

Annex E1 Country Notes: Albania

This country note is one of a number of analysis outputs that support the evaluation of the Danish Neighbourhood Programme. It is based on a desk-based analysis and visit that took place in Albania in May 2016 by the evaluation team. It provides a very brief overview of the country context and presents conclusions arising from the country visit as well as more detailed findings against the evaluation questions. It acts as an input to the wider evaluation and is complemented by a series of more detailed country analysis and project specific analysis documents. It is addressed to the evaluation reference group and those familiar with the strategy and projects of the Danish Neighbourhood Programme. The content has been discussed with the Danish representation in Albania. Chapter 1 gives the brief context; Chapter 2 the conclusion arranged under strategic relevance, results and lessons learned; and Chapter 3 provides more detailed findings related to the evaluation questions in bullet form.

1. Introduction and context

1.1 The context of the Danish Neighbourhood Programme in Albania

Albania is a middle-income country that has made significant progress although with periods of interruption in establishing a credible, multi-party democracy and market economy over the last two and a half decades. Before the 2008 global financial crisis, Albania enjoyed high average annual real growth rates of up to 6% which were accompanied by rapid reductions in poverty. Poverty, under the national definition, fell from 25% in 2002 to 12% in 2008, rising to 14% in 2012.

Employment mirrored a similar pattern and unemployment now stands at 17% (2015) with youth unemployment reaching 32%. Economic growth rates in 2015/2016 are between 2 and 3%. Albania's labour market has undergone some dramatic shifts over the last decade, contributing to productivity growth. Formal non-agricultural employment in the private sector more than doubled between 1999 and 2013, fuelled largely by foreign investment. Emigration and urbanization brought a structural shift away from agriculture and toward industry and service, allowing the economy to diversify. Despite this shift, agriculture remains one of the largest and most important sectors in Albania. Agriculture is a main source of employment and income – especially in the country's rural areas – and represents around 21% of GDP while accounting for about 43 % of the work force. Albania's agricultural sector continues to face a number of challenges, however, including small farm size and land fragmentation, poor infrastructure, market limitations, limited access to credit and grants, and inadequate rural institutions¹.

Albania has progressed towards EU candidate status across a range of criteria although there are still areas of concern. A Stabilisation and Association Agreement (SAA) between the EU and Albania was signed in 2006 and entered into force in 2009. In 2009, Albania submitted its formal application for EU membership and in 2014 was awarded candidate status. Progress against key criteria is summarised below based on the 2015 EU report on progress towards candidate status².

Political criteria: Although there has been progress there are still concerns about the impartiality and professionalism of the electoral authorities and politicisation of the electoral process.

Administrative reform: Comprehensive reform strategies and the new code of administrative procedures have been adopted. However, there are still concerns on achieving a professional and

¹ (<http://www.worldbank.org/en/country/albania>, accessed June 2016)

² http://ec.europa.eu/enlargement/pdf/key_documents/2015/20151110_report_albania.pdf, accessed June 2016)

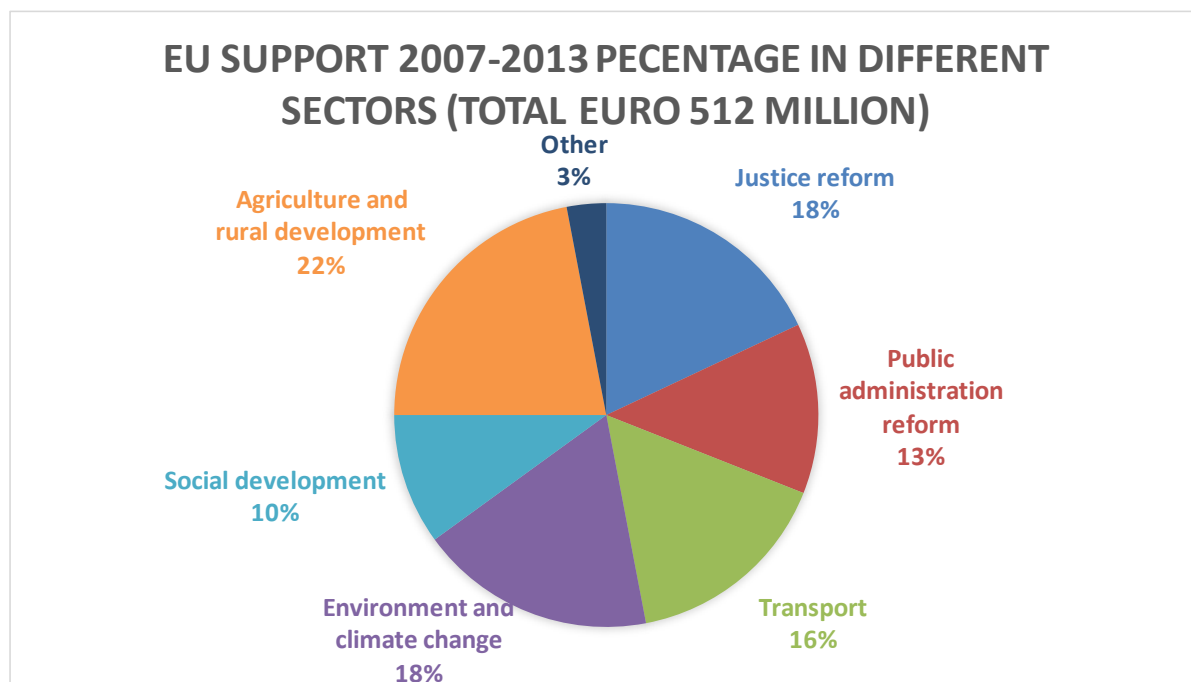
depoliticised public administration, and increasing the financial and administrative capacity of local government units.

Judicial system: Albania's judicial system is at an early stage of preparation. There are substantial shortcomings in the judicial system remaining regarding independence and accountability of judges and prosecutors, enforcement of decisions, inter-institutional cooperation, and the administration of justice.

Anti-corruption: Albania has increased its efforts in the fight against corruption. A new anti-corruption strategy and action plan were adopted. However, corruption is widespread and more efforts are needed to make progress with a view to establishing a solid track record of investigations, prosecutions and convictions.

Human rights: The legal framework for the protection of human rights is broadly in line with European standards. However, effective implementation of relevant legislation and strategies is limited and the enforcement of human rights protection mechanisms remains insufficient. The overall environment is generally conducive to the freedom of expression, but better implementation of the legislation is needed.

The EU is the major donor in Albania and supports broadly the similar sectors as the Danish Neighbourhood programme. Through the Instrument of Pre- Accession, the EU supported (2011-2013): i) strengthened rule of law, ensuring the independence, efficiency and accountability of judicial institutions and enhance the fight against organised crime: ii) public administration reform, enhancing professionalism and strengthening the fight against corruption; iii) strengthened protection of human rights. The overall support of the EU to Albania from 2007-2011 was EUR 512 million (compared to Danish support of less than EUR 17million over the same period). As shown below, agriculture, justice reform and public administration accounted for over 50% of the support.



Source: http://ec.europa.eu/enlargement/pdf/publication/2016/201603-near_factograph_albania.pdf, PEM analysis

1.2 Neighbourhood engagements and projects selected

Since 2008 the neighbourhood programme in Albania has engaged in three projects (above DKK 5 million) as shown below:

Albania	Summary of projects				
Project name	Dates	DKK	Partner type	Modality	Focus
Value Chains for Sustainable Livelihoods in Mountainous Albania (ProMali)	2009 - 2013	30 million	International Development NGO	Tri-partite agreement with the government: Ministry of Agriculture, Rural Development and Water Administration and the Dutch Development Organisation SNV (Grant)	Private Sector Development /Agricultural Value chains
Support to human rights and good governance	2011 - 2016	10 million	Public Institution Danish NGO	Financial agreement with people's advocate of Albania. service contract with SIPU and DIHR	Human rights and democracy
Agricultural Sector Programme (Support to Agriculture and Rural Development in Disadvantaged mountainous areas - SARED)	2014 - 2018	80 million	International Development Organisation	Partly delegated partnership (GIZ)	Private Sector Development /Agricultural Value Chains

Note: the projects are not described here as it is assumed for the purpose of this country note that the audience is familiar with the projects.

The evaluation team visited all three projects. The SARED and ProMali projects were visited, studied and analysed together as they focused on the same value chains in the same geographical areas. This approach allowed for close observation of the developments within the agricultural value chain development interventions in a relatively large time span of 2009-2016. In this way, the team was able to comment on the longer-term contributions, development of results, as well as changes within the institutional, business, NGO partners and final beneficiaries. Similarly, for human rights and democracy area, the relatively long time-span of observations (2010-2016) allowed for understanding of the overall dynamics and specifics of the intervention, the strong and weak sides of the cooperation, and those of the institutional, NGO partners and beneficiaries.

2 Conclusions

2.1 Strategic relevance

The Danish neighbourhood programme was well aligned with, and also contributed to Albanian policies in the areas of human rights and democracy and sustainable inclusive economic development. Danish assistance supported the elaboration and endorsement of the first multi-annual strategy and plan for the Albania's people's advocate (ombudsman)³ institution. In the area of sustainable inclusive economic development, the Danish neighbourhood programme actively supported the implementation of policy directions of the Albania sector strategy on agriculture and food (2007-2013) and the cross-cutting Inter-Sectoral Rural Development Strategy of Albania (2007-

³ People's advocate and ombudsman are used interchangeably

2013). Through the experiences gained on implementing value chains and administrating grants ProMali and SARED, the programme also contributed to the development of the National Inter-Sectoral Strategy for Agriculture and Rural Development (ISARD) 2014-2020. Both projects prepared and linked their target regions and populations to possible financial support of the upcoming EU Instrument for Pre-Accession in Rural Development (IPARD).

The programme in Albania aimed at goals that responded well to the Danish neighbourhood strategy (2013-17) as well as supporting the EU stabilisation and association process. The support to the peoples' advocate institution aimed at contributing to a more vibrant civil society through: better voicing of the concerns of people in the regions, protecting people in detention and by increasing freedom of expression of civil society and media. The value chain projects targeted disadvantaged farmers and small scale private sector operations in some of Albania's poorest communities. In this way, the projects are contributing also to the core principles of the Danish neighbourhood programme – the poverty reduction, transition to a market economy, as well as improving the prospects for a stable and peaceful Europe. Together the interventions focused on human rights and democracy, and economic development, although small scale, contribute to advancing the prospects of Albania becoming a member of the EU.

Whereas the strategy of support to the people's advocate institution has promising transformational prospects, this is less certain for the support to the agriculture sector and value chains in the mountainous regions. Potentially, the results of the support to the people's advocate institution provide a self-reinforcing momentum and may lead to further impact on the improvement of human rights and democracy. An important precondition is that the Albanian public become sufficiently confident and knowledgeable about the institution to ensure its effectiveness in practice. In contrast the transformational prospects of the effects of the value chain and agricultural interventions remains unclear. A convincing strategy has not yet developed to address the complexity of external factors hampering the further development of the agricultural sector such as property rights. There are also doubts about the long term commercial viability of small scale agricultural production in the remote mountain areas of the country.

2.2 Results

Since 2009 the programme has created results that have led to significant changes both in the area of human rights and democracy and the area of sustainable and inclusive economic development. The most notable examples include:

- Strengthened capacity of the people's advocate to handle complaints – as evidenced by a steady increase in the volume of number of complaints received and dealt with over the last three years – with sharp increase in the first half of 2016, as well as the attainment of the grade A status provided by the International Coordinating Committee of National Human Rights Institutions.
- Strengthened oversight of and in-depth inspection of places of detention - as evidenced by a steady increase in the number of inspections from 108 in 2012 to 130 in 2015 and the widening of scope their coverage from police pre-detention and detention facilities to military facilities, psychiatric centres, and centres for handling illegal migrants and victims of human trafficking.
- The introduction of widespread stakeholder policy consultation practice by the Ministry of Agriculture, Rural Development and Water Administration (MARDWA). During the regional consultations undertaken in the development of the new National Inter-Sectoral Strategy for Agriculture and Rural Development (ISARD 2014-2020) the ministry applied a stakeholder analysis developed by the ProMali project.

- Concrete improvements in the livelihoods and business environment for targeted small holders in the mountain regions – as evidenced by a reported five-fold increase in income levels for participating farmers and other direct beneficiaries such as suppliers and processors leading to additional cumulative income of EUR 6.3 million during the ProMali project (project completion report).
- Visible achievement of close to the entire value chain for 2 commodities (from production to consumption) – as evidenced in the dairy production (Korce region) and export-oriented production of medical and aromatic plants.

The link between the grants provided by SARED and the future EU IPARD grants enhances the prospects for sustainability and transformation. The SARED project provides grants to value chain actors, who may not be eligible for the EU's support within the Instrument for Pre-Accession in Rural Development (IPARD) due to the small scale of their economic activities and low income levels. The experiences with SARED may result in farmers realising the usefulness of mutual cooperation which could lead them to associate into 'agricultural holding groups' which may be eligible for funding under IPARD which is expected to start in 2017. In other words, SARED has a potentially useful 'niche role' by graduating small scale and vulnerable value chain actors to become eligible for a longer-term support. The IPARD will be launched by 2017 in the longer term when Albania joins the EU will give way to support under the common agricultural policy of the EU. In this way, the viable value chains can expect to continue to receive support well into the future.

The doubtful commercial viability of operations in the target area are potentially balanced by social goals. The longer-term doubt has been whether the agricultural activities and value chains being supported in the scattered mountain areas – vacated by the youth and populated mainly by people near retirement – are at all commercially viable. Where, as has happened recently, there is a return of emigrants that bring new energy, technology and finance and where the value chains represent a high value niche, e.g. artisanal goats' cheese, apples and aromatic plants, there are prospects of longer term viability. By providing support during a crucial period and accepting that some projects may not succeed whilst others do, the projects do support a wider social objective, help to reduce migration to urban areas and contribute to the Danish neighbourhood programme objectives of reducing regional disparities.

There are already strong signs that the success and high profile of the Ombudsman will lead to further support from other donors which will enhance sustainability once Danish support is withdrawn. The Ombudsman and Danish representation have taken steps to ensure, in line with the evolving needs, that other donors step in to provide core support provided to the Ombudsman. There are also prospects for twinning under the EU twinning programme, although that is a process that usually takes two years or more to mature.

2.3 Lessons learned

Greater clarity is needed in defining the strategic purpose and the balance between economic developments on the one hand and poverty reduction and social goals on the other hand. The ultimate goal of supporting the poorest and disadvantaged population has brought results when the flow of benefits is organised around well-established entities able to sustainably run the economic activities combined with processes that encourage mutual collaboration of poor farmers and other actors in the value chain. For such collaboration, however, a range of systemic issues need to be resolved at the national level: land ownership, access to transportation, to sustainable extension and consultancy services, input producers, etc. Greater clarity in the balance of objectives could be provided

by a country strategy that presents the choices and advantages and disadvantages of different support strategies.

There is an opportunity to enhance the results of the programme by making the human rights based approach more explicit. Although the programme in Albania has to a large extent followed the human rights approach for example the project that supported the Ombudsman focussed on the regions outside of Tirana and the agricultural projects actively encouraged women through providing high grants for projects managed by women. However, there are still some opportunities to better document the measures taken and even extend them e.g. encourage greater integration of disabled people in the value chain projects by for example providing training so that they could take up suitable tasks.

There is an opportunity to further enhance the results of the programme by mainstreaming environment and gender more explicitly. Although the programme can be seen as generally and indirectly improving the quality of life and participation of women, it has not done so guided by a gender strategy or gender reporting – although it should be noted there are strong elements e.g. a higher subsidy for projects managed by women as mentioned earlier, which are not reported and reflected on as much as they could be. For example, there has not been an explicit approach put forward for involving women led Civil Society Organisations (CSOs) in the human rights area or women-led associations or alliances in value chains. It could be argued that the programme in Albania has thus missed out on potential opportunities to highlight gender issues and contribute more actively to increasing the gender equality. Mainstreaming of environment has similarly not been fully dealt with under the value chain investments, where it could make sense to introduce the concepts and practices of ‘sustainable production and consumption’ principles (for water and energy resources and waste) and climate-resilient agricultural practices (reducing the greenhouse gas emissions and preventing land erosion). It should be noted that greater attention to the cross-cutting issues, although possible, would take resources from the core activities and add to the complexity and number of partners. In the first instance, it would be useful to have more reporting on the cross-cutting issues which would be low cost and complemented by a scoping of potential interventions with a reasoned rejection of those actions that were not cost effective.

Interventions that focus on human rights and democracy and low potential agricultural development enhance Danish values but not commercial interests – support to the peoples’ advocate provides an opportunity to engage Danish competences (in this case the Danish Institute of Human Rights) but neither this type of support nor support to low technology or low potential agricultural development is likely to enhance Danish commercial interests.

The modality of delegating partnership within the agriculture sector activities has served to reduce transaction costs but also has reduced Denmark’s profile and political capital. The delegation to SNV for the first phase of agriculture support followed by delegation to GIZ for the second phase has reduced the transaction costs of setting up new project management structures and has reduced the strain on Danish neighbourhood programme monitoring and supervision. As both SNV and GIZ were already operating in Albania in rural development, the skills and experience of these organisations have been made use of. Beyond this however, as the projects are almost totally financed by Denmark the partnership modalities have not led to major pooling or harmonisation of donor support. Although high standards of visibility (e.g. info-boards, labelling of documents, publications and equipment) are adhered to, the perception among most actors is clearly that the projects were either Dutch (SNV) or German (GIZ). As noted by the Danish representation in Albania, it is difficult to put a value on the political capital lost by such perceptions.

There are opportunities to increase dialogue with development partners to pool vision, efforts and funds. The Danish neighbourhood projects had comprehensive set-ups for steering and oversight arrangements, incorporating the delegated partners, local counterparts and, in some cases other development partners. It is also clear, in the opinion of the national authorities, that Denmark made an active contribution to steering groups and policy discussion. However, there were still opportunities that could have been followed up on such as linking to efforts by KfW, Procredit and others to enhance access to finance for actors in agricultural value chains. It is noted that it is difficult for Denmark to take coordination actions unilaterally in the context of poor government coordination of donors. Denmark has been at the forefront of calling for better coordination.

3 Findings across the evaluation questions

3.1 Strategic relevance and lessons learned

EQ 1 Strategic relevance - What are the programme’s strategic relevance as it is translated into policies pursued, activities funded, the modalities and partners’ chosen for Danish foreign policy objectives and the countries?

Main findings in bullet points	
Topics	Findings
Strategic relevance of the Danish neighbourhood programme to countries’ policies and needs	<ul style="list-style-type: none"> • The Danish neighbourhood programme has been highly relevant to, well-aligned with and has contributed to: (i) Albania’s developmental policies; (ii) development partners’ policies and interventions; (iii) the needs of the target groups i.e. the general public (support to the Ombudsman) and specific groups in the poor and mountainous regions of the country. • During the period 2007-2015, the national policy framework has been coherent and well considered. It has been developed into a consolidated strategy for the period of 2014-2020 which enables the development partners including Denmark to focus their cooperation with the government and aid programming. • In the agricultural sector, some factors remain which restrain effective and efficient implementation of the value chain projects. These are: weak agricultural extension services and no evidence of improved consolidation of farmers in the value chain. These issues are related to i) the small-scale of the holdings; ii) weak linkages with specialised consultancy services. • The Danish core support to the Ombudsman is central to the operations of the institution. The Danish support to the agricultural sector and value chains within the sector is also considered high relevant: <i>“This programme is totally relevant for the government and it supports the government strategy – I am sure of that because I was one of the persons who drafted the new strategy – the programme is going to help the farmers make business plans which is what they need for IPARD”</i> – (Officials of MARDWA.) <i>“ProMali and later GIZ [improved] our approach to stakeholder consultation – when we came to the regions and started to discuss the draft policy, people asked us in surprise “why are you asking us?” - we saw the value [of greater consultation] and now we use it”</i> – (Officials of MARDWA.)
The relevance of partnerships	<ul style="list-style-type: none"> • Both the implementing agencies and the country partners proved to be appropriate. The administrative arrangements concluded with them

	<p>allowed smooth implementation of the different projects. The implementing agencies were appropriately selected: advantage was taken of their presence and networks in Albania and their proven expertise and experience in transition countries.</p> <ul style="list-style-type: none"> • It should be noted however, that the operational capacity of the different partners (implementing agencies and country partners), the timing of the interventions and contextual issues hampered the development of a comprehensive design of the projects. For example: <ul style="list-style-type: none"> ○ The work with the agricultural extension facilities (Agricultural Technology Transfer Centres (ATTCs)) and rural credit funds, policy inputs through specialised associations, and the work towards establishment of consolidated groups of farmers (Local Active Groups (LAGs)) have been constrained by the weak resources and commitment of the local counterparts, and by the operational capacity of the implementing partners, for whom the main priority issue has become the administration of the grant mechanisms. ○ In the human rights and democracy area, the main shortage has been the lack of sufficient financial and human resources at the peoples' advocate institution, and the 'somewhat competitive' standing of other alike institutions (Discrimination Commission) and CSOs. • In general, although relevant, the level of ambition of the projects was rather high and not aligned to the real capacities of the country partners.
<p>The relevance of modalities</p>	<ul style="list-style-type: none"> • The use of grants (ProMali through SNV), (partial) delegated partnerships (SARED through GIZ), direct financial agreements (with the Ombudsman) and service contracts (Ombudsman project with DIHR and SIPU) were appropriate for the different projects and components of the projects. A common feature of the set-up was that the projects were partially implemented through technical assistance (usually through a type of project management unit) and partially by the national partner. In the case of agricultural projects, the national partners implemented the administration of grants and in the case of the Ombudsman project the Ombudsman itself set up a project management unit to implement activities such as holding regional awareness raising events. This allowed sufficient flexibility and enabled the projects to draw on and develop the competences of the national partners where there were the tasks that were likely to be of a long term and continuous nature and continue after the project end. • The modalities for project implementation proved able to address the need to help building capacities of the national and regional government partners involved in the value chain projects. They were also conducive to help improve the situation in the targeted areas and among the target population. Notably, the government partners and other actors involved in these projects were able to learn from the delegated partners. Examples include: project cycle management; strategic planning, the ways in which one could improve the operations of economic entities, CSOs, and beneficiary groups.

The relevance of M&E systems	<ul style="list-style-type: none"> • The M&E systems applied improved over the course of the projects and from phase to phase. There is still room for improvement. • The inception reviews commissioned by the MFA proved to be useful and provided concrete and independent feedback and led to adjustment to the projects.
The relevance to Danish policies and interests	<ul style="list-style-type: none"> • The projects have been relevant to Danish Neighbourhood Strategy's overarching goals of contributing to peaceful and stable Europe and overcoming poverty in the partner countries explained also during the parliamentary presentation of the Danish Neighbourhood Programme 2013-2017.⁴

EQ 6 Lessons learned on strategic relevance: What can be done to enhance the strategic relevance of the programme seen from the point of view of Denmark, EU, and partner countries?

Main findings in bullet points
<ul style="list-style-type: none"> • There was no country strategy guiding the programme's intervention in Albania. In hindsight, a short country strategy could be useful to: outline the main choices, define potential partners, map the donor landscape and, set out the balance of objectives (e.g. to what extent to support large economically strong actors with high potential or marginal actors aiming at social goals such as supporting livelihoods and stemming urban migration). • Greater clarity is needed in defining the strategic purpose and the balance between economic developments on the one hand and poverty reduction and social goals on the other hand. The ultimate goal of supporting the poorest and disadvantaged population has brought results when the flow of benefits is organised around well-established entities able to sustainably run the economic activities combined with processes that that encourage mutual collaboration of poor farmers and other actors in the value chain. • There is an additional value of having a separate programme. Foremost, such programmes tend to bring in additional resources and secondly, they can niche target areas that the EU would not reach as its support programmes would then become overly complex and fragmented. <i>“Bilateral projects are valuable. Even if there is an accession process in place the bilateral programmes are useful because the resources of the EU are just not enough – there has been significant added value from the bilateral programmes – [they provided additional resources and supported areas such as the Ombudsman and mountainous areas which needed support but where the EU and other donors were not active]”</i> EU Delegation official.

3.2 Results and lessons learned

EQ 2 Results (at country level): What are the development results of the interventions?

Main findings on results
<u>Value chain projects:</u>

⁴ <http://www.ft.dk/samling/20121/almdel/uru/bilag/16/1168000.pdf>

- According to the Project Completion Report of ProMali there has been significant results including a five-fold increase in income levels among the participating farmers and direct beneficiaries (such as service providers and processing entities) leading to additional cumulative income of EUR 6.3 million for the targeted groups as well as substantial increases in production and processing that in general have met or exceeded the production and sales targets set by the original project. (Danida, Project completion report June 2104). It is difficult to independently verify these figures especially after the passage of time. The figures appear internally consistent although there is information missing for example on the number of farmers and beneficiaries involved.
- While reportedly, 645 new jobs⁵ have been created, this has not been easy to document. As many of the measures are aimed at increasing productivity, additional employment creation has not been highly successful. (Danida, Project completion report June 2104).
- There is insufficient evidence that the investments so far have led to a transformative change in the value chains, except specific cases of dairy production in Korce (Shaka dairy production), a juice factory set up for the apple value chain and two medical and aromatic plants projects in two regions of Albania that still need a closer economic assessment. There have been investments at different stages from production to marketing but there is no evidence that sufficient critical mass has been created to ensure a self-sustaining process. (Danida, Project completion report June 2104, interviews with MARDWA, GIZ staff, ATTC staff Korce).
- Nonetheless, several effects beyond the project occurred that may yield local transformative effects: the ATTC in Korce, reported that about 40 processors followed the model developed for the Korce ATTC-run stable and dairy production; the export of apples increased to 10,500 tons in 2015 from an average 1,500 tons during the previous years; the dairy producer Shaka company aims at expanding its facilities to accept more milk from the farmers (currently 250 licensed farmers) in the upcoming two-years period of time. Summarising: the farmers and processors in the regions visited observe that that the projects have resulted in wider effects in the local economy. Such effects created and justified the need for further investments which have resulted into an increasing market for more and higher quality produce. Meanwhile, to make any process of expansion meaningful, a consistent and continuous support by ATTCs, extension services and marketing/consultancy services needs to be in place. So far, these services are weak both on the demand and supply side and dependent on continuous external support probably for many years. (Interviews with GIZ, MARDWA, USAID/Agrocapital, RCGF, others; the baselines study by SARED).
- As noted earlier if the project activities succeed to link the value chains supported so far to the planned IPARD programme (by developing capacity among the farmers and agro-processing and marketing entities to prepare high quality and bankable projects for applications for future financial support), then there are prospects for the results achieved so far to lead to transformative change.

Ombudsman project:

- The Ombudsman's Office was awarded an 'A' status certificate by the International Coordinating Committee of National Human Rights Institutions⁶ - which demonstrates that a high level of performance was achieved during the project period.

⁵ The same Project completion report reports that ProMali has 'saved or created 1,813 jobs' where the difference between 646 and 1,813 can be explained by the jobs "saved": the data were based on an earlier survey but its independence is in doubt.

- The number of complaints received from across the entire nation have increased from approximately 250 per year to a level of over 1,000 per year since the opening of full time regional offices. The fact that the Ombudsman’s institution has opened full-time regional offices has been conducive in 1) informing the population about the work of the Ombudsman and 2) allowing easy access for those who wish to lodge complaints.
- There has also been a significant increase in prison and other “national prevention mechanism” related inspections, according to Ombudsman reports, to have led to a reduction in instances of violence at locations, where people are deprived of their liberty. (Ombudsman annual report 2015, interview with Ombudsman staff) *“before the ombudsman did the inspection on an ad hoc basis and only when there was money, now it is regular; prisoners know they are not alone ...but when Danida funds are gone, it might revert to the same situation as before”* Ombudsman staff.
- The government has been slow to consider and follow the peoples’ advocate recommendations and there are indications that the institution is sidelined on key reform processes. For example, the Ombudsman is not consistently invited to key discussions and very few of the recommendations have been discussed within the government, far less implemented. Awareness needs to be built up and the wider enabling political environment needs to improve before it is likely that the recommendations will have an impact and be seriously considered for implementation. (EC, Commission staff working document, Albania 2015 report, November 2015). *“Until the justice package reform is successful, implementation of human rights will be partial. The justice package is a huge process and the vested interests are significant. It is linked to the accession process: however, the time frame is 8 to 10 years. But in advance of that, support to the Ombudsman still makes sense even if the ultimate effect will take a long time”* - EU delegation official.

EQ 5 Commercial interest and private sector: What are the results of the partnership approach, in particular for bringing in Danish competences, including Danish companies; and what have been the direct or indirect effects of the programme for Danish commercial interests and for local private sector development?

Results – description of change and evidence	
Danish commercial interests	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • So far there has been no engagement of Danish commercial interests and there are few prospects other than perhaps in specialist value chains such as medical and aromatic plants (which have attracted the interest of German and Austrian companies). Potentially there could be an interest for specialist Danish dairy producers and consultants within goat-sheep cheese and medical and aromatic plant production but the feasibility and prospects have not yet been explored by the project or Danish companies that might have a potential interest. • A general barrier is the limited scale of the Albania market, the absence of strong comparative advantages e.g. on labour costs or climatic factors, and the commercial risks (real and perceived) facing Danish companies. To overcome these factors a more deliberate trade promotion effort would be required, linked to the programme.

⁶ http://ec.europa.eu/enlargement/pdf/key_documents/2015/20151110_report_albania.pdf

Local private sector	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • The local private sector is extensively engaged in the value chains, from the level of the individual farmer through to transporters, providers of inputs and advisory services, financial intermediaries and banks, processors and marketing organisations. • The ProMali completion report does not contain consolidated statistics: nevertheless it is clear from the project reports and activities that a range private sector beneficiaries were supported: farmers and households; input companies; processing companies; women-led small businesses, specialised CSOs and associations; ATTCs; professional consultancy companies and financial intermediaries.
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EQ 3-4 (for each project or cluster of project types): Q3: Are these results sustainable and have they had a wider, transformational impact on the country/region/sector/area in question? Q4: What are important factors related to the policy dialogue, context, programme design, and/or implementation that have contributed to achieving and sustaining results and transformation?

Findings	
Impact and significance of the change (transition and transformational effect) (EQ 3)	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • According to the MARDWA the ProMali project was the first to introduce and test the value chain concept, this approach has now been adopted nationwide by the agriculture sector. (interviews with MARDWA). • The ProMali and SARED support to business planning and grant application and processing has increased the local capacity to make effective use of future IPARD grants (both among applicants and those that administer the grants). (interviews with MARDWA, GIZ, ATTC, USAID/CSP-Agrocapital, RCGF/KfW). • As mentioned earlier under results, although much has been achieved, there is no evidence of transformational change. Many of the investments are not sufficiently linked or replicated at a scale that creates a self-reinforcing momentum. There are however prospects for transformational change: <ul style="list-style-type: none"> ○ There are some success stories like the Shaka diary project in Korce which has extended the value chain from the collection of raw milk, to processing and marketing. It has involved and grouped the best quality milk producers in the region. ○ There are also a number of smaller interventions that have provided protection nets against hail, cold storage facilities, mechanisation and juice processing capacity for the apple value chain which are likely to serve as drivers for the local producers and businessmen to further invest in the apple value chain. ○ The same holds true for medical and aromatic plants. <p>The continuation of SARED in the same value chains, the return of former</p>

	<p>emigrants with skills and financial means and, the introduction of IPARD grants also hold out prospects for further positive change.</p> <ul style="list-style-type: none"> • The absence of evidence of transformational change is linked to the fact that these projects: <ul style="list-style-type: none"> ○ commonly take a very long term to help developing change processes ○ are localised and small scale and not able to create a critical mass ○ by focussing on the more remote mountainous areas serve a mix of commercial and social goals <p><u>Ombudsman project:</u></p> <ul style="list-style-type: none"> • The Ombudsman has increased the profile and awareness of the institution not only in the capital but also in the regions. This is evidenced by a growing number of complaints (which represent a demand for services) and also a much greater media presence. (interviews with stakeholders in the donor community, government and among civil society) • It is difficult to conclude that human rights have improved as the evidence is not available and many recommendations of the peoples' advocate institution are not acted on. Meanwhile, the key development partners – Organisation for Security and Cooperation in Europe (OSCE), CoE, EU find the increased activity of the peoples' advocate and its reports very useful to follow-up on the human rights dialogue with authorities. • It is the view of some observers in civil society that the impact of the Ombudsman could have been higher if a less high profile role would have been taken and the case for change discussed and presented internally within government structures instead of too early resort to the media.
Prospects for sustainability (EQ3)	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • The commercial engagement of well-resourced companies in the value chain increases the prospects of longer term support to otherwise vulnerable value chains: e.g. the German and Austrian companies-led chains for medical and aromatic plants and the Korce dairy production. (GIZ public private project description, GIZ interviews, ProMali completion report; site interviews with the Korce Shaka dairy factory staff) • In the absence of a functional agricultural extension system, the use of business development service companies that were originally launched on the back of donor projects and now see a longer term and profitable market in advisory services for value chains will enhance sustainability but at the risk of only focussing on those with resources to pay. (Interviews with CBS and Korce region farmers – recipients of grants) • The link of project grants to a wider EU IPARD and Common Agricultural Programme system of subsidies will enhance sustainability

	<p>as the project grants increase the local capacity to develop business plans (interviews with the Ministry of Agriculture and EU Delegation)</p> <ul style="list-style-type: none"> • The climate for investment also in the mountain areas is changing for the better, as earlier emigrants return with new skills and finance (interviews with SARED project office, ATTC staff, Korce dairy factory staff, MARDWA) <p><u>Ombudsman project:</u></p> <ul style="list-style-type: none"> • The government funds are only sufficient to cover salaries, without an increase in the recurrent budget many of the activities such as auditoriums (annual conference/discussions with CSOs and reform stakeholders) and prison visits may have to be reduced or ended. There are some promising signs such as the recent agreement to add seven staff at the regional offices on the core (government approved) budget (interviews with the Ombudsman General Secretary, CoE and OSCE offices)
<p>Explanatory factors for the change (EQ4)</p>	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • Application of practical demonstration and the provision of technical assistance has been instrumental in creating the following results: <ul style="list-style-type: none"> ○ for the dairy production value chain: improving milk quality of small ruminants by the introduction of better hygiene practices, the introduction of standard hazard analysis and application of critical standards for quality control, using milk testing laboratories. ○ For the apple production value chain: the introduction of automatic pumping and spraying systems in orchards, a more efficient use of cold storage and marketing events and showcasing <p>Such measures have been major factors in capacity development and have instituted positive change in these value chains (interviews with GIZ, former ProMali Staff, ADAMA, Korce dairy factory, SARED Study)</p> <ul style="list-style-type: none"> • The combination of policy advice (‘Talk’) with demonstration of good practices (through projects = ‘Walk’) together with the necessary technical assistance to farmers, processors and traders creates greater ownership and understanding among the various actors in the value chain (MARDWA interviews). <p><u>Ombudsman project:</u></p> <ul style="list-style-type: none"> • The establishment of the project management unit (PMU) to manage the Danish contribution ensured effective and timely use of project funds, as well as adequate project management and succinct reporting. The PMU was a good investment. However, sustainability is uncertain since the

	<p>PMU is financed by Danida funds.</p> <ul style="list-style-type: none"> • A range of factors have positively influenced change in the Ombudsman institution, among these are: <ul style="list-style-type: none"> ○ charismatic leadership; ○ timely and substantial financial and technical support from Danida; ○ visits of Ombudsman staff to colleagues in the EU; ○ the EU accession requirements, which stipulates a proper functioning Ombudsman function as condition of accession. • On the other hand, a number of factors hamper the current success and further development of the Ombudsman function including <i>inter alia</i>: <ul style="list-style-type: none"> ○ an as yet incomplete legal and justice reform process; ○ budget constraints; ○ political environment that is not conducive for human rights and democracy; ○ the dependency of the Ombudsman institution on a highly influential leader whose term of office will soon expire.
<p>Influence of Danish support</p>	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • The funding and technical assistance (provided via SNV and GIZ) has been a major factor in promoting investments in the value chain, developing capacity of value chain actors to access and manage grants and improving the policy environment for agricultural production in the remote mountain regions of Albania. These investments would not have happened without Danish funding. Capacity development and improvements in policy are directly traceable to the provision of technical assistance. (Project documents, project completion report of ProMali, interviews with MARDWA, SARED Study). • Apart from the funds and technical assistance provided, the involvement of Danida has – according to GIZ and MARDWA – added value through policy dialogue, active engagement in steering committees both during project preparation, inception and by reviewing project implementation (e.g. the inception review helped the project to prioritise its activities and not spread its efforts too thinly). (Interviews with GIZ, MARDWA) – <i>“I just love the discussions we have had, with the Danida projects, it is not just like the other projects and steering committee meetings where people just say ‘yes’ to everything”</i> MARDWA official. • Even though there are significant constraints external to the project such as incomplete property rights, the SARED project has developed a “stepping stone” approach to reach solutions or ‘partial’ solutions. For instance, farmers wishing to invest in equipment do not require a land title. <p><u>Ombudsman project:</u></p> <ul style="list-style-type: none"> • The funding, especially for recurrent costs, provided through Danida enabled the Ombudsman to conduct more intensive inspections and awareness raising especially in the regions (project document and

	<p>progress reports). <i>“The Danish support to the Ombudsman has been crucial to its success – I find the Ombudsman one of the only institutions that really holds onto the values of human rights”</i> (CoE official).</p> <ul style="list-style-type: none"> • It is more difficult to trace the impact of the technical assistance on the internal organisation and operational efficiency of the Ombudsman institution. The level of appreciation is high in terms of relationships between the Ombudsman staff and the technical assistance personnel but the views on which changes or innovations directly result from technical assistance and the importance of technical assistance for the performance of the Ombudsman vary within the organisation. Moreover, the goals of technical assistance were not clear and therefore the effects of the technical assistance could not be measured. The study tours and visits by experts to Albania did not seem to bring any direct (or memorable) concrete benefits (although it was acknowledged that exposure to other systems is always of interest). On the other hand, the technical assistance to improve analytical work and reporting, outreach and consultations with the development partners, civil society and relevant national institutions (e.g. penitentiary and educational institutions) proved successful. (Interviews Ombudsman staff, CoE and EU Delegation).
Alternative explanations	<p><u>Value chain projects:</u></p> <ul style="list-style-type: none"> • The return of earlier emigrants with capital and providing knowledge acquired during their stay in Greece and other countries could also potentially explain some of the success – especially if these returnees belonged to the group which directly benefited from the projects. • Government subsidy schemes were prevalent which also have had an impact on stimulating the value chain and incomes in the target areas <p><u>Ombudsman project:</u></p> <ul style="list-style-type: none"> • The process of accession to the EU and the condition that an effective Ombudsman should be in place is also an explanatory factor for success of this project. At the same time the accession process if properly applied in Albania sets the stage (or provides the preconditions) for a successful implementation of any project which focuses on critical aspects of the accession process. Therefore, one could also regard the pressure resulting from the accession process as a contextual factor.

EQ 7-11 - Q7: What are the lessons learned in relation to engaging Danish competences and partners, including from the private sector, in promoting the overall objectives of the programme and Danish foreign policy interests? Q8: What are lessons learned with regards to choice of modalities? Q9: What are lessons learned with regards to strengthening oversight and monitoring of programmes? Q10: What are the specific lessons learned with regard to applying a human rights-based approach including gender mainstream/focus, minority rights and indigenous peoples’ rights? Q11: What are the lessons learned with regards to involvement in and contribution to donor coordination as well as general alignment to national policies?

Issue/ lessons learnt	Findings
Choice of modalities. (EQ 8)	<p data-bbox="448 342 715 376"><u>Value chain projects:</u></p> <ul data-bbox="448 421 1414 1216" style="list-style-type: none"> <li data-bbox="448 421 1414 521">• It is important in the grant making arrangements to avoid “political interference” in the award of grant and make the decision making as technical as possible (interview with Rural Credit Guarantee Fund). <li data-bbox="448 533 1414 779">• SARED built on lessons from ProMali by ensuring that more attention was placed on awareness raising and making it easier to apply for grants. As a consequence, in SARED demand-based grants are very well advertised and have multiple application rounds in order to avoid haphazard and disconnected projects and allow support to a consistent series of projects along the same value chain. (Interviews GIZ and MARDWA staff) <li data-bbox="448 790 1414 925">• Further, SARED learning from the success of ProMali developed close relationships and coordination with MARDWA which ensure the project was well informed about policy areas and was able to develop the capacities of MARDWA for grants scheme. <li data-bbox="448 936 1414 1216">• The use of matching grants followed and supported the national subsidy system and also prepared applicants for the future system of IPARD grants. Although there is a case that can be made for use of soft credit rather than grants, using a concessional loan approach now would be sub-optimal as the country is already following a matching grant approach. In many cases, the applicant’s portion of the matching grant is raised from loans in which case the matching grant system becomes close to providing (highly) concessional loans. <p data-bbox="448 1261 722 1294"><u>Ombudsman project:</u></p> <ul data-bbox="448 1339 1414 1984" style="list-style-type: none"> <li data-bbox="448 1339 1414 1731">• The combination of TA provided in-kind (i.e. the provision international experts) and funding recurrent costs of the Ombudsman institution has been successful. The Ombudsman as a state organisation is obliged to apply national procurement and financial management procedures. Initially this obligation led to long delays and distracted professional staff. However, due to the establishment of the project management unit the organisation proved able to organize its procurement and financial management. An important longer aim is that it is now able to make better and more efficient use of future government funding when and if that becomes available (provided the function of the project management unit is retained) <li data-bbox="448 1742 1414 1809">• The Danish support was sufficiently flexible to adapt the original project design to enable the establishment of the project management unit. <li data-bbox="448 1821 1414 1984">• The ombudsman and the Danish support provided depends on a robust civil society. However, in Albania civil society is far from robust especially among those organisations that have become dependent on donor support. The flexibility in the modalities allowed the Ombudsman to react to this reality by focussing considerable activity outside of the

	<p>capital city. <i>“Civil society has in many cases been “captured”. It is more effective to work outside of the capital and away from the usual suspects and to focus on small actors, sometimes even individuals fighting for a cause”</i> – CoE official.</p>
<p>Strengthening oversight and monitoring of programmes (EQ 9)</p>	<ul style="list-style-type: none"> • The results matrices of the projects improved from the first phase to subsequent phase. At the started indicators were defined without baseline or targets being set. • There was an opportunity to use the Danish representation with local staff support to intensify the monitoring and oversight. • The monitoring and oversight responsibilities of delegated or partially delegated partnerships should be more clearly defined – it might be that for larger delegated partnership projects or cluster of projects, a real-time evaluation approach could be relevant. • The sudden cessation of support that will now occur with the decisions that have been made to focus on just two countries in the neighbourhood region could not have been foreseen. Nevertheless, the programme and its projects in Albania could have benefited from a more explicit exit (or end of project) strategy – this would also have served to enhance the results framework and particularly the results framework linked to capacity development and technical assistance.
<p>Applying a human rights-based approach including gender mainstream/focus, minority rights and indigenous peoples’ rights (EQ 10)</p>	<ul style="list-style-type: none"> • The principles of the human rights-based approach are not referred to in the project documents for the value chain interventions nor are they explicitly applied – opportunities for example to involve disabled people or other marginalised groups in suitable parts of the value chain are not promoted or explored.
<p>Involvement in and contribution to donor coordination as well as general alignment to national policies (EQ 11)</p>	<ul style="list-style-type: none"> • It is difficult for Danida to be actively be involved in donor coordination other than through delegated partnership, if the programme is managed remotely from Copenhagen, nevertheless the inputs from Denmark were appreciated by local actors. • Potentially the projects’ consultation platforms (steering committees) could involve the related development partners more proactively for the value chain projects – but it should also be recognised that it is not always easy to persuade other development partners to engage with steering committees for purely coordination reasons.
<p>Engaging Danish competences and partners, including from the private sector (EQ 7a)</p>	<ul style="list-style-type: none"> • Danish competences can be engaged in human rights and democracy but there is little scope for commercial interaction. • Rural development activities in marginal areas has limited prospects for Danish commercial engagement – although specialist niches e.g. medical or aromatic plants/ sheep and goat cheese should not be overlooked by companies or those involved in stimulating Danish commercial engagement. • The information environment is low and the risks high (real and perceived) – the programme would need to be linked to economic

	diplomacy type interventions if these barriers are to be overcome.
Promoting the overall objectives of the programme and Danish foreign policy interests (EQ7b)	<ul style="list-style-type: none"> • The use of delegated partnerships and non-Danish implementing partners from other countries reduces the profile of Denmark. Whilst it is difficult to place a value on this, there are benefits from a positive image. A positive image can arise from the use of the modality itself although the local appreciation of the solidarity inherent in “non-tied” aid might be limited. The most tangible positive image arises when the project is Danish directed e.g. as with the ombudsman project because the visibility is greater. The benefits of a positive image could be that when Denmark is viewed positively due to support given, the Danish positions internationally and within the EU are considered in a more favourable light.

Albania Appendix A: Persons Met

Name	Institution	Position
Royal Danish Embassy		
Mads Sandau - Jensen	Royal Danish Embassy	Ambassador, Albania and Kosovo
Danish Human Rights Institute		
Evguenia Jane Klementieva	The Danish Institute for Human Rights	Programme Manager, Eurasia
Charlotte Flindt Pedersen	The Danish Foreign Policy Society	Director
Ulrik Spliid	The Danish Institute for Human Rights	Programme Manager, Africa and Albania; Chief Legal Adviser, Human Rights Systems
SARED (403.Albanien.1-02/2014-10421) and ProMali (403.Albanien.1-1-02) projects		
Ole Hendriksen	SARED (Danish-German cooperation)	Team Leader
Roland Cela	SARED (Danish-German cooperation)	Deputy Team Leader
Berthold Wohllebar	SARED (Danish-German cooperation)	Senior specialist
Xheni Prenda	SARED (Danish-German cooperation)	Regional coordinator
Fatjon Collaku	SARED Grants, Korca region	farmer /applicant
Petrika Ropi	SARED Grants, Korca region	farmer /beneficiary
Llambi Ropi	SARED Grants, Korca region	farmer /beneficiary
Jovan Vangjeli	SARED Grants, Korca region	farmer /applicant
Namik Behri	SARED Grants, Korca region	farmer /applicant
Ramis Veshnja	SARED Grants, Korca region	farmer /applicant
Oltian Shaholli	SARED Grants, Korca region	farmer /applicant
Dashamir Dilka	SARED Grants, Korca region	farmer /beneficiary
Denis Shaholli	SARED Grants, Korca region	farmer /beneficiary
Gurali Niziri	SARED Grants, Korca region	farmer /beneficiary
Merita Uruci	Albanian Dairy and Meat Association - ADAMA	Consultant for Hygiene standards and HACCP (ProMali)
Enver Shaka	SHAKA Dairy products	Owner SHAKA Dairy/grant beneficiary of ProMali
Ministry of Agriculture, Rural Development and Water Administration		
Laura Grezda	Ministry of Agriculture, European Integration and Projects Department	Director
Grigor Gjeci	Department of Rural Policy, Research and Extension (IPARD Managing Authority)	Director
Shpresa Arbi	Ministry of Agriculture, Rural Development and Water Administration (previously, until 2012 – ProMali project)	Specialist at MARDWA; Ex-manager of small ruminants' value chain
Roland Mecaj	ATTC Korca	Coordinator
Agim Cili	ATTC Korca	Director, Livestock Technology
Kamber Toska	ATTC Korca	Head of Sector

Vullnet Gjolla	Korca Regional Agriculture Directorate	Director
Danish support to Albanian Ombudsmen (403.Albanien.1-1-03/2014-10423) project		
Fatbardh Zenelaj	Public Advocate's Institution Albania	General Secretary
Altin Shano	Public Advocate's Institution Albania (PMU of Danida Ombudsmen support project)	Project Manager
Besnik Deda	Public Advocate's Institution Albania (PMU of Danida Ombudsmen support project)	Officer, Local government
Anila Shyti	Public Advocate's Institution Albania (PMU of Danida Ombudsmen support project)	Officer, Regional Offices
Jorida Rustemi	Public Advocate's Institution Albania (PMU of Danida Ombudsmen support project)	Officer, Penitentiary system
Elona Demollari	Public Advocate's Institution Albania	Officer, Media
Mimoza Gjika	Public Advocate's Institution Albania	Officer, CSO
Development Partners and civil society organisations		
AKDAG Erol	EU Delegation to Albania	Project manager, Human Rights
Nadia Kyuchukova	EU Delegation to Albania	Project manager, Agriculture and rural Development
Olsi Dekovi	Council of Europe, Albania	Deputy Head of Office
Annelise Godber	OSCE Albania	Legal Officer, Rule of Law and HR Development
Claudia Wollmer	OSCE Albania	Head of Democratisation Department
Vjollca Meçaj	Helsinki Committee assembly Albania	President of the Board
Financial institutions and consultants		
Bajram Korsita	Rural Credit Guarantee Fund	Executive Director
Enio Jaco	AgroCapital – Creative Business Solutions	Executive Director
Ilir Pilku	AgroCapital – Creative Business Solutions	SME Development manager

Albania Appendix B: Documents Consulted

Value Chains for Sustainable Livelihoods VCSL Albania: A private sector support programme for mountainous Northern- and Eastern Albania (2009-2013)

Programme document, May 2009

Inception Review (draft), February 2010

Inception Report, March 2010

Progress Report (October to December 2010), SNV Albanian Agricultural section

Six-monthly report, January – June 2011

Paul Schoen, Bledi Hoxha: Second ProMali Interim Monitoring Report (October 2010-March 2011); April 2011

Final Mid-term Review Report; December 2011

Programme Completion Report; June 2014 (including administrative completion period)

Programme Steering Committee Meeting Minutes; 19 June 2013

EU Support and Albanian Citizens: Success stories; EU-ADC Project Preparation Facility implemented by Austrian Development Agency; 2016
 Supporting of Future of Agriculture; Brochure folder; USAID Albania and Creative Business Solutions (running Agrocapital project); 2016
 Technical-economic study of the value chains in Korçe, Shkoder, Diber and Kukës regions of Albania; Promali, 2013

Agriculture Sector Reform: Joint German-Danish Support for Agriculture and Rural Economic Development in Disadvantaged Areas of Albania

GIZ GmbH; Project Document-1; Report on the Appraisal Mission of ‘Joint German-Danish Support for Agriculture and Rural Economic Development in Disadvantaged Areas of Albania, 2014-2017’ (Draft); April 2013
 Project Document-2; Offer for the first implementation phase; ‘Joint German-Danish Support for Agriculture and Rural Economic Development in Disadvantaged Areas of Albania, 2014-2017’ (Draft) Inception Report ‘Joint German-Danish Support to Agriculture and Rural Economic Development in Disadvantaged Mountainous Areas (SARED)’ 20014 – 2018; May 2015
 Minutes from External Grant Committee Meeting on 13 November 2013
 Annual Report 2015 ‘Joint German-Danish Support to Agriculture and Rural Economic Development in Disadvantaged Mountainous Areas (SARED)’; 2016
 Study: Recommendations for interventions and activity development under the four programme outputs related to fruit trees/nuts, MAPs and small livestock/small ruminants; Institute for Economic Studies and Knowledge Transfer; November 2014
 Description of the two medical-aromatic plants project with German and Austrian companies; SARED team; May 2016

Danish Support to the Albanian Ombudsman: Reaching out to local communities, civil society and media (2012-15)

Project Document; Danish Support to the Albanian Ombudsman (2012-15); December 2011
 Review Aid Memoire; Danish Support to the Albanian Ombudsman (2012-15); July 2013
 Third Steering Committee meeting minutes; December 2013
 Project Annual Report 2013; Danish Support to Albanian Ombudsman (2012-15); August 2014
 Annual Report 2014: Danish Support to the Albanian Ombudsman (2012-15); 23 July 2015
 Verner Kristiansen; Findings of identification mission; April 27-30, 2015
 Francesco Castellani, MA History, ME; Assessment of the Danish Support to the Albanian Ombudsman 2012 – 2016; Mission conducted in January – March 2016; Danish Institute for Human Rights

Albania Appendix C: Survey for final beneficiaries and project intermediaries

A number of final beneficiaries and implementing partners were interviewed using the forms below as a check list. The original surveys are kept on file.

Final beneficiaries

Project identification (title, status, etc.)	
What is your involvement/role in this project?	

From your viewpoint and knowledge, outline the history and development of the project:	
Are you benefitting from this project? If so how?	
Who are the other people benefiting the project?	
Are you using the outputs generated by this project? (e.g. knowledge transmitted useful?)	
What was the situation before the project?	
Is there anything that can be improved?	
Do you have any other comments?	

Survey for project intermediaries

Project identification (title, status, etc.)	
What is your involvement/role in this project?	
From your viewpoint and knowledge, outline the history and development of the project:	
Was the design of this project conducive to HR/D or SEIG?	
Who are the people benefiting the project?	
What have been the main changes / results (or non-results)	
Are the results sustainable?	
What factors or types of intervention were the most influential	
Is there anything that can be improved?	

Do you have any other comments?

Albania Appendix D: Pictures

<p>Figure 1 Regular newsletter highlighting thematic issues from the Ombudsman</p>	<p>Figure 2 A Working session with the GIZ team</p>
	
<p>Figure 3 Demonstration of small ruminant stable (run by the ATTC)</p>	<p>Figure 4 Dairy plant supported by ProMali</p>
	

Albania Appendix E: List of Abbreviations

- | | |
|--------|---|
| ATTC | Agricultural Technology Transfer Centres |
| CoE | Council of Europe |
| CSO | Civil Society Organisation |
| MFA | Danish Ministry of Foreign Affairs |
| DIHR | Danish Institute of Human Rights |
| EU | European Union |
| IPARD | Instrument for Pre-Accession in Rural Development |
| ISARD | Inter-Sectoral Strategy for Agriculture and Rural Development |
| LAG | Local Active Groups |
| M&E | Monitoring and Evaluation |
| MARDWA | Ministry of Agriculture, Rural Development and Water Administration |

NGO	Non-Government Organisation
OSCE	Organisation for Security and Cooperation in Europe
PMU	Project Management Unit
SAA	Stabilisation and Association Agreement
SARED	Support to Agriculture and Rural Development in Disadvantaged
SIPU	Swedish Institute for Public Administration
TA	Technical Assistance
TAIEX	Technical Assistance and Information Exchange