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Final Evaluation

Albania Dairy Improvement Campaign Phase II

(CA# DHR-A-00-95-00040-00)

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Final Draft

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1. Evaluation Summary

The purpose of this evaluation was to assess the extent to which Land O'Lakes has achieved the objectives of the Albania Dairy Improvement Campaign Phase II project plus the one year extension provided by mission funding.

The major findings of the evaluation include:

- Proposed project indicators will be achieved (assuming a no-cost extension until June, 1998 is granted), with the exception of the cooperative development indicator. Land O'Lakes anticipated the formation of eight pre-cooperatives and four cooperatives over a twelve month period but this has proven to be unrealistic. To date, two pre-cooperative credit unions have been organized, and that are expected to be formally registered as cooperatives by the end of 1997;
- The Land O'Lakes project design was appropriate for improving the productivity of women and men engaged in cow, goat and sheep dairy production. The project has exceeded its goal of reaching 5,000 producers with information and requisite skills to increase economic returns (doubled in many cases) from their dairy businesses, one of the results Land O'Lakes initially proposed;
- In August 1996, design revisions were made to the campaign: (1) to bring all producers to the same level of understanding; (2) to delegate more responsibility for dairy development to within the campaign network (a focus on "star" leaders versus "key" leaders); (3) to develop in-house capabilities in credit, cooperatives, business, and processing; (4) to establish working relationships with dairy processors; and (5) to accelerate the formation of regional business associations and an umbrella national dairy association. All changes improved the campaign's means to better meet the proposed results in cooperative and small business development, and improved access to credit and association formation;
- Land O'Lakes project management has done an outstanding job of utilizing in-country resources and programs (both AID- and non AID -funded activities) to cost-effectively meet the project clients' needs and the overall objectives of the project;
- The civil unrest, restricted travel, and eventual evacuation of the project director has had a debilitating effect on the momentum created by the new approach. However, during the period from March 1996 to present, the project staff demonstrated extraordinary dedication by showing up to work everyday to maintain progress and prepare for the future. The staff engaged in personal development in assigned technical areas, campaign curriculum revisions, industry newsletter development, identification of credit opportunities, and, as much as possible, communication with project clients. Dairy leaders in the area surrounding Tirana were assembled to discuss association formation which resulted in considerable progress (including drafts statutes, membership cards, and an official stamp);

- The project did not come to a standstill during the turbulent period but was thrown off-track in terms of progress toward meeting all proposed results. To regain momentum and make up for lost time, it is recommended that immediate, close programmatic guidance be given to the new technical teams, sub-recipient (ABS). "ABS women trainees are not responding as planned and an immediate re-examination of this entire initiative is required," and association development activities by project leadership. An "aggressive" plan of action for the next nine months is necessary to re-energize the network of dairy producers and new processor participants. Monthly benchmarks for each project area should be developed and used to monitor activities and subsequent progress over the remaining months to ensure that project objectives are met;
- If Albania continues the rapid recovery from the upheaval and remains politically stable, the Land O'Lakes project will be well positioned by June 1998 to work intensively throughout the livestock sector and generate results highly complementary to the Strategic Objectives of the Albania USAID Mission.

2. Project Overview

Table 1 Land O'Lakes Dairy Improvement Campaign Highlights

1992	1993	1994	1995	1996	1997	1998
• July	• January	• June	• April	• January	• January	• June
Livestock assessment conducted by Land O'Lakes	Land O'Lakes approach is redesigned into a Campaign approach (Phase I)	First campaign survey is conducted.	Phase I funding finished and Phase II funding approved (\$1.5 million)	Campaign approach is redesigned to include Star Leaders, staff training, coop and assoc. development, and linkages to processors.	Pyramid funds collapse	Unofficial campaign termination date.
• October	• October	• February	• October	• October	• March	
In-country and training courses begin	Campaign implementation begins	AI feasibility study conducted	Second campaign survey is conducted. Rebecca Balogh leaves as Project Director	One year, \$500,000 extension is approved by the Mission	Civil unrest breaks out in the south and spreads throughout country. Deb Wagner is evacuated to Poland. Campaign is put on hold.	
			• November Deborah Wagner is hired as Project Director		• 3 rd Quarter Staff continue to move forward with project objectives despite obstacles	

• Initial Program

A program of activities to improve the Albanian Dairy Industry was approved in 1993 with approximately \$500,000 funding from a regional USAID grant. The primary goal was to significantly increase the quantity and quality of milk being produced in the rural sector. Over a twelve month period of in-country and U.S. based training for a variety of people engaged in dairying, Land O'Lakes became more fully aware of the major role played by Albanian women in private dairy production, family nutrition, and community development. Consequently, it decided to make a shift in programming to support "first-generation" dairy producers.

• Phase I

In 1994, a new approach to improve the dairy sector economically was developed with the sole purpose of exclusively providing dairy production, processing and marketing training and information to women producers. A system of disseminating information and skills to 3,800 women was designed, based on the so-called "Tupperware" methodology. Land O'Lakes trained a cadre of 15 women and men as field agents to establish a network to disseminate "waves" of dairy information¹. Land O'Lakes called this activity the Albania Dairy Development Campaign, which, due to subsequent additional funding, was termed "Phase I".

¹ See Attachment A for training and information delivered to women dairy producers.

Villages were chosen based on their ability to market milk into a major urban center. Campaign field agents gathered names and addresses of women engaged in dairy, from community leaders, processors, veterinarians, and by word of mouth. Women who agreed to host a campaign demonstration invited 10 to 15 friends and family members to their homes to participate. In most cases, this initial meeting led to formalizing a group, which then elected a "Key Leader". More than 300 such groups were formed and began gathering on a monthly basis to receive information on how to improve quantity and quality of milk for their families and for marketing off the farm to generate income. Each woman received training booklets (in Albanian) containing illustrations that reinforced the practical demonstrations. These booklets have been highly instrumental in ensuring the adoption of new practices, and the broad dissemination of this knowledge to many others. Land O'Lakes currently is the largest publisher of agricultural information in Albania!

- **Phase II**

The Campaign was extended in 1995, with an additional \$1.5 million funding from a centrally-managed dairy directive. This extension allowed the campaign to work in seven districts around the country² (project concentration is in primary dairy areas such as the districts of Tirana, Shkoder, Durres, Lushnje, Korce, Kucove, and Kavaja) with the same 3,800 women plus an additional 1,200 new women producers. The name of the program was changed to the Albania Dairy Improvement Campaign-Phase II, utilizing the same intensive methodology to disseminate production, processing and marketing information to women producers, with an emphasis on business association formation. The Phase II campaign introduced "waves" of more advanced technical information for the initial 3,800 women and repeated Phase I "waves" of information for the new women enrolled in the project.

A statistical evaluation undertaken in the summer of 1995 indicated that for most campaign participants the quantity of milk produced had almost doubled and the quality was improved significantly³.

Some Highlights from Survey Results

- Some 64% of the women participating in the Land O'Lakes program since 1993-1994 reported that their profits are increasing because of dairy product sales. While this is not a direct measure of milk quality or quantity, it indicates that the women's cows are producing more milk for sale.
- Every single one of the 79 key leaders queried responded that they have improved the quality of their dairy products due to the information gained from the program.
- Women who have participated in the Land O'Lakes campaign since 1993-1994 noted a 25% decrease in calf loss and/or illnesses, compared to non-participants.

² See Attachment B for a map delineating campaign activity areas.

³ Attachment C for a summary of results.

Six performance indicators of Phase II were aggressively pursued by the campaign staff throughout 1995, including :

- increased quantity of milk and milk products produced by participating women dairy producers;
- improved quality of dairy products consumed by the producers' family, resulting from the adopted practices of pasteurization and improved sanitation;
- improved health of participants' dairy animals, including a significant decrease in the incidence of mastitis;
- increased cashflow for the women involved in the campaign through acquisition of new marketing and business management skills, and the actual development of dairy and dairy-related businesses;
- one-half of the participants being able to market milk and dairy products off the farm and into urban areas;
- formation of five regional or local organizations, and one national organization providing support for rural women engaged in dairy businesses.

After an internal evaluation at the end of 1995, it became clear that the campaign required immediate changes in implementation to successfully generate the expected impacts. The weak points in the campaign were determined to be the establishment of dairy-related businesses, linkages with processors for increased off-farm milk sales, and formation of regional and national association networks. Without a strong, local dairy organization to represent the industry beyond the campaign's funding cycle and continue providing support to more people in the dairy industry, the project would not be considered successful in spite of the significant improvements achieved by the participants during the campaign.

Land O'Lakes then decided to make several shifts in the campaign approach and structure. This proved to be difficult for a variety of reasons. The women participants enjoyed and benefited from the regular contact of the field agents. Although producers never seem to get enough information, a time comes in a project when "blindness" must be shed and a larger vision embraced for an industry system. The campaign structure was a very clean, well organized, systematic way of conducting a development project. The staff followed the approach diligently but became exhausted from the intensity of four days in the field every week, and frankly lost their enthusiasm. Moreover, the project director then took a posting outside of Albania, which also forced serious changes in the campaign.

- **Campaign Adjustments**

Curriculum Changes. By the beginning of 1996, project staff began developing contacts and working relationships with dairy processors, encouraging their participation in the campaign by offering price incentives for higher quality milk. Campaign subject matter was upgraded to include additional skills and information to ensure increased milk output and higher returns for raw product (i.e., feeding, reproduction, business management and marketing).

Staff Development and Campaign Reform. Campaign staff were in need of additional training to be able to respond to new issues impeding economic growth in the industry. The intensive method of working with 5,000 producers did not allow for field agents to be “off their beat”. In light of this, Key Leaders of the original 3,800 women were gathered in each district to elect “Star Leaders” whose responsibility would be to meet regularly with field agents to obtain information and learn new skills, and in turn pass this on to Key Leaders. Key leaders then would continue to meet monthly with their groups and to pass on the information and conduct demonstrations. This became the fundamental structure by which Land O’Lakes encouraged and fostered the formation of indigenous district and national dairy support organizations.

Figure 1 Campaign Information Flow Chart, 1995

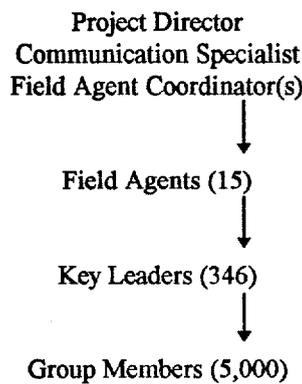


Figure 2 Campaign Information Flow Chart, 1996



This reorganization greatly reduced the load of field agents working with the initial group of women. It also was decided at this point to accelerate the training of the new campaign participants so all women, by the end of 1996, would have received both Phases of information and would be ready to move ahead with the formation of a dairy association network. All field agents were engaged in this effort.

The first month of every quarter was dedicated to training staff members in various aspects of agribusiness, association and cooperative formation, and credit systems. This was essential since the field coordinators and agents were initially hired for their veterinary and animal science backgrounds to facilitate delivery of dairy information, rather than business and organization-building skills. Training was conducted in a very cost-effective manner by utilizing capacities in Albania, neighboring Central and Eastern European countries (Romania, Bulgaria, Macedonia, Poland), and the U.S.). This effort successfully enabled the staff to gain measurably higher levels of understanding and greater ability to respond to the continuing and emerging new issues constraining growth in the dairy industry. Staff training also was a strategic move by Land O'Lakes to begin institutionalizing the development and technical know-how within a local capacity. Land O'Lakes vision from the outset was that the campaign staff and services eventually would become an indigenous, officially registered and recognized organization able to continue providing support for a growing dairy industry. However, facilitating the formation of a vehicle to perpetuate the campaign proved most difficult.

Throughout the year, the staff carried out an intensive effort to educate all participants on the benefits of forming private sector organizations to effectively address issues of importance to the industry and as a vehicle for continuing business advisory services and trained staff availability after the Land O'Lakes campaign ended. Star and Key Leader exchanges between districts were held to begin developing relationships throughout the country. Meetings with campaign participants and processors were arranged to encourage establishing business linkages between production and value-added activities. These efforts resulted in two processing firms requesting Land O'Lakes assistance to create a "fast-track dairy campaign" for producers in their raw milk sourcing areas. Some 400 men and women received two "waves" of training and subsequently were able to sell their milk to these processors at a premium price due to having achieved higher percentages of milk solids. The processors then were able to produce higher quality products and increase the price to consumers who were willing to pay more for product consistency.

Association Formation. Land O'Lakes aggressively encouraged and facilitated the formation of support groups for rural women from the project's inception. An effort to change laws regarding women's ownership of land and ability to hold bank accounts was initiated by a small group of campaign participants in 1994. Phase II of the campaign facilitated the official registration and provided a site for meetings, office support and advice. The resulting association (Law and Women's Rights) successfully challenged legislators and was able to obtain policy reform securing women's rights to land ownership and financial security. With the support of American Breeders Service (a

project sub-recipient), a women-led breeding association (ARINA) also was formed in 1995. This association conducted training and certification to over 30 women in artificial insemination (A.I.). Members (officially 17) are provided access to A.I. equipment and frozen semen. Two Albanians head this initiative that works through the inseminators to provide for-fee services to campaign producers and other clients.

Campaign staff also have been urging producers to consider formation of an association that would represent their views on important issues both to the general public and to government policy makers. This has proven to be a slow and arduous process, but some progress was made during Phase II. These activities consisted mainly of "setting the stage" for a national association, the formation of district branches in Tirana, Durres, Kavaja, Berat, Fier, Vlora, Lezha, Elbasan, Pogradec, Gjirokastra, Shkodra, Lushnja, Korca and Saranda. Initial discussions revealed interest by participants to broaden the organization's scope and the membership to include processors, traders and industry consultants. A proposed name for the support group was selected – The National Association for Dairy Business (NADB).

Campaign Expansion. The campaign has received tremendous exposure through the formal media and by informal word-of-mouth discussions. This has been very helpful in establishing its credibility and enabling its achievements. Requests for services were constant, but the campaign simply did not have the capacity to respond to all of them. Criteria were established to determine where the campaign should devote its limited resources. The decision was to develop partnerships with organizations and groups who had the ability to share the costs (in-kind or cash) of providing the requested Land O'Lakes campaign services. Campaign management has made an outstanding effort in identifying and realizing linkages with such organizations, groups and businesses, enabling a significant leveraging of project dollars and extension of services to campaign clients. This effort continued throughout 1996 and to date in 1997.

Repeated requests for assistance were received from sheep and goat producers. In response, Land O'Lakes developed "fast-track training" covering the main diseases in sheep and goats, external and internal parasites, and record keeping, and delivered the information to over 100 producers. Training materials were acquired from the Land O'Lakes Macedonia Sheep Industry Improvement Project which already were translated into Albanian making the activity very cost-effective and with immediate impact. Project Management then decided that the campaign would formally establish a team of field agents to work solely with sheep and goat producers in a manner similar to the on-going campaign for cattle, but customized to the daily and seasonal movements of shepherds and their flocks.

The very limited access to credit for dairy producers and processors was seriously evaluated during 1996. Teams for business development and credit union/cooperative formation were identified, and the selected staff were trained in various approaches to microfinancing, credit unions and business planning. Staff then began to identify

organizations able and willing to lend to enterprises in the agriculture sector, and several linkages were formed with both U.S. and multi-lateral credit programs.

One resulting partnership that holds much promise is with the Irish League of Credit Unions which is interested in introducing credit unions to two groups -- both from the Korce area -- that Land O'Lakes has been working with over the years. The League provided training and materials to two Land O'Lakes staff who will be responsible for introducing the credit union concept to the Korce groups and facilitating the formation of officially registered credit unions. Campaign management envisions that many more credit unions can be formed by groups of participants throughout the country drawing upon the experience of these pilot efforts.

Cooperative formation remains the most difficult task to achieve within the realm of all campaign activities. This is largely because of the specific circumstances and past experiences in Albania. The concept of joining together to expand and share financial gains has been highly discredited by Albania's post-war experience. However, project staff were making some progress with groups of producers in the Korce area to begin buying and selling milk and dairy supplies in bulk. But, these activities, and several other such group initiatives, collapsed as a result of the highly publicized pyramid scheme which proved disastrous to the country, and far beyond the financial losses that many people suffered.

During the latter part of 1996, a "processing team" was formed within the campaign and its first activity was to survey 50 processors across the country to determine their most urgent needs, and subsequently to design a program to effectively meet those needs. The processors indicated their highest priority needs were:

- New technology for feta cheese production;
- Technology for yogurt processing;
- Information on processing equipment, especially large boilers, pasteurizers, separators, butter churns, compressors, packaging lines and milk pumps; and
- Sources for obtaining equipment and assistance with bids.

The processing team responds to direct requests from private processors, providing technical advice and information to broaden their capacity to manufacture better products and to link to improved procurement systems, especially those involving campaign producers.

As the project termination date (December, 1996) approached, it became obvious that the formation of a national association to continue the campaign's activities was not going to be achieved. Land O'Lakes then requested financial support (\$500,000) for a one year extension which was approved in the fourth quarter. The remaining months of Phase II focused mainly on setting the stage for aggressive formation of the national dairy

association, along with continued coordination of the campaign for new producers and new teams.

- **1996/1997 One Year Funded Extension**

As the dairy sector became increasingly more effective in milk production, it then made sense to broaden the campaign's focus within the dairy system. This shift, which began in late 1996, was from a largely production orientation to a more upstream focus with the dairy system. It entailed developing the physical and business linkages between on-farm production and value-adding and marketing. The activities used by the campaign to realize this shift included:

- **Cooperative Development** - the establishment and strengthening of member-owned and managed cooperatives to assist dairy producers in improved collection, processing, marketing and input distribution. This included training of field agents to disseminate information to (pre)cooperatives and direct training/technical assistance to (pre)cooperatives by local, regional and U.S. experts in areas such as:
 - cooperative structure development;
 - formation of by-laws and governing boards;
 - strategic planning;
 - financial management, and;
 - other technical areas of operation.
- **Women's Association Development** - the formation and expansion of local and national associations that supported rural women involved in dairy and dairy-related businesses of all sizes. The major thrust of this component was to officially establish regional and national support organizations for dairy producers -- mainly based on campaign membership but without exclusion of other interested parties. The campaign continued to support the AI Association (ARINA), the Law and Women's Rights Association and to encourage the continuation of such services to women in rural areas. This effort included training campaign staff and, in some cases, direct support to individuals and organizations leading an "institutionalization" effort in areas such as:
 - organizational promotion, fund-raising, and income generation;
 - financial planning and management;
 - member representation and advocacy;
 - advisory board formation and utilization;
 - identification of member services and services management.
- **Credit Services to Dairy Producers** - the expansion of credit programs to additional campaign participants. Land O'Lakes encouraged a higher level of participation by campaign participants in credit programs (micro-lending in most cases), and several micro- and small credit programs showed great interest in

expanding programming and services to the campaign participants. To prepare the women for receiving credit, campaign staff developed a capacity to provide training and related services in:

- record-keeping and cash flow analysis;
- business plan development;
- loan application preparation; and
- business partnership development.

These activities were designed to contribute to USAID mission's successful achievement of the following strategic objectives and intermediate results:

Strategic Objective 1.3: Accelerated development and growth of private enterprises.

Intermediate Result 1.3.1.1: Policy, legal and regulatory framework in place.

Action Plan: Associations encourage policy reform to establish a conducive environment for private agribusiness growth.

Intermediate Result 1.3.1.3: Increased business advocacy group activity.

Action Plan: Foster the establishment and registration of a national dairy association. Encourage the group to identify issues of importance to them and advise them on how best to address those issues. Expand membership of ARINA and the Association of Law and Women's Rights.

Intermediate Result 1.3.2: Business support services improved.

Action Plan: Strengthen current services provided by campaign supported associations and introduce new services as the industry matures.

Intermediate Result 1.3.2.1: Business and technical skills increased.

Action Plan: Expand the number of recipients receiving technical assistance for cow husbandry and introduce technical assistance in sheep and goat husbandry. Deliver training and technical assistance to encourage the establishment of credit unions and cooperatives. Provide additional inseminators with training in business, marketing, dairy management and A.I. techniques.

Intermediate Result 1.3.2.2: Increased use of business information

Action Plan: Develop and distribute industry newsletter (500 copies) on a monthly basis and transfer to the National Association for Dairy Business (NADB) as soon as this organization is established.

Intermediate Result 1.3.2.3: Improved technologies adopted by individuals.

Action Plan: Aid dairy plants to identify and procure dairy processing equipment. Facilitate the establishment of an improved milk collection system. Establish distribution system for frozen semen.

Once again, the campaign was restructured⁴ to better reflect the new focus areas and to intensify efforts to generate business linkages among dairy livestock producers, processors, input supplies and national representation. The campaign was organized into formal technical teams in the following areas:

⁴ Please refer to Attachment D for the current organizational chart.

- Cooperative and Credit Union Team (2 people)
- Business and Association Team (2 people)
- Dairy Processing Team (2 people)
- Cattle and Gender Team (4 people)
- Small Ruminants Team (2 people)
- Communications team (2 people)

Cooperative and Credit Union Team. This team is responsible for the establishment of informal group-led activities and formal formation of cooperatives and credit unions. To date, they have conducted a series of credit union development courses in the Korce area. The Beekeepers Association, one of the groups, was close to registering their credit union in early January but the crisis put a hold on their progress. The second group is a pre-cooperative currently organized to collect milk and sell, in bulk, to a Korce-based processor. This group is not as far along as the beekeepers but holds promise as both a formal cooperative and credit union. The team has a huge responsibility on their shoulders – to aggressively move forward the growth of group-led business activities to the organization of (pre) cooperatives. If the model of credit unions in the Korce area is successfully completed in the coming months, the approach has the potential of being replicated (especially in the Tirana/Durres areas), thereby meeting the proposed objectives. It will be very difficult to meet the anticipated impact of establishing formal dairy-related cooperatives (production, processing, supply) before the campaign's completion date. Sharing financial gains, let alone the responsibility of achieving this mutually, is a social value and understanding that will be difficult to insert into the business minds of Albanian entrepreneurs in the near future. It was unrealistic for Land O'Lakes to propose to generate this level of impact for the amount of time allotted to the project.

Business and Association Team. This team is responsible for assisting dairy clients in developing business and marketing plans, and accessing credit and financing to establish or expand dairy livestock related business. In addition, the team heads efforts to support association development and strengthening. In January and February of 1997, the Business and Association Team held meetings to formalize the organization of district branches in Tirana, Durres, Kavaja, Berat, Fier, Vlora, Lezha, Elbasan, Pogradec, Gjirokastra, Shkodra, Lushnja, Korca and Saranda. The 340 meeting participants included processors/milk collectors, agricultural specialists and small to medium-sized dairy producers. Initial sessions included discussions on the nature, role, and structure of the association. In subsequent sessions, district representatives were elected and each branch developed ideas for workplan priorities and dues structure. The first national meeting was held in February. At this session, officers were elected and steering committees were formed to work on statutes and registration. The process was delayed due to the social unrest, but a second national meeting was held on September 16th to restart formal establishment of the NADB. As soon as travel into rural areas is allowed, the association steering committee with present draft by-laws, etc. to the potential producer/processing membership and the team will ensure equal participation in the association by both producers and processors.

Dairy Processing Team. This team has been busy meeting with over 50 private dairy processors throughout the country to determine priority areas of assistance. In addition to the team's proactive approach, they respond to numerous requests that come directly to the campaign office for technical assistance and information on equipment sourcing, prices and methods to secure raw product. It is interesting to note here that the teams have almost daily meetings to share information on activities, hand-off requests to the appropriate team, and develop multi-team approaches to solving client problems. The processing team needs to develop a system that includes documentation of each client's business performance prior to the team's assistance and then, develop goals and an action plan to achieve desired results. All of this information needs to be a part of the team's data base. Monthly benchmarks should be set to guide activity and judge overall performance. The team has done an outstanding job to date and expectations are that they will generate tremendous impact in the processing sector by the project termination date.

Cattle and Gender Issues Team. This team of four will continue to deliver essential information to existing and new dairy producer clients utilizing the "star leader" campaign approach. It was the concern of the evaluator that the "Star Leader" method of information dissemination weakened the network and decreased the number of direct *real* participation of producers. The team is confident that the 'star leader' approach holds together the network of over 5,000 women and meetings to deliver information to individual producers by Key Leaders are conducted and attended. New curriculum is constantly being developed to respond to technical inquiries sourced from the field to ensure the campaign continues to disseminate information that is "on-track" and of immediate use to producer participants. The team will focus efforts to pursue linkages with processors interested in establishing campaign-type services to their suppliers of raw product to improve the quantity and quality milk flowing to their plants, and ultimately to consumers.

Small Ruminants Team. This team of two is initiating a new branch of the campaign to assist owners/managers of sheep and goat enterprises. They learned early on in the process that the approach had to be adjusted to match the tradition production systems, mainly the movement of shepherds and their flocks, that has remained in place as the rest of the world has moved their operations to significantly improved levels of production management practices. The team is focusing on herd health and milk quality issues that, once resolved, can bring a higher price and consistent source for their milk production. With only two team members, the level of impact will remain small but significant if connections are made immediately with a market for improved milk production. The efforts of this team must be well coordinated with contacts and interests of the processing team in efforts to secure markets and incentives for the small ruminant producers. This is an area of potential expansion for the AID Mission and Land O'Lakes -- sheep and goat milk production and processing -- if economic growth in rural areas is sought and additional years of funding is allocated.

Communications Team. This team is responsible for overseeing the production of campaign curriculum development, the creation of monthly dairy industry newsletters, and coordination of media exposure. All external information is run by this team which take the opportunity to review, edit and format to ensure "messages" are customized to the needs of the end-users. The dairy industry newsletter is a good example of the quality of work performed by this team. It appeals to 1-2 cow producers, larger processors, consumers and government officials. Keep up the good work, team! The newsletter, now produced by the campaign, can be transferred to NADB as a member service and income generation activity in the very near future.

Because of the political crisis, the Land O'Lakes Dairy Development program has experienced critical delays in its efforts to pursue the above noted objectives. Starting in January 1997, campaign activities and movement throughout the country, especially in the south, became very risky. In the following months, it became impossible for field agents to hold groups meetings, and clients hesitated to travel to Tirana forcing the campaign's credit efforts to be put on hold for the most part. In March, it became impossible for the campaign to function outside of Tirana. Staff continued to work as much as possible, and focused on Tirana-based (actually office-based) activities including newsletter development, personal skills improvement (computer, English, and technical areas), curriculum development, and association formation details. All campaign staff must be commended for their strong commitment to staying engaged in their work, remaining connected as much as possible to participants and clients during the long period of unrest.

Deborah Wagner, Project Director, hired a program assistant, Merita Janushi just before the March evacuation. Ms. Janushi has done a commendable job in moving initiatives forward, especially the formation of NADB. From March until the end of September, Wagner provided oversight to two Land O'Lakes projects -- the campaign benefited from her often daily calls and monthly visits to provide support and encouragement. In September 1997, travel to areas near Tirana again became possible and people felt safe to travel short distances. Campaign staff are very eager to re-establish linkages with producers and processors, and vice-versa. All AID-funded activities have been on a "hold" for at least the past six months. A no-cost, six month extension is critical to the success of the campaign and essential to allow an intensive, well organized, impact-driven re-engagement of the teams and their clients.

3. Results

This has been a five year development initiative for Land O'Lakes which has resulted in enormous economic and social change for those who have participated in the project support activities. The activities have not been formally evaluated since the project's inception. Two statistical surveys of campaign participants have been conducted, one in 1994 and one in 1995, both revealing positive economic impacts for those producers actively engaged in the project. Also, indicators clearly show that the original campaign approach, from inception until August 1996, increased

milk production and income flows for over 5,000 rural households in seven districts. The campaign also has generated several other positive impacts worth noting:

- The campaign approach provided not only a venue for women to gather to learn about dairy business development, but also an opportunity to discuss issues in their daily lives and to compare ideas and solutions to solve both household and community problems. For many of the women, coming together, trusting one another, and relying on neighbors for support was a long-forgotten concept. Paranoia and mistrust generated from a mal-governed state had become the norm in most communities. The campaign was able to alter this mindset, at least among the participants, and to reinvigorate the positive aspects of working together and supporting each other;
- The campaign approach called for intensive curriculum development, customized to the specific needs and education of the recipients. Training booklets were developed and over 170,000 distributed among campaign participants and other interested parties, making Land O'Lakes the leading source of dairy and dairy-related information;
- The network developed by the campaign throughout the country became a much sought-after infrastructure by other organizations looking for a means to communicate, deliver services and develop supply linkages with the rural population. Campaign participants and their communities benefited from the network in terms of access to credit, agricultural inputs including livestock, information on health, education, agribusiness and off-farm business opportunities, and services such as AI and vaccinations. The campaign paved a road – albeit an invisible linkage – from the capital city hub to the most remote areas in the country.

The campaign matured as its participants developed, and had to look beyond the delivery of information to add value to the greater quantity of milk being produced. Land O'Lakes felt confident the women were ready to transform some of the 350 groups into cooperatives, small businesses and/or associations. In 1996, all indications revealed growing interest in formalizing their activities and linking with other parts of the dairy system. Enthusiasm was high among the women and men (by this time, the campaign had removed beyond the initial gender focus) participants. Project accomplishments through September 1997 are illustrated in Table 2.

TABLE 2 IMPACTS

STRATEGIC OBJECTIVE AND INDICATORS	TARGET	PROJECT OUTPUT	EVALUATOR COMMENTS
Strategic Objective 1.3 Accelerate Development and Growth of Private Enterprises			
<p>Association Formation IR 1.3.1.3 Increased business advocacy group activity achieved.</p> <p>IR 1.3.2 Business support services improved IR 1.3.2.1 Business and technical skills increased IR 1.3.2.2 Increased use of business information</p> <p>IR 1.3.2.3 Improved technologies</p> <p>IR 1.3.1.1 Policy, legal and regulatory framework in place.</p>	<p>Formation of at least 4 regional (district) dairy associations representing approximately 1,000 women dairy producers per association;</p> <p>Formation of 1 national dairy association representing at least 4,000 women dairy producers;</p> <p>Expansion of membership of existing associations by 25%.</p>	<p>Association awareness to producers and processors - 14 districts branches are formed.</p> <p>Steering committee elected, draft of by-laws completed, assoc. card/stamp designed.</p> <p>ARINA membership increased from 15 to 17 people and Law and Women's Rights stayed the same (11 members)</p> <p>5000 copies of dairy industry newsletter developed and disseminated on a monthly basis.</p> <p>36 trained and certified AI technicians provide services to producers via ARINA.</p> <p>50 processors receive technical and financial advice from Land O'Lakes processing team</p> <p>5,200 dairy livestock producers receive on-going training and information services from cow/gender, small ruminant, business/association and cooperative/credit union teams.</p> <p>Not achieved.</p>	<p>Network of women remains the backbone of the association with at least one processor actively involved from each district</p> <p>Both need to strengthen membership base.</p> <p>Can become service of association. Distribution halted during crisis. Assoc. needs to be revived.</p> <p>Can be service of association in near future.</p> <p>Can be service of association in near future.</p> <p>Has not been accomplished to date.</p>
<p>Cooperative Formation IR 1.3.2 Business support services improved IR 1.3.2.1 Business and technical skills increased IR 1.3.2.3 Improved technologies adopted</p>	<p>At least 5,000 women understand what a private cooperative is, how it is structured, how it functions, and the benefits to members.</p> <p>At least 8 pre-cooperatives engaged in milk procurement, distribution of agricultural inputs, marketing of dairy products, etc. will be formed by the end of the project.</p> <p>At least 4 cooperatives, officially registered with by-laws and a board of directors, engaged in milk procurement, processing, distribution of agricultural inputs, and marketing of dairy products will be formed representing at least 500 women dairy producers by the end of the project</p>	<p>Cooperative Development Awareness through campaign efforts to over 5,200 producers and processors.</p> <p>2 operational pre-cooperative milk collection and processing groups in Korce. 2 pre-credit unions in the Korce area are close to formal registration.</p> <p>No dairy-related cooperatives have been formally registered as a result of the Land O'Lakes campaign. Two Credit Unions in the Korce area will definitely be officially registered by the end of the project representing over 50 members.</p>	<p>There have been numerous informal, one-time, group-led business activities performed by campaign participants but pre- and official cooperative development remains the weak component of the campaign.</p>
<p>Credit Services IR 1.3.2 Business support services improved IR 1.3.2.1 Business and technical skills increased IR 1.3.2.3 Improved technologies adopted</p>	<p>5,000 women have understanding business recordkeeping, business planning, savings, and loan repayment requirements;</p> <p>Establishment of at least 15 women's "savings groups"</p> <p>25% of campaign participants establish savings accounts of the average amount of \$150;</p> <p>Integration of two non-AID funded programs that provide access to credit for at least 1,000 women producers; At least 500 women campaign participants successfully acquire and utilize credit to improve their dairy operations and living standards.</p>	<p>Credit-related information disseminated through campaign network to producers and processors;</p> <p>10 informal savings groups (about 150) women were operating until Jan. 1997.</p> <p>4 non-AID funded credit programs have directly provided approximately \$US 30,000 to campaign participants. Credit/finance has been facilitated by campaign directly to 7 entrepreneurs.</p>	<p>The campaign's credit and finance efforts were really taking off but were severely hampered by the failed pyramid schemes and civil unrest.</p> <p>This is picking up again now due to extra-ordinary efforts by campaign management to link clients to credit/finance opportunities.</p>

4. Collaborative Efforts

The estimated cost per participant in the Land O'Lakes campaign to this point is less than \$100/year (\$2.5 million/5 years/5200 clients). Land O'Lakes campaign management and staff have done an outstanding job in developing support – both programmatic and financial – for campaign activities and the network, and generated an even greater return for every USAID dollar granted to the campaign. To date, cost-sharing amounts to more than \$250,000. The campaign currently collaborates with numerous AID- and non-AID funded projects resulting in enhanced services delivered to producers and processors.

The amount of funding facilitated and solicited by the campaign has recently expanded due to an increase in credit programs starting in Albania and the extra efforts of Deborah Wagner in developing these opportunities. One of special note is the new \$1.2 million Community Revitalization Program established by the SOROS organization. This program is based on two successful pilot projects developed by Land O'Lakes and CRS where the borrowers, in this case Land O'Lakes processor clients, repay loans in cash (1/3) and community service (2/3). Each processor approved for credit purchased processing equipment. Once the equipment was installed and production started, the borrower was required to begin repayment of the loan. The cash was paid either in full or incrementally at low interest. The remainder was paid by providing dairy products to social or educational organizations. One processor, for example, supplies an orphanage and another supplies a primary school with dairy products on a regular schedule until the loan is fully paid. The Community Revitalization Program is an expansion of these two pilot efforts. The Business team is eagerly pursuing new campaign clients for these types of opportunities.

5. Recommendations

A six month extension and *calm* throughout the country will provide the campaign an opportunity to engage all of the newly formed teams in a “fast track” mode to capture unmet project indicators (i.e. specifically cooperative development and formation of a national association). To successfully accomplish this goal in the time allotted, several operational and management “tools” should be highly considered. The following are recommendations for project management and teams to review, customize and integrate into their daily activities and planning that can better target, assist and monitor campaign clients and progress:

Development of Eight-month (November 1997 - June 1998) Action Plans. Each team review progress to date and establish new goals to achieve over the next eight months. Goals must be quantitative and primarily support the indicators of the 1996-1997 extension. Impacts that exceed these indicators should be reviewed, prioritized and approved by the Project Director. To support the new goals, each team should develop a month-by month activity schedule with end-of-month benchmarks. Teams should present activity and progress reports on a weekly basis during the regularly scheduled staff meetings. Teams need to improve their documentation process of baseline data, activity and progress. Here are some notes to project management and teams to think about as they put their goals and action plans together.

- **Cooperative and Credit Union Team.** Include support to informal groups who are engaged in “one-time” cooperative efforts (i.e. purchasing inputs in bulk) – these could activities be the catalyst for longer-term, formal cooperation. Consider identifying 5 - 10 campaign groups of more progressive women and re-visit the idea of cooperative formation with them, highlighting the benefits of working together. Take the credit union model on the road! The team should consider formalizing a development plan, with a timeline and goals for each target group - all which is kept in a filing system that can be pulled if requested and added to as the partnership progresses.

- **Business and Association Team.** For association formation, it is essential that both producers and processors are properly represented at the district and national levels, in committee formation, and while developing and prioritizing services and activities to be undertaken. As proposed by the Project Director, electing both a producer and a processor from each district to participate on the steering committee is an excellent method to ensure full representation of the dairy system. In Albania, credit programs and opportunities are on the increase. It would be very helpful for this team, in addition to the Project Director, to establish working relationships with these organizations. An idea would be to organize in the immediate future, a presentation schedule for credit facilities highlighting potential campaign loan recipients and business support services provided by the team to ensure successful investment. This team needs to be “in the know” on all credit programs and on a first-name basis with their decision-makers.

- **Dairy Processing Team .** Include in your client selection criteria, processors who are “producer sensitive” and interested not only in investment in equipment but also investment in developing the link between raw product and their plant. We all know the gap between producer and processor is the number one inhibitor of economic growth in Albania’s dairy sector and, frankly, all teams should have the elimination of this gap as a number one priority. Two people working with 50 processors is an enormous undertaking. To provide quality services and generate impact, the team may need to considered identifying a “short-list” (about 25 or so) of processors to concentrate on over the next eight months. Consider developing individual business plans for each client which can guide the team in their delivery of services. Documentation of assistance and progress should be kept with the business plan as a part of a filing system to facilitate monitoring and evaluation by project management.

- **Cattle and Gender Team.** The original campaign approach has gone under major changes and will continue to be “massaged” as the majority of participating producers graduate beyond milk production only for family consumption. This team has begun to customize the campaign to meet the

needs of processors interested in developing stronger linkages with producers and this is clearly the right direction. This is a win-win situation. One concern is how the team sustains the network with the initial 1993-1994 participating producers. During the period of establishing the association which will eventually formalize the dairy network, it is critical that the campaign team continue to provide all Star Leaders with new dairy news and information to be passed on to Key Leaders and their groups. There is a point in a development approach when the intensity of an information flow should be revised to reflect growth and maturity of an industry. But, this is never a moment when a producer has reached a saturation point of information -- information translates into profit. The team should consider developing "mini campaign waves" to keep all 5,000 campaign participants focused on constant improvement and actively involved in developing their industry.

- **Small Ruminants Team.** This newly formed team is in the processes of "learning by doing" - the sheep and goat industry operates differently than dairy. The team is accurately customizing the campaign approach in response to the needs and operations of their target audience and with good results. Two issues: 1) as the team is providing production advice to shepherds, curriculum should include, simultaneously, product quality and developing market linkages with processors; 2) use the number of animals/herds and improved output of herds managed by participating shepherds as benchmarks and indicators rather than solely the number of shepherds participating in the campaign. This may help better reflect the team's impact. The team needs to determine realistic goals of how many geographic areas can be reached by only two field agents. It is necessary to establish base-line data on the participating operations now so progress can be tracked. The small ruminant industry has great potential to generate rural economic growth. The activities of this team should be a priority expansion area for any future Land O'Lakes activity in Albania.
- **Communications Team.** The newsletters are very well put together and include information of interest to a broad-base of readers. The team produces 5000 copies at present for distribution to the campaign network. The plan is to transfer the newsletter from the campaign to NADB in the near future - this is a perfect initial service and promotional tool for the newly formed association. The Communications Team is very talented and has the potential to develop other resourceful services supportive of the future association. Promotional pieces for the media for increased consumption of Albanian-produced dairy products, educational pieces on nutrition for schools and the general public could all be considered.

Facilitation of Association Formation and Effectiveness. Merita Janushi, Program Assistant is doing an excellent job guiding the formation of NADB. She is professional in her delivery of information and instruction and is very driven to assist the steering committee to come to their own decisions and direction. This association has enormous potential to provide all the services currently delivered by the Land O'Lakes campaign and , in addition, become the unified voice of the industry to government lawmakers for policy reform and introduction of standards and regulations. But, during this start-up period, Land O'Lakes must continue to provide guidance and long-term vision to an organization that wants formation and results overnight. The steering committee needs to "shake" the past, not only focus on the immediate situation but plan for the future. Project management needs to help facilitate this mindset.

There remains two additional associations that Land O'Lakes supports: ARINA; and Law and Women's Rights Association. The Women's group is functioning well and Land O'Lakes should continue to support their activities with facilities and logistics. ARINA is in desperate need of direction. It is officially registered with about 20 members and all looks great on paper. But, it is a "hollow" organization. Membership rarely meets, services are minimal, and the association is solely propped up financially by the ABS sub-contract. Interviews with ARINA membership shows that there is interest in re-activating the association. There are an array of needs (technical- and supply-related) expressed by the AI technicians that could and should be provided by ARINA. Producers are interested in breeding services and ARINA's mandate was to develop the capacity within Albania to provide improved genetics by serving, as a priority client, campaign producers, eventually branching out to other dairy producers as demand grew. This is not being accomplished. Genetics are being sold throughout Albania by ABS but less than 10% of their clients are campaign producers. It is highly recommended that the strengthening of ARINA become the responsibility of Land O'Lakes. Project Management should call a membership meeting and develop an 8-month action plan for the associations revitalization. ARINA's services are needed in Albania and are critical to a complete and effective dairy system. ABS can continue to provide ARINA membership technical support and supply semen and equipment granted a new workplan is developed and approved by project management and AID.

Attachment A
Campaign Training Information

LAND O'LAKES, INC.
ALBANIA DAIRY IMPROVEMENT CAMPAIGN, PHASE I & II
Campaign Booklets

Booklet Titles	Group Demonstration Booklet	Key Leader Demonstration Booklet	Equipment	Key Leader Fact Sheet
Phase I First Wave: Milk Quality				
Better Milk and More Milk Means Better Health and More Money	x			
How to Clean Milking Equipment	x			
How to Prepare the Cow for Milking		x	Sani-Prep Dairy Towels	
Milk Treatment		x	Dairy Thermometer	x
Producing Milk Without Sediment		x	Cheese Cloth, Scissors	
Sediment in Milk				x
Making Cheese Under Household Conditions		x	Rennet	
Use of Rennet When Making Cheese				x
Mastitis		x	Strip Cups	x
Milk Quality Tests		x	Acidity Test Kit	
Acidity Test				x
Phase I Second Wave: Herd Health				
How to Better Feed the Cow	x			
Most Important Diseases, Signs and Prevention	x			
Record Keeping	x			
How to Buy a Cow		x	Dairy Cattle Weigh Tape	
Additional Information on Weighing a Cow				x
More Healthy Calves and More Milk From Our Cow		x	Breeding Calendar	
How to Have a Successful Start of Our Calf's Life		x	Nipple Bottle	

LAND O'LAKES, INC.
ALBANIA DAIRY IMPROVEMENT CAMPAIGN, PHASE I & II
Campaign Booklets

Booklet Titles	Group Demonstration Booklet	Key Leader Demonstration Booklet	Equipment	Key Leader Fact Sheet
Feeding Colostrum				x
How to Stop Calf Killers: Diarrhea and Pneumonia		x	Thermometer	
Taking the Calf's Temperature				x
Poisonous Plants and Hardware Disease		x	Balling Gun, Magnet	
How to Use the Balling Gun				x
Phase I Third Wave: Business Management and Marketing				
Knowledge of Business	x			
Forms of Organizing a Business	x			
Time and Money		x	Watch	
Cash Flow Statements and our Business				x
Supply, Demand and Marketing the Product		x	12-Month Calendar	
Understanding the Interest Rate of a Bank Loan				x
Two Ways of Calculating Interest Rates		x	Calculator	
Understanding Marketing Windows		x		
Phase II First Wave: Dairy Breeding and Reproduction				
Understanding Our Cow's Estrous Cycle and Early Pregnancy	x			
Our Reproductive Goal is a Calf From Each Cow Each Year	x			
Different Breeds of Dairy Cows		x	Dairy Breed Poster	

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LAND O'LAKES, INC.
ALBANIA DAIRY IMPROVEMENT CAMPAIGN, PHASE I & II
Campaign Booklets

Booklet Titles	Group Demonstration Booklet	Key Leader Demonstration Booklet	Equipment	Key Leader Fact Sheet
Body Scoring		x	Body Condition Laminated Score Cards	
How to Determine the Cow's Age Based on Teeth		x	Rope Halter	
Dehorning and Castration of Cattle		x	Calf Tube Dehorner	
Natural Insemination, Artificial Insemination and Genetic Improvement of Cattle		x	Castration Knife	
How to Read the Information From a Bull Book		x	ABS Dairy Sires Directory Catalog and Plastic Pails	
How to Determine When the Cow is Sick. Parasites and Fighting Parasites.		x	Abendazol for Skin Parasites	
Phase II Second Wave: Forage Production				
Alfalfa: Queen of Forages	x			
Field Selection and Soils		x	Soil Test Kit	
Seeds and Seeding		x	Alfalfa Seed	
Growth of Alfalfa Plants		x		
Harvesting for Quality and Yield		x	Alfalfa Plant Population Guide	
Process, Store, Feed		x		
Planning the Feed Year		x		

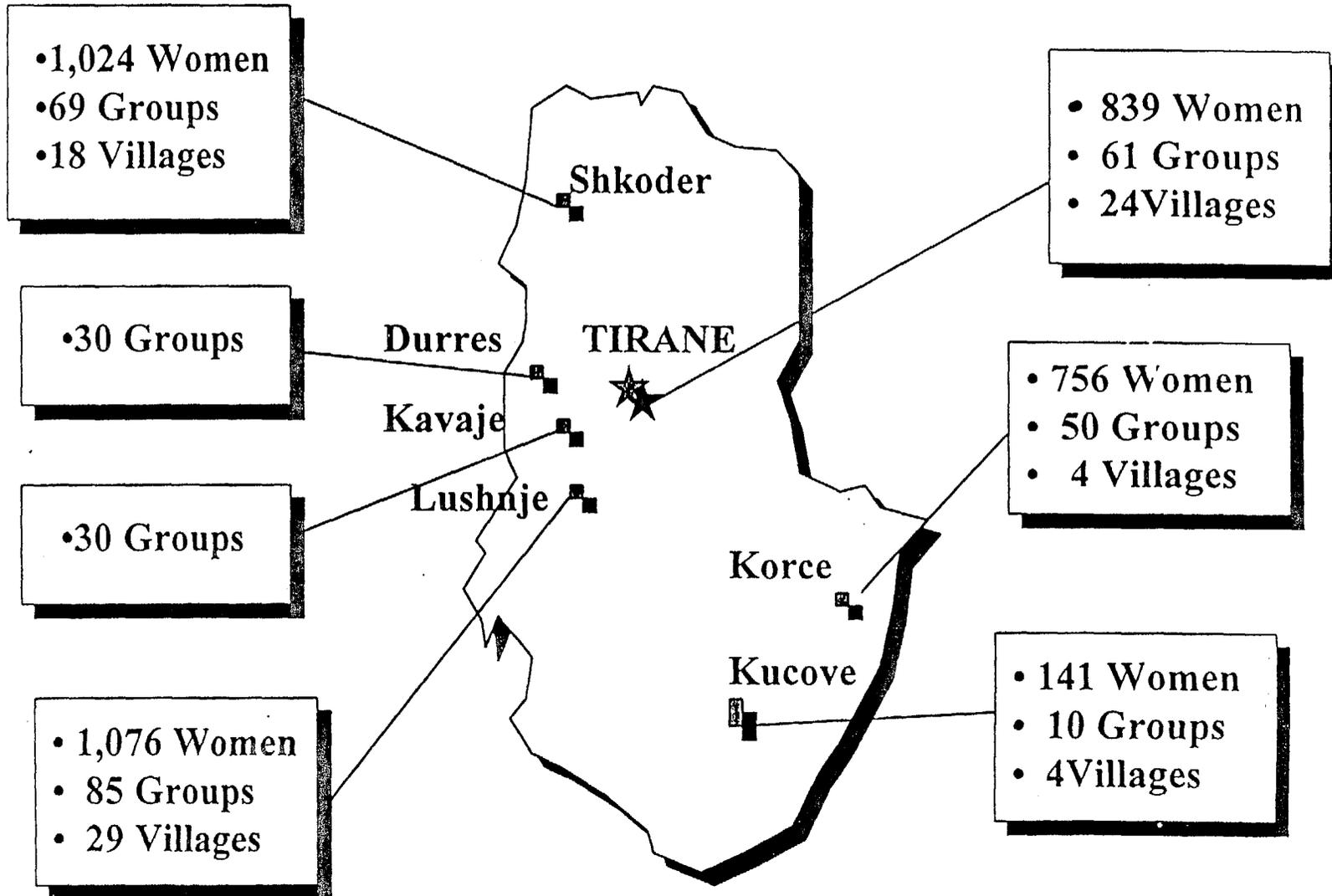
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* other booklets developed can be found in Q reports.

Attachment B
Campaign Activity Areas

Albania Dairy Improvement Campaign



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Attachment C

SURVEY RESULTS

Survey Administered to Women in the Program since 1993 and 1995

LAND O'LAKES ALBANIA DAIRY IMPROVEMENT CAMPAIGN, PHASE II PROJECT SURVEY SUMMARY

Administered to Women in the Program Since 1993

OBJECTIVE:

The Albania survey was conducted in July 1995. The objective of the survey was to determine the level of progress in knowledge of dairy cow feeding and management practices by the women participating in the Land O'Lakes Dairy Campaign.

PREPARATION/ADMINISTRATION OF SURVEY:

Rebecca Balogh, Project Manager, Land O'Lakes Dairy Campaign, and Richard Kellems, Associate Professor of Dairy Nutrition, Animal Science Department, Brigham Young University, Utah prepared the survey. During a period of 15 days, the survey was administered by Land O'Lakes Dairy Campaign field agents.

RESULTS:

The survey was individually given to 142 women in villages in five districts in Albania: Shkoder, Korce, Lushnje, Kucove, and Tirane. Information provided is related to the current resources and conditions that exist in the villages in Albania. The women participating in the Land O'Lakes program had a significantly better understanding of proper feed and management practices resulting in better health of the animals when compared to non-participants.

GENERAL BACKGROUND INFORMATION:

The number of surveys completed in the five districts were: 30 in Shkoder, 29 in Korce, 30 in Lushnje, 30 in Kucove, and 22 in Tirane. Seventy (70) surveys were completed by participants in the Land O'Lakes program and 72 were completed by non-participants.

GROUPS OF WOMEN:

Group 1: Represents women participating in the Land O'Lakes program.

Group 2: Represents women not participating in the Land O'Lakes program.

STATISTICAL ANALYSIS:

A statistical analyses were performed on all of the survey questions. Analyses of variance were performed on all of the questions that had a continuous variable response, such as amount of land, etc. This procedure tests for differences between means, i.e., participants vs. non-participants. Questions with discrete responses were statistically evaluated using the Chi-squared test for independence. All tests reported as significant used the ($P < .05$) level of significance.

GENERAL INFORMATION

NUMBER OF COWS:

The average number of cows owned by each household surveyed was 1.49 and 1.33 respectively for Group's 1 and 2.

NUMBER OF HEIFERS:

The average number of heifers owned by each household surveyed was 0.71 and 0.35 respectively for Group's 1 and 2. A significant difference was observed ($P < .05$).

NUMBER OF CALVES BORN DURING 12 LAST MONTHS:

The average number of calves born during 12 last months was 1.41 and 1.14 respectively for Group's 1 and 2.

CALVES BORN DEAD DURING TWO LAST YEARS:

The women reported an average of 0.06 and 0.11 calves born dead during last two years respectively for Group's 1 and 2.

ABORTIONS:

In 1994 there were 1.4% and 4.2% abortions reported by Group 1 and Group 2 respectively.

QUANTITY OF MILK PRODUCED BY EACH COW:

No significant differences were reported between Group's 1 and 2. See table below for summary.

	Group 1 (Avg)	Group 2 (Avg)
Quantity of milk produced in kg.	12.58 kg.	12.09 kg.
Age of cow.	5.09 yrs.	4.94 yrs.
Last time when cow had a calf (in months before July '95).	4.04	3.54

BLOATING:

There were no significant differences between Group's 1 and 2 when asked if their cows or heifers had problems of bloating in the last year. Seventy-four percent (74%) in both groups reported no problems with bloat in the last year.

FEEDING:

HOW DO YOU FEED YOUR HEIFER:

	Group 1 (%)	Group 2 (%)
Only grazing.	16	13
Grazing and other food.	36	31
Feeding only prepared food.	63	39
Other.	2.9	0

HOW DO YOU FEED YOUR COW:

More women in the Land O'Lakes program feed their cows prepared foods, while more women not in the program feed their cows by grazing and other food.

	Group 1 (%)	Group 2 (%)
Only grazing.	16	22
Grazing and other food.	39	50
Feeding only prepared food.	60	40
Other. (Reported comments: wheat by-products, watermelon and bread.)	7.1	1.4

DO YOU FEED YOUR COW WITH ADDITIONAL FOOD:

A statistically significant difference was observed between groups. Eighty-three percent (83%) of participants in the Land O'Lakes program and 64% of non-participants feed their cows additional food. From the responses in the table below, salt was chosen as the most additional food fed.

	Group 1 (%)	Group 2 (%)
Usual salt.	84	64
Iodized salt.	0	0
Minerals.	1.4	1.4
Additional protein.	1.4	1.4
Other.	0	0

PHYSICAL CONDITION OF COW:

A greater percentage of women in Group 1 (76%), report the physical condition of their cows to be normal, compared with 39% reported normal by women in Group 2.

	Group 1 (%)	Group 2 (%)
Fatty.	4.3	6.9
Almost fat.	4.3	11
Normal.	76	39

Almost weak.	4.3	8.3
Weak.	0	1.4

GENERAL STATE OF COW:

Nearly all of the women in the Land O'Lakes program and only half of the women not in the program report their cows general state as normal.

	Group 1 (%)	Group 2 (%)
Fatty.	0	11
Almost fat.	6.9	21
Normal.	93	51
Almost weak.	1.4	14
Weak.	0	0

CONCENTRATE FED TO COW:

A statistically significant difference was observed ($P < .05$). The reported average kg/day concentrate fed to cows is 2.99 kg and 1.99 kg respectively for Group's 1 and 2.

REPRODUCTION/HEALTH PROBLEMS FOR HEIFERS:

HEIFER AGE WHEN BRED THE FIRST TIME:

The reported average age in months when the heifer is bred for the first time is 15.14 months old and 15.42 months old respectively for Group's 1 and 2.

WEIGHT OF HEIFER:

The reported average weight in kg when the heifer is bred for the first time is 214.10 kg and 202.05 kg respectively for Group's 1 and 2, or an average of 59% of the weight of a grown cow.

IN WHAT MANNER CAN YOU DETERMINE THE WEIGHT OF YOUR HEIFER:

	Group 1 (%)	Group 2 (%)
Type.	53	0
Scale.	2.9	28
Subjective estimate.	37	38

FIRST CALVING:

At first calving, the average heifer is 23.91 months old and 25.07 months old respectively for Group's 1 and 2.

DEWORMING MEDICINES GIVEN TO HEIFERS:

A statistically significant difference was observed between groups of women. Eleven percent (11%) and 2.8% respectively for Group's 1 and 2 give their heifers deworming medicines. Eight women in the Land O'Lakes program reported giving Albendazol to their heifers for deworming, and two women not in the program reported same.

HEIFER FEED:

The greatest percentage of women surveyed in Group 1 report feeding alfalfa and concentrate to their 9-24 month old heifers. More women surveyed in Group 2 report feeding alfalfa only.

	Group 1 (%)	Group 2 (%)
Cabbage.	24	8.3
Same food as dairy cows.	46	22
Alfalfa only.	29	32
Straw only.	10	17
Maize.	29	18
Straw and concentrate.	21	11
Alfalfa and concentrate.	49	18
Grazing only.	5.7	11
Grazing and some concentrates.	13	5.6
Sugar beet.	17	19
Other. (Reported comment: dry hay.)	0	6.9

HEIFER FEED DURING PARTICULAR TIMES OF YEAR:

During the months of March-September, women in the Land O'Lakes program feed more cabbage, straw and concentrate; women not in the program feed more sugar beet and cabbage. During the months of October-February, women in the Land O'Lakes program feed more alfalfa and concentrate; women not in the program feed more alfalfa.

	Group 1 (%)		Group 2 (%)	
	Mar-Sept	Oct-Feb	Mar-Sept	Oct-Feb
The same as in milking period.	13	0	4.2	2.8
Alfalfa only.	37	11	14	33
Straw only.	23	4.3	8.3	14
Straw and concentrate.	46	1.4	9.7	6.9
Alfalfa and concentrate.	53	16	18	9.7
Grazing only.	5.7	4.3	1.4	13
Grazing and some concentrates.	24	2.9	5.6	1.4
Maize.	40	14	21	15
Sugar beet.	29	4.3	36	2.8

Cabbage.	57	2.9	31	0
Other. (Reported comments: pasture, grass hay, wheat by-product, straw, trefoil.)	5.7	0	2.8	8.3

REPRODUCTION/HEALTH PROBLEMS FOR COWS

COW MANAGEMENT:

A statistically significant difference was observed between groups. When asked if the women had changed the management manner of their cow during the last 12 months, 61% of participants in the Land O'Lakes program reported change, while 4.2% of non-participants reported change. Comments made reflect women are providing more feed and better quality feed for their cows and are caring more for their cow's hygiene.

CALVING:

A greater percentage of women in the Land O'Lakes program (77%) report their cows calving every 12 months or earlier when compared to women not in the program who report 47%.

	Group 1 (%)	Group 2 (%)
Every 12 months or earlier.	77	47
Every 12-14 months.	19	21
Every 14-16 months.	4.3	17
Every 16-18 months.	1.4	6.9
Every 18-20 months.	0	6.9
Every 20-22 months.	1.4	4.2
For more than 22 months.	0	0
Never calved.	0	0

The majority of women surveyed in Group's 1 and 2 would like their cows to calve every 12 months or earlier, as expressed in the table below.

	Group 1 (%)	Group 2 (%)
Every 12 months or earlier.	90	81
Every 12-14 months.	4.3	17
Every 14-16 months.	1.4	2.8
Every 16-18 months.	0	0
Every 18-20 months.	0	1.4
Every 20-22 months.	0	0
For more than 22 months.	0	0
Never calved.	0	0

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WHEN DO YOU BREED YOUR COW:

The majority of women surveyed in Group's 1 and 2 breed their cows at the first sign of heat.

	Group 1 (%)	Group 2 (%)
First time cow comes into heat.	81	68
When you have enough feed for your cow.	21	24
When you have enough feed both for your cow and offspring.	2.9	5.6
When you have feed shortage.	0	0
When you expect to have the calf at the time of highest milk price.	5.7	2.8
During any specific month.	0	0
Other.	0	0

DRY COWS:

All participants in Group's 1 and 2 dry their cows before the next calving. The reported average drying off period of cows is 8.04 weeks and 8.08 weeks respectively for Group's 1 and 2.

A statistically significant difference in percentages of women who report feeding their cows in different manners during the drying period was observed between groups; 99% and 86% respectively for Group's 1 and 2. The table below shows what feed management practices the women use.

	Group 1 (%)	Group 2 (%)
You feed your cow with straw or forage of a low quality.	84	36
You don't feed your cow or give her some water.	10	6.9
You don't give her water at all.	0	2.8
You don't give her food at all.	0	1.4
You don't feed your cow with any concentrates.	7.1	9.7
Other. (Reported comments: 20 women reported feeding dry feed, while others reported a reduced feed ration, same feed as in milking period, high quality feed, alfalfa and wheat by-product, straw.)	8.6	31

FEED FOR COWS DURING LAST SIX WEEKS OF PREGNANCY:

The greatest percentage of women surveyed in Group 1 feed alfalfa and concentrate during the last six weeks of pregnancy. The greatest percentage of women surveyed in Group 2 feed straw only.

	Group 1 (%)	Group 2 (%)
Grazing.	19	29
Maize.	17	18
Sugar beet.	4.3	5.6
Cabbage.	10	4.2
The same as during milking time.	5.7	4.2
Alfalfa only.	11	31
Straw only.	30	43
Straw and concentrate.	24	26
Alfalfa and concentrate.	39	8.3
Other. (Reported comments: depends on the season, dry hay alfalfa.)	5.7	11

FEED FOR COWS DURING LAST TWO-FOUR WEEKS OF PREGNANCY:

The greatest percentage of women surveyed in Group 1 feed straw and concentrate during the last two-four weeks of pregnancy. The greatest percentage of women surveyed in Group 2 feed straw only.

	Group 1 (%)	Group 2 (%)
The same as in milking time.	2.9	6.9
Alfalfa only.	17	18
Straw only.	29	43
Straw and concentrate.	30	21
Alfalfa and concentrate.	23	26
Alfalfa and much concentrate.	16	4.2
Other. (Reported comments: dry hay alfalfa, trefoil, pasture.)	4.3	9.7

IDEAL MONTH FOR BREEDING COWS:

More women in Group's 1 and 2 report September as the ideal month for breeding their cows.

	Group 1 (%)	Group 2 (%)
January.	0	1.4
February.	1.4	2.8
March.	11	21
April.	2.9	6.9
May.	2.9	1.4

June.	14	14
July.	14	9.7
August.	16	4.2
September.	27	24
October.	5.7	5.6
November.	0	0
December.	1.4	1.4

DETECTION FOR PREGNANCY:

After breeding, the average length of time taken to determine if cow is pregnant is 9.48 weeks and 10.51 weeks respectively for Group's 1 and 2. More women in Group's 1 and 2 have a veterinarian confirm cow pregnancy, as shown in the table below.

	Group 1 (%)	Group 2 (%)
Cow's abdomen gets enlarged and you can see it.	8.6	24
Have a veterinarian check her.	81	67
I see if she comes in heat.	59	21
Other.	0	0

COW PROBLEMS BEFORE OR AFTER CALVING:

Thirteen percent (13%) and 24% respectively for Group's 1 and 2 report having cow problems before or after calving. The kinds of problems are reflected in the table below.

	Group 1 (%)	Group 2 (%)
Retained placenta (after calving).	4.3	18
Milk fever (after calving the cow is weak and she can't stand still).	1.4	1.4
The resistance fall after calving (a paralytic condition that leads to death).	5.7	1.4
Infection in the reproductive tract (discharges with color and bad smell).	1.4	4.2
Other. (Reported comments: mastitis, udder swelling.)	1.4	1.4

RETAINED PLACENTA IN COWS:

A statistically significant difference was observed between groups. During the last three years, 5.7% and 17% respectively for Group's 1 and 2 reported their cows with retained placenta.

RETAINED PLACENTA IN HEIFERS:

During the last three years, 2.9% and 2.8% respectively for Group's 1 and 2 reported their heifers with retained placenta.

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MILK FEVER:

During the last three years, 2.9% and 6.9% respectively for Group's 1 and 2 reported their cows suffered from milk fever. Neither group reported heifers affected with milk fever.

KETOSIS:

Ten percent (10%) of women participating in the Land O'Lakes program know what ketosis is. They reported incidences within the last three years where three cows and three heifers were affected by ketosis disease. Women not participating in the program did not know what ketosis was.

COW MANAGEMENT IMPROVEMENTS:

A greater percentage of women in Group's 1 and 2 would like to see improvement in the quality of forages, followed by artificial insemination practices and availability of more concentrate.

	Group 1 (%)	Group 2 (%)
The quality of forages.	76	63
When cow begins to produce milk.	8.6	18
Minimize the problems when you start milking the cow.	5.7	9.7
The improvement of the water supply.	23	4.2
Control the calf how it grows up.	1.4	14
Increase milk quantity produced by your cow.	24	15
Have the possibility of feeding more concentrate to your cow.	46	28
To improve the place where your cows and heifers stay.	26	9.7
Practice the artificial insemination.	41	22
Check animals for sicknesses.	21	14
Other.	0	1.4

COLOSTRUM:

Ninety-nine percent (99%) of women in Group's 1 and 2 know what colostrum is. The table below indicates their responses as to why colostrum is important. Women not in the program did not seem to recognize the important health benefits of feeding colostrum to their calves.

	Group 1 (%)	Group 2 (%)
As feed for calves.	74	88
To prevent diarrhea.	33	0
To transmit the immunity from cow to calf.	80	1.4
To make a good pie.	8.6	13
Other.	0	0

Ninety-nine percent (99%) of women in Group 1 and 93% of women in Group 2 report that their calves drink colostrum. The table below represents the manner in which colostrum is fed to their calves.

	Group 1 (%)	Group 2 (%)
Let them suck from the mother.	69	67
Milk the cow and then feed it to the calves.	26	15

	Group 1 (Avg)	Group 2 (Avg)
If you milk colostrum from the cow and then feed it to the calves, how much colostrum do the calves drink in liters/day.	4.43 liters/day.	4.79 liters/day.

The table below indicates the time period when the women in both groups feed colostrum to newborn calves.

	Group 1 (%)	Group 2 (%)
Within 6 hours after it is born.	96	86
Within 6-12 hours after it is born.	2.9	5.6
Within 12-18 hours after it is born.	0	0
Within 18-24 hours after it is born.	2.9	1.4
Over 24 hours after it is born.	0	1.4

CALVES FED MILK:

The average number of weeks calves are fed milk is 13.61 weeks and 12.35 weeks respectively for Group's 1 and 2.

FEED FOR CALVES:

The table below represents what calves are fed in different age groups. Ninety-three percent (93%) of women in Group's 1 and 2 begin feeding their calves milk at age 0-4 weeks; 26% and 21% respectively for Group's 1 and 2 add alfalfa to the diet at age 5-8 weeks; a significantly higher percentage of women in Group 1 (69%) compared with 24% of women in Group 2 add concentrate at age 9-12 weeks; and at age 13-24 weeks, 50% and 67% respectively for both groups feed the same food as the dairy cow.

Calf age in weeks →	Group 1 (in %)				Group 2 (in %)			
	0-4	5-8	9-12	13-24	0-4	5-8	9-12	13-24
The same food as the dairy cow.	0	2.9	13	50	1.4	19	21	67
Only alfalfa.	1.4	26	23	17	4.2	21	22	14
Hay, different from alfalfa hay.	0	5.7	11	16	0	8.3	15	11
Cabbage.	0	0	1.4	13	0	2.8	2.8	0
Sugar beet.	0	0	8.6	4.3	0	0	1.4	1.4
Only straw.	0	0	0	1.4	0	0	0	0
Straw and concentrate.	0	5.7	4.3	4.3	0	5.6	1.4	2.8
Alfalfa and concentrate.	1.4	53	69	56	0	9.7	24	13
Corn silage.	0	0	0	2.9	0	1.4	0	0
Corn plant.	0	2.9	10	8.6	1.4	2.8	4.2	2.8
Only grazing.	0	2.9	4.3	1.4	0	2.8	1.4	1.4
Grazing and some concentrate.	0	1.4	0	1.4	0	2.8	5.6	5.6
Milk.	93	70	66	40	93	83	75	44
Hay and concentrate.	1.4	13	20	23	2.8	11	15	13
Supplement food.	0	2.9	1.4	1.4	0	2.8	1.4	0
Other.	0	0	0	0	0	1.4	0	1.4

CALF LOSS OR ILLNESS:

Women in the Land O'Lakes program reported 11.4% incidences of calf loss or illnesses, whereas non-participants reported 36% incidences of calf loss or illnesses.

	Group 1 (%)		Group 2 (%)	
	Yes	No	Yes	No
Have any of your calves died last year.	1.4	99	8.3	92
Have any of your calves had diarrhea last year.	5.7	94	9.7	90
Have any of your calves had pneumonia last year.	1.4	99	8.3	92
Have you had any extremely weak calves	2.9	97	9.7	90

during last year.				
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PARTICIPATION IN LAND O'LAKES PROGRAM

WAYS YOU FEEL LAND O'LAKES DAIRY CAMPAIGN HAS HELPED YOU:

The following table is a summary in percentages, of the women that had participated in the Land O'Lakes program and how they feel they were helped in the areas listed. A greater percentage of women feel they have learned something new, they expect to have one calf a year from each cow, they examine and vaccinate their cows, and their profits are increasing because of dairy product sales.

	Group 1 (%)
Learned something new.	63
Reminded of things they already knew.	23
I changed my behaviors.	49
I had problems with mastitis before, now I don't.	39
I don't feed my cow with poisonous plants anymore.	39
I helped a cow with a difficult calving.	23
Relying on Land O'Lakes information, I treated my cow when she was sick and now she is o.k.	31
Relying on Land O'Lakes information, I estimated some cows and bought the best one.	44
Now I examine and vaccinate my cow.	51
I expect to have one calf a year from each one of my cows.	57
I am sure I can do the body condition scoring of my cow properly and use this information for a better management.	37
I have saved my cow/calf from death.	14
My profits are increasing because of dairy product sales.	50
I have begun a small business.	16
I feel I will become a successful producer of the dairy products.	33
Now it is clear for me to start a business.	21
I participate in a savings group.	8.6
I have improved my managing skills.	27
Now I think my family has more trust on my work.	37
I feel to be more respected.	34
Land O'Lakes has not done any big change in my life.	1.4

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THREE MOST IMPORTANT WAYS LAND O'LAKES PROGRAM HAS HELPED YOU:

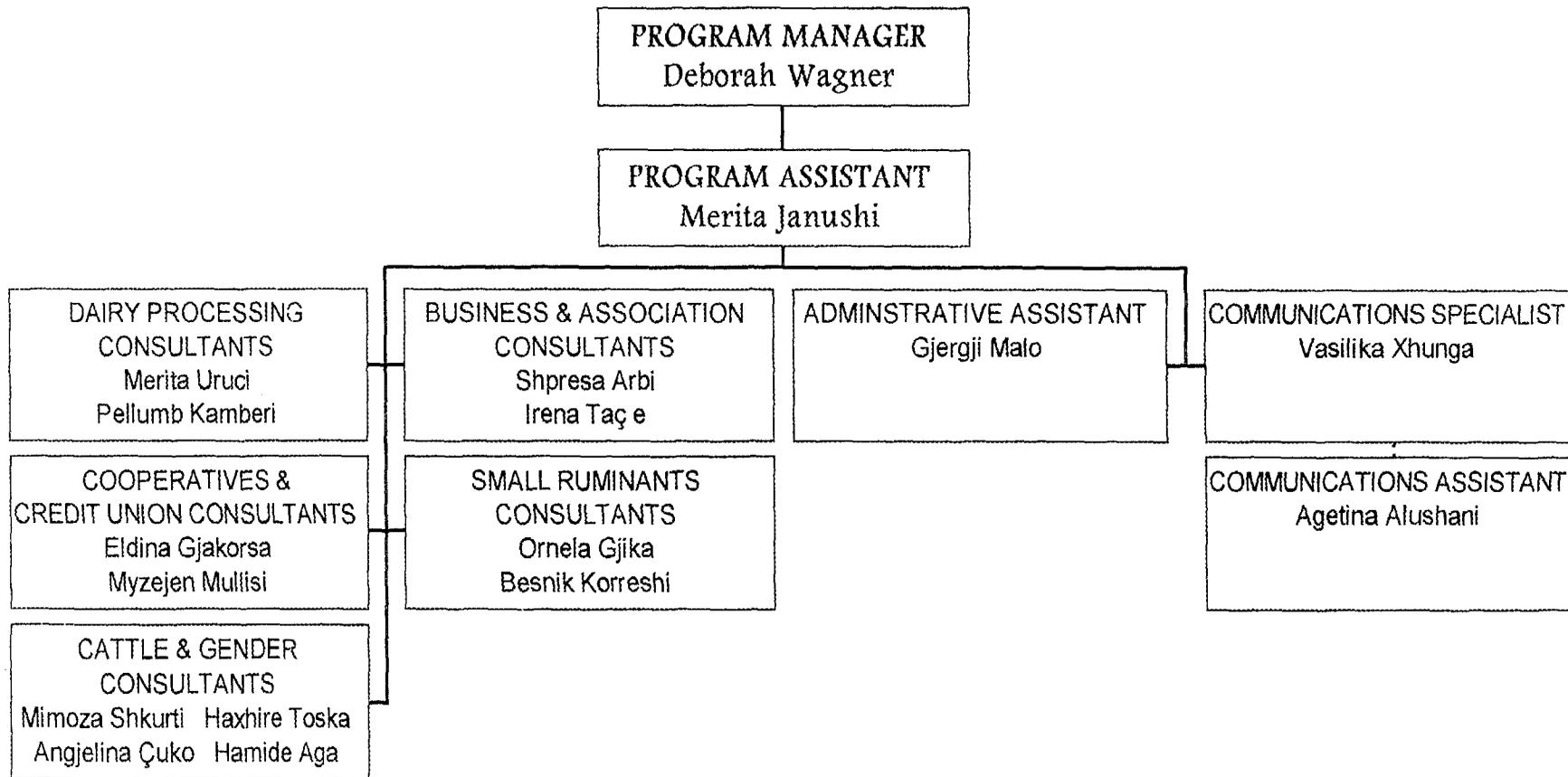
The following is a summary of the responses given by the women that participated in the Land O'Lakes program and ranked by the women as the top three ways the program helped them the most. The top three ranked responses were: 1) Learned something new, 2) I expect to have one calf a year from each one of my cows, and 3) I had problems with mastitis before, now I don't.

	Group 1 (%)
Learned something new.	29
Reminded of things they already knew.	2.9
I changed my behaviors.	13
I had problems with mastitis before, now I don't.	19
I don't feed my cow with poisonous plants anymore.	7.1
I helped a cow with a difficult calving.	10
Relying on Land O'Lakes information, I treated my cow when she was sick and now she is o.k.	8.5
Relying on Land O'Lakes information, I estimated some cows and bought the best one.	13
Now I examine and vaccinate my cow.	20
I expect to have one calf a year from each one of my cows.	21
I am sure I can do the body condition scoring of my cow properly and use this information for a better management.	7.1
I have saved my cow/calf from death.	2.9
My profits are increasing because of the dairy products selling.	19
I have begun a small business.	11
I feel I will become a successful producer of the dairy products.	10
Now it is clear for me to start a business.	11
I participate in a savings group.	4.3
I have improved my managing skills.	8.8
Now I think my family has more trust on my work.	7.1
I feel to be more respected.	14
Land O'Lakes has not done any big change in my life.	0

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Attachment D
Current Organizational Chart

Land O'Lakes Albania
Dairy Improvement Campaign Organizational Chart



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Attachment E
Campaign Collaborative Efforts

Highlights of Land O'Lakes Campaign Collaboration Efforts

Current Partnerships:

- There is on-going cooperation with VOCA and IFDC in terms of sharing in-country and visiting expertise, training opportunities and agribusiness network.
- Oxfam-Netherlands, SNV, IFAD. Land O'Lakes is assisting SNV to replicate the campaign in North East Albania for both small-holder dairy and vegetable producers with funding from the Dutch Government and IFAD.
- Irish League of Credit Unions. Training of campaign staff and prospective members to organize credit unions with groups working with Land O'Lakes. Two "pilot" projects are underway while other groups are being identified.
- CRS, SOROS. Credit is made available to selected campaign producer and processor clients. Interest rates and repayment terms are creative and is sensitive to the current situation for businesses, especially those in the food industry. At least 2 campaign clients have received loans, purchased equipment and are currently making payments.
- Mercy International. Credit, ranging from \$300 - \$10,000 is made available to clients identified by Land O'Lakes. Interest rates and repayment schedules are very reasonable. At least five campaign clients have received loans from this organization. Land O'Lakes also helped to identify recipients of 10 dairy cows funded by Mercy International. Recipients are obligated to provided Mercy with the first calve as payment. The campaign provided dairy training to the new producers.
- Albanian Development Fund (ADF). The campaign identifies clients for this line of credit. ADF provides credit with reasonable rates to rural entrepreneurs. There has been a long list of approved loans to campaign clients.

Other Collaborative Efforts:

- FAO. FAO-I used the campaign network to disseminate information and to determine interest in the implementation of a poultry project. FAO-II utilized the campaign network to perform market research on the needs and demands of Albanian farmers for small-scale farm machinery.
- SMEDA. This AID-funded project provides business and management training to campaign staff and campaign clients on an as-needed basis.
- Peace Corps. Volunteers have worked with campaign staff in the areas of business management, conducted gender-related surveys within the campaign network, and provided support to a rabbit project initiated by the campaign.
- IKZ/FARMCO. The campaign has provided complete sets of dairy training material to this World Bank funded dairy development effort. In return this project includes the campaign in their sponsored events such as field days and demonstrations.