Chemonics will verify the appropriateness of the initial district selection. Following final selection of project districts, Chemonics, in collaboration with district forestry staff, and komuna and village leaders will: (i) develop criteria for the selection of "project" komunas and villages, (ii) select, in the 2nd quarter of year 1, the komunas and villages targeted for program activities in year 1, and (iii) select, in the 4th quarter of year 1, the districts, komunas and villages targeted for program activities in year 2. The criteria should include, but not be limited to: pre-existence of small scale forest enterprises or the potential for creating them, motivation of farmers to engage in improved forestry and livestock activities, consensus among residents on how to use sites, and the local availability of extension agents.

The selection of specific sites will be critical to ensuring successful and replicable activities, and to support the eventual development of a nation-wide extension system. Through discussions with district forest service staff, local leaders, farmers, and other GOA officials, Chemonics will develop criteria for identification of sites in the targeted communes and villages. Selection of individual sites will take place as the project is implemented.

- Conduct a baseline survey in the selected areas. After the identification and training of the field extension team (see Intermediate Result B.3), Chemonics will carry out a baseline survey with the help of rapid rural appraisal (RRA) and participatory rural appraisal (PRA) techniques. This baseline survey will provide valuable insight into the community structure and farming aspects necessary for the planning of program activities. It will also form the basis for future monitoring efforts.
- Conduct initial field staff training activities. These activities, described in detail under Intermediate Result B.3, include initial project orientation training, communications training, staff training needs assessment, and development of a staff training plan and the development and implementation of technical training modules.

With regard to linkages, close cooperation will be sought with DGFP, World Bank and Peace Corps. Additionally, the formation of an interdisciplinary team will by itself create many useful linkages.

No significant issue/risk is foreseen at this time.

Thus, the initial activities may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respond.</u>	<u>Pers. month</u>
Site selection	2nd Q	FTC/FTCC	0.5 each
Establ. of PMU ext. organization	1st Q	COP/FTC	0.5 each
Baseline survey	3rd Q	STTA/M&E	1 each

**4.3 Intermediate Result B.1: Increased utilization of refused land**

Result B.1 addresses the following of the major deliverables of the APFDP contract (EPE-0039-C-00-5127-00, pg. 23):

- 4.2.1 Forest land management strategy for village and private lands in selected communities, including site selection criteria, implementation plan, lease arrangements and community organization plan.
- 4.2.2 Implementation of the management plan, including site specific technical and managerial training and educational activities for local land managers, and support for the development of credit and other private institutions connected to the APFDP field activities.

The term “refused land” refers to a variety of marginal lands, for which farmers for a number of reasons have not accepted title. These lands can be inaccessible, infertile, of a size that makes them unmanageable, disputed with regard to ownership or part of an already existing division of land which have not yet been officially registered. For these reasons, a certain amount of flexibility must be allowed for, at this stage, in the setting of targets and activities. In this context, the major activities planned for achieving result B.1 are:

- Introduction of appropriate legislative and policy changes (see B.1.1)
- Extension activities (see B.1.2 and B.1.3)
- Development of management plans for refused lands (see B.1.2 and B.1.3)
- Market surveys (see B.1.4 and B.1.5)

**Intermediate Result B.1.1: Improved and expanded tax legislation favorable to refused land use**

As mentioned above, Chemonics believes that one of the reasons why farmers have refused to take title to some lands is that they

**Intermediate Result B.1:  
Increased utilization of refused land**

**IND:** Refused land

**MEA:** Area

**TAR:** To be determined within the next 6 months

**DP:** DGFP, MOA, FPAG, AUT, PC/A, farmers, villages, komunas, NGOs, credit institutions, media

**ASS:** (i) refused lands are indeed refused and are not just marginal lands that the farmers already have divided among themselves, and are not taking title to in order to avoid land taxes; (ii) lands can be profitably managed, on a short term as well as long term basis; (iii) District Forest Service is willing and capable of providing district level staff that can and will operate as extension agents; (iv) recently passed legislation will return all refused lands to the DGFP unless the farmers lay claim to them before March 31, 1996 - result B.1 assumes that prior to this deadline some farmers will have taken title to “refused land”; (v) other issues like claims by ex-owners, size of plots available, equitable distribution of vouchers, fairness of the auctioning process, which are outside the manageable interest of the program, are assumed to be of insignificant importance or be sorted out by GOA.

**ACT:** Introduction of legislative and policy changes; extension; development of management plans for refused lands; market survey

feel that the profit from these lands will not be sufficient to cover the tax burden. Therefore the following activities are proposed:

- Introduction of legislative and policy changes. (Also see Intermediate Result A.2)  
Through the FPAG, Chemonics will attempt to introduce legislation and policy changes that will favor refused lands. As refused lands most often are marginal lands, the recommended changes will favor tax collection enforcement that focuses on productive agricultural land, and simultaneous reduce taxes collected from marginal lands.

Thus, the activities supporting Intermediate Result B.1.1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers.month</u>
Intr. of legsl. & pol. changes	a.s.a.p.	PS,PS/C	0.5 each

One issue has cropped up due to a recently passed decision by the Council of Ministers. This decision states that whatever former cooperative land, now targeted for privatization, which has not been taken by farmers by March 31, 1996 shall be given to DGFP for management. Should this decree take effect, it may preempt the above mentioned program activities.

**Intermediate Result B.1.2: Increased awareness of refused land use benefits**

Chemonics believes it is possible to persuade farmers to invest in the farming of refused lands by increasing their awareness of: (i) refused land production possibilities; and (ii) markets for refused land products. The demonstration plot, which will be established in Tirana (see Intermediate Result B.3), will also serve to increase farmers awareness about management of refused lands.

Thus, work plan activities aimed to increase farmer awareness include:

- Extension visits to farmers. The site selection process discussed above will identify farmers who have already accepted some refused land. One of the first activities of the extension team will be to visit these farmers and provide information about improved agro-silvo-pastoral practices. These initial contacts will aim at increasing the awareness of refused land benefits in general, but will also identify those farmers interested in developing on-farm demonstration plots.

<p><b>Intermediate Result B.1.1:</b> Improved and expanded tax legislation favorable to refused land use</p>	
<b>IND:</b>	A. Tax collection on agricultural land enforced B. Tax relief for refused land
<b>MEA:</b>	A. Tax revenues B. Refused land tax relief legislation introduced and approved
<b>TAR:</b>	A. (Beyond our manageable interest) B. Legislation introduced.
<b>DP:</b>	FPAG
<b>ASS:</b>	(i) assumed that main constraint impeding the utilization of refused land is lack of financial incentives. Should a suitable solution not be forthcoming on the tax incentive issue, it is very likely that the program will not be able to achieve its target; (ii) taxes collected on agricultural land will increase the relative profitability of refused land; (iii) exemptions from taxes on refused land will further add to the relative profitability of refused land
<b>ACT:</b>	see intermediate result A.2

- Planning of on-farm demonstration plots. By supporting the establishment of on-farm demonstration plots the program intends to provide other farmers with an opportunity to evaluate the benefits of the improved agro-silvo-pastoral practices in a relevant setting. Chemonics will provide technical guidance and limited commodity support for the establishment of demonstration plots. Since the actual establishment of the plots cannot take place until the beginning of year 2, with the start of the rainy season, only the identification and planning will be done in year 1. (The establishment of demonstration plots also relates to intermediate results B.1.3 and B.3.)

**Intermediate Result B.1.2:  
Increased awareness of refused land use benefits**

**IND:** A. Information on benefits provided (proxy)  
B. Demonstration program participation (proxy)  
C. Increased awareness

**MEA:** A. Number of media messages; number of extension contacts; number of visits to demonstration areas  
B. Number demonstration participants  
C. Sample survey

**TAR:** Yr 1: 3 media messages; 200 extension contacts; 9 visits to demo areas; survey shows positive increase in awareness

**DP:** DGFP, NGOs, komunas, villages, farmers, media

**ASS:** The success of this result depends on the willingness of the farmer/villages/komunas to participate in the establishment of demonstration plots, which—given the limited funds (investment credit) in the program for this activity—may be limited

**ACT:** Extension visits; visits to demonstration areas; development of media messages; establishment of on-farm demonstration plots

- Farmer visits to demonstration areas. As an extension tool, farmer visits to other farmers have proven to be very effective. Chemonics will therefore use this tool to increase the awareness of farmers of the benefits of refused land utilization. In the first year of program operation, already existing demonstration sites will be targeted for farmer visits. This will limit the number of visits, but Chemonics believes that this activity will still be useful in generating an initial interest in improved practices on refused lands.

- Development of media messages. To reach a broader audience, and to quickly spread the information about APFDP's activities, media messages will be developed relating to management of and marketing of products from refused lands (see Intermediate Results A.3.1 and B.1.5). The messages can take the form of radio spots, interviews with farmers or technical staff, newspaper articles, etc. The ground work for videos, showing before and after situations, will also be done in year 1.

Thus, the activities supporting Intermediate Result B.1.2 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Extension visits	3rd Q	IDT	0.5 each
On-farm demonstration plots	4th Q	FTC/FTCC	1 each
Farmers visits to demo. plots	4th Q	IDT	0.5 each
Dev. of media messages	4th Q	IDT	0.5 each

Where appropriate, linkages will be formed with the agricultural extension agents and the field staff of the livestock enterprise. Linkages must also be developed with the press.

A potential risk may be delays in legislative development.

### Intermediate Result B.1.3: Increased skills for successful refused land use

To achieve Intermediate Result B.1, increasing farmer awareness must be accompanied by increasing farmer skills in terms of refused land production techniques. Through the following activities, Chemonics intends to increase the skill level of farmers:

- On-site training of farmers. During some of the extension visits, the extension agent will provide on-site training to a group of interested farmers. This training will be based on packages developed by the IDT, and explained to the extension agents during regularly scheduled district extension meetings.
- Extension contacts. Regular extension visits are also seen as a tool to increase the skill level of the farmers. It is expected that 200 extension contacts can be made by the nine extension agents working with APFDP.
- Development of farm management plans. This activity also relates to Intermediate Result B.3. Through the development of farm management plans, APFDP intends to provide a more holistic plan that includes all the resources under the farmer management, i.e. fertile agricultural land, marginal land, pastures, forested areas (if present), and livestock. The land management plans will be developed by the Chemonics team, DFEO and the local extension agents in conjunction with the individual farmer. Nine plans will be developed in year 1, although actual implementation of the management plans would have to wait till the start of the planting season in the first quarter of year 2.

The plans will aim at:

- Developing sustainable and economically sound management practices for the selected sites
- Increasing forest-based income from fruit or nut trees, herbs, medicinal or aromatic plants or from more traditional forest products such as fuel wood, poles and timber
- Improving animal husbandry practices
- Improving pasture management by developing silvo-pastoral systems
- Employing forest tree planting and other silvicultural practices as a means of improving the utility and productivity of low yielding lands that are currently forested or idle

The management plans will include specific recommendations on activities to be undertaken, a timetable, potential constraints that may be encountered, possible credit options and

Intermediate Result B.1.3: Increased skills for successful refused land use	
<b>IND:</b>	A. Trained customers (proxy) B. Implemented improved management practices C. Local demonstration plots
<b>MEA:</b>	A. Number/quality training sessions; number of extension visits B. Number of improved practices implemented (sample survey) C. Number of demonstration plots
<b>TAR:</b>	Yr 1: 9 training sessions; 200 extension contacts; 9 demonstration plots using improved practices
<b>DP:</b>	Farmers, komunas, villages, NGOs, PC/A
<b>ASS:</b>	Farmers require training in marginal land development - may be that macro economic factors are more important than skills
<b>ACT:</b>	On-site training of farmers; extension contacts; support to establishment of demonstration plots; development of farm management plans

estimated long term benefits. The plans will be developed in Albanian, with a summary translated into English.

Thus, the activities supporting Intermediate Result B.1.3 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
On-site training	3rd Q	IDT	0.5 each
Extension contacts	4th Q	IDT	1 each
Dev. of farm management plans	4th Q	FTC/FTCC	1 each

In terms of linkages, the development of training/extension packages and management plans will be done in close collaboration with FPRI and the forest and agriculture faculties of AUT. For actual field activities, the main partners will be the District Forest Service and the District Agriculture and Livestock Offices.

No issues or risks are foreseen at this time.

**Intermediate Result B.1.4: Increased access to affordable inputs and credit**

At present, farmers in Albania are faced with a shortage of agricultural and forestry related inputs and credit facilities. The GOA has undertaken various efforts to rectify this situation, i.e. support for accessibility of credit, fertilizer, seed, etc., but lack of information in the field about such activities makes them underutilized.

While the APFDP has sufficient resources to directly assist in increasing farmer access to seedlings and improved livestock, the provision of credit and other agricultural inputs is beyond the manageable interest of the project. Thus, Chemonics activities with regard to this result will be limited to increasing the farmers knowledge on how to access other inputs:

- Survey of availability and price of local inputs. The Chemonics team will carry out a market survey of the availability and price of local inputs in the program areas. The baseline survey—rapid rural appraisal (RRA) and participatory rural appraisal (PRA)—will have identified some of the constraints facing farmers, and field experience obtained by the extension team will further increase this knowledge. As more constraints become apparent, additional surveys may be undertaken.

<b>Intermediate Result B.1.4: Increased access to affordable inputs and credit</b>	
<b>IND:</b>	A. Input and credit information provided (proxy) B. Access increased
<b>MEA:</b>	A. Number/diversity of media messages; number of extension contacts B. Sample survey
<b>TAR:</b>	Will be developed during the third quarter after an assessment of the need for information on inputs and credit
<b>DP:</b>	DGFP, MOA, credit institutions, media
<b>ASS:</b>	(i) Providing inputs and credit is beyond the manageable interest of the project; (ii) assumed that affordable inputs and credit are locally available or can be made available by providing information to customers
<b>ACT:</b>	Survey of availability and price of local inputs; survey on available credit facilities; development of extension packages

- Survey on available credit facilities. In a similar manner, a credit availability study will be carried out, aiming at identifying suitable credit options for farmers in the program areas.
- Development of extension packages. The information gathered through the above mentioned surveys will be incorporated into extension packages and disseminated to the farmers through the extension organization supported by APFDP.

Activities supporting Intermediate Result B.1.4 are summarized below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Local input/market survey	3rd Q	SBS	1
Credit facility survey	2nd Q	SBS	0.5
Market survey ext. packages	3rd Q	IDT	0.5

In terms of linkages, the market surveys will be conducted in close collaboration with other district level institutions such as the District Agricultural Office, Livestock Enterprise, local banks, etc.

A potential risk may be that the market survey may reveal that there are very limited credit facilities available to farmers.

**Intermediate Result B.1.5: Improved access to markets for forest and livestock products from refused land**

As implied in the name, a “market driven economy” depends on the presence of markets. While it is beyond the ability of APFDP to create markets for forest and livestock products, it can facilitate the flow of information about market opportunities. Chemonics intends to do this through the following activities:

- Market survey for forest and livestock products from refused land. Through a market survey, Chemonics will identify additional market opportunities for products from the refused lands, thereby increasing the incentive for the farmers to utilize these lands.
- Development of extension and media messages. From the collected market information, extension and media messages will be developed and disseminated to farmers in the program areas.

<b>Intermediate Result B.1.5: Improved access to markets for forest and livestock products from refused land</b>	
<b>IND:</b>	A. Market information provided (proxy) B. Market trends for selected crops
<b>MEA:</b>	A. Number of media messages; number of extension contacts B. Market survey
<b>TAR:</b>	Yr 1: 3 media messages; 15 extension contacts; 10 percent increase in production of selected non-timber forest products at the end of year 1.
<b>DP:</b>	AUT, NGOs, private sector
<b>ASS:</b>	Providing market information will lead to increased production of non-timber forest products
<b>ACT:</b>	Market survey for forest and livestock products from refused land; development of extension and media messages

A summary of activities supporting Intermediate Result B.1.5 are given below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Survey on refused land products	3rd Q	SBS	0.5
Dev. of ext. and media messages	3rd Q	IDT	0.5

The survey will identify and develop linkages between the farmer and private processing and/or marketing enterprises.

No issues or risks are foreseen at this time.

**4.4 Intermediate Result B.2: Increased decentralization of sustainable management of state forest and pasture lands**

Intermediate Result B.2 relates to the following two deliverables mentioned in the APFDP contract (EPE-0039-C-00-5127-00, pg. 23), namely:

*4.2.1 Forest land management strategy for village and private lands in selected communities, including site selection criteria, implementation plan, lease arrangements and community organization plan.*

*4.2.2 Implementation of the management plan, including site specific technical and managerial training and educational activities for local land managers, and support for the development of credit and other private institutions connected to the APFDP field activities.*

<b>Intermediate Result B.2: Increased decentralization of sustainable management of state forest and pasture lands</b>	
<b>IND:</b>	Locally managed state forests and pastures
<b>MEA:</b>	Area
<b>TAR:</b>	To be established within 3 months
<b>DP:</b>	MOA, DGFP, komunas, villages, private groups, World Bank
<b>ASS:</b>	A general consensus on the desirability of local management of state forests must exist for this result to be achieved; the quality of state forest and pasture land put up for transfer is such that it is worthwhile for the komunas/villages/individuals to deal with it
<b>ACT:</b>	See B.2.1 through B.2.5 below

The Forest Law of 1992 provides for state forest and pasture land to be “given in use” to komunas or local individuals. It also has provisions for the komunas to pass on management rights to villages. However, no regulations or procedures (implementation guidelines) have been developed for this to actually happen.

It is Chemonics’ contention that these guidelines must be based on a consensus that local management of state forests and pastures will result in an improved utilization of these lands. The extent of control remaining with the DGFP/District Forest Service must also be clearly detailed. On the other hand, DGFP must be willing to “give in use” land that is of high enough quality, and for a long enough period, that it is worthwhile for the komunas, villages, or individuals to assume the management responsibilities.

In this context, the major activities planned under B.2 are:

- Support for the transfer of state forest land usufruct rights (B.2.1, B.2.2 and B.2.3)
- Management training (B.2.4)
- Development and implementation of management plans (B.2.5)

**Intermediate Result B.2.1: More forest and pasture lands “given in use” by the state to komunas.**

The AFP project (World Bank) is currently working with three komunas on the transfer of the usufruct rights. The Chemonics team will follow this very closely as experiences from this exercise should feed into the policy development, which again would facilitate implementation of APFDP’s own activities in this area.

Additionally, it should be noted that the community forestry models used in other parts of the world—i.e., shared work for shared benefits—do not seem to be applicable at this point in time given Albania’s recent past. Thus, in the short term, Chemonics believes that the best strategy for the komunas to pursue will be the establishment of “Komunal Forest Enterprises.” These enterprises would operate for profit, but under the control of the komunas.

<p><b>Intermediate Result B.2.1: More forest and pasture lands “given in use” by the state to komunas</b></p>	
<b>IND:</b>	Komuna managed forests and pastures
<b>MEA:</b>	Area
<b>TAR:</b>	Target to be established within 3 months
<b>DP:</b>	MOA, DGFP, Komunas, World Bank
<b>ASS:</b>	Implementation guidelines (statutes and regulations) for already approved policies and legislation on local management of state forests will be established in time to develop and implement management plans
<b>ACT:</b>	Identification of interested komunas and suitable areas of land; support to the transfer of usufruct rights to komunas

Thus, the activities related to the achievement of B.2.1 in the first year, are:

- Identification of interested komunas and suitable areas of land. The FTC/FTCC will, in collaboration with the DGFP and local authorities, develop criteria for the selection of komuna to participate the this component. Criteria will include komuna level of interest in leasing state forest land, management strengths, level of local expertise, and the availability of such land within their area. In year 1, one komuna in each of the three project districts will be selected.
- Support to the transfer of usufruct rights to komunas. After komuna selection, the remainder of activities for year 1 for this result will focus on developing written agreements and implementation guidelines between the DGFP and the komunas on the transfer of usufruct rights of state forest land.

Thus, the activities supporting Intermediate Result B.2.1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Ident. of inter. komunas & sites	3rd Q	FTC/FTCC	1 each
Transfer of usufruct rights	3rd & 4th Q	COP	1

Development of implementation guidelines will be based on close linkages between MOA, DGFP, Komunas, and AFP (World Bank). Linkages with the World Bank funded Albanian Development Fund and other credit programs could be important in identifying potential resources that may be available to APFDP identified komunas.

The speed in which legislative “in use” guidelines are developed could be an important issue in achieving Intermediate Result B.2.1.

**Intermediate Result B.2.2: More forest and pasture lands “given in use” by komunas to villages and private groups**

Taking decentralization a step further, the Forest Law of 1992 provides for the komunas to “give in use” to villages, private individuals, or groups of individual, forest and pasture land “given” to them by the state.

Thus, activities supporting this result will be similar to those discussed above:

- Identification of interested villages, individuals and private groups, and suitable areas land. The FTC/FTCC will, in collaboration with the DGFP and local authorities, develop criteria for the selection of villages, individuals, or private groups to participate in this component. Criteria will include level of interest, management strengths, level of local technical expertise, and the availability of such land within their area. However, at this point it is not possible to determine to what extent villages or individuals are interested in taking up the management responsibilities, therefore targets for this activity will be determined during the course of implementation and finalized during the 4th quarter of year 1.

Intermediate Result B.2.2: More forest and pasture lands “given in use” by komunas to villages and private groups	
<b>IND:</b>	Village and privately managed forests and pastures
<b>MEA:</b>	Area
<b>TAR:</b>	To be established within 3 months
<b>DP:</b>	Komunas, villages, private groups, DGFP
<b>ASS:</b>	Mutual willingness exists among the komunas to give, and the villages and private groups to take, “in use” state forest land that has been transferred to the komunas
<b>ACT:</b>	Identification of interested komunas, villages and private groups, and suitable areas of state forest land; support the transfer of usufruct rights

- Support for the transfer of usufruct rights. Once participants are identified, Chemonics will support the development of transfer implementation guidelines and lease agreements between the komunas and villages or other entities.

A summary of activities supporting Intermediate Result B.2.2 is presented below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Identification of sites	4th Q	FTC/FTCC	0.5 each
Transfer of usufruct rights	4th Q	COP	0.5

Development of implementation guidelines will be based on close linkages between MOA, DGFP, komunas, and AFP (World Bank).

No issues or risks are foreseen at this point.

**Intermediate Result B.2.3: Increased security of usufruct rights**

A critical factor determining the willingness of komunas/villages/individuals to invest in the management of state forest and pasture land is the security of the usufruct rights they are given. Without a long term lease it is unlikely that anyone will invest in sustainable forestry activities. However, what defines a long term lease, and what provisions must be made for the DGFP to maintain enough control to ensure that misuse is minimized, still remains to be identified. Therefore, Chemonics will support the following activities during year 1:

**Intermediate Result B.2.3:  
Increased security of usufruct rights**

**IND:** Long term usufruct contracts  
**MEA:** Number  
**TAR:** At least one contract at the komuna, village or private level  
**DP:** FPAG, DGFP  
**ASS:** Political will and ability exist to provide long term security of usufruct rights to komunas, villages and private groups on state forest land  
**ACT:** Develop and introduce procedures to secure long term usufruct contracts

- Development and introduction of leasehold usufruct provision. The APFDP provides for a review and reform of forest policies (see Intermediate Result A.2.1). The FPAG formed will review leasehold usufruct provisions currently existing and make recommendations as to how they may be expanded and improved. Usufruct rights would need to ensure ownership of benefits within at least the first rotation of the particular forestry activity planned.

Thus, the activities supporting Intermediate Result B.2.3 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Review of leasehold procedures and recommendations for improv.	3rd Q	PS,PS/C	0.5

Linkages to FPAG and MOU will be essential for developing useful guidelines.

No issues or risks are foreseen at this time.

**Intermediate Result B.2.4: Increased local and private capacity to manage forest and pasture lands**

One concern related to decentralized management of state forest and pasture land is the lack of technical expertise in the field of forestry at the local level. At the komuna level, some expertise exists in the form of agriculture and livestock extensionists. Forestry expertise is supposed to be present in the form of a forestry technician, but this position is rarely filled. Where relevant,

**Intermediate Result B.2.4:  
Increased local and private capacity to manage forest and pasture lands**

**IND:** A. Training (proxy)  
 B. Application of recommended practices  
**MEA:** A. Number/quality training classes; number of participants; number of extension visits  
 B. Sample survey  
**TAR:** Yr 1: one forest and pasture management training class; application of recommended packages to correspond with B.2.1 and B.2.2)  
**DP:** AUT, FPRI, DGFP, Livestock Enterprise, Farm Schools  
**ASS:** Support from the Forest Faculty of AUT and from FPRI are essential in the development of relevant training programs  
**ACT:** Development and implementation of technical forest and pasture management training packages; sample survey late in Yr 1 or early Yr 2

APFDP will advocate that forest technicians be assigned at least to the komuna level. Furthermore, the following activities will be undertaken:

- Training needs assessment. To effectively pinpoint the most critical needs for komuna-level training and below, the FTC/FTCC and the short-term training specialist noted in Intermediate Result A.2.1 above, will undertake a training needs assessment. This assessment will be initially conducted at the komuna level in year 1, and will be followed by a similar assessment at the village level during year 2. This needs assessment will consider technical, communication, organizational, and other types of skills to enhance. Training methods could include workshops, study tours, formal education, and a variety of other training mechanisms.
- Development and implementation of forest and pasture management training packages. Based on the training needs assessment, training activities will be developed by the PMU team, and cover areas like afforestation, silviculture, forest planning and economics, pasture management, etc. While these subjects can only be dealt with briefly in this kind of training, Chemonics hopes that the basic principals can be transferred to key persons within the komunas. Further follow-up training will be given in subsequent years of this project.

The technical training will be followed up by extension visits by the district forestry staff.

A summary of the activities supporting this intermediate result is provided below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Komuna training needs assess.	2-3 Q	STTA	0.5
Forest & pasture mgt. training	4th Q	FTC/FTCC	0.5 each

Development and implementation of the technical training will rely on strong linkages with the AUT and FPRI, as well as the forestry school in Shkodra.

No issues or risks are foreseen at this time.

**Intermediate Result B.2.5: Create and implement sustainable land management plans**

To ensure that both parties of a lease agreement understand which activities are to be undertaken on land “given in use,” a management plan will be developed. As the ultimate responsibility for the management of state forest and pasture land will still remain with the DGFP, the management plan has to be approved by DGFP before the lease can take effect. Provisions will be built into the plan for annual reviews and necessary revisions.

<b>Intermediate Result B.2.5: Create and implement sustainable land management plans</b>	
<b>IND:</b>	A. Broad participation in management plan development B. Locally accepted management plans developed and implemented
<b>MEA:</b>	A. Number and types of individuals participating B. Number of management plans
<b>TAR:</b>	To be established within 3 months
<b>DP:</b>	DGFP, Komunas, villages, private groups
<b>ASS:</b>	Komunas, villages or private groups interested in sustainable management and not simply short term gains
<b>ACT:</b>	Development of management plans; implementation of management plans

Thus, first year activities in support of this result include:

- Development of management plans. Chemonics' first year target for this activity is the development of one sustainable land management plan for each category of "given in use" land, i.e., komuna, village, and individual or group. This plan will be developed together with the komuna, village, and individual/group and the District Forest Service staff. Depending on the site, it will specify types, scope, and timing of activities, as well as implementation responsibilities. Actual implementation of the plans, however, will not take place until year 2.

Thus, the activities supporting Intermediate Result B.2.5 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Dev. of 3 management plans	4th Q	FTC/FTCC	1 each

Linkages will be sought with AUT, FPRI, AFP/World Bank and Peace Corps on management plan development.

No issues or risks are foreseen at this time.

**4.5 Intermediate Result B.3: A greater number of private landowners using sustainable agro-silvo-pastoral practices on agricultural land for production and income**

Intermediate Result B.3 relates to the following deliverables mentioned in the APFDP contract (EPE-0039-C-00-5127-00, pg. 23):

- *4.1.5: An operational plan and principal elements of a national private and public extension system approved by the GOA.*
- *4.2.2: Implementation of the management plan, including site specific technical and managerial training and educational activities for local land managers, and support for the development of credit and other private institutions connected to the APFDP field activities.*
- *4.3.1: An identified site for the agroforestry demonstration center, along with lease agreement, suitable management and plot design and installation of same.*
- *4.3.2: At least 20 displays and other information packages and publicity events in support of the demonstration center activities.*
- *4.3.3: At least six training sessions for resource oriented NGOs and private sector entities on resource conservation and forestry extension techniques.*

<p><b>Intermediate Result B.3:</b>  <b>A greater number of private landowners using sustainable agro-silvo-pastoral practices on agricultural land for production and income</b></p> <p><b>IND:</b> Farmers using agro-silvo-pastoral practices  <b>MEA:</b> Sample survey  <b>TAR:</b> In 9 villages, at least 4 farmers are using agro-silvo-pastoral systems (total of 36)  <b>DP:</b> DGFP, NGOs, farmers  <b>ASS:</b> By providing information about improved management systems and facilitating access to affordable inputs and credits, farmers will implement recommended practices  <b>ACT:</b> See B.3.1 through B.3.5 below</p>
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- 4.3.4: A core group of trained professionals to carry out on-site research, extension and information dissemination on various aspects of agroforestry.
- 4.4.5: A GOA-managed nursery production site with a self-sustaining management plan, research program and marketing/distribution system.

To complement the activities on marginal lands, and state forest and pasture lands, and to support farmers who may not have the opportunity or ability to work on these types of land, Chemonics will also provide technical and management support to farmer’s activities on their primary agricultural land. The support will be in the form of extension visits, assistance in the development of farm management plans incorporating improved agro-silvo-pastoral practices, and in the development of on-farm demonstration areas.

Two different extension models will be tested at the field level, one using private extension services which would ultimately be financed by some type of fee for service, and the other using Government field operations. Therefore, the APFDP will operate with two types of extension agents which will “substitute” for the six “agroforestry advisors” specified in the contract. These include:

- Private extension agents (three) to be hired and trained by the project.
- District forest technicians (six village based) seconded to the APFDP as extension agents.

In addition to these two models, the program will work with appropriate NGOs, who have a field presence in the target districts, to enhance their capability to provide extension services.

Activities to support the achievement of Intermediate Result B.3 are given in B.3.1 through B.3.6

**Intermediate Result B.3.1: Increased private forestry extension capacity**

Chemonics’ objective is to support the development of a private extension network, which will complement the proposed public system discussed in Intermediate Result B.3.2. This network would comprise a collaboration of private, NGO, and GOA individuals and organizations that the project would provide with practical information, training, and limited commodities to enable such an extension function to get started in Albania. Chemonics support is intended to be for demonstrations only, and not the establishment of a more formal private extension system.

<b>Intermediate Result B.3.1: Increased private forestry extension capacity</b>	
<b>IND:</b>	A. Training provided (proxy) B. Private extension providers
<b>MEA:</b>	A. Number/quality training classes; number of participants; number of extension visits B. Number
<b>TAR:</b>	Sum of targets listed in B.3.1.1, B.3.1.2 and B.3.1.3 below
<b>DP:</b>	Local NGOs, nursery managers, suppliers of forestry inputs
<b>ASS:</b>	Providing training to NGOs and private suppliers will increase their extension capacity
<b>ACT:</b>	See B.3.1.1 through B.3.1.3 below

To achieve intermediate result B.3.1, the following intermediate results were identified during the course of results framework development.

### Intermediate Result B.3.1.1: Increased NGO extension capacity

The provision of extension services, either publicly or privately through NGOs or other means, has not been a part of the DGFP's mandate, given the fact that no private farming existed prior to 1990. Similarly, the NGO community did not exist before 1991. Since then, it has grown considerably, but still has serious weaknesses that are primarily based around a lack of administrative expertise and experience, an unfamiliarity with proposal writing and subsequent project implementation, and a general lack of funding and other basic organizational resources.

Chemonics believes that an vital element in successful forestry extension in Albania will be the extent to which these NGOs become knowledgeable about forestry and agroforestry management techniques, and how active they are in their efforts to educate the general public about the causes, extent and increasing ramifications of deforestation, and the potential rehabilitative options available.

#### Intermediate Result B.3.1.1: Increased NGO extension capacity

<b>IND:</b>	A. NGO training provided (proxy) B. Local "operational" NGOs
<b>MEA:</b>	A. Number/quality training classes; number of participants B. Number
<b>TAR:</b>	Yr 1: one NGO field extension training course provided; one local NGO developed for one area
<b>DP:</b>	Local NGOs
<b>ASS:</b>	NGO training will increase NGO capacity; local NGOs have both human and financial resources as well as interest in providing extension services; funds for implementation of NGO activity will be available from the project or other sources
<b>ACT:</b>	NGO training needs assessment; develop and conduct NGO/field extension training; assistance in the development of NGO activity

Thus, to support the achievement of Intermediate Result B.3.1.1, the work plan for year 1 provides for the following activities:

- NGO training needs assessment/training plan. An NGO training needs assessment will be conducted by the training specialist fielded by Chemonics. The training needs assessment will identify potential NGO partners at both the national and district level, and will draw upon the project's field experience to date for determining the desired mix of technical, administrative, and managerial skills for these partners. Based on this assessment, the training specialist will develop an NGO training plan specifying, *inter alia*, the type, scope, venue, and resources required.
- NGO training. Based on the training plan and using local trainers, Chemonics will develop and provide training to members of the selected NGO community. It should be noted that training will not necessarily be specific to NGOs, but NGOs will be integrated into overall project training activities as participants. Contact will also be made with a variety of international organizations and institutions, regarding the possibility of providing technical assistance and training materials.

Activities supporting the achievement of Intermediate Result B.3.1.1 are summarized below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers.month</u>
NGO training needs assessment	2-3 Q	STTA	0.5
Dev. & conduct NGO training	3rd Q	FTC/FTCC	0.5 each

Working with NGOs will provide APFDP with many linkages to government and other institutions, as members of the NGOs are often civil servants or leaders of technical or communication enterprises.

At the district level, an issue may be whether or not the NGOs have members with the necessary technical expertise and interest in providing extension services.

**Intermediate Result B.3.1.2: Increased consulting capacity**

As mentioned under Result B.3, Chemonics will hire three individuals as private extension agents. They will receive training and support from, and will initially be paid by Chemonics. However, toward the end of the project, a phase out mechanism will be developed that will allow a gradual reduction of APFDP support, and test the hypotheses that farmers will be willing to pay for extension services.

<b>Intermediate Result B.3.1.2: Increased consulting capacity</b>	
<b>IND:</b>	A. Private extension providers B. Training provided (proxy)
<b>MEA:</b>	A. Number B. Number/quality training classes; number of participants
<b>TAR:</b>	Yr 1: three private forestry extension agents hired; one orientation training class; one extension training class; one technical training class
<b>DP:</b>	Private agroforestry consultants
<b>ASS:</b>	(i) qualified/interested individuals can be found at the village level who are willing to be hired for three years as extension agents; (ii) at the end of the project, individuals will be able to "market" their skills at the local level
<b>ACT:</b>	Develop and conduct orientation training; carry out training needs assessment; develop and conduct field extension training; develop and conduct technical training

The work plan for year 1 provides for the following activities in support of Intermediate Result B.3.1.2. (It should be noted that seconded District Forest Service extension agents—see B.3.2 below—will also participate in the training activities listed below):

- Development of criteria for and selection of private extension agents. An important criterion in selection of extension agents will be their ability (and interest) to communicate openly with farmers. Development of selection criteria and identification of the extension agents will be achieved through discussions between the District Forest Officer, DFEO, MOAF extension officers (if present in the target districts), Peace Corps volunteers (PCVs), and the Chemonics team.
- Orientation training. When the extension teams have been fielded, Chemonics will provide a one day project orientation for each district. The training will explain APFDP objectives, review the annual work plan, and describe proposed district level activities.
- Training needs assessment/training plan. To effectively pinpoint the most critical training needs for extension staff, the FTC/FTCC will work together with the training specialist fielded by Chemonics' home office to conduct a field staff training needs assessment and develop a training plan. This needs assessment will consider technical, communication, organizational and other types of skills to enhance, as well as scope, the

venue and resources required. Actual training methods could include workshops, study tours, formal education and a variety of other training mechanisms.

- Communications techniques training. After project orientation training, the first critical training session for field staff will be on how to gather information on local needs and priorities. Thus, this training session will focus on the use of RRA and PRA techniques. The objective of this training is to enhance extension staff ability to communicate effectively with farmers. This course, to be conducted on a regional basis, will be directed to the project's DFEO, forest technicians, and agroforestry advisers. As appropriate, NGO representatives and PCVs will also be invited to attend. A short term Chemonics consultant will be hired (2 pm) to conduct the RRA and PRA training, as well as assist with the implementation of the RRAs/PRA in the selected areas.
- Technical training. Based on the training needs assessment, technical training modules will be developed, training plans drawn up, and venues scheduled for the training of field staff. The FTC/FTCC, with short-term technical assistance noted above, will undertake this activity. Initially, the FTC/FTCC will explore the possibilities of using training venues in Korca and Shkodra as well as the FPRI field stations. Eventually, the agroforestry/nursery demonstration area in Tirana could also be used. Finally, it should also be noted that Chemonics envisions that these modules will form the basis for the development of farmer/village/komuna "how to" handbooks or pamphlets on various technical subjects.
- Coordination with PC/A and AFP technical training. Peace Corps and World Bank/AFP-sponsored technical training activities will provide an additional source of training opportunities for the field extension staff. Coordination of these training activities will help in identifying training needs, monitor training success, and eliminate duplication of training events. Planning and coordination for training events will take place during the regularly scheduled meetings between the APFDP chief of party, the Peace Corps program manager, and the AFP program manager.

The activities supporting Intermediate Result B.3.1.2 are summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers.month</u>
Dev. criteria & select priv. ext.	2nd Q	FTC/FTCC	0.5 each
Orientation training	2nd Q	FTC/FTCC	0.5 each
Tr. needs assess. for ext. agents	2-3 Q	STTA	0.5 each
Field communication training	3rd Q	STTA	2
Dev. & impl. tech. training	3rd Q	FTC/FTCC	1 each
Coordination of training	all Q	COP	

In terms of linkages, the advice of PCVs and World Bank field staff will be sought to provide assistance in criteria development and extension agent selection. The input of MOAF's agriculture extension service will also be critical. As with other training activities, AUT, FPRI, PC will be called upon to assist in both training needs assessment and in training implementation.

One potential issue is whether qualified individuals can be found in the villages who are willing to be hired for three years as extension agents, and then either function as private agro-silvo-pastoral consultants, or perhaps be unemployed.

**Intermediate Result B.3.1.3: Increased capacity of private suppliers to provide technical information**

As forestry and livestock activities develop, it is expected that many farmers will increasingly rely on the provision of “external” inputs—i.e., those not available at the farm level—to increase production. It is also expected that private suppliers of such inputs will more than likely increase the extension services associated with certain inputs. In this context, Chemonics will focus year 1 efforts on developing the extension capacity of private nursery managers, as these are seen as the most likely “suppliers” to come into contact with APFDP farmers.

Thus, activities supporting the achievement of this Intermediate Result as well as Intermediate Result B.4 include:

- Nursery management training. The aim of the training will be to develop the capability of private nursery managers to establish and maintain nurseries on a sustainable basis. The training will be conducted in the Tirana demonstration area and last from three to five days. An Albanian short-term nursery/agroforestry specialist will be fielded by Chemonics to work with the DGFP and the IDT in the design and implementation of the nursery training program.

This activity is summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Nursery management training	4th Q	Nur/Agfo.	1

This training will provide direct linkages to the private nursery sector.

No issues or risks are foreseen at this time.

**Intermediate Result B.3.2: Increased public forestry extension capacity**

While the achievement of Intermediate Result 3.1 will contribute to the development of a private forestry extension system, the main extension effort for the foreseeable future will still come from a GOA supported extension service. The AFP project

**Intermediate Result B.3.1.3:  
Increased capacity of private suppliers to provide technical information**

**IND:** A. Supplier training provided (proxy)  
B. Supplier extension contacts

**MEA:** A. Number/quality training classes; number of participants  
B. Number

**TAR:** Yr 1: one private supplier training class; 15 percent increase in supplier extension contacts

**DP:** Nursery managers and other suppliers of forestry inputs

**ASS:** Provision of training to private suppliers will be sufficient incentive for them to provide technical advice to customers at no extra fee

**ACT:** Identify/select private suppliers; develop and conduct technical training

**Intermediate Result B.3.2:  
Increased public forestry extension capacity**

**IND:** Nucleus of a DGFP national and regional forestry extension system

**MEA:** Deployment of extension staff

**TAR:** Yr 1: secondment of one forest officer in each of the three program districts as district forest extension officer; secondment of two village based forest technicians in each of the three program districts as extension agents

**DP:** DGFP, FPAG, Distr. Forest Service, World Bank

**ASS:** DGFP staff at district level is available and interested in providing extension service to farmers

**ACT:** See B.3.1, B.3.2 and B.3.3 below

description mentions in broad terms that the future infrastructure of the forestry sector will result in the DGFP having responsibility for extension. The AFP also proposes that the MOAF establish a Forest and Pastures Department which will, *inter alia*, coordinate extension activities once the Forestry Corporation is established. At this time, however, agreement on the eventual organizational structure for a public forestry extension service has still not been reached. However, the DGFP has made some progress in developing a public extension model.

This model, based on the French "Office Nationale de Fôrets" structure, would place a national level forestry extension unit within the MOAF's Forest and Pasture Department to be established under the World Bank project. This unit would coordinate extension activities nationally and at the regional level. Extension at the district level and below would be decentralized from the prefecture level via a district level forestry extension service under the District Directorate of Agriculture and Food Production. A separate service under this Directorate would provide for agriculture extension. It is envisioned that employees of the District Forest Offices would be assigned to either the forest corporation or the extension service (district or Komuna level) based on interest and qualifications.

Activities supporting this Intermediate Result will, for the first year, consist of continued dialogue between MOAF/DGFP, AFP, and Chemonics in refining this model. Meanwhile, by developing a core of extension staff within the DGFP that later can be transferred into any new organization, Chemonics believes it is meeting both present and future public forestry extension needs.

Additional activities related to the achievement of Intermediate Result B.3.2 are described in Intermediate Results 3.2.1, 3.2.2, and 3.3.3 below.

**Intermediate Result B.3.2.1: Groundwork laid for the establishment of a coherent and dynamic extension organization**

Although part of the results framework, major activities related to this result do not fall until year 3 of the program. At that time lessons will have been extracted from field experience and the organizational changes within DGFP will have been decided upon by GOA (see Intermediate Result A.4.2 and A.4.1). In the interim, however, Chemonics will:

- Conduct an initial evaluation of "lessons learned." At the end of year 1, the Chemonics team will write a report on the initial "lessons learned" through its experiences in extension. While it will be premature to draw any specific conclusions about the implications of this experience for the ultimate organization of any extension services, the report should be able to provide some initial indications.

<b>Intermediate Result B.3.2.1: Groundwork laid for the establishment of a coherent and dynamic extension organization</b>	
<b>IND:</b>	Public forestry extension plan
<b>MEA:</b>	Consensus and approval of plan
<b>TAR:</b>	Yr 1: produce a report on initial lessons
<b>DP:</b>	MOAF, DGFP, FPAG, Distr. For. Service, World Bank
<b>ASS:</b>	MOAF develops a clear donor strategy for development of a public forestry extension system
<b>ACT:</b>	Extract "lessons learned" from extension activities

Aside from the activity indicators and timing listed under Intermediate Results A.2 and B.3, the specific one for achievement of Intermediate Result B.3.2.1 is:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
report on "lessons learned"	4th Q	PS/FTC	1 each

Clearly, the critical linkages in achieving this result will be good ongoing relations with MOAF/DGFP, the World Bank, and any other institutions involved in policy making and forestry extension.

No serious issue/risk is currently foreseen.

**Intermediate Result B.3.2.2: Increased field posting of staff to extension service**

At present no staff in the DGFP organization are designated for extension work. By having people seconded to perform extension functions, Chemonics hopes to develop this capacity within DGFP.

At the district level, the DGFP will second a forest officer in each of the three APFDP target districts to serve in the capacity of District Forestry Extension Officer (DFEO). At the village level (two villages in each of the three program districts selected for year 1) a forest technician will be seconded to function as an extension agent.

**Intermediate Result B.3.2.2:  
Increased field posting of staff to extension service**

**IND:** Staff postings  
**MEA:** Number  
**TAR:** Yr 1: secondment of one forest officer in each of the three program districts as district forest extension officer; secondment of two village based forest technicians in each of the three program districts as extension agents  
**DP:** DGFP, Distr. For. Service  
**ASS:** DGFP and Distr. For. Service and willing and able to second staff for extension service  
**ACT:** Develop criteria for staff selection; identification of staff to be seconded; secondment of staff (DGFP responsibility)

The following activity will be undertaken in support of this result:

- Development of criteria for and selection of public extension agents.

An important criterion in selection of extension agents will be their ability (and interest) to communicate openly with farmers. Development of selection criteria and identification of the extension agents will be achieved through discussions between the district forest officer, MOA extension officers (if present in the target districts) and the Chemonics team. Seconded extension personnel are expected to be in place by the end of the second quarter.

The activity summary is as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Dev. of criteria	2nd Q	FTC/FTCC	-
Selection of publ. ext. agent	2nd Q	FTC/FTCC	0.5 each

In terms of linkages, the advice of PCVs and World Bank field staff will be sought to provide assistance in criteria development and extension agent selection. The input of MOAF's agriculture extension service will also be critical.

A potential issue may be that DGFP staff will see extension as a non-forestry related activity, and may have some reservations in performing such duties.

**Intermediate Result B.3.2.3: Increased capability to create and deliver appropriate recommendations for integrated land management systems**

To create and deliver appropriate recommendations requires skills and knowledge that have not previously been taught in the forestry sector in Albania. To rectify this situation, Chemonics will provide the same orientation and training to the public extension agents as described in B.3.1.2 for the private ones.

An outline of these activities is given below:

- Orientation training
- Communication techniques training
- Technical training needs assessment/training plan
- Develop and implementation of technical training

These activities are summarized below:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Orientation training	2nd Q	FTC/FTCC	see B.3.1.2
Tr. needs assess. for ext. agents	2-3 Q	STTA	see B.3.1.2
Field communication training	3rd Q	STTA	see B.3.1.2
Dev. & impl. tech. training	3rd Q	FTC/FTCC	see B.3.1.2

As with other training activities linkages will be sought with AUT, FPRI, PC/A and any others involved with similar training.

No issues or risks are foreseen at this time.

**Intermediate Result B.3.3: Increased extension provided to farmers**

Having supported the increase in the overall capacity to provide extension, Chemonics will also support the actual delivery of extension services. Direct support to farmers will be provided by the extension team and by the establishment of on-farm demonstration

**Intermediate Result B.3.2.3:  
Increased capability to create and deliver appropriate recommendations for integrated land management systems**

**IND:** A. Technology transfer training provided (proxy)  
B. Extension packages created and delivered

**MEA:** A. Number/quality training classes; number of participants; number extension contacts  
B. Number

**TAR:** Yr 1: one training class provided to subject matter specialists; one extension package created

**DP:** DGFP, AUT

**ASS:** DGFP staff will be available and interested in attending training; training increases capability to develop and deliver extension packages

**ACT:** Develop and conduct technology transfer training for selected DGFP staff; develop one extension package for delivery in year 2

**Intermediate Result B.3.3:  
Increased extension provided to farmers**

**IND:** Extension

**MEA:** No of visits  
No of on-farm demo. plots  
Tirana demo. area exists  
No of displays & info. material

**TAR:** Yr 1: 200 ext. visits, 9 on-farm demo. plots; Tirana demo. area establ.; 10 displays & info. material.

**DP:** Farmers, DGFP, Agri. Ext. Service

**ASS:** That extension will contribute to the use of agro-silvo-pastoral practices.

**ACT:** Extension visits; pl. of demonstration plots; Establ. of nur. and demo. area in Tirana; dev. of displays and info. materials

sites. Indirect support to the farmers will be provided through the development of a central nursery and agroforestry demonstration site in Tirana in collaboration with the Peace Corps. In connection with all demonstration areas, but particularly the Tirana site, Chemonics will develop displays and fact sheets to further explain the principals of agroforestry, nursery management, livestock management, and conservation, and rational use of natural resources.

Thus, the activities envisioned for supporting this result include:

- Extension visits. The field extension team will, through visits to farmers, promote the implementation of improved agro-silvo-pastoral practices. In areas where the Chemonics field activities coincide with the work of the Peace Corps volunteers, a coordinated approach will be sought.
- Planning of demonstration plots. (See activities under Intermediate Result B.1.2.)
- Establishment of the Tirana nursery and agroforestry demonstration area. The team believes that the most appropriate site for **both** agroforestry and nursery demonstration purposes is the University of Tirana Botanical Gardens. This conclusion is based on the site's ease of access, absence of claims or settlers, availability of land, and potential for collaborative activities, including on-farm demonstrations on the surrounding hills and involvement of NGOs. In addition to serving as a site for farmers to visit, the demonstration site will serve as a focal point for public awareness campaigns. It will also serve as a demonstration area for policy makers, and thereby influence the political climate in favor of policy and legislative changes that DGFP is supporting. Furthermore, the site will serve as training grounds for DGFP extension staff, village leaders, farmers and NGO representatives.

The design of the site will be carried out through a joint effort of Peace Corps, DGFP, AUT, FPRI, selected NGOs, the Botanical Garden and the Chemonics team. APFDP will arrange for the initial meeting and coordinate the design effort. Once the design has been finalized, the construction effort will be undertaken by labor provided by the Garden under the supervision of the Director of the Botanical Garden and Chemonics. A training nursery has already been established by Peace Corps. The management of the demonstration area will change somewhat in relation to what was originally envisioned, due to the facts that the nursery will be a combined Peace Corps and Chemonics operation, and that the Botanical Garden is likely to play an active role in the management of the site.

As part of the establishment of the demonstration site, a plan for self-sustaining management of the site will be developed, including an activity time schedule and a budget. The management plan will also provide for a nursery research program. Chemonics will contract with an Albanian nursery specialist to assist with this component. Development of the management plan will be supported by the Garden, DGFP, Peace Corps, and Chemonics.

In consultation with the Regional Environmental Center (REC) and the Director of the Botanical Garden, various NGOs will be invited to take on some of the management responsibilities of the site, particularly in the development of displays and other educational materials. Final selection of the NGO will be made by the DGFP and USAID Tirana, based on recommendations from the COP. A memorandum of

understanding will be written between the selected NGO, the Garden, and the project that will define NGO responsibilities.

- Development of displays and information/publicity materials. A total of 10 displays and other information and publicity packages will be developed including:
  - (i) Six displays covering various aspects of forest conservation and management as selected by the DGFP, USAID and the PMU.
  - (ii) Four-page fact-sheets will be prepared and translated into Albanian for public distribution, covering subjects such as fruit tree propagation, trees in home gardens, non-timber forest and pasture products, urban forestry, forest conservation, and livestock and pasture management.

An Albanian short-term information and education specialist will be fielded to support the development of displays and information/publicity materials that will be a part of the demonstration site. The displays, information packages, and publicity events will be timed to coincide with the formal opening of the center to the public (proposed date: World Environment Day, June 5, 1996). Participating in the opening ceremony will be high-level GOA officials, USAID/Tirana, US Embassy officials, representatives from Peace Corps, World Bank, UNDP, FAO, REC, and NGOs, as well as members of FPAG and the Project Steering Committee. The opening ceremony will be organized by the MOA with logistical and technical assistance from APFDP.

Following the opening ceremony and related publicity, APFDP, in consultation with DGFP, the Peace Corps, and REC, will develop a promotion and publicity work plan covering events and activities to be carried out during the life of the program. Included in the work plan will be provision for school groups to tour the site.

A summary of activities supporting Intermediate Result B.3.3 is presented below.

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Extension visits	4th Q	IDT	1 each
Planning of demo. plots	4th Q	IDT	1 each
Establ. of nur. & agrofor. demo.	2-3 Q	COP/FTC	1 each
Dev. of display & info/publ. mat.	3rd Q	COP	0.5

In terms of linkages, the extension effort at the farm level will be done in close collaboration with District Agriculture and Livestock Extension services. The Tirana demonstration site will, as stated, have linkages to many private forestry stakeholders.

No issues or risks are foreseen in relation to the extension effort.

However, in developing the demonstration site one issue concerns the reliability of water supply. Several options are available for providing water. The best one, however, would be for the GOA to acquire the barrage dam which borders the site. USAID may be required to approach government authorities on behalf of the project and the garden to arrange for access to the barrage and a small buffer strip around the barrage.

Another issue is with the proposed opening date (June 5, 1996) at which time only the displays will be ready. Few, if any, plantings will have been established, as the planting season will have ended well before the preparations for the site are completed.

#### **Intermediate Result B.3.4: Increased number of farmers using improved livestock practices**

During the last five years the livestock population has increased considerably with a corresponding overuse of common grazing areas. This has led to widespread soil erosion on and degradation of the pasture lands. APFDP is addressing this problem through its support for improved utilization of the refused lands, state forest and pasture lands, and private lands. In addition, more direct support will be through activities designed by the program subcontractor, Heifer Project International. The underlying philosophy is that farmers who received an animal of improved stock, should hand on to another farmer the first offspring from the animal he/she received. Along with the donation of animals comes a package of training and veterinary services.

#### **Intermediate Result B.3.4: Increased number of farmers using improved livestock practices**

**IND:** Active groups supporting integrated livestock-forestry practices.

**MEA:** No of active groups

**TAR:** Yr 1: 3 active groups following the HPI concept.

**DP:** DGFP, FPRI, AUT, Land O'Lakes, Animal Husbandry Research Inst.

**ASS:** That group solidarity is strong enough for individual members to forego immediate individual benefits for the long term pasture improvement.

**ACT:** Selection of farmers; determine mgt. interventions; training; selection of farmer leaders; distribution of veterinary kits; distribution of animals; educational tours; study tour for LS.

Year 1 work plan activities which support B.3.4 are described below:

- Select farmers to participate in the sustainable animal production development activity (SAPDA). In year 1, the three villages selected in one of the program districts will be designated as SAPDA villages. The livestock specialist (LS), in close consultation with village leaders, the program extension agents, PCVs, and PCV counterpart (if present), will develop criteria for selection of 30-50 farm families per SAPDA village. These families will be organized into an informal livestock producers group. Where a group already exists, such as those organized by Land O'Lakes, this group may be used or expanded. This group will become the "Project Holder," thus becoming the body responsible for the SAPDA in their village. This group will be responsible to assure that any conditions agreed on by the group, including good care for animals, repayment of loans (passing on the gift) and grazing management, will be adhered to.

Priority in the selection of farmers will be given to families with strong interest in livestock production, those willing to abide by the group's rules including the loan repayment, and families with demonstrated need (e.g., poor and having many children). Both men and women will be selected as group members and have a voice in establishing group rules, priorities and leadership.

- Determine livestock and pasture/forage management interventions. The LS will lead the group members, the IDT, and local experts in the participatory rural appraisal section (see result B.3.1.2) dealing with livestock issues to determine appropriate SAPDA for the village/group. This will include all aspects of the physical and human landscape, such as available land and land quality, local livestock and feed resources, gender

issues, markets, and current production patterns. Out of the PRA will come consensus on initial SAPDA. This will feed into a complete natural resource management plan for the village. It will also provide a baseline and indicators for measuring progress. The plan resulting from the PRA will also be used to help farmers apply for production credit. The plan will determine the resources to be allocated by HPI to the group including male animals for crossbreeding and veterinary health kits. PRAs and resulting SAPDA plans should be completed by the end of the third quarter.

- Determine training needs and provide initial training. The PRA will be used to identify current practices and local knowledge related to livestock production. It will also determine the gender roles related to livestock keeping and processing/marketing of products. Using this information the LS will design appropriate training activities and resources such as simple pamphlets and posters. Initial training to the members and local technicians will be provided by the LS assisted by other members of the IDT and other livestock production experts. This two to three days training based on the PRA and SAPDA plan will be given in the village and include orientation to the HPI philosophy, the objectives of the APFDP, animal nutrition, health and semination, pasture, (forage), tree management and progress monitoring (reporting). The training will involve, where possible, both husband and wife and older children, as well as technicians resident in or near the village. The training and the implementation of the ideas taught will be used by the LS in consultation with the group to select one or two outstanding farmers. These will subsequently be given additional training to become "farmer leaders." This farmer or these farmers will become the local village based experts to provide front line potential guidance and veterinary first aid to their fellow group members. They will also act as contact farmers for government or private extensionist, veterinarians, and LS. Priority will be given to selecting women since experience has shown that they excel in these roles.
- Purchase and distribution of veterinary kits. Based on the PRA and SAPDA plan, veterinary first aid kits will be designed. Locally available supplies and simple equipment will be purchased. The stocked kits will then be distributed to these "farmer leaders" who have satisfactorily completed training. The kits will be provide free of charge, but on the condition that it is the property of the group and for the group's benefit. "Farmer leaders" will be instructed in how to charge farmers a minimal fee for their services and supplies, so that the "farmer leaders" will have an incentive to provide services (such as deworming) and can replenish their kits.
- Purchase and distribution of animals. Pending further investigation, improved stock will be either purchased locally or imported. It is anticipated that the bulk of the 45-60 animals to be distributed in year 1, will be rams and bucks, however a few bulls might also be provided. The animals will be distributed after the farmers have made the necessary preparations, including any improvements to housing and pastures, and planting of forages or forage bearing trees. The distribution of animals will not be rushed since receipt of an animal will be a major incentive for farmers to change their current husbandry and farm management practices. Thus it is anticipated that for some farmers provision of an animal will be delayed until year 2, while a few may eventually be dropped from the SAPDA and never receive an animal. Decisions of this type will be made by the LS in cooperation with the SAPDA group leaders. Animals will be selected by the LS and group leaders. All animals will be provided under the HPI living loan system. Each farm family (husband and wife if both present) will sign a contract to

repay the loan in-kind from the first offspring or in cash equivalent to current purchase price. Thus a revolving animal loan system will be established.

- Local educational tours. The LS in consultation with the IDT will arrange three educational tours for groups of 25-30 farmers (one per SAPDA). These day-long tours will be to model or demonstration farms or schools located nearby and encourage the exchange of ideas among farmers. Local technicians and PCV/PCV counterpart will also be involved.
- Training of farmer leaders and technicians. From each group, one farmer will be selected by the LS in cooperation with the group to be trained as farmer leader. Farmer leaders and local technicians will receive three or four days in-depth training in livestock husbandry, forage and grass production, grazing management and sustainable utilization of forage bearing trees and shrubs. The training will emphasize the integrated resource management systems such as agroforestry, and will take place at a demonstration/training site such as the Botanical Gardens. The LS will organize and lead the training, supported by the rest of IDT and experts from the Forest and Pastures Research Institute. This training will be conducted in the second or third quarter of year 1.
- Second training of farmers. The bulk of farmer training will be provided on-site to farmers by the farmer leaders, local technicians, and occasionally by the LS. In addition, during the last quarter, all farmers will participate in a two day, in village seminar. This will be organized by farmer leaders, and local veterinarians and conducted by the LS with assistance of the IDT. The training will build on farmer experience and address current problems and priorities for the next season. It will include a participatory review of SAPDA progress.
- Selection of the second group of SAPDA villages. By the last quarter of year 1 an additional three villages will be selected for year 2 activities. Offspring or repayment of in-kind loans by farmers in the first three villages will be used as start up loans for the second group of villages. If extra credit becomes available, additional families in the first villages will be assisted to improve their stock and production methods.
- Study tours and training for the livestock specialist. The LS will be trained in the HPI "cornerstones-based planning and management system for small scale livestock projects." In May, the LS will be involved in a study tour and the HPI project holders conference in Slovakia. This will include training in some aspects of the HPI system, exchange of ideas with project holders from other Central and Eastern European countries, and visits to model farms in Slovakia. In addition, at a time to be determined depending on APFDP activities, the LS will travel to the United States for three weeks in-depth orientation and training at HPI's Headquarters and Learning and Livestock Center. While this training would ideally take place before the start up of SAPDA activities in Albania, it may be precluded by the need for the LS to participate in village selection and planning activities as part of the IDT.

Thus, the activities supporting Intermediate Result B.3.4 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Selection of farmers	2nd Q	LS	1
Determine mgt. interventions	3rd Q	LS	0.5
Initial farmer training	3rd Q	LS	0.5
Distribution of veterinary kits	3rd Q	LS	-
Distribution of improved animals	4th Q	LS	0.5
Educational tours	4th Q	LS	0.5
Farm leader and technician training	3rd Q	LS	0.5
Second farmer training	4th Q	LS	0.5
Selection of 2nd group of villages	4th Q	FTC/FTCC/LS	-
Training for LS	3rd Q	COP	1

During the implementation of these activities linkages will be made to FPRI, AUT, Land O'Lakes, Animal Husbandry Research Inst. (Small Ruminant Breeding Center), and PCVs.

No issues or risks are foreseen at this time.

**Intermediate Result B.3.5: Increased access to affordable inputs and credit**

This intermediate result is equivalent to B.1.4 and activities undertaken under B.1.4 are the same as and will support B.3.5.

Activities are summarized below:

- Survey of availability and price of local inputs
- Survey on available credit facilities
- Development of extension packages

Thus, the activities supporting Intermediate Result B.3.5 may be summarized as follows:

<b>Intermediate Result B.3.5: Increased access to affordable inputs and credit</b>	
<b>IND:</b>	A. Information provided (proxy) B. Increased access
<b>MEA:</b>	A. Number/diversity of media messages and extension contacts B. Sample survey
<b>TAR:</b>	Will be developed during the third quarter after an assessment of the need for information on inputs and credit
<b>DP:</b>	DGFP, MOA, credit institutions, media
<b>ASS:</b>	(i) Providing inputs and credit is beyond the manageable interest of the project; (ii) assumed that affordable inputs and credit are locally available or can be made available by providing information to customers
<b>ACT:</b>	Local input survey; survey on available credit facilities; development of extension packages

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
Local input/market survey	3rd Q	SBS	see B.1.4
Credit facility survey	2nd Q	SBS	see B.1.4
Market survey ext. packages	3rd Q	IDT	see B.1.4

#### 4.6 Intermediate Result B.4: Increased number of small scale agro-silvo-pastoral-based enterprises

Intermediate Result B.4 relates to the deliverable mentioned in the contract (EPE-0039-C-00-5127-00, pg. 23), namely:

- *4.3.6 An on-site practical training program for nursery managers covering technical and economic aspects of production and marketing and business management of a nursery. (It should be noted that this deliverable is rather limited in scope and the APFDP will be providing on-site practical training programs beyond just nursery management.)*

As stated in Section 4.1, it is only now that the GOA has mandated a substantial increase in the percentage of privately owned forests, or forests managed by komuna or villages. This will entail a major reorientation in the way that the forestry sector is organized and, in particular, in the roles of forestry staff in the districts. The above result and supporting activities are designed to support this reorientation. It is clear, however, that there is some precedent for this reorientation particularly with regard to the production of non-timber forest products, such as Christmas trees, medicinal plants, herbs, honey, resins, tannin, willows (for basket-making), silk and edible oils, both for domestic consumption and export. In short, considerable technical know-how on the management of non-timber forest products exists at the national, as well as district and farmer levels. Given this precedent, non-timber forest-based activities, including livestock, present one promising area for the development of small-scale forestry enterprises.

To a somewhat lesser extent, the above situation holds true for the production of traditional forest products such as timber, fuelwood, construction materials, charcoal, etc. Moreover, from a farming systems or agroforestry perspective, the intercropping of non-timber forest products with trees provides a mechanism for farmers to realize benefits in the shorter-term, pending the realization of benefits that accrue in the longer term from timber based enterprises.

From a private enterprise perspective, private tree nurseries also represent considerable potential, particularly for the production of fruit trees, ornamentals (for urban centers), and other "high demand" species such as poplars and black locust.

The problem faced by Chemonics in developing activities to achieve Intermediate Result B.4, however, was one of resources; the team felt that there were insufficient resources available in the project to assist in the development of both large and small-scale timber AND non-timber based forest enterprises. Fortunately, during the course of work plan development, the team discovered that France will support all aspects concerning the development of both large and small-scale timber based enterprises. Thus, an agreement was reached with DGFP and the French consultants that APFDP would concentrate its efforts on small-scale non-timber forest products, including private nurseries, while collaborating with the DGFP and French in the development of small-scale timber based enterprises.

#### Intermediate Result B.4: Increased number of small scale agro-silvo -pastoral-based enterprises

**IND:** Small scale agro-silvo-pastoral-based enterprises  
**MEA:** Number  
**TAR:** Yr 1: 6 small scale enterprises  
**DP:** Private sector, various credit institutions  
**ASS:** Rates of return for such enterprises are comparable or better to alternative investment opportunities  
**ACT:** See B.4.1 through B.4.4 below

In this context, the major activities planned for achieving Result B.4 are detailed under Intermediate Results B.4.1 (B.4.1.1, B.4.1.2), B.4.2 (B.4.2.1 and B.4.2.2), B.4.3, and B.4.4.

**Intermediate Result B.4.1: Increased production capacity and processing of cultivated non-timber forest products of state forests**

As stated above, opportunities and ideas are present for the development of non-timber based forest enterprises, but Chemonics believes that they remain unexploited due to lack of expertise and experience in starting and/or developing small businesses, as well as difficulties in accessing market information and affordable inputs and credits. It is Chemonics' contention that the provision of small business advice and market, credit, and input information to the private sector will lead to the revival of these enterprises.

<b>Intermediate Result B.4.1: Increased production capacity and processing of cultivated non-timber forest products of state forests</b>	
<b>IND:</b>	A. Production B. Processing centers
<b>MEA:</b>	A. Kgs/liters, etc. B. Number
<b>TAR:</b>	Ten percent production increase of cultivated, economical viable non-timber forest products; target for number of processing centers will depend on the situation in the district, and will be established within 3 months
<b>DP:</b>	FPRI, DGFP, Private entrepreneurs
<b>ASS:</b>	It is assumed that the limited data available on cultivated non-timber products holds true for all program districts, and that there is a potential for production and processing of these products
<b>ACT:</b>	See B.4.1.1 and B.4.1.2 below

It should be noted that Chemonics intends to work with only cultivated non-timber products on state forest and pasture land, due to the uncertainty of the consequences for rare or endangered naturally occurring species. These concerns are believed not to be an issue for private agricultural land (see B.4.2) that has been in cultivation for many years.

Therefore, the following supporting activities have been identified:

- Market survey on cultivated non-timber forest products
- Market survey on availability of inputs and credit
- Development of extension packages and media messages based on the results of the surveys
- Small business development assistance

**Intermediate Result B.4.1.1: Improved access to markets/market information**

With the rapid increase in urban populations in Albania, there appears to be an equal increase in the demand for non-timber forest products such as herbs and spices, mushrooms, Christmas trees, honey, ornamental plants and flowers, etc. However, there appears to be a considerable gap between supply of these products and demand. Additionally, based on team visits to the field, there appears to be some export potential for these products. In fact, prior to

<b>Intermediate Result B.4.1.1: Improved access to markets/market information</b>	
<b>IND:</b>	A. Market information provided (proxy) B. Access improved
<b>MEA:</b>	A. Number of media messages and extension contacts B. Sample survey
<b>TAR:</b>	Yr 1: 3 market info messages/packages developed and delivered via various media including extension contacts
<b>DP:</b>	AUT, NGOs
<b>ASS:</b>	Providing information alone (as compared to providing vehicles, improved roads, etc.) will increase access to markets - tested by sample survey in year 2
<b>ACT:</b>	Market survey for cultivated non-timber forest products; development and delivery of media messages

the transition, Albania exported a wide variety of non-timber forest products. By providing information to farmers and entrepreneurs on prices, buyers, wholesalers/retailers, etc., Chemonics hopes to facilitate the development of new businesses based on non-timber forest products.

Activities planned to achieve Intermediate Result B.4.1.1 include:

- Market survey on cultivated non-timber forest products. The market survey will be done together with the surveys mentioned in B.1.4 and B.1.5, but will focus on cultivated non-timber forest products.
- Development of media messages. The information gathered through the above mentioned surveys will be incorporated into extension packages and disseminated to the small business entrepreneurs through the extension organization supported by APFDP. Where appropriate, APFDP will also make use of mass media (see Intermediate Result A.3.1) to communicate potential opportunities and benefits.
- Provision of small business development advice as appropriate.

Thus, the activities supporting Intermediate Result B.4.1.1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
survey on non-timber products	3rd Q	SBS	see B.1.5
dev. of ext. and media messages	3rd Q	IDT	see B.1.5
small business development	4th Q	SBS	as required

The market surveys will depend on information supplied through linkages with other district level institutions such as the District Agricultural Office, Pasture Enterprise, local banks, etc.

No issues/risks are foreseen at this point.

**Intermediate Result B.4.1.2: Increased access to affordable inputs and credit**

As mentioned under other intermediate results, lack of information with regard to inputs and credits is a major constraint in rural areas. Some inputs and credit facilities already exist, but most potential forestry entrepreneurs are unaware of them, and as a result are reluctant to invest time and resources in the development of forest-based enterprises. Also, the supply of inputs and credit will be stimulated, in part, once providers become aware of increased interest in the development of forest/pasture based

<b>Intermediate Result B.4.1.2: Increased access to affordable inputs and credit</b>	
<b>IND:</b>	A. Input and credit information provided (proxy) B. Access increased
<b>MEA:</b>	A. Number/diversity of media messages; number of extension contacts B. Sample survey
<b>TAR:</b>	Will be developed during the third quarter after an assessment of the need for information on inputs and credit
<b>DP:</b>	DGFP, MOA, credit institutions, media
<b>ASS:</b>	(i) providing inputs and credit is beyond the manageable interest of the project; (ii) assumed that affordable inputs and credit are locally available or can be made available by providing information to customers
<b>ACT:</b>	Survey of availability and price of local inputs; survey on available credit facilities; development of extension packages

enterprises. In the meantime, the activities identified to support this process, are the same as for B.1.4 and are summarized below:

- Survey of availability and price of local inputs
- Survey on available credit mechanisms
- Development of extension packages, including assistance in business plan development

In some cases credit may be more easily obtained if individuals form groups that can present collective collateral. Chemonics will explore this possibility and support group organization if desirable.

Thus, the activities supporting Intermediate Result B.4.1.2 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
local input/market survey	3rd Q	SBS	see B.1.4
credit facility survey	2nd Q	SBS	see B.1.4
extension packages which incorporate survey results	3rd Q	IDT	see B.1.4

In terms of linkages, the market surveys will be conducted in close collaboration with other district level institutions such as the District Agricultural Office, Livestock Enterprise, local banks, etc.

No issues/risks are foreseen at this point.

**Intermediate Result B.4.2: Increased sustainable production capacity and processing of non- timber forest products and livestock products on private land**

The comments in B.4.1 hold true for this intermediate result as well, with one exception. During the second project year, one of the "information" activities (see A.1.2) will be to gather data/information on economically valuable rare and endangered species, including their propagation methods. The objective of this activity is to transmit this information to private farmers and encourage the propagation of such species, both as an income earning mechanism and as a means of reducing over-harvesting on state forests.

**Intermediate Result B.4.2:  
Increased sustainable production capacity and processing of non-timber forest products and livestock products on private land**

**IND:** A. Production  
B. Processing centers

**MEA:** A. Kgs/liters, etc.  
B. Number

**TAR:** 10 percent production increase of economical viable non-timber forest products; target for number of processing centers will depend on the situation in the district, and will be established within 3 months

**DP:** FPRI, DGFP, Private entrepreneurs

**ASS:** It is assumed that the limited data available on non-timber products holds true for all program districts, and that there is a potential for production and processing of these products

**ACT:** See B.4.2.1 and B.4.2.2 below

With this minor exception in mind, the activities required to achieve Intermediate Result B.4.2 will be identical to those for B.4.1.

**Intermediate Result B.4.2.1: Improved access to markets/market information**

Different “classes” of entrepreneurs in Albania appear to have different access to markets and market information. For example, those groups and individuals currently leasing state forest land for the harvest of cultivated non-timber forest products (e.g., basil and laurel) are presumably doing so based on some form of market analysis/information. Based on the team’s preliminary experience, this class of entrepreneur tends to be urban-based and more than likely has better access to market information and other inputs. Other classes of entrepreneurs, particularly rural-based individuals and groups, do not have this advantage. For this reason, Chemonics will rely heavily on market media messages targeted to rural populations.

Intermediate Result B.4.2.1: Improved access to markets/market information	
<b>IND:</b>	A. Market information provided (proxy) B. Access improved
<b>MEA:</b>	A. Number of media messages and extension contacts B. Sample survey
<b>TAR:</b>	Yr 1: 3 market info messages/packages developed and delivered via various media including extension contacts
<b>DP:</b>	AUT, NGOs
<b>ASS:</b>	Providing information alone (as compared to providing vehicles, improved roads etc.) will increase access to markets—tested by sample survey in year 2
<b>ACT:</b>	Market survey for non-timber forest products and livestock; products; development ad delivery of media messages

The following activities have been identified to help achieve Intermediate Result B.4.2.1, and are the same as those described under Intermediate Result B.4.1.1:

- Market survey for non-timber forest products
- Development of media messages

As with Intermediate Result B.4.1.1, the market survey will be coordinated with the other APFDP market surveys, but will focus on non-timber forest products and livestock products from private land.

Thus, the activities supporting Intermediate Result B.4.2.1 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers.month</u>
survey on non-timber products	3rd Q	SBS	see B.1.5
dev. of ext. and media messages	3rd Q	IDT	see B.1.5

The market surveys will depend on information supplied through linkages with other district level institutions such as the District Agricultural Office, Pasture Enterprise, local banks, etc.

No issues/risks are foreseen at this time.

**Intermediate Result B.4.2.2: Increased access to affordable inputs and credit**

Again lack of information about inputs and credit is a constraint for the development of small scale enterprises based on non-timber products from private land. The differences in access to inputs and credit between rural and urban-based entrepreneurs discussed above apply as well.

In this context, the following activities, identified in B.1.4, are also necessary for the achievement of Intermediate Result B.4.2.2:

- Survey of availability and price of local inputs. This survey will include inputs related to the production and processing of non-timber forest products and livestock products.
- Survey on available credit facilities.
- Development of extension and media packages/assistance with small business development.

**Intermediate Result B.4.2.2:  
Increased access to affordable inputs and credit**

**IND:** A. Input and credit information provided (proxy)  
B. Access increased

**MEA:** A. Number/diversity of media messages; number of extension contacts  
B. Sample survey

**TAR:** Will be developed during the third quarter after an assessment of the need for information on inputs and credit

**DP:** DGFP, MOA, credit institutions, media

**ASS:** (i) providing inputs and credit is beyond the manageable interest of the project; (ii) assumed that affordable inputs and credit are locally available or can be made available by providing information to customers

**ACT:** Survey of availability and price of local inputs; survey on available credit facilities; development of extension packages

Thus, the activities supporting Intermediate Result B.4.2.2 may be summarized as follows:

<u>Activity indicator</u>	<u>Timing</u>	<u>Respon.</u>	<u>Pers. month</u>
local input/market survey	3rd Q	SBS	see B.1.4
credit facility survey	2nd Q	SBS	see B.1.4
market survey ext. packages	3rd Q	IDT	0.5

In terms of linkages, the market surveys will be conducted in close collaboration with other district level institutions such as the District Agricultural Office, Livestock Enterprise, local banks, etc.

No issues/risks are foreseen at this time.

**Intermediate Result B.4.3: Increased production capacity and processing of timber products**

For the long term development of the forestry sector in Albania, it is important that sustainable production capacity and

**Intermediate Result B.4.3:  
Increased production capacity and processing of timber products**

**IND:** A. Production  
B. Processing centers

**MEA:** A. Cubic meters  
B. Number

**TAR:** Yr 1: to be developed in collaboration with French-funded component of the World Bank project

**DP:** French technical assistance, DGFP

**ASS:** French component of World Bank project will be responsible for the development (production capacity, markets, processing, etc.) of Albania's traditional timber sector (lumber, fuelwood, etc.)

**ACT:** Continued collaboration with French technical assistance and DGFP

processing of timber products be increased on both private and state lands. While the DGFP has determined the annual allowable cut for most of the state-owned forests, much more work needs to be done on the privately owned forests, particularly in the southern part of the country.

Additionally, the entire timber processing sector, from small scale sawmills and other rural-based processing centers to larger scale efforts represents significant potential for the development of private forest-based enterprises. But as stated above, given resource limitations, Chemonics sees this important issue as being outside the manageable interest of the program. However, it is expected that this result will be achieved in part via the French-assisted component of the Albania Forestry Project. Thus, Chemonics role will be limited to:

- Referring groups or individuals interested in “logging” private or state forests or in developing timber processing centers to the DGFP/AFP for further assistance.
- Encouraging tree growing for timber production in the context of Intermediate Results B.1, B.2 and B.3.

In this context, no specific activities, besides continued collaboration with DGFP and French technical assistance authorities, have been identified.

**Intermediate Result B.4.4: Increased access to timber product commercial capabilities**

**Intermediate Result B.4.4:  
Increased access to timber product  
commercial capabilities**

**IND:** A. Information provided (proxy)  
B. Access improved

**MEA:** A. Number of media messages and extension contacts  
B. Sample survey

**TAR:** Yr 1: to be developed in collaboration with French-funded component of the World Bank project

**DP:** French technical assistance, DGFP

**ASS:** World Bank/French will assist APFDP komuna, villages and individuals interested in investing in timber-based enterprises, or in marketing timber; APFDP can act as a facilitator between World Bank/French and komunas, villages and farmers

**ACT:** Continued collaboration with French technical assistance and DGFP

This Intermediate Result is in essence similar to the Intermediate Results and activities mentioned in B.4.1.1, B.4.1.2, B.4.2.1, and B.4.2.2 above, but is aimed at increasing access to timber markets and inputs and credit for timber-based private enterprises. As in the case of B.4.3, this Intermediate Result is beyond the manageable interest of APFDP but achieving this result will be done in part by DGFP’s collaboration with French technical assistance under the AFP. Chemonics will act only as a facilitator between interested individuals and groups (particularly in APFDP-assisted districts) and the DGFP/AFP. Again, no specific activities, other than continued collaboration with DGFP and French technical assistance authorities, have been identified.

**5.0 PROGRAM MANAGEMENT AND PROCUREMENT**

Although not included in the results framework, the achievement of certain key activities with regard to program management and procurement are required for all results to be achieved. These activities are specified below.

## 5.1 Program Management

### 5.1.1 Systems and Procedures for Project Implementation

Some activity will be spent during the first and second quarters in establishing and maintaining appropriate systems and procedures systems for project management and implementation. Particular attention will be given to:

- Property management and inventory. Chemonics has designed its own project inventory control system for accurate compliance with the reporting requirements for procurement of equipment and other commodities. It also tracks value and physical location of the items purchased. The home and field offices work together to accurately report on a semiannual basis the value and number of all goods procured. An initial inventory will be submitted to USAID/Albania by December 1, 1995. Local staff will be trained on how to maintain the project inventory control system.
- Financial management and control. Chemonics adheres to the highest standards of scrupulous and efficient financial management. Our home and field offices use Solomon accounting software, which allows detailed invoice preparation, financial monitoring, and report generation pertaining to all costs incurred under a contract. Chemonics' field accounting specialist, who is slated to be in Tirana during the second quarter, will assist the project in installing and providing training on Solomon, and in all aspects of accounting, invoice preparation, and financial management, providing for accurate reporting and financial management and control by the home office.

Updated monthly in the home office, our budget monitor system tracks all project expenditures, including those of our subcontractors, down to the sub-line item level. The system allows project management staff to follow funds disbursement, identify potential overruns, and advise USAID in a timely manner should funds need to be shifted among line items. A separate program monitors the expenditure of LOE in a similar fashion.

- Staff and personnel management. Chemonics places high priority on the management of staff and personnel issues. Two people from Chemonics' home office will conduct training for the entire staff in Chemonics' policies and procedures. Additionally, a local Employee Handbook is being developed, which takes into consideration local labor laws. The office manager will be trained in the day-to-day management of personnel issues, including personnel record management.

### 5.1.2 Provision of Commodities and Equipment

The provision of commodities and equipment relates to deliverables 4.4.1, 4.4.2, 4.4.3, and 4.4.4 of the contract (EPE-0039-C-00-5127-00), namely:

- *Nursery equipment and commodities to support the needs of the two demonstration sites and demonstration plots on selected village and private forestry sites.*
- *Audio-visual and other related equipment and commodities to support the development and implementation of training, information dissemination and extension activities connected to APFDP activities.*

- *Office equipment and supplies required for the contractor's management needs in country, including desktop and/or portable computers (including telecomputing), selected research equipment and office supplies.*

The home-office procurement specialist will be responsible for the first-year management of the procurement of commodities and equipment, in coordination with the COP and field staff. This will include developing procurement management procedures and a procurement plan. The procurement plan will include the following elements: develop a procurement schedule; develop commodity specifications; solicit, receive, and evaluate offers; negotiate and contract; finance purchase; expedite orders; receive and inspect. If procurement is not local, the home-office procurement specialist will also consolidate and arrange for export packing, freight forwarding, marine insurance, and delivery. The procurement specialist will send project staff periodic reports with updates on procurement status.

Specific activities include:

- Commodity needs assessment. The COP and procurement specialist will conduct a commodities assessment. The local market will then be assessed to determine availability, quality, and price. It will then be determined which commodities and equipment should be purchased locally, and which should be purchased in the United States. An effort will be made to acquire as much equipment locally following USAID regulations for local procurement. Chemonics' home-office procurement specialist will work with the COP.

There are no issues or risks foreseen for this activity at this time.

The activity indicator is the completion of a needs assessment and procurement plan within 60 days of contract signing.

- Procurement of demonstration site commodities. This may include such items as imported plastic pots for seedlings, initial importation of some plant materials, fertilizer, and tools. The COP and the FTC, assisted by the Chemonics procurement specialist, will carry out this activity.

There are no issues or risks foreseen at this time.

Activity indicators include: (i) all required equipment and supplies purchased by the third quarter of year 1; (ii) the Botanical Garden nursery/agroforestry demonstration area will be operational by the end of year 1; (iii) two additional field demonstration plots established in each of three first year target districts by the end of year 1.

- Procurement of audio-visual and related equipment. The COP, assisted by the Chemonics procurement specialist, will carry out this activity.

There are no issues or risks foreseen at this time.

The activity indicator is that all audio-visual and related equipment and commodities listed in the procurement plan purchased by the end of the third quarter of year 1.

- Procurement of office equipment and supplies. The COP, assisted by the Chemonics procurement specialist, will carry out this activity.

An issue, however, is the fact that the original budget did not include provision for vehicle purchase as well as the procurement of commodities such as generators and some limited residential furnishings such as washing machines and dryers. The COP will prepare written justification for procurement of these items for USAID approval. The first year project budget has been revised accordingly and is presented in Annex C.

Activity indicators include: (i) an operational office within 60 days of contract signing; (ii) justification for procurement of commodities outside of original contract prepared and approved and budget revised by the end of the first quarter; and (ii) all commodities procured and in place by the end of the 3rd quarter first project year.

### **5.1.3 Relationships and Coordination with Development Partners**

While development partners are specified for each intermediate result in the work plan, on a “day-to-day” basis Chemonics will undertake the following activities:

- Coordination with host country representatives. In close coordination with the USAID project officer, Chemonics will seek to involve counterparts in various ministries at the national government level as well as the regional and local governments in the project to the fullest extent possible. Key GOA institutions include the Ministry of Agriculture and Food (in particular the Directorate General of Forests and Pastures, Ministry of Health and Environment, Ministry of Trade and Industry, the Agricultural University of Tirana, the Forest and Pastures Research Institute, and the Botanical Garden).

Provision will also be made to include NGO involvement in all components to help ensure public participation. The GOA will be asked to commit to soliciting and considering public opinion during implementation of project. Chemonics will make every effort to ensure NGO and public access to program information, as well as NGO and public consultation on all aspects of the program, including work plan development, policy formulation, field demonstration, and extension work.

- Coordination with other U.S. Government activities. Chemonics will make every effort to coordinate its activities with related USG assistance in Albania, and in particular with the SARA project, and the Peace Corps. The working relationship with the Peace Corps has already been spelled out to a great extent in the work plan, but will also include:
  - (i) Regular meetings between the Chemonics chief of party and the Peace Corps program manager. Regularly scheduled meetings will be held in order to facilitate coordination of each projects’ joint and individual activities, plan ahead for future collaborative operations, review ongoing operations, and discuss specific field activities. These meetings will be held once every two weeks (for example, during the first and third week of every month) and will be the foundation on which collaboration and coordination will be based. Specific examples of topics that will be discussed during these meetings are: work plan development, technical assistance, training seminars, demonstration site development and implementation, APFDP/Peace Corps field relations, field activities in areas of co-location of the two projects.

- (ii) Work plan development and interim activity reports. Since the Chemonics team's arrival in country, the Peace Corps has been an active participant in the development of the Chemonics work plan. The Peace Corps has submitted its "October, 1995-September, 1996, Annual Work Plan" to USAID for approval. However, since the PMU is now operational in Albania, the Peace Corps is revising the work plan to reflect coordination of effort and in particular the need for coordinated methodologies in the development of performance indicators. The PMU will collaborate with the Peace Corps in the development of this aspect of its work plan. While joint reports are not foreseen, given different contractual reporting requirements, Chemonics reports will contain a section on collaborative activities with Peace Corps. Peace Corps staff have stated that they will revise their quarterly reporting format to also include a section on collaborative activities with Chemonics. Specific arrangements with other project will be developed during the first quarter of implementation, including participation in the Nexus program.
- Coordination with other donors. In addition to the Chemonics and Peace Corps components of the APFDP, there is a diverse array of other agencies and NGOs, including the World Bank, GTZ, USAID, FAO, and the European Union, which are currently or will be providing various forms of economic and technical assistance to Albania during its transition to a democratic, market economy. Undoubtedly, duplication, contradiction and gaps would interfere with achieving the core goal of alleviating widespread forest environmental deterioration in Albania. These constraints—combined with a divergence of views (and lack of experience) within Albania on critical issues such as land tenure, natural resource policy, tax policy, and institutional reform—could impede successful implementation of the APFDP. Thus, Chemonics sees the establishment of linkages and coordinating mechanisms between participating agencies as an important component of the APFDP, and will make every effort to ensure that coordination is achieved.

## 6.0 GENDER ISSUES

Women play an important role in rural activities in Albania, especially in areas where a sizable number of men have taken jobs in Greece, Italy, and other countries. According to a 1995 report by the FAO:

Women have always played an active role in agriculture, and taken their full share of difficult jobs. Thus in 1990, in the agricultural activity sector, they were 66.8 percent of the general workers (and) 82 percent of livestock related workers...

Rural Employment Problems in Albania, FAO, Rome, 1995

The law of 1991, which privatized agricultural land, considered all member of the family on an equal ownership basis, even though traditional law favored the head of household who was, in most cases, male. This means that the forestry field activities, as well as policy reforms, will affect women and men equally. Furthermore, it means that women must play an equal role in helping design field activities and policy reforms, since they will be equally affected.

In some cases, women play a particularly prominent role in forestry-related activities, most particularly in livestock management. The grazing and feeding of animals are done nearly always

by women. Since a major cause of deforestation has been open livestock grazing, and livestock populations continue to increase, women will play an important role in determining whether livestock and forests can be managed in such a way to ensure the sustainable development of both.

The APFDP work plan provides for a substantial contribution by women in several ways:

- Policy formulation. The FPAG will include representatives of women's groups, such as the Independent Forum of Albanian Women. The policy advocacy group attached to the women's dairy activities in the USAID Land o' Lakes project has indicated an interest in participating in policy formulation. The APFDP project steering committee also includes women.
- Policy-related training. Women already participated in the orientation, strategic planning and start-up workshops held by Chemonics. Not only will women's participation in these training activities impart skills and know-how to the women participants, but training will be conducted in such a way as to encourage an equitable give-and-take among participants. It is hoped that this give-and-take will augment participants' openness to input from women and other groups whose contribution was traditionally neglected. The training needs assessment will address, in particular, the measures required to enhance women's involvement in policy making. The selection of candidates for trainers' training will make an attempt to identify an equal number of qualified female candidates. All training activities will be designed with a view to providing access to women (e.g., time away from home, child care considerations, etc.).
- Field surveys. The baseline surveys and subsequent sample surveys provided under "Result B" of the work plan will be done on a professional survey basis to ensure that the surveys reflect the composition of the general population. Thus, the surveys will be designed to represent all (potential) implementors of forestry-related activities (i.e., surveys will not focus on heads-of-household, but a representative sample within households). Survey researchers and enumerators' training will explicitly address the need to accurately reflect women's roles.
- Extension activities. To begin with, the agriculture extension specialist recruited for the IDT is a woman, who was formerly the head of agricultural extension in the MOAF. Extension organization and training will emphasize the importance of contacts with women, particularly regarding activities handled primarily by women. Farm management plans will address all agro-silvo-pastoral activities and needs, and hence address women's role in farm management.
- Project management. About 50 percent of APFDP professional staff are women, which reflects project management's conviction that women can and should play a substantial role in forestry privatization. The policy specialist has substantial background in Women in Development programs and training, women's small business activities, and socioeconomic approaches to women's roles.
- Project reporting. The format developed for Performance Monitoring and Reporting System (see Annex D) contains a separate provision for gender-related monitoring and accomplishments.

## 7.0 PERFORMANCE MONITORING AND REPORTING SYSTEM

### 7.1 Background

USAID requires that each operating unit establish a performance monitoring system to regularly collect and analyze data that will enable them to track project performance and report on progress in achieving strategic objectives and intermediate results. This system is to be structured according to the results package that has been constructed for the project.

The Chemonics team has established an APFDP performance monitoring system, which tracks performance of both result indicators and activities listed in the work plan, aimed at reaching the strategic objective and the two main project results:

**Strategic Objective:** Increase private forestry initiatives in Albania

**Result A:** Creation of more coherent and dynamic policies and institutions which are supportive of community and private forestry

**Result B:** Increased adoption by villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices

The APFDP Performance Monitoring System has been designed to track project performance *per se*. The system has also been designed in a manner that will be replicable for the DGFP and its successor institution, since strengthened DGFP monitoring and evaluation capabilities will be critical for achieving both Result A and Result B. In terms of Result A, policy making in a market-based system requires access to a regular flow of information about forestry conditions, activities, and priorities in the field. One feature of the project-assisted policy training will be improved capacity for generating and using M&E information; another feature will be development of M&E capacity in the DGFP. In terms of Result B, the establishment of a responsive forestry extension system similarly requires good information about local needs and conditions. When M&E sample surveys and studies are conducted at project assisted sites, the method and content of data collection will be designed to assess project performance, as well as to establish the data collection capacity that the DGFP will need generally to effectively manage policy formulation and forestry extension.

Presently, however, little monitoring capability exists in the DGFP. The Chemonics team will work closely with World Bank staff on monitoring activities, since the APFDP aims at developing initial DGFP monitoring capabilities, and the proposed Albania Forestry Project assisted by the World Bank aims at institutionalizing broad based M&E capabilities. The APFDP year 1 work plan provides for hiring an M&E specialist, who will work closely with the COP and policy specialists and also with the "Environmental and Policy Monitoring Unit" to be created under the AFP.

In this context, the Chemonics team has also outlined the reporting system to be used—adapted to USAID reporting requirements. The COP has primary responsibility for ensuring that reporting is carried out according to plan.

## 7.2 Monitoring

The tables provided in Annex D present the intermediate results, result indicators, measure or timing (in the case of activities), first year result targets, supporting activities, activity indicators, responsibility, and methodology for each results package. These tables will be used in quarterly and annual reporting each year.

Although not included in Annex D, each result package performance monitoring table will also include “Critical Assumptions” and “Special Cases” sections to track factors that affect the projected achievement of results, either positively or negatively. “Critical Assumptions” refer to general conditions upon which a development hypothesis is predicated, including conditions which are outside the control or influence of APFDP/USAID. The critical assumptions for the results framework are presented in the results package text boxes and will be added to the performance monitoring table prior to the submission of the first quarterly report.

“Special Cases” relate to activities or events outside the framework of the results package and its supporting activities. These may be either aspects anticipated in the work plan such as program management activities, or items not anticipated but affecting achievement of results.

It should be noted that some activities and even intermediate results may require modification, as time passes, according to changing conditions in Albania and events which cannot now be anticipated. This is in line with USAID’s new strategic planning approach, which offers flexibility to adapt to unforeseen changes. Any modifications made will be noted under the Critical Assumptions or Special Cases addenda (and of course in the narrative of the given report).

Finally, to help conduct sample surveys in the field, local NGOs or high school/college graduates may be hired and trained as enumerators, as necessary. Chemonics will contract local or international experts, if required, to help carry out specialized monitoring and surveys, when existing DGFP, APFDP and AFP staff expertise is inadequate. For example, the development of secondary forest production activities might entail specialized technical, business, or marketing information.

## 7.3 Reporting

The Chemonics team will prepare standard project reports on project performance according to contract guidelines. These reports are as follows:

<u>Type Standard Report</u>	<u>Responsibility</u>
Monthly Progress Reports due 15 days from the end of each month	COP
Quarterly Progress Report (See Annex B) due within 30 days from the end of each reporting period	COP, with PS, FTC and Project Administrator input
Financial Reports due within 30 days from the end of each reporting period	COP, Office Manager/Accountant Home Office

Annual Reports, due 30 days after year ends	COP with PS, FTC and Project Administrator and subcontractors
Annual Property Report, due December 1 of each year	COP, Office Manager/Accountant Home Office
Final Report, final due 15 days after contract ends	COP with input as necessary
STTA Trip reports, due within 10 days of the completion of each trip for expatriate consultants, and within 10 days from the completion of an activity in the case of local consultants	STTA consultant
Publications, subject to USAID review and comment prior to submission	As required
Summary of evaluation by training participants, due within 10 days from the completion of training	Trainer
Presentation of results, due at conclusion of program	COP, Home Office

In addition to these standard reports, the Chemonics team will prepare specialized reports and studies during the course of the project, copies of which will be provided to the DGFP, USAID, and Chemonics' home office. Reports currently envisioned include:

- Case studies of successful NGO/private entity forestry initiatives.
- Specialized research papers on topics such as secondary forest enterprises and existing and potential livestock management practices.
- Survey of local level forest business, markets and credit opportunities.

The Chemonics team will prepare terms of reference for each specific study, including qualifications and costs of short-term expert input, if additional expertise is required. The terms of reference will be forwarded to DGFP, USAID, and Chemonics home office as required for review.

#### **7.4 Annual Strategic Planning Workshop**

An additional mechanism for determining project performance is the Annual Strategic Planning Workshop. Each year, Chemonics will convene an annual workshop that is primarily intended to serve APFDP development partners at the national, district, and community level. The purpose of the workshop will be to discuss progress, problems, replications of experiences and models, and policy feedback. This workshop will also serve as a forum for modifying/ changing activities and/or intermediate results as required.

## **7.5 Mid-term Evaluation**

The final mechanism for measuring project performance will be through the evaluation process. Chemonics will hire an independent evaluator to undertake a formal mid-term evaluation of the APFDP at the end of year 3. The results of this evaluation will be used to determine the results and supporting activities to be undertaken during the option years phase of the program.

## **8.0 ANTICIPATED 1996 SHORT-TERM TECHNICAL ASSISTANCE REQUIREMENTS**

A summary of anticipated short term technical assistance needs is found in Annex E.

## **9.0 PROPOSED BUDGET**

A revised program budget for year 1 for each calendar quarter, corresponding to major work plan activities, is found in Annex C. This budget is based on current estimates. Should the project undergo further redesign, these budgets will have to be revisited.

The major differences between the revised budget and the budget attached to the contract are as follows:

- The revised budget takes into consideration the cost savings due to the fielding of Erling Nielsen and Linda Nielsen, which reduced the amounts for "Travel and Transportation," "Allowances," and "Other Direct Costs."
- The contract budget estimated \$750/month for the local professional staff. Based on the USAID pay scale, we are estimating that the average monthly salary will be \$450/month. This reduces the amounts for "Salary" and "Fringe Benefits."
- The amount for TQSA has been increased. This is based on the waiver that is being processed by USAID/Albania to increase the amount the long-term expatriates and dependents will receive. The current Tirana per diem and TQSA rates are based on second class hotels, which were the best hotels available prior to 1995. The U.S. Embassy in Tirana is preparing to request an increase in the amount of per diem for Tirana.
- Based on facts on the ground, the amount budgeted for vehicles is insufficient. Additionally, it is difficult to lease vehicles in Tirana, especially 4-wheel drive vehicles. Therefore, we are increasing the "Equipment, Vehicles & Freight" and line item to include the purchase of four 4-wheel drive vehicles from the United States and the associated shipping costs for them. We are also increasing the "Other Direct Costs" line item to reflect vehicle insurance, fuel requirements, and maintenance.
- We have also added "Make Ready" and "Furniture Purchase" line items. The make ready line item includes advances on rent provided to landlord in order to complete construction of and partially furnish the COP's residence. The furniture line item includes provision for purchasing residential generators and washers and dryers for the COP's and FTC/PS's residences. It should be noted that the landlord required a 15 month advance to finish and partially furnish the house.

Thus, the revised budget for year one exceeds the proposal estimated budget by about \$20,000.

- Subcontracts. Due to the combining of benefits due to the fielding of the Nielsen family, TR&D has agreed to reduce its budget. The savings from this will be used to increase the HPI budget to allow them to have a greater impact with their program.

**ANNEX A**

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**SUMMARY OF PROPOSED PROJECT MODIFICATIONS**

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ANNEX A  
SUMMARY OF PROPOSED PROJECT MODIFICATIONS

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## 1.0 Introduction

Although the Chemonics team will initiate and direct activities in all areas of responsibility identified in the Chemonics proposal and contract, substantive team discussion with the Directorate General of Forests and Pastures (DGFP), the Agriculture University of Tirana (AUT), USAID, the World Bank, the Peace Corps, and other institutions active in Albania's forestry sector, along with field visits to the seven proposed districts, have revealed the need for some modifications to the original project design. The proposed modifications, strongly supported by the DGFP and achievable with existing project resources, fall in two areas: (i) project management unit (PMU) organizational structure and field operations; and (ii) the Tirana-based nursery and agroforestry demonstration sites.

## 2.0 PMU Organizational Structure and Field Operations

### 2.1 Strengthening DGFP's extension capacity

**Proposed modifications.** In order for the APFDP to better fit with DGFP's longer-term extension objectives and strengthen DGFP capacity to achieve those objectives, Chemonics recommends the following:

- Instead of hiring area extension leaders (AELs), an interdisciplinary team should be created in the PMU which would take on some, but not all of the responsibilities of the AELs. This team, stationed in Tirana and under the supervision of the FTC and his counterpart, would be composed of a contracted agriculture extension specialist, a livestock specialist (who would also serve as the HPI specialist), and a small business specialist.
- To provide PMU field linkages and strengthen district forestry extension capacity, foresters from each APFDP-assisted district forest office should be seconded from the DGFP to serve as the district forestry extension officer (DFEO), thus laying the groundwork for the development of a district forestry extension office under the District Office of Agriculture and Food Production as proposed by the World Bank. The DFEO would be responsible for coordinating the interdisciplinary team's field activities and serve as the liaison between PMU and the districts, and in general, take on the other responsibilities of the AELs, including coordination with the district's agriculture extension office.
- Instead of hiring only agroforestry advisors (AA) for extension work, that a combination of seconded DGFP forest technicians and contracted AAs be used as APFDP extension agents.

**Rationale.** The Chemonics contract originally called for the hiring of three area extension leaders (AELs) and six AAs. The AELs would be located in the districts and have the responsibility for maintaining close contact with community managers in their area, identifying

needs and desires that can be achieved as part of the APFDP. The AAs would serve as project extension agents in selected villages.

Concurrent with the use of AELs and AAs, one of the contract deliverables is the development of an operational plan and principal elements of a national private and public forestry extension system approved by the GOA. The plan is to be developed in close consultation with the DGFP forestry extension component of the World Bank project and the private forestry extension component of the PC/A farm forestry project. The DGFP, however, has already made some progress in developing a public extension model.

This model, based on the French "Office Nationale de Fôrets" structure, would place a national level forestry extension unit within the MOAF's Forest and Pasture Department to be established under the World Bank project. This unit would coordinate extension activities nationally and at the prefecture level. Extension at the district level and below would be decentralized from the prefecture level via a district level forestry extension service under the district Directorate of Agriculture and Food Production. A separate service under this Directorate would provide for agriculture extension. It is envisioned that employees of the district forest offices would be assigned to either the Forest Corporation or the extension service (district or commune level) based on interest and qualifications.

In this context, Chemonics believes that there are several problems with this dual approach as originally envisioned by the APFDP project design team:

First, working with only contracted AELs and AAs will more than likely not lead to much forestry extension capacity building within the DGFP, its successor institution or the districts. However, by having DEFOs and forest technicians seconded to the APFDP, Chemonics and the DGFP would be able to create the nucleus of a national forestry extension coordinating unit, while supporting the decentralization of forestry extension to district Directorates of Agriculture and Food Production, and to the private sector where feasible.

Second, the skills of the AELs as well as their placement in the districts do not reflect the real needs of the project, particularly in the areas of extension program development and small business. During the course of work plan development, it became apparent to the team that the DGFP needed considerably more assistance in developing its public extension program than envisioned in the original project design. To this end, Chemonics has recruited the current Director of Agriculture Extension Services in the MOAF as the unit's extension specialist. This individual brings a wealth of experience and training in various extension systems to the project, and will be expected to develop and coordinate APFDP/DGFP's national and district forestry extension activities as well as serve as the PMU's agricultural backstop, given her agricultural background.

Similarly, during the course of field visits, discussions with farmers, World Bank project staff, DGFP personnel, and the Peace Corps, it quickly became apparent that a long-term Albanian small business advisor should be part of the Chemonics PMU team. In short, there is considerable interest among farmers in "private enterprise forestry", including both primary and secondary forest products such as herbs, essential oils, medicinal plants, etc. However, farmers are cautious about investing in such activities because of difficulties in determining costs, benefits, and returns on investment, finding markets, and developing business plans. Moreover,

these secondary forest products, introduced as part of an agroforestry system, can provide returns in a relatively short time period, pending the realization of longer term gains from primary forest products such as timber. A small business adviser (SBA), working at the national level, would be able to take on this responsibility. The SBA's terms of reference would include market and price analysis, the development of various economic models to better quantify private forestry investment returns, and assistance to farmers in developing business plans.

Rounding out the interdisciplinary unit, the livestock specialist would serve as the HPI specialist and would be responsible for implementing the APFDP's livestock component, i.e., improving income from livestock production in the short term as an incentive to making long-term and interrelated changes in the management of pasture and forage resources on both private and public lands.

Each PMU specialist would administratively backstop 1-2 APFDP assisted districts, serving as the liaison between the DFEO and the PMU. The team would, however, be expected to work together as an inter-disciplinary unit across districts to address farmers problems from a more holistic perspective, spending 30-40 percent of their time in the field backstopping APFDP extension and demonstration activities.

Finally, Chemonics, the DGFP, and the MOA then considered two possible scenarios for village extension agents. The first is based on what was originally called for in the contract, i.e., the hiring of agroforestry advisors. As stated above, Chemonics' concern was that this model would do little to strengthen district forestry extension capacity; after three years, the AAs would be out of a job with perhaps limited prospects for employment as private or public agroforestry extension agents. The other scenario calls for the DGFP to assign existing communal forest technicians to the project as extension agents. These agents would receive the same training as proposed for the AAs and would eventually become forestry extension agents under the Bank's proposed District Forestry Extension Office. In the end, it was mutually decided that the best approach would be for the PMU to use a combination of both scenarios as a mechanism for testing the validity of an eventual private extension service model. The validity of the private model would be proven if the contracted AAs remain in the area and farmers would be willing to pay for their services in kind through local taxes or by direct cash payments. Chemonics therefore proposes to hire only two AAs under the project and use DGFP seconded personnel for the remaining AAs.

## 2.2 Strengthening PMU/DGFP monitoring and evaluation capabilities

**Proposed modification.** Chemonics recommends that a long-term Albanian monitoring and evaluation (M&E) specialist be hired under contract to assist both the PMU and the DGFP in performance and impact monitoring.

**Rationale.** During the results framework exercise, it quickly became apparent that tracking more than 70 indicators for 58 results would be beyond the monitoring and evaluation resources originally envisioned in the contract. In coordination with the World Bank-assisted AFP efforts at improving information generation capacities in the forestry sector, Chemonics proposes to provide the services of a long-term Albanian monitoring and evaluation (M&E) specialist. The M&E specialist would be located at the PMU but his/her activities would be jointly programmed with the DGFP in order to begin to build DGFP's performance monitoring and evaluation

capacity. The M&E specialist will initially supplement the PMU's and DGFP's capacity to collect data on result indicators and critical assumptions based on the performance monitoring plan, as well as on district forestry operations. Later, once the performance monitoring system is in place and functional, the M&E specialist would begin to transfer M&E responsibility to the DGFP, particularly in the area of policy impact, e.g., the rate of turnover of marginal lands from agriculture to forestry. Finally, the M&E specialist will undertake special surveys as necessary. The M&E specialist will work as a second counterpart to the Chemonics policy specialist.

The M&E Specialist would may also undertake special surveys as requested by the DGFP or PMU. Such surveys might be required by the Forest Policy Advisory Group (FPAG)—for example a survey on the type and status of “refused” or “marginal” lands which currently exist in each district, or a survey on current livestock grazing/feeding practices in select locations.

An organogram summarizing the proposed restructuring of the PMU is found in Figure 1.

### 3.0 The Tirana Area Nursery and Agroforestry Demonstration Sites Development

**Proposed modification.** Chemonics recommends that only one combination nursery and agroforestry demonstration site be developed in Tirana using Botanical Garden facilities, and should be under the direction of the Botanical Garden Director.

**Rationale.** The Chemonics contract calls for the establishment of two Tirana-based demonstration areas: (i) a centrally located agroforestry demonstration area to be planned, managed and operated by resource-oriented NGOs; and (ii) a nursery production site/nursery demonstration area managed by the GOA that can serve as a distribution point for imported materials, as a research and development center as a demonstration and training center for public and private nursery managers and employees, and as a potential source of quality growing stock for local citizens.

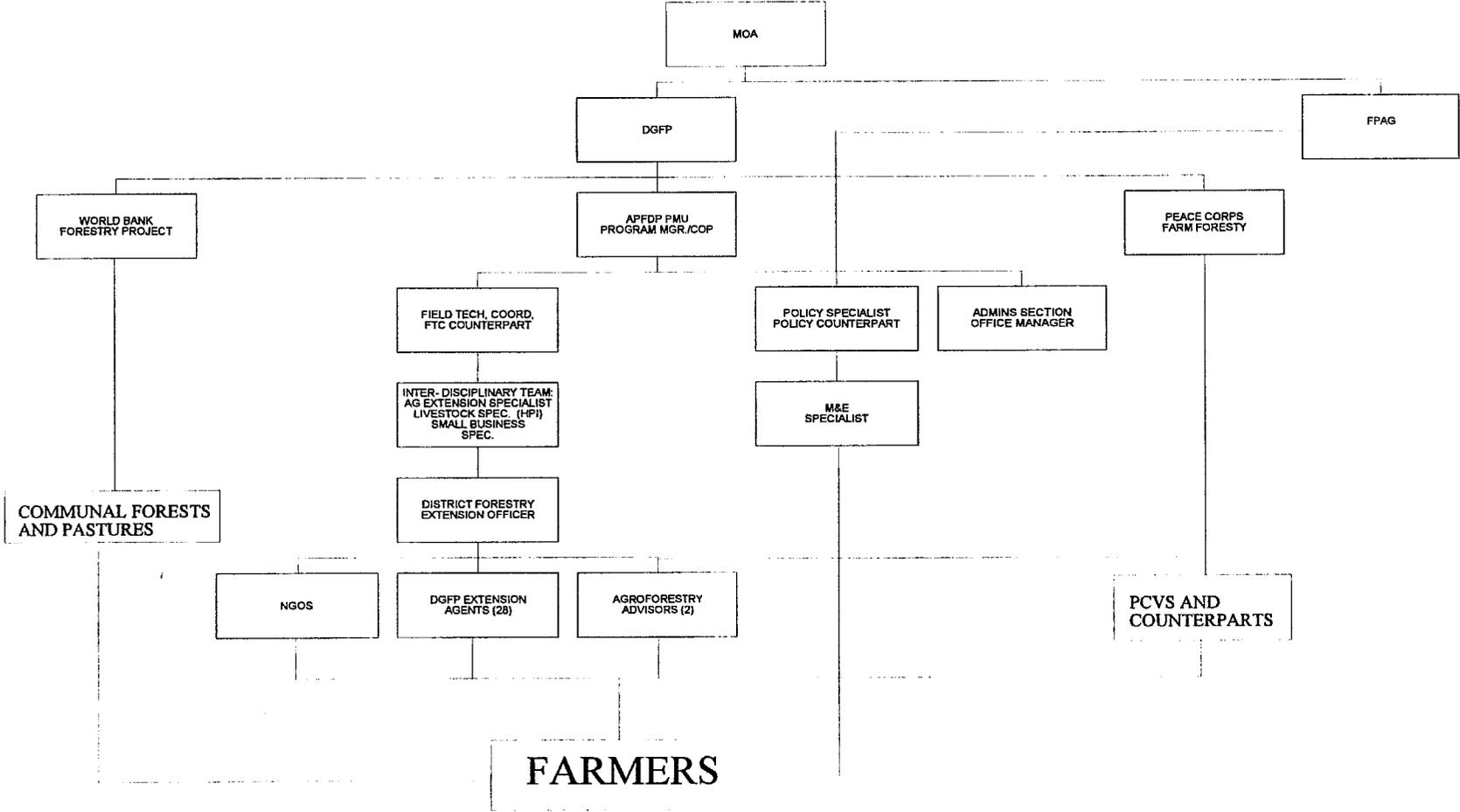
The Chemonics team looked at three parcels of land managed by three organizations—the Forest and Pastures Research Institute (FPRI), the Agricultural University of Tirana (AUT), and the University of Tirana Botanical Gardens—that could serve as sites for the demonstration areas. The team believes that the most appropriate site for **both** agroforestry and nursery demonstration purposes is the University of Tirana Botanical Gardens. This conclusion is based on the site's ease of access, absence of claims or settlers, availability of land, and potential for collaborative activities, including on-farm demonstrations on the surrounding hills and involvement of NGOs. Also, there is a greenhouse on the grounds, various fruit trees species, flora from three of Albania's four agroecological zones, as well as many ornamental trees and plants. Additionally, the major directives of the Botanical Gardens listed below fit directly with APFDP Nursery Demonstration Area objectives and include: (i) procurement and holding of stock for the Botanical Gardens flora bank (the only one in Albania); (ii) education center facilities for the University of Tirana's Faculty of Science; and (iii) educational services to the public on Albanian flora diversity.

Peace Corps/Albania has also looked at the above three sites as the PFFP's Pre-Service Training component requires a Tirana-based site for trainees to master tree nursery installation and maintenance techniques, as well as various agroforestry and soil conservation systems. To this end, the Peace Corps has already signed a Memorandum of Understanding (MOU) with the

University of Tirana Botanical Gardens that allows Peace Corps/Albania to use approximately one and one-half hectares as an area where the technical component of their pre-service training occurs. The Peace Corps also plans to develop a small demonstration site for various agroforestry, conservation, and land use techniques that can be implemented at volunteer work sites.

Preliminary discussions between the Chemonics team, USAID, the Peace Corps and the director of the botanical gardens suggest that both the APFDP's nursery and agroforestry demonstration areas could be established at this one site to the mutual benefit of all parties, and with considerably less cost and duplication of effort. Participants at the strategic planning workshop endorsed this modification. Actual site development would be done in collaboration with the Peace Corps under the direction of the director of the botanical gardens.

**Figure 1  
Proposed APFDP Organizational Chart**



**ANNEX B**

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**ACTIVITY TIMELINES**





RESULT B TIMELINE FOR YEAR ONE

	RESULT/ACTIVITY	RESPONSIBILITY	PARTNERS	FIRST QUARTER			SECOND QUARTER			THIRD QUARTER			FOURTH QUARTER		
				OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
<b>Result B</b>	<b>Increased adoption by komuna, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices</b>														
	Site selection	FTC, FTCC	DGFP				XXXXX	XXXXX							
	Est. of PMU extension organization	COP, FTC	DGFP		XXXXX	XXXXX	XXXXX								
	Baseline survey	FTC, M&E, STTA	DGFP					XXXXX							
	Initial training	FTC, FTCC, STTA	DGFP, AUT						(SEE B.3)						
<b>B.1:</b>	<b>Increased utilization of refused land</b>														
<b>B.1.1</b>	<b>Improved and expanded tax legislation favorable to refused land use</b>														
	Introd. legislation/policy changes	PS, PSC	DGFP				XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
<b>B.1.2</b>	<b>Increased awareness of refused land use benefits</b>														
	Extension visits	IDT	DGFP, DFO, DAO					XXXXX	XXXXX						
	On-farm demonstrations plots	FTC, FTCC	DGFP, DFO, DAO							XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
	Farmers visit demo plots	IDT	DGFP, DFO, DAO							XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
	Development of media messages	FTC, FTCC	DGFP, MEDIA							XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX
<b>B.1.3</b>	<b>Increased skills for successful use of refused land</b>														
	On-site training	FTC, FTCC	DGFP, AUT						XXXXX	XXXXX	XXXXX				
	Extension contacts	IDT	DGFP, DFO, DAO									XXXXX	XXXXX	XXXXX	XXXXX
	Development of farm management plans	FTC, FTCC	DGFP, DFO, DAO									XXXXX	XXXXX	XXXXX	XXXXX
<b>B.1.4</b>	<b>Increased access to affordable inputs and credit</b>														
	Local input/market survey	SBS	DGFP							XXXXX	XXXXX				
	Credit facility survey	SBS	DGFP					XXXXX	XXXXX						
	Market/credit extension packages	SBS	DGFP							XXXXX	XXXXX				
<b>B.1.5</b>	<b>Improved access to markets for forest and livestock products from refused land</b>														
	Survey on refused land products	SBS	DGFP, DISTRICTS							XXXXX					
	Dev. of ext. and media messages	SBS	DGFP, MEDIA								XXXXX				
<b>B.2</b>	<b>Increased decentralization of sustainable management of state forest and pasture lands</b>														
<b>B.2.1</b>	<b>More forest and pasture lands "given in use" by the state to komunas.</b>														
	Ident. of inter. komunas & sites	FTC, FTCC, IDT	DGFP, DFO, DIS							XXXXX	XXXXX				
	Transfer of usufruct rights	COP	DGFP, DFO, DIS									XXXXX	XXXXX	XXXXX	XXXXX
<b>B.2.2</b>	<b>More forest and pasture lands "given in use" by komunas to villages and private groups</b>														
	Identification of sites	FTC, FTCC, IDT	DGFP, DFO, DIS								XXXXX	XXXXX	XXXXX		
	Transfer of usufruct rights	COP	DGFP, DFO, DIS										XXXXX	XXXXX	XXXXX
<b>B.2.3</b>	<b>Increased security of usufruct rights.</b>														
	Review of leasehold procedures	PS, PSC	DGFP, FPAG							XXXXX	XXXXX	XXXXX			
	Recommendations for improv.	PS, PSC	DGFP, FPAG							XXXXX	XXXXX	XXXXX			







ANNEX C

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**REVISED FIRST YEAR BUDGET**

Chemonics International  
Table I: Prime Contractor Cost Proposal  
Summary Table of Line Items  
**REVISED YEAR 1 BUDGET COMPARISON**

		Original Year 1	Revised Year 1	Difference (reduced)
I.	Salaries	\$366,069	\$304,212	(\$61,858)
II.	Fringe Benefits	\$117,538	\$100,686	(\$16,852)
III.	Overhead	\$289,209	\$233,389	(\$55,820)
IV.	Travel and Transportation	\$162,808	\$191,735	\$28,927
V.	Allowances	\$143,409	\$133,025	(\$10,384)
VI.	Other Direct Costs	\$134,923	\$129,044	(\$5,879)
VII.	Participant Training	\$5,000	\$15,000	\$10,000
VIII.	Equipment, Vehicles & Freight	\$257,119	\$366,497	\$109,379
IX.	Subcontractors	\$411,314	\$438,445	\$27,131
Subtotal, Items I - IX		\$1,887,390	\$1,912,032	\$24,643
X.	General & Administrative	\$53,224	\$53,919	\$695
Subtotal, Itemx I - X		\$1,940,614	\$1,965,952	\$25,338
XI.	Fixed Fee	\$126,138	\$121,406	(\$4,732)
<b>Grand total, Items I - XI</b>		<b>\$2,066,752</b>	<b>\$2,087,358</b>	<b>\$20,606</b>

Cost Category	Year 1			Revised Year 1			First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4
<b>I. SALARIES</b>																		
<b>A. Long-term Expatriates</b>																		
Program Manager/Chief of Party, Sevier	12	\$79,314	\$79,314	12	\$79,314	\$79,314	3	\$79,314	\$19,829	3	\$79,314	\$19,829	3	\$79,314	\$19,829	3	\$79,314	\$19,829
Field Technical Coordinator, E.Nielsen	12	\$83,292	\$83,292	12	\$83,292	\$83,292	3	\$83,292	\$20,823	3	\$83,292	\$20,823	3	\$83,292	\$20,823	3	\$83,292	\$20,823
Subtotal, Long-term Expatriates	24		\$162,606	24		\$162,606	6		\$40,652	6		\$40,652	6		\$40,652	6		\$40,652
<b>B. Short-term Expatriates</b>																		
Technical Specialists	10	\$65,000	\$54,167	8	\$65,000	\$43,333	0	\$65,000	\$0	2	\$65,000	\$10,833	4	\$65,000	\$21,667	2	\$65,000	\$10,833
Subtotal, Short-term Expatriates			\$54,167			\$43,333			\$0			\$10,833			\$21,667			\$10,833
<b>C. Long-term Local Professional</b>																		
Field Technical Coordinator Counterpart	12	\$750	\$9,000	9	\$550	\$4,950	0	\$550	\$0	3	\$550	\$1,650	3	\$550	\$1,650	3	\$550	\$1,650
Area Extension Leader	12	\$700	\$8,400	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0
Agroforestry Advisors	72	\$700	\$50,400	33	\$200	\$6,600	6	\$200	\$1,200	9	\$200	\$1,800	9	\$200	\$1,800	9	\$200	\$1,800
Office Manager/Accountant	12	\$585	\$7,020	11	\$420	\$4,620	2	\$420	\$840	3	\$420	\$1,260	3	\$420	\$1,260	3	\$420	\$1,260
Translator	12	\$555	\$6,660	11	\$410	\$4,510	2	\$410	\$820	3	\$410	\$1,230	3	\$410	\$1,230	3	\$410	\$1,230
Extension Specialist	10	\$450	\$4,500	1	\$450	\$450	1	\$450	\$450	3	\$450	\$1,350	3	\$450	\$1,350	1	\$450	\$1,350
Mon & Eval Specialist	8	\$450	\$3,600	0	\$450	\$0	2	\$450	\$900	3	\$450	\$1,350	3	\$450	\$1,350	1	\$450	\$1,350
Small Business Advisor	7	\$450	\$3,150	7	\$450	\$3,150	0	\$450	\$0	1	\$450	\$450	3	\$450	\$1,350	1	\$450	\$1,350
Subtotal, Long-term Local Professional			\$81,480			\$31,930			\$3,310			\$8,640			\$9,990			\$9,990
<b>D. Short-term Local Professional</b>																		
Technical Specialists	18	\$750	\$13,500	18	\$500	\$9,000	0	\$500	\$0	5	\$500	\$2,500	7	\$500	\$3,500	6	\$500	\$3,000
Subtotal, Short-term Local Professionals			\$13,500			\$9,000			\$0			\$2,500			\$3,500			\$3,000
<b>E. Local Support Staff</b>																		
Administrative Assistant	12	\$400	\$4,800	10	\$270	\$2,700	1	\$270	\$270	3	\$270	\$810	1	\$270	\$810	1	\$270	\$810
Secretary	12	\$250	\$3,000	11	\$360	\$3,960	2	\$360	\$720	3	\$360	\$1,080	1	\$360	\$1,080	1	\$360	\$1,080
Guard	48	\$75	\$3,600	48	\$75	\$3,600	0	\$75	\$0	12	\$75	\$900	18	\$75	\$1,350	18	\$75	\$1,350
Drivers	24	\$250	\$6,000	11	\$125	\$1,375	2	\$125	\$250	3	\$125	\$375	3	\$125	\$375	3	\$125	\$375
Office Cleaner	11	\$125	\$1,375	11	\$125	\$1,375	2	\$125	\$250	3	\$125	\$375	3	\$125	\$375	3	\$125	\$375
Subtotal, Local Support Staff			\$11,400			\$17,635			\$1,240			\$3,165			\$6,615			\$6,615
<b>F. Home Office Professionals</b>																		
Management																		
Project Supervisor, Fieck/Gibson	1	\$66,700	\$5,558	1.1	\$64,800	\$6,136	0.64	\$64,800	\$3,436	0	\$64,800	\$0	0	\$64,800	\$0	0.5	\$64,800	\$2,718
Project Administrator, Yee	2	\$45,100	\$7,317	2	\$39,000	\$6,500	2	\$39,000	\$6,500	0	\$39,000	\$0	0	\$39,000	\$0	0	\$39,000	\$0
Project Assistant, Fie				0.5	\$23,800	\$992	0.5	\$23,800	\$992	0	\$23,800	\$0	0	\$23,800	\$0	0	\$23,800	\$0
Subtotal, Home Office Management			\$13,875			\$13,628			\$10,928			\$0			\$0			\$2,718
<b>G. Home Office Technical</b>																		
Participant Training, Wilson	2	\$45,000	\$7,500	2	\$45,000	\$7,500	0	\$45,000	\$0	0	\$45,000	\$0	1	\$45,000	\$3,750	1	\$45,000	\$3,750
Participant Training, Gibson				0.75	\$88,000	\$5,500	0	\$88,000	\$0	0	\$88,000	\$0	0.75	\$88,000	\$5,500	0	\$88,000	\$0
Field Accountant, N'Diaye	0.5	\$48,400	\$2,017	0.5	\$48,400	\$2,017	0	\$48,400	\$0	0.5	\$48,400	\$2,017	0	\$48,400	\$0	0	\$48,400	\$0
Publications/Editing	1	\$42,000	\$3,500	1	\$42,000	\$3,500	0	\$42,000	\$0	0.3	\$42,000	\$1,050	0.3	\$42,000	\$1,050	0.4	\$42,000	\$1,400
HHE, Bauer	1	\$29,900	\$2,492	0.50	\$29,900	\$1,246	0.25	\$29,900	\$623	0.25	\$29,900	\$623	0	\$29,900	\$0	0	\$29,900	\$0
Commodity Procurement, Collier	3	\$48,100	\$12,025	1	\$48,100	\$4,008	0.25	\$48,100	\$1,002	0.5	\$48,100	\$2,004	0.25	\$48,100	\$1,002	0	\$48,100	\$0
Management Information Specialist	0.5	\$55,400	\$2,308	0.5	\$55,400	\$2,308	0	\$55,400	\$0	0.5	\$55,400	\$2,308	0	\$55,400	\$0	0	\$55,400	\$0
Subtotal, Home Office Technical			\$29,842			\$26,079			\$1,625			\$8,062			\$11,102			\$5,158
<b>Total Salaries</b>			\$366,069			\$304,311			\$87,755			\$33,791			\$93,725			\$98,941

Chemica International  
 Albania Private Forestry Development Program (APFDI)  
 Revised Year 1 Budget  
 Table 1: Prime Contractor Cost Proposal

Cost Category	Year 1			Revised Year 1			First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4
<b>II. FRINGE BENEFITS</b> (Base = Salaries)																		
<b>A. Corporate Fringe</b>																		
Fringe, Long-term Expatriate	\$162,606	39.84%	\$64,782	\$162,606	39.84%	\$64,782	\$40,652	39.84%	\$16,196	\$40,652	39.84%	\$16,196	\$40,652	39.84%	\$16,196	\$40,652	39.84%	\$16,196
Fringe, Short-term Expatriate	\$54,167	0.00%	\$0	\$43,333	0.00%	\$0	\$0	0.00%	\$0	\$10,833	0.00%	\$0	\$21,667	0.00%	\$0	\$10,833	0.00%	\$0
Fringe, Long-term Local Professional	\$81,480	0.85%	\$693	\$31,930	0.85%	\$271	\$3,310	0.85%	\$28	\$8,640	0.85%	\$73	\$9,990	0.85%	\$85	\$9,990	0.85%	\$85
Fringe, Short-term Local Professional	\$13,500	0.85%	\$115	\$9,000	0.85%	\$77	\$0	0.85%	\$0	\$2,500	0.85%	\$21	\$3,500	0.85%	\$30	\$3,000	0.85%	\$26
Fringe, Home Office	\$42,917	39.84%	\$17,098	\$39,707	39.84%	\$15,819	\$12,553	39.84%	\$5,001	\$8,002	39.84%	\$3,188	\$11,302	39.84%	\$4,503	\$7,830	39.84%	\$3,127
<b>Subtotal, Corporate Fringe</b>			<b>\$82,688</b>			<b>\$80,949</b>			<b>\$21,225</b>			<b>\$19,478</b>			<b>\$20,813</b>			<b>\$19,433</b>
<b>B. Local Fringe</b>																		
Long-term Local Professional																		
Social Security (Base = Salaries)	\$81,480	32.5%	\$26,481	\$31,930	32.5%	\$10,377	\$3,310	32.5%	\$1,076	\$8,640	32.5%	\$2,808	\$9,990	32.5%	\$3,247	\$9,990	32.5%	\$3,247
Medical Insurance (Base = Salaries) 13th Month	\$81,480	1.7%	\$1,385	\$31,930	1.7%	\$543	\$3,310	1.7%	\$56	\$8,640	1.7%	\$147	\$9,990	1.7%	\$170	\$9,990	1.7%	\$170
	10	\$679	\$6,790	3	\$427	\$1,280	3	\$427	\$1,280	0	\$427	\$0	0	\$427	\$0	0	\$427	\$0
<b>Subtotal, Local Long-term Fringe</b>			<b>\$34,650</b>			<b>\$12,200</b>			<b>\$2,412</b>			<b>\$2,955</b>			<b>\$3,417</b>			<b>\$3,417</b>
Long-term Local Support																		
Social Security (Base = Salaries)	\$11,400	0.0%	\$0	\$17,635	32.5%	\$5,731	\$1,240	32.5%	\$403	\$3,165	32.5%	\$1,029	\$6,615	32.5%	\$2,150	\$6,615	32.5%	\$2,150
Medical Insurance (Base = Salaries) 13th Month	\$11,400	1.7%	\$194	\$17,635	1.7%	\$300	\$1,240	1.7%	\$21	\$3,165	1.7%	\$54	\$6,615	1.7%	\$112	\$6,615	1.7%	\$112
	8	\$0	\$1	6	\$251	\$1,505	6	\$251	\$1,505	0	\$251	\$0	0	\$251	\$0	0	\$251	\$0
<b>Subtotal, Local Support Fringe</b>			<b>\$194</b>			<b>\$7,536</b>			<b>\$1,929</b>			<b>\$1,082</b>			<b>\$2,262</b>			<b>\$2,262</b>
<b>Total, Fringe Benefits</b>			<b>\$117,534</b>			<b>\$100,686</b>			<b>\$25,566</b>			<b>\$23,516</b>			<b>\$26,492</b>			<b>\$25,112</b>
<b>III. OVERHEAD</b> (Base = Salaries + Fringe)																		
A. Overhead, Long-term Expatriate	\$227,388	60.00%	\$136,433	\$227,388	60.00%	\$136,433	\$56,847	60.00%	\$34,108	\$56,847	60.00%	\$34,108	\$56,847	60.00%	\$34,108	\$56,847	60.00%	\$34,108
B. Overhead, Short-term Expatriate	\$54,167	60.00%	\$32,500	\$43,333	60.00%	\$26,000	\$0	60.00%	\$0	\$10,833	60.00%	\$6,500	\$21,667	60.00%	\$13,000	\$10,833	60.00%	\$6,500
C. Overhead, Long-term Local Professional	\$116,829	60.00%	\$70,097	\$44,401	60.00%	\$26,641	\$5,750	60.00%	\$3,450	\$11,668	60.00%	\$7,001	\$13,492	60.00%	\$8,095	\$13,492	60.00%	\$8,095
D. Overhead, Short-term Local Professional	\$13,615	60.00%	\$8,169	\$9,077	60.00%	\$5,446	\$0	60.00%	\$0	\$2,521	60.00%	\$1,513	\$3,530	60.00%	\$2,118	\$3,026	60.00%	\$1,815
E. Overhead, Home Office	\$60,015	70.00%	\$42,010	\$55,527	70.00%	\$38,869	\$17,554	70.00%	\$12,288	\$11,190	70.00%	\$7,833	\$15,805	70.00%	\$11,063	\$10,977	70.00%	\$7,684
<b>Total Overhead</b>			<b>\$289,209</b>			<b>\$233,389</b>			<b>\$99,846</b>			<b>\$56,955</b>			<b>\$68,364</b>			<b>\$56,202</b>

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	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4
<b>IV. TRAVEL AND TRANSPORTATION</b>																		
<b>A. U.S. Travel</b>																		
Orientation			\$0			\$0			\$0			\$0			\$0			\$0
Ground Transfers	24	\$25	\$600	26	\$35	\$910	8	\$35	\$280	0	\$35	\$210	0	\$35	\$210	0	\$35	\$210
Participant Training	0	\$500	\$0	0	\$500	\$0	0	\$500	\$0	0	\$500	\$0	0	\$500	\$0	0	\$500	\$0
Orientation Air Travel			\$0	2	\$1,500	\$3,000	2	\$1,500	\$3,000	0	\$1,500	\$0	0	\$1,500	\$0	0	\$1,500	\$0
<b>Subtotal, U.S. Travel</b>			<b>\$600</b>			<b>\$3,910</b>			<b>\$3,280</b>			<b>\$210</b>			<b>\$210</b>			<b>\$210</b>
<b>B. To/From Post</b>																		
Long-term Employees	2	\$2,001	\$4,002	2	\$2,001	\$4,002	2	\$2,001	\$4,002	0	\$2,001	\$0	0	\$2,001	\$0	0	\$2,001	\$0
Long-term Dependents over age 12	2	\$1,925	\$3,850	1	\$2,220	\$2,220	1	\$2,220	\$2,220	0	\$2,220	\$0	0	\$2,220	\$0	0	\$2,220	\$0
Long-term Dependents under age 12	4	\$963	\$3,852	2	\$1,120	\$2,240	2	\$1,120	\$2,240	0	\$1,120	\$0	0	\$1,120	\$0	0	\$1,120	\$0
<b>Subtotal, To/From Post</b>			<b>\$11,704</b>			<b>\$8,462</b>			<b>\$8,462</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>
<b>C. Short-term and Home Office Travel</b>																		
Short-term Expatriate	3	\$2,835	\$8,505	7	\$2,835	\$19,845	0	\$2,835	\$0	2	\$2,835	\$5,670	3	\$2,835	\$8,505	2	\$2,835	\$5,670
Home Office	5	\$2,835	\$14,175	8	\$2,835	\$22,680	4	\$2,835	\$11,340	2	\$2,835	\$5,670	1	\$2,835	\$2,835	1	\$2,835	\$2,835
Participant Training (Int'l Travel)	0	\$500	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0
<b>Subtotal, International Travel</b>			<b>\$22,680</b>			<b>\$42,525</b>			<b>\$11,340</b>			<b>\$11,340</b>			<b>\$11,340</b>			<b>\$8,505</b>
<b>D. R&amp;R Travel</b>																		
Home Leave	0	\$900	\$0	4	\$900	\$3,600	0	\$900	\$0	0	\$900	\$0	0	\$900	\$0	4	\$900	\$3,600
Medical, COP Workshop, Consultation	0	\$1,921	\$0	0	\$1,921	\$0	0	\$1,921	\$0	0	\$1,921	\$0	0	\$1,921	\$0	0	\$1,921	\$0
In-Country Travel	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0	0	\$2,835	\$0
HHE Surface Shipments	0	\$0	\$0	9	\$25	\$225	0	\$25	\$0	3	\$25	\$75	3	\$25	\$75	3	\$25	\$75
Program Manager/Chief of Party, Seyler	10,000	\$2.20	\$22,000	7,200	\$2.20	\$15,840	0	\$2.20	\$0	7,200	\$2.20	\$15,840	0	\$2.20	\$0	0	\$2.20	\$0
Field Technical Coordinator, Entelisen	8,000	\$2.50	\$20,000	0	\$2.50	\$0	0	\$2.50	\$0	0	\$2.50	\$0	0	\$2.50	\$0	0	\$2.50	\$0
<b>Subtotal, HHE Surface Shipments</b>			<b>\$42,000</b>			<b>\$15,840</b>			<b>\$0</b>			<b>\$15,840</b>			<b>\$0</b>			<b>\$0</b>
<b>I. Excess Baggage</b>																		
Air Freight	24	\$45	\$1,080	20	\$45	\$900	0	\$45	\$0	4	\$45	\$180	4	\$45	\$180	0	\$45	\$0
Program Manager/Chief of Party, Seyler	700	\$4.00	\$2,800	700	\$4.00	\$2,800	0	\$4.00	\$0	700	\$4.00	\$2,800	0	\$4.00	\$0	0	\$4.00	\$0
Field Technical Coordinator, Entelisen	700	\$4.50	\$3,150	0	\$4.50	\$0	0	\$4.50	\$0	0	\$4.50	\$0	0	\$4.50	\$0	0	\$4.50	\$0
<b>Subtotal, Air Freight</b>			<b>\$5,950</b>			<b>\$2,800</b>			<b>\$0</b>			<b>\$2,800</b>			<b>\$0</b>			<b>\$0</b>
<b>K. POV Shipment</b>																		
Program Manager/Chief of Party, Seyler	1	\$5,000	\$5,000	1	\$6,305	\$6,305	0	\$6,305	\$0	1	\$6,305	\$6,305	0	\$6,305	\$0	0	\$6,305	\$0
Field Technical Coordinator, Entelisen	1	\$5,000	\$5,000	1	\$6,305	\$6,305	0	\$6,305	\$0	1	\$6,305	\$6,305	0	\$6,305	\$0	0	\$6,305	\$0
<b>Subtotal, POV Shipment</b>			<b>\$10,000</b>			<b>\$12,610</b>			<b>\$0</b>			<b>\$12,610</b>			<b>\$0</b>			<b>\$0</b>
<b>L. Storage HHE</b>																		
Program Manager/Chief of Party, Seyler	12	\$300	\$3,600	0	\$300	\$0	0	\$300	\$0	0	\$300	\$0	0	\$300	\$0	0	\$300	\$0
Field Technical Coordinator, Entelisen	12	\$320	\$3,840	0	\$320	\$0	0	\$320	\$0	0	\$320	\$0	0	\$320	\$0	0	\$320	\$0
<b>Subtotal, Storage HHE</b>			<b>\$7,440</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>

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	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4
M. Per Diem																		
International/Tirana																		
DC Orientation	8	\$140	\$1,120	12	\$140	\$1,680	12	\$140	\$1,680	0	\$140	\$0	0	\$140	\$0	0	\$140	\$0
Tirana Orientation	21	\$128	\$2,688	5	\$128	\$640	5	\$128	\$640	0	\$128	\$0	0	\$128	\$0	0	\$128	\$0
To/From Post w/ dependents	16	\$128	\$2,048	16	\$128	\$2,048	16	\$128	\$2,048	0	\$128	\$0	0	\$128	\$0	0	\$128	\$0
COP Conference	7	\$151	\$1,057	0	\$151	\$0	0	\$151	\$0	0	\$151	\$0	0	\$151	\$0	0	\$151	\$0
Short-term Expatriates	36	\$128	\$4,608	190	\$128	\$24,320	0	\$128	\$0	50	\$128	\$6,400	90	\$128	\$11,520	50	\$128	\$6,400
Home Office	111	\$128	\$14,208	200	\$128	\$25,600	120	\$128	\$15,360	25	\$128	\$3,200	35	\$128	\$4,480	20	\$128	\$2,560
Participant Training						\$0			\$0			\$0			\$0			\$0
In-Country																		
Long-term Expatriates	45	\$75	\$3,375	100	\$75	\$7,500	10	\$75	\$750	30	\$75	\$2,250	30	\$75	\$2,250	30	\$75	\$2,250
Local Long-term Professionals	85	\$75	\$6,375	150	\$75	\$11,250	20	\$75	\$1,500	40	\$75	\$3,000	40	\$75	\$3,000	50	\$75	\$3,750
Short-term Expatriates	75	\$75	\$5,625	50	\$75	\$3,750	0	\$75	\$0	15	\$75	\$1,125	20	\$75	\$1,500	15	\$75	\$1,125
Local Short-term Professionals	270	\$75	\$20,250	206	\$75	\$15,450	6	\$75	\$450	55	\$75	\$4,125	75	\$75	\$5,625	70	\$75	\$5,250
Local Support Staff (Drivers)	0	\$75	\$0	75	\$75	\$5,625	10	\$75	\$750	20	\$75	\$1,500	20	\$75	\$1,500	25	\$75	\$1,875
Home Office	0	\$75	\$0	40	\$75	\$3,000	0	\$75	\$0	5	\$75	\$375	25	\$75	\$1,875	0	\$75	\$0
Subtotal, Per Diem			\$61,354			\$100,863			\$23,178			\$21,975			\$37,750			\$71,425
Total Travel and Transportation			\$162,808			\$191,735			\$46,668			\$66,030			\$43,558			\$16,484
V. ALLOWANCES	90%																	
A. Post Differential	20%	\$162,606	\$29,269	20%	\$162,606	\$29,269	20%	\$40,652	\$7,317	20%	\$40,652	\$7,317	20%	\$40,652	\$7,317	20%	\$40,652	\$7,317
Long-term Expatriates	20%	\$54,167	\$2,708	20%	\$0	\$0	20%	\$0	\$0	20%	\$0	\$0	20%	\$0	\$0	20%	\$0	\$0
Short-term Expatriates						\$360			\$360			\$360			\$360			\$360
Home Office, Yec																		
Subtotal, Post Differential			\$31,977			\$29,629			\$7,677			\$7,317			\$7,317			\$7,317
B. Education Allowance																		
At Post (K - 8)	4	\$10,250	\$41,000	4	\$9,000	\$36,000	2	\$9,000	\$18,000	2	\$9,000	\$18,000	0	\$9,000	\$0	0	\$9,000	\$0
At Post (9 - 12)	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0	0	\$150	\$0
Away From Post	0	\$24,450	\$0	0	\$24,450	\$0	0	\$24,450	\$0	0	\$24,450	\$0	0	\$24,450	\$0	0	\$24,450	\$0
Subtotal, Education Allowance			\$41,000			\$36,000			\$18,000			\$18,000			\$0			\$0
C. Education Travel	0	\$2,000	\$0	0	\$2,000	\$0	0	\$2,000	\$0	0	\$2,000	\$0	0	\$2,000	\$0	0	\$2,000	\$0
D. Temporary Quarters Subsistence Allowance																		
Employees	2	\$96	\$5,787	76	\$96	\$7,296	76	\$96	\$7,296	0	\$96	\$0	0	\$96	\$0	0	\$96	\$0
Dependents - Age 12	2	\$64	\$3,858	40	\$64	\$2,560	40	\$64	\$2,560	0	\$64	\$0	0	\$64	\$0	0	\$64	\$0
Dependents - Age 12	4	\$48	\$5,787	80	\$48	\$3,840	80	\$48	\$3,840	0	\$48	\$0	0	\$48	\$0	0	\$48	\$0
Subtotal, TQSA	8	\$208	\$15,432			\$13,696			\$13,696			\$0			\$0			\$0
E. Living Quarters Allowance																		
Program Manager/Chief of Party, Sevier	11	\$2,500	\$27,500	12	\$2,400	\$28,800	12	\$2,400	\$28,800	0	\$2,400	\$0	0	\$2,400	\$0	0	\$2,400	\$0
Field Technical Coordinator, Enielsen	11	\$2,500	\$27,500	0	\$2,100	\$0	0	\$2,100	\$0	0	\$2,100	\$0	0	\$2,100	\$0	0	\$2,100	\$0
Rent Advance	3	\$2,400	\$7,200	3	\$2,400	\$7,200	3	\$2,400	\$7,200	0	\$2,400	\$0	0	\$2,400	\$0	0	\$2,400	\$0
Make Ready	2	\$4,000	\$8,000	2	\$4,000	\$8,000	0	\$4,000	\$0	0.5	\$4,000	\$2,000	1	\$4,000	\$4,000	0.5	\$4,000	\$2,000
Furniture																		
Washer and Dryer	4	\$500	\$2,000	4	\$500	\$2,000	0	\$500	\$0	4	\$500	\$2,000	0	\$500	\$0	0	\$500	\$0
Generator	1	\$5,000	\$5,000	0	\$5,000	\$0	0	\$5,000	\$0	1	\$5,000	\$5,000	0	\$5,000	\$0	0	\$5,000	\$0
Utilities	9	\$300	\$2,700	9	\$300	\$2,700	0	\$300	\$0	3	\$300	\$900	3	\$300	\$900	3	\$300	\$900
Subtotal, LQA			\$55,000			\$53,700			\$36,000			\$9,000			\$4,900			\$2,900
Total Allowances			\$143,409			\$133,025			\$75,373			\$35,217			\$12,217			\$10,217

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	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4	
<b>VI OTHER DIRECT COSTS</b>																			
A. DBA Insurance (Base-Salaries*LT post diff.)		\$271,342	4.72*	\$12,807	\$263,853	4.72*	\$12,454	\$58,897	4.72*	\$2,780	\$60,819	4.72*	\$2,871	\$78,885	4.72*	\$4,723	\$65,252	4.72*	\$3,000
B. Medical Evacuation Insurance																			
Long-term (Family Rate)	2	\$170	\$340	2	\$170	\$340	2	\$170	\$340	0	\$170	\$0	0	\$170	\$0	0	\$170	\$0	\$0
Short-term Expatriate	3	\$17	\$51	7	\$17	\$119	0	\$17	\$0	2	\$17	\$34	3	\$17	\$51	2	\$17	\$34	\$0
Home Office Staff	5	\$17	\$85	8	\$17	\$136	4	\$17	\$68	2	\$17	\$34	3	\$17	\$51	3	\$17	\$51	\$0
Subtotal, Medical Evacuation Insurance			\$476			\$595			\$408			\$08			\$08				\$0
C. Passports/Visas/Work Permits	10	\$95	\$950	10	\$95	\$950	4	\$95	\$380	2	\$95	\$190	2	\$95	\$190	2	\$95	\$190	\$190
D. Medical Exams																			
Long-term Expats	2	\$300	\$600	2	\$300	\$600	2	\$300	\$600	0	\$300	\$0	0	\$300	\$0	0	\$300	\$0	\$0
Dependents - age 12	2	\$300	\$600	1	\$300	\$300	1	\$300	\$300	0	\$300	\$0	0	\$300	\$0	0	\$300	\$0	\$0
Dependents - age 12	4	\$120	\$480	4	\$120	\$480	4	\$120	\$480	0	\$120	\$0	0	\$120	\$0	0	\$120	\$0	\$0
Short-term and Home Office	8	\$100	\$800	15	\$100	\$1,500	4	\$100	\$400	4	\$100	\$400	4	\$100	\$400	3	\$100	\$300	\$400
Long-term Local Professionals	10	\$50	\$500	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	\$0
Subtotal, Medical Exams			\$2,980			\$2,880			\$1,780			\$400			\$400				\$0
E. Inoculations	16	\$100	\$1,600	22	\$100	\$2,200	11	\$100	\$1,100	4	\$100	\$400	4	\$100	\$400	3	\$100	\$300	\$300
F. Communications	12	\$1,000	\$12,000	12	\$1,000	\$12,000	3	\$1,000	\$3,000	3	\$1,000	\$3,000	3	\$1,000	\$3,000	3	\$1,000	\$3,000	\$3,000
G. Office Equipment Maintenance	12	\$200	\$2,400	10	\$200	\$2,000	1	\$200	\$200	3	\$200	\$600	3	\$200	\$600	3	\$200	\$600	\$600
H. Legal Costs	12	\$30	\$360	3	\$30	\$90	3	\$30	\$90	0	\$30	\$0	0	\$30	\$0	0	\$30	\$0	\$0
I. Reproduction Costs	12	\$600	\$7,200	11	\$600	\$6,600	2	\$600	\$1,200	3	\$600	\$1,800	3	\$600	\$1,800	3	\$600	\$1,800	\$1,800
J. Bank Charges	12	\$50	\$600	11	\$50	\$550	2	\$50	\$100	3	\$50	\$150	3	\$50	\$150	3	\$50	\$150	\$150
K. Expendable Supplies	12	\$300	\$3,600	11	\$1,000	\$11,000	2	\$1,000	\$2,000	3	\$1,000	\$3,000	3	\$1,000	\$3,000	3	\$1,000	\$3,000	\$3,000
L. Office Rent and Advance	12	\$4,000	\$48,000	12	\$2,500	\$31,500	0	\$2,500	\$18,000	0	\$2,500	\$4,500	0	\$2,500	\$4,500	0	\$2,500	\$4,500	\$4,500
M. Edit/Translation/Clerical	12	\$75	\$900	11	\$75	\$825	2	\$75	\$150	3	\$75	\$225	3	\$75	\$225	3	\$75	\$225	\$225
N. Insurance (Veh. Liab. Other)	12	\$0	\$0	4	\$1,400	\$5,600	0	\$1,400	\$0	0	\$1,400	\$0	4	\$1,400	\$5,600	0	\$1,400	\$0	\$0
O. Exchange Rate Gain/Loss	12	\$0	\$0	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	\$0
P. Equipment/Machinery Rental	12	\$200	\$2,400	8	\$600	\$4,800	3	\$600	\$1,800	3	\$600	\$1,800	2	\$600	\$1,200	0	\$600	\$0	\$0
Q. Car & Driver	2	\$5,400	\$10,800	18	\$750	\$13,500	6	\$750	\$4,500	12	\$750	\$9,000	0	\$750	\$0	0	\$750	\$0	\$0
Trucks	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	\$0
Other	5	\$5,400	\$27,000	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	0	\$5,400	\$0	\$0
R. Office Registration	1	\$50	\$50	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	0	\$50	\$0	\$0
S. Project Orientation	1	\$800	\$800	1	\$4,700	\$4,700	1	\$4,700	\$4,700	0	\$4,700	\$0	0	\$4,700	\$0	0	\$4,700	\$0	\$0
Vehicle POL	24	\$450	\$10,800	0	\$450	\$0	0	\$450	\$0	0	\$450	\$0	12	\$450	\$5,400	12	\$450	\$5,400	\$5,400
Vehicle spares and maintenance	24	\$250	\$6,000	0	\$250	\$0	0	\$250	\$0	0	\$250	\$0	0	\$250	\$0	12	\$250	\$3,000	\$3,000
<b>Total Other Direct Costs</b>			\$174,923			\$129,044			\$42,188			\$28,084			\$33,256				\$25,590
<b>VII PARTICIPANT TRAINING</b>																			
(See Detailed TCAs)																			
A. In-Country Training			\$5,000			\$15,000			\$0			\$5,000			\$5,000			\$5,000	\$5,000
B. U.S. Training / Regional Training			\$0			\$0			\$0			\$0			\$0			\$0	\$0
<b>Total Participant Training</b>			\$5,000			\$15,000			\$0			\$5,000			\$5,000			\$5,000	\$5,000

Chemionics International  
 Albania Private Forestry Development Program (APFDP)  
 Revised Year 1 Budget  
 Table 1: Prime Contractor Cost Proposal

Cost Category	Year 1			Revised Year 1			First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
	PM or Units	Rate US\$	Total Year 1	PM or Units	Rate US\$	Total Rev Year 1	PM or Units	Rate US\$	Total Q1	PM or Units	Rate US\$	Total Q2	PM or Units	Rate US\$	Total Q3	PM or Units	Rate US\$	Total Q4
<b>VII EQUIPMENT, VEHICLES &amp; FREIGHT</b>																		
Technical Equipment and Commodities			\$91,585			\$86,585			\$0			\$86,585			\$0			\$0
A. Nursery/Small Scale Forestry Production Commodities																		
B. Forestry/Demonstration Site Commodities			\$20,580			\$20,580			\$0			\$20,580			\$0			\$0
C. Technical Support Commodities			\$56,552			\$56,552			\$0			\$56,552			\$0			\$0
Computer Equipment			\$27,392			\$27,392			\$0			\$27,392			\$0			\$0
Office Management Equipment			\$13,209			\$13,209			\$0			\$13,209			\$0			\$0
Vehicles	4	\$25,000	\$100,000			\$100,000			\$0			\$100,000			\$0			\$0
D. Training Equipment			\$1,395			\$1,395			\$0			\$1,395			\$0			\$0
E. Shipping	\$210,713	5%	\$10,536	\$305,713	5%	\$15,286			\$0	5%	\$0	\$305,713	5%	\$15,286	\$0	5%	\$0	\$0
Subtotal, Technical Equipment and Commodities			\$221,240			\$320,999			\$0			\$320,999			\$0			\$0
Other Equipment and Supplies																		
Office Furniture			\$35,870			\$35,870			\$0			\$35,870			\$0			\$0
Shipping		5%		\$35,870	5%	\$1,794			5%			\$1,794			5%			5%
Generator						\$7,835						\$7,835						
Subtotal, Office Furniture			\$35,870			\$45,499			\$0			\$45,499			\$0			\$0
<b>Total Equipment, Vehicles &amp; Freight</b>			<b>\$257,119</b>			<b>\$366,497</b>			<b>\$0</b>			<b>\$366,497</b>			<b>\$0</b>			<b>\$0</b>
<b>IX. SUBCONTRACTORS</b>																		
A. Tropical Research & Development			\$349,450			\$355,223			\$88,806			\$88,806			\$88,806			\$88,806
B. Heifer Project International			\$61,864			\$68,222			\$0			\$22,741			\$22,741			\$22,741
C. Evaluation			\$0			\$0			\$0			\$0			\$0			\$0
D. James Martin & Company (John Cans)			\$0			\$15,000			\$0			\$15,000			\$0			\$0
<b>Total Subcontractors</b>			<b>\$411,314</b>			<b>\$438,445</b>			<b>\$88,806</b>			<b>\$126,546</b>			<b>\$111,546</b>			<b>\$111,546</b>
<b>SUBTOTAL ITEMS (I - IX)</b>			<b>\$1,887,390</b>			<b>\$1,912,032</b>			<b>\$386,198</b>			<b>\$780,557</b>			<b>\$394,176</b>			<b>\$381,099</b>
<b>X. GENERAL &amp; ADMINISTRATIVE</b>	\$1,887,390	2.82%	\$53,224	\$1,912,032	2.82%	\$53,919	\$386,198	2.82%	\$10,891	\$780,557	2.82%	\$22,012	\$394,176	2.82%	\$11,116	\$381,099	2.82%	\$9,901
<b>SUBTOTAL ITEMS (I - X)</b>			<b>\$1,940,614</b>			<b>\$1,965,952</b>			<b>\$397,089</b>			<b>\$802,569</b>			<b>\$405,292</b>			<b>\$390,999</b>
<b>XI. FIXED FEE</b>																		
A. BASE=Salary + Fringe	\$483,608	10.00%	\$48,361	\$404,897	10.00%	\$40,490	\$83,320	10.00%	\$8,332	\$97,308	10.00%	\$9,731	\$120,217	10.00%	\$12,022	\$104,052	10.00%	\$10,405
B. BASE=Subcontracts	\$389,986	4.00%	\$15,599	\$416,765	4.00%	\$16,671	\$83,852	4.00%	\$3,354	\$121,592	4.00%	\$4,864	\$106,592	4.00%	\$4,264	\$106,592	4.00%	\$4,264
C. BASE=Other Direct Costs	\$703,259	3.50%	\$24,614	\$835,301	3.50%	\$29,236	\$164,226	3.50%	\$5,748	\$499,748	3.50%	\$17,491	\$94,029	3.50%	\$3,291	\$77,298	3.50%	\$2,705
D. BASE=Indirect Costs (OH & G&A)	\$342,433	5.00%	\$17,122	\$287,308	5.00%	\$14,365	\$60,737	5.00%	\$3,037	\$78,967	5.00%	\$3,948	\$79,500	5.00%	\$3,975	\$68,104	5.00%	\$3,405
E. CONTRACT COST RISK	\$1,919,286	1.00%	\$19,193	\$1,944,272	1.00%	\$19,443	\$392,135	1.00%	\$3,921	\$797,615	1.00%	\$7,976	\$400,338	1.00%	\$4,003	\$356,046	1.00%	\$3,560
F. SPECIAL FACTORS	\$124,889	1.00%	\$1,249	\$120,204	1.00%	\$1,202	\$24,392	1.00%	\$244	\$44,010	1.00%	\$440	\$27,555	1.00%	\$276	\$24,340	1.00%	\$243
Subtotal, Fixed Fee			\$126,138			\$121,406			\$24,630			\$44,450			\$27,830			\$24,583
<b>GRAND TOTAL</b>			<b>\$2,066,752</b>			<b>\$2,087,358</b>			<b>\$421,725</b>			<b>\$847,019</b>			<b>\$433,122</b>			<b>\$385,583</b>

Chemionics International  
 Table 1: Prime Contractor Cost Proposal  
 Summary Table of Line Items  
 REVISED YEAR 1 BUDGET COMPARISON  
 20-Nov-96

	Original Year 1	Revised Year 1	Difference (reduced)
I. Salaries	\$366,069	\$304,212	(\$61,858)
II. Fringe Benefits	\$117,538	\$100,686	(\$16,852)
III. Overhead	\$289,209	\$233,389	(\$55,820)
IV. Travel and Transportation	\$162,808	\$191,735	\$28,927
V. Allowances	\$143,409	\$133,025	(\$10,384)
VI. Other Direct Costs	\$134,923	\$129,044	(\$5,879)
VII. Participant Training	\$5,000	\$15,000	\$10,000
VIII. Equipment, Vehicles & Freight	\$257,119	\$366,497	\$109,379
IX. Subcontractors	\$411,314	\$438,445	\$27,131
<b>Subtotal, Items I - IX</b>	<b>\$1,887,390</b>	<b>\$1,912,032</b>	<b>\$24,643</b>
X. General & Administrative	\$53,224	\$53,919	\$695
<b>Subtotal, Items I - X</b>	<b>\$1,940,614</b>	<b>\$1,965,952</b>	<b>\$25,338</b>
XI. Fixed Fee	\$126,138	\$121,406	(\$4,732)
<b>Grand total, Items I - XI</b>	<b>\$2,066,752</b>	<b>\$2,087,358</b>	<b>\$20,606</b>

**ANNEX D**

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**PERFORMANCE MONITORING SYSTEM**

RESULT A PERFORMANCE MONITORING

	RESULT/ACTIVITY	INDICATOR	MEASURE/ TIMING	YEAR ONE TARGET	RESPONSIBILITY	GENDER CONSIDERATIONS	METHOD
<b>Result A:</b>	<b>Create more coherent and dynamic policies and institutions which are supportive of community and private forestry</b>	A. Expanded/new policies B. Institutional reform	A. No. pol. introduced/approved B. Nuclei of policy and extension units in DGFP	Identify key areas of concern; draft policy and ext. improvements	M&E, PS		Progress reports/observation
<b>A.1:</b>	<b>Increased information base on private sector forestry for policy formulation</b>	Policy info generated	No. reports, training sessions, workshops, participants	See A.1, A.2, A.3	M&E, PS		Progress reports/observation
<b>A.1.1:</b>	<b>Increased ability to generate, analyze, evaluate, and use information for policy reform</b>	A. Policy info training ses. B. Info bears on decision making	A. Number/quality training ses. B. Info reflected in policy doc.	Policy training for 40 part.	M&E, PS		Progress reports, training evaluation Observation, GOA documents
	Workshop on "Specialized Information"	20 participants	4th Q	N/A	PS, PSC		Progress reports
	Training needs assessment	Conducted	2nd Q	N/A	(See A.2.1)		Report produced
<b>A.1.2:</b>	<b>Increased accessibility of forestry research and related information</b>	Info provided to stakeholder	No. reports/publications produced and disseminated	Existing information assembled	PSC		Progress reports/observation Distribution lists, etc.
	Assemble existing information	Info library created	Ongoing	N/A	PS, PSC, M&E		
	Circulate bibliography		4th Q		PSC		
	Publication/dist. of case studies	Published studies	3rd & 4th Qs	1 per month	PS, PSC		
	Two research reports presented	Published reports	4th Q	2 reports presented	PS, PSC, LS		
	Select two add. research topics	Topics agreed upon	2nd Q	2 topics selected	PS, PSC		
	Undertake new research	New research initiated	3rd, 4th Qs	2 new research studies underway	PS, PSC		
<b>A.1.3:</b>	<b>Increased monitoring and evaluation capabilities of MOAF/DGFP</b>	DGFP M&E repts prod'd	No., quality & regularity repts	Report for each proj.-assist district	PS, PSC		DGFP reports, observation
	Recruit M&E specialist	Deployment M&E Special.	2nd Q	Recruitment of M&E Specialist	COP, PS		progress reports
	Finalize performance monitoring plan	Written Perform. Mon. Plan	2nd and 3rd Qs	Year one plan	COP, M&E		progress reports
	Start-up data collection	M&E functioning	3rd & 4th Qs	N/A	M&E		progress reports
	Special surveys as required	Surveys carried out	to be determined	N/A	M&E		progress reports
<b>A.2:</b>	<b>Reform policies to provide more support to private sector forestry</b>	Policy reforms introduced	No., relevance of policy reforms	N/A	COP, PS, PSC		DGFP reports, progress reports

RESULT A PERFORMANCE MONITORING

<b>A.2.1:</b>	<b>Increased policy formulation skills</b>	A-Policy trg; B-Skill applic	A-Trainee no.;B-No. policy part.	40 participants trained	PS		progress reports, observation
	Training needs assessment	Assessment completed	2nd Q	N/A	PS, STTA		progress reports
	Identify candidates, training trainers	Candidates identified	End 2nd Q	N/A	PS, PSC		progress reports
	Training of trainers course	8 candidates trained	3rd Q	8 trainees	PS		progress reports
	Start-up of new trainers	Trainers begin trg work	4th Q	N/A	PS		progress reports
	Workshop on "legislation inventory"	20 workshop participants	3rd Q	20 participants	PS, PSC		progress reports
	Other policy-related training	to be determined	as needed	N/A	PS, PSC		progress reports
	Recruitment for overseas training	Venue, 2 candidates select	2nd to 4th Qs	2 training activities arranged	PS, PSC		progress reports
	Finalize plans for Policy Advisory Group	Plans finalized	2nd Q	N/A	PS, PSC		progress reports
	First meeting of group	Meeting held	End 2nd Q	N/A	PS, PSC, COP		progress reports
	Policy initiatives by Group	to be determined by Group	to be determined	N/A	PS, PSC, COP		progress reports
<b>A.2.2:</b>	<b>Increased ability to analyze, evaluate and use information for policy reform (SEE A.1.1)</b>						
<b>A.2.3:</b>	<b>Increased NGO/private sector capability to contribute to policy reform</b>	NGOs in trg, Group, repts	No. relevant NGO part's, repts	3 part. Group, 3 each trg.	PS/C		progress reports/policy grp minutes
	NGO participation in Policy Group	3 participants	from formation of Group		PS, PSC		progress report, policy grp minutes
	NGO participation in training	3 partic's per training event	as per training schedules		PS, PSC		training evaluations
	Dissemination of reports and case stud.	As appropriate	See Result A.1.2	N/A	PS, PSC		progress reports
	1 NGO involvement private extension	1 NGO involved	by 4th Q	one NGO	FTC, FTCC, IDT		field progress reports
<b>A.3:</b>	<b>Increased public awareness of private forestry opportunities and benefits</b>	A-Demo site visits;B-media messages;C-more awarns	A-No. visits;B-media messages;C-sample survey	N/A	PS/PSC,FTC,FTCC		sample surveys, progress reports
<b>A.3.1:</b>	<b>Increased advertising presence in public and private sector</b>	Policy messages carried by media	No. messages; media diversity	N/A	Chemonics Team		progress reports
	5 newspaper/TV/radio interviews	5 interviews	Year 1	5 media publicity events	PS, PSC		surveys, observation, progress repts
<b>A.3.2:</b>	<b>Increased contact between forestry stakeholders</b>	Stakeholder fora, variety	No., frequency of fora	1 district meeting in each proj. dist.	PS, FTC,FTCC,IDT		observation
	Policy info at demo sites	Policy information provided	to be determined	N/A	PS/C, FTC/C, IDT		surveys, progress reports
	Policy info at extension meetings	Policy information provided	as appropriate	N/A	PS/C, FTC/C, IDT		progress reports
	Policy info through training	See policy training, A.2.1	Acc'ding to training schedule	according to policy training given	PS, PSC		training evaluations
	Policy info through District meetings	to be determined by DGFP	as appropriate	N/A	DGFP w/PSS,FTCs		progress reports
<b>A.3.3:</b>	<b>Increased understandability of forestry policy and other related reforms</b>	A-Policy pamphlet;B-district meetings;C-understandab'	A-Quality pamphlet;B- no.partic. in mtgs; C-sample survey	publication of Q+A pamphlet	PSC		observation
	Publication of one policy pamphlet	Policy pamphlet	by end of 4th Q	publication of Q+A pamphlet	PSC		observation
	Three town meetings	One meeting/project district	3rd and 4th Q	one per project-assisted district	PS, PSC		progress reports
	Sample survey/policy assessments	Survey completed	Part of ongoing general surveys	N/A	M&E		sample surveys

RESULT A PERFORMANCE MONITORING

<b>A.4:</b>	<b>Increased capacity for policy formulation and provision of extension services by government and other institutions</b>	DGFP policy and extension unit nucleus	Policy group establishment; staff assigned and units operational	Formation of policy group; deploy. extension staff in project-assisted districts	Chemonics Team	progress reports, "lessons learned"
<b>A.4.1:</b>	<b>Improved interaction between forestry staff and customers</b>	Customer satisfaction	Sample survey, Year 1	Positive results on sample surveys, with one survey/project district	PS,PSC	sample surveys
<b>A.4.1.1:</b>	<b>Increased ability of government foresters and staff to go into the field</b>	Staff trips/person days	Number	To be determined during 2nd Q	COP,FTC, FTCC	sample surveys
	Provision of transport/per diem DGFP	Amount provided	as necessary	N/A	COP	progress reports
	Advocacy/support national extension	Dialogue with MOAF/DGF	Ongoing, as appropriate	N/A	COP, PS/C, FTC/C	progress reports
<b>A.4.1.2:</b>	<b>Increased willingness of government foresters and staff to engage the customer</b>	A-Communications training B- for./staff-customer cntct	A-No. staff trained; B-no. contacts	15 staff in communications trg	FTC,FTCC	training evaluations, progress repts
	Communications training	Result B.3	ongoing	N/A	FTC, FTC/C	training evaluations
	Appropriate design extension activities	Extension design	ongoing	N/A	FTC, FTC/C, IDT	extension plan
	Survey of extension staff	Positive staff reaction	4th Q	one survey	M&E	extension staff survey
<b>A.4.1.3:</b>	<b>Broadened participation of stakeholders</b>	Diverse participation in fora	No./diversity of stakeholders	N/A	PS,PSC,FTC,FTCC	progress reports
	Diversity inputs to policy process	Result A.2				
	Diversity in training activities	Results A.2 and B.3.1				
	Inclusion of NGOs	Result B.3				
	Public awareness	Result A.3				
<b>A.4.2:</b>	<b>Organizational reform achieved with the assistance of the World Bank and other donors</b>	Reorganization of DGFP	New institutions in place -- movement towards in Year 1	N/A	Chemonics Team	progress reports
	Define roles and responsibilities	Dialogue in Washington D	2nd Q	Before negotiations of WB AFP	HO, USAID, COP	reports from HO
	Continued DGFP/APFDP/ADP dialogue	Continued dialogue	ongoing	N/A	HO, USAID, COP	progress reports
<b>A.4.2.1:</b>	<b>Established groundwork for organizational reform in the areas of policy formulation and provision of extension services</b>	"Lessons learned" reports from policy and extension activities under APFDP	No. and quality of reports	One preliminary report each, on policy and extension	PS,FTC	"lessons learned" reports
	Report on lessons learned	"Lessons learned" reports	end of 4th Q	same	PS, FTC	same
<b>A.5:</b>	<b>Increased institutional capacity to provide credit for forestry related activities (BEYOND MANAGEABLE INTEREST)</b>	(Beyond our manageable interests)				

RESULT B PERFORMANCE MONITORING

	RESULT/ACTIVITY	INDICATOR	MEASURE/ TIMING	YEAR ONE TARGET	RESPONSIBILITY	GENDER CONSIDERATIONS	METHOD
<b>Result B:</b>	<b>Increased adoption by komuna, villages and individuals of replicable, economically and environmentally sustainable forest, pasture and livestock management practices</b>	Improved practices	No. at: komuna, village and individual levels	1 komuna, 3 village level, and 12 individual level (tentatively)	FTC, FTCC		progress reports, surveys
	Site selection	Sites selected	2nd Q	same	FTC, FTCC		progress reports
	Est. of PMU extension organization	FTCC, IDT recruited, dep'd	2nd Q	FTCC, AES, SMS, LS	COP, FTC		progress reports
	Baseline survey	Survey conducted	3rd Q	N/A	FTC, M&E, STTA		baseline survey
	Initial training	See B.3			FTC, FTCC, STTA		
<b>B.1:</b>	<b>Increased utilization of refused land</b>	Refused land afforested	Area	to be determined in next 6 months	DGFP, FTC, FTCC		progress reports, surveys
<b>B.1.1</b>	<b>Improved and expanded tax legislation favorable to refused land use</b>	A-Tax focuses on agric're B-Tax relief for refused land	A-Tax revenues B-Legislation intro'd, approved a.s.a.p.	A-Beyond our mgble interest B-Legislation introduced	GOA, MOAF GOA, MOAF, PS/C PS, PSC		progress reports, observation same
	Introd. legislation/policy changes	Legisl./policy introduced		N/A			
<b>B.1.2</b>	<b>Increased awareness of refused land use benefits</b>	A-Info & benefits provided B-Demo partic.; C-Awareness	A-Media, extension, demo visits B-Demo partic; C-sample survey	A-3 media, 200 extension visits; B-demos t.b.d.; C-positive survey	FTC, FTCC		progress reports, survey
	Extension visits	No. visits	3rd Q	200	IDT		progress reports
	On-farm demonstrations plots	No. plots planned for Yr. 2	4th Q	N/A	FTC, FTCC		progress reports
	Farmers visit demo plots	No. visits to existing plots	4th Q	N/A	IDT		progress reports, records
	Development of media messages				FTC, FTCC		
<b>B.1.3</b>	<b>Increased skills for successful use of refused land</b>	A-Trained customers B-Implem's improved mgmt C-Local demonst. plots	A-no., quality training, extnesio B-no. mgmt rec's implem'd C-no. demonstration plots	A-9 trg, 200 extension; 9 local demonstration plots	FTC, FTCC		progress reports
	On-site training	No. training activities	3rd Q	9 training activities	FTC, FTCC		training evaluations
	Extension contacts	No. extension contacts	4th Q	200 contacts	IDT		progress reports
	Development of farm management plans	No. plans developed	4th Q	9 plans	FTC, FTCC		management plans developed
<b>B.1.4</b>	<b>Increased access to affordable inputs and credit</b>	A-Information provided B-Access increased	A-No. media; no. extension B-Sample survey	to be developed 3rd Q	FTC, FTCC		progress reports
	Local input/market survey	Survey done	3rd Q	N/A	SBS		input/market survey
	Credit facility survey	Survey done	2nd Q	N/A	SBS		credit survey
	Market/credit extension packages	Info incorp'd in extension	3rd	N/A	SBS		progress reports

RESULT B PERFORMANCE MONITORING

B.1.5	Improved access to markets for forest and livestock products from refused land	A-Mkt info. provided B-Mkt. trends for crop chsn	A-No. media, extension contact B-Market survey	A-3 media, 15 extension contacts B-10% increase non-timber products	FTC, FTCC, SBS	progress reports
	Survey on refused land products	Survey done	4th Q	N/A	SBS	refused land product survey
	Dev. of ext. and media messages	Mkt messages	4th Q	N/A	SBS	progress reports
B.2	Increased decentralization of sustainable management of state forest and pasture lands	Local management of state forest and pasture land	area	to be determined	MOAF/DGFP, FTC	progress reports
B.2.1	More forest and pasture lands "given in use" by the state to komunas.	Komuna-mgd forest/pasture	area	to be determined	MOAF/DGFP, FTC	progress reports
	Ident. of inter. komunas & sites	No. sites identified	3rd Q	N/A	FTC, FTCC, IDT	progress reports
	Transfer of usufruct rights	Policy, directives issues	3rd Q	1 komuna in each district	COP	progress reports
B.2.2	More forest and pasture lands "given in use" by komunas to villages and private groups	Village/private managed forests and pasture land	area	to be determined	MOAF/DGFP/komuna	progress reports
	Identification of sites	Sites identified	3rd Q	N/A	FTC, FTCC, IDT	progress reports
	Transfer of usufruct rights	Directive issued	3rd Q	N/A	COP	progress reports
B.2.3	Increased security of usufruct rights.	Longterm usufruct contracts	number	at least 1 contract at kom/vill/private	MOAF/DGFP/FPAG	progress reports
	Review of leasehold procedures	Discussion by Policy Group	3rd Q	N/A	PS, PSC	progress reports, minutes of Policy
	Recommendations for improv.				PS, PSC	
B.2.4	Increased local and private capacity to manage forest and pasture lands	A-Training (proxy) B-Applic. improved practices (See Result B.3.1.2)	A-No. quality trg and extension B-Sample survey	1 for /pasture mgmt training, with application of recommendations	FTC/C	training evaluation sample survey
	Komuna training needs assess.	Training done	4th Q	1 training activity	FTC/C, STTA FTC, FTCC	training evaluation
B.2.5	Create and implement sustainable land management plans	A-Participation in planning B-Plans accepted, implemd	A-No. individuals participating B-No. mgmt plans accepted	to be determined	FTC/FTCC	progress reports, management plans accepted
	Dev. of 3 management plans	No. management plans	4th Q	3 plans	FTC, FTCC, IDT	management plans
B.3.	A greater number of private landowners using sustainable agro-silvo-pastoral practices on agricultural land for production and income.	Farmers using agro-silvo-pastoral practices	sample survey	9 villages, at least 4 farmers/village	FTC, FTCC	progress reports
B.3.1	Increased private forestry extension capacity	A-Training provided(proxy) B-Private exten.suppliers	A-No. quality training, extension B-No.	see below	FTC/FTCC, IDT	progress reports

RESULT B PERFORMANCE MONITORING

<b>B.3.1.1</b>	<b>Increased NGO extension capacity</b>	A-NGO training (proxy) B-Local "operational" NGOs	A-No., quality trg, participants B-No.	A-one NGO course B-one NGO operational	FTC/FTCC/IDT	progress reports
	NGO training needs assessment	(see B.3.1.2 also)	2nd/3rd Q	N/A	FTC/C, STTA	progress reports
	Dev. & conduct NGO training	No. training activities	3rd Q	one course	FTC, FTCC, IDT	training evaluation
<b>B.3.1.2</b>	<b>Increased consulting capacity</b>	A-Private extension prov'rs B-Training provided (proxy)	A-No. B-No., quality trg, participants	A-3 private extension agents hired B-1 each orientation, ext.,techl trg	FTC,FTCC,IDT	progress reports training evaluations
	Dev. criteria & select priv. ext.	Criteria developed	2nd Q	N/A	FTC/C, IDT	written criteria
	Orientation training	Training done	2nd Q	one in each district	FTC/C, IDT	training evaluations
	Tr. needs assessm. for ext. agents	Needs assessment done	2nd-3rd Qs	N/A	FTC/C, STTA	progress reports
	Field communication training	Training done	3rd Q	N/A	FTC/C, STTA	training evaluations
	Dev. & impl. tech. training	Training done	3rd Q	N/A	FTC/C, IDT	training evaluations
	Coordination of training	N/A	All Q's	N/A	COP	progress reports
<b>B.3.1.3</b>	<b>Increased capacity of private suppliers to provide technical information</b>	A-Supplier training (proxy) B-Supplier exten.contacts	A-No.,quality trg, participants B-No.	A-one training activity B-15% increase extension contacts	FTC, FTCC	training evaluations, sample survey
	Nursery management training	Training done			FTC/C, STTA	training evaluations
<b>B.3.2</b>	<b>Increased public forestry extension capacity</b>	Nucleus of DGFP national and regional exten.system	Deployment of extension staff	Second one forester in each project district and 2 for. tech'ns/district	FTC/C, IDT	progress reports
<b>B.3.2.1</b>	<b>Groundwork laid for the establishment of a coherent and dynamic extension organization</b>	Public forestry exten. plan	Consensus,approval of plan	Progress towards plan approval Yr.3	MOAF/DGFP,Team	progress reports
	Report on "lessons learned"	(see also Result A.4)	4th Q	one preliminary "Lessons Learned"	PS/S, FTC/C	"Lessons Learned" report
<b>B.3.2.2</b>	<b>Increased field posting of staff to extension service</b>	Staff postings	No.	Second one forester in each project district and 2 for.tech'ns/district	FTC/C, IDT	progress reports
	Dev. of criteria	Criteria determined	2nd Q	N/A	FTC/C, IDT	written criteria
	Selection of publ. ext. agent	Extension agents selected	Year 1	2 DFEO in each project district	FTC/C, IDT	progress reports
<b>B.3.2.3</b>	<b>Increased capability to create and deliver appropriate recommendations for integrated land management systems</b>	A-Technology transfer trg B-Extension packages	A-No.,quality trg,participants B-Ext. pkgs created, delivered	A-One training activity B-One extension package	FTC/C,IDT	training evaluations; progress reports
	Orientation training	(see Result B 3.1.2)			FTC/C, IDT	
	Tr. needs assessm. for ext. agents	(see Result B.3.1.2)			FTC/C, STTA	
	Field communication training	(see Result B.3.1.2)			FTC/C, STTA	
	Dev. & impl. tech. training	(see Result B.3.1.2)			FTC/C, IDT	
	Coordination of training	(see Result B.3.1.2)			COP	

RESULT B PERFORMANCE MONITORING

<b>B.3.3</b>	<b>Increased extension provided to farmers</b>	Extension contacts	No. of visits, demo plots	200 ext. visits,9 on-farm plots, Tirana demo site,10 displays/info	FTC/C,IDT	progress reports
	Extension visits	No. visits	4th Q	200 visits	FTC/C, IDT	progress reports
	Planning of demo. plots	Plans finished	4th Q	N/A	FTC/C, IDT	progress reports
	Establ. of Tirana nur. & agrofor. demo.	Demo site established	2nd-3rd Qs	N/A	COP, FTC	progress reports
	Dev. of display & info/publ. mat.	Materials developed	3rd Q	N/A	COP	written materials
<b>B.3.4</b>	<b>Increased number of farmers are using integrated livestock-forestry practices</b>	Active groups supporting new practices	No. of active groups	3 active groups following HPI	LS,IDT	progress reports
	Selection of farmers	Farm families selected	2nd Q	30-50 families/SAPDA village	LS, IDT	progress reports
	Determine mgt. interventions	Results of livestock PRA	3rd Q	N/A	LS, IDT	PRA, progress reports
	Initial farmer training	Training given	3rd Q	N/A	LS, IDT	training evaluations
	Bare-foot veterinarian training	BFVs selected and trained	3rd Q	1 farmer/group	LS, IDT, STTA	training evaluations
	Distribution of veterinary kits	One kit given each BFV	3rd Q	N/A	LS, IDT	progress reports
	Distribution of improved animals	Animals distributed	4th Q	45-60 animals	LS, IDT	progress reports
	Educational tours	Tours given	4th Q	3 tours, 20-25 farmers/tour	LS, IDT	tour evaluations
	Farm leader and technician training	Training 1 leader per group	3rd Q	1 farmer leader per group trained	LS, IDT	course evaluations
	Second farmer training	Village seminars,all partic's	4th Q	follow-up trg for all part'ing farmers	LS, IDT	course evaluations
	Selection of 2nd group of villages	Selection for Yr. 2 partic'n	4th Q	3 additional villages	FTC/C, IDT	progress reports
	Training for LS.	LS to tour and conference	3rd Q	N/A	COP	back-to-office report by LS
<b>B.3.5</b>	<b>Increased access to affordable inputs and credit</b>	A-Information provided	A-No.,diversity media/extension	to be determined	FTC/C,SBS	progress reports
	Local input/market survey	B-Increased access (see Result B.1.4)	B- Sample survey		SBS	survey
	Credit facility survey	(see Result B.1.4)			SBS	survey
	Market survey ext. packages	(see Result B.1.4)			SBS, IDT	progress reports
<b>B.4</b>	<b>Increased number of small scale agro-silvo-pastoral-based enterprises</b>	Small scale agro-silvo-pastoral enterprises	No.	6 small scale enterprises	FTC/C,SMS,IDT	progress reports
<b>B.4.1</b>	<b>Increased production capacity and processing of cultivated non-timber forest products of state forests</b>	A-Production	A-Physical volume	A-10% production increase	FTC/C,SMS,IDT	progress reports
		B-Processing	B-No.	B-to be determined		
<b>B.4.1.1</b>	<b>Improved access to markets and market information</b>	A-Mkt information provided	A-No. media/extension contacts	A-3 mkt info media/extension pkgs	SBS,IDT	progress reports,
	Survey on non-timber products	B-Access improved	B-Sample survey	B-part of B.1.4 and B.1.5 surveys		survey
	Dev. of ext. and media messages	Survey done	3rd Q	same as B above	SBS	survey
		Together with Result B.3.23	3rd Q	N/A	SBS, IDT	progress reports

RESULT B PERFORMANCE MONITORING

B.4.1.2	Increased access to affordable inputs and credit (See Result B.1.4 – same activities achieve this Result)					SBS, IDT	
B.4.2	Increased sustainable production capacity and processing of non-timber forest products and livestock products on private land	(Same indicators and activities for B.4.1 apply to achievement of Result B.4.2)					
B.4.2.1	Improved access to markets and market information Survey on non-timber products Dev. of ext. and media messages	(Same indicators and activities for B.4.1.1 apply to achievement of Result B.4.2.1)				SBS SBS, IDT	
B.4.2.2	Increased access to affordable inputs and credit Local input/market survey Credit facility survey Market survey ext. packages	(Same indicators and activities for B.4.1.2 apply to achievement of Result B.4.2.2)				SBS SBS SBS, IDT	
B.4.3	Increased production capacity and processing of timber products Beyond manageable interest of APFDP	A-Production B-Processing centers	A-cubic meters B-No.	to be developed in collaboration with French-funded component of World Bank project	Chemonics Team		
B.4.4	Increased access to timber product commercial capabilities Beyond manageable interest of APFDP	A-Information provided B-Access improved	A-No. media/extension contacts B-Sample survey	to be developed in collaboration with French-funded component of World Bank project	Chemonics Team		

ANNEX E

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ANTICIPATED SHORT-TERM TECHNICAL ASSISTANCE REQUIREMENTS

ESTIMATED SHORT TERM TECHNICAL ASSISTANCE REQUIREMENTS FOR YEAR ONE

SOURCE	STTA	QUARTER/PERSON MONTHS				TOTAL	RESULT NUMBER
		1st	2nd	3rd	4th		
<b>CHEMONICS HOME OFFICE</b>							
	Project Supervisor, Pardo/Flick	0.63				0.5	Special case
	Project Administrator, Yee	2					Special case
	Assistant Administrator, Fish	1					Special case
	Vice Pres., ENI, Bassan	0.5					Special case
	Accounting Specialist, Ndiaye	0.5					Special case
	Training Specialist, Wilson		1				A.2.1
	Training Specialist, Gibson			1			B.2.4, B.3.1.1, B.3.1.2, B.3.1.3
	<b>SUBTOTAL</b>	<b>4.63</b>	<b>1</b>	<b>1</b>	<b>0.5</b>	<b>7.13</b>	
<b>CHEMONICS EXPATRIATE CONTRACTOR</b>							
	Forest legislation specialist			1			A.2.1
	Policy research specialist			1			A.1.2
	Training of trainers specialist		1.5				A.2.1
	RRA/PRA training specialist			1.5			B.3.1.2, B.3.2.3
	Nursery management trainer				1		B.3.1.3
	<b>SUBTOTAL</b>		<b>1.5</b>	<b>3.5</b>	<b>1</b>	<b>6</b>	
<b>CHEMONICS LOCAL CONTRACTOR</b>							
	Forest legislation specialist			1			A.2.1
	Research papers			3			A.1.2
	Articles/case studies			2	2		A.1.2
	Policy specialist				1		A.2.1
	Training needs assessment		1				A.2.1
	Training of trainers		1.5				A.2.1
	Resource persons/workshop			1	1		A.2.1
	Site management training			1	1		B.2.4
	Displays/publicity specialists		1	1			B.3.3
	<b>SUBTOTAL</b>		<b>3.5</b>	<b>9</b>	<b>5</b>	<b>17.5</b>	