



USAID/ALBANIA

FY 2001

RESULTS REVIEW & RESOURCE REQUEST (R4)

The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Albania and was assembled and analyzed by USAID/Albania.

The R4 is a "Pre-Decisional" USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Neil J. Woodruff, Acting Program Officer, USAID/Albania.

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FY 2001 R4

Please Note:

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LIST OF ACRONYMS

ABA/CEELI	American Bar Association/Central & East European Law Initiative
ACER	Albanian Center for Economic research
AEDP	Albanian Educational Development Project
AFADA	Albania Fertilizer and Agribusiness Dealers Association
AFP	Albania Forestry Project
APFDP	Albania Private Forestry Development Project
ASC	Albania Securities Commission
BOA	Bank of Albania
CDIE	Center for Development Information and Evaluation
CEC	Central Elections' Commission
CLE	Continuing Legal Education
CYP	Couple Years of Protection
DAI	Development Alternatives International
DGFP	Director General for Forests and Pastures
DOJ	Department of Justice
ESAF	Enhanced Structural Adjustment Facility
EU	European Union
FPA	financial planning advisor
FSN	foreign service national
GOA	Government of Albania
GDP	gross domestic product
GTZ	German Technical Cooperation
IEC	information, education and communication
IFES	International Foundation for Election System
IMF	International Monetary Fund
IRBD	International Bank for Reconstruction and Development
ha	hectare
HHE	household effects
HII	Health Insurance Institute
HL/RTP	home leave and return to post
ICASS	International Cooperative Administrative Support Services
ICNL	International Center for Not-for-Profit Law
ICS	Institute for Contemporary Studies
IMF	International Monetary Fund
IMR	infant mortality rate
INSTAT	Institute of Statistics
IR	Intermediate Result
IRI	International Republican Institute
IRIS	Institutional Reform and the Informal Sector
MBA	Masters in Business Administration
MMR	maternal mortality rate
MOH	Ministry of Health
NDI	National Democratic Institute
NGO	non-governmental organization

NRM	natural resources management
OE	operating expense
ORT	ORT International, Inc.
OSCE	Organization for Security and Cooperation in Europe
PAP/A	Public Administration Project/Albania
PMP	Performance Monitoring Plan
PVO	private voluntary organization
RD	research and development
RELO	Regional English Language Officer
RFA	request for application
SDC	Society for Democratic Culture
SDP	service delivery point
SEED	Support for East European Democracy
SO	Strategic Objective
UAB	unaccompanied air baggage
UNDP	United Nations Development Program
UNFPA	United Nations Family Planning Agency
USAID	United States Agency for International Development
USD	United States dollar
USFS	United States Forestry Service
USIA	United States Information Agency
VAT	value added tax
WB	World Bank
WTO	World Trade Organization



April 19, 1999

INFORMATION MEMORANDUM FOR THE ACTING ASSISTANT
ADMINISTRATOR, BUREAU FOR EUROPE AND THE NEW INDEPENDENT
STATES

FROM: Howard Sumka, Director
USAID/Albania

SUBJECT: USAID/Albania Results Review and Resource Request, FY2001

Again in 1998, Albania endured a set of unusual developments that severely constrained the potential for impact by USAID programs. Although we did not always meet our targets, USAID's performance indicators generally show improvements over 1997. This would normally make us very optimistic regarding next year's performance, but new stresses in 1999 may dim Albania's prospects for rapid recovery.

The USAID Mission in Albania was evacuated in August 1998, having been active for just over a year following the evacuation of March 1997. USAID/Albania continued to manage its programs from Washington and Budapest, relying heavily on our FSN staff in Albania. As we were preparing this R4, the country faced yet another severe crisis: the unprecedented refugee flows from Kosovo. The U.S. Government's in-country presence is currently being reinforced to help alleviate this crisis, despite continuing concerns by the U.S. Embassy about the personal security of Americans in Albania.

Our immediate staffing plans will have to remain flexible and responsive to rapidly changing conditions. The USAID presence will be greatly enhanced with the planned return of the Director to residency in Tirana in June. Over the next two fiscal years, we expect the complete staff to be able return. We also anticipate the return of American implementing partners relatively soon, depending on future security assessments, and we cannot now set a timetable.

The current refugee crisis is now dominating the adjustments being made in USAID's plans in Albania. Short-term, emergency assistance is being coordinated through the Bureau for Humanitarian Relief, with a seven person DART now in country. Additional SEED funds are being requested outside the R4 process to meet the intermediate-term needs of refugees and the communities where they are located in Albania. We will pursue the follow-up on this request with USAID/W. Most of the assistance we will

introduce to meet the intermediate demands of the refugee crisis would build upon our existing activities. We will support our NGOs through the DemNet project to support media reform, democracy building and conflict resolution. We will rely on AIHA support to improve emergency hospital referral services. We will pursue job generation and food production goals through our existing private sector programs.

USAID's fundamental long-term strategy in Albania will remain essentially unchanged, although we are taking several measures to focus our efforts. The major strategic adjustment we are proposing is the elimination of SO 1.6 (environmental management). Because of the evacuation, we will have to terminate the major new activity that was to support this SO. We will continue one other activity under that SO but will return it to SO 1.3 (private enterprise growth). Several fine tuning adjustments have been made in the performance indicator tables, as shown in Annex B.

Our programs' performance on certain activities, particularly those requiring Americans during implementation, was hampered by the recurrent crises. These conditions also inhibited our ability to collect all of our performance indicators, but we garnered and documented sufficient performance information to permit a robust report of our results and to guide the adjustments to our strategy.

Over the past year USAID programs in Albania have played a significant role in major positive developments. The country now has a new constitution, in no small measure due to our legal assistance to the GOA and our help in preparing for the referendum. The constitution provides a solid foundation for democracy and is the basis for our assistance in legal reform and governmental decentralization. The pyramid schemes have been eliminated, and we have supported the final workouts that will provide as much restitution to investors as possible. We have supported Albania's highly successful program for registering private landholdings, a fundamental requisite for private sector development and agricultural reform. The USAID-established organization of agricultural input suppliers has achieved financial independence, and we have begun working with a much wider network of agricultural trade associations. The women's reproductive health program significantly exceeded targets in providing upgraded health service delivery points.

Despite the obvious setbacks and frustrations, we are confident that we can continue to productively assist Albania to deepen its private economy, strengthen its democratic institutions, and enhance its social safety net. The international community, with which we collaborate very closely, is reinforcing its commitment to Albania, which needs all of our support more than ever.

cc: ENI/PCS, Patricia Matheson

I. OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

By the end of 1998, the Albanian economy had recovered modestly from the civil unrest in early 1997, essentially returning to the low level of performance that preceded the crisis. Democracy was severely challenged by the assassination of an opposition leader in September 1998. However, a change in government and a successful referendum on a new constitution demonstrated the resilience of democratic institutions. The USAID Mission in Albania was evacuated in August 1998, having been active for just over a year following the evacuation of March 1997. As this R4 was being prepared, the country faced yet another crisis created by a new source of stress: the unprecedented refugee flows from Kosovo. Performance toward USAID objectives in FY 1998 often fell short of its targets, but it was nonetheless encouraging. Despite USAID's limited in-country presence, its programs played a significant role in many major positive developments, such as bringing in a new constitution, eliminating the pyramid schemes, registering private landholdings, and achieving financial independence for the USAID-established organization of agricultural input suppliers.

Strategy: The U.S. assistance program in Albania addressed eight strategic objectives. Three broad areas received the most support. The principal funding emphasis in USAID's strategy lay in private sector support. Because agriculture was one of the first sectors to privatize and because it provides over half of GDP and employment, USAID has emphasized raising returns in agriculture. Second, the key role of the finance sector in Albania was demonstrated by the intense national crisis in 1997 that was instigated by the collapse of non-bank financial institutions. That sector is also a priority target of USAID assistance. Third, democratic institutions in Albania are among the least developed in Europe. USAID assists citizen participation primarily through media programs, NGO support and drafting legislation to improve the environment for democracy.

The USAID program effectively addresses three of the interests identified in the U.S. Strategic Plan for International Affairs. It pursues economic prosperity through the goal of "promoting broad-based economic growth," and by helping to "open foreign markets to free the flow of goods, services, and capital." It pursues democracy through "increasing foreign government adherence to democratic practices and respect for human rights." These in turn support U.S. national security concerns by helping to "ensure that local and regional instabilities do not threaten the security and well-being of the U.S. or its allies." Assisting Albania's transition to a market-oriented democracy will enable Albania to contribute to stability in a volatile region. A stable, prosperous Albania will be in a good position to help with U.S. efforts to combat terrorism, arms proliferation, narcotics trafficking, and international organized crime.

Changed Conditions: Following widespread civil violence in March and April 1997, the Albanian economy began to recover while the political situation and public order gradually stabilized. During 1998, however, political and regional instability overwhelmed that pattern of progress. The widening domestic political chasm, pervasive corruption coupled

with a still fragile administration, and the struggle in Kosovo all contributed to the collapse of the government in the fall of 1998.

The implementation of USAID's program was also set back significantly in August 1998 when security threats to USG facilities and personnel in Albania necessitated the withdrawal of most American staff, all American dependents, and all Americans working for USAID contractors or grantees.

Mission Adjustments: USAID's strategy was adjusted during 1997 to provide more support in the financial sector in response to the pyramid scheme crisis early in the year. Despite the seriousness of the security threat in 1998, USAID expects that the disruption of programs will be short-lived. The fundamental assumptions underlying the USAID strategy remain operative. Adjustments have been made in implementation procedures, largely by relocating American Mission staff to Washington and Budapest. To facilitate communications, the implementing partners' American staff have typically relocated to countries neighboring Albania. They have frequently met with their Albanian counterparts in Ohrid, Macedonia, near the Albania border.

Performance on certain activities, particularly those requiring Americans during implementation, e.g. ABA/CEELI and the U.S. Treasury, was hampered by the unusual conditions. The conditions also inhibited the collection of performance indicators, creating some gaps which appear in this R4. Only one major change in the strategy will result from these constraints. The introduction of a new activity in support of SO 1.6 (environmental management), which would have required substantial American travel outside of Tirana, has been abandoned, rendering SO 1.6 insupportable. The other activity under that SO will return to SO 1.3 (private enterprise growth).

The sudden and enormous influx of refugees expelled from Kosovo is placing new demands on foreign assistance in Albania. Emergency relief from USAID is being implemented through USAID's Bureau for Humanitarian Relief. Several proposals are under review by the Mission for further emergency aid funded by reallocated or supplemental SEED funds. Since the level of any such additional funds, if any, has not yet been determined, no specific request for their use is presented in this R4.

Progress Achieved: During 1998, until the political crisis in the fall, the reforms supported by USAID were slowly showing progress. The Government of Albania (GOA) had nearly doubled the value-added tax and increased excise taxes, which brought the budget deficit under control. The GOA doubled salaries for law enforcement officials and restored some public order. The pyramid schemes were dismantled. Even as the political crisis unfolded, significant progress was made with USAID support as the referendum on the new constitution was administered well and resulted in a new consensus. Working with government institutions, USAID implementers assisted with the registration of over 315,000 private land parcels. The women's reproductive health program significantly exceeded targets in providing upgraded health service delivery points.

In the private sector, USAID support for agriculture was vital in setting up a network of input supply dealers to provide fertilizer, seeds and other critical inputs. Nearly 90 percent of fertilizer is now distributed by nearly 300 private dealers within this network, which has become financially independent from USAID. Most USAID targets for participation by rural communities in environmental activities were exceeded.

Plans and Prospects for Further Progress: One of the most significant impacts USAID can have in Albania at this critical juncture would be to assist the GOA to solidify the rule of law by assisting in its fight against corruption. Under the democracy goal, USAID will continue to support the development of democratic practices and institutions in Albania. USAID will work with selected NGOs to help citizens realize they have a right to obtain information on government operations, mobilize public concern about corruption, and press government to take corrective action. This civil society effort will complement activities in other areas to strengthen the rule of law, upgrade law enforcement bodies and regulate financial institutions. Support to local government will also encourage the decentralization of government and the development of new civic intermediaries for the people of Albania. Finally, now that a new constitution is in place, more efforts will be made to help Albania implement its ramifications

The USAID program will continue to devote significant attention to Albania's transition to a market economy. USAID is capitalizing on the successes of its strategy in agriculture by moving ahead with additional support to other agriculture trade associations and to the further development of land markets. Completing the restructuring of the state banking system will also be a high priority for the GOA, and USAID expects that the remaining state banks will be either liquidated or fully privatized in 2000.

To lower maternal and child mortality rates, as well as reduce the prevalence of abortion, USAID's women's reproductive health care project will be expanded starting in FY2000, and will begin offering services in more urban areas in order to cover a greater number of beneficiaries. A second emphasis in the health sector is improving the administration and management of health care in general.

II. RESULTS REVIEW BY STRATEGIC OBJECTIVE

SO 1.3: ACCELERATED DEVELOPMENT AND GROWTH OF PRIVATE ENTERPRISES

Summary: The objective of this SO is to achieve accelerated development and growth of private enterprises. Starting from an economy with no private businesses in 1991, Albania has advanced to an economy dominated by the private sector. Nonetheless, the absence of experience in private business and the poor performance of state enterprises has left a legacy of inappropriate institutions and a severe shortage of skills in both the public and private sector. Considerable portions of the public enterprises and assets have been privatized or terminated, but the private sector has not been effective in establishing active markets in most areas of production, distribution, or finance.

USAID's strategy is to operate primarily in the private sector, raising returns in the agricultural sector through more efficient production technology, improved collection of raw production, and higher quality final agricultural products. USAID is capitalizing on the successes of this strategy by moving ahead with additional support to the emerging agricultural trade associations.

While association members have maintained a total of over \$2 million in revolving credit for operations, adequate credit for agriculture and all small and micro-enterprises is still a limiting factor in making opportunities available. USAID is increasing support for micro-enterprise lending facilities. The small and medium enterprise sector is also rapidly expanding with the assistance for the Fultz School high quality technical high school, the University of Nebraska MBA training program, and a network of Business Assistance Centers and Business Development Centers in Tirana and other urban centers.

Rural families, which make up approximately 60 percent of the population, are the major beneficiaries of this activity. Other significant beneficiaries of training, technical assistance and micro-credit activities are entrepreneurs engaged in small and medium enterprises in both Tirana and secondary cities.

Key Results: Three indicators best demonstrate the progress of this SO:

- (1) *Number of registered private sector enterprises.* This fundamental measure showed a small decline in 1998, returning to the 1996 level. It reflects the continuing slow pace of economic development.
- (2) *Quantity of foreign investment.* The quantity of foreign investment more than doubled over the 1997 level. This represented more than a full recovery from the decline in 1997 and was nearly enough to raise foreign investment back to the targeted level. It demonstrates renewed confidence in the potential of the Albanian economy.

(3) *Business Support Services Improved.* The number of clients of USAID supported activities business services expanded well beyond the targeted level in 1997. In 1998, the expansion continued for males while there were fewer female clients. This is the first year that client targets were disaggregated by gender.

Performance and Prospects: Overall performance under this SO has met expectations. While there has been disappointing performance in the area of privatization, there has been more than compensating good performance in the creation of new private enterprises and in the improvement of the business regime.

General economic indicators appeared surprisingly healthy for Albania during 1998. GDP grew by 8 percent, a level that prevailed in Albania prior to the crisis of 1997. Inflation was reported to average about 10 percent for the year. However, most analysts consider the lek overvalued, moderated mostly by remittances from external sources. The current account deficit fell from 12 percent of GDP in 1997 to 8 percent in 1998. The IMF was impressed with Albania's deficit reduction, as well as the improvement in capacity to collect tax revenue. Unemployment increased from 15.9 percent to 17.5 percent during 1998. Unemployment, and especially underemployment, will remain a constraint as the restructuring of large state enterprises involves significant layoffs.

Performance of these general indicators is consistent with the number of new private enterprises reported by the government. According to INSTAT, 5278 new enterprises emerged during 1998. Over 60 percent more new enterprises were initiated in 1998 than in 1997, suggesting that the environment for new businesses was rebounding from the anarchy that erupted in 1997. However, the figure for new business start-ups in 1998 is still 35 percent to 70 percent lower than the same figures for the years preceding 1997: reverberations from the institutional demise of 1997 are obviously still exacting a toll.

The performance indicators under **IR 1.3.1: Commercial Business Regime Improved** primarily focus on how USAID partners have influenced the formal regulations that govern Albanian commerce. The decades that Albania experienced as a closed society precluded capital improvements that relatively open Eastern Block countries enjoyed. New investment is thus more crucial to the restructuring and development process in Albania than other former communist countries. Political instability and insecurity have adversely affected domestic investment. The public sector in Albania is reported to have invested 75 million dollars in 1998, while foreign donors invested 93 million dollars, well below the billion-dollar target. With a change of government, adoption of a new constitution, and a focus on improving internal security and stability, the prospect for increased domestic and foreign investment should improve.

The government reports that 200 public enterprises were privatized during 1998, and over 250 were liquidated. However, the privatization of large, state-owned enterprises remains seriously behind schedule. The privatization program lacks transparency, a reliable timetable and suitable procedures for returning privatization shares to the public at large. Vouchers were distributed to citizens, but announcements of privatization have been carried

sporadically, and left most of the public with little information on how to capitalize on their potential shares.

USAID made a significant and positive impact in the establishment of rules and regulations that benefit Albanian commerce. The Land Tenure Center facilitated the recording of almost 400,000 registered land titles during 1998. The targeted number of land registrations was not achieved principally because the evacuation of U.S. personnel in August resulted in bureaucratic delays. Partners also exercised an influence on over three times the targeted number of laws, policies, or decisions enacted during 1998. Most of the tax and customs reforms have neared completion at the anticipated pace. A law on collateral was drafted and is under review by GOA officials. We expect Albania to accede into the World Trade Organization (WTO) before the year 2000. Performance indicators in the public administration processes targeted by USAID reflect the general problems of enforcement. Licensing is a procedure that is carried out successfully because it usually involves a small fee paid directly to a notary. On the other hand, grading, certification, and taxation are still encumbered by administrative weaknesses because financial incentives to take advantage of a non-transparent framework prevail. Violators incur little risk or cost of non-compliance. Imported agricultural inputs are certified by foreign agencies, but domestically produced inputs and agricultural products are not reliably standardized or graded. Several of our activities focus on improving these practices.

Both agricultural extension systems and business support centers are prevalent in Albania. Business support services, the subject of **IR 1.3.2: Business Support Services Improved**, are important to Albanian economic development because the populace is not accustomed to market processes or institutions. Business support services help overcome misconceptions. Revenue from service fees paid by customers of USAID-assisted activities was \$90,000, against the target of \$237,000. The number of active business clients fell short of the target but essentially maintained the large increase of 1997. USAID will build upon early success with non-bank credit through financial institutions, credit unions at the trade association level and through micro-credit programs to reach \$22.6 million in loans to around 478 clients by the year 2000.

The targeted number of clients to receive direct business assistance was easily achieved during 1998. Equally important, the number of potential entrepreneurs and professional, technical and support staff trained in Albania has exceeded expectations. Business colleges located at four partner universities, funded by USAID through the University of Nebraska, have begun graduating hundreds of students annually. Those students provide the critical mix of knowledge that can help make investments in Albania viable: knowledge of Albanian institutions and language, and skills in market economics and business. Over 65 percent of the graduates of business colleges are female. The first MBA class, which was graduated in 1998, was over half female and the second class (currently taking classes) is over 70 percent female. The Fultz School has also provided high school training to thousands of enterprising young students, with beneficial effects on new businesses needing skills in basic accounting practices, computer skills and personal communication. The number of entrepreneurs using new technologies has exceeded expectations.

Under **IR 1.3.3 Trade Associations Active in Supporting Private Agriculture**, USAID projects have proven that they can create sustainable networks of entrepreneurs based on the trade association concept. AFADA, the preeminent agricultural trade association in Albania, was created with a focus on developing a private agricultural input network and institutionalizing it in a trade association. AFADA is now a self-sustaining organization with 100 percent of its expenditures derived from domestic sources. Operating revenues exceed expenses by a comfortable margin. Association assets are more than \$100,000 and they have established a national generic brand name associated with high quality and safe products. This success is well on the way to replication. There is now a core of successful agricultural subsector entrepreneurs in seven agribusiness sectors which comprise nascent associations having significant, if not dominant, market share in their industries. They look to the AFADA's success in advocacy and development of their markets.

Possible Adjustments to Plans: The precise nature and extent of privatization assistance will depend on the extent and severity of the security situation. USAID is working with the World Bank to leverage its in-country presence and its structural adjustment program to reach the appropriate levels of government in order to assist the privatization program. While the evacuation has cut American presence in the USAID program, our partner grantees and contractors have exercised considerable ingenuity in continuing their programs. Short-term strategies include the use of third-country nationals and the use of third-country locations for the venue of training and consultations. USAID will increase support to the Albania customs authority by providing hands-on training in ethics and procedures of customs inspection and revenue collection. This support will build on that already being provided by the European Union (EU).

Other Donor Programs: The EU and World Bank continue to be active in many of the sectors USAID supports. Indeed, linkages are deliberate. These include support to small and medium enterprises and implementation of a property registration system. USAID actively collaborates with donors in other areas as well. The major donors to agriculture include USAID, the German aid agency (GTZ), the World Bank, and the EU. USAID and GTZ collaborated in strengthening the faculties of the Agricultural University of Tirana, while the EU is working on the development of an extension service. EU has set up farm mechanization centers, while USAID has helped set up private wholesale dealerships and has assisted with agricultural imports such as fertilizer, animal feeds, seeds and pesticides. USAID supports private farm forestry and the World Bank supports the Forestry Directorate with programs in high forest areas. This complementarity, together with Government support in the form of personnel, facilities and a demonstrated willingness to make policy and legal changes in support of the private sector, combine into a strong coordinated program.

Table 1. SO 1.3: Performance Data Tables

STRATEGIC OBJECTIVE: 1.3 Accelerated development and growth of private enterprises			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INDICATOR: Number of private sector enterprises.			
UNIT OF MEASURE: Cumulative number (000)	YEAR	PLANNED	ACTUAL
	1991 (B)	26	
SOURCE:	1996	62	56
	1997	68	62
INDICATOR DESCRIPTION: Number of legally registered enterprises. New registrations less inactive enterprises.	1998	75	56
	1999	82	
COMMENTS:	2000	90	
	2001	TBD	

STRATEGIC OBJECTIVE: 1.3 Accelerated development and growth of private enterprises			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 1.3.1 Commercial business regime improved			
INDICATOR: Quantity of foreign investment			
UNIT OF MEASURE: Dollars (millions)	YEAR	PLANNED	ACTUAL
	1991 (B)		10
SOURCE:	1996	80	70
	1997	90	42
INDICATOR DESCRIPTION: Total investment in Albania from foreign sources in past year.	1998	100	93
	1999	110	
COMMENTS:	2000	120	
	2001	120	

STRATEGIC OBJECTIVE: 1.3 Accelerated development and growth of private enterprises			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 1.3. 2 Business support services improved			
INDICATOR: Number of clients receiving business services.			
UNIT OF MEASURE: Active business clients a) Male b) Female SOURCE: INDICATOR DESCRIPTION: Clients are of USAID-supported activities, by gender. COMMENTS: Data by gender were not collected in 1996.	YEAR	PLANNED	ACTUAL
	1991 (B)	0	
	1996	600 (a+b)	518 (a+b)
	1997	700 (a+b)	1255 (a) 1401 (b)
	1998	1911 (a) 2156 (b)	1893 (a) 1286 (b)
	1999	2177 (a) 2378 (b)	
	2000	2236 (a) 2396 (b)	
	2001	TBD	

SO 1.4: A MORE COMPETITIVE AND MARKET-RESPONSIVE PRIVATE FINANCIAL SECTOR

Summary: The purpose of this strategic objective is to assist Albania in developing the fundamental institutions and elements of a well-functioning private financial sector. The number of private banks has expanded, although their operations have been mostly limited to financing trade for foreign clients doing business in Albania. The initial capital market development program starting in 1995 was recognized as too ambitious and subsequently was scaled back to reflect the realities of the country. On the public sector side, the task has been one of restructuring and privatizing the remaining state banks, while encouraging expansion of private banks and ensuring proper regulation of the banking system. In the informal sector USAID has joined other donors in supporting the winding down of the pyramid schemes, with the intent of liquidating assets and distributing proceeds to depositors. Beneficiaries include foreign investors wishing to do business in Albania and who depend on a sound financial system to carry out transactions, all depositors and borrowers who rely on the banking system, and entrepreneurs seeking capital for development and expansion of their businesses.

Key Results: The challenge facing Albania has been to develop the fundamental institutions and elements of a well-functioning financial sector. Thus, the key results address many of the critical elements required for a reasonably well functioning financial sector, in ways that will augment institutional capacity. Two indicators best demonstrate the progress of this SO:

- (1) *Percent of credit funds extended that are used by private enterprises.* This is an important indicator to reveal whether the financial markets are serving the private sector. Although this indicator rose rapidly from its 1995 baseline and was above targeted levels in 1997, it continued to rise in 1998.
- (2) *Cumulative proportion of insolvent non-bank financial schemes liquidated.* The civil unrest in 1997 throughout Albania was touched off by the collapse of the first major pyramid schemes, however many schemes continued to attract domestic savings. The targeted goal of eliminating all such schemes was achieved in 1998.

Performance and Prospects: Overall, SO 1.4 met expectations in 1998.

IR 1.4.1: Sound, Regulated and Efficient Banking System Established was enhanced, as measured by the percentage of non-performing loans. The result for 1998 was 61 percent, down from 69 percent in 1997. Under SO 1.4.1, USAID helped to increase the capacity of the Bank of Albania's (BOA) supervision department to regulate and monitor the banking system, enforce banking laws and regulations, and strengthen the BOA's bank licensing and bank liquidation policies. For instance, the banking department was structured into three distinct units and unit managers were selected from experienced employees. A new banking law was drafted and vetted with bankers to solicit their input. The document became law in July 1998. Newly revised regulations for licensing and liquidity were approved by the BOA's supervisory council, and six members of the on-

sight supervision unit received U.S.-based training in basic bank examination and inspection techniques. Since the evacuation, technical assistance has focused on bank supervision training activities in countries in the vicinity of Albania.

Through the Albanian Center for Economic Research (ACER), USAID has conducted intensive public education efforts to inform the general public about the need for sound regulated private banking system and the risks in using banks versus the informal sector. Through various activities of ACER, including newspaper articles and interviews, ACER estimates that it has reached two-thirds of Albania's newspaper readers and 30 percent of the relevant people involved in bank-related issues.

As illustrated by data relating to **IR 1.4.2: Ministry of Finance Functioning Effectively**, and **IR 1.4.3: Publicly Owned Banks Restructured**, there has been some progress on legal and institutional matters in creating an enabling environment for a well-functioning financial sector. While the unrest of 1997 along with the political crisis in the fall of 1998 represented setbacks, and revealed the frailty in public institutions, they did provide needed impetus for reform.

Assistance to the Ministry of Finance through the U.S. Treasury had targeted three areas to achieve **IR 1.4.2**: tax administration, government debt issuance and management, and budget planning and formulation. This assistance directly complemented World Bank and IMF structural adjustment programs. Based on GOA's satisfactory performance in meeting fiscal and macroeconomic targets, the IMF approved an Economic Structural Adjustment Agreement in May 1998.

USAID assisted the Albanian Tax administration in drafting the Small Business Tax Law. The draft law was subsequently reviewed, approved and passed by Parliament. The Basic World Tax Code was translated into Albanian to provide the Albanian Tax Administration with some guidance for future legislative reform. The Tax Administration Law (Fiscal Code) was drafted during the second and third quarters of FY 1998 and reviewed during the fourth quarter, with the expectation that it would be passed only in 1999 to allow for tax administration training and taxpayer education.

Other USAID accomplishments under IR 1.4.2 include: public acceptance of taxes campaign planned; reorganization of tax policy study initiated; local training on effective audit techniques planned; and effective use of audit resources study initiated. It should, however, be noted that, due to the ordered evacuation in 1998, further assistance in these and related areas will be covered by other donors.

USAID assistance, in coordination with World Bank efforts in state-bank restructuring and privatization, helped the GOA to successfully liquidate the Rural Commercial Bank under **IR 1.4.3**. A Bank Asset Resolution Trust was created in 1998 to liquidate the non-performing loan portfolios of the remaining state banks. Even though USAID assistance was terminated due to the evacuation of U.S. Treasury advisors in the late summer of 1998, activities related to IR 1.4.3 were pursued through the World Bank. USAID has also helped to increase the capacity of the Bank of Albania's (BOA) bank supervision

department to regulate and monitor the banking system, enforce banking laws and regulations, and strengthen the BOA's bank licensing and bank liquidation policies.

Since Albania's capital market is still in a very early stage of development, USAID has concentrated assistance in developing the institutional and regulatory capacity of the Albanian Securities Commission and the Tirana Stock Exchange. Due to the evacuation of 1998, **IR 1.4.4: Component Capital Markets Institutions in Place** did not meet its targets. Neither the Tirana Stock Exchange nor the Albanian Securities Commission (ASC) could be made fully functional.

USAID provided valuable assistance to the Tirana Stock Exchange about its options for institutional development, including such issues as collaboration with privatization agencies and other capital market institutions, as well as the specific steps needed for the development of trading systems. Similarly, USAID assistance provided ASC with concrete suggestions on how to improve policies and procedures, such as licensing and organizational structure. Through participation in several international conferences and meetings, USAID arranged for ASC to obtain the necessary information on international standards and practices, as well as concrete examples on how to develop a strong, independent securities commission. Through assistance from the U.S. Securities and Exchange Commission, USAID also delivered training on broker-dealer examination licensing and regulatory procedures to the ASC. As a result, significant changes were made in the type and quality of information provided by potential broker-dealers and new minimum standards were set.

Under **IR 1.4.5: Collateral Law Implemented**, a final draft of the collateral law was prepared and vetted with key Albanian decision-makers. Unfortunately, as a result of the 1998 evacuation, the final steps of the legislation development process could not be implemented in FY 1998.

Under **IR 1.4.6: Insolvent Non-Bank Financial Schemes Liquidated**, USAID continued its support to the World Bank's efforts to administer, audit, and wind down the pyramid schemes. Most of these schemes collapsed in 1996 and early 1997. The five remaining schemes were placed under GOA administration through World Bank assistance in November 1997. Subsequently, a valuation of the assets of these schemes was carried out along with an audit, which was concluded in the summer of 1998. A total of 12 of the collapsed schemes were also put under GOA administration and audited with World Bank assistance. As reflected in the indicator selected for this IR (cumulative proportion of insolvent non-bank financial schemes liquidated), all USAID targets were met in 1998.

Possible Adjustments to Plans: Security threats necessitated the withdrawal of all American implementers from Albania in August of 1998. By the end of September, implementation of activities shifted to conducting critical training and workshops in neighboring countries, working with Albanian counterparts via contact with local contractor staff in Albania, and through initiatives that started in October 1998 to implement key activities through third-country staff. The U.S. Treasury assistance program terminated in November 1998, but the World Bank and the International

Monetary Fund (IMF) have continued to support the GOA through their fiscal and financial programs. The two institutions will continue to sustain USAID's efforts in restructuring of the state banking system, and to provide fiscal sector advisors.

For these reasons, USAID Albania has adopted a simplified results framework consisting of four IRs: (1) a Sound, Regulated and Efficient Banking System Established; (2) Component Capital Market Institutions in Place; (3) Collateral Law Implemented; and (4) Insolvent Non-bank Financial Schemes Liquidated. The revised results framework reflects the fact that this SO will no longer support those IRs focused on the Ministry of Finance Functioning Effectively, and Publicly Owned Banks Restructured. The two IRs will continue to be supported through interventions from the World bank and the International Monetary Fund. Bank supervision activities will continue to comprise a significant portion of this SO. Those activities are planned to strengthen Albania's ability to assess for risk and to ensure a steady growth of the banking system. USAID will also continue to support capital market development in Albania. The ultimate objective of our key results is to develop fundamental institutions for a more competitive and market-responsive financial sector.

Other Donor Programs: The IMF has been the lead donor on fiscal and macroeconomic policy advice. An IMF advisor currently assists the central bank governor on monetary policy. The World Bank has been responsible for the wind-up of the defunct pyramid schemes and the privatization or liquidation of the state-owned banks. The World Bank continues to provide assistance in the implementation of the value added tax, and to coordinate all donor financial-sector assistance. It is worth reemphasizing that the IMF and the World Bank continue to take the lead in the two areas where USAID/Albania is no longer directly involved (fiscal reform, and state-bank restructuring). The German aid organization, GTZ, has provided technical assistance to the National Commercial Bank and will provide training in bankruptcy procedures as well as expertise in drafting commercial laws. The EU is providing technical assistance in the establishment of a New Chart of Accounts for the banking sector.

Table 2. SO 1.4: Performance Data Tables

STRATEGIC OBJECTIVE: 1.4 A more Competitive and Market – Responsive Private Financial Sector			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INDICATOR: Percent of credit funds extended used by private enterprises.			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
	1995 (B)		58
	1996	69	67
	1997	75	82.7
	1998	80	83.7
	1999	85	
	2000	90	
	2001	95	
SOURCE: Bank of Albania			
INDICATOR DESCRIPTION: Proportion of credit funds used by private sector as of September of FY.			
COMMENTS:			

STRATEGIC OBJECTIVE: 1.4 A more Competitive and Market – Responsive Private Financial Sector			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 1.4.6 Insolvent non-bank financial schemes liquidated.			
INDICATOR: Cumulative proportion of insolvent non-bank financial schemes liquidated.			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
	1997 (B)	NA	0
	1998	100	100
	1999	NA	
	2000	NA	
	2001	NA	
	2002	NA	
SOURCE: World Bank			
INDICATOR DESCRIPTION: Five (5) companies in Deloitte & Touche report			
COMMENTS:			

SO 1.6: INCREASED ENVIRONMENTAL MANAGEMENT CAPACITY TO PROMOTE SUSTAINED ECONOMIC GROWTH.

Summary: Nearly two-thirds of Albanians rely on agriculture, forest and pasture land for their livelihood, but the country's natural resource base has been undergoing severe deterioration in the last decades, threatening sustained economic growth. Currently, 76 percent of total forest area is classified as having low productivity: what was once forested land for timber is now reduced to shrubs and coppice, good only for fuelwood and fodder. Finally, mismanagement and over grazing of pastures has deteriorated this resource as well. Albania is estimated to be losing over 20 tons of soil /ha/year to erosion, ranging up to 185 tons/ha/year.

Given the magnitude of the environmental problem in Albania, and concerned with its impact on agriculture, employment and economic growth, USAID/Tirana created SO 1.6 last year for presentation to AID/W in June, 1998. The SO was approved and resources were allocated for a 5-7 year program.

Unfortunately, shortly after SO 1.6 was approved by AID/W, the evacuation order for all US personnel adversely effected the launching of the comprehensive 5-year program originally envisioned. Currently, there are two principal activities that support efforts under SO 1.6: the Albania Private Forestry Development Project (APFDP) which was transferred from IR 1.3 to IR 1.6; and a comprehensive watershed assessment and related training activity implemented by the USDA Forest Service through a G/ENV Interagency Agreement. Despite the evacuation, USAID/Tirana considers the SO to be performing within its expectations, primarily due to the strength of the APFDP which has completed its third year of activity.

Key Results: Two key results capture the progress in SO 1.6 during 1998:

- (1) *Number of villages within USAID target areas that have at least one case of both local and private participation.* This measure of USAID activity effort was well above its target level for both 1997 and 1998, demonstrating the ability of the activity to function without American staff in Albania.
- (2) *Number of times demonstration pilots replicated without USAID funding.* This new performance indicator captures sustainable results of USAID demonstration. Performance was more than ten times the targeted level, showing that the technology being demonstrated was accepted more widely than expected.

Performance and Prospects: Key Results achieved in FY98 under SO 1.6 entirely reflect efforts under year three of the Albania Private Forestry Development Project (APFDP). This program was extended for an optional-two year period, ending in December 2000. Despite the difficult circumstances, significant progress has been made toward achievement of the Strategic Objective and Intermediate Results.

SO 1.6: Increased Environmental Management Capacity for Sustained Economic Growth requires an enabling policy environment. In FY98, two major policies were reformed with USAID/APFDP assistance: improvement of refused lands legislation (law 8047) and a value-added tax (VAT) exemption for forest species seedlings. Due to existing tax and fee laws, farmers had no incentive to take on marginal lands that had been inappropriately cleared by the State for agriculture and which had become unproductive. Improvements to law 8047 provided exemptions to encourage farmers to acquire title and invest in productive management. The removal of the VAT exemption immediately led to an increase of tree seedlings for planting on degraded hillsides, a significant increase in participation by private producers in the nursery network, and increased revenue for private nurseries (USD\$65,000 in tree sales at 8 private nurseries). The Nursery Network also became registered with the GOA as an independent association in 1998, opened a bank account and members are contributing funds for forestry-related development purposes. The network is now making a significant contribution to tree planting activities in Albania

The passage of the VAT forest seedlings by the Council of Ministers was partly a result of increased environmental advocacy by the private sector. The Nursery Association wrote letters to several Ministers and policy-makers and provided information on cost structures and financial implications as well as on environmental concerns and benefits. Environmental advocacy is being strengthened through increased environmental awareness activities which led to the printing of 200 articles and broadcast of 30 hours of TV/radio programs or messages on environmental issues.

During FY98, cases of local and private participation in improved natural resource management were recorded in 37 additional villages, bringing the total to 77 villages. One of the most important examples of local participation is the assistance given to the transfer of state forests to komunas and villages for local management. APFDP helped transfer approximately 1,500 hectares of state forest to komunas for use in FY99 and made major strides in developing a management model based on social forestry concepts which has been adopted by the World Bank for widespread promotion. APFDP also has helped a number of ex-forest owners secure 300 additional hectares for private management, through the restitution process. More importantly, APFDP initiated a network of private forest owners, which recommended to the Director General for Forests and Pastures (DGFP) simplifying the forest restitution law and suggested legislation for the management of private forests to be incorporated into the Forest Act.

Demonstrating and extending proven sustainable forest, agroforestry, pasture and soil conservation technologies relevant to Albania is a large part of APFDP interventions. In FY98, there were 81 replications of APFDP technology packages by farmers in 54 villages without USAID funding, greatly exceeding the projected target of 7 replications. This suggests that in spite of little progress by the GOA on policy reform, farmers are willing to invest and adopt management practices independently.

The USFS Watershed Assessment: The advent of the evacuation order has delayed implementation of this new activity as USAID and the USFS were forced to reconvene

and consider contingency planning. The inability to place USFS personnel to oversee activities in the field was of particular concern to the USFS. Because a comprehensive watershed assessment involves both spatial data analysis and “ground-truthing” in the field, part of the study could be constrained by the lack of U.S. personnel.

Given the importance of the activity and the uncertainty of the length of the evacuation order, USAID/Tirana encouraged the Forest Service to begin work on the activity with consider creative solutions to management obstacles. A decision was made to continue with the watershed assessment, but to put a greater emphasis on third country training activities with slight modifications to the SOW and timetable. The International Programs office of the USFS has transferred the implementation of the watershed work to the USDA Forest Service Inventory and Monitoring Center in Fort Collins, which specializes in watershed data collection and monitoring. Colorado State University will also participate as a partner, by coordinating on joint training activities at the Anatolia Watershed Management Project site in Turkey. The US Forest Service will also support on-going USAID activities by providing third-country training on non-timber forest products enterprise development and management.

Possible Adjustments to Plans: The restricted access to Albania by American citizens during the present evacuation period has greatly delayed implementation of the next major activity of this strategic objective. Furthermore, even after the return of Americans there will most likely continue to be restricted movement about the country. Moreover, program priorities are shifting available funds into programs to support and strengthen internal security and economic stability. Following the maxim of “first things first,” then, the Mission proposes the closing out of SO 1.6 by the end of FY 2000. The ongoing forestry activity will be completed by that time; and the USFS watershed activity will focus on establishing a sustainable institutional base from which any outstanding work on the initial assessment activities can be continued without USAID assistance.

USAID/Tirana’s SO 1.6 team has refined and consolidated the Results Framework to more accurately reflect the status and activities envisioned under a reduced time frame and resource level. Two indicators have been developed to measure progress at the SO level. The first (national plan for natural resources use developed, approved and initiated) is intended to capture progress at the national institutional and policy level. The second (area of rural land under improved management) aims at capturing the adoption of better land use practices on the ground. The SO is supported by two higher level Results, which are in turn supported by lower level Results and Indicators. Most of these results and indicators have been carried over from last year’s strategy and are those that the APFDP has been comfortable reporting. One lower level result, **IR 1.6.2.2**, has been created to capture the work under the USFS Watershed Assessment activity, i.e. improved knowledge and information about watershed conditions and options for their protection and restoration. For the assessment, the USFS and USAID expect to work with Albanian institutions to collect and analyze data on 4 of 12 watersheds by the end of FY00. Also by the end of FY00, USAID expects that at least 7 key institutions (research institutes, Agricultural University, Albanian Forest Service and others) will be participating in some aspect of watershed assessment and planning and that at least one example of inter-

village watershed management will be established to test institutional management arrangements.

Other Donor Programs: USAID coordinates closely with the World Bank which is providing assistance through its Albania Forestry Project (AFP) both in the field and in Washington. The AFP focuses on the establishment of protected areas and focuses on the management of high altitude state or communal forests, and on institutional reforms within the GOA/DGFP.

Table 3. SO 1.6: Performance Data Tables

STRATEGIC OBJECTIVE: : 1.6 Increased environmental management capacity to promote sustainable economic development			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 1.6.1 Increased environmental management capacity to promote sustained economic growth.			
INDICATOR: Villages within USAID target areas that have at least one case of both local and private participation.			
UNIT OF MEASURE: Number of villages SOURCE: Albania Private Forestry Development Project (APFDP) INDICATOR DESCRIPTION: Base is 2800 villages. Local means communal or lower level formal/informal government. Private means for profit business and/or economic improvement. COMMENTS:	YEAR	PLANNED	ACTUAL
	1995 (B)	0	0
	1996	12	13
	1997	15	32
	1998	40	77
	1999	95	
	2000	100	

STRATEGIC OBJECTIVE: : 1.6 Increased environmental management capacity to promote sustainable economic development			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 1.6.2.2 R&D identifies environmentally friendly technology packages that are appropriate in Albania.			
INDICATOR: Number of times demonstration pilots replicated without USAID funding.			
UNIT OF MEASURE: Number SOURCE: Albania Private Forestry Development Project (APFDP) INDICATOR DESCRIPTION: Technology packages pre-defined. Replications must be 80% congruent with pilot. Extension not counted as USAID funding. COMMENTS: Targets need to be adjusted.	YEAR	PLANNED	ACTUAL
	1995 (B)	0	0
	1996	0	0
	1997	0	0
	1998	7	81
	1999	9	
	2000	10	

SO 2.1: INCREASED, BETTER-INFORMED CITIZENS' PARTICIPATION IN POLITICAL AND ECONOMIC DECISION-MAKING

Summary: Citizen participation is a critical element in any democracy. While Albanians have shown great interest in participating in the political process, the civil society sector in Albania reflects the polarized and divided environment of the country. Non-government organizations (NGOs) and independent political parties were unknown before the fall of communism, and it has been estimated that from 300 to 400 organizations have been registered since then. Most civil society organizations are located in Tirana though a few have a nationwide network. USAID's efforts have focused on strengthening Albanian NGOs, especially those which are independent of the conflicting political parties, and which have the potential to work throughout the country.

These efforts benefit a wide range of politically active citizens by strengthening the organization of NGOs, as well as the linkages between them, and the print and broadcast media. New generations of Albanians will be taught critical thinking, the importance of the diversity of opinions, conflict resolution without resorting to violence, and the value of public participation.

Key Results: Five key results represent the progress on SO 2.1:

- (1) *Freedom Rating for Albania's Civil Liberties.* The assessment of civil liberty in Albania declined in 1998, reflecting increased concern by Freedom House analysts over corruption issues.
- (2) *Participation in national and local elections certified by monitors as free and fair.* With a change in government during 1997, there was little electoral activity expected in 1998. However the referendum on a new constitution was so important and was supported by USAID programs during FY1998, so it is represented here as a success of the electoral process.
- (3) *Number of NGOs participating in policy formation and implementation.* NGO participation has moved much more rapidly than targeted. In 1998, the number of NGOs was more than double the target.
- (4) *Media legal/regulatory framework improved.* The law on broadcast media passed in 1998 was a major success associated with the USAID program.
- (5) *Establishment of a permanent professional staff in Parliament.* Slow progress in this measure shows the continuing problem of partisan dominance of issues within the legislative branch.

Performance and Prospects: Performance of SO 2.1 over the past year mostly met expectations. USAID and its partners achieved excellent results in developing advocacy

skills and supporting NGOs, drafting NGO legislation, encouraging interaction between NGOs and Parliament, increasing the capacity of journalists through training and continued work on a media law, and, most successfully, working for understanding of and participation in the process of adopting a constitution.

Despite these achievements, the SO-level indicators, the Freedom House civil liberties and political rights ratings did not improve as hoped. In fact, Albania's *civil liberties rating* deteriorated from 4 to 5 due to increased civil unrest and corruption. This decline reflects the continuing social upheaval that erupted after the collapse of the financial pyramid scheme in 1997. Although there was a significant amount of foreign aid in 1998, as Freedom House confirmed, "the country's infrastructure remained in ruins, corruption was rife, criminal gangs operated with impunity, and government administration was weak or non-existent."

There were no major elections in 1998 to report for **IR 2.1.2: Free and fair elections**. However, the nationwide vote on the draft constitution marked an important step in Albania's transition. According to the Central Elections Commission (CEC), voter turnout exceeded 50 percent, over 93 percent of which voted in favor of the constitution. International monitors from the OSCE, Council of Europe, and European Parliament declared that the Albanian referendum on the constitution "was carried out in a correct manner, for which voters and election officials should be commended."

As the constitutional reform process gained momentum, a number of USAID's partners worked in collaboration with the OSCE to assist political leaders in encouraging public participation in the drafting and approval processes. The National Democratic Institute (NDI) helped the Ministry for Legislative Reform and the Constitutional Commission develop a strategy to encourage public participation. NDI also worked with an Albanian civic group comprising teachers, workers, engineers and students (the Society for Democratic Culture—SDC), to promote citizens' participation. A group of 17 of ORT's grantees presented recommendations to the Parliamentary Constitutional Drafting Commission which, in turn, publicly commended the NGO community. The Commission amended 25 percent of the draft articles based on specific suggestions from the NGO hearings. Following the evacuation, IFES employed a French National to produce and disseminate spots for television promoting voter participation in the constitutional referendum. The International Republican Institute (IRI) produced a series of full-page advertisements in national newspapers to describe the purpose and the main provisions of the draft constitution and to urge Albanians to vote in the referendum. IRI also published and distributed 30,000 copies of the draft constitution's text. Finally, media programs also played an instrumental role in informing citizens about the constitution and encouraging voters to take part in the referendum, not only through Promedia's work, but also other programs sponsored by the International Foundation for Election Systems (IFES).

For **IR 2.1.3: NGOs participating in political, social and economic decision-making**, NGOs are increasingly providing a voice for citizens as demonstrated in the number of NGOs actively engaged in policy advocacy which increased from 40 to 120, almost three

times beyond the target of 47. These NGOs influenced 19 government decisions including the constitution, domestic violence legislation, creation of an ombudsman institution, stricter anti-drug legislation, laws relating to the status of invalids, measures to protect the environment, and a new law to restrict secret police. ORT International worked with the International Center for Not for Profit Law (ICNL) to ensure NGO participation in promoting and finalizing a draft of the most progressive NGO law in Central and Eastern Europe. Some NGOs also assumed a watchdog role in enforcing consumer laws, repealing the provisions of the penal code that violated Albanian constitutional law, and encouraging more balanced news content. These achievements reflect not only the increased capacity of NGOs, but also a change in the government's view of NGOs and the openness of the newly-elected government to NGO input and democratic practices.

New legislation on the broadcast media was also developed through a participatory process. Promedia provided information to the Albanian government, local media outlets, and the Albanian broadcast association to assist in the development of the Albanian law on public and private broadcasting. At the same time, the Albanian Parliament moved towards greater openness by releasing the draft of the media law to the public and considered many of the suggestions from Albanians and foreign media experts before finalizing the law. With the adoption of the Law on Broadcast Media, which complied with international standards, USAID met its primary target for **IR 2.1.4: Independent media strengthened**. To ensure effective implementation, the new law created a National Council on Radio and Television to act as the governing body, enforce the new media law, and assign licenses to independent broadcast media.

In addition to assisting with the law on broadcast media, Promedia has also been helping members of the broadcast and print media develop a bottom line consciousness. Following such assistance, the sales manager for one of the most popular radio stations, Top Albanian Radio, managed to increase its monthly advertising revenue by approximately \$2300.

Progress towards **IR 2.1.5: Improved effectiveness of Parliament** generally met expectations, although Parliament remained slow to increase the number of non-partisan staff positions, as seen in the failure to meet a target of 9 permanent staff positions. Nevertheless, the Albanian Parliament has become more forthcoming in providing the public with information about its work, rather than guarding information closely, as it did in the past. Parliament has taken a more pro-active approach in distributing its legislative schedule and has contacted IRI on several occasions to request assistance with publishing draft laws. IRI has helped with the publication of the *Parliamentary Monitor*, which comes out twice a month when Parliament is in session and contains the legislative calendar and the texts of all the draft laws that Parliament will discuss. This reflects a change in mentality from mid-1997 with Parliament beginning to actively look for ways to disseminate information.

Parliament has also become more proactive in seeking public participation, as evident from its new Rules of Procedure, developed with assistance from IRI and the Institute for Contemporary Studies (ICS). About 2/3 of the suggested revisions were incorporated into the new Rules of Procedure, which went into effect in May 1998. As a result of IRI

and ICS activities, Parliament has made plenary sessions more open to the public, allowed interested parties to present their opinions on draft legislation at commission meetings, defined more clearly the rights of the minority in Parliament, and encouraged NGOs to participate in the legislative process.

Possible Adjustments to Plans: Prospects of achieving the SO have been somewhat slowed, but my no means halted as a result of the evacuation of U.S. citizens from Albania in August of 1998. USAID advisors are working very closely with their Albanian counterpart organizations and, where possible, have engaged third country nationals to work in Tirana, or based their US personnel in Macedonia. Though civil society activities are more difficult to manage from a distance, even with talented and well-trained local assistance, these activities will continue whether or not U.S. citizens are allowed in country. The project directors will return to Albania as soon as it is possible to do so.

Although there is no need to adjust the overall strategy for this SO, a few over-ambitious targets have been revised to more realistic levels. In addition, since the 1997 civil unrest and in response to the polarized political environment in Albania, it has been impossible for USAID to work with political parties. At this stage, however, USAID/Albania expects the situation to improve and does not feel it necessary to revise the strategy.

Other Donors Programs: Some of the political parties are receiving support and assistance from their equivalent party organizations in Western Europe. Denmark's Dialogue for Development is supporting the Albanian Civil Society Foundation, which, in turn, is supporting Albania's NGO community. The Organization for Security and Cooperation in Europe has been very active in the past year in a range of programs supporting electoral processes and the constitutional referendum. The World Bank, the UNDP, the German aid agency (GTZ), the Soros Foundation, and the European Union all continue to support the development of civil society through a variety of programs.

Table 4. SO 2.1: Performance Data Tables

<p>STRATEGIC OBJECTIVE: 2.1 Increased, better informed citizens' participation in political and economic decision-making APPROVED: May 1998 COUNTRY/ORGANIZATION: USAID/Albania</p>			
<p>INDICATOR: Freedom House Rating for Albania's Civil Liberties</p>			
<p>UNIT OF MEASURE: Freedom House Rating</p> <hr/> <p>SOURCE: Freedom House</p> <hr/> <p>INDICATOR DESCRIPTION: In its annual survey of <i>Freedom in the World</i>, Freedom House ranks the level of civil liberties on a scale of 1 to 7, with one indicating the greatest degree of civil liberties. This score for civil liberties is combined with the score for political rights to classify countries as "Free", "Partly Free" or "Not Free."</p> <hr/> <p>COMMENTS: According to Freedom House, Albania's civil liberties rating changed from 4 to 5 due to increased civic unrest and corruption.</p>	YEAR	PLANNED	ACTUAL
	1996 (B)		4
	1997		4
	1998	3	5
	1999	3	
	2000	3	
	2001	3	

<p>STRATEGIC OBJECTIVE: 2.1 Increased, better informed citizens' participation in political and economic decision-making APPROVED: May 1998 COUNTRY/ORGANIZATION: USAID/Albania</p>			
<p>INTERMEDIATE RESULT: 2.1.2 Free and Fair Elections</p>			
<p>INDICATOR: Participation in national and local elections certified by monitors as free and fair</p>			
<p>UNIT OF MEASURE: Elections certified by monitors as "free and fair"</p> <hr/> <p>SOURCE: IRI</p> <hr/> <p>INDICATOR DESCRIPTION: International and domestic monitors certify elections as "Free and Fair"</p> <hr/> <p>COMMENTS: The definition of this indicator has been revised to "elections certified by monitors as free and fair", rather than the number of IRI recommendations that have been implemented.</p> <p>In 1998 there were only partial local elections. The referendum on the constitution marked an important vote and, as such, for 1998, USAID has decided to report on whether or not the referendum was declared Free and Fair.</p> <p>Although the referendum was voted on in FY99 (November 1998), USAID/Albania has decided to base this indicator on the referendum because the support from USAID and its partners largely took place in FY98.</p>	YEAR	PLANNED	ACTUAL
	1995 (B)		0
	1996	10	
	1997	10	
	1998		Yes
	1999		
	2000		
	2001		

STRATEGIC OBJECTIVE: 2.1 Increased, better informed citizens' participation in political and economic decision-making			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 2.1.3 NGOs participating in political, social and economic decision-making			
INDICATOR: Number of NGOs participating in policy formation and implementation			
UNIT OF MEASURE: NGOs SOURCE: ORT INDICATOR DESCRIPTION: NGOs that build constituencies around issues. COMMENTS: A significantly higher number of NGOs were mobilized in FY98 as a result of the debate surrounding the Constitution. At this stage, it does not appear necessary to revise the targets for future years. However, USAID/Albania will continue to monitor NGO activity and will make revisions if the current level of activity continues.	YEAR	PLANNED	ACTUAL
	1995 (B)		4
	1996	29	18
	1997	40	47
	1998	47	120
	1999	50	
	2000	55	
	2001	75	

STRATEGIC OBJECTIVE: 2.1 Increased, better informed citizens' participation in political and economic decision-making			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 2.1.4.1 Media legal/regulatory framework improved			
INDICATOR: Media legal/regulatory framework improved			
UNIT OF MEASURE: Media laws comply with international laws, norms and standards SOURCE: ProMedia INDICATOR DESCRIPTION: Adoption (and implementation) of legislation governing broadcast media COMMENTS: The law on broadcast media was adopted in October 1998. Although this is slightly beyond the deadline of FY98, as all of the activity to support the media took place in FY98, USAID has decided to report this result in this R4.	YEAR	PLANNED	ACTUAL
	1995 (B)		No
	1998	Yes	Yes
	1999	Yes	
	2000	Yes	
	2001	Yes	

STRATEGIC OBJECTIVE: 2.1 Increased, better informed citizens' participation in political and economic decision-making

APPROVED: May 1998

COUNTRY/ORGANIZATION: USAID/Albania

INTERMEDIATE RESULT: IR 2.1.5

Improved effectiveness of Parliament

INDICATOR:

Establishment of permanent professional staff

UNIT OF MEASURE: Number of non-partisan staff positions

SOURCE: IRI

INDICATOR DESCRIPTION:

This indicator monitors non-partisan staff positions and excludes those that are political advisers and administrative positions.

COMMENTS: Three permanent non-partisan positions had been filled in FY97. An additional three positions were vacant, making a total of 6 positions available. If administrative positions are included, the actual would be 11.

The targets for this indicator have been revised to be more realistic.

YEAR	PLANNED	ACTUAL
1994 (B)		0
1996	1	0
1997	3	2
1998	9	6
1999	9	
2000	12	
2001	15	

SO 2.2: LEGAL INSTITUTIONS THAT BETTER SUPPORT DEMOCRATIC PROCESS AND MARKET REFORMS

SO Summary: USAID's rule of law program in Albania is aimed at promoting reform in the judiciary, supporting the legal profession, offering continuing legal education and improving the commercial law regime. USAID's efforts have focused on strengthening the democratic processes and institutions that were not strong enough to prevent the governmental crisis of late 1996 and early 1997 or to exert control over international terrorism that resulted in the evacuation of all U.S. citizens in August of 1998. Despite these difficulties, the Albanians adopted a constitution by popular referendum in November of 1998 that promises to support the transition to a democratic society and a market-based economy.

Key Results: Two key results best show the performance of SO 2.2.

- (1) *Adoption of a democratic constitution.* Although this indicator is useful only for measuring a single event, the event represents a major step in building democracy. Its completion in 1998 was the highlight of the nation's political achievements.
- (2) *Number of cases presented to the women's clinic.* The low performance in this area has caused USAID to reconsider what target are feasible.

Performance and Prospects: This SO has suffered the most from the lack of U.S. presence and progress towards its achievement failed to meet expectations. To measure progress at the strategic objective level, USAID/Albania has been tracking the extent to which the legal framework and viable legal institutions are in place. Albania has far to go before its legal systems can be considered to support democratic processes and market reforms. Accordingly, these were not expected to be in place in FY98. USAID advisors continued to focus on strengthening governmental legitimacy and authority that were seriously undermined by the crisis of 1996-97. This support will help improve the legal framework and strengthen the necessary institutions.

The ability of judges to rule fairly and transparently is limited by their lack of adequate training. Progress towards **IR 2.2.1: More competent legal professionals** has been monitored through the functioning of the Magistrates School. The school is Albania's first-ever indigenously operated systematic training program for future judges and prosecutors. It is the result of many years of political and financial battles, and its operation represents a substantial victory for those seeking to create a more competent, well-respected, and independent judiciary. The role that it is playing in ensuring that judges and prosecutors are adequately trained is an important milestone for the legal profession in Albania. With the help of ABA/CEELI, the Magistrates school was expected to develop and begin a continuing legal education (CLE) curriculum for sitting judges. However, due to internal political reasons, the School did not begin training sitting judges and prosecutors until early 1999.

Other achievements include the establishment of a law library at the Court of Cassation, where the collection of donated books continues to grow. USAID has worked with the Council of Europe to publish and distribute over 10,000 copies of various new codes and regulations throughout Albania. Advisors also presented workshops on the private practice of law; supported and participated in a study tour for judges and legal professionals; and offered legal assessments on draft legislation including the legislation on local government, collateral, media and family laws, and the agricultural land tax.

During FY98, ABA/CEELI also worked closely with the Ministry of State for Legislative Reform and Parliamentary Relations in the development and adoption of a new constitution. As a result of ABA/CEELI and other donors' assistance, citizens actively participated in the development of the constitution and issues they targeted were addressed. The adoption of the constitution represented a fundamental step towards **IR 2.2.2: Legal system restructured in the direction of international norms**. The Albanian people perceive that their government flouts the rule of law and that the judiciary is corrupt, incompetent, and politically motivated. The year-long effort to bring about a popularly approved constitution was key to overcoming some of these doubts and fears.

IR 2.2.3: Citizens have legal recourse is also central to efforts to improve citizens' confidence in the legal system. Support to a low-cost women's legal aid clinic is one approach taken by USAID to help ensure that some of Albania's most neglected citizens have legal recourse. In FY98, an ABA/CEELI in-country legal specialist helped the Women's Advocacy Center become fully operational. To monitor IR 2.2.3, USAID has tracked the number of cases presented to this clinic. In FY98, approximately 35 cases were presented to the clinic, below the target of 75. However, a significant portion of those cases (26) were represented and defended in court. These cases have addressed such difficult issues as domestic violence.

Possible Adjustments to Plans: With approval of the constitution by national referendum in November of 1998, the GOA now has an acceptable framework for building democracy and civil society. The challenge is to bring the document to life. Although, U.S. citizens have not been allowed to work in Tirana since the evacuation of August 1998, USAID activities have nonetheless proceeded and continue to influence the sector. USAID advisors under the Department of Justice criminal law program will continue training lawyers, judges and others in the justice system in facilities in Warsaw and Budapest, as needed, until such time as they can return to Albania.

With the ratification of the constitution, USAID/Albania has decided to revise IR 2.2.2 – Legal system restructured in the direction of international norms. Following the adoption of the constitution, there was little distinction between this IR and the SO. To better reflect the causal logic, USAID/Albania is proposing to replace that IR with “**Independent judiciary in place**” (previously IR 2.2.2.1). USAID will be using a new indicator, an index developed by ABA/CEELI, to monitor judicial independence for IR 2.2.2. **IR 2.2.2.2: Citizenry participates in constitutional drafting process** has been achieved and will be dropped.

In addition, USAID/Albania will no longer report and collect data on any of the Department of Justice activities related to police training, although it will continue to collaborate with DOJ/ICITAP as appropriate. As a result, **IR 2.2.1.3: Improved investigative skills** will be dropped as will a number of indicators related specifically to some DOJ activities.

Finally, USAID/Albania is also proposing some revisions to the existing indicators. To measure progress at the SO level, USAID/Albania is proposing to use the Nations in Transit rating for Rule of Law for Albania. This indicator captures the many dimensions addressed by this SO and as such is a better monitoring tool than the existing indicator. To monitor more competent legal professionals, ABA/CEELI will be reporting on the number of legal professionals trained who report that they are able to better perform their jobs.

Other Donor Programs: The Organization for Security and Cooperation in Europe (OSCE) was instrumental in the preparation and passage of the new Albanian Constitution. The Council of Europe (COE) continues to provide legal expertise and training for the Magistrates School in Tirana and for the Albanian judiciary. Additional donors to Albania's legal reform process are the Soros Foundation, Danida (Denmark) and GTZ (Germany).

Table 5. SO 2.2: Performance Data Tables

STRATEGIC OBJECTIVE: 2.2 Legal systems that better support democratic processes and market reforms			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: IR 2.2.2 Legal system restructured in the direction of international norms			
INDICATOR: Adoption of a democratic constitution			
UNIT OF MEASURE: Yes/no SOURCE: ABA/CEELI INDICATOR DESCRIPTION: A constitution developed through a democratic process. COMMENTS:.	YEAR	PLANNED	ACTUAL
	1991 (B)		No
	1996	Yes	No
	1997	Yes	No
	1998	Yes	Yes
	1999	N/A	
	2000		
	2001		

STRATEGIC OBJECTIVE: 2.2 Legal systems that better support democratic processes and market reforms			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: IR 2.2.3 Citizens have legal recourse			
INDICATOR: Number of cases presented to the women's legal clinic			
UNIT OF MEASURE: Number of cases represented and defended in court SOURCE: ABA/CEELI INDICATOR DESCRIPTION: Actual data for FY98 represents cases that are presented to the clinic, represented and defended in court COMMENTS: The clinic did not collect data on the total number of cases presented to the clinic, but estimates that 35 cases were presented. Of those, a significant number (26) were represented and defended in court. These indicators will be revised to more realistic targets of 30 in FY99, 35 in FY00 and 40 in FY01.	YEAR	PLANNED	ACTUAL
	1997 (B)		0
	1998	75	26
	1999	100	
	2000	150	
	2001	175	

SO 2.3: MORE EFFECTIVE, RESPONSIVE AND ACCOUNTABLE LOCAL GOVERNMENT

Summary: Albania is still in the early stages of local government reform. The breakdown in governmental control during the civil unrest in 1997 affected government at all levels. As there is no tradition of decentralized authority in Albania and the public has had no experience with a local government able to act on its own authority, local governments, whether elected or appointed, are usually viewed as representatives of the central government in Tirana. In the autumn of 1998, however, the potential for enhancing the devolution of power was increased by a new governmental decree giving municipalities control over local property revenue. The passage of the new Constitution in November 1998 has also bolstered opportunities to further local autonomy.

USAID's local government program to date has been implemented on the basis of eight small pilot cities, plus Durres and Tirana. The Association of Mayors has received training in modern budgeting processes, data collection and analysis, principles of taxation, revenue forecasting, cash management, contract execution and supervision, the use of citizen commissions and advisory boards, public infrastructure management, and economic development. USAID advisors have also worked with the GOA at a ministerial level to foster an informed and non-partisan dialogue on decentralization.

Key Results:

- (1) *Number of cities implementing budget procedures based on priorities.* Two of the three cities targeted to use formal priorities as a basis for actual spending met that objective. They were particularly successful in attracting funds from non-governmental sources, validating the effectiveness of a transparent budget process.
- (2) *Increase of investment in municipal services.* The increase in municipal expenditures on service greatly exceeded the targeted increase, even after accounting for inflation. It was aided by donor spending in response to the civil unrest in March and April.

Performance and Prospects: Performance over the past year has mostly met expectations. Although the SO target of three laws or statutes adopted was not met, the adoption of the constitution has paved the way for greater decentralization. Other laws have been drafted, but their passage was delayed by the change of government in mid-1998. There is nevertheless clear evidence of the government's commitment to expanding and deepening decentralization and local government reform. During 1998, an independent Ministry of Local Government and a Steering committee for Decentralization of Local Government were formed. In addition, the government, working closely with the Association of Mayors, took steps to enable Albania to sign and ratify the European Charter of Local Self-Government.

The government of Albania has been slow in devolving authority. To monitor **IR 2.3.1: Central government transfers responsibility and authority to local government**, USAID and its partners have been tracking the extent of local control over public

property, including public utilities. The Urban Institute provided assistance in the drafting of the Law on the Transfer of Property to Local Governments and USAID/Albania expected this legislation to be adopted in FY98. This has not yet happened and the law is still under discussion. Its passage will require approval of the Law on Public Property Ownership. These laws are now being addressed by the National Steering Committee for Decentralization of Local Government. The Association of Municipalities, the Mayors' Association, and the government all see this as a priority.

Two cities in Albania, Durres and Kucove, not only budgeted according to their priorities, but also actively pursued and obtained additional funds to achieve those priorities. Although this was one city short of the target of three cities implementing budget procedures based on priorities for **IR 2.3.2: Local government is capable in budgeting, managing, planning, implementing and reporting**, in the difficult economic environment, this was an important achievement. Demonstrating the impact of training, five pilot cities (Berat, Kucove, Durres, Lezhe, and Shkodra) used computers and Excel spreadsheets to complete their 1999 budget proposals. Previous budget proposals were completed manually and the switch to computers was a significant accomplishment, providing clear evidence of progress in implementing modern budgeting practices.

The Public Administration Project/Albania (PAP/A) implemented by Development Alternatives International (DAI) and Mendez England Inc. published seven self-study guides on procurement, budgeting, planning, economic development and public communication, city council laws in Albania, and personnel administration. PAP/A distributed these manuals to cities, communes, selected Ministries, and NGOs and associations.

The level of investment in municipal services, the indicator for **IR 2.3.3: Local government provides improved services** increased significantly in FY98 by lek384 million (US\$2.6 million), nine times beyond the target. USAID's partners have worked with several other donors to improve service delivery, which is an essential to building public confidence. There have been improvements in land management and water delivery, although gains are often mitigated and strained by the recent migration to the improved areas. Two locally-funded projects in Tirana have resulted in a significant increase in the hours of water service from less than one hour per day to more than two. In addition, the overall hours in which water is available in Tirana has increased by 25 percent.

PAP/A has worked to improve public management skills through the use of small grants to fund public projects that are visibly beneficial to members of the community. The aim of these projects is to improve the management of public service delivery and, at the same time, to deliver a needed public service. There have been positive results in each of the four cities taking part. For example, the city of Berat organized the cleaning of a major drainage tunnel that had been constructed over 500 years ago. A lack of maintenance resulted in flooding in the city when it rains. Citizens saw how this project helped to control flooding. The city, under its own initiative, has cleaned a second drainage tunnel. City employees now realize the importance of routine maintenance and

have continued to keep the tunnel clear of mud and debris to allow flood waters to be channeled out of the city.

Progress towards **IR 2.3.4: Increased openness of local government** exceeded expectations, with four cities actively seeking public participation in the annual budget process. City leaders in Kucove, Berat, Durres and Pogradec discussed their proposed budgets on local television and invited citizens to express their preferences for project priorities. These cities now hold annual State of the City addresses at the end of each year.

There have been other noteworthy achievements. With the assistance of USAID, the mayor of Tirana designated an NGO Liaison, who reports to the mayor and is tasked to engage various non-profit organizations and to advise the city on public interest matters. The mayor of Tirana held an NGO forum in his office to demonstrate the commitment of the city to their involvement. With the help of the PAP/A project, the city of Durres published a preliminary Capital Investment Plan. This plan served as a tool for ensuring citizen involvement with the municipalities through open “town meetings” and various city committees. Kucove, seeing the example of Durres, produced its own capital improvement budget.

USAID advisors see planning for economic development as the primary mechanism to initiate community involvement in local government decision-making. Joint planning is geared to enable local businesses and NGOs to communicate their interests to municipal managers. The target of one city adopting and implementing an economic development plan was met for **IR 2.3.5: Local government support for economic development**. Kucove produced a three year economic development plan.

Possible Adjustments to Plans: Given the historically limited role of local government in Albania, the setbacks from unrest in 1997, and the evacuation of U.S. citizens in August of 1998, the progress made in this sector is considerable and this SO is on track. The GOA continues to support USAID activities, and a strong Albanian staff works with USAID advisors based in other countries. Training in Macedonia, Hungary as well as other Central and Eastern European countries, and the assistance of third country nationals in Albania have permitted these programs to remain on target. Activities will be accelerated as soon as U.S. citizens are allowed to return to Albania.

Other Donors Programs: The World Bank and a bilateral Italian program provide support in major infrastructure (water, sewerage, etc.). The German Government has provided some technical assistance and training. The Netherlands is active in local government development and USAID has collaborated closely with the Dutch in work on the pilot cities and the Mayors Association. Training has been held in Holland. The EU, along with USAID, is providing material support, principally computers, to selected municipalities. USAID support is focused on major secondary cities, which do not receive similar assistance from other donors. Contributions to the activities by the government of Albania are principally in the form of personnel and facilities.

Table 6. SO 2.3: Performance Data Tables

STRATEGIC OBJECTIVE: 2.3 More effective, responsive and accountable local government			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 2.3.2			
Local government capable in budgeting, managing, planning, implementing and reporting			
INDICATOR: Number of cities implementing budget procedures based on priorities			
UNIT OF MEASURE: Number of cities SOURCE: PAP/A, DAI INDICATOR DESCRIPTION: Cities are counted as implementing budget procedures based on priorities if they budgeted according to their priorities and obtained funds for those priorities, especially from non-government sources. COMMENTS: The two cities that reached this target in FY98 are Durres and Kucove. They were very active in pursuing additional funds in order to implement their priorities.	YEAR	PLANNED	ACTUAL
	1996 (B)		0
	1997	2	2
	1998	3	2
	1999	3	
	2000	4	
	2001	6	

STRATEGIC OBJECTIVE: 2.3 More effective, responsive and accountable local government			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: IR 2.3.3			
Local government provides improved services			
INDICATOR: increase of investment in municipal services			
UNIT OF MEASURE: Millions of lek through 1998, % increase over previous year after 1998 SOURCE: Urban Institute INDICATOR DESCRIPTION: Increasing central government, donor, and municipal resources/investment in municipal services COMMENTS: The increase of the level of investment was particularly high in FY98 as donors provided additional resources to help Albania recover from civil strife and social disorder. USAID/Albania is in the process of determining whether it would be possible to exclude donor assistance from the level of investment.	YEAR	PLANNED	ACTUAL
	1995 (B)		0
	1996		
	1997	20	0
	1998	40	384
	1999	5%	
	2000	5%	
2001	5%		

STRATEGIC OBJECTIVE: 2.3 More effective, responsive and accountable local government			
APPROVED: May 1998			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: IR 2.3.4 Increased openness of local government			
INDICATOR: Number of cities with public participation in the annual budget process			
UNIT OF MEASURE: Number of cities	YEAR	PLANNED	ACTUAL
	1996 (B)		0
	1997	2	0
	1998	4	4
	1999	5	
	2000	8	
	2001	16	
SOURCE: PAP/A, DAI			
INDICATOR DESCRIPTION: Cities actively inform citizens about the content of the budget and encourage citizen participation in determining priorities.			
COMMENTS: Four cities met this target in FY 98 – Kucove, Berat, Durres, Pogradec. All of thee cities presented their budgets on local television both before and after the budgets were approved. All of these cities encouraged citizen input into identifying project priorities. Kucove also displayed its Capital Investment Budget on a billboard in the middle of town.			

SO 3.2: IMPROVED SUSTAINABILITY OF LOCAL BENEFITS AND SERVICES

Summary: Albania has the least developed public system of social infrastructure among the Eastern European nations. Many of its health care facilities are seriously dilapidated and outdated. The health delivery system emphasizes curative services over primary care and preventive services, and suffers from weak planning and management capacity. An influx of refugees from neighboring Kosovo is causing an additional strain. The country's prior isolationism, official pronatalist policy, poor information and lack of alternatives resulted in high mortality and morbidity rates for women.

The purpose of this strategic objective is to improve the sustainability of social benefits and services in Albania with an emphasis on women's reproductive health. Improved health services will strengthen the productive capacity of Albania's human resources. Increasing the efficiency and lowering the cost of health services will reduce the social investment required to maintain a healthy population. Medical professionals (doctors, nurses, technicians and managers) are the channels through which projects are functioning, with primary beneficiaries being Albanian citizens in need of medical care. Women in Albania are beginning to benefit from access to family planning information and services with improved counseling and care.

Key Results: Three indicators best show progress on SO 3.2:

- (1) *Infant and maternal mortality.* Infant mortality declined substantially in 1998 while maternal mortality remained constant .
- (2) *Number of contributors to health insurance fund.* The number of people covered by health insurance declined in 1998, demonstrating the problem of making investments in long-term personal security in a period of immediate crisis.
- (3) *Number of reproductive health service delivery points.* The number of SDPs in 1998 was more than double the targeted level and even exceeds the plan for 2001. This institutional development represents widespread improvement in health care availability.

Performance and Projects: The Women's Reproductive Health component significantly exceeded targets, while the Improved Hospital Services and Health Management components were slightly below some of their stated targets due largely to the ongoing evacuation. The overall assessment is that this SO met expectations despite the difficult working conditions. Several intermediate targets for this SO have been adjusted based on actual project performance and on current expectations for what can reasonably be accomplished in the future.

One of the most important aspects of **I.R. 3.2.1: Modern Reproductive Health Services Improved** is expanding the network of clinical sites at which clients can obtain modern reproductive health services. In FY1998, 108 service delivery points were established,

exceeding the target (40) by more than 250 percent—a three-fold increase over 1997. These service-delivery points now provide quality reproductive health services coverage for the two major Albanian cities, Tirana and Durres, as well as for more than 175 villages in the surrounding areas. This achievement represents a significant realization of return on USAID’s initial investments in developing training approaches, communications tools, and management systems for women’s reproductive health which were made in the beginning years of this program. It also clearly demonstrates that the USAID program can continue to be successful under the current working conditions.

Despite the instability in Albania, including the American evacuation and a hospital merger on the U.S. side, **I.R. 3.2.2: Improved Hospital Services in Tirana** achieved most of its objectives in 1998, as reflected in its main indicator: improved infection control practices and outcomes. From 1997 to 1998, the Trauma Hospital recorded a decrease in the patient nosocomial infection rate from 6 to 2 percent. The Trauma Hospital staff now package surgical instruments separately for each surgical case, and practice proper sterilization techniques. The University Hospital established a seven-member infection control committee of physicians, nurses, and hygienists who work part-time on establishing practices in the hospital to fight against nosocomial infections. It also established a set of rules and regulations and educational materials for the control and prevention of nosocomial infections for each ward and laboratory in the Hospital. Training in the management of premature infants has resulted in a decrease in infections and in cases of meningitis in the Maternity Hospital. All three partnership hospitals have posted signs within their institutions to remind staff and patients to practice proper hand-washing techniques and all physicians, nurses, and cleaning staff are now wearing gloves on a regular basis. Partners trained in the U.S. have disseminated their new knowledge in infection control by conducting workshops for their colleagues.

To achieve **I.R. 3.2.3: Improved Health Administration & Management**, USAID supports training and technical assistance to improve financial information, management and the quality of health care in Albania. The Financial Planning Advisor (FPA) program has introduced modern financial management systems in pilot hospitals to improve their effectiveness and efficiency. FPA has built modern management capacity in the new Health Insurance Institute, which serves as primary payer for health care services. These financial management systems are intended to increase the sustainability of essential health care services in the country. Despite the challenges of the evacuation and the economic crisis in Albania, USAID has made a credible beginning in introducing these financial management tools and building capacity within the Health Insurance Institute (HII) to perform its responsibilities.

During 1998, the FPA activity completed the installation of financial management software using a customized chart of accounts at the 1,658-bed University Hospital Center and prepared the personnel at the 400-bed Durres Hospital to computerize its manual cost-allocation system. The new financial management system will allow hospital managers to make their own decisions on how to deploy resources among personnel, supplies, and other cost categories and, most importantly, to make use as they see fit of any savings achieved as a result of the improved cost management system. This year, USAID completed intensive

training and technical assistance in the two target hospitals, needed to complete this activity, which was hampered by the disruptions of the 1997 and 1998 evacuations. USAID expects to bring this activity to a successful conclusion in 1999 despite the delay in reaching the 1998 target.

During 1998, agreement was reached in the Ministry of Health and the Health Insurance Institute to conduct a pilot program with Durres Hospital and the University Hospital Center. Under the pilot program, the Health Insurance Institute will pay the hospitals (for the first time) for in-patient care under a financial management system based on clinical activity (e.g., patient days and admissions). This program has been agreed upon despite the economic and political difficulties that have led to a downturn (9 percent versus a target of 15 percent) in the ratio of health insurance contributors to total population targeted in 1998. Under its health care plans, Albania is to gradually extend the general health insurance program to cover all working and non-working populations, an effort that would increase revenues for health service providers and guarantee a certain level of health care to all.

Possible Adjustments to Plans: The implementation of this strategic objective was set back by the withdrawal of American staff and the resultant prohibition of travel to Albania by American consultants. Program implementers have responded by transferring training programs to locations outside of Albania, increasing the use of third-country (non-American) technical consultants, and delegating greater assumption of responsibility to local Albanian staff. The programs have now adapted to this new interim working arrangement and have developed new implementation plans for the coming year, which promise to improve on the positive results already achieved.

Other Donor Programs: The World Bank is supporting the reconstruction of rural hospitals throughout Albania. The University of Montreal and the Paris Hospital System are providing planning assistance and management training to the Ministry of Health. The United Nations Development Programme (UNDP) is providing health care manuals to medical facilities. Switzerland is providing assistance to the nursing school. The EU has a Public Health Facilities Maintenance project and has supported capacity building at the Ministry of Health. The United Nations Population Fund (UNFPA) is providing significant contraceptive commodities.

Table 7. SO 3.2: Performance Data Tables

STRATEGIC OBJECTIVE: 3.2 Improved Sustainability of Local Benefits and Services			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INDICATOR: 3.2.1 Infant and maternal mortality			
UNIT OF MEASURE: Number <hr/> SOURCE: <hr/> INDICATOR DESCRIPTION: Number of infant deaths per 1,000 live births And Number of maternal deaths per 100,000 births <hr/> COMMENTS: 	YEAR	PLANNED	ACTUAL
	1994 (B)		35.7
			40.6
	1996	34	33.2
		35	not avail.
	1997	31	33.2
		30	39
	1998	29	20.4
		26	39
1999	27		
	23		
2000	25		
	20		
2001	TBD		

STRATEGIC OBJECTIVE: 3.2 Improved Sustainability of Local Benefits and Services			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INDICATOR: 3.2.2 Number of contributors to health insurance fund			
UNIT OF MEASURE: Thousands <hr/> SOURCE: <hr/> INDICATOR DESCRIPTION: Number of people covered by health insurance <hr/> COMMENTS: 	YEAR	PLANNED	ACTUAL
	1997 (B)		342
	1998		305
	1999	503	
	2000	525	
	2001	550	
	2001	600	

STRATEGIC OBJECTIVE: 3.2 Improved Sustainability of Local Benefits and Services			
APPROVED:			
COUNTRY/ORGANIZATION: USAID/Albania			
INTERMEDIATE RESULT: 3.2.1.2 Reproductive health services quality improved.			
INDICATOR: Number of SDPs actively providing reproductive health services.			
UNIT OF MEASURE: Number of SDPs (not including pharmacies)	YEAR	PLANNED	ACTUAL
	1995 (B)		2
	1996	10	18
	1997	20	30
	1998	40	108
	1999	60	
	2000	70	
	2001	80	
SOURCE:			
INDICATOR DESCRIPTION: Polyclinics, pharmacies, health centers, maternity hospitals.			
COMMENTS:			

SO 4.1: SPECIAL INITIATIVES

Democracy Commission. This small grants programs makes competitive awards of up to \$24,000 to NGOs engaged in democracy-building activities. Despite problems in Albania in recent months, the Embassy has been able to disperse funds for this program. USIS believes the Democracy Commission can continue to review and approve proposals under current circumstances. Proposals will be generated through existing publicity mechanisms and recommendations from USAID.

Ron Brown Fellowship Program. This program provides fellowships to outstanding university graduates and young professionals for graduate studies, leading to a master's degree at U.S. universities. Recruitment for the program this year will be initiated with newspaper advertisements. Additional publicity for the program will be generated by broadcast, feature stories, and through existing university contacts. Embassy staff, non-official Americans, and/or third-country nationals with experience in Albania will review applications either in Albania if feasible or off-shore if necessary. Final selection is made in Washington, D.C. by a panel of university professors, deans of admission, and regional experts. The program awarded three fellowships last year and anticipates the same number this year.

Media Training. Media training funds will be used to support training for Albanian journalists representing the independent media, including a workshop in Macedonia with U.S. experts as trainers, a U.S.-based, International Bureau of Broadcasting workshop, as well as U.S.-based longer term training through professional internships and/or university training in the United States. Guidelines have been established for the selection of participants, which will take place in 1999.

Management Training. The main goal of the project is the development of an expert business faculty, through the design of courses and teacher training in business and management fields. The majority of the program's activities will take place in the United States, but workshops and training sessions will also take place in Macedonia to increase the number of faculty members who can participate. Funds would be used to expand activities undertaken by the Southern Illinois University and University of Skodra linkage program.

Civic Education. This project, which was originally funded in FY 96, has developed materials for citizenship education at the primary and secondary levels, as well as materials for training of in-service and pre-service teachers. The Soros Foundation has provided considerable cost-sharing for the publication of materials and materials development. A cadre of teachers has been trained to use these materials in the classroom. Funds would be used to amend an existing grant to the University of Washington, which has been engaged in curriculum development in cooperation with the Ministry of Education and the Soros Foundation in Albania.

FY99 activities will build on previous curriculum development and training by significantly expanding the cadre of Albanian civics teachers trained in new methodologies and content.

These additional activities are estimated to cost \$100,000. The head of the project at the University of Washington will work with the Soros Foundation's Albanian Educational Development Project (AEDP) in which AEDP is already sharing the publication costs for the civic education materials. A good working relationship has been established between the University of Washington, the Soros Foundation in Tirana, and the director of in-service training at the University of Tirana who will oversee the next phase of the project.

English Teaching. USIS believes that our continued investment in the teaching of English is an important means of helping Albania overcome its isolation. USIS has established a good relationship with the Ministry of Education and, despite the recent crisis, has continued to support their efforts to revise the entire foreign language curriculum. FY99 funds will be used for a workshop in Macedonia for teacher trainers, sending English teachers to other workshops in the region, supporting local teaching institutions with computer equipment and Internet connectivity to allow them to participate in RELO distance programs, and continuing electronic cooperation with the Ministry of Education to revise the foreign language curriculum.

Freedom Grants. This new program will design visitor programs to the United States of approximately two weeks at a cost of approximately \$40,000 per group of 4-5, including the cost of interpreters.

Funding for the various programs under this SO for FY 1998 and FY 1999 is detailed in the table below.

Program	FY 1998	FY 1999 (notional)
Democracy Commission	\$200,000	\$200,000
Ron Brown Program	\$300,000	\$300,000
Media Training	\$155,000	\$150,000
Management Training (University Affiliations)	\$100,000	\$100,000
Civic Education	-	\$100,000
English Teaching	\$150,000	\$150,000
Freedom Grants	-	\$110,000
U.S. / EU Awards	\$40,000	-
TOTAL	\$945,000	\$1,110,000

SO 4.2: CROSS-CUTTING PROGRAMS

During FY 1998, 56 Albanians took part in short-term participant training programs in the United States, typically for three weeks. Another 42 participants took part in one-week training programs in another Central or Eastern European country. Well over half (56) of the total of 98 participants trained in the United States or third countries after the evacuation of American citizens from Albania. Albania's first in-country training programs reached 75 Albanians.

With few exceptions, participant training focused on groups of people who could play a critical role in bringing about change within their organization, institution or sector. Despite the difficulty in identifying women decision-makers in Albania, 57 percent of those trained during this period were women. The remarkable success is attributable to USAID/Albania's commitment to training women and the strategy of identifying sectors in which women decision-makers can be found, as well as including capable women in other group programs.

With the exception of one off-the-shelf course, all U.S.-based training programs were tailored specifically to the needs of the individual or group. Groups were trained by area and SO as follows:

- SO 1.3: business support centers and garment production technology;
- SO 1.4: bank examination and national budgeting;
- SO 2.1: economic reporting and participatory classroom/administration in secondary school;
- SO 2.2: training for judges and other legal professionals; and
- SO 2.3: solid waste management.

Third-country training was tailored for groups in privatization procedures, public awareness in privatization, local economic development and municipal budgeting. With the deterioration of the conditions in Albania, additional precautions have been taken to reduce the risk of non-returnees. The most effective precaution remains the identification of participants with overwhelmingly strong ties to Albania.

The effective use of goal setting and action planning to achieve those goals, as well as close collaboration with other USAID-funded advisors in providing follow-on support, yielded significant results. The following results may be attributed, at least in part, to successful training programs in FY 1998.

- The central Bank of Albania has developed a greatly improved, streamlined reporting format for bank examinations that facilitates identification and follow-up on trouble spots within second-tier banks.
- A business-support center in Elbasan has facilitated the use of university research capabilities in support of the real-world needs of local businesses.

- The head of the newly established Technical Management Center at the Polytechnic in Tirana now has a clear vision of how this center can network with the private sector and other business-support centers to facilitate business startups and expansion.
- The 1999 national budget is not only timely but comprehensible to lay decision-makers as well as experts, and now contains stated policy goals.
- Local government now has greater autonomy over how to spend the funds accorded it from the central government.
- To encourage transparency and efficient use of scarce resources, municipalities are now required to publicize their use and sources of public funds, thus resulting in greater public participation in decision making.
- Local finance specialists are now better able to present coherent local budgets requests to the central government and other donors.
- A professor trained in more analytical, less theoretical and more participatory teaching methods has been named Dean of the Faculty of Law at the University of Tirana.

III. THE RESOURCE REQUEST

The crucial role Albania plays in an increasingly volatile region makes it a continuing high priority for SEED funding, despite the operational difficulties of the past year. As the poorest country in CEE, and the one with the least developed institutions, Albania's SEED assistance has been essential. The recent massive flow of refugees from Kosovo has further exacerbated the precarious economic situation in Albania. While that drama is still unfolding, its precise implications remain uncertain. Our programming will have to retain some flexibility. It is clear, however, that the substantial augmentation of Albania's population by the refugees will create extensive needs for economic development and job generation, grass-roots democracy building and conflict resolution, and for social services.

SO 1.3: Private Enterprise Growth continues to be the most heavily funded and one of the most strategically critical objectives in the portfolio. Private sector business growth is the most dynamic factor in Albania's ongoing efforts towards economic recovery and growth. Of particular importance are the small business sector which we are supporting through our new lending program, and agricultural production which is the foundation for half the economy. These activities continue to be the mainstay of this SO.

Our work in democracy SOs also continues to have high priority. Albania's slow progress towards an open and functioning democracy has been evident during the political and economic setbacks of recent years. Establishing rule of law, supporting the NGOs as the bulwark of democracy, and supporting free and fair elections continue to lie at the heart of our support for the democratic transition. The Government's semi-rapprochement with the opposition party as a result of the Kosovo crisis gives hope that USAID resources can provide the necessary stimulus for a transition to a stable, long-term, functioning democracy.

SO 3.2: Improved Social Benefits and Services is also important, given the pressure the incoming refugees will create. Efforts in **SO 3.2: Social Services, SO 4.1: Special Initiatives, and SO 4.2: Cross-Cutting Programs** would continue receiving support but with no relative increase in funding. Participant training will remain as a strong program transcending all SOs.

USAID/Albania incurred additional budget cuts to its program for FY 1999 and FY 2000. FY 1999 levels were reduced from \$35 to \$30 million and FY 2000 levels were reduced from \$30 to \$25 million. (As this is being written, Albania is being considered for a \$4 million increase for FY 1999 to address the refugee problems.) Given these cuts and our constraints on implementation due to security threats, the Albania mission requests approval from senior level management of the ENI Bureau for the following changes to the strategic framework:

1. **Strategic Objective 1.6: Increased Environmental Management Capacity to Support Sustainable Economic Growth** will be dropped from the Mission's portfolio starting in FY 2000. The only remaining activities supporting this SO will be those stemming from the interventions from the United States Forest Service.

2. **Strategic Objective 2.2: Legal Institutions that Better Support Democratic Processes and Market Reforms** will more heavily emphasize anti-corruption activities and criminal law training. We expect that resources now devoted to law enforcement training will not be the management responsibility of USAID and, therefore, will no longer be part of the Strategic Objective framework.
3. **Strategic Objective 1.4: A More Competitive and Market-responsive Private Financial Sector** will no longer support those intermediate results focused on the functioning of the Albanian Ministry of Finance and restructuring of publicly owned banks. These activities will continue to be supported by the World Bank and International Monetary Fund.

Additional funding needs may be identified as the implications of the refugee influx become more widely recognized and assessed in Albania. This aftermath could also affect currently approved Mission staffing levels although no additional requests are made at this time. It is important that USAID/Albania be able to fill all of its currently approved positions.

FY 1999 Budget Request by Program/Country

Program/Country: Albania
(Enter either DA/CSD; ESF; NIS; or SEED)

26-Apr-99
07:43 AM

Approp Acct: SEED
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1.3 Accelerated Development and Growth of Private Enterprises																
Bilateral	13,089	1,000	4,635			850								10,500	14,000	
Field Spt	1,000													500	14,000	
	14,089	1,000	4,635	0	0	850	0	0	0	0	0	0	0	11,000	14,000	
SO 1.4 A More Competitive and Market-responsive Private Financial Sector																
Bilateral	1,200													1,350	1,900	
Field Spt	200													450	1,900	
	1,400	0	0	0	0	0	0	0	0	0	0	0	0	1,800	1,900	
SO 1.6 Increased Environmental Management Capacity to Support Sustain. Econ. Growth																
Bilateral	0													1,400	1,300	
Field Spt	200											200		400	200	
	200	0	0	0	0	0	0	0	0	0	0	200	0	1,800	1,500	
SO 2.1 Increased, Better-informed Citizens' Part. in Polit. and Econ. Decision-making																
Bilateral	5,875													5,875	6,500	
Field Spt	0													0	6,500	
	5,875	0	0	0	0	0	0	0	0	0	0	0	0	5,875	6,500	
SO 2.2 Legal Institutions that Better Support Democratic Processes and Market Reforms																
Bilateral	4,060													4,060	3,000	
Field Spt	0													0	3,000	
	4,060	0	0	0	0	0	0	0	0	0	0	0	0	4,060	3,000	
SO 2.3 More Effective, Responsive and Accountable Local Government																
Bilateral	1,400													1,400	2,000	
Field Spt	0													0	2,000	
	1,400	0	0	0	0	0	0	0	0	0	0	0	0	1,400	2,000	
SO 3.2 Improved Sustainability of Social Benefits and Services																
Bilateral	500										500			800	800	
Field Spt	500						500							800	800	
	1,000	0	0	0	0	0	500	0	0	0	500	0	0	1,600	800	
SO 4.1 & 4.2 Special Initiatives and Cross-Cutting																
Bilateral	1,026					660								1,150	700	
Field Spt	950					950								950	700	
	1,976	0	0	0	0	1,610	0	0	0	0	0	0	0	2,100	700	
Total Bilateral	27,150	1,000	4,635	0	0	1,510	0	0	0	0	500	0	11,335	21,950	28,200	
Total Field Support	2,850	0	0	0	0	950	500	0	0	0	0	200	0	3,100	200	
TOTAL PROGRAM	30,000	1,000	4,635	0	0	2,460	500	0	0	0	500	200	11,335	25,050	28,400	

FY 99 Request Agency Goal Totals	
Econ Growth	1,000
Democracy	11,335
HCD	2,460
PHN	3,460
Environment	200
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (SEED only)	
SEED	30,000
Dev. Assist ICASS	
SEED Total:	30,000
CSD Program	0
CSD ICASS	0
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country: Albania

(Enter either DA/CSD; ESF; NIS; or SEED)

26-Apr-99

07:43 AM

Approp Acct: SEED
Scenario

S.O. # , Title	FY 2000 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1.3 Accelerated Development and Growth of Private Enterprises																Year of Final Oblig:	
Bilateral	14,390	950	5,985			850										14,390	11,700
Field Spt	0																
	14,390	950	5,985	0	0	850	0	0	0	0	0	0	0	0	0	14,390	11,700
SO 1.4 A More Competitive and Market-responsive Private Financial Sector																Year of Final Oblig:	
Bilateral	1,100															1,400	1,600
Field Spt	0																
	1,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,400	1,600
SO 2.1 Increased, Better-informed Citizens' Part. in Polit. and Econ. Decision-making																Year of Final Oblig:	
Bilateral	3,400													3,400		4,000	5,900
Field Spt	0																
	3,400	0	0	0	0	0	0	0	0	0	0	0	0	3,400		4,000	5,900
SO 2.2 Legal Institutions that Better Support Democratic Processes and Market Reforms																Year of Final Oblig:	
Bilateral	2,050													2,050		4,000	2,050
Field Spt	0																
	2,050	0	0	0	0	0	0	0	0	0	0	0	0	2,050		4,000	2,050
SO 2.3 More Effective, Responsive and Accountable Local Government																Year of Final Oblig:	
Bilateral	1,400													1,400		1,800	1,000
Field Spt	0																
	1,400	0	0	0	0	0	0	0	0	0	0	0	0	1,400		1,800	1,000
SO 3.2 Improved Sustainability of Social Benefits and Services																Year of Final Oblig:	
Bilateral	250															850	1,200
Field Spt	750						750									750	
	1,000	0	0	0	0	0	750	0	0	0	0	250	0	0	1,600	1,200	
SO 4.1 & 4.2 Special Initiative and Cross-Cutting																Year of Final Oblig:	
Bilateral	910						610									750	860
Field Spt	750						750									750	
	1,660	0	0	0	0	0	1,360	0	0	0	0	0	0	0	1,500	860	
SO 4.1 & 4.2 Special Initiative and Cross-Cutting																Year of Final Oblig:	
Bilateral	0															0	0
Field Spt	0																
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	23,500	950	5,985	0	0	1,460	0	0	0	0	250	0	0	6,850	27,190	24,310	
Total Field Support	1,500	0	0	0	0	750	750	0	0	0	0	0	0	0	1,500	0	0
TOTAL PROGRAM	25,000	950	5,985	0	0	2,210	750	0	0	0	250	0	0	6,850	28,690	24,310	

FY 00 Request Agency Goal Totals	
Econ Growth	950
Democracy	6,850
HCD	2,210
PHN	3,210
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (SEED only)	
SEED	25,000
Dev. Assist ICASS	
SEED Total:	25,000
CSD Program	0
CSD ICASS	0
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

26-Apr-99

07:43 AM

Program/Country:
(Enter either DA/CSD; ESF; NIS; or SEED)

Approp Acct:
Scenario

S.O. # , Title	FY 20001 Request														Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)	
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G				
SO 1.3 Accelerated Development and Growth of Private Enterprises																Year of Final Oblig:		
Bilateral	10,190	1,000	4,985													11,700	10,190	10,500
Field Spt	0																	
	10,190	1,000	4,985	0	0	0	0	0	0	0	0	0	0	0	0	11,700	10,190	10,500
SO 1.4 A More Competitive and Market-responsive Private Financial Sector																Year of Final Oblig:		
Bilateral	1,700															1,700	1,700	3,600
Field Spt	0																	
	1,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,700	1,700	3,600
SO 2.1 Increased, Better-informed Citizens' Part. in Polit. and Econ. Decision-making																Year of Final Oblig:		
Bilateral	5,200													5,200		5,900	5,200	4,000
Field Spt	0																	
	5,200	0	0	0	0	0	0	0	0	0	0	0	0	5,200		5,900	5,200	4,000
SO 2.2 Legal Institutions that Better Support Democratic Processes and Market Reforms																Year of Final Oblig:		
Bilateral	2,050													2,050		2,050	2,050	2,050
Field Spt	0																	
	2,050	0	0	0	0	0	0	0	0	0	0	0	0	2,050		2,050	2,050	2,050
SO 2.3 More Effective, Responsive and Accountable Local Government																Year of Final Oblig:		
Bilateral	2,400													2,400		2,000	3,400	2,400
Field Spt	0																	
	2,400	0	0	0	0	0	0	0	0	0	0	0	0	2,400		2,000	3,400	2,400
SO 3.2 Improved Sustainability of Social Benefits and Services																Year of Final Oblig:		
Bilateral																1,200		
Field Spt	1,800						1,800										1,800	1,900
	1,800	0	0	0	0	0	1,800	0	0	0	0	0	0	0	0	1,200	1,800	1,900
SO 4.1 & 4.2 Special Initiative and Cross-Cutting																Year of Final Oblig:		
Bilateral	910						610									1,660	860	1,550
Field Spt	750						750											
	1,660	0	0	0	0	0	1,360	0	0	0	0	0	0	0	0	1,660	860	1,550
SO 8:																Year of Final Oblig:		
Bilateral	0															0	0	0
Field Spt	0																	
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	22,450	1,000	4,985	0	0	0	610	0	0	0	0	0	0	9,650		26,210	23,400	24,100
Total Field Support	2,550	0	0	0	0	0	750	1,800	0	0	0	0	0	0	0	0	1,800	1,900
TOTAL PROGRAM	25,000	1,000	4,985	0	0	0	1,360	1,800	0	0	0	0	0	9,650		26,210	25,200	26,000

FY 01 Request Agency Goal Totals	
Econ Growth	1,000
Democracy	9,650
HCD	1,360
PHN	3,160
Environment	0
Program ICASS	0
GCC (from all Goals)	0

FY 01 Account Distribution (DA only)	
SEED Program	25,000
Dev. Assist ICASS	
SEED Total:	25,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

Accessing Global Bureau Services Through Field Support and Buy-Ins

USAID/Albania FY2001 R4

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO 1.3	PRIVATIZATION 180-0014	MEDIUM-LOW	1 YEAR	500			
SO 1.6	IPM CRSP 936-2418	HIGH	1 YEAR		200		
SO 3.2	SEATS - Women's Reproductive Health 936-30.48	HIGH	1 YEAR		750		
SO 3.2	Women's Reproductive Health - TASC 936-3096.02	HIGH	1 YEAR				1,800
SO 4.1	TRANSIT - Participant Training 936-45.01						750
GRAND TOTAL.....				500	950		2,550

* For Priorities use high, medium-high, medium, medium-low, low

WORKFORCE AND OPERATING EXPENSES

FY1999: On November 25, 1998, the State Department determined that the American Embassy in Tirana should become an unaccompanied post with a one-year tour as a result of a terrorist threat leveled against American personnel. Tirana will remain an unaccompanied post for the foreseeable future.

The Under Secretary of State has approved changes in Post security restrictions that will enable USAID to have a USDH stationed in Tirana by June. This will entail budgeting for household expenses (HHE), airfreight, consumables, and separate maintenance allowance (SMA). A new set of household furniture is located at the warehouse. USAID has one unarmored and one armored vehicle on hand. There is enough office furniture on hand for the USDH. USAID will need to lease a residence and upgrade it to meet U.S. government standards. Two USDHs will be assigned offshore at AID/W. One USDH and one USPSC will be on TDY assignment at RSC/Budapest. In accordance with the six year, 60,000 mile rule, one Mission vehicle is due to be replaced in FY99.

FY2000: USAID will need to lease an office building and three residences, and to upgrade them to meet U.S. government standards. Additionally, USAID will require three new sets of household furniture and appliances and office furniture and equipment for the incoming personnel.

One USDH will be stationed at Tirana for the first quarter. An R&R has been budgeted for him. Contingent on the security situation improving, we expect to have three USDHs on board at Tirana beginning in the second quarter (January 2000). This will entail budgeting for HHE, airfreight, consumables, SMA and R&Rs. Additionally, the budget will provide for home leave and a return to post (HL/RTP) or the transfer of the Director. If he is replaced, costs for the new Director will include HHE, airfreight, consumables, SMA and an R&R.

FY2001: USAID/Albania anticipates an increase in the USDH ceiling by three. These officers will be stationed in Tirana. The budget includes costs for HHE, UAB, consumables, SMA and R&Rs for them. Additionally, costs for the departures or HL/RTP of the other four officers are outlined as well as for the HHE, unaccompanied air baggage, consumables, and SMA for their replacements. Three new sets of household furniture and appliances and office furniture and equipment will be required. This additional staff will require USAID to lease and upgrade three residences.

Other Significant Costs: State has authorized the American Embassy in Tirana to increase FSN salaries by up to 75 percent during the remainder of FY99 and FY00. The initial part of the increase would be effective July 4. Embassy management and ICASS have not decided whether to pay the full 75 percent. The policy is for all agencies to do the same. If the full increase is adopted, USAID will need approximately \$7,008 more for FY99 and \$21,025 more for FY00. There will also be an impact on ICASS-paid employees. USAID expects to hire six more OE-funded FSN PSCs, moving us from

seven to 13 OE employees on-board and two more program-funded FSN PSCs. Total number of FSN PSCs will be 15, which is our approved ceiling.

We expect ICASS costs to increase in FY00 and FY01 in guard services and other areas. In addition, we will have to rent an office building and six residences in town and make ready those facilities to meet U.S. standards. There will be significant costs for FY00 and FY01, which to date, have not been incurred as we have four owned residences on the Embassy compound which cannot be occupied at present, and we presently share office space in the Chancery. The additional costs will include purchase of large-size residential generators and water pumps, items necessary due to the poor water and power situation that continues in Tirana.

Training travel includes training of new staff. We anticipate taking advantage of regional training programs to keep costs down. OCC21.0 includes conference travel to the United States for the Director for FY99, for the three USDHs in FY00, and for seven USDHs in FY01.

Omitted tables: USAID/Tirana does not have a controller stationed at post, therefore, the Controller Operations table was not submitted. No Trust Fund table was submitted because USAID/Albania does not have trust funds. No FSN Voluntary Separation table was submitted because voluntary separation payments are not part of the Post's FSN Compensation Plan.

Workforce Tables

Org: USAID/Albania(182)

End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
FY 1999 Estimate																
OE Funded: 1/																
U.S. Direct Hire	1		1					2	1		1				2	4
Other U.S. Citizens								0		1					1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	0.5	0.5					3			1			3	4	7
Subtotal	3	0.5	1.5	0	0	0	0	5	1	1	2	0	0	3	7	12
Program Funded 1/																
U.S. Citizens		1						1							0	1
FSNs/TCNs								0							0	0
Subtotal	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Total Direct Workforce	3	1.5	1.5	0	0	0	0	6	1	1	2	0	0	3	7	13
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	3	1.5	1.5	0	0	0	0	6	1	1	2	0	0	3	7	13

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Org: USAID/Albania(182)

End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Total Mgmt.	Total Staff
FY 2000 Target																
OE Funded: 1/																
U.S. Direct Hire	2	1	1					4	2		1				3	7
Other U.S. Citizens								0		1				1	2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1	1					4	1	1	1				6	13
Subtotal	4	2	2	0	0	0	0	8	3	2	2	0	0	7	14	22
Program Funded 1/																
U.S. Citizens			1	1				2							0	2
FSNs/TCNs	1	1						2							0	2
Subtotal	1	2	1	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26

FY 2000 Request																
OE Funded: 1/																
U.S. Direct Hire	2	1	1					4	2		1				3	7
Other U.S. Citizens								0		1				1	2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1	1					4	1	1	1				6	13
Subtotal	4	2	2	0	0	0	0	8	3	2	2	0	0	7	14	22
Program Funded 1/																
U.S. Citizens			1	1				2							0	2
FSNs/TCNs	1	1						2							0	2
Subtotal	1	2	1	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

Org: USAID/Albania(182)

End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	Sp01	Sp02	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Contract	Legal	All Other	Total Mgmt.	Total Staff
FY 2001 Target																
OE Funded: 1/																
U.S. Direct Hire	2	1	1					4	2		1				3	7
Other U.S. Citizens								0		1				1	2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1	1					4	1	1	1			6	9	13
Subtotal	4	2	2	0	0	0	0	8	3	2	2	0	0	7	14	22
Program Funded 1/																
U.S. Citizens			1	1				2							0	2
FSNs/TCNs	1	1						2							0	2
Subtotal	1	2	1	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26

FY 2001 Request																
OE Funded: 1/																
U.S. Direct Hire	2	1	1					4	2		1				3	7
Other U.S. Citizens								0		1				1	2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN	2	1	1					4	1	1	1			6	9	13
Subtotal	4	2	2	0	0	0	0	8	3	2	2	0	0	7	14	22
Program Funded 1/																
U.S. Citizens			1	1				2							0	2
FSNs/TCNs	1	1						2							0	2
Subtotal	1	2	1	0	0	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	5	4	3	0	0	0	0	12	3	2	2	0	0	7	14	26

1/ Excludes TAACS, Fellows, and IDIs

Workforce

MISSION :

Albania

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller				
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO	1	1	1	1
12 Democracy		1	1	1
14 Rural Development				
15 Food for Peace				
21 Private Enterprise		1	1	1
25 Engineering				
40 Environment				
50 Health/Pop.				
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO	1	1	1	1
95 IDI				
Other*				
TOTAL	5	7	7	7

Please e-mail this worksheet in either Lotus or Excel to:
 Maribeth Zankowski
 @hr.ppim@aidw
 as well as include it with your R4 submission.

*please list occupations covered by other if there are any

Operating Expenses

Org. Title: USAID/Albania Org. No: 182		Overseas Mission Budgets														
		FY 1999 revised 04/15/98			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC	Dollars in Thousands	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time p	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leav	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-tim	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leav	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.3		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0			0.0			0.0			0.0			0.0		
11.5	FNDH	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	36.0		36.0	150.0		150.0	150.0		150.0	160.0		160.0	160.0		160.0
11.8	FN PSC Salaries	60.0		60.0	100.0		100.0	100.0		100.0	140.0		140.0	140.0		140.0
	<i>Agricultural Specialist</i>															
	<i>Program Asst. (GDO)</i>															
	<i>Program Asst. (PDO)</i>															
	<i>Admin.Asst. (GSO)</i>															
	<i>Admin.Asst. (Proc./Contr.)</i>															
	<i>Admin.Asst.(Fin./LAN)</i>															
	<i>Secretary (C&R)</i>															
	<i>Secretary (Dir.&Reception)</i>															
	<i>Secretary (Typing)</i>															
	<i>Driver #1</i>															
	<i>Driver #2</i>															
	<i>Driver #3</i>															
	<i>Janitor/Warehousing</i>															
11.8	IPA/Details-In/PASAs/RSSAs Sal	0.0			0.0			0.0			0.0			0.0		
	Subtotal OC 11.8	96.0	0.0	96.0	250.0	0.0	250.0	250.0	0.0	250.0	300.0	0.0	300.0	300.0	0.0	300.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
12.1	Cost of Living Allowances	6.0		6.0	35.5		35.5	35.5		35.5	75.4		75.4	75.4		75.4
12.1	Home Service Transfer Allowan	0.0			0.0			0.0			0.0			0.0		
12.1	Quarters Allowances	0.0			0.0			0.0			0.0			0.0		
12.1	Other Misc. USDH Benefits	8.0		8.0	10.3		10.3	10.3		10.3	14.0		14.0	14.0		14.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Operating Expenses

Org. Title: USAID/Albania		Overseas Mission Budgets														
Org. No: 182		FY 1999 revised 04/15/98			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC	Dollars in Thousands	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
12.1	Payments to the FSN Separatio			0.0			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0			0.0
12.1	US PSC Benefits	20.0		20.0	84.4		84.4	84.4		84.4	84.4		84.4	84.4		84.4
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Payments to the FSN Separatio			0.0			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits	6.0		6.0	6.0		6.0	6.0		6.0	8.0		8.0	8.0		8.0
12.1	IPA/Detail-In/PASA/RSSA Benef			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	40.0	0.0	40.0	136.2	0.0	136.2	136.2	0.0	136.2	181.8	0.0	181.8	181.8	0.0	181.8
13	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FNDH			0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Pers			0.0			0.0			0.0			0.0			0.0
13	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13	Severance Payments for FN PS			0.0			0.0			0.0			0.0			0.0
13	Other Benefits for Former Pers			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Training Travel	10.0		10.0	12.0		12.0	12.0		12.0	10.0		10.0	10.0		10.0
21	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Post Assignment Travel - to fie	3.0		3.0	9.0		9.0	9.0		9.0	9.0		9.0	9.0		9.0
21	Assignment to Washington Tra			0.0	12.0		12.0	12.0		12.0	9.0		9.0	9.0		9.0
21	Home Leave Travel	6.0		6.0	12.0		12.0	12.0		12.0	21.0		21.0	21.0		21.0
21	R & R Travel	3.8		3.8	7.2		7.2	7.2		7.2	12.6		12.6	12.6		12.6
21	Education Travel			0.0			0.0			0.0			0.0			0.0
21	Evacuation Travel	7.2		7.2			0.0			0.0			0.0			0.0
21	Retirement Travel			0.0			0.0			0.0			0.0			0.0
21	Pre-Employment Invitational T			0.0			0.0			0.0			0.0			0.0
21	Other Mandatory/Statutory Tra			0.0			0.0			0.0			0.0			0.0
21	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21	Site Visits - Headquarters Perso	15.0		15.0			0.0			0.0			0.0			0.0
21	Site Visits - Mission Personnel	15.0		15.0	6.0		6.0	6.0		6.0	8.0		8.0	8.0		8.0
21	Conferences/Seminars/Meeting	20.0		20.0	14.0		14.0	14.0		14.0	20.0		20.0	20.0		20.0
21	Assessment Travel			0.0			0.0			0.0			0.0			0.0
21	Impact Evaluation Travel			0.0			0.0			0.0			0.0			0.0
21	Disaster Travel (to respond to s			0.0	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
21	Recruitment Travel			0.0			0.0			0.0			0.0			0.0
21	Other Operational Travel	85.0		85.0	20.0		20.0	20.0		20.0	24.0		24.0	24.0		24.0
	Subtotal OC 21.0	165.0	0.0	165.0	96.2	0.0	96.2	96.2	0.0	96.2	117.6	0.0	117.6	117.6	0.0	117.6

Operating Expenses

Org. Title: USAID/Albania		Overseas Mission Budgets														
Org. No: 182		FY 1999 revised 04/15/98			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC	Dollars in Thousands	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22	Post assignment freight	12.0		12.0	132.0		132.0	132.0		132.0	168.0		168.0	168.0		168.0
22	Home Leave Freight			0.0			0.0			0.0	0.0		0.0	0.0		0.0
22	Retirement Freight			0.0			0.0			0.0	0.0		0.0	0.0		0.0
22	Transportation/Freight for Office			0.0	12.0		12.0	12.0		12.0	6.0		6.0	6.0		6.0
22	Transportation/Freight for Res. F			0.0	18.0		18.0	18.0		18.0	18.0		18.0	18.0		18.0
	Subtotal OC 22.0	12.0	0.0	12.0	162.0	0.0	162.0	162.0	0.0	162.0	192.0	0.0	192.0	192.0	0.0	192.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Offic			0.0	45.0		45.0	45.0		45.0	60.0		60.0	60.0		60.0
23.2	Rental Payments to Others - Ware			0.0			0.0			0.0	0.0		0.0	0.0		0.0
23.2	Rental Payments to Others - Resid	12.0		12.0	86.4		86.4	86.4		86.4	151.2		151.2	151.2		151.2
	Subtotal OC 23.2	12.0	0.0	12.0	131.4	0.0	131.4	131.4	0.0	131.4	211.2	0.0	211.2	211.2	0.0	211.2
23.3	Communications, utilities, and misc	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	1.0		1.0	8.0		8.0	8.0		8.0	10.0		10.0	10.0		10.0
23.3	Residential Utilities	0.7		0.7	0.8		0.8	0.8		0.8	1.4		1.4	1.4		1.4
23.3	Telephone Costs	4.0		4.0	18.0		18.0	18.0		18.0	20.0		20.0	20.0		20.0
23.3	ADP Software Leases			0.0			0.0			0.0			0.0			0.0
23.3	ADP Hardware Lease			0.0			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs			0.0			0.0			0.0			0.0			0.0
23.3	Courier Services	1.0		1.0	1.4		1.4	1.4		1.4	2.0		2.0	2.0		2.0
	Subtotal OC 23.3	6.7	0.0	6.7	28.2	0.0	28.2	28.2	0.0	28.2	33.4	0.0	33.4	33.4	0.0	33.4
24	Printing and Reproduction	0.0		0.0			0.0			0.0			0.0			0.0
	Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0			0.0
25.1	Management & Professional Supp	2.3		2.3			0.0			0.0			0.0			0.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	2.3	0.0	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards (ICASS)			0.0			0.0			0.0			0.0			0.0
25.2	Residential Security Guard Servic			0.0			0.0			0.0			0.0			0.0
25.2	Official Residential Expenses			0.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.2	Representation Allowances			0.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0

Operating Expenses

Org. Title: USAID/Albania		Overseas Mission Budgets														
Org. No: 182		FY 1999 revised 04/15/98			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC	Dollars in Thousands	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registratio	0.5		0.5	2.0		2.0	2.0		2.0	3.0		3.0	3.0		3.0
25.2	Vehicle Rental			0.0	2.0		2.0	2.0		2.0	1.0		1.0	1.0		1.0
25.2	Manpower Contracts			0.0			0.0			0.0			0.0			0.0
25.2	Records Declassification & Other			0.0			0.0			0.0			0.0			0.0
25.2	Recruiting activities			0.0			0.0			0.0			0.0			0.0
25.2	Penalty Interest Payments			0.0			0.0			0.0			0.0			0.0
25.2	Other Miscellaneous Services	5.5		5.5	6.0		6.0	6.0		6.0	6.0		6.0	6.0		6.0
25.2	Staff training contracts			0.0			0.0			0.0			0.0			0.0
25.2	ADP related contracts			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.2	6.0	0.0	6.0	14.0	0.0	14.0	14.0	0.0	14.0	14.0	0.0	14.0	14.0	0.0	14.0
25.3	Purchase of goods and services from	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	132.0		132.0	160.0		160.0	160.0		160.0	200.0		200.0	200.0		200.0
25.3	All Other Services from Other Go			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	132.0	0.0	132.0	160.0	0.0	160.0	160.0	0.0	160.0	200.0	0.0	200.0	200.0	0.0	200.0
25.4	Operation and maintenance of facilit	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
25.4	Residential Building Maintenance			0.0	6.0		6.0	6.0		6.0	9.0		9.0	9.0		9.0
	Subtotal OC 25.4	0.0	0.0	0.0	8.0	0.0	8.0	8.0	0.0	8.0	11.0	0.0	11.0	11.0	0.0	11.0
25.7	Operation/maintenance of equipmen	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and			0.0			0.0			0.0			0.0			0.0
25.7	Storage Services	12.0		12.0			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair an			0.0	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
25.7	Vehicle Repair and Maintenance	1.0		1.0	3.0		3.0	3.0		3.0	4.0		4.0	4.0		4.0
25.7	Residential Furniture/Equip. Repa			0.0	1.0		1.0	1.0		1.0	2.0		2.0	2.0		2.0
	Subtotal OC 25.7	13.0	0.0	13.0	8.0	0.0	8.0	8.0	0.0	8.0	10.0	0.0	10.0	10.0	0.0	10.0
25.8	Subsistance and support of persons			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 25.8		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	Supplies and materials	1.0		1.0	6.0		6.0	6.0		6.0	8.0		8.0	8.0		8.0
	Subtotal OC 26.0	1.0	0.0	1.0	6.0	0.0	6.0	6.0	0.0	6.0	8.0	0.0	8.0	8.0	0.0	8.0
31	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31	Purchase of Residential Furniture			0.0	54.0		54.0	54.0		54.0	72.0		72.0	72.0		72.0
31	Purchase of Office Furniture/Equi			0.0	30.0		30.0	30.0		30.0	10.0		10.0	10.0		10.0

Operating Expenses

Org. Title: USAID/Albania		Overseas Mission Budgets														
Org. No: 182		FY 1999 revised 04/15/98			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC	Dollars in Thousands	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31	Purchase of Vehicles			0.0	48.0		48.0	48.0		48.0	24.0		24.0	24.0		24.0
31	Purchase of Printing/Graphics Eq			0.0			0.0			0.0			0.0			0.0
31	ADP Hardware purchases			0.0	5.0		5.0	5.0		5.0	15.0		15.0	15.0		15.0
	Subtotal OC 31.0	0.0	0.0	0.0	137.0	0.0	137.0	137.0	0.0	137.0	121.0	0.0	121.0	121.0	0.0	121.0
32	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32	Purchase of Land & Buildings (&			0.0			0.0			0.0			0.0			0.0
32	Purchase of fixed equipment for b			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations			0.0			0.0			0.0			0.0			0.0
32	Building Renovations/Alterations	6.0		6.0	23.0		23.0	23.0		23.0	0.0		0.0	0.0		0.0
	Subtotal OC 32.0	6.0	0.0	6.0	23.0	0.0	23.0	23.0	0.0	23.0	0.0	0.0	0.0	0.0	0.0	0.0
42	Claims and indemnities			0.0			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		492.0	0.0	492.0	1,160.0	0.0	1,160.0	1,160.0	0.0	1,160.0	1,400.0	0.0	1,400.0	1,400.0	0.0	1,400.0
	Dollars Used for Local Currenc	<u>78.7</u>			<u>150.8</u>			<u>150.8</u>			<u>199.4</u>			<u>199.4</u>		
	Exchange Rate Used in Compu	<u>140.0</u>			<u>140.0</u>			<u>140.0</u>			<u>140.0</u>			<u>140.0</u>		
	<i>without ICASS:</i>	360.0			1,000.0			1,000.0			1,200.0			1,200.0		
	Narrative: see Word document															

USAID Albania Budget by SO: Mar. 18,1999		Annex A	FY99 Budget	FY2000 Budget	FY2001 Budget
SO1.3 Accelerated Development and Growth of Private Enterprises					
180-0014	Privatization		500,000	500,000	
180-0026.05	Government to Government (Transfer to Dept. of Commerce)		103,624		
180-0024.22	Agriculture Trade Associations		2,400,000	2,000,000	2,000,000
180-0002.16	Fultz School				
180-0010.07	Enterprise Funds		6,000,000	3,200,000	
180-0023.11	EMED				
180-0023.13	Micro-Enterprise Lending (OInternational)		1,000,000	950,000	1,000,000
180-0024.01	VOCA Grant		550,000	550,000	550,000
180-0024.07	Dairy Farming (LOL)		585,000	435,000	435,000
180-0029.01	Management Trng. Large Grants - University of Nebraska MB/		750,000	750,000	
180-0029.02	Management Trng. Small Grants (Transfer to USIA)		100,000	100,000	
180-0046	Agriculture Development Program (IFDC)		1,100,000		
180-0049	Restructuring Albanian Agriculture			3,000,000	
180-0026	Customs Assistance		1,000,000		
	Other New Initiatives			<u>2,905,000</u>	<u>6,205,000</u>
	Sub-Total		14,088,624	14,390,000	10,190,000
SO 1.4 A More Competitive and Market-responsive Private Financial Sector					
180-0014.04	Banking Supervision		900,000	900,000	900,000
180-0014.04	Collateral Law(SEGIR)		200,000		
180-0014.05	Regional/other (3E Network)		100,000		
180-0027.01	TA/Financial Services (Transfer to U.S. Treasury)				
180-0027.02	FSVC Grant		200,000	200,000	200,000
	New Initiatives (capital markets)				<u>600,000</u>
	Sub-Total		1,400,000	1,100,000	1,700,000
SO 1.6 Increased Environmental Management Capacity to Support Sustainable Econ. Growth					
180-0039	New Natural Resource/Watershed Management Activity				
180-0039.11	Albania Forestry				
180-0024	IPM CRSP		<u>200,000</u>		
	Sub-Total		200,000		
SO 2.1 Increased, Better-informed Citizens' Participation in Political and Economic Decision-Making					
180-0021.05	Political orgs. (incl. elect. monitoring) (NDI,IFES,IRI)		2,000,000	1,000,000	1,000,000
180-0032.09	Democracy Networks-NGO Sector Support		1,125,376		
180-xxxx	Trans. to USIA for Democ. Com.		200,000	200,000	200,000
180-xxxx	Transfer to USIA for Media Training		150,000	100,000	100,000
180-0022.03	Professional Media Program		400,000	400,000	400,000
180-0021.17	New Anti-Corruption Activity		1,000,000	500,000	500,000
180-0021.15	New Education Reform Activity		<u>1,000,000</u>	1,000,000	1,000,000
	Other New Initiatives			<u>200,000</u>	<u>2,000,000</u>
	Sub-Total		5,875,376	3,400,000	5,200,000
SO 2.2 Legal Institutions that Better Support Democratic Processes and Market Reforms					
180-0020.02	ABA Grant		450,000	450,000	450,000
180-0020.03	AOJ/DOJ (Transfer to Dept. of Justice)		600,000	600,000	600,000
180-xxxx	Anti-Crime/ICITAP (Transfer to Dept. of Justice)		2,500,000		
	New Initiatives		<u>510,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
	Sub-Total		4,060,000	2,050,000	2,050,000
SO 2.3 More Effective, Responsive and Accountable Local Government					
180-0019.07	Public Administration		<u>1,400,000</u>	<u>1,400,000</u>	<u>2,400,000</u>
180-0034.02	Urban Development				
	Sub-Total		1,400,000	1,400,000	2,400,000
SO 3.2 Improved sustainability of social benefits and services					
180-0038	Health Markets/Hospital Partnerships		500,000	250,000	
180-xxxx	Women's Reproductive Health (Transfer to Global /SEATS)		<u>500,000</u>	<u>750,000</u>	<u>1,800,000</u>
	Sub-Total		1,000,000	1,000,000	1,800,000
4.1 Special Initiatives and 4.2 Cross-Cutting Programs					
180-xxxx	Transfer to USIA for English teaching		150,000	100,000	100,000
180-0021.01	Transfer to USIA for Educational Reform		100,000	100,000	100,000
180-xxxx	Transfer to USIA for Freedom Grants		110,000	110,000	110,000
180-0045.06	Transfer to USIA for Ron Brown Fellowships		<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
	Sub-total		660,000	610,000	610,000
Cross-cutting					
180-0045.01	TRANSIT (training)		950,000	750,000	750,000
180-249.02	Project Support field & general(includes parking fines)		<u>366,000</u>	<u>300,000</u>	<u>300,000</u>
	Sub-Total		1,316,000	1,050,000	1,050,000
	TOTAL		30,000,000	25,000,000	25,000,000

Annex B. Environmental Impact

USAID assistance to Albania consists primarily of technical assistance and training and does not include capital construction. Due to the composition of the program, no environmental assessments have been undertaken. The principal recent environmental concern in the program was the support for fertilizer use implied by support for agricultural input suppliers. Since no commodities are provided by USAID, this program was considered to have too little effect on fertilizer use for a formal environmental assessment. No other environmental assessments were considered for Albania in 1998.

Annex C: Global Climate Change

There is one Mission activity in Albania being attributed toward the initiative: the Albania Private Forestry Development Project (APFDP). APFDP is implemented through a contract with Chemonics International. APFDP began in September 1995 as a three-year pilot project with an additional two-year option. This attribution represents the two-year option which began in Sept.98 and which will run through December 2000. A total of \$2,286,125 of FY98 funds were obligated to this activity and reported as an attribution to the GCC initiative by the ENI Bureau. For this land use project, we are reporting on Result 2, “Reduced net greenhouse gas emissions from the land use/forest management Sector.”

APFDP promotes better land use practices on Albania’s degraded lands through the demonstration and extension of sustainable technologies, technical assistance, and policy reform. In addition, APFDP raises environmental awareness nationally through media campaigns, NGO activities and other small outreach projects.

Please note that Albania’s natural ecosystems are not well represented by the choices on the tables. FYI, Albania’s climate is mediterranean (which is not really temperate or tropical). Forests are severely-degraded mixed oak forests. Other lands are over-grazed, deforested and degraded. The adoption of agroforestry technologies, on-farm tree planting or improved pasture management are restoring these lands and making them productive.

Because APFDP uses a demonstration, training and replication approach, we found it difficult if not impossible to provide an area for Result 2, indicator 1, “area (has) where USAID is working.” APFDP and its partners disseminate training and technology to people in 7 districts throughout Albania. When people adopt these technologies and practices, they create area under improved management. Thus, 20,250 has under improved management where carbon stocks are increasing (indicator 2b) represents area where replications of APFDP promoted technologies and practices done independently by farmers without USAID assistance. These replications consist of adoptions of agroforestry designs which include of densely-planted windbreaks, and silvopastoral systems. Both of these meet your definition of having greater than 15-percent tree cover. In addition, 1,614 hectares of forest and pasture are now under *komuna* management, and 137 hectares are under plantation forest (actually woodlot or small-scale reforestation/tree planting).

APFDP collaborates closely with its sister project, the World Bank Albania Forestry Project, particularly in the transfer of *komuna* Forests from State to local management. The World Bank project has adopted APFDP’s social forestry model for *komuna* forest management plans and has agreed to co-fund the implementation of such plans. Through this collaboration APFDP has also leveraged co-funding of village training workshops on this topic. The transfer and local management of *komuna* forests has effectively preserved and improved the management of forests neglected by the State, thereby contributing to carbon sequestration.

FY 97 USAID-Sponsored Activities that Contribute to Climate Change Initiative

USAID Activity name	Location			The Site and USAID's Involvement						Additional info you have (chose from the info codes below)
	Country	Region, Province, or State	Site	Principle activity(ies) (list 1 per line using the activity codes below)	Area where USAID has initiated activities (hectares) (Indicator 1)	Area where USAID Has conserved carbon (hectares) (Indicator 2)				
						Predominate vegetation type (1 per line; use vegetation codes below)	Natural ecosystems (2a)	Predominate managed land type (1 per line; use managed land types below)	Managed lands (2b)	
Albania Private Forestry Development Project (APFDP)	Albania	(we prefer not to break this down at this time)		4	Difficult to measure given project approach. See narrative	f	1130 (komuna forest, natural but managed)			1,2,4,5, (geodata available from the Land Tenure Center)
				4		i	484 (komuna grassland/pasture)			
				4		f and i		2	20,250	
				4		f		3	137	

Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions.

Unit: Number of policy steps achieved

Country: <u>Albania</u> Activity or Policy Measure	Scope (N or S)	Check Steps that Have Been Achieved			List Activity(ies) Contributing to Each Policy Category
		Step 1: Policy Preparation and Preparation	Step 2: Policy Adoption	Step 3: Implementation and Enforcement	
Facilitates improved land use planning	N	X	(Adopted by Council of Ministers 3/99)		National Forest Strategy for Albania
Facilitates sustainable forest management	N	X X X X	x	X	Improvement of refused land legislation (law 8047) Extension of the deadline for forest and pasture restitution Improvement of the Forest Law #7623 (on private and komuna forest management) Completion of legislation on forest lands leaseholding
Facilitates establishment and conservation of protected areas					
Improves integrated coastal management					
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management	N	X	x	x	Removal of VAT from forest seedlings
Corrects protective trade policies that devalue forest resources					
Clarifies and improves land and resource tenure	N	X X X			Revision of Regulation 308 (Komuna Forest Transfer) Completion of legislation on administrative boundaries designation Completion of legislation on land designation
Number of points achieved per policy step		9	2	2	
			Total policy steps	13	

Indicator 4: Dollars leveraged through agreements with USAID donor partners (forestry and land use sectors)

Activity Description	Source of Leveraged Funds	Direct Leverage (4a)	Indirect Leverage (4b)
Albania Private Forestry Development Project (APFDP)	World Bank	\$55,000	Notes: APFDP collaborates closely with the WB Albania Forestry Project. Direct leverage for FY98 includes the agreement of WB support for implementing komuna Forest management plans that the USAID project has developed, (\$35,000 for five villages @ 7,000 each). It also includes 20,000 in cost-sharing for workshops.

Indicator 5: Increased capacity to address global climate change issues

Unit: Number of institutions

Country: <u>Albania</u>		Name of Associations, NGOs, or other Institutions Strengthened
Number of USAID-assisted associations, NGOs or other public and private institutions strengthened to address GCC issues		
Number of NGOs	11	Besa Scout (Skrapar); Ecological Club (Diber); The Ecological Club(Elbasan); Ecological Club I (Lezhe); Ecological Club II (Lezhe); Forest Progress (kukes) Kadmi & Harmonia (Pogradec); protection and Preservation of Natural Env. (Korce); PPNEA (Tirana); Transboundary Nature (Korca); Tourism and Environment (Pogradec).
Number of Private Institutions	17	8 Private Nurseries; 5 Willow Processors; 1 Herb Dealer. 2 Honey producers; 1 mushroom dealer
Number of Research/Educational Institutions	3	Forest and Pasture Research Institute; Soil Research Institute; Agricultural University of Tirana, Forest Faculty
Number of Public Institutions	1	Director General for Forests and Pastures
Total Number of Institutions Strengthened:	32	

5b. Strengthening technical capacity through workshops, research, and/or training activities

This indicator measures categories in which capacity is strengthened through training/technical assistance. Please report on each category addressed with USAID support or as a result of USAID efforts. Please check whether capacity is strengthened through training, technical assistance, or both, and list the activity(ies) that contribute(s) to each of the capacity building categories. Please report on other areas not listed, if appropriate.

Country: <u>Albania</u> Category	Types of Support Provided		List the Activity(ies) that Contribute to Each Capacity Building Category
	Training	Technical Assistance	
Advancing improved land use planning	x	x	APFDP: Technical assistance and coordination to national forest strategy
Advancing sustainable forest management	x	x	APFDP: Development of komuna Forest Transfer Manual APFDP: Demonstration of Sustainable Technologies
Advancing establishment and conservation of protected areas			
Advancing integrated coastal management			
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management		x	APFDP: Elimination of Value-added tax on tree seedlings increased tree planting and nursery sales
Advancing the correction of protective trade policies that devalue forest resources			
Advancing the clarification and improvement of land and resource tenure		x	APFDP: Technical Assistance on numerous laws affecting tenure and land categorizations
Other			
Number of categories where training and technical assistance has been provided:	2	4	

Indicator: USAID Programs that Reduce Vulnerability to Climate Change

Key Area (i, ii, iii, iv, v)	Country	Strategic Objective (Name and Number)	Budget	Duration	Type of Program (see list below)	Description
iii and iv	Albania	SO 1.6: Increased Environmental Management Capacity to promote sustainable economic growth	\$2,286,125	To 12/31/00 (two year extension from 9/1/98)	III (1,2,3), IV(2)	APFDP is a 5 year program implemented through a contract with Chemonics International. The project aims to improve land use and increase productivity on Albania's degraded forest and pasture lands through technical assistance, policy reform and the demonstration and extension of sustainable technologies. In addition, APFDP raises environmental awareness nationally through media campaigns, NGO activities and other small outreach projects.

Codes for Tracking and Recording Programs

<u>Key Areas</u>	<u>Program Types</u>
i. Coastal Zone	1. Urban/Infrastructure 2. Natural Resource
ii. Disaster Preparation Relief	1. Early Warning System 2. Humanitarian Response 3. Capacity Building
iii. Agriculture & Food Security	1. Research and Development 2. Policy Reform 3. Extension/Demonstration
iv. Biodiversity & Forestry	1. Preservation of Biodiversity 2. Forest Conservation
v. Human Health and Nutrition	1. Improved Quality of Health Services 2. Vector Control 3. Improved Nutrition

Annex D

Indicator Tables FY'99

SO 1.3 Performance Data Table - Revised

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
SO 1.3	Accelerated development and growth of private enterprises	1. Number of new private sector enterprises.	Definition: Number of legally registered enterprises. New registrations less inactive enterprises Unit: Cumulative number (000)	91	26	62	56	68	62	75	56	82		90		TBD		TBD	
		2. Increased value of agricultural production	Definition: Current year's value as proportion of base year in millions of lek Unit: Percent	95	100		172		207	0	210	220		231		247		259	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.1	Commercial business regime improved	1. Quantity of domestic investment	Definition: Total investment from domestic sources in past year Unit: Dollars (millions) * Actual 97 & 98 figurez are for public sector only	93	509	900	835	990	14 public sector only	1,080	75 public sector only	1,180		1,290					
		2. Quantity of foreign investment	Definition: Total investment from foreign sources in past years Unit: Dollars (millions)	91	10	80	70	90	42	100	93	110		120		120		120	

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA91		TARGETS AND ACTUAL RESULTS													
			Year	Value	1996		1997		1998		1999		2000		2001		2002	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.1.1	1. Number of registered titles to immovable property	Definition: Cumulative number of property titles (calendar year) Unit: Number (thousands)	91	0	800	201	1,900	203	1,400	601	2,500		2,875		3,000		NA	
	2. Tax, customs and other trade-related reforms	Definition: Expert opinion on proportion of standards for WTO membership achieved Unit: Percent	96	40		40	50	50	60	70	100		NA		NA		NA	
IR 1.3.1.2	1. Effective regulations, certification, grading, licensing, taxation of agricultural products	Definition: Rating by USAID contractors, based on coverage, transparency and speed Unit: Rating on scale of 1-10	97	2.5				2.5	4.5	4.3	6		7					

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
			Year	Value	1996		1997		1998		1999		2000		2001		2002	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.1.3	1. Membership of business groups with some advocacy activity	<p>Definition: Number of dues paying members of business groups with some advocacy activity, by gender,</p> <p>Unit: Number</p> <p>a) female</p> <p>b) (male)</p>	1996															
			a)	1	1	8	8	8	10	12								
			b)	135	135	9,178	12,487	18,645	17,569	20,626								
	2. Number of business groups with lobbying success	<p>Definition: Success defined by contractors in agreement with USAID</p> <p>Unit: Groups with success in that year</p>	91	0	5	4	6	1	6	4	4		6		7		7	
IR 1.3.2	1. Willingness to pay for business services	<p>Definition: Revenue from service fees paid by customers of USAID-assisted activities</p> <p>Unit: Dollars (thousands)</p>	91	0	75	66	95	47.9	237	90	115							
	2. Number of clients receiving business services	<p>Definition: Clients are of USAID-supported activities, by gender</p> <p>Unit: Active business clients</p> <p>a) male</p> <p>b) female</p> <p>c) gender unrecorded</p>	91						1255	1911	1,893	2,179	2,236					
					600	518	700	1401	2156	1,286	2,378	2,396						
IR 1.3.2.1	1. Number of active or potential entrepreneurs and professional, technical or support staff trained and retained in Albania	<p>Definition: Successful course completions, OJT, relating to business, professional or technical skills under USAID implementors, by gender of trainee</p> <p>Unit: Individuals graduating from a USAID training course and applying skills in Albania</p> <p>a) male</p> <p>b) female</p> <p>c) gender unrecorded</p>	91															
									2,041	3,247	7,743	12,408	6,000					
			b)	0	0	7,776	8,532	11,971	7,757	1,500								
			c)	0	8,000	7,100	8,500	4,041	4,689									

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
			Year	Value	1996		1997		1998		1999		2000		2001		2002	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.2.2	1. Number of entrepreneurs using identified improved technologies	Definition: Improved technologies identified by USAID and contractors Unit: Entrepreneurs (000) a) male b) female c) total	91	a) b) c) 0	3.5	3.24	4.0	0.55 3.9	1.05 4.7	.8 .64	1.4 7.0	7.5 8.0						
	2. Annual sales of inputs for USAID identified technologies	Definition: Wholesales Unit; Dollars (000)	1991				12,625	20,152	12,630	24,508		29,062		13,927		NA		
IR 1.3.2.3	1. Quantity of finance provided	Definition: Total non-bank finance initiated or outstanding in that year , by gender Unit: Dollars (thousands) a) male b) female c) mixed	96	a) b) c) 2,113		2,113		5,218 255 8,556	12,042 8 15,916	13,721 404 17,887	18,140	22,650		24,600				
	2. Repayment rate	Definition: Proportion of non-bank finance considered delinquent, by gender of borrower. Unit: Percent a)male b) female c)target average	96	a) 0 b) 0 c) 0		0	0	0	10%	0	10%	10%		10%		10%		
	3. Number of loans from non-bank sources	Definition: Based on formal, non-bank loans to borrowers initiated or outstanding in that year Unit: Number a) male b) female c)mixed	97	a) 13 b) 7 c) 6				13 7 6	20 12 9	25 10	46 21 94		54 24 400					

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
			Year	Value	1996		1997		1998		1999		2000		2001		2002	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.3	1. Agricultural trade association membership, by gender	Definition: Total dues paying members in agricultural trade associations Unit: Number a) male b) female c) mixed	97															
			a) 49			49	140	382	550		639							
			b) 0			0	130	152	310		4							
			c) 137			137	405	82	95		97							
	2. Sustainable credit services provided through agricultural trade associations	Definition: Quantity of credit provided through trade associations at commercially viable terms Unit: Dollars (thousands)	98	0	NA	NA				0	8		24		40		56	
	3. Sustainability of agricultural trade associations	Definition: Proportion of agricultural trade associations expenditure derived from domestic sources Unit: Percent	97	35			35	43	100	23		40		66			TBD FY99	
Comments/Notes:																		

**SO 1.4 Performance Data Table - Revised
FY'99**

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
SO 1.4	More competitive and market-responsive private financial sector	1. Amount of credit extended	Definition: Lek amount of credit extended Unit: Dollars (in millions)	1995	5.0	6.0	5.5	11.5	11.05	17.5	11.5	23.5		29.5		36	
		2. Percent of above credit funds extended used by private enterprises	Definition: Proportion of credit funds listed above used by private sector. Unit: Percent	1995	58	69	67	75	82.7	80	83.7	85		90		95	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
IR 1.4.1	A sound, regulated and efficient banking system established	1. Non-performing loans (90 days past due)	Definition: Amount compared to total loans outstanding Unit: Percent a) loans to public sector b) loans to private sector	1997													
				a)	25				25	0		20		15		5	
				b)	44				44			30		20		15	
		2. Return on assets in banks	Definition: Revenue less expenses divided by assets Unit: Percent a) state banks b) private banks	1998													
		3. Risk based violations taken by the Bank of Albania against banks	Definition: Risk-based violations, such as capital or insider lending, reported by BOA against banks Unit: Yes / No	1998	Yes					Yes	Yes	Yes					
		4. Total value of deposits in banking system	Unit: Lek	1999													

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
IR 1.4.2	Component Capital Market Institutions in Place	1. Fully functioning Tirana Stock Exchange	Definition: Trading mechanisms in place that are not-for profit, member owned, and financially viable Unit: Yes / No	1996		base line	No	Yes	No	Yes	No	Yes		Yes		TBD	
		2. Fully functioning Albanian Securities Commission	Definition: Independent Securities Regulator in place including comprehensive securities laws enacted Unit: Yes/No	1996		Yes	No	Yes	No	No	No	Yes		Yes		TBD	
		3. Amount of Government Securities held by private sector increased	Definition: Government Securities held by private sector Unit: Lek	1998	TBD						28.9m lek	NA		NA		TBD	
IR 1.4.3	Collateral law implemented	1. Legislation passed that secures transactions for asset-based lending	Definition: Unit: Yes/ No	1997	No	NA	NA	NA	No	Yes	No	Yes		Yes		NA	
		2. Entries in collateral public notice register	Definition: Filings include names of creditors and debtors. Life of registration +/-5 years Unit: (a) filings (b) number of creditors (c) number of debtors	1997	(a) 0 (b) 0 (c) 0	NA	NA	NA	0 0 0	0 0 0	0 0 0	150 50 50		1500 500 500		3000 1000 1000	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
IR 1.4.4	Insolvent non-bank financial schemes liquidated	Cumulative proportion of insolvent non-bank financial schemes liquidated	Definition: 5 companies in Deloitte & Touche report Unit: Percent increase over base score	1997	0				0	100	100						

SO 1.6 Indicator Table - Revised FY 1999*

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS									
						1996		1997		1998		1999		2000	
				Year	Value	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
SO 1.6	Increased environmental management capacity to promote sustained economic growth	1. National plan/strategy for Albania's natural resources sector, developed, agreed to and initiated.	Definition: Tracking policy and institutional advances. Policy achievements relate to clarification of land and tree tenure and improved forestry law. See footnote for complete description of this indicator. Unit: Stages denoted by letters: A – E. See footnote on : Indicator Description .	'97	A + B	NA	NA	NA	Base line	C	C	D		E	
		2. Area of rural land brought under improved management in USAID-assisted areas.	Unit: Ha	'97	?										

Indicator Description: 1.6.1. The development of an agreed-upon national plan will be a key indicator of increased environmental management capacity in Albania. USAID will be monitoring progress toward this plan by overseeing its development through the steps (A – E) below and by tracking simultaneous policy and institutional advances. Policy achievements relate to clarification of land and tree tenure and improved forestry law, which incorporates devolution of authority for local management. Institutional advances include clarification of roles of participating institutions, new organizational schemes consistent with local NRM, increased capacity to analyze watersheds and develop interventions, participation of local stakeholders in plan development, and a functioning extension service.

Unit of Measure for 1.6.1: A. Problem Identification/analysis: This includes problem definition, problem quantification, identification of cross-sectoral linkages, data collection and analysis, consulting stakeholders as to impacts, needs and perceptions, etc. B. Pre-formulation and Development: Drafting of a national plan/strategy to address the problem(s) identified. Formulation/development would include cost/benefit analyses of various alternatives; identification of priorities, modeling and constructing the national plan/strategy to vet to stakeholders. C. Finalization of Plan/Strategy Development: Vetted plan/strategy with all its components and clauses is finalized for final adoption and approval by appropriate branches of government. D. Approval: Plan/Strategy is approved by the Council of Ministers of government to become official for implementation. E. Implementation began: Actions referenced in strategy being implemented.

Indicator Description: 1.6.2. This indicator refers to area of land under natural forest, hillside agriculture, tree plantation or agroforestry, or degraded land, which has been brought under, improved management. "Improved management" is defined as a situation meeting the following criteria: a) local authority granted for NRM at the village or komuna level; b) forest/pastures restituted for private ownership; c) increased use of environmentally – friendly technologies; d) increased farm/pasture production/productivity or vegetative cover (degraded lands).

* Since this SO will be phased out in FY2000, no data are provided for 2001.

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS									
						1996		1997		1998		1999		2000	
				Year	Value	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.
IR 1.6.1	Increased local and private participation in improved natural resources management	1. % of villages within USAID target areas have at least one case of both local and private participation	Definition: Base is 2800 villages. Local means communal or lower level formal/informal Government. Private means for profit business and/or economic improvement Unit: Number + %	'95	0	12	13	15	32	40	77	95		100	
IR 1.6.1.1	Improved enabling environment that supports increased local and private participation in improved natural resource management	1. Number of policies/decisions passed by the Council of Ministers	Definition: List of policies/decisions defined in advance that support local/private. Participation meeting 80% of the predefined criteria Unit: Number	'95	1	1	1	1	0	4	2	2		2	
		2. Policies implemented	Definition: Signed contract between different levels of formal/informal government and/or for profit entities. Title is from district Land Commission Unit: Number	'95	0	0	0	6	5	12	10	15		17	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS									
				Year	Value	1996		1997		1998		1999		2000	
						Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.
IR 1.6.1.2	Increased public awareness and participation	1. Local level request for USAID-promoted environmental services	Definition: List of services promoted generated from media/outreach. Requests are from potential customers to extension centers or requests by same Unit: Number	'96	10	10	10	8	8	20	42	25		30	
		2. Media coverage of "green" environmental themes without USAID funding	Definition: Print, radio, TV-coverage of environmental themes without USAID funding Unit: Hours Radio, TV + numbers of articles	'96	29 + 24	24 +24			36 +36	60 +48	30 +200	120 + 72			120 + 72
IR 1.6.2	Increased use of environmentally friendly, sustainable natural resource technology	1. Number of villages in USAID target areas with at least one replication of USAID-introduced packages without USAID funding	Definition: Technology packages pre-defined. Village must replicate with 80% congruency with defined package. Extension cost not covered Unit: Number	'95	0	0	0	3	3	6	54	60		72	
		2. Number of intra-village watershed activities.	Definition: Unit: Number	'98	0	0	0	0	0	0		0			1
IR 1.6.2.1	Increased capacity of public organizations, NGOs and private suppliers to provide extension services	1. Sales of inputs	Definition: Dollar volume of sales of inputs (seedlings, livestock, medicinal plants, herbs, mushrooms, honey) for pre-defined technology packages Unit: 000 Dollars	'95	0	10	10	25	25	50	78.6	90		100	
		2. Local level requests for extension services	Definition: Number of visits by potential customers to extension centers and/or requests by same in the field Unit: Number	'96	219	200	219	300	327	460	352	580			670

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS										
						1996		1997		1998		1999		2000		
				Year	Value	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	
IR 1.6.2.2	Improved knowledge and information about watershed conditions and management options for their protection and restoration	1. Proportion of Albanian watersheds for which information and assessment data has been collected and analyzed.	Definition Unit: %										2/12		4/12	
		2. Number of collaborating organizations and stakeholder groups participating in watershed assessment.											5 organ- iza- tions and/ or stake- holder groups		7 stake- holder groups	

3. Performance Data Table SO 2.1 – Revised

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 2.1	Increased, better informed citizens' participation in political and economic decision-making	1. Freedom House rating on Albania's Political Rights	Definition: Freedom House ranks the level of civil liberties on a scale of 1 to 7, with one indicating the greatest degree of civil liberties. Unit: Freedom House rating	1996	4		4		4	3	4	3		3		3	
		2. Freedom House rating on Albania's Civil Liberties	Definition: Freedom House ranking of the level of political rights on a scale of 1 to 7, with 1 indicating the greatest degree of political rights. Unit: Freedom House rating	1996	4		4		4	3	5	3		3		3	
IR 2.1.1	More effective political parties	More women run for office	Definition: women who run for office for Parliament from four parties: PD, PS, PR, PSD Unit: women	1992	20	15	21	*1)		*1)	N/A	*1)		40		*2) NA	
IR 2.1.1.1	National Parties reach out to the Public	Number of public outreach activities by major parties at the regional level	Definition: To be determined when it is possible to work with political parties in Albania	1998	26%					+10%		+10%		+10%		+5%	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
						1996		1997		1998		1999		2000		2001		
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IR 2.1.2	Free and fair elections	Participation in national and local elections is certified by monitors as free and fair	Definition: Elections certified by monitors as free and fair Unit: yes/no	1998	Yes						Yes	Yes	Yes		Yes		Yes	
IR 2.1.2.1	CEC (Central Elections' Commission) operates as a professional non-politicized permanent agency	CEC develops written documents outlining internal policies, operational procedures, organizational chart, and objectives for term of commission	Definition: Qualitative report should be partly narrative – CEC written documents on: 1) internal policies 2) operational procedures 3) organizational chart 4) objectives for term of Commission Unit: Scale of 1-4	1998	0						0	2		3			4	
IR 2.1.3	NGOs participating in political, social and economic decision-making	Number of NGOs participating in policy formulation and implementation	Definition: NGOs that build constituencies around issues Unit: NGOs	1995	4	29	18	40	47	47	120	50		55			75	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.3.1	NGOs able to effectively support civic society	1. ENI NGO Sustainability Index	Definition: ENI NGO Sustainability Index measures five aspects of NGOs including the legal environment, organizational capacity, financial viability, advocacy and public image. Unit: Rating from 1-7, with 1 being the most advanced.	1998	4.2						4.2						
IR 2.1.3.2	Supportive Legal/Regulatory Framework in place	1. Legal Environment rating from the ENI NGO Sustainability Index	Definition: Ratings of the legal environment of 5-7 in the (Initial) Stage 1, 3-5 Stage 2, and 1-3 Stage 3 Unit: Rating from 1-7	1998	4						4	3		3			2

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001			
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
IR 2.1.4	Independent Media strengthened	Increased quality of print outlets	<p>Definition: Newspapers get one point each for: 1) having house ads that promote the editorial issues or rubrics of contents on the front page; 2) have specific business pages with financial information; 3) having a page that covers local or community news; 4) conducting or purchasing market research; 5) having staff devoted to advertising sales that go out and make calls; 6) having a person devoted to marketing; 7) having ads positioned throughout the publication; 8) having a media kit; 9) having a clear separation between editorial and advertising; 10) having subscription ads in each issue</p> <p>Unit: Number of newspapers with at least a score of 5</p>	1995	0									TBD		TBD		TBD	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
						Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.4.1	Media legal/regulatory framework improved	1. Media laws comply with international laws, norms, and standards	Definition: Media laws deemed to comply with international standards Unit: Yes/No	1998	Yes	NA		NA		Yes	Yes	Yes		Yes		Yes	
IR 2.1.4.2	Professionalism of journalists improved	Number of students graduated from Albanian journalist programs actively working in Albanian media	Definition: Journalism school graduates actively working in the Albanian media Unit: Number of graduates	1999		NA		NA		NA	NA	TBD		60		75	
IR 2.1.4.3	Business management of private media improved	1. Media outlets with increased advertising revenue	Definition: Number of media outlets with increased advertising revenue Unit: Media outlets	1999								TBD		TBD		TBD	
		2. Media outlets with budgetary procedures to ensure sustainability	Definition: Radio and television outlets with improved budgetary procedures Unit: Number of radio or television outlets	1999									TBD		TBD		TBD

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.5	Improved effectiveness of Parliament	1. Establishment of permanent professional staff	Definition: Unit: # of non-partisan staff positions/plus vacant positions	1994	0	1	0	3	2	9	3/3	9		12		15	
IR 2.1.5.1	Increased transparency of Parliament	1. Parliamentary Directory available to the public	Definition: Continued availability to the public of an up-to-date Parliamentary Directory Unit: Yes/No	1998	Yes	NA		NA			Yes	Yes		Yes		Yes	
		2. Draft laws available to the public	Definition: Parliament makes all draft laws available to the public Unit: Yes/No	1998	Yes	NA		NA			Yes	Yes		Yes		Yes	
IR 2.1.5.2	Parliament Pro actively seeks Public Participation	Public Relations Office established in Parliament	Definition: Unit: Yes/No	1998	No					Yes	No	Yes		Yes		Yes	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.6	Increased demand of transparent and accountable political and economic decision-making	TBD once activities begin															
IR 2.1.7	Increased participatory instructional practices adopted in educational system	TBD once activities begin															

3. Performance Data Table SO 2.2 Revised

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 2.2	Legal systems that better support democratic processes and market reforms	1. Nation's in Transit Rule of Law Rating	Definition: The ROL rating assesses constitutional reform and human rights protection; criminal code reform; the judiciary and judicial independence;; and the status of ethnic minority rights. Unit: Scale of 1-7 with 1 the most advanced ROL and 7 the least.	1997	4.75				4.75		5.25						
IR 2.2.1	More competent legal professionals	1. Numbers trained who in follow-on interviews report that they are better able to do their job	Definition: Those trained who when surveyed six months later report that they are better able to perform their jobs Unit: Legal professionals	1999	*1)												
IR 2.2.1.1	More legal professionals trained in current Albanian law and procedures	1. Sitting judges and prosecutors who have completed the Magistrates school curriculum or taken CLE courses	Definition: The percentage of judges and prosecutors who are more competent after completing the Magistrates School Curriculum or CLE courses (out of a total of 650) Unit: percentage of judges and prosecutors	1999	*1)							10%		30%		40%	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		2. Number of law professionals trained including ethics and commercial and criminal law through CLE	Definition: private attorneys, government lawyers, law faculty, and criminal defense attorneys taking CLE courses Unit: legal professionals	1995	0	100	60	125	225	80	0	180		220		245	
IR 2.2.1.2	Increased flow of information about current law and legal reform issues	1. Local mechanism institutionalized to disseminate legal materials	Definition: Local Albanian organization disseminates legal information Unit: Yes/No	1998	No					No	No	No		No		Yes	
IR 2.2.2	Independent judiciary in place	1. ABA/CEELI index on independence of judiciary	Definition: The level of independence of the judiciary will be rated on a scale by ABA/CEELI Unit: Scale of 1-7	1999	*1)												
IR 2.2.3	Citizens have legal recourse	Number of cases presented to the Women's Legal Clinic	Definition: The number of cases presented to the Women's Legal Advisory Clinic Unit: Number of cases	1998	26					75	26	30		35		40	
Comments: *1) For new indicators, baseline data will be collected and targets will be determined in 1999.																	

3. Performance Data Table SO 2.3 – Revised

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
						Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 2.3	More effective, responsive and accountable Local Government	1. Legal framework in place for local government autonomy	Definition: Adoption of statutes that enable decentralization Unit: Laws, statutes	1995	0		0	2	0	3	1	4		5			
		2. Fiscal autonomy at local level	Definition: 1. Percent of government expenditures under the control of cities. 2. Percent of revenues collected and under control of cities. Unit: Percent of expenditures/revenues	1995	0		0	5	0	7	1)<1% 2) 2.5%	1)1% 2) 3.5%		1) 1.2% 2) 3.5%		1) 1.4% 2) 4.5%	
IR 2.3.1	Central Government transfers responsibility and authority to local government	1. Control and/or ownership of public property, including public utilities	Definition: Number of cities exercising control over their property Unit: Number of cities	1999	TBD							0		4		6	
		2. Authority of cities to issue new business licenses	Definition: Laws or statutes grant cities the right to issue new business licenses Unit: Yes/No	1998	No					Yes	No	Yes		Yes		Yes	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.3.2	Local Government capable in budgeting, Managing, planning, implementing and reporting	Number of cities implementing budget procedures based on priorities	Definition: Number of cities implementing budgets based on priorities Unit: Number of cities	1997	0	0	0	2	2	3	2	3		4		6	
IR 2.3.2.1 IR 2.3.3.1 IR 2.3.4.1 IR 2.3.5.1	Mechanism for replication of best practices in Local Government	Number of Associations, organizations, and/or government bodies, advocating best practices of Local Government	Definition: The number of professional associations dealing with activities associated with urban services Unit: Number of associations	1997	2			2	2	4	3	7		9		11	
IR 2.3.3	Local Government provides improved services	1. Increase in total volume of water delivered in six target cities	Definition: Number of cities with a 26% increase in hours of water service Unit: Average percentage increase in volume of water delivered	1998	0							20%		25%		30%	

Indicator Table FY '99

SO 3.2: Improved Sustainability of Local Benefits and Services

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 3.2	Improved sustainability of social benefits and services	1. Infant and maternal mortality	1. Number of infant deaths per 1,000 live births	1994	35.7	34	33.2	31	33.2	29	20.4	27		25					
			2. Number of maternal deaths per 100,000 births	1994	40.6	35	not avail.	30	39	26	39	23		20					
		2. Number of contributors to Health Insurance Fund/estimated # covered	Definition: Unit: Percent	1996	342		342		305	503		525		550		600			
IR 3.2.1	Modern reproductive health services improved	1. Couple Years Protection	Definition: Weighted average of modern contraceptive methods used Unit: Couple years	1998	15,000					15,000	15,348	27,500		40,500		45,000			
IR 3.2.1.1	Access to reproductive health information improved	1. # of people exposed to reproductive health messages	Definition: Unit:	1995	4,000	5,000		30,000		30,000	16,798	35,000		40,000		45,000			
		2. Number of SDPs (Service Delivery Points) that disseminate reproductive health information	Definition: polyclinics, pharmacies, health centers, maternity hospitals Unit: SDPs	1995	0	25		205	240	300	513	625		625					

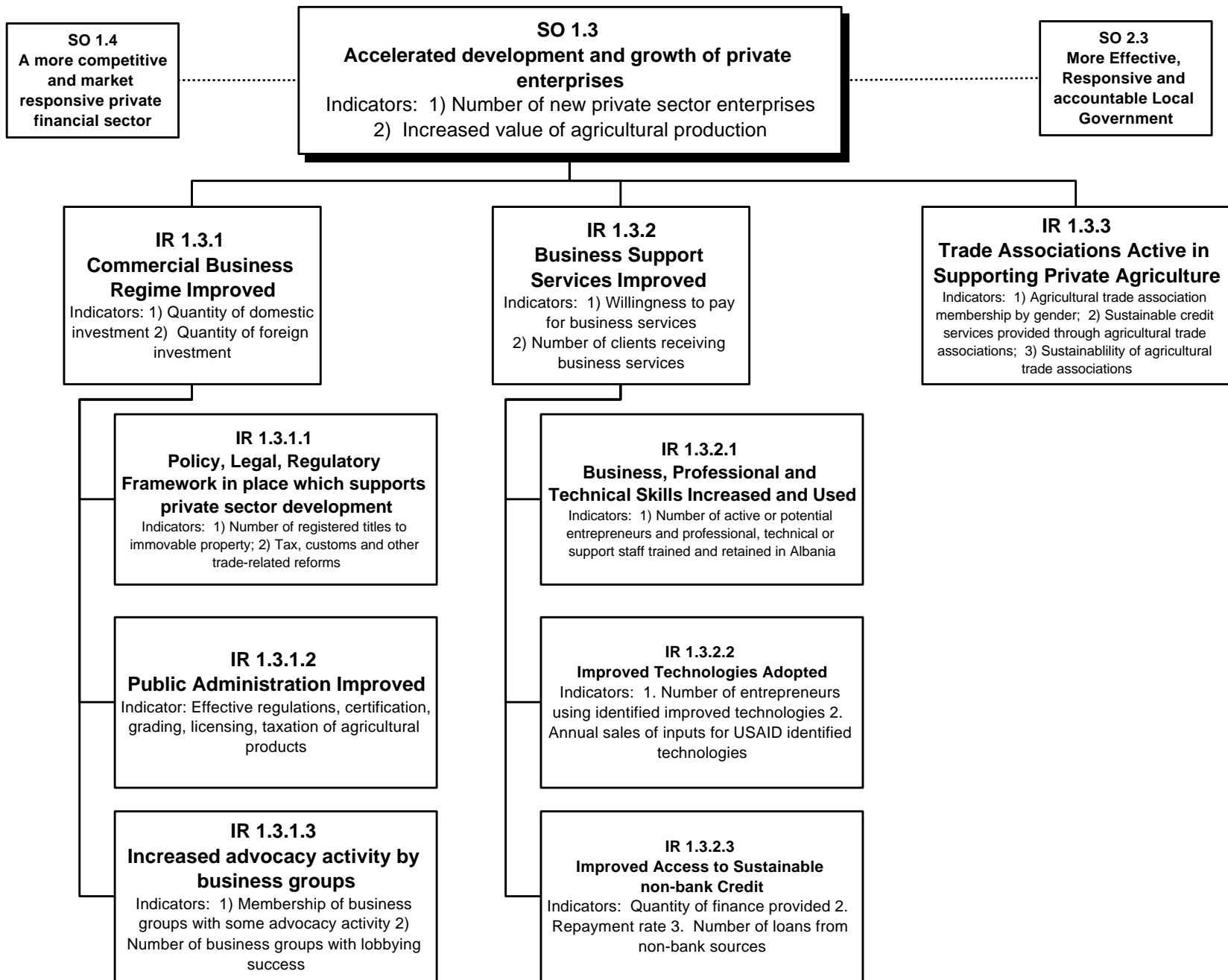
Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.1.2	Reproductive health services quality improved	1. Number of trainers and service providers trained in reproductive health techniques	Definition: Total (cumulative) number of professionals (midwives, doctors, nurses) trained Unit: nurses/midwives (accum.) Unit: doctors	1996		20	23	100	90 in information logistics 90 in the contraceptive technical training	140	357	650		800					
		2. Number of SDPs actively providing Reproductive Health Services	Definition: polyclinics, pharmacies, health centers, maternity hospitals Unit: # of SDPs (not including pharmacies)	1995	2	10	18	20	30	40	108	220		250					

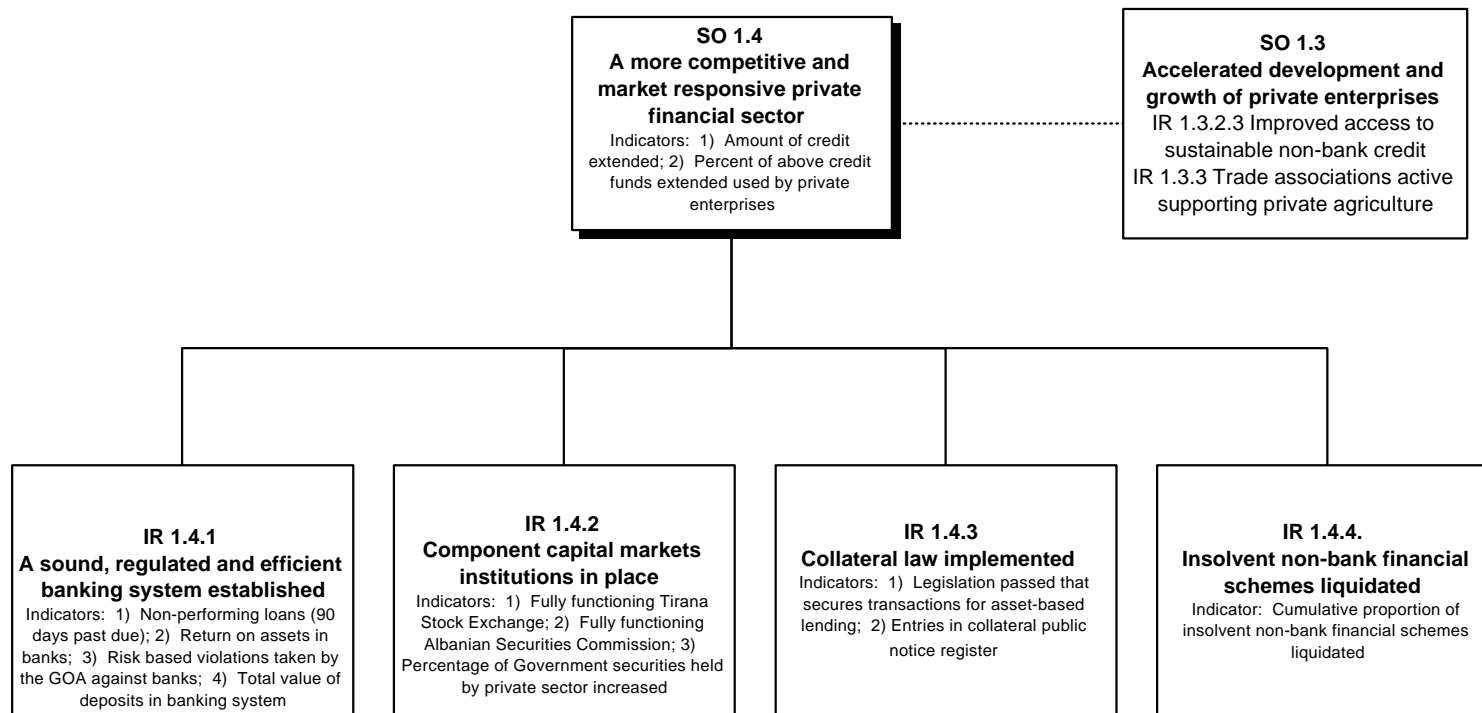
Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.1.3	Access to reproductive health services improved	1. Number of client visits	Definition: Visits at SDPs being assisted by USAID (polyclinics, pharmacies, health centers, maternity hospitals) Unit: Visits by year	1998						12,500	16,798	20,000		22,000					
		2. Number of private sector pharmacists providing modern contraceptive counseling	Definition: Trained pharmacists with reproductive health communication materials through USAID assistance Unit: Pharmacists	1997	240			240	240	260	240	260		280					
IR 3.2.1.3.1	Reliable access to modern contraceptive commodities	1. Government policy encourages development of sustainable distribution	Definition: Unit: Yes/No							Yes	Yes								

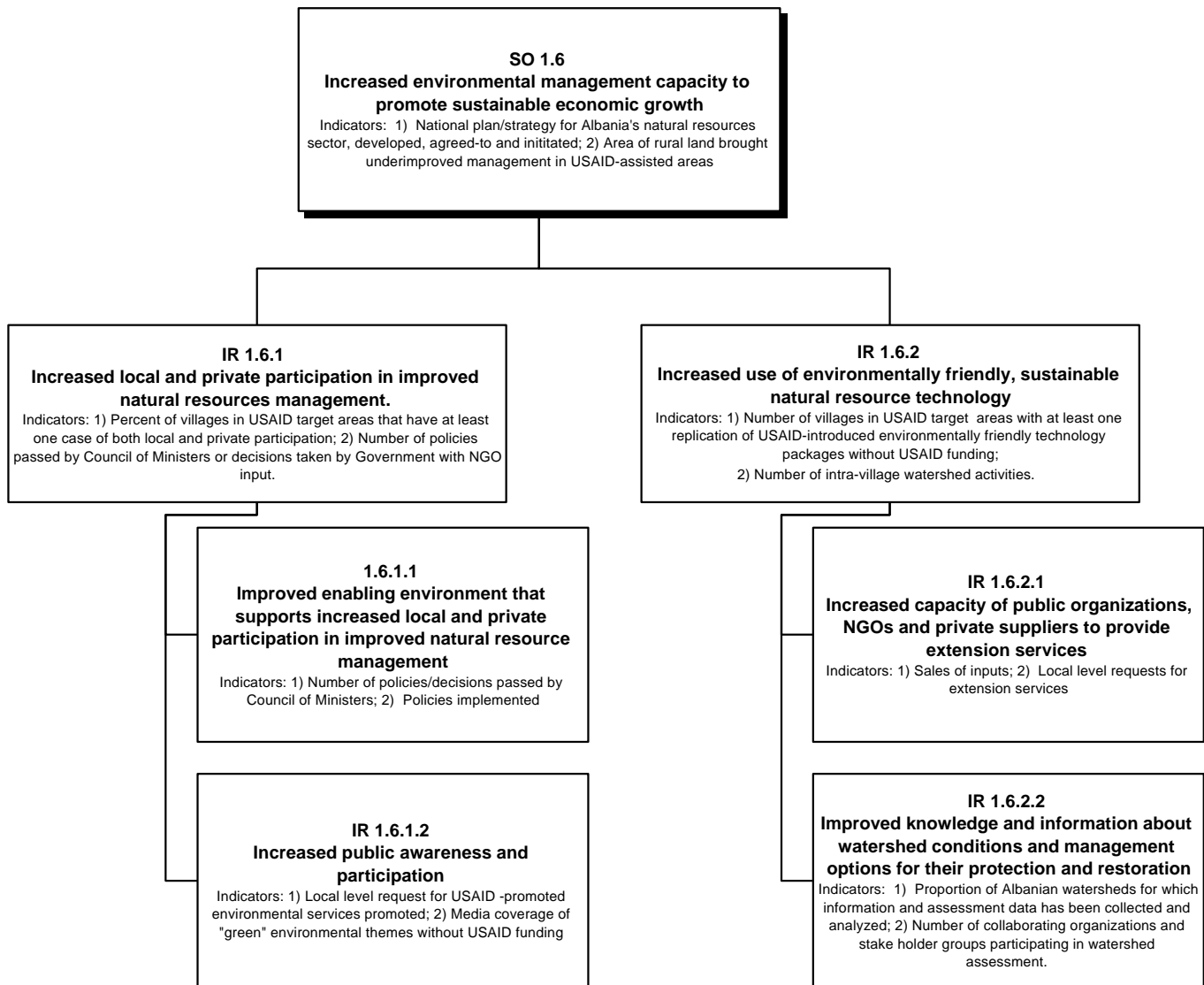
Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.2	Quality of hospital services and management improved	1. Decrease in average length of stay (ALOS) for Tirana hospitals	Definition: ALOS average for 3 AIHA partner hospitals UH =Univ. Hosp. TH = Tirana Hosp. Unit: Days				UH 11.61 TH 15.22		UH 9.39 TH 13.28		UH 9.1 TH 11.5	9		8		7			
IR 3.2.2.1	Improved infection control practices and outcomes	Reduced hospital-acquired infection rate (by hospital)	Definition: Unit: % Note: Targets 1999-2001 are for Trauma Hospital					6			2	1.5		1		1			
IR 3.2.2.2	Improved standards for health care services	Number of continuous quality improvement projects initiated	Definition: Unit: Projects Note: Outcomes specific to CQI projects will be determined later.									3		3		3			

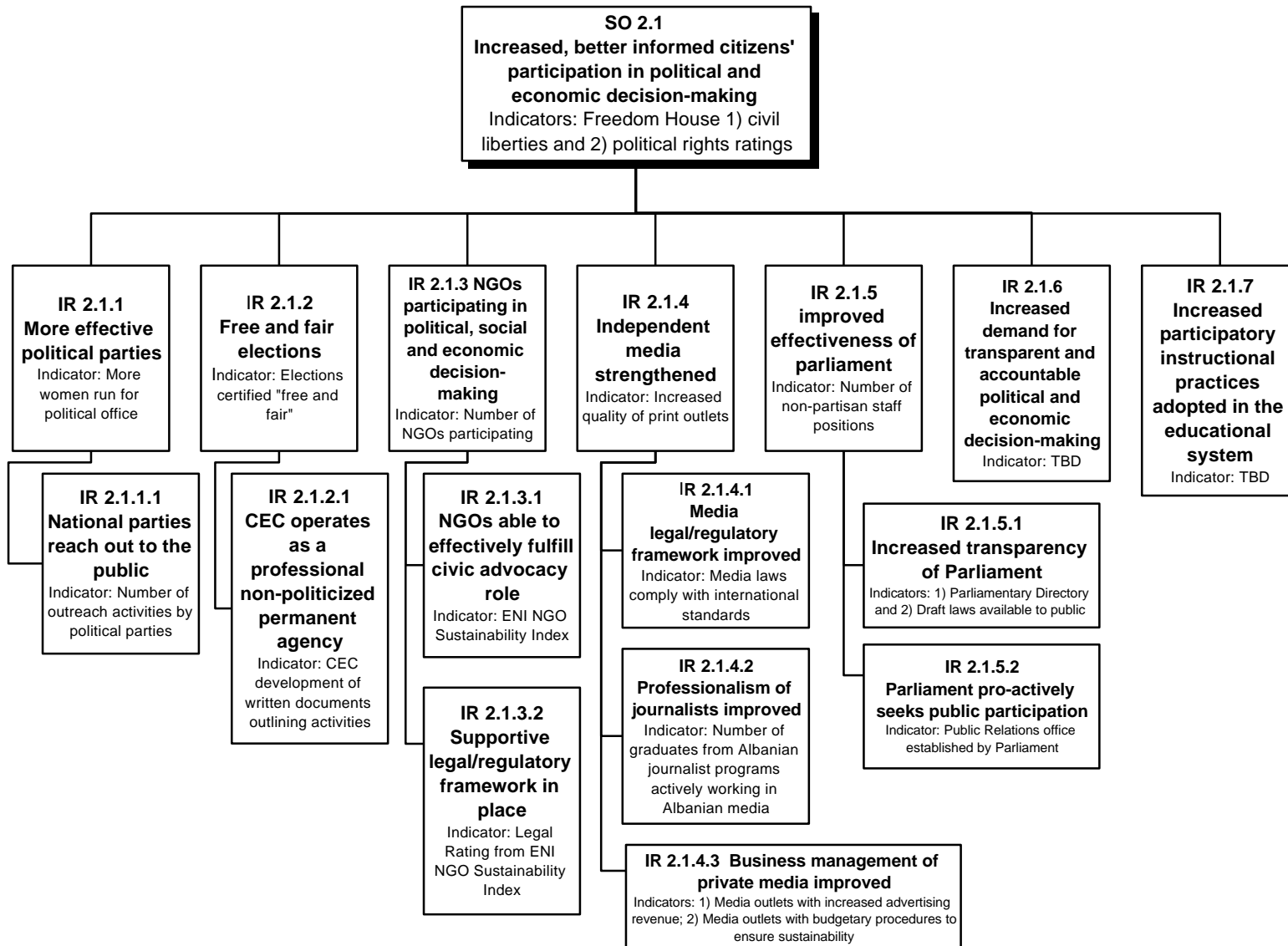
Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
						1996		1997		1998		1999		2000		2001		2002	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.2.3	Nursing care improved	1. Number of new nursing care protocols developed and implemented	Definition: Unit: Nursing protocols								3	5		5		5			
		2. Continuing nursing education provided	Definition: Number of nurses participating in CE courses Unit: Nurses										80		90		100		
		3. Nurse job description established	Definition: Unit: Yes / No										No		Yes		n/a		
IR 3.2.2.4	Improved emergency medical services capability established in Tirana hospitals	1. Baseline data established for survival rate of EMS patients	Definition: Unit: Yes/No										Yes		n/a		n/a		
		2. Increased number of hospital staff using modern EMS techniques	Definition: Unit: doctors/nurses											70		130		200	
		3. EMS curriculum adopted in medical school	Definition: Whether or not all medical students receiving basic training in EMS Unit: Yes/No											No		Yes		n/a	
IR 3.2.2.5	Hospital administration and management improved	1. Implementation of hospital costing	Definition: # of hospitals participating in 3 year rolling capital budget Unit: # of hospitals	1995	0		1		2	4	2	14		24		34			
IR 3.2.3	Health care policy and management improved	1. Number of contributors to health insurance fund/Estimated number covered (see HHS)	Definition: Unit:	1996	342		342		305	503		525		550		600			
		2. Number of professionals using modern health management tools and techniques	Definition: Unit: Health care professionals																

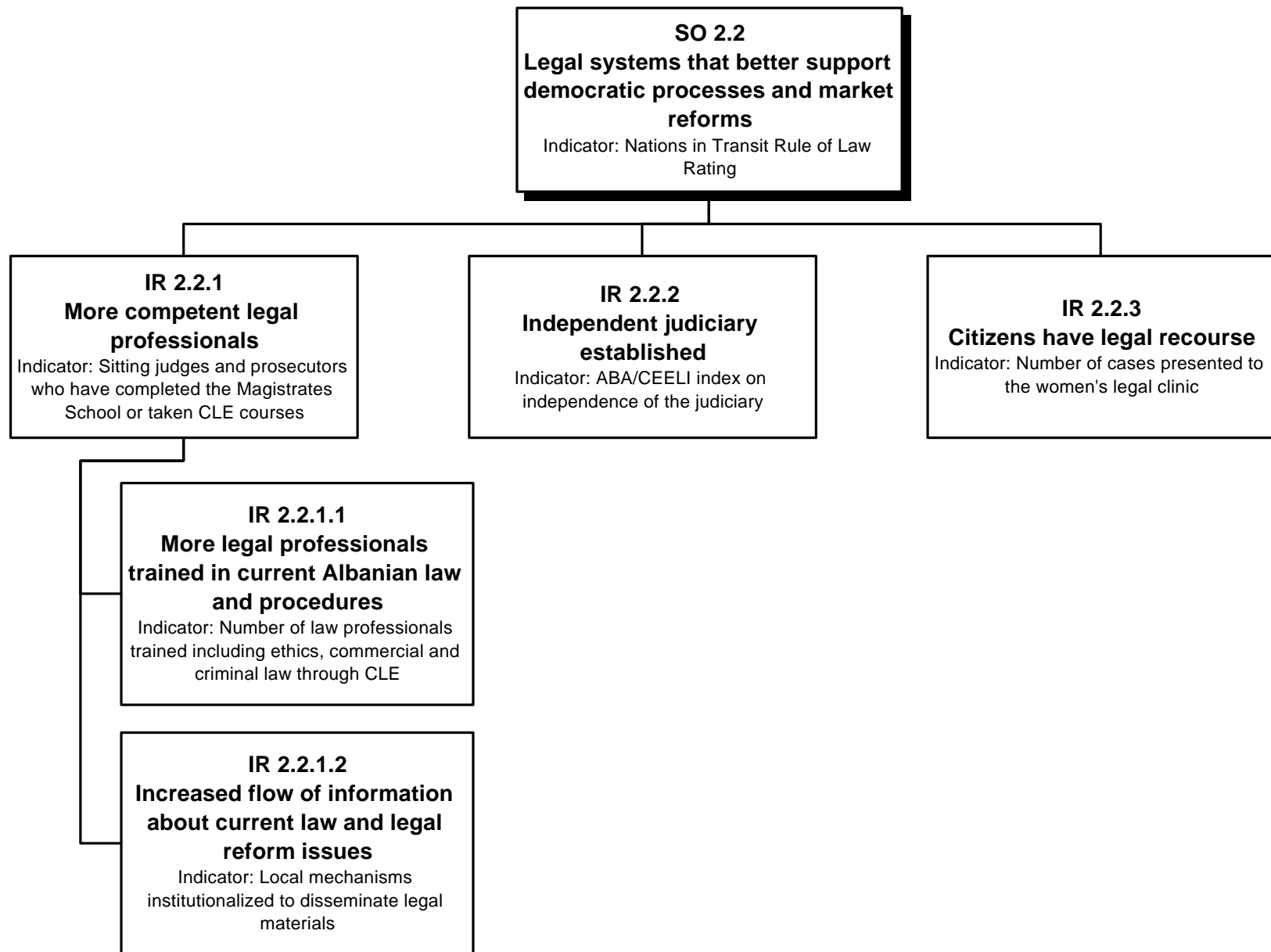
Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
				Year	Value	1996		1997		1998		1999		2000		2001		2002	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.3.1	Health insurance system operational	1. Number of health insurance contributors	Definition: Unit:	1996	342		342		305	503		525		550		600			
		2. Number of primary care physicians under contract to HII	Definition: Unit: # of physicians	1996	1600		1600		1565	1800		1800		1825		1825			
IR 3.2.3.2	Health care policy analysis capacity strengthened within MOH	Number of new health care policies implemented	Definition: Unit: Note: This result and indicator needs to be coordinated with HHS and is only tentative																
IR 3.2.3.3	Health management education capacity established and strengthened	1. Graduate degree curriculum in health management established and faculty developed	Definition: Unit: Yes/No									No		Yes		n/a			
		2. Number of students enrolled in health management programs at undergraduate and graduate levels.	Definition: Unit: undergrad./grad. Students										160/0		160/15		160/30		

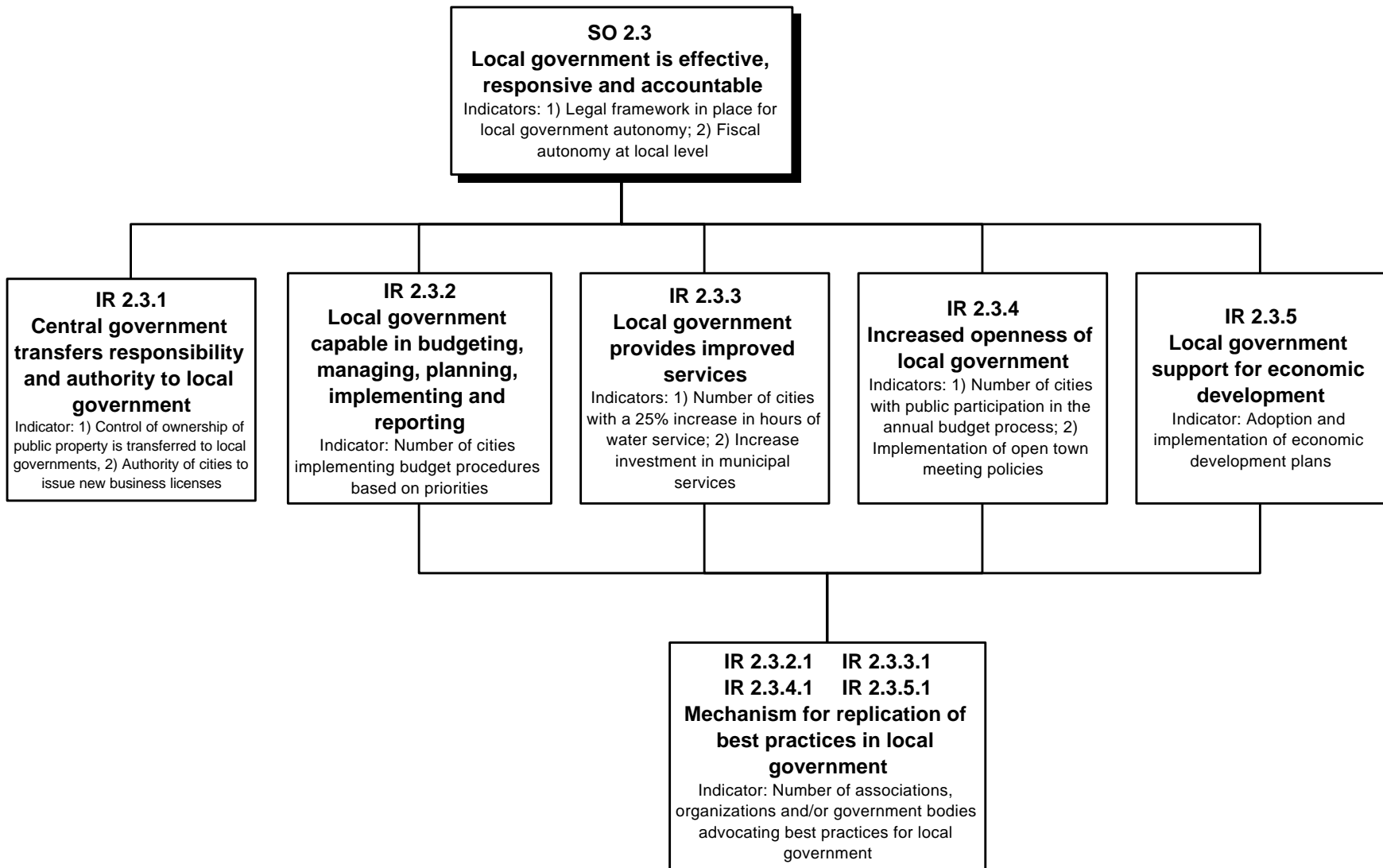


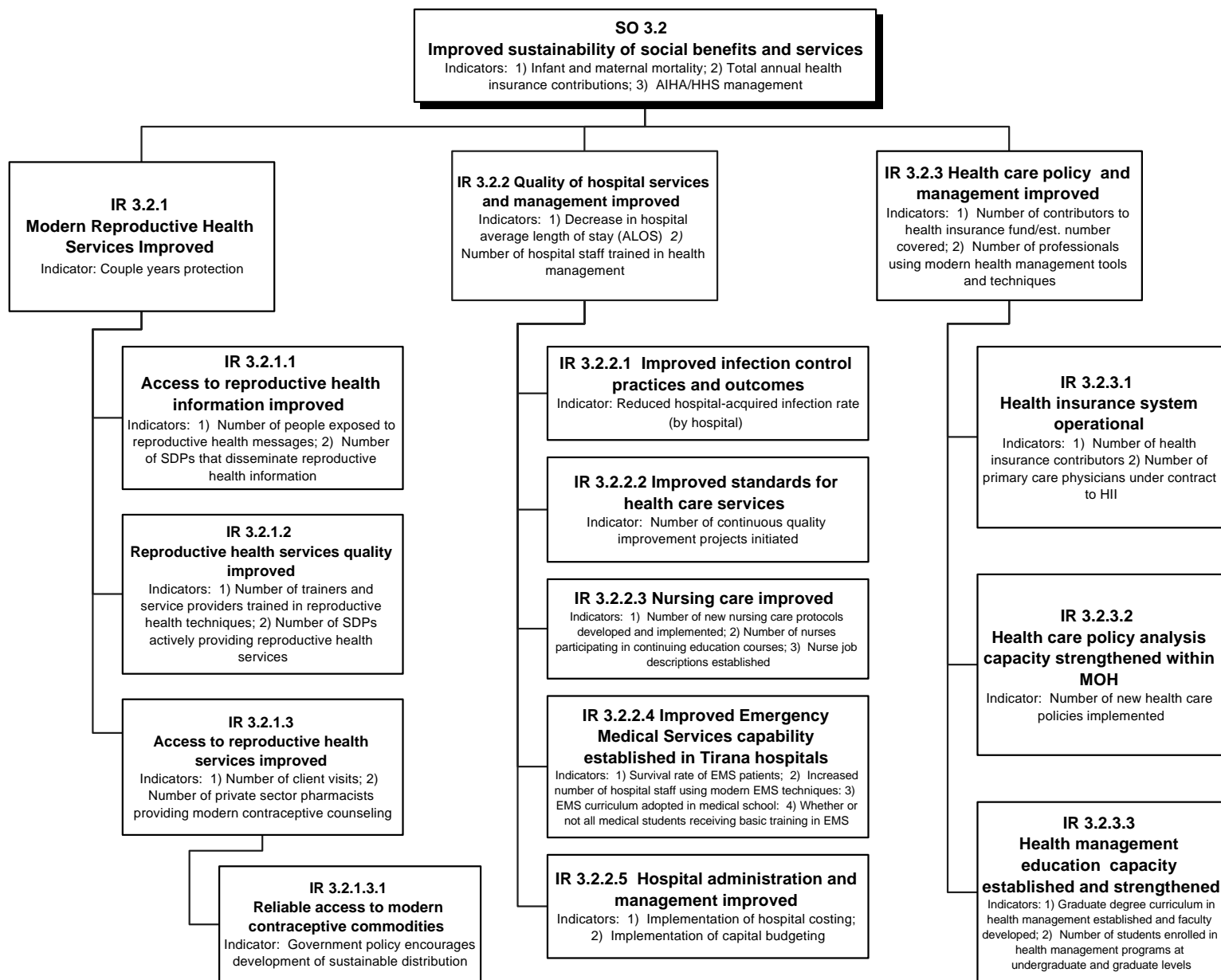












Annex E: Performance Indicator Tables FY1998

SO 1.3 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
SO 1.3	Accelerated development and growth of private enterprises	1. Real GDP growth	Definition: Change in real GDP as a proportion of the previous year's Unit: Percent	91	-27.1	5	6	5	-7	10	8	5		5		5	
		2. Employment Increased	Definition: Percent of labor force unemployed. Unemployment means on state rolls for social assistance Unit: Percent	92	27	15	15	13	15	11	17.7	9		8		7	
		3. Number of new private sector enterprises	Definition: Number of legally registered enterprises. New registrations less inactive enterprises Unit: Cumulative number (000)	91	26	62	56	68	62	75	56	82		90			
		4. Increased value of agricultural production	Definition: Current year's value as proportion of base year in millions of lek Unit: Percent	95	100		172		207		210	220		231		247	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
						1996		1997		1998		1999		2000		2001		
				Year	Value	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	
IR 1.3.1	Commercial business regime improved	1. Quantity of domestic investment	Definition: Total investment from domestic sources in past year Unit: Dollars (millions) Actual 97 & 98 figures are for public sector only	93	509	900	835	990	14 public sector only	1,080	75 public sector only	1,180		1,290				
		2. Quantity of foreign investment	Definition: Total investment from foreign sources in past years Unit: Dollars (millions)	91	10	80	70	90	42	100	93	110		120		120		
		3. Progress in privatization	Definition: Proportion of state-owned enterprises identified by USAID that are privatized by USAID defined criteria. Proportion is by total number on list Unit: Percent	1997	151+				151									
		4. Improved adjudication of commercial law	Definition: Repossession of collateral Unit: Percent applications adjudicated	1998	0						0	2	3		4		5	

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA91		TARGETS AND ACTUAL RESULTS											
			Year	Value	1996		1997		1998		1999		2000		2001	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.1.1	1. Number of related policies approved, and laws and decisions enacted with USAID input	Definition: Contractors define which policies, laws and regulations to track. Appropriate documentation required to count. Must meet 80% of predefined criteria Unit: Policies/laws/decisions	91	1	12	11	14	8	17	59	5					
	2. Number of registered titles to immovable property	Definition: Cumulative number of property titles (calendar year) Unit: Number (thousands)	91	0	800	201	1,900	203	1,400	601	2,500		2,875		3,000	
	3. Tax, customs and other trade-related reforms	Definition: Expert opinion on proportion of standards for WTO membership achieved Unit: Percent	96	40		40	50	50	60	70	100					
IR 1.3.1.2	1. Established administrative structure for registering property rights	Definition: Number of districts having self-financed offices for registration of immovable property. 34 districts initially targeted. Unit: Number														
	2. Effective regulations, certification, grading, licensing, taxation of agricultural products	Definition: Rating by USAID contractors, based on coverage, transparency and speed Unit: Rating on scale of 1-10	97	2.5				2.5	4.5	4.3	6		7			
	3. Rate of agro-industry compliance with health standards	Definition: Expert opinion on proportion of agro-industry processors complying with minimum health standards Unit: Rating: percent estimate	97	29.5				29.5	33.57	32	35					

Level	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
			Year	Value	1996		1997		1998		1999		2000		2001	
					Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.
IR 1.3.1.3	1. Membership of business groups with some advocacy activity	Definition: Number of dues paying members of business groups with some advocacy activity, by gender, Unit: Number a) female b) male	1996 a) b)	1 135		1 135		8 9178	8 12,487	8 18,645	10 17,569		12 20,626			
	2. Number of business groups with lobbying success	Definition: Success defined by contractors in agreement with USAID Unit: Groups with success in that year	91	0	5	4	6	1	6	4	4		6		7	
IR 1.3.2	1. Willingness to pay for business services	Definition: Revenue from service fees paid by customers of USAID-assisted activities Unit: Dollars (thousands)	91	0	75	66	95	47.9	237	90	115					
	2. Number of clients receiving business services	Definition: Clients of USAID-supported activities, by gender Unit: Active business clients a) male b) female c) gender unrecorded	91	a) b) c) 0	600	518	700	1,255 1,401	1,911 2,156	1,893 1,286	2,179 2,378		2,236 2,396			
IR 1.3.2.1	1. Number of active or potential entrepreneurs and professional, technical or support staff trained and retained in Albania	Definition: Successful course completions, OJT, relating to business, professional or technical skills under USAID implementors, by gender of trainee Unit: Individuals graduating from a USAID training course and applying skills in Albania a) male b) female c) gender unrecorded	91	a) b) c) 0	8,000	7,100	8,500	2,041 7,776 4,041	3,247 8,532 4,689	7743 11,971	12408 7757		6000 1500			

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
				Year	Value	1996		1997		1998		1999		2000		2001		
						Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	
IR 1.3.2.2		1. Number of entrepreneurs using identified improved technologies	Definition: Improved technologies identified by USAID and contractors Unit: Entrepreneurs (000) a) male b) female c) total	91	a) 0 b) 0 c) 0	3.5	3.24	4.0	0.55 3.9	1.05 4.7	.8 6.4	1.4 7.0		.75 8.0				
		2. Annual sales of inputs for USAID identified technologies	Definition: Wholesales Unit: Dollars (000)	1991	0				12,625	20,152	12,630	24,508		29,062		13,927		
IR 1.3.2.3		1. Quantity of finance provided	Definition: Total non-bank finance initiated or outstanding in that year , by gender Unit: Dollars (thousands) a) male b) female c) total, including unrecorded by gender	96	a) 0 b) 0 c) 2,113		2,113		5,218 255 8,556	12,042 8 15,716	13,721 404 17,887	18,140		22,650		24,600		
		2. Repayment rate	Definition: Proportion of non-bank finance considered delinquent, by gender of borrower. Unit: Percent a) male b) female c) target average	96	a) 0 b) 0 c) 0		0	0	0	0	10	0	10		10		10	
		3. Number of loans from non-bank sources	Definition: Based on formal, non-bank loans to borrowers initiated or outstanding in that year Unit: Number a) male b) female c) gender unrecorded	97	a) 13 b) 7 c) 6				13 7 6	20 12 9	25 10	46 21 94		54 24 400				

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS													
				Year	Value	1996		1997		1998		1999		2000		2001			
						Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.		
IR 1.3.3		1. Agricultural trade association membership, by gender	Definition: Total dues paying members in agricultural trade associations Unit: Number a) male b) female c) gender unrecorded	97	a) 49 b) 0 c) 137					49	140	382	550			639			
		2. Sustainable credit services provided through agricultural trade associations	Definition: Quantity of credit provided through trade associations at commercially viable terms Unit: Dollars (thousands)	98	0							0	8			24			40
		3. Sustainability of agricultural trade associations	Definition: Proportion of agricultural trade associations expenditure derived from domestic sources Unit: Percent	97	35					35	43	100	23			40			66

SO 1.4 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
SO 1.4	More competitive and market-responsive private financial sector	1. Amount of credit extended	Definition: Lek amount of credit extended Unit: Dollars (in millions)	1995	5.0	6.0	5.5	11.5	11.05	17.5	11.5	23.5		29.5		36	
		2. Percent of above credit funds extended used by private enterprises	Definition: Proportion of credit funds listed above used by private sector as of September of FY Unit: Percent	1995	58	69	67	75	82.7	80	83.7	85		90		95	
		3. Percent of private enterprises using formal financial sector funds	Definition: Proportion of registered firms receiving credit or (in capital market) Unit: Percent	1995	5	10		20		40		50		70			
IR 1.4.1	A sound, regulated and efficient banking system established	1. Non-performing loans (90 days past due)	Definition: Amount compared to total loans outstanding Unit: Percent a) loans to public sector b) loans to private sector	1997	a) 25 b) 44				25 44			20 30		15 20		5 15	
		2. Return on assets in banks	Definition: Revenue less expenses divided by assets Unit: Percent a) state banks b) private banks	1998													

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
		3. Risk based violations taken by the Bank of Albania against banks	Definition: Risk-based violations, such as capital or insider lending, reported by BOA against banks Unit: Yes/No	1998	Yes					Yes	Yes	Yes					
IR 1.4.1.1	Improved public awareness of risks in banking system	1. Survey question(s) to measure public understanding of their risk in using banks/informal sector	Definition: Survey questions appended to existing survey instrument. Score equals: 0 - 100 Unit: Percent Increase over base year score									10		20		25	
IR 1.4.2	Ministry of Finance functioning effectively	1. Revenue collections	Definition: Tax revenue as a percentage of GDP Unit: Percent	1997	6.9				6.9	14	12.5						
		2. Tax compliance	Definition: Portion of registered tax payers filing declarations Unit: Percentage														
		3. Compliance audits	Definition: Evaluations of randomly selected Control Unit audits for audit quality on 0-100 scale Unit: Average percentage score	1998	97					100	97						
		4. Net New Issuance Targets for Government Securities	Definition: Yearly targets for new issuance of Treasury Bills Unit: Billion lek	1998	29					30	29						

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Val	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
		5. Budgetary discipline	Definition: Difference between planned and actual budget balance as proportion of actual budget Unit: Percent	1998													
		6. Appropriate legal reforms made	Definition: Legal reforms targeted by USAID that are published with appropriate documentation Unit: Number	1997	1				1	2	1.5	1					
		7. Legal reforms implemented	Definition: Tax registration growth Unit: Number of registered tax businesses	1998	26,798						26,798						
IR 1.4.2.1	Improved public awareness of benefits from paying taxes	1. Survey questions to measure public view on benefits of taxation	Definition: Survey question(s) appending to existing survey instrument. Score equals 0 - 100 Unit: Percent over base year score	1998	TBD June 1998												15
IR 1.4.3	Publicly owned banks restructured	1. Private bank capital compared to public bank capital	Definition: Ratio not reduced Unit: ratio	1997	$\frac{12}{125}$				$\frac{12}{125}$	$\frac{18}{125}$							
		2. Number of bank deals (privatization or liquidation) closed	Definition: Deals are transfers of buildings, assets, and/or liabilities of part or whole of each bank for purposes of privatization Unit: number of agreements	1995	0	0	0	1	2	1	1						

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
		3. Appropriate legal reforms made	Definition: Legal reforms targeted by USAID that are published with appropriate documentation Unit: Number	1997	0				0	2	3	1		1			
		4. Legal reforms implemented	Definition: Proportion of legal reforms targeted by USAID that are implemented Unit: Percent	1997	5				5	100	100	100		50		100	
IR 1.4.4	Component Capital Market Institutions in Place	1. Trading mechanism in place that is not for-profit, member-owned, and financially viable	Definition: Fully functioning Tirana Stock Exchange Unit: Yes/No	1996	No	Yes	No	Yes	No	Yes	No	Yes		Yes			
		2. Independent Securities Regulator in Place including comprehensive securities laws enacted	Definition: Fully functioning Albanian Securities Commission Unit: Percent	1996	No	Yes	No	Yes	No	Yes	No	Yes		Yes			
		3. Percentage of Government Securities held by private sector increased	Definition: Government Securities held by private sector Unit: Million lek	1998	28.9							28.9					

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act	Targ	Act
IR 1.4.5	Collateral law implemented	1. Legislation passed that secures transactions for asset-based lending	Definition: Unit: Yes / No	1997	No				No	Yes	No	Yes		Yes			
		2. Entries in collateral public notice register	Definition: Filings include names of creditors and debtors. Life of registration +/-5 years Unit: Numbers of: (a) filings (b) creditors (c) debtors	1998	(a) 0 (b) 0 (c) 0				0	0	0	150		1500		3000	
IR 1.4.6	Insolvent non-bank financial schemes liquidated	Cumulative proportion of insolvent non-bank financial schemes liquidated	Definition: 5 companies in Deloitte & Touche report Unit: Percent	1997	0				0	100	100						
IR 1.4.6.1	Improved public awareness of risks of unsecured financial investments	Survey questions to measure public understanding of risks in financial investments	Definition: Survey question(s) appended to existing survey instrument. Score equals 0 – 100 Unit: Percent increase over base score	1999								10		20		25	

SO 1.6 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS										
				Year	Value	1996		1997		1998		1999		2000		
						Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	Targ.	Act.	
SO 1.6	Increased environmental management capacity to promote sustained economic growth	1. National plan/strategy that determines national local authority for allocation/ management of resources passed by Council of Ministers	Definition: Plan must meet 80% of the predefined criteria and have the Council of Ministers approval. Unit: Yes/No	1995	No	No	No	No	No	Yes	No	Yes		Yes		
		2. Policies that define national level resource tenure and use	Definition: Pre-defined list of issues. Policies meet 80% of criteria approved by the Council of the Ministers Unit: Number	1995	0	0	0	0	0	1	2					
		3. Implementation of existing policies	Definition: Rolling list of issues. Action supports implementation of existing policies/legislation Unit: Number	1995	0	0	0	0	0	1	1	1				
		4. Policy/organization provisions for broad participation in decision making.	Definition: Establishment of a natural resource advisory group Unit: Yes/No	1995	No	No	No	No	No	No	No	Yes				
IR 1.6.1	Increased local and private participation in improved natural resources management	villages within USAID target areas have at least one case of both local and private participation	Definition: Based on 2800 villages. "Local" means communal or lower level formal/informal government. "Private" means for-profit business and/or economic improvement Unit: a) Number b) Percent	1995	0	12 .45	13 .48	15 .56	32 1.2	40 1.5	77 2.75	95		100		

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS									
				Year	Value	1996		1997		1998		1999		2000	
						Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.
IR 1.6.1.1	Policy enforced that support increased local and private participation in improved natural resource management	1. Number of policies/decisions passed by the Council of Ministers	Definition: List of policies/decisions defined in advance that support local/private. Participation meeting 80% of the predefined criteria Unit: Number	1995	1	1	1	1	0	4	2	2		2	
		2. Policies implemented	Definition: Signed contract between different levels of formal/informal government and/or for profit entities. Title is from district Land Commission Unit: Number	1995	0	0	0	6	5	12	10	15		17	
IR 1.6.2	Increased use of environmentally friendly, sustainable natural resource technology	1. Number of villages in USAID target areas with at least one replication of USAID-introduced packages without USAID funding	Definition: Technology packages pre-defined. Village must replicate with 80% congruency with defined package. Extension cost not covered Unit: Number	1995	0	0	0	3	3	6	54	60		72	
IR 1.6.2.1	Increased capacity of public organizations, NGOs and private suppliers to provide extension services	1. Sales of inputs	Definition: Dollar volume of sales of inputs (seedlings, livestock, medicinal plants, herbs, mushrooms, honey) for pre-defined technology packages Unit: 000 Dollars	1995	0	10	10	25	25	50	78.6	90		100	
		2. Local level requests for extension services	Definition: Number of visits by potential customers to extension centers and/or requests by same in the field Unit: Number	1996	219	200	219	300	327	460	352	580		670	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASE LINE DATA	TARGETS AND ACTUAL RESULTS										
					1996			1997		1998		1999		2000	
					Year	Value	Targ	Act.	Targ	Act.	Targ	Act.	Targ	Act.	Targ
IR 1.6.2.2	R&D identifies environmentally friendly technology packages that are appropriate in Albania	1. Number of times demo's/pilots replicated without USAID funding	Definition: Technology packages pre-defined. Replications must be 80% congruent with pilot. Extension not counted as USAID funding Unit: Number	1998	0	0	0	0	0	7	81	9		10	
IR 1.6.3	Increased public advocacy of sound environmental practices	1. Number of court cases by NGOs won	Definition: Non-government public representatives may be NGOs, informal government or individuals. Case counted win or lose Unit: Number	1998	0	0	0	0	0	0	0	0	0	1	
		2. Number of policies passed by Council of Ministers or decisions taken by GOA with NGO input	Definition: Annually revised rolling list of policies/decisions generated by environmental NGOs or other groups Unit: Number	1996	1	1	1	1	1	2	1	2		2	
IR 1.6.3.1	Increased public awareness and participation	1. Local level request for USAID-promoted environmental services	Definition: List of services promoted generated from media/outreach. Requests are from potential customers to extension centers or requests by same Unit: Number	1996	10	10	10	8	8	20	42	25		30	
		2. Media coverage of "green" environmental themes without USAID funding	Definition: Print, radio, TV-coverage of environmental themes without USAID funding Unit: a) Hours radio, TV b) Numbers of articles	1996	a) 29 b) 24	24 24	29 24		36 36	60 48	30 200	120 72		120 72	
		3. Environmental activities actually undertaken	Definition: Activities Unit: Number	1996	0	0	0	0	0	6	8	6		8	

SO 2.1 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 2.1	Increased, better informed citizens' participation in political and economic decision-making	1. Freedom House rating on Albania's Political Rights	Definition: Freedom House ranks the level of civil liberties on a scale of 1 to 7, with one indicating the greatest degree of civil liberties. Unit: Freedom House rating	1996	4		4		4	3	4	3		3		3	
		2. Freedom House rating on Albania's Civil Liberties	Definition: Freedom House ranking of the level of political rights on a scale of 1 to 7, with 1 indicating the greatest degree of political rights. Unit: Freedom House rating	1996	4		4		4	3	5	3		3		3	
IR 2.1.1	More effective political parties	More women run for office	Definition: women who run for office for Parliament from four parties: PD, PS, PR, PSD Unit: women	1992	20	15	21	*1)		*1)		*1)		40		*2)	
IR 2.1.1.1	National Parties reach out to the Public	Number of public outreach activities by major parties at the regional level	Definition: Albanians who identify themselves as active party members Unit: percentage of Albanians surveyed	1998	26						26	10		10		5	
IR 2.1.2	Free and fair elections	1. Participation in national and local elections is certified by monitors as free and fair	Definition: IRI report on May 26, 1996 elections Unit: recommendations adopted	1995	0	10	0	10	4								

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.2.1	CEC (Central Elections' Commission) operates as a professional non-politicized permanent agency	1. CEC develops written documents outlining internal policies, operational procedures, organizational chart, and objectives for term of commission	Definition: qualitative report covering four areas: adherence to election law, normalcy of campaign environment, normalcy of election environment, congruence of election number results. Unit: yes/no with qualitative report attached	1992	Yes	Yes	No	Yes	No	Yes	No	Yes		Yes		Yes	
IR 2.1.3	NGOs participating in political, social and economic decision-making	1. Number of NGOs participating in policy formulation and implementation	Definition: NGOs that build constituencies around issues Unit: NGOs	1995	4	29	18	40	47	47	120	50		55		75	
		2. Number of new or modified government decisions	Definition: Number of decisions influenced by NGOs working with ORT Unit: decisions	1995	3	5	4	5	5	7	19	20		30		40	
IR 2.1.3.1	NGOs able to effectively fulfill civic advocacy role	1. Internal, democratic management and organization skills demonstrated	Definition: Number of NGOs working with ORT/DeMeTra that meet criteria Unit: NGOs	1995	0		4	35	37	40	48	40		40			
		2. Number of NGOs with policy analysis and advocacy skills demonstrated	Definition: same as above Unit: same as above	1995 (mid year)	0	50	18	60	53	60	120	60		60			

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.3.1	NGOs able to effectively fulfill civic advocacy role	3 Percent of NGOs with at least 10% self-financing	Definition: same as above Unit: same as above	1995	0								2		8		
		1. NGO laws in place	Definition: cumulative number of laws enabling participation: a: tax law, b: admin. law, c: parliamentary rules, d: cooperatives law Unit: laws	1995	0	0	0	1	0	1	1	1		1		1	
		2. NGOs informed of the enabling environment	Definition: number of NGOs receiving information from Democracy Network program Unit: Number	1995	0	60		120	0	60	500	60		60		60	
		3. Implementation of the enabling legal framework	Definition: Rating system for 1=restrictive through 3=implementation fully achieved Unit: Rating	1997	2+			2+	2+	2+	2+	2+		3-		3	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
				Year	Value	1996		1997		1998		1999		2000		2001		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IR 2.1.4	Independent Media strengthened	1. Increased public access to information from private radio and TV	Definition: non-government owned and unaligned TV or radio with a political party a) Within Tirana b) Outside Tirana Unit: number of stations	1995	a) 0 b) 0	a) 1		4	4	6	24	6		6				
		2. Increased public access to information from private publications	Definition: Circulation of the 8 Albanian dailies Unit: circulation of private newspapers	1991	30,000							10,000						
IR 2.1.4.1	Media legal/regulatory framework improved	1. Media laws comply with international laws, norms, and standards	Definition: Unit: Yes/No	1998	Yes					Yes	Yes	Yes		Yes		Yes		
		2. Media laws contain measures to protect media from intrusive government influence	Definition: reduction in infractions relative to the number of infractions in the base year Unit: Percent	1999									-30		-30		-30	
		3. Media laws provide access to information	Definition: Media law provides access to information Unit: Yes/No	1999									Yes		Yes		Yes	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
				Year	Value	1996		1997		1998		1999		2000		2001		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IR 2.1.4.2	Professionalism of journalists improved	1. Journalism curriculum provides students with training reflecting international standards	Definition: Replication of U.S. standards of journalism Education Unit: Replications	1999											60		75	
		2. Journalism curriculum provides students with practical training and technical skills	Definition: Assessment of curriculum Unit: Yes/No	1999								Yes		Yes			Yes	
		3. Media outlets provide objective information and present multiple viewpoints	Definition: Media outlets that provide objective information Unit: Number of outlets	1997	0				0	2	1	4		5			5	
IR 2.1.4.3	Business management of private media improved	1. Media outlets increase advertising revenue	Definition: Example of one media outlet that has increased revenue with USAID assistance Unit: Dollars (000)	1997	0				0	300	5,000	600		900			1,200	
		2. Media outlets develop budgetary procedures to ensure sustainability	Definition: Number of media outlets w/ budgetary procedures to ensure sustainability Unit: Media outlets	1997	0				0		3							
		3. Electronic media associations established	Definition: Associations of electronic media Unit: Associations	1998	1						1							
IR 2.1.5	Improved effectiveness of Parliament	1. Establishment of permanent professional staff	Definition: non-partisan staff positions filled/vacant positions Unit: # of positions	1994	0	1	0	3	2	9	3/3	9		12		15		

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.1.5.1	Increased transparency of Parliament	1. Public access to members of parliament	Definition: Parliamentary Directory available to the public Unit: Yes/No	1995	No	Yes	No	Yes	No	Yes	Yes	Yes		Yes		Yes	
		2. Draft laws available to the public	Definition: Unit: # of draft laws published in the parliamentary monitor	1998	28					20	28	50		75		100	
IR 2.1.5.2	Parliament proactively seeks public participation	1. Parliament adopts rules facilitating public attendance and testimony	Definition: Unit: yes/no	1998	Yes					Yes	Yes	Yes		Yes		Yes	
		2. Public Relations Office established in Parliament	Definition: Unit: Yes/No	1998	No					Yes	No	Yes		Yes		Yes	
		3. Parliamentary Commissions adopt rules facilitating public attendance and testimonies	Definition: Unit: yes/no	1998	Yes					Yes	Yes	Yes		Yes		Yes	
IR 2.1.6	Increased demand of transparent and accountable political and economic decision-making		Definition: Unit:														
IR 2.1.7	Increased participatory instructional practices adopted in educational system		Definition: Unit:														

SO 2.2 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
						1996		1997		1998		1999		2000		2001		
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SO 2.2	Legal systems that better support democratic processes and market reforms	1. Legal framework and viable legal institutions in place	Definition: a) implementing laws in place for: Civil Code, Civil Procedure Code, Criminal Code, and Criminal Procedure Code b) Viable Institutions: Independent Judiciary, Independent Prosecutor General, Civilian Democratic Police Force Unit: yes/no	1998	a) No b) No							No	No		No		Yes	Yes
IR 2.2.1	More competent legal professionals	1. Increased public use of the legal system.	Definition: Public opinion survey (Albanian Center for Economic Research) Unit: survey report	1998	*1)													
IR 2.2.1.1	More legal professionals trained in current Albanian law and procedures	1. Magistrates' School begins to function	Definition: School for judges and prosecutors. Unit: yes/no	1995	No	Yes	No	Yes	Yes	Yes	Yes							
		2. number of new prosecutors and judges attending Magistrates' School or extensive CLE	Definition: Judges and prosecutors receiving necessary legal education Unit: number of prosecutors and judges	1997	0	0	0	0	0	0	20	20	20+		20+		20+	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
						996		1997		1998		1999		2000		2001		
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
		3. % of junior prosecutors and judges having completed Magistrates' School curriculum	Definition: Junior prosecutors and judges are those with less than 5 years of experience Unit: % of prosecutors and judges	1998	0	0	0	0	0	0	10	0	10		10		10	
		4. % and # of police trained in human rights and democratic policing methods	Unit: % and number	*2)								*2)						
		5. % and # of police trained in community relations	Unit: % and number	*2)								*2)						
		6. # of law professionals trained including ethics and commercial and criminal law.	Definition: private advocates, judges, prosecutors, notaries, government lawyers, law faculty, law students Unit: Law professionals	1995	0	100	60	125	225	80	0	80		80		100		
IR 2.2.1.2	Increased flow of information about current law and legal reform issues	1. All judges having complete set of civil and criminal codes and codes of procedure available	Definition: all judges with complete set of civil and criminal codes and procedures available Unit: Yes/No	1996	0	Yes	No	Yes	Yes	Yes	Yes							
		2. % of advocates who have the advocates' handbook		1996	0	0	0	0	0	100	68							

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		3. % of courts with complete set of Albanian Official Gazette published since 1990	Definition: 14 volumes equals 1 set Unit: % of courts	1997	0	0	0	0	0	10		30		60		100	
		4. Local mechanism in place to disseminate legal materials	Definition: Local Albanian organization disseminates legal information Unit: Yes/No	1998	No					No	No	Yes		Yes		Yes	
IR 2.2.1.3	Improved investigative skills	1. Police increase gathering evidence.	TBD when ICITAP begins USAID financed activity	1998	*2)												
		2. Evidence quality is improved.	TBD when ICITAP begins USAID financed activity	1998	*2)												
IR 2.2.2	Legal system restructured in the direction of international norms	1. Adoption of a democratic constitution	Definition: A constitution developed through a democratic process Unit: Yes/No	1991	No	Yes	No	Yes	No	Yes	Yes	Yes		Yes			
IR 2.2.2.1	Independent judiciary and independent police	1. Procedures governing appointment of judges based on objective criteria	Definition: Procedures as determined by USAID contractor Unit: Yes/No	1998	Yes					Yes	Yes	Yes		Yes		Yes	
		2. Procedures governing dismissal of judges that are transparent and can be appealed	Definition: Procedures as determined by USAID contractor Unit: Yes/No	1998	Yes					Yes	Yes	Yes		Yes		Yes	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		3. Military and police are legally and organizationally separate	Definition: TBD when ICITAP begins USAID financed activity Unit: Yes/No	1998	*2)												
		4. Country adopts law on ethics for law enforcement personnel	Definition: TBD when ICITAP begins USAID activity Unit: Yes/No	1998	*2)												
		5. Mechanism in place to enforce judicial ethics code	Definition: Unit: Yes/No	1998	No					Yes	No	Yes		Yes			
IR 2.2.2.2	Citizenry participates in constitutional drafting process	1. % of all targeted issues identified by citizen groups or representatives addressed in the constitutional drafting process	Definition: Targeted issues as determined by USAID contractor Unit: % of issues	1998	100			100		100	100						
		2. Referendum on Constitution	Definition: Public Referendum on constitution is carried out Unit: Yes/No	1997	No			No	No	Yes	Yes	Yes					
IR 2.2.3	Citizens have legal recourse	1. Office of Professional Responsibility of Ministry of Interior registers public complaints regarding police actions	Definition: TBD when ICITAP begins USAID financed activity Unit:	1998	*2)												

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		2. Women's Legal Rights handbook available in all Albanian districts	Unit: Yes/No	1995	No	Yes	No	Yes	No	Yes	Yes						
		3. # of cases presented to the Women's Legal Clinic	Unit: # of cases	1996	0			0	0	75	26	100		150		175	
		4. # of citizens receiving training in legal issues	Unit: # of citizens	1997	100			100	100	150	14	200		200		200	
Comments/Notes: *1) Due to the evacuation, it was not possible to conduct a survey *2) USAID is not reporting on any intermediate results or indicators related to DOJ activities.																	

SO 2.3 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
SO 2.3	More effective, responsive and accountable Local Government	1. Legal framework in place for local government autonomy	Definition: 1. Constitution supports decentralization 2. Statutes in place that allow decentralization Unit: Laws, statutes	1995	0		0	2	0	3	1	4		5			
		2. Fiscal autonomy at local level	Definition: a) Percent of government expenditures under the control of cities. b) Percent of revenues collected and controlled by cities. Unit: Percent	1995	a) 0 b) 0		0	5	0	7	<1 2.5	1 3.5		1.2 3.5		1.4 4.5	
IR 2.3.1	Central Government transfers responsibility and authority to local government	1. Control and/or ownership of public property, including public utilities	Definition: Cities having greater control of their property such as control of occupancy, title to property Unit: Yes/No	1995	No		No	Yes		Yes	No	Yes		Yes			
		2. Authority of cities to issue new business licenses	Definition: Cities granted power to issue licenses Unit: Yes/No	1998	No					Yes	No	Yes		Yes			

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
						1996		1997		1998		1999		2000		2001	
				Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 2.3.2	Local Government capable in budgeting, managing, planning, implementing and reporting	1. Number of cities implementing budget procedures based on priorities	Definition: Cities implementing budget procedures based on priorities Unit: Number of cities	1997	0	0	0	2	2	3	2	5		8			
IR 2.3.2.1	Mechanisms for replication of best practices in Local Government	1. Associations, organizations, and/or government bodies, advocating best practices of Local Government	Definition: Albanian associations, organizations or government bodies providing information on best practices Unit: Number	1997	2			2	2	4	3	8		12			
		2. Number of best practices training events	Definition: Events providing training in best practices Unit: Number of training events	1997	2			0	2	4	4	4		6			
IR 2.3.3	Local Government provides improved services	1. Number of cities with a 50% increase in hours of water service	Definition: Cities where on average water is delivered 50% more than in 1995 Unit: Number of municipalities	1995	0			2	3	4	1	8		12			
		2. Increased investment in municipal services	Definition: Increasing Central Government, donor, and municipal resources/investment in municipal services Unit: Lek (million)	1995	0			20	0	40	384	80		120		160	

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
		3. Number of cities with increased volume of garbage collected and/or deposited in a landfill	Definition: Cities where garbage collection has increased Unit: Number of cities	1995	0			3	3	6	3	10		16		20	
IR 2.3.4	Increased openness of Local Government	1. Number of cities with public participation in the annual budget process	Definition: Cities where the public participates in the budget process Unit: Number of cities	1998	4	0		0	0	2	4	5		8		16	
		2. Implementation of open town meeting policies	Definition: Policies elaborated at town meetings are implemented Unit: Number of open town meeting policies implemented	1998	4	0	0	2	0	4	4	6		8			
IR 2.3.5	Local Government support for economic development	1. Adoption and implementation of economic development plans	Definition: Plans are adopted and implemented Unit: Number of economic development plans	1998	1		0			1	1	3		5			
		2. Public/private economic development planning groups established	Definition: Groups with representing the public and private sector to develop plans for economic development Unit: Planning groups	1998	2					1	2	3		5			

SO 3.2 Performance Indicators

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
				Year	Value	1996		1997		1998		1999		2000		2001		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
SO 3.2	Improved sustainability of social benefits and services	1. Infant and maternal mortality	a) Number of infant deaths per 1,000 live births b) Number of maternal deaths per 100,000 births	1994	a) 35.7 b) 40.6	34 35	33.2	31 30	33.2 39	29 26	20.4 39	27 23		25 20				
		2. # of contributors to Health Insurance Fund	Definition: estimated # covered Unit: Number	1996	342		342		305	503		525		550		600		
		3. Total Annual Health Insurance Collections	Definition: Unit: In millions of lek	1995	5		1,453	1,737		2,233	2,247	2,350		2,625		2,650		
IR 3.2.1	Modern reproductive health services improved	1. Couple Years of Protection	Definition: Weighted average of modern contraceptive methods used Unit: Couple years	1998	15,000					15,000	15,348	27,500		40,500		45,000		
IR 3.2.1.1	Access to reproductive health information improved	1. # of people exposed to reproductive health messages	Definition: Unit:	1995	4,000	5,000		30,000		30,000	16,798	35,000		40,000		45,000		
		2. # of SDPs (Service Delivery Points) that disseminate reproductive health information	Definition: polyclinics, pharmacies, health centers, maternity hospitals Unit: SDPs	1995	0	25		205	240	300	513	625		625		TBD		

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.1.2	Reproductive health services quality improved	1. # of trainers and service providers trained in reproductive health techniques	Definition: Total (accumulative) number of professionals (midwives, doctors, nurses) trained Unit: cumulative number	1996	20	20	23	100	180	140	357	650		800			
		2. # of SDPs actively providing Reproductive Health Services	Definition: polyclinics, pharmacies, health centers, maternity hospitals Unit: # of SDPs (not including pharmacies)	1995	2	10	18	20	30	40	108	220		250			
IR 3.2.1.3	Access to reproductive health services improved	1. # of client visits	Definition: at SDPs being assisted by USAID, polyclinics, pharmacies, health centers, maternity hospitals Unit: Visits by year	1998						12,500	16,798	20,000		22,000			
		2. # of private sector pharmacists providing modern contraceptive counseling	Definition: Trained pharmacists with reproductive health communication materials through USAID assistance Unit: Pharmacists	1997	240			240	240	260	240	260		240		260	
IR 3.2.1.3.1	Reliable access to modern contraceptive commodities	1. Government policy encourages development of sustainable distribution	Definition: Unit: Yes/No							Yes	Yes						

Level		RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
							1996		1997		1998		1999		2000		2001	
					Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.2.	Hospital services improved in Tirana	1. Reduced hospital acquired infection rate	Definition: rate in Trauma Hospital Unit: Percent	1997	6					6		2	1.5		1.0			
		2. Reduced post surgical complications	Definition: Unit: Percent	1998														
IR 3.2.2.1	Quality of hospital services improved	1. Increased knowledge and skills in targeted clinical areas	Definition: Unit:	TBD June 1998														
		2. # of new technologies introduced	Definition: Unit:	TBD June 1998														
		3. Standards adopted for health care service delivery/treatment protocols	Definition: Unit:	TBD June 1998														
		4. Improved infection control practices and outcomes	Definition: Unit: percentage	TBD June 1998														
IR 3.2.2.1.1	Improved management concepts and practices established in Tirana	1. Decrease in hospital average length of stay (ALOS)	Definition: a) Univ. Hosp b) Tirana Hosp Unit: Days	1996	11.61 15.22		11.61 15.22		9.39 13.28		9.1 11.5	9		8		7		
		2. # of hospital staff trained in health management	Definition: Unit:	TBD June 1998						92								
		3. Elimination of institutional deficit	Definition: Unit:	TBD June 1998														
IR 3.2.2.1.2	Nursing services improved	1. Nursing care protocols established	Definition: Unit:	1998	7						7	5		5		5		

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS												
				Year	Value	1996		1997		1998		1999		2000		2001		
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
IR 3.2.2.	Hospital services improved in Tirana	2. Nurse/doctor teams established	Definition:	1998	Yes						Yes							
			Unit:															
		3. # of nurses attending training programs	Definition:	1998	76						76	80		90		100		
		4. Nurse job description established	Definition:	1998	No						No	Yes		Yes				
			Unit:									Yes						
IR 3.2.2.2	Improved EMS capability established in Tirana	1. Decrease in accident-related deaths	Definition:	TBD								Yes						
			Unit:	June 1998														
IR 3.2.2.2.1	EMS training program initiated	1. # of individuals trained in EMS	Definition:	1998	40						40	70		130		200		
			Unit:															
IR 3.2.2.2.2	EMS policies developed and promulgated	1. EMS curriculum adopted in medical school	Definition:	1998	No						No	No		Yes				
			Unit:															
IR 3.2.3	Health administration and management improved	1. Implementation of hospital costing	Definition: # of hospitals supplying MOH with cost information	1995	0		1		2	4	2	14		24		34		
			Unit: # of hospitals															
		2. Implementation of capital budgeting	Definition: # of hospitals participating in 3 year rolling capital budget	1995	0		0		0	15	0	25		35		45		
			Unit: # of hospitals															
		3. Hospital capacity utilization	Definition: # of acute care beds occupied/total # of acute care beds	1995	70		70		70	72	70	73		74		75		
			Unit: Percent															

Level	RESULT STATEMENT	PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	BASELINE DATA		TARGETS AND ACTUAL RESULTS											
				Year	Value	1996		1997		1998		1999		2000		2001	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
IR 3.2.3.1	Health insurance system operational	1. # of health insurance subscribers	Definition: Unit:	1996	342		342		305	503		525		550		600	
		2. Primary care physicians under contract to HII	Definition: Unit: # of physicians	1996	1,600		1,600		1,565	1,800		1,800		1,825		1,825	
IR 3.2.3.2	New capacity in health management established	1. Health policy unit at MOH established	Definition: Unit:	1998	No					Yes	No						
		2. Health management education resource centers established	Definition: Unit:	1998	Yes					Yes	Yes						
IR 3.2.3.3	Health management education capability established	1. # of graduates from degree track health management program	Definition: Unit: a) undergrad. b) graduate students	1998	a) 0 b) 8					0 80	0 80	0 160		10 160		10 160	
		2. # of health management workshops provided by Albanian training faculty	Definition: Unit:	1998	6					6	6						