



**Inception Report**  
31 March 2017

*submitted from*



*in association with*



**Consulting Services**  
for

**“Environmental services project.  
Supporting Development of Local Action  
Groups in Albania (LEADER Approach)”**

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**Action Plan**

March 2017

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## Abbreviations

ARDA	Agriculture and Rural Development Agency
AIC	Agriculture Information Centre
CA	Community Animators
CLLD	Community-Led Local Development
EAFRD	European Agricultural Fund for Rural Development
EMFF	European Maritime and Fisheries Fund
ERDF	European Regional Development Fund
EDEP	Economic Development and Employment Promotion
ESP	Environmental Services Project
ENRD	European Network for Rural Development
ELARD	European LEADER Association for Rural Development
ESF	European Social Fund
ESIF	European Structural and Investment Fund
EU	European Union
ISARD	Inter-sectorial Strategy for Agricultural and Rural Development
IPA	Pre-Accession Assistance
IPARD	Instrument for Pre-Accession Assistance for Rural Development
LAG	Local Action Group
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale
LDS	Local Development Strategies
MA	Managing Authority
MARDWA	Ministry of Agriculture Rural Development and Water Administration
MADA	Mountain Area Development Agency
MoE	Ministry of Environment
NRDN	National Rural Development Network
PA	Paying Agency

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SC	Supervising Committee
RDS	Rural Development Specialists
SIDA	Swedish International Development Cooperation Agency
SNV	The Netherlands Organisation for Development
WB	World Bank

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# 1. Baseline analysis for Inception Report

The Action Plan for Project<sup>1</sup> implementation is based on the TOR's of the Agreement with the Client and the findings gained through various stakeholder meetings and analysis of the relevant documents collected.

## 1.1 Meetings

A thorough review of the Project implementation environment and baseline analysis of the current situation and preconditions undertaken in the **Inception Phase**. The team of this assignment brings a good deal of contacts from the previous experience and knowhow related to the main key players in the LEADER approach in Albania, including direct contacts with MADA, SNV, Oxfam etc. The Team leader had meetings with all of the Leader key players only two years ago within the frame of conducting the LEADER/ LAGe assessment process in Albania. The recent meetings held with the representatives and chief officers of the key institutions and organisations related with the implementation of the Project:

- Ms Ardiana Sokoli, Director, European Integration Project Department, Ministry of Environment;
- Mr Erion Istrefi, Project Coordinator, Environmental Services Project, Ministry of Environment;
- Mr Ylli Hoxha, Director of Forestry Department, Ministry of Environment;
- Mr Grigor Gjeci, Director of Rural Development Policy, Ministry of Agriculture, as well the Head of the Management Authority of IPARD;
- Ms Drita Drade, Senior Natural Resources Management Specialist, World Bank;
- Mr Rexhep Ndreu, the Chairperson, National Federation of Communal Forests and Pastures of Albania;
- Ms Albora Kacani, Forestry Adviser, National Federation of Communal Forests and Pastures of Albania;
- Ms Enida Shena, Director, Agriculture and Rural Development Agency, as well the Paying Agency;
- Mr Agron Haxhimali, Executive Director, Association of Albanian Municipalities.

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<sup>1</sup> The term "Project" is referring to this particular LEADER assignment throughout this report

## 1.2 Documents

The key baseline strategic documents and methodologies related to the rural and forestry development and the plans of LEADER measure implementation in Albania in the nearest future were collected and analysed:

- Rural Development Programme 2014-2020 under the Instrument for Pre-Accession Assistance, (IPARD II) prepared by the Ministry of Agriculture, Rural Development and Water Management (MARDWA) and approved on 28 May 2015;
- The Inter-sectoral Strategy for Agriculture and Rural Development (ISARD) prepared by the Ministry of Agriculture, Rural Development and Water Management (MARDWA) from October 2012 to May 2014. It was elaborated in accordance with the framework of the Europe 2020 strategy for smart, sustainable and inclusive growth and the overall strategic goal of Albania becoming an EU member;
- The final report on LEADER component developed by the short-term expert Galina Karamotcheva in the period of 06/2016 – 11/2016. The LEADER component was a part of the EU IPA 2011 Project ‘Support for Agriculture and Rural Development’ (SARD-IPARD), co-funded by the German Government and implemented by GIZ on the basis of a Delegation Agreement No. 2012/295-403 with the EU Delegation of Tirana in the frame of the Economic Development and Employment Promotion (EDEP) Programme;
- The Law No 139/2015 on Local self-Government of the Republic of Albania;
- The Law ‘For non-profit organizations’, No. 8788, dated 07/05/2001 and ‘On the Registration of Non-Profit Organizations’ Law No. 8789 dated 07/05/2001 of the Republic of Albania;
- The Common Provision Regulation No 1303/2013 for the European Structural and Investment Funds (on Community-Led Local Development / LEADER implementation in 2014-2020 in the EU member states);
- Guidance on Community-Led Local Development for Local Actors, May 2014;
- Guidance on Community-Led Local Development in European Structural and Investment Funds, June 2014;
- LEADER Local Development Strategy. Guidance on design and implementation, June 2016;
- Up to date maps of the forestry, population, economic development and other sectors of Albania.

## 1.3 Key findings

The meetings and analysis of the documents revealed the following findings.

### **Administrational and legal framework of Rural Development in Albania**

- The law No 139/2015 on Local self-Government of the Republic of Albania says that the units of local self-government exercising local governance in the Republic of Albania are the **municipalities** and the **regions**. The municipal administrative structure is composed of **administrative units**, which operate under an administration run by the administrator. There are 12 regions, 61 Municipalities. Until December 31, 2017, each administrative unit shall be run by the administration thereof. From 1 January 2018, the municipal council shall be

empowered to decide on the reorganization of an administrative unit administration, which may cover the territory of one or more administrative units within the municipality, according to the needs of local communities and the administrative efficiency.

- The adoption of the Law on Agriculture and Rural Development in 2007, which regulates the programming of policy measures related to agriculture and rural development, provides the legal basis for the institutions responsible for the implementation. The structures for the programming and implementation of the European Union (EU) pre-accession assistance for Rural Development (IPARD) have been established in compliance with the EU Implementing Regulation for Instrument for Pre-Accession Assistance (IPA):
  - The Ministry of Agriculture, Rural Development and Water Management (MARDWA) is responsible for programming of the measures for rural development, as well as monitoring and reporting according to the rules. It implements the function of the **Managing Authority** of IPARD;
  - The Agriculture and Rural Development Agency (ARDA) is the responsible body for the implementation of the IPARD Programme. It implements the function of the **Paying Agency** of IPARD.
- The **Inter-sectoral Strategy for Agriculture and Rural Development 2014-2020 (ISARD)**, approved by the MARDWA on Sept 2014, provides the framework for the operational interventions needed to develop a viable and competitive agricultural and food processing sector and to foster a balanced economic development in rural areas, paving the way for integration of the agricultural and agro-processing sector in the EU as a basis for the increasing standards of living in rural areas and thus reducing poverty. The objectives of ISARD will be achieved through a number of support measures as well as several national actions, primarily selected to complement measures funded under the **Rural Development Programme 2014-2020 under IPA (IPARD II)** and to establish the institutional and regulatory framework conditions needed for the sector to adapt to the new international competition.

#### **LEADER approach legislation in the EU and Albania**

- The ISARD includes Measure 8 '**Preparation and implementation of local rural development strategies – Leader approach**'. The measures should aim at enhancing capacity among rural inhabitants and Local Action Group (LAG) members through training and education to develop, organize and run LAG and to prepare and implement the Local Development Strategy through local projects. The measure will be implemented in the short term starting with capacity development, acquisition of skills and elaboration of local development strategies with full implementation in the medium term when LAGs are set up and recognised. The measure will be eligible under the IPARD II programme but may be complemented by other donor support.
- The **IPARD II** is focused on the objectives of the ISARD strategy. The IPARD II programme will support building up of the national capacity for local development based on LEADER approach. The '**Technical Assistance**' measure will be used for initial capacity building of LAGs and preparation of their strategies, while measure '**Implementation of local development**

*strategies - LEADER approach* will support actions for animation of the territory, further capacity building and implementation of small scale projects (need 11). The measure is programmed to start implementation in 2018 and the indicative allocation is EUR 2.4 million. The LEADER will be promoted also through the activities of the National Rural Development Network.

Table 1: IPARD II programme measures by expected start of implementation<sup>2</sup>

Measure	Start of implementation
<b>Package 1 measures</b>	
1. 'Investments in physical assets of agricultural holdings'	2016
2. 'Investments in physical assets concerning processing and marketing of agricultural and fishery products'	2016
3. 'Farm diversification and business development'	2016
4. 'Technical assistance'	2016
<b>Package 2 measures</b>	
5 'Advisory services'	2017
<b>6. 'Implementation of local development strategies - LEADER approach'</b>	<b>2018</b>
7. 'Agri-environment-climate and organic farming measure'	2018

- There will be about **10 LAGs established within the IPARD II**. The share of the rural population covered by local development strategies should reach 11%.

Table 2. A summary table of the intervention logic showing the measures selected for IPARD, the quantified targets

Measure	Quantified target
<b>Implementation of local development strategies – LEADER approach<sup>1</sup></b>	<b>Number of LAGs operating in rural areas</b>
	<b>Population covered by LAGs</b>
	<b>Number of jobs created (gross)</b>
	<b>Number of projects recommended</b>
Technical Assistance	<b>Number of small projects</b>
	Number of meetings of the IPARD II MC assisted - 10 Number of Programme evaluation reports supported- 2

<sup>2</sup> Source: Rural Development Programme 2014-2020 under IPA. Ministry of Agriculture, Rural Development and Water Management, Sept 2014.

Measure	Quantified target
	Number of workshops, conferences, seminars - 70 Number of studies on elaboration and implementation of Programme measures - 10 Number of promotion materials for general information of all interested parties (copies) - 35 000 Number of rural networking actions supported - 30 <b>Number of potential LAGs supported - 10</b>

Note: 1) Targets on indicators will be added after adoption of the measures.

- According to the Common Provision Regulation No 1303/2013 for the European Structural and Investment Funds (on Community-Led Local Development / LEADER implementation in 2014-2020 in the EU member states) the population of the area shall be not less than 10 000 and not more than 150 000 inhabitants. The EU member states can negotiate the size of the population of LAGs area, having strong evidence of such need. The **LAGs** should be composed of representatives of public and private local socio-economic interests, in which, at the decision-making level neither public authorities, as defined in accordance with national rules, nor any single interest group represents more than 49 % of the voting rights.
- The MARDWA has developed a draft Measure ‘Implementation of Local Development Strategies – LEADER Approach’, which indicates the following key requirements for establishing the LAGs:
  - LAG has to be officially registered as an association under the law ‘For non-profit organizations’, No. 8788, dated 07/05/2001 and ‘On the Registration of Non-Profit Organizations’ Law No. 8789 dated 07/05/2001;
  - The population of LAG area must be greater than 5,000 inhabitants and not exceed 150,000 inhabitants, including settlements with a population of less than 25,000;
  - The same location must not belong to more than one LAG, meaning one partnership, one strategy, one territory;
  - The LAG members has to represent partners from the various locally based socio-economic sectors in the territory of the LAG;
  - LAG members and members of the Management body has to be organisations registered or having a branch in the municipalities of the LAG territory or natural persons with residence on the LAG territory;
  - At the decision-making level:
    - the economic and social partners as well as other representatives of the civil society, such as farmers, rural women, young people and their associations must have more than 50% of the of the voting rights;
    - local authorities must have minimum 20% of the voting rights;

- public authorities, or any single interest group, has to represent less than 50% of the voting rights;
- Women has to be no less than 35% of the members of the management body;
- Young people, aged below 35 years old has to be no less than 35% of the members of the management body.

The Project Team plans to set the criteria for establishment of pilot LAGs under the Project in correspondence with the EU and IPARD II draft requirements, therefore the focus on the forestry within the LAGs will be in addition according to the TORs of the Project.

- According to the draft Measure ‘Implementation of Local Development Strategies – LEADER Approach’, developed by the MARDWA the structure of the LDS have to be of the following structure:
  - The definition of the area and population covered by the strategy;
  - Analysis of the development needs and potential of the area, including an analysis of strengths, weaknesses, opportunities and threats;
  - Description of the strategy and its objectives;
  - Description of the process of community involvement in the development of the strategy;
  - Description of LAG's partnership and internal decision making rules, including procedures for selection of small projects and recommendation of the local projects;
  - Description of actions demonstrating how objectives are translated into expected activities and type of projects supported;
  - The financial plan of the strategy, including expenditure on acquisition of skills and animation, running costs and small projects.

The Project Team plans to follow the same structure of the LDS, as defined in the IPARD II draft measure. The fact that the LDS is a pilot one with the limited financial resources, the LDS will have a pilot nature.

- The IPARD II implementation plan revealed that the Project has started in a right time, two years before launch of the LEADER approach under the IPARD II. The Project will assist the pilot LEADER territories and the pilot LAGs in going through the whole process of LEADER approach in order to get ready for LEADER implementation within the IPARD II. In other hand, the Project will face with the challenges of acting as a pioneer in piloting a measure without clear national regulations.

### **Seed Fund availability**

- The Ministry of Environment (MOE) and the World Bank (WB) is planning to have SEED<sup>3</sup> funding allocated under Environmental Services Project (ESP) to support Local Development

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<sup>3</sup> SEED funding in throughout the report is referred to allocation under ESP to support Local Development Strategies implementation developed under pilot LAGs.

Strategies (LDS) implementation developed under pilot LAGs. The project would provide the Seed Fund for funding the implementation of the LDS through the local projects. The budget of the Seed Fund would be 300 000 USD, which is, indicatively, 100 000 USD per LAG. The implementation might start in 2018, if the LDS are in place by that time. According to the Common Provision Regulation No 1303/2013 of the EU on CLLD/LEADER implementation, the support for running costs of the LAGs and animation of the LDS shall not exceed 25 % of the total public expenditure incurred within the LDS. The running costs linked to the management of the implementation of the LDS consisting of operating costs, personnel costs, training cost, costs linked to public relations, financial costs as well as the costs linked to monitoring and evaluation of the LDS. Animation of the LDS introduced in order to facilitate exchange between stakeholders to provide information and to promote the LDS and to support potential beneficiaries with a view to developing operations and preparing applications. Following the practice of LEADER implementation in the previous stages in the EU, the Project Team intends to propose to allocate up to 15% of the budget of LDS for the LAGs running costs.

### Project`s Supervision Committee

- As mentioned in the TORs Supervision Committee should be established<sup>4</sup> to monitor the project.
- The MOE has already established a Project Steering Committee (PSC) for the Environmental Services Project (ESP) implementation. The PSC for ESP is composed of the representatives of the MOE, WB, Forestry Inspectorate, MARDWA, and ARDA. In order to avoid duplication the Project Team is proposing to establish the Project`s Supervision Committee (SC) for the purpose of this assignment within the existing PSC for ESP structure. We would suggest for the PSC to include also the related required LAG establishment and monitoring tasks and have dedicated sessions for that This structure will involve the same representatives of the relevant institutions, which were at the PSC for ESP including: MOE, WB, MARDWA, Albanian Development Rural Agency (ARDA), National Association of Albanian Municipalities, National Federation of Communal Forests and Pastures of Albania, Sida and EU Delegation and the representatives of the Local Governments of pilot areas. The institutions will delegate their representatives to the SC after receiving a written request of the Project Team, where will be clarified the role of the SC within this assignment.
- The main responsibilities of the SC will be to supervise the implementation of the pilot LEADER approach within the ESP framework, to make recommendations for the changes in the action plan, to approve the Local Development Strategies elaborated by the pilot LAGs, and to make recommendations to the national government on LEADER approach implementation in the future. The SC will hold quarterly meetings. The PMT will be

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<sup>4</sup> TORs, page 2, last paragraph. "...the Supervision Committee should hold quarterly meetings. The PMT will be responsible for development of the Supervision Committee working regulations and meetings organization and reporting"

responsible for development of the SC working regulations and meetings organization and reporting.

### Overview of the rural areas

- Albanian rural areas are highly dependent on **agriculture**. Farming creates the majority of jobs in rural areas and is the main source of income for rural households. Average farm size has increased from 1.14 ha to 1.20 ha from 2007 to 2012, while parcel size has stayed at around the same levels (about 0.27 ha) implying not only small farm size but also a high level of fragmentation, which characterizes the agricultural sector in Albania. The development of the sector is taking place with increased attention towards sustainable resource management. This includes the utilization of agricultural land and forestry, which also reflects environmental and nature preservation objectives. Nevertheless the importance of agriculture, there is potential for the diversification of economic activities in rural areas in Albania in such fields as beekeeping, producing sheep and goat's milk, collecting medicinal and aromatic herbs, fruits, mushrooms and other traditional products, development of rural tourism and other gainful activities on-farm and off-farm based on micro and small enterprises.<sup>5</sup> The rural areas have underdeveloped and poorly maintained infrastructure and public services (transportation, electricity and running water, education, health care, etc.), both in terms of quality and coverage. The situation in the rural areas, especially the poor coverage of transportation should be taken into account in defining the target territory for establishment of the pilot LAGs. The poor rural infrastructure might be a drawback for the local people to take part actively in the LAG's activities, if the LAGs area is large one.
- The rural areas with the widest forestry coverage, especially in the North, East and South of Albania, should be among the target areas for establishing the pilot areas. As the MOE and the WB funds this assignment under the ESP, the focus on forestry is of key importance alongside with the overall goal of increasing quality of life in rural areas in piloting the LEADER approach. In general, in 2012, forests and other wood land covered 1 237 000 ha, or 43% of the Albania's land area and pastures covered 505 290 ha. About four fifths of the forest area covered by semi natural forests, originating from natural regeneration, conserving the main species composition. The productive function of forests linked to the supply of wood and non-wood products chain, related to industry and services, as well as grazing and agricultural land, foods, etc. The contribution of forestry to the country's economy has remained small. Non-wood forest products and services are an important source of income in rural Albania (e.g. medicinal and aromatic plants). Deforestation is considered a major environmental problem in Albania. Forests have registered a decline of about 10 % in the last 50 years. Decentralization of forestry management through transferring ownership of about 50 % of forestry and pasture areas to local governments has created opportunities for protection of natural resources, income generation, poverty reduction and improvement of living

<sup>5</sup> Source: Inter-sectoral strategy for agriculture and rural development in Albania. Ministry of Agriculture, Rural Development and Water Management, Sept 2014.

standard/quality in rural areas. However, depletion of resources and erosion problems still represent a challenge.<sup>6</sup>

### Extension and technical support services

- **Extension services** provide free technical assistance to farmers. The aim is to increase their income. There are three levels of extension services: central level, regional level and local level, with a total of 285 employees throughout Albania. At the regional level, each of the 12 Regional Agriculture Directorates have the extension services, which consist of 5-6 subject matter specialists, related to vegetables, fruit trees and plant protection, livestock specialists, etc. Some Directorates have also agriculture economists. Other extension officers from the Agriculture Information Centre (AIC) operate in the field, who are in direct contact with the farm community. The public extension service cooperates closely with other actors such as NGOs and donor projects. Considering this, the Project Team will explore the possibilities (to the extent possible, given their availability and institutional and reporting set up) of cooperating also with the Regional Agricultural Directorates on awareness raising activities aiming the rural and regional population. This might bring an added value for all sides, given that the extension and research, education, government, the private sector (farmers, agribusiness companies, producer organizations, private extension service-providers), and civil society organizations need to start interactive dialogue regarding the vision for sustainable development of rural Albania.<sup>7</sup>
- The National Rural Development Network (NRDN), to be established within the IPARD II through the Measure '*Technical Assistance*'. The framework of the NRDN will be open to all stakeholders that are active and willing to cooperate and get involved in rural and agricultural development. The establishment of NRDN will start immediately after the accreditation of the TA Measure. For the operations of the NRDN, a service provider will be selected, through tendering following the procedures of the TA measure, which will plan and organise communication, set up and maintain website and databases, provide trainings, organise information events and networking activities, publications, organisation and dissemination of thematic surveys, and other activities related to all the IPARD II measures, including "LEADER approach".

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<sup>6</sup> Source: Inter-sectoral strategy for agriculture and rural development in Albania. Ministry of Agriculture, Rural Development and Water Management, Sept 2014.

<sup>7</sup> Source: The Rural Development Programme 2014-2020 under IPA (IPARD II). Ministry of Agriculture, Rural Development and Water Management, May 2016.

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## 2. Activities / Outputs

### 2.1 Inception Phase

The **Inception Phase**, which lasts for the first 1 month from project start, paves the way for a successful project implementation. It provides the logistical and technical bases required to enable the project's success, ensuring that:

- Project Team is familiarised with the recent situation and analysed the documentation regarding IPARD and LEADER implementation in Albania;
- Both Experts' Team and key stakeholders and beneficiaries are ready to start project activities, with shared vision and effective communication, management and validation procedures;
- Needs, recent developments, scope, objectives and activities to be undertaken are clearly identified and documented in agreed work plans;
- The project and its management and operational structures are fully established and ready to effectively achieve and deliver all planned outputs throughout the Implementation Phase.

This phase is managed by our Team Leader, supported by other Key Experts. Our Project Director and Backstopping Team has a key role in this phase, ensuring that technical, logistical, administrative and managerial aspects of project kick-off are properly addressed.

The main activities of the Inception Phase include:

- Establishing the Project Team and setting up of the Project Office;
- Establishment of the modalities and coordination with Project Supervising Committee;
- Draft and approval of the Implementation Agreement including operational structures, procedures and respective responsibilities between MOE and Project Team;
- Provision of the communication activities within every phase of Project implementation, as a part of the communication plan. The main aim of the communication activities are acknowledgement and publication of the project intervention, which can contribute very positively to the successful achievement of the objectives, i.e. the engagement and involvement of actual and potential beneficiaries and their awareness of the opportunities for involvement. The communication activities will cover:
  - The target groups: i) key stakeholders at national, regional and local levels; ii) population of the target LAG areas, iii) the LAGs, iv) wider national community;
  - The means of communication: i) national and local radio and television services, ii) national and local newspapers, iii) web sites, for example of the MOE, WB, MARDWA, iv) social media of the relevant institutions, v) printed materials of the project and of

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the relevant institutions, vi) regional and national meetings, vii) project and other relevant conferences;

- The target information: 1) state of play and results of the project, 2) LEADER approach, 3) state of play and results of the LAGs.
- Elaboration of the detailed work-plan and work schedule and its adaption;
- Preparation and submission of the Inception Report.

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## 3. Implementation Phase

The previous paragraphs of this Strategy have highlighted our general approach and have explained the way we wish to organise the most important cross-cutting activities, that is to say those activities which are, by nature, related to more than one output and result.

The project implementation will follow the **seven phases**, as per the TORs, and for each phase are planned the respective outputs and activities which will contribute to reach the Project objectives.

### 3.1 Phase 1 - month 2-3

During this phase of the Project implementation the aim is at **establishing the criteria as basis for the selection of LAGs and their territories**. The LEADER process will be applied and the **general criteria** applied as provided in the EU legal frame and in Albanian IPARD II program 2014-2020 are as follows:

- ✓ LAGs areas should have clearly defined geographic borders, which don't necessary have to follow the administrative borders (perhaps rather the functional ones). The new administrative structure of Albania is composed of 12 Regions, 61 Municipalities. The territories of the LAGs should not overlap.
- ✓ The area should have sufficient coherence and critical mass in terms of human, financial and economic resources to support a viable local development strategy;
- ✓ It should be a small, homogenous, socially cohesive territory, characterized by common traditions, a local identity, a sense of ownership and belonging of common needs and expectations, as the target area for policy implementation.
- ✓ The number of the population of that defined area must meet the critical mass criteria, which is from 10 000 to 150 000 of rural population under the EU regulations for LEADER or Community-led Local Development (CLLD) implementation but can be other upon the strong arguments related with the specifics of the territory.

The Project Team will additionally incorporate the **specific criteria** for the selection of the LAG's geographical target proposed:

- ✓ The coverage by the forests and pastures of the territory.
- ✓ Availability of previous experiences in implemented initiatives of local development on groups or association basis.

Availability of area catchment approaches in forestry and pastures

**Examples of the similar to Albanian population size countries, such as Slovenia and Lithuania, and other EU member states will be analysed** and the experiences of the previous interventions

'LEADER-type' will be taken into consideration. A thorough systematic and holistic approach to ensure the sustainability of the LAGs and territorial development based on community initiative and participation will be considered.

As mentioned earlier, The TORs of the Project indicates establishment of the Project's Supervision Committee (SC), as the key decision-making body of the Project. As we suggested earlier we propose that the (SC) be established within the existing structure of the PSC of ESP, where the project team will elaborate the additional tasks related to the LEADER implementation for the existing PSC of ESP responsibilities. PSC of ESP can include also monitoring of the LAG establishment related tasks and have dedicated sessions for that. Some of its main responsibilities are to: approve the selection criteria of the LAGs area, approve the LDSs developed by the pilot LAGs, overall guidance and monitoring of Project's implementation. The SC (for the needs of this project) should include (non-exhaustive) the representatives of such key institutions related to the LEADER implementation, as MOE, MARDWA, World Bank, ARDA, National Federation of Communal Forests and Pastures of Albania, Association of Albanian Municipalities and the representatives of the Local Governments of pilot areas.

The **MARDWA**, as the Managing Authority of the IPARD II for 2014-2020, expects to establish 10 LAGs covering 10 percentages of the rural areas of Albania through the LEADER Measure of the IPARD II in 2018. In order to ensure continuity of operation of the pilot LAGs in the IPARD II, the pilot LAGs established within the Project have to correspond to the criteria of LEADER measure in the IPARD II. The clear criteria will be defined in the modification of IPARD II at the end of 2017, only. The **ARDA**, as the Paying Agency of the IPARD II for 2014-2020, will be in charge for the implementation of the LEADER measure. In order to ensure operation of the pilot LAGs beyond the Project completion, the involvement of the MARWDA and the ARDA into the Steering structure or the Supervising Committee of the Project is of key importance.

According to the TORs the Project Team will organise an Introductory Workshop for the staff of the MOE and WB related with the Project implementation on CLLD/LEADER issues. The LEADER is a new subject in Albania, so the state and donor officials linked to the Project implementation have to get deeper knowledge on it.

### **Main Activities of Phase 1**

- Thorough analysis of the key strategic documents regulating LEADER approach implementation in the EU and IPARD implementation in Albania for 2014-2020.
- Analysis and mapping of the socio-economic, environmental and forestry situation of the country and the LEADER type actions regarding establishment of the pilot LAGs taken in Albania before the Project
- Definition of the selection criteria of the LAGs geographical area of project coverage.

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- Organization of the Introductory Workshop to the staff of the MOE and WB on CLLD/LEADER approach.
  - Proposal to the MOE of the structure of the Project Supervising Committee and its working regulations.
  - Identification of the three pilot LAGs areas and proposal of them to the established Project Supervising Committee.
  - Drafting the Operational Guidelines for the pilot LAGs, considering the draft Measure 'Implementation of Local Development Strategies – LEADER Approach' developed by the MARDWA and the EU Regulations for the CLLD/LEADER.
  - Development of the 1<sup>st</sup> Report.

### Outputs of the Phase 1

- Draft document of LAGs selection criteria related to:
  - the overview and analysis of legal basis and preconditions for definition of the LAGs geographical area;
  - the criteria for selection of the LAGs geographical area of project coverage;
  - the proposal for the three LAGs pilot areas.
- Draft Operational Guidelines for the pilot LAGs including:
  - LAG territory;
  - LAG status and registration;
  - LAG statute;
  - LAG structure;
  - LAG human and financial resources;
  - LAG accountability;
  - LAG operational procedure;
  - LAG communication and animation;
  - LAG networking.
- Organization of the Introductory Workshop to the staff of the MOE and WB on CLLD/LEADER approach.
- Proposal to the MOE for the Project Supervising Committee composition.
- 1<sup>st</sup> Progress Report.

Implementation Phase 1 (month 2-3)		
<b>Activities</b> 	<ul style="list-style-type: none"> <li>A. Thorough analysis of the key strategic documents regulating LEADER approach implementation in the EU and IPARD implementation in Albania for 2014-2020.</li> <li>B. Analysis and mapping of the socio-economic, environmental and forestry situation of the country and the LEADER type actions regarding establishment of the pilot LAGs taken in Albania before the Project.</li> <li>C. Definition of the selection criteria of the LAGs geographical area of project coverage.</li> <li>D. Organization of the Introductory Workshop to the staff of the MOE and WB on CLLD/LEADER approach.</li> <li>E. Proposal to the MOE of the structure of the Project Supervising Committee and its working regulations.</li> <li>F. Identification of the three pilot LAGs area and proposal of them to the Supervising Committee.</li> <li>G. Drafting the Operational Guidelines for the pilot LAGs.</li> <li>H. Development of the 1<sup>st</sup> Report.</li> </ul>	
<b>Outputs</b> 	<ul style="list-style-type: none"> <li>i. Draft document of LAGs selection criteria.</li> <li>ii. Draft Operational Guidelines for pilot LAGs.</li> <li>iii. Introductory workshop organised.</li> <li>iv. Proposal to the MOE for the Project Supervising Committee composition.</li> <li>v. 1<sup>st</sup> Progress Report.</li> </ul>	
<b>Duration</b>	Month 2-3 / April-May 2017	
<b>Inputs</b> 	TA Team	Team Leader KE 1 (2.1WM/ 46 WDs) KE 2 (0.2WM/ 4 WDs) KE 3 (0.5 WM/ 11 WD) KE 4 (0.5 WM/11 WD) KE 5 (0.5 WM/11 WD)
	Non-Key Experts	Short-Term Experts (0.69 WM/ 15 WDs)

### 3.2 Phase 2 - months 4-6

**Three pilot LAGs will be established in this stage** of development and enabled to promote the sustainable management of natural resources and economic development of their rural territory based on LEADER methodology.

Project Team will work on **identifying the main stakeholders** in each of the LAG territories. During this implementation phase, Project Team will organize at least three consultation meetings with the identified, interested stakeholders in each LAG territory, explaining the LEADER process. The Forest and Pastures user's Associations will be one of the key NGO sector partner at local level. The outputs will help to strengthening the connections of private and public sector stakeholders including forest and pastures users, farmers and MSMEs and will support the group-building process.

**Women and young entrepreneurs** (farmers) in the selected territories or potential actors in a certain sector will be taken into focus during the implementing the activities as they are frequently ‘invisible stakeholders’ whose role and involvement is easily overlooked.

The **Letter of Intent with the selected target Municipalities** will be signed in order to ensure their participation in establishment of the LAGs and implementation of the awareness campaign within the target Municipality. The Association of Albanian Municipalities proposed signing of the Letters of Intent with the selected target Municipalities. Such practice exist in some countries of EU Association Agreement, for example, Moldova.

From the 4-th month, the Project Team will start its **public awareness campaign** and communication activities through organisation of the meetings with the local stakeholders: Municipality administration, public institutions, local NGOs, local businesses, farmers and private people. The project activities outreach coverage will be done through local media communication, social media networks (where possible), public meetings or any other local communication channels (to be identified in the course of Project implementation), through Local administration units, noteboards, public events, through the Regional Agriculture Directorates contact list, as well as published in the local newspapers in all three target areas. Project awareness materials will be cleared with the Client (Contracting Authority) before their dissemination. According to the TORs special attention will be paid for building of policy dialogue at local level for preserving natural resources, provision of environmental services. To implement it the representatives of the regional and local Associations of Forestry and Pasture will be invited into the Board of the pilot LAGs.

The Project Team will additionally incorporate the trainings in different phases of the Project, as the trainings are most effective when the knowledge gained applied into practice immediately. The part of the trainings of the **Training package I** will be incorporated into this phase, as establishment of the LAGs should be followed with the trainings on ‘LEADER approach’ and ‘Team Management’. The LEADER approach is the basic method of LAGs work, so the people involved into a LAG, must be familiar with the key LEADER principles, actors and activities. The training on LEADER will increase understanding on the LEADER/CLLD Process, including the importance of participatory and integrated strategic development methods; good leadership and community development work; learning from good examples of LAG structures from other EU countries (Slovenia, Lithuania as the good examples). The training of Team Management will assist the members of a newly formed organisation to be familiarised with one another and better understand the meaning of working together as a Team. The target group of the trainings will be the Board members and the Stakeholders of the established three pilot LAGs.

According to the TORs this phase include the development of the Operational Guidelines for Local Development Strategies (LDS) and LDS implementation operational procedures (call for local projects, selection and approval of projects, contracting, funding, monitoring, etc.). In additional, and

taking in mind the information collected during the Inception phase regarding the additional funding for LDS implementation, the Project Team will provide recommendations for the MOE and WB regarding the implementation of the LDS through the Seed Fund. The recommendations will emphasise the need for running costs of the LAGs and payments to the contracted local projects. The Project Team expects that the LDS implementation might start at the second year of the Project implementation, as all necessary documents, such as LDS and Seed Fund Operational Guidelines, would be in place already.

## Main activities of phase 2

- Selection of the three target LEADER areas.
- Signing of the Letters of Intent with the three target Municipalities.
- Identification of the main stakeholder representatives for each LAG.
- Recruitment of the key and non-key experts, facilitators/moderators, local coordinators to follow the implementation of the activities in each of 3 LAGs region.
- Starting first stage the public awareness campaign according the communication plan:
  - Development of the brochure on promotion of the CLLD/LEADER approach and best practice for the outreach stakeholders. In total – 1500 units;
  - Organization of the 1<sup>st</sup> Project Supervising Committee Meeting including a short training on LEADER issues;
  - Publication of the articles and announcement in the local newspapers of the target Municipalities on LEADER and intention to establish a pilot LAG;
  - Organization of an introductory meeting at the technical level with the identified stakeholders of the three LAGs, and identify the ‘Local Champion’.
  - Organization of 2-3 public meetings in each target LAG territory, where 1-2 meetings should be for introduction of the LEADER approach and LAG activities, and the last one – on final public approval to establish the LAG;
  - Publication of the article on the LAGs establishment at the national newspaper;
  - Finding the best sustainable options for Project Internet web page/banner creation at for example, MOE, WB or other Internet webpage, and opening of the social network account.
- Registering the three pilot LAG’s and their Statutes in the Court, formation of the LAGs Board, selection of the Chairperson of the LAG and the Board, and setting the functions for the Board members according to the LAGs Operational Guidelines.
- Development of the curricular and the training materials and provision of the 1<sup>st</sup> tranche of the ‘Training Package I’:

- 'LEADER approach', and
- 'Team Building'

In total 6 training sessions (2 per each LAG) will be delivered in the 3<sup>rd</sup> phase on the above topics for the LAG board members and Stakeholders for each LAG

- Drafting the Operational Guidelines for elaboration of the participatory Local Development Strategies (LDS), considering the draft Measure 'Implementation of Local Development Strategies – LEADER Approach' developed by the MARDWA and the EU Regulations for the CLLD/LEADER. The guidelines will include the structure of LDS:
  - LAG area and structure;
  - vision, mission, values;
  - consultation with the local stakeholders;
  - situation and local needs analysis;
  - SWOT analysis;
  - Priority areas and Action plan;
  - Financial plan;
  - LDS implementation procedures.
- Drafting the SEED Fund Operational Guidelines as recommendations for the MOE and WB regarding the implementation of the LDS through the additional funding, emphasising the running costs of the LAGs and payments to the contracted local projects.
- Development of the 2<sup>nd</sup> Report.

## Outputs of Phase 2

- Selected three pilot LAG areas according to the criteria approved.
- Signed Letters of Intent with the three selected target Municipalities.
- The public awareness campaign according the Communication Plan started. Report / Documentation of the results of public meetings at the LAG territory for raising awareness about LEADER and LAGs.
- Registering of the three pilot LAGs and formation of the LAGs' Boards.
- Development (the curricular and training material) and provision of the 2 training programmes of the Training package I - 'LEADER approach' and 'Team Management' for the Board members and the Stakeholders of all 3 pilot LAGs. In total 6 trainings (2 per each LAG) and 6 training reports will be provided.
- Operational guidelines for Local Development Strategies (LDS).

- Draft SEED Fund operational guidelines for implementation of the pilot LDS through the additional funding, emphasising the running costs of the LAGs and payments to the contracted local projects.
- 2<sup>nd</sup> Progress Report

Implementation Phase D2 (months 4-6)					
<b>Activities</b> 	<ul style="list-style-type: none"> <li>A. Selection of the three target LEADER areas.</li> <li>B. Signing of the Letters of Intent with the three target Municipalities.</li> <li>C. Identification of the main stakeholder representatives for each LAG.</li> <li>D. Recruitment of the key and non-key experts, facilitators/moderators, local coordinators to follow the implementation of the activities in each of 3 LAGs region.</li> <li>E. Starting first the public awareness campaign according the Communication Plan.</li> <li>F. Registering the three pilot LAG's and formation of the LAGs Board.</li> <li>G. Development of the curricular and the training materials and provision of the 1<sup>st</sup> tranche of the 'Training Package I' for the LAG Board and the Stakeholders - 'LEADER approach' and 'Team Building'.</li> <li>H. Drafting the Operational Guidelines for elaboration of the participatory Local Development Strategies (LDS) and LDS implementation plan.</li> <li>I. Drafting the SEED Fund Operational Guidelines.</li> <li>J. Development of the 2<sup>nd</sup> Report.</li> </ul>				
<b>Outputs</b> 	<ul style="list-style-type: none"> <li>i. Selected three pilot LAG areas.</li> <li>ii. Development of the brochure on CLLD/LEADER approach promotion, 1500 units.</li> <li>iii. Letters of Intent with the three target Municipalities signed.</li> <li>iv. Report / Documentation of the results of public meetings at the LAG territory for raising awareness about LEADER and LAGs.</li> <li>v. Registering of the three pilot LAGs and formation of the LAGs' Boards.</li> <li>vi. Development the curricular and training material and provision of the two training programmes of the 'Training package I' - 'LEADER approach' and 'Team Management'.</li> <li>vii. Operational guidelines for Local Development Strategies (LDS) and SEED Fund operational guidelines.</li> <li>viii. Draft Seed Fund operational guidelines.</li> <li>ix. 2<sup>nd</sup> Progress Report</li> </ul>				
<b>Duration</b>	Month 4-6 / June-August 2017				
<b>Inputs</b> 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">TA Team</td> <td>                     Team Leader KE 1 (0.3 WM/7 WDs)                      KE 2 (0.5 WM/11 WDs)                      KE 3 (0.5 WM/11 WD)                      KE 4 (0.6 WM/13 WD)                      KE 5 (0.6 WM/13 WD)                 </td> </tr> <tr> <td>Non-Key Experts</td> <td>Short-Term Experts (1.67 WM/ 37 WDs)</td> </tr> </table>	TA Team	Team Leader KE 1 (0.3 WM/7 WDs) KE 2 (0.5 WM/11 WDs) KE 3 (0.5 WM/11 WD) KE 4 (0.6 WM/13 WD) KE 5 (0.6 WM/13 WD)	Non-Key Experts	Short-Term Experts (1.67 WM/ 37 WDs)
TA Team	Team Leader KE 1 (0.3 WM/7 WDs) KE 2 (0.5 WM/11 WDs) KE 3 (0.5 WM/11 WD) KE 4 (0.6 WM/13 WD) KE 5 (0.6 WM/13 WD)				
Non-Key Experts	Short-Term Experts (1.67 WM/ 37 WDs)				

### 3.3 Phase 3 - months 7-12

During this phase, the Project aims to prepare the **legal documentation for enabling the LAGs function** based on LEADER principles and the preparation of three viable LDSs through participatory approach and wide consultation process. The goal of the LDS will be focused on increasing quality of life through poverty reduction and improving sustainability of natural resources management. However, the actions for contribution in achieving these goals will be developed by the pilot LAGs themselves. The development of the participatory-based integrated multi-sectorial LDS is a long way, as it includes the local stakeholders and consultations with the local community. Project Team will facilitate the development of the LDS for each target LAG's territory, which fulfil IPARD II criteria and agreed by the LAGs respective structures as defined in their statute. The Project Team plans to have up to six meetings with each LAG's Board on LDS development during the whole phase. Each meeting will be dedicated to a different stage of LDS development, where the LAG's Board members will work hand in hand with the Project Team in analysing the local situation and needs, identifying the priorities for local development, developing the integrated multi-sectorial action plan and financial plans and other important actions of the LDS development. The LAG's Board members will be involved actively in collecting local data, documents and distributing questionnaires for local needs identification and consultations with the local communities. Their commitment in developing LDS is of key importance, as only the sense of ownership of the LDS can lead to the positive impact of the LDS towards the development of the LAG's area.

The Project Team will additionally incorporate the further trainings of the **Training package I** into this phase – 'Conflict Management', 'Sustainable Local Development' and 'Participatory Strategic Planning'. The Conflicts Management training is needed at the beginning of LAGs operation, as LAG is formed of the actors from three different sectors (public, private and NGO), which possess different interests, skills and values, so the consensus based decision-making might be always a challenge for the Board of the LAGs. Development of the LDS encounters various interests and conflicts of the representatives from different sectors, so sharing the common values in a Team and understating of conflict management methods might be very helpful in this stage. The 'Sustainable Local Development' and 'Participatory Strategic Planning' and the trainings providing key understanding of local development and strategic planning importance. Participatory strategic planning is based on the 'bottom-up' approach and consultations with the local community of development priorities. The training on those subjects will improve knowledge on sustainable management of natural resources of the targeted area and will provide know-how on rural development issues, policies and challenges; territorial development approach focusing on income and employment growth of the target groups in the project regions; valorization of unexploited economic potentials for higher incomes and employment opportunities, diversifying the economic income activities. The trainings will be

provided for the LAGs' Board members, administration staff and the Stakeholders. There will be 3 training courses organised per each LAG, which is total is 9 training courses per 3<sup>rd</sup> phase.

The Project Team will additionally initiate establishment of an informal Network of pilot LAGs. The Network will be important for LAGs cooperation, sharing the experience and advocacy of the LAGs needs at different levels. The Network will be formalised in the further phases of the Project implementation, where the membership in the European LEADER Association for Rural Development ELARD and participation in European Network for Rural Development ENRD is foreseen.

### Main Activities

- Hiring the LAGs staff – one LAGs Manager per each pilot LAG.
- Development of the curricula and the training materials and provisions of the 2<sup>nd</sup> tranche of the 'Training Package I' for the LAG Boards and staff:
  - 'Conflict Management',
  - 'Sustainable Local Development', and
  - 'Participatory Strategic Planning'.

The total number of 9 trainings (3 per each LAG) delivered to LAG's Board members, staff and the Stakeholders.

- The Project Team will have up to six meetings with each LAG's Board on LDS development during the whole phase. Each meeting will be dedicated to a different stage of LDS development. Coaching LAGs by the Project Team in developing participatory LDS through the 18 meetings (6 per each LAG) will include:
  - Defining vision, mission and values and developing the questionnaire for local needs analysis (3 meetings/1 per LAG);
  - Analysis of the current situation and surveying local needs (3 meetings/1 per LAG; 150 fulfilled questionnaires received/50 per LAG);
  - Identification and analysis of existing local and regional strategic documents and carrying SWOT analysis (3 meetings/1 per LAG);
  - Defining the priorities (3 meetings/1 per LAG);
  - Development of the integrated multi-sectorial Action Plan and Financial Plan (3 meetings/1 per LAG);
  - Development of the LDS Implementation Plan (3 meetings/1 per LAG).

The LAGs Board members and staff will hold consultations with the local community and local stakeholders on key stages (situation/needs analysis and the Priorities/Action plan) of the LDS development through all the stages according to the consultation plan developed with each LAGs separately following their circumstances. It is planned that LAG Boards will have at least

two public consultation meetings per LAG, in total – 6 public consultations organised by the LAGs themselves.

- Submission of the three LDS for the approval by the Project Supervising Committee.
- Establishing an informal Network of pilot LAGs for cooperation, sharing the experience and advocacy of the LAGs needs.
- Implementation of the public awareness campaign according the communication plan:
  - Organisation of the three public meetings (one per LAG) on introduction of the LDS developed in all three target LAG areas;
  - Publishing of the leaflets on the LDS for local community and future local project providers. In total – 300 units;
  - Publication of the articles in the web pages of MOE and WB and social networks;
  - Publication of the article on the LDS at the national level newspaper;
  - Organisation of the Intermediate workshop in line with the 2<sup>nd</sup> Project Supervising Committee meeting for familiarization of the state of play of the Project, and the 3<sup>rd</sup> Project Supervising Committee meeting for approval of the LDS.
- Development of the 3<sup>rd</sup> Report.

### Outputs of Phase 3

- Hiring the LAGs staff – one LAGs Manager per each pilot LAG.
- Development of the curricular and the training materials and provision of the 2<sup>nd</sup> tranche of the ‘Training Package I’: ‘Conflict Management’, ‘Sustainable Local Development’ and ‘Participatory Strategic Planning’. In total 9 training courses (3 per each LAG) to be provided to the LAGs’ Board, staff and the Stakeholders.
- Three participatory-based integrated multi-sectorial LDS prepared through Project Team coaching and consultation meetings.
- Submission of the three LDS for the approval by the Project Supervising Committee.
- Establishment of an informal Network of pilot LAGs.
- 3<sup>rd</sup> Progress Report

<b>Implementation Phase 3 (month 7-12)</b>	
<b>Activities</b> 	<ul style="list-style-type: none"> <li>A. Development of the curricular and the training materials and provision of the 2<sup>nd</sup> tranche of the ‘Training Package I’ for the LAG Boards and staff:                             <ul style="list-style-type: none"> <li>a. ‘Conflict Management’,</li> <li>b. ‘Sustainable Local Development’, and</li> <li>c. ‘Participatory Strategic Planning’.</li> </ul> </li> <li>B. Coaching LAGs in developing participatory Local Development Strategies.</li> <li>C. Support in identification and development of the project ideas and proposals.</li> </ul>

	<ul style="list-style-type: none"> <li>D. Submission of the three LDS for the approval by the Project Supervising Committee.</li> <li>E. Implementation of the public awareness campaign according the communication plan:</li> <li>F. Establishing an informal Network of pilot LAGs for cooperation, sharing the experience and advocacy of the LAGs needs.</li> <li>G. Development and submission of the 3<sup>rd</sup> Report.</li> </ul>	
<b>Outputs</b> 	<ul style="list-style-type: none"> <li>i. Hiring the 3 LAGs staff persons.</li> <li>ii. Development of the curricular and the training materials and provision of the trainings of the 'Training Package I': 'Conflict Management', 'Sustainable Local Development' and 'Participatory Strategic Planning'. 9 trainings delivered.</li> <li>iii. Three LDS prepared though coaching and consultation meetings. 18 meetings with the LAG Boards and staff held, 6 LAGs consultations with the local communities and local stakeholders held.</li> <li>iv. Organisation of the 3 public meetings on introduction of the LDS developed in all three target LAG areas.</li> <li>v. Submission of the three LDS for the approval by the Project Supervising Committee.</li> <li>vi. Establishment of an informal Network of pilot LAGs.</li> <li>vii. Organisation of the Intermediate workshop.</li> <li>viii. 3<sup>rd</sup> Progress Report</li> </ul>	
<b>Duration</b>	Month 7-12 / September 2017 – February 2018	
<b>Inputs</b> 	TA Team	Team Leader K1 (1.8 WM/ 40 WDs) KE 2 (0.7 WM/ 15 WDs) KE 3 (0.6 WM/13 WD) KE 4 (0.5 WM/11 WD) KE 5 (0.5 WM/11 WD)
	Non-Key Experts	Short-Term Experts (3.41 WM/ 75 WDs)

### 3.4 Phase 4 - months 13-15

**Training and capacity building component** is starting already on the 5<sup>th</sup> month of the project implementation when the stakeholders are organized and know about the LAG establishment and its role in the rural development of their territory. The LDS are also created and the stakeholders need to be more capable on managing the LAG structure and understanding the sustainability related issues.

As mentioned under 'Comment on the TORs', the Project Team proposes to use the 4<sup>th</sup> reporting period only to prepare the training modules; and 5<sup>th</sup> and 6<sup>th</sup> reporting period to deliver the trainings.

During this phase the last **2 training sessions of the 'Training Package I' for each LAG** will be conducted targeting the LAG's Chairpersons, LAG's Board members and the LAG's staff. The activities under this output will focus on capacity building activities for LAG decision-making actors aiming at

‘Project cycle management’ and ‘Community development’. Following the findings during the Inception phase regarding the additional funding of the pilot LDS implementation through the Seed Fund, the Project Team foresees that introduction of the Seed Fund might start at the 13<sup>th</sup> month of the Project implementation. The last two training modules of the ‘Training Package I’ are related directly with the skills of LDS implementation: understanding of the project cycle management from the very project idea generation until its monitoring and evaluation stages; increased management and planning skills in regards with project and Team management issues, proposal writing, advocacy and lobbying skills. The trained staff of the LAGs might act as the advisors and trainers for the local communities in development of the project proposals for LDS implementation.

The Project Team will support LAGs in developing the LDS and their implementation plans during 3<sup>rd</sup> phase. In addition, the LAGs would need concrete projects to operationalize and implement their LDS. The Project Team suggests supporting the LAGs in developing a few good project concepts for application for funding through the call for proposals during the 4<sup>th</sup> phase of the Project. This will be supported also by the training activities on ‘Project cycle management’ and ‘Community development’ themes envisaged in this phase.

According to the data and information collected during the Inception phase there is lack of the advisory services on rural development issues at local, regional and national levels. The Project Team propose to organise trainings of the **Training package II** for the selected future Rural Development Specialists (RDS), which could play an important role in provision of the consultations to the future LAGs and act as advocacy bodies within various institutions. The RDS should possess a relevant education background and be motivated to work with the rural development issues. The RDS will be selected according to the defined criteria from the target Municipalities, regional and national institutions and organisations: Municipalities, government institutions, NGOs, education and science institutions, private sector. In total a group of 20 RDS should be trained of all 7 modules defined in the TORs: Rural Development Policy, LEADER approach, sustainable local development, strategic planning, project cycle management, community development, and consultation skills. The Project Team and maybe some training institution will issue a certificate of the competencies.

The Project Team propose to organise the trainings of the **Training package III** for the selected Community Animators. The CA would be selected from the target Municipalities only and would play a key role in animating local communities to take part actively in the implementing LEADER approach. The CA will be selected according to the defined criteria. The CA should possess a relevant education background and be motivated to work with the community animation issues. In total a group of 30 CA (10 CA per each target LAG area) should be trained of all 3 modules defined in the TORs: community leadership, community mobilization, and project circle management. The Project Team and maybe some training institution will issue a certificate of the competencies.

## Outputs of Phase 4

- Development of the curriculum and the training materials and provision of the 3<sup>rd</sup> tranche of the 'Training Package I': 'Project cycle management' and 'Community development for the LAGs staff and Board members.
- Selection of 20 Rural Development Specialists.
- Selection of 30 Community Animators.
- Support in identification and development of the project ideas and proposals and a list of project ideas and proposals developed.
- 4<sup>th</sup> Progress report

## Activities under Phase 4

- Development of the curricular and the training materials and provision of the 3<sup>rd</sup> tranche of the 'Training Package I' for the LAG Board and staff:
  - 'Project Cycle Management', and
  - 'Community Development';Number of Trainings for the LAG's Boards, staff and the stakeholders held in total – 6 (2 per each LAG).
- Development of the curriculum and the training materials of the 'Training Package II' for the Rural Development Specialists:
  - 'Rural Development Policy',
  - 'LEADER approach',
  - 'Sustainable Local Development',
  - 'Strategic Planning',
  - 'Project Cycle Management',
  - 'Community Development', and
  - 'Consultation Skills'.Number of the curriculum and training material packages for the Rural Development Specialists developed – 7.
- Development of the curricular and the training materials of the 'Training Package III' for the Community Animators:
  - 'Community Leadership',
  - 'Community mobilization', and
  - 'Project Circle Management'.

Number of the curriculum and training material packages developed for the Community Animators – 3.

- Support in identification and development of the project ideas and proposals.
- Selection of the Rural Development Specialists: in total 20, where 5 per each 3 target LAG area and 5 from regional and national levels.
- Selection of the Community Animators, 10 per target 3 LAG area, in total 30.
- Coaching the LAGs in development of the project ideas and proposals.
- Implementation of the third stage of the public awareness campaign according to the communication plan:
  - Announcement of the selection of the Rural Development Specialists and Community Animators at the local newspapers, web pages and social networks.
  - Organisation of the 4<sup>th</sup> Project Supervising Committee meeting for familiarization with the capacity building activities.
- Development of the 4<sup>th</sup> Report.

<b>Implementation Phase 4 (month 13 - 15)</b>	
<p><b>Activities</b></p> 	<ul style="list-style-type: none"> <li>A. Development of the curricular and the training materials and provision of the 3<sup>rd</sup> tranche of the 'Training Package I' for the LAG Board and staff:</li> <li>B. Development of the curriculum and the training materials of the 'Training Package II' for the Rural Development Specialists.</li> <li>C. Development of the curriculum and the training materials of the 'Training Package III' for the Community Animators.</li> <li>D. Selection of 20 Rural Development Specialists: 5 per each of the 3 target LAG area and 5 from regional and national levels.</li> <li>E. Selection of 30 Community Animators, 10 per each of the 3 LAG area.</li> <li>F. Coaching the LAGs in development of the project ideas and proposals.</li> <li>G. Implementation of the third stage of the public awareness campaign according the communication plan:                             <ul style="list-style-type: none"> <li>a. Announcement of the selection of the Rural Development Specialists and Community Animators at the local newspapers, web pages and social networks;</li> <li>b. Organisation of the 4<sup>th</sup> Project Supervising Committee meeting for familiarization with the capacity building activities.</li> </ul> </li> <li>H. Development of the 4<sup>th</sup> Report.</li> </ul>
<p><b>Outputs</b></p> 	<ul style="list-style-type: none"> <li>i. Development of the curriculum and the training materials and provision of the 3<sup>rd</sup> tranche of the 'Training Package I': 'Project cycle management' and 'Community development'. 6 trainings in total.</li> <li>ii. Development of the curriculum and the training materials of the 'Training Package II': 'Rural Development Policy', 'LEADER approach', 'Sustainable Rural Development', 'Strategic Planning', 'Project cycle management', 'Community development' and 'Consultation skills'. 7 training packages in total.</li> <li>iii. Development of the curriculum and the training materials of the 'Training Package III': 'Community Leadership', 'Community mobilisation' and 'Project cycle management'. 3 training packages in total.</li> </ul>

	iv. Selection of 20 Rural Development Specialists. v. Selection of 30 Community Animators. vi. A list of project ideas and proposals developed. vii. 4 <sup>th</sup> Progress report	
<b>Duration</b>	Month 13 – 15 / March - May 2018	
<b>Inputs</b> 	TA Team	Team Leader KE 1 (0.7 WM/15 WDs) KE 2 (0.1 WM/2 WDs) KE 3 (0.6 WM/13 WD) KE 4 (0.6 WM/13 WD) KE 5 (0.6 WM/13 WD)
	Non-Key Experts	Short-Term Experts (2.81 WM/ 62 WDs)

### 3.5 Phase 5 - months 16-18

During this phase **the trainings of the ‘Training Package II’ for the selected RDS will be organised.** The activities under this output will focus on capacity building of the RDS as key actors for the rural development promoters at local, regional and national levels. Following the findings during the Inception phase regarding the additional funding of the pilot LDS implementation through the Seed Fund, the Project Team foresees that introduction of the Seed Fund might start at the 13-16 month of the Project implementation. The last two training modules of the ‘Training Package I’ are related directly with the skills of LDS implementation: understanding of the project cycle management from the very project idea generation until its monitoring and evaluation stages; increased management and planning skills in regards with project and Team management issues, proposal writing, advocacy and lobbying skills. The trained staff of the LAGs might act as the advisors and trainers for the local communities in development of the project proposals for LDS implementation.

#### Activities of Phase 5

- Provision of the trainings of the ‘Training Package II’ for 20 selected Rural Development Specialists:
  - ‘Rural Development Policy’,
  - ‘LEADER approach’,
  - ‘Sustainable Local Development’,
  - ‘Strategic Planning’,
  - ‘Project Cycle Management’,
  - ‘Community Development’, and
  - ‘Consultation Skills’.

The number of trainings provided – 7. The number of competent Rural Development Specialists developed – 20.

- Implementation of the fourth stage of the public awareness campaign according the communication plan:
  - Publication on the training of Rural Development Specialists at the local and national newspapers, web pages and social networks.
  - Organisation of the 5<sup>th</sup> Project Supervising Committee meeting for familiarization with the RDS training outputs.
- Development of the 5<sup>th</sup> Report.

### Outputs of Phase 5

- 20 RDS trained on the ‘Training package II’ on 7 training modules.
- 5<sup>th</sup> Progress Report

Implementation Phase D5 (month 16 - 18)											
<b>Activities</b> 	<p>A. Provision of the trainings of the ‘Training Package II’ for 20 selected Rural Development Specialists:</p> <ol style="list-style-type: none"> <li>a. Rural Development Policy,</li> <li>b. LEADER approach,</li> <li>c. Sustainable Local Development,</li> <li>d. Strategic Planning,</li> <li>e. Project Cycle Management,</li> <li>f. Community Development, and</li> <li>g. Consultation Skills.</li> </ol> <p>B. Implementation of the fourth stage of the public awareness campaign according the communication plan:</p> <ol style="list-style-type: none"> <li>a. Publication on the training of Rural Development Specialists at the local and national newspapers, web pages and social networks.</li> <li>b. Organisation of the 5<sup>th</sup> Project Supervising Committee meeting for familiarization with the RDS training outputs.</li> </ol>										
<b>Outputs</b> 	<ol style="list-style-type: none"> <li>i. 20 RDS trained on the ‘Training package II’ upon 7 training modules.</li> <li>ii. 5<sup>th</sup> Progress Report</li> </ol>										
<b>Duration</b>	Month 16 – 18 / June - August 2018										
<b>Inputs</b> 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">TA Team</td> <td>Team Leader (0.5 WM/11 WDs)</td> </tr> <tr> <td></td> <td>KE 2 (0.2 WM/4 WDs)</td> </tr> <tr> <td></td> <td>KE 3 (0.2 WM/ 4 WD)</td> </tr> <tr> <td></td> <td>KE 4 (0.2 WM/4 WD)</td> </tr> <tr> <td></td> <td>KE 5 (0.2 WM/4 WD)</td> </tr> </table>	TA Team	Team Leader (0.5 WM/11 WDs)		KE 2 (0.2 WM/4 WDs)		KE 3 (0.2 WM/ 4 WD)		KE 4 (0.2 WM/4 WD)		KE 5 (0.2 WM/4 WD)
TA Team	Team Leader (0.5 WM/11 WDs)										
	KE 2 (0.2 WM/4 WDs)										
	KE 3 (0.2 WM/ 4 WD)										
	KE 4 (0.2 WM/4 WD)										
	KE 5 (0.2 WM/4 WD)										

	Non-Key Experts	Short-Term Experts (0.7 WM/ 15 WDs)
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### 3.6 Phase 6 - Months 19-21

During this phase **3 trainings for the Community Animators on the ‘Training Package III’ for each LAG targeted area will be conducted**. The activities under this output will focus on capacity building of non-governmental and public sector actors on community mobilisation, community leadership and development and project cycle management. The aim of the training is increasing the know-how and planning skills at community level in regard with the territorial development approach and focusing on sustainable management of natural resources, valorization of unexploited economic potentials for higher incomes and employment opportunities, diversifying the economic income activities, solving the social and environmental problems.

The Project Team will start developing a brochure on piloting LEADER through the Project activities. The brochure will include short overview of all the stages of the Project, will provide its outputs and outcomes and will reflect the success and drawbacks of piloting the LAGs and building capacities at local level.

#### Activities under Phase 6

- Provision of the trainings of the ‘Training Package III’ for the Community Animators:
  - ‘Community Leadership’,
  - ‘Community mobilization’, and
  - ‘Project Cycle Management’.

The number of trainings provided – 6. The number of competent Community Animators developed – 30.

- Implementation of the fifth stage of the public awareness campaign according the communication plan:
  - Drafting the brochure on the best practice of piloting LEADER approach;
  - Organisation of the 6<sup>th</sup> Project Supervising Committee meeting for familiarization with the CA training outputs.
- Development of the 6<sup>th</sup> Report.

#### Outputs of Phase 6

- 30 CA trained on the ‘Training package III’ upon 3 training modules.
- Draft of the brochure on piloting LEADER approach.
- 6<sup>th</sup> Progress Report

<b>Implementation Phase D6 (month 19-21)</b>						
<b>Activities</b> 	A. 30 CA trained on the 'Training package III' on 3 training modules. B. Draft of the brochure on piloting LEADER approach. C. 6th Progress Report					
<b>Outputs</b> 	i. Provision of the trainings of the 'Training Package III' for the Community Animators: <ul style="list-style-type: none"> <li>- 'Community Leadership',</li> <li>- 'Community mobilization', and</li> <li>- 'Project Circle Management'.</li> </ul> 6 trainings provided. 30 Community animators trained. ii. Implementation of the fifth stage of the public awareness campaign according the communication plan: <ul style="list-style-type: none"> <li>- Drafting the brochure on best practise of piloting LEADER approach;</li> <li>- organisation of the 6<sup>th</sup> Project Supervising Committee meeting for familiarization with the CA training outputs.</li> </ul> iii. Development of the 6 <sup>th</sup> Report.					
<b>Duration</b>	Month 19 – 21 / September - November 2018					
<b>Inputs</b> 	TA Team <table border="1" style="margin-left: 20px;"> <tr> <td>Team Leader KE 1 (4.3 WM/95 WDs)</td> </tr> <tr> <td>KE 2 (0.9 WM/ 20 WDs)</td> </tr> <tr> <td>KE 3 (1.8 WM/40 WD)</td> </tr> <tr> <td>KE 4 (1.8 WM/40 WD)</td> </tr> <tr> <td>KE 5 (1.8 WM/40 WD)</td> </tr> </table>	Team Leader KE 1 (4.3 WM/95 WDs)	KE 2 (0.9 WM/ 20 WDs)	KE 3 (1.8 WM/40 WD)	KE 4 (1.8 WM/40 WD)	KE 5 (1.8 WM/40 WD)
	Team Leader KE 1 (4.3 WM/95 WDs)					
KE 2 (0.9 WM/ 20 WDs)						
KE 3 (1.8 WM/40 WD)						
KE 4 (1.8 WM/40 WD)						
KE 5 (1.8 WM/40 WD)						
Non-Key Experts	Short-Term Experts (3.08 WM/ 68 WDs)					

### 3.7 Phase 7 - months 22-24

The activities during this phase aim the consolidation of the achievements as well to promotion of the best practices through the production of the promotion materials. The focus of the work in this phase will be on assisting the three LAGs to establish the relationship with ENRD (European Network for Rural Development) and ELARD (European LEADER Association for Rural Development). The LEADER experts from Lithuania and Estonia will bring their experience in this stage.

#### Activities under Phase 7

- Implementation of the sixth stage of the public awareness campaign according the communication strategy and publicity plan:
  - printing and distribution to the outreach stakeholders of the Brochures on Project outputs, in total 300 units;

- Placing the project documentary in the banner of the web page of the MOE or the WB;
- organisation of the final conference at national level for sharing best practice of the project;
- organisation of the 7<sup>th</sup> Project Supervising Committee meeting on approval of the Project Report.
- Submission of application of the informal LAGs Network to the membership of the ELARD (European LEADER Association for Rural Development);
- Provision of the data of LAGs activities to the ENRD (European Network for Rural Development) for inclusion into the overall map of the LAGs in the EU and third countries;
- Drafting and finalisation of the Final Report.

### Outputs of the Phase 7

- 1500 Brochures for promoting the LEADER approach and the best practices.
- Placing the project documentary in the banner of the web page of the MOE or the WB.
- Application documents related to the membership to ELARD (European LEADER Association for Rural Development);
- Communication documentation with ENRD (European Network for Rural Development);
- Final conference at national level organised on sharing Project outputs and best practice.
- Prepare the Seventh Report with the description of the project activities undertaken and the outputs developed and produced in the course of the contract.

<b>Implementation Phase D7 (month 22 - 24)</b>	
<b>Activities</b> 	<ul style="list-style-type: none"> <li>A. 300 Brochures for promoting the Project outputs and best practice.</li> <li>B. Placing the project documentary in the banner of the web page of the MOE or the WB.</li> <li>C. Application documents related to the membership to ELARD (European LEADER Association for Rural Development);</li> <li>D. Communication documentation with ENRD (European Network for Rural Development);</li> <li>E. Final conference at national level organised on sharing Project outputs and best practice.</li> <li>F. Prepare the Seventh Report with the description of the project activities undertaken and the outputs developed and produced in the course of the contract.</li> </ul>
<b>Outputs</b> 	<ul style="list-style-type: none"> <li>i. Implementation of the sixth stage of the public awareness campaign according the communication strategy and publicity plan:               <ul style="list-style-type: none"> <li>- printing and distribution to the outreach stakeholders of the Brochures, in total 300 units;</li> <li>- organisation of the Final Conference at national level for sharing best practice of the project;</li> <li>- Placing the project documentary in the banner of the web page of the MOE or the WB;</li> <li>- organisation of the 7<sup>th</sup> Project Supervising Committee meeting on approval of the Project Report.</li> </ul> </li> <li>ii. Submission of application of the informal LAGs Network to the membership of the ELARD (European LEADER Association for Rural Development);</li> </ul>

	iii. Provision of the data of LAGs activities to the ENRD (European Network for Rural Development) for inclusion into the overall map of the LAGs in the EU and third countries; iv. Drafting and finalisation of the Final Report.	
<b>Duration</b>	Month 22 – 23 / December 2018 – February 2019	
<b>Inputs</b> 	TA Team	Team Leader KE 7 (2 WM/ 44 WDs) KE 2 (1.4 WM/30 WDs) KE 3 (0.9 WM/20 WD) KE 4 (0.9 WM/20 WD) KE 5 (0.9 WM/20 WD)
	Non-Key Experts	Short-Term Experts (11.65 WM/ 256 WDs)

## 4. Project outputs

### 4.1 List project outputs and revised schedule of payments

Given the findings and the explanations of the inception phase, the project team is presenting the final extended list of the outputs for this project, with the timing and the revised proposed schedule of payments.

The project team has re-organised the training package according to the activity implementation with the rationale that the three capacity building packages targeting 1.the LAG Board members, 2. LAG community and 3. LAG community animators, are distributed throughout the LAG establishment process and stages and not grouped in one or two phases of the project implementation.

In our recommended list of outputs we have distributed the capacity building deliverables amongst the phases 4, 5 and 6 starting from the 13<sup>th</sup> to the 21<sup>st</sup> months of the project implementation. The detailed list of outputs and deliverables is the following:

Report	Our proposal to review / or modify Scope/Deliverables	Timing	Payment Schedule
Inception report	➤ Detailed work-plan and work schedule	Month 1	1 <sup>st</sup> payment: 10% of contract price upon provision of the inception report acceptable to MoE
1 <sup>st</sup> Progress report	<ul style="list-style-type: none"> <li>➤ Draft document of LAGs selection criteria.</li> <li>➤ Draft Operational Guidelines for pilot LAGs.</li> <li>➤ Introductory workshop organised.</li> <li>➤ Proposal to the MOE for the Project Supervising Committee composition.</li> <li>➤ 1st Progress Report.</li> </ul>	Month 4	2 <sup>nd</sup> payment: 20% of contract price; on provision of the 1 <sup>st</sup> progress report, acceptable to MoE;
2 <sup>nd</sup> Progress report	<ul style="list-style-type: none"> <li>➤ Selected three pilot LAG areas.</li> <li>➤ Development of the brochure on CLLD/LEADER approach promotion, 1500 units.</li> <li>➤ Letters of Intent with the three target Municipalities signed.</li> <li>➤ Report / Documentation of the results of public meetings at the LAG territory for raising awareness about LEADER and LAGs.</li> <li>➤ Registering of the three pilot LAGs and formation of the LAGs' Boards.</li> <li>➤ Developed curricular and training material and provision of the two training programmes of the 'Training package I' - 'LEADER approach' and 'Team Management'.</li> <li>➤ Operational guidelines for Local Development Strategies (LDS) and SEED Fund operational guidelines.</li> </ul>	Month 7	

	<ul style="list-style-type: none"> <li>➤ Draft Seed Fund operational guidelines.</li> <li>➤ 2nd Progress Report</li> </ul>		
<b>3<sup>rd</sup> Progress report (LAG Implementation)</b>	<ul style="list-style-type: none"> <li>➤ Hiring the 3 LAGs staff persons.</li> <li>➤ Developed curricula and the training materials and provision of the trainings of the 'Training Package I': 'Conflict Management', 'Sustainable Local Development' and 'Participatory Strategic Planning'. 9 trainings delivered.</li> <li>➤ Three LDS prepared through coaching and consultation meetings. 18 meetings with the LAG Boards and staff held, 6 LAGs consultations with the local communities and local stakeholders held.</li> <li>➤ Organisation of the 3 public meetings on introduction of the LDS developed in all three target LAG areas.</li> <li>➤ Submission of the three LDS for the approval by the Project Supervising Committee.</li> <li>➤ Establishment of an informal Network of pilot LAGs.</li> <li>➤ Organisation of the Intermediate workshop.</li> <li>➤ 3<sup>rd</sup> Progress Report</li> </ul>	Month 12	3 <sup>rd</sup> payment: 20% of Contract Price provision of the 3 <sup>rd</sup> progress report, acceptable to MoE
<b>4<sup>th</sup> Progress report (Training I + II + III)</b>	<ul style="list-style-type: none"> <li>➤ Development of the curriculum and the training materials and provision of the 3<sup>rd</sup> tranche of the 'Training Package I': 'Project cycle management' and 'Community development'. 6 trainings in total.</li> <li>➤ Development of the curriculum and the training materials of the 'Training Package II': 'Rural Development Policy', 'LEADER approach', 'Sustainable Rural Development', 'Strategic Planning', 'Project cycle management', 'Community development' and 'Consultation skills'. 7 training packages in total.</li> <li>➤ Development of the curriculum and the training materials of the 'Training Package III': 'Community Leadership', 'Community mobilisation' and 'Project cycle management'. 3 training packages in total.</li> <li>➤ Selection of 20 Rural Development Specialists.</li> <li>➤ Selection of 30 Community Animators.</li> <li>➤ 4<sup>th</sup> Progress report</li> </ul>	Month 15	4 <sup>th</sup> payment: 20% of Contract Price on provision of the 4 <sup>th</sup> Progress report, acceptable to MoE;
<b>5<sup>th</sup> Progress report (Training II + III)</b>	<ul style="list-style-type: none"> <li>➤ 20 RDS trained on the 'Training package II' upon 7 training modules.</li> <li>➤ 5th Progress Report</li> </ul>	Month 18	
<b>6<sup>th</sup> Progress report (Training III)</b>	<ul style="list-style-type: none"> <li>➤ Provision of the trainings of the 'Training Package III' for the Community Animators: 'Community Leadership', 'Community mobilization', and 'Project Circle Management'. 6 trainings provided. 30 Community animators trained.</li> <li>➤ Implementation of the fifth stage of the public awareness campaign according the communication plan:</li> <li>➤ Drafting the brochure on best practise of piloting LEADER</li> </ul>	Month 21	5 <sup>th</sup> payment: 10% of Contract Price on provision of the draft 6 <sup>th</sup> Progress Report, acceptable to MoE;

	<ul style="list-style-type: none"> <li>➤ approach;</li> <li>➤ Organisation of the Project Supervising Committee meeting for familiarization with the CA training outputs.</li> <li>➤ 6<sup>th</sup> Progress Report.</li> </ul>		
<b>Draft final report</b>	<ul style="list-style-type: none"> <li>➤ Implementation of the sixth stage of the public awareness campaign according the communication strategy and publicity plan: <ul style="list-style-type: none"> <li>○ printing and distribution to the outreach stakeholders of the Brochures, in total 300 units;</li> <li>○ organisation of the Final Conference at national level for sharing best practice of the project;</li> <li>○ Placing the project documentary in the banner of the web page of the MOE or the WB;</li> <li>○ organisation of the 7<sup>th</sup> Project Supervising Committee meeting on approval of the Project Report.</li> </ul> </li> <li>➤ Submission of application of the informal LAGs Network to the membership of the ELARD (European LEADER Association for Rural Development);</li> <li>➤ Provision of the data of LAGs activities to the ENRD (European Network for Rural Development) for inclusion into the overall map of the LAGs in the EU and third countries;</li> <li>➤ Drafting of the Final Report.</li> </ul>	Month 23	
<b>Final report</b>	Draft final report with all the comments and suggestions adopted.	Month 24	Final Payment: 20% of Contract Price on provision of the Final Report, acceptable to MoE

## 4.2 Revised schedule of payments

Following the rationale of the project costs throughout its implementation, the project team have proposed also a slight difference in the payment of schedule. The changes consist only for the second year of the project implementation, taking into consideration the costs of the training/capacity building activities for the phases 3, 4 and 5. The reorganization of the capacity building activities has brought to the attention of the team the need for a redistribution of the resources, amongst other also financial.

Therefore, we are requesting the 4-th payment to be moved to the 15th month of the project implementation in order to assist the implementation costs of the capacity building activities (Training packages I + II) for the months 15-21 of the project implementation. Additionally we are requesting for the 5th payment to be moved to the 21st month of the project implementation to cover the capacity building activities of the third training package.

The suggested modifications will enable the project team towards a more efficient use of the resources.

The table below is indicating the revised payment of schedule as the following:

Report	Timing	Current Payment schedule	Revised / suggested Payment Schedule
Inception report	Month 1	1 <sup>st</sup> payment: 10% of contract price upon provision of the inception report acceptable to MoE	1 <sup>st</sup> payment: 10% of contract price upon provision of the inception report acceptable to MoE
1 <sup>st</sup> Progress report	Month 4	2 <sup>nd</sup> payment: 20% of contract price; on provision of the 1 <sup>st</sup> progress report, acceptable to MoE;	2 <sup>nd</sup> payment: 20% of contract price; on provision of the 1 <sup>st</sup> progress report, acceptable to MoE;
2 <sup>nd</sup> Progress report	Month 7		
3 <sup>rd</sup> Progress report (LAG Implementation)	Month 12	3 <sup>rd</sup> payment: 20% of Contract Price provision of the 3 <sup>rd</sup> progress report, acceptable to MoE	3 <sup>rd</sup> payment: 20% of Contract Price provision of the 3 <sup>rd</sup> progress report, acceptable to MoE
4 <sup>th</sup> Progress report (Training I + II + III)	Month 15		4 <sup>th</sup> payment: 20% of Contract Price on provision of the 4 <sup>th</sup> Progress report, acceptable to MoE;
5 <sup>th</sup> Progress report (Training II + III)	Month 18		
6 <sup>th</sup> Progress report (Training III)	Month 21	4 <sup>th</sup> payment: 20% of Contract Price on provision of the 4 <sup>th</sup> Progress report, acceptable to MoE;	5 <sup>th</sup> payment: 10% of Contract Price on provision of the draft 6 <sup>th</sup> Progress Report, acceptable to MoE;
Draft final report	Month 23	5 <sup>th</sup> payment: 10% of Contract Price on provision of the draft Draft Final Report, acceptable to MoE;	
Final report	Month 24	Final Payment: 20% of Contract Price on provision of the Final Report, acceptable to MoE	Final Payment: 20% of Contract Price on provision of the Final Report, acceptable to MoE

## 5. Work Schedule and Planning for Deliverables

### 5.1 Deliverables

	Deliverables/ outputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
		2017												2018										2019		
		03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	
D-1	1) Draft document of LAGs selection criteria																									
	2) Draft Operational Guidelines for LEADER type activities implementation																									
	3) Introductory workshop																									
	4) Proposal for Project Supervising Committee composition																									
	5) 1 <sup>st</sup> Progress Report																									
D-2	1) Selected three pilot LAG territories																									
	2) Development of the brochure on CLLD/LEADER																									
	3) Letters of Intent with the three target Municipalities signed																									
	4) Report / Documentation of the results of public meetings at the LAG territory for raising awareness about LEADER and LAGs																									
	5) Registering of three pilot LAGs and formation of LAGs' Boards																									
	6) Development the curricular and training material and provision of the 'Training package I' - 'LEADER approach' and 'Team Management'.																									
	7) Operational guidelines for Local Development Strategies (LDS)																									
	8) Draft Seed Fund Operational																									

Deliverables/ outputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
	2017												2018										2019		
	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	
Guidelines																									
9) 2nd Progress Report																									
D-3																									
1) Hiring the 3 LAGs staff persons.																									
2) Development and provision of the trainings of the 'Training Package I': 'Conflict Management', 'Sustainable Local Development' and 'Participatory Strategic Planning'.																									
3) Three LDS developed																									
4) Public meetings on introduction of the LDS organised and submission of the LDS for the approval by the Project Supervising Committee																									
5) Establishment of an informal Network of pilot LAGs.																									
6) Organisation of the Intermediate workshop.																									
7) 3rd Progress Report																									
D-4																									
1) Development and provision of the 'Training Package I': 'Project cycle management' and 'Community development'.																									
2) Development of the 'Training Package II': 'Rural Development Policy', 'LEADER approach', 'Sustainable Rural Development', 'Strategic Planning', 'Project cycle management', 'Community development' and 'Consultation skills'																									
3) Development of the 'Training Package III': 'Community Leadership', 'Community mobilisation' and 'Project cycle management'																									
4) Selection of 20 Rural Development Specialists																									

Deliverables/ outputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
	2017												2018										2019		
	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	
5) Selection of 30 Community Animators.																									
6) A list of project ideas and proposals developed.																									
4) 4th Progress report																									
D-5 1) 20 RDS trained on the 'Training package II' upon 7 training modules																									
2) 5th Progress Report																									
D-6 1) Provision of the trainings of the 'Training Package III' for the 30 Community Animators upon 3 training modules																									
2) Drafting the brochure on best practice of piloting LEADER approach																									
2)6th Progress Report																									
D-7 1) Brochures for promoting the LEADER approach, 300 units																									
2) Application documents related to the membership to ELARD																									
3) Communication documentation with ENRD																									
4) Final conference																									
5) Drafting and finalisations of the final Report																									

-  - Work in progress
-  - Outcome of deliverables
-  - Milestones

