

**Projekti Përfshirja Financiare  
e Familjeve të Vogla në Shqipëri**

**Raporti i Përfundimit të Projektit**

**Gusht 2022  
(2022)**

**Agjencia Japoneze e Bashkëpunimit Ndërkombëtar  
(JICA)**

**ShKK FED invest**

**Kaihatsu Management Consulting, Inc.**

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| JR     |
| 22-070 |



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## Shkurtesat

| shkurtim | Shqip (gjuha)                                  |
|----------|--|
| ABA      | Agro Biznes Asistencë (Qendra)                 |
| AKC      | Qendra e Njohurive Agri                        |
| CBS      | Core Banking System                            |
| CGAP     | Grupi Konsultativ për të Ndhmuar të Varfrit    |
| CIF      | Dosja e Informacionit të Klientit              |
| COVID19  | Sëmundja koronavirus e vitit 2019              |
| CRM      | Menaxhimi i Marrëdhënieve me Klientin          |
| C/P      | Homologu                                       |
| DIA      | Agjencia e Sigurimit të Depozitave             |
| EFSE     | Fondi Evropian për Evropën Juglindore          |
| EU       | Bashkimi Evropian                              |
| FAO      | Organizata e Ushqimit dhe Bujqësisë            |
| IPARD    | Instrumenti për Asistencën e Para-Aderimit     |
| IT       | Teknologjia e Informacionit                    |
| JCC      | Komiteti i Përbashkët Koordinues               |
| JICA     | Agjencia Japoneze e Bashkëpunimit Ndërkombëtar |
| KASH     | Këshilli i Agro-Biznesit Shqiptar              |
| KPI      | Treguesit Kryesorë të Performancës             |
| MIS      | Sistemi i Menaxhimit të Informacionit          |
| NPL      | Kredi me probleme                              |
| PDM      | Matrica e Hartimit të Projektit                |
| PDT      | Ekipi i Zhvillimit të Produktit                |
| PWT      | Product Walk Through                           |
| ROA      | Kthimi në Aset                                 |
| ROE      | Kthimi në Kapital                              |
| SNS      | Shërbimi i Rrjetit Social                      |
| UAT      | Testi i Pranimi të Përdoruesit                 |
| TOT      | Trajnimi i Trajnerëve                          |


Kursi i këmbimit të monedhës Lek (shqiptar) (kursi OANDA më 30 qershor 2022) 1 ALL = 1.2191 JPY

## Harta e Shqipërisë dhe rrjeti i degëve të FED invest

| DISTRICT           | BRANCH           |
|--------------------|------------------|
| 1 TIRANË           | 1 UNAZA E RE     |
|                    | 2 PAZARI I RI    |
|                    | 3 PETRELE        |
|                    | 4 BARZEZE        |
|                    | 5 KASHAR         |
|                    | 6 VORE           |
|                    | 7 KAMEZ          |
|                    | 8 MARIKAJ        |
|                    | 9 ZALLHERR       |
|                    | 10 SAUK          |
|                    | 11 TIRANA E RE   |
| 2 POGRADEC         | 12 21 DHJETORI   |
|                    | 13 POGRADEC      |
| 3 KORÇË            | 14 CERRAVE       |
|                    | 15 KORÇË         |
| 4 LIBRAZHD         | 16 BILISHT       |
|                    | 17 LIBRAZHD      |
| 5 GRAMSH           | 18 PRRENJAS      |
|                    | 19 GRAMSH        |
| 6 ELBASAN          | 20 ELBASAN       |
|                    | 21 MOLLAS        |
|                    | 22 GJINAR        |
|                    | 23 BELSH         |
| 7 PEQIN            | 24 CERRIK        |
|                    | 25 KUQAN         |
|                    | 26 PEQIN         |
|                    | 27 RRUGA E RE    |
| 8 VLORË            | 28 HIMARË        |
|                    | 29 SKELE         |
|                    | 30 ORIKUM        |
|                    | 31 NOVOSËLË      |
| 9 SARANDË          | 32 SARANDË       |
|                    | 33 VAJKAN        |
|                    | 34 LEVAN         |
| 10 FIER            | 35 FIER          |
|                    | 36 SVA           |
|                    | 37 FIER 2        |
|                    | 38 DAULLAS       |
| 11 LUSHNJË         | 39 KEMISHTAJ     |
|                    | 40 LUSHNJË       |
|                    | 41 REMAS         |
|                    | 42 KRUTJE        |
|                    | 43 CËRMË         |
|                    | 44 DIVJAKË       |
|                    | 45 BUBULLIMË     |
| 12 SHKODËR         | 46 SHKODËR       |
|                    | 47 BUSHAT        |
| 13 KOPLIK          | 48 KOPLIK        |
| 14 LEZHË           | 49 LEZHË         |
| 15 PËRMET          | 50 PËRMET        |
| 16 DURRËS          | 51 DYRRAH        |
|                    | 52 SHIJAK        |
|                    | 53 MANZË         |
| 17 BERAT           | 54 BERAT         |
|                    | 55 ÛRA VAJGÛRORE |
| 18 KAVAJË          | 56 KUÇOVË        |
| 19 GJIROKASTËR     | 57 KAVAJË        |
| 20 KUKËS           | 58 GJIROKASTËR   |
| 21 LAÇ             | 59 KUKËS         |
| Informative Office | 60 LAÇ           |
|                    | 61 TIRANË        |
|                    | 62 LUSHNJË       |
|                    | 63 VLORË         |



## Fotot e Projektit

|  |  |
|--|--|
|     |            |
| <p>Intervistë me fermerët për Anketën e Vlerësimit të Nevojave, kryer në Fazën I</p> | <p>Udhëzim nga eksperti i JICA për prezantimin dhe zbatimin e CBS</p>                        |
|    |           |
| <p>Trajnimi i Stafit mbi Klientin më Qendër</p>                                      | <p>Fermë serë e anëtarit të FED invest</p>   |
|   |          |
| <p>Udhëzim i teknikës së fermës nga Qendra ABA</p>                                   | <p>Seminar diskutimi mbi Qendrën ABA</p>   |
|   |          |
| <p>Trajnim në internet për stafin e FED invest mbi funksionimin e ABA Online</p>     | <p>Ceremonia e hapjes së Qendrës ABA u zhvillua hibrid – në Internet dhe Ballë për Ballë</p> |





Fermerët që blenë inpute bujqësore duke marrë mbështetjen nga Skema e Mbështetjes me Inpute



Materialët e zhvilluar nga Projekti shpërndarë në degët e FED invest

Këshilltar digjital që udhëzon klientët për produktet/shërbimet dhe edukimin financiar



Z. Gjoni, Menaxher i Output 2, FED invest duke bërë prezantimin e rezulttit të projektit në Seminarin Përfundimtar

Sh.S. Znj. Ibrahimaj, Ministre e Financave dhe Ekonomisë, Sh. T. Z. Takada, Ambasador i Japonisë dhe znj. Konini, drejtore e projektit, FED invest në Seminarin Përfundimtar

## Kapitulli 1: Vështrim i Përgjithshëm i Projekteve dhe Veprimeve

### 1.1 Sfondi dhe Çështjet e Projektit

Çështjet kryesore që lidhen me përfshirjen financiare të fermerëve të vegjël në Shqipëri të trajtuara nga ky projekt mund të përmbliken si më poshtë: (1) Çështjet që lidhen me përfshirjen financiare në zonat rurale; (2) Çështjet që lidhen me bujqësinë dhe fermerët; dhe (3) Çështjet që lidhen me FED invest. Situata e secilës çështje përshkruhet më poshtë bazuar në atë, që është identifikuar përmes vlerësimit të nevojave të kryera gjatë fazës së parë të këtij Projekti dhe përmes aktiviteteve të Projektit.

#### 1.1.1 Çështje që lidhen me përfshirjen financiare në zonat rurale

Sistemi financiar duke përfshirë mikro-financimin në Shqipëri është zhvilluar në mënyrë të qëndrueshme që nga kalimi në sistemin e ekonomisë së lirë të tregut në vitin 1991. Në Planin Strategjik Kombëtar për Zhvillimin Ekonomik dhe Rural (2013-2017)<sup>1</sup>, Qeveria e Shqipërisë theksoi rëndësinë e përfshirjes financiare në zonat rurale dhe ka bërë progres në këtë fushë duke vendosur një objektiv, "të mbështesë zhvillimin dhe ngritjen e institucioneve financiare dhe jo bankave që japin kredi për zhvillimin rural". Megjithatë, ndër arsye të tjera, ritmi i progresit ka qenë i ngadaltë për shkak të kostos së lartë të shërbimeve financiare në zonat rurale dhe gjendjes ekonomike. Sipas të dhënave Global FINDEX 2021<sup>2</sup>, përqindja shqiptarëve të rritur<sup>3</sup> me llogaritë në institucionet financiare është 44%, pak më shumë nga 38% në 2014 dhe 39.3% në 2017. Përqindja e të njëjtës gjë në zonat rurale është vetëm 30.6% (2017). Ky nivel është globalisht dukshëm më i ulët se ai i vendeve me të ardhura mesatare (73.1%) si dhe midis vendeve të rajonit (Evropa dhe Azia Qendrore, 65.3%). Gjithashtu, përqindja e personave, që kanë marrë një lloj kredie në Shqipëri (në 2021) është 43%, ndërsa përqindja e personave, që kanë marrë kredi nga institucionet financiare është vetëm 13%. Bujqësia është një industri e rëndësishme, që përbën më shumë se 20% të PBB-së së Shqipërisë, por shumica e kredisë së dhënë për bujqësinë dhe peshkimin është vetëm 2% e totalit<sup>4</sup>. Këto të dhëna tregojnë se shumë njerëz në Shqipërinë rurale mbështeten në kredi nga të afërmit, miqtë dhe huadhënësit informal, në vend të institucioneve financiare formale për të përmbushur nevojat e tyre financiare. Rezultatet e anketës së vlerësimit të nevojave të kryera nga Projekti konfirmojnë se qasja në shërbimet financiare është nevoja më e rëndësishme për fermerët (Figura 1-1). Ajo tregon rëndësinë e pranisë së FED invest, një nga pak institucionet financiare që ofron shërbime financiare në zonat rurale të Shqipërisë.

<sup>1</sup> Aktualisht, është në zbatim "Plani Kombëtar i Ekonomisë dhe Zhvillimit Rural 2014-2022".

<sup>2</sup> Baza e të dhënave Global Findex, Banka Botërore, 2021.

<sup>3</sup> Mbi 15 vjeç.

<sup>4</sup> Projekti Kërkimor Shqipëri për Zhvillimin e Sektorit Mikrofinanciar: Raporti Përfundimtar, JICA, Dhjetor 2016

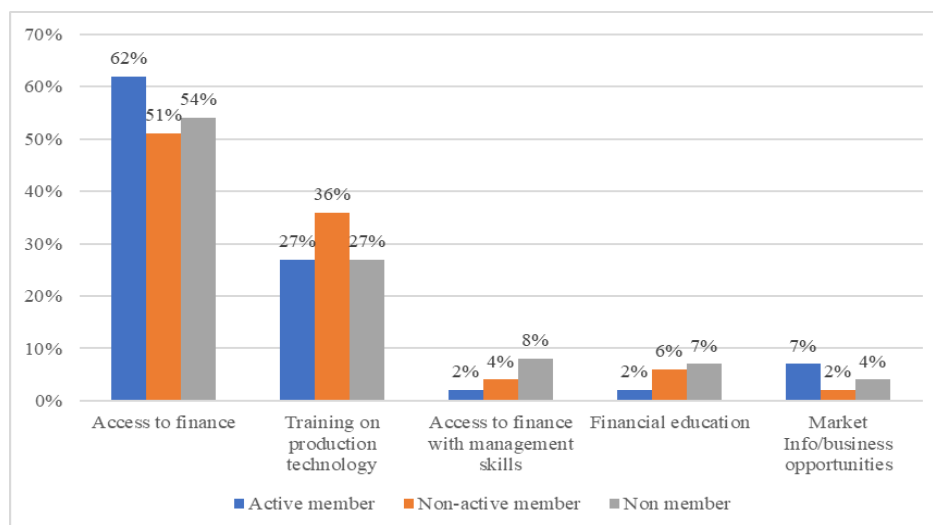


Figura. 2-1 Nevojat më të rëndësishme të fermerëve për të vazhduar në bujqësi

Burimi: Vlerësimi i nevojave i kryer për këtë projekt, JICA 2019

Ndërsa pandemia e COVID 19 ka rezultuar në rritje të përfshirjes digjitale në nivel global, niveli i progresit në përdorimin e financave digjitale në Shqipëri është gjithashtu shumë nën mesataret përkatëse për rajonin e Ballkanit Perëndimor. Përqindja e popullsisë që ka përdorur transfertë digjitale parash është rreth 35%, dhe përqindja e popullsisë që ka përdorur një llogari bankare përmes internetit është 13%. Prandaj, ky është një treg i ri tërheqës për FED invest kur bëhet fjalë për shërbimet bankare digjitale.

Tabela 1-1 Progresi në Përfshirjen Financiare Digjitale në Shqipëri (%)

| I rritur mbi 15 vjeç  | Shqipëri | Ballkani Perëndimor <sup>5</sup> |
|---|----------|----------------------------------|
| Qasje në internet   | 78       | 87                               |
| Transfertë digjitale e parave të dërguara ose të marra                          | 35       | 62                               |
| Telefon celular ose internet i përdorur për të hyrë në llogarinë financiare     | 2        | 7.8                              |
| Telefon celular ose internet i përdorur për të kontrolluar gjendjen e llogarisë | 13       | 25.6                             |
| Telefon celular ose internet i përdorur për blerje në internet                  | 17       | 25.6                             |

Burimi: Të dhënat e Global FINDEX 2021

### 1.1.2 Çështje që lidhen me bujqësinë dhe zonat rurale

Siç u përmend më lart, bujqësia është një nga industritë më të mëdha në Shqipëri, që zë 20% të PBB-së në vitin 2022. Në veçanti, për sa i përket punësimit, ajo punëson afro 50% të forcës totale të punës, megjithëse numri ka ardhur në rënie që nga viti 2000. Me kërkesën për punëtorë migrantë të vendeve evropiane, ekziston një nevojë urgjente për të krijuar një bazë ekonomike

<sup>5</sup> Shqipëri, Maqedonia e Veriut, Kosovë, Serbi, Bosnje-Hercegovinë, Mali i Zi

të brendshme, veçanërisht në sektorin e bujqësisë, dhe për të rritur mundësitë e punësimit<sup>6</sup>.

Në Shqipëri, shumica e zonave rurale popullohen nga fermerë të vegjël<sup>7</sup> siç tregohet në tabelën 1-2, ndikuar nga reforma e tokës, zbatuar gjatë tranzicionit në një ekonomi tregu në fillim të viteve 1990. Edhe pse produktiviteti bujqësor ka ardhur duke u rritur vitet e fundit<sup>8</sup>, të ardhurat dhe produktiviteti i përgjithshëm bujqësor janë në nivele të ulëta për shkak të faktorëve të ndryshëm, siç janë pronat jashtëzakonisht të vogla të tokës për fermer, fragmentimi i tokës bujqësore, mungesa e mekanizimit dhe qasje e pamjaftueshme në financa dhe shërbime të tjera.

Tabela 1-2: Zotërimi i Tokës Bujqësore në Shqipëri

| Sipërfaqja e tokës bujqësore (ha) | Numri i tokave bujqësore | Përqindje (%) | Veçori   |
|-----------------------------------|--------------------------|---------------|--|
| 0.1-1.0                           | 159,856                  | 45.5          | Fermer i vogël. Bujqësia e mbijetesës.   |
| 1.1-2.0                           | 142,084                  | 40.49         | Në shkallë të vogël. Potenciali i kufizuar i vetë qëndrueshmërisë ekonomike nëpërmjet bujqësisë. |
| 2.1+                              | 48,976                   | 13.96         | Shkallë e mesme ose e madhe. Potencial i lartë për pavarësi ekonomike përmes bujqësisë.          |
| shuma gjithsej                    | 350,916                  | 100           |  |

Burimi: Zhvilluar, bazuar në FAO, 2018

Madhësia e tregut vendas është e kufizuar dhe niveli i çmimeve të produkteve bujqësore në vendet fqinje të Ballkanit nuk është i lartë. Për të shfrytëzuar mundësinë për të eksportuar në tregun e BE-së në përgatitje për anëtarësimin në BE, është e nevojshme të formohen organizata fermerësh dhe të arrihet ekonomia e shkallës, por kooperativat bujqësore shpesh perceptohen si një simbol i epokës komuniste dhe njerëzit në përgjithësi janë skeptikë. Përveç kësaj, regjistrimi formal i kooperativave bujqësore i bën ato subjekt taksimi dhe kjo ka rezultuar në pak progres në organizimin dhe regjistrimin e fermerëve. Vendosja e standardeve të sigurisë dhe cilësisë dhe marrja e certifikatave të ndryshme nga fermerët, që janë të rëndësishme për eksportet në tregun e BE-së, nuk po ecën mirë për shkak të mungesës së shërbimit të ekstensionit dhe njohurive të pamjaftueshme teknike nga fermerët. Si vend kandidat për në BE, janë krijuar subvencione të ndryshme për të inkurajuar fermerët të përmbushin standardet e BE-së, siç është Instrumenti për Asistencën e Para-Aderimit në Zhvillimin Rural (IPARD), por fermerëve u mungon njohuria për të përgatitur dokumentet e aplikimit për qasje në këto subvencione, kështu që mbështetja është e nën shfrytëzuar. Në anketën e vlerësimit të nevojave të realizuar për këtë projekt, vetëm 6% e të

<sup>6</sup> Byroja e Statistikave, Qeveria Shqiptare 2021

<sup>7</sup> Megjithëse nuk ka një përkufizim zyrtar të "pronarëve të vegjël" në Shqipëri, një raport kërkimor i publikuar së fundmi propozon që të përkufizohen "pronarët e vegjël" fermerë, që zotërojnë më pak se 2 ha tokë bujqësore (Raporti i vendit: Pronarët e vegjël dhe fermat familjare në Shqipëri, FAO, 2018). Bazuar në përkufizimin në të njëjtin raport studimor, 86% e fermerëve shqiptarë raportohet se i përkasin "pronarëve të vegjël" dhe 98% e tokës së tyre bujqësore është në pronësi familjare.

<sup>8</sup> Produktiviteti bujqësor, i indeksuar me vlerën e prodhimit për frymë (në 1000 €), që është vlera e shtuar bruto, pjesëtuar me numrin e personave të punësuar, u rrit nga 2.2 në 2005 në 4.5 në 2015 (Instituti Statistikave, 2017).

anketuarve kishin aplikuar për subvencione, dhe vetëm 2% i kishin marrë ato.

Tabela 1-3 Qasja në grante

Përqindja e familjeve që kanë aplikuar për subvencione nga qeveria (n=977)

| Aktiviteti kryesor bujqësor | % e familjeve që aplikuan | % e familjeve që kanë marrë mbështetje |
|-----------------------------|---------------------------|--|
| Drithëra                    | 8%                        | 6%                                     |
| Perime serrë                | 2% (nga totali)           | 0                                      |
| Perime në fushë të hapur    | 6%                        | 6%                                     |
| Fruta                       | 12%                       | 6%                                     |
| Blegtori                    | 7%                        | 1                                      |
| Përpunimi në fermë          | 5% (nga totali)           | 2% (nga totali)                        |
| <b>Në përgjithësi</b>       | <b>6%</b>                 | <b>2% (nga totali)</b>                 |

Burimi: Vlerësimi i nevojave i kryer për këtë projekt, JICA 2019

Një nga karakteristikat e shoqërisë rurale në Shqipëri dihet që është besimi i ulët në organizatat publike (p.sh. shqetësimi për korrupsionin) dhe besimi i lartë tek të afërmit dhe marrëdhëniet e njohura organizative si komunitetet. Përveç kësaj, edhe pse shkalla e dijeve është shumë e lartë, afër 100% si për burrat ashtu edhe për gratë, edukimi financiar midis fermerëve është i ulët dhe ata nuk i menaxhojnë financat e tyre shtëpiake apo agrobizneset në mënyrë pro aktive. Niveli i ulët i njohurive financiare dhe digjitale u konfirmua përmes anketës së lartpërmendur të vlerësimit të nevojave dhe aktiviteteve të kryera në kuadër të Projektit. Shembujt përfshijnë përqindje të ulët të njerëzve që kursejnë, statusin e paqartë të përgjigjes në lidhje me shërbimet financiare, etj.

Shqipëria mbështetet shumë në importet e inputeve bujqësore, përfshirë farat dhe plehrat, duke rezultuar në kosto të larta prodhimi. Në rezultatet e anketës së vlerësimit të nevojave, 44% e të anketuarve kanë treguar se cilësia e inputeve bujqësore është e ulët, dhe përqindja më e lartë e të anketuarve (34% e totalit) kanë treguar se çmimi i lartë i inputeve të rëndësishme bujqësore është sfida më e madhe në bujqësi.

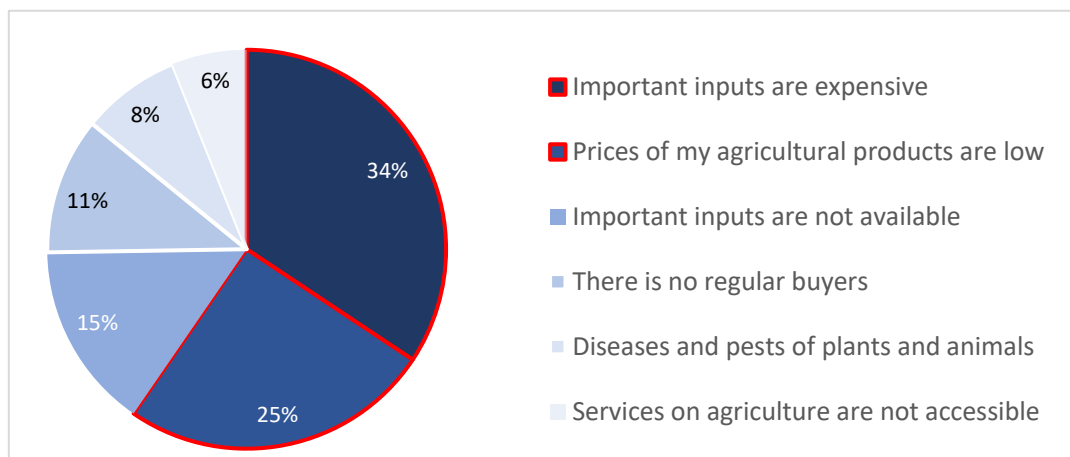


Figura 1-2: Sfidat Bujqësore

Burimi: Vlerësimi i nevojave i kryer për këtë projekt, JICA 2019

Për më tepër, një nga sfidat serioze me të cilat përballet Shqipëria është rënia e popullsisë dhe situata është veçanërisht e rëndë në zonat rurale. Ikja e popullsisë, veçanërisht nga zonat rurale, drejt vendeve të huaja dhe zonat urbane ka qenë e theksuar, duke çuar në mungesë të fuqisë punëtore bujqësore dhe stanjacion në zhvillimin ekonomik rural.

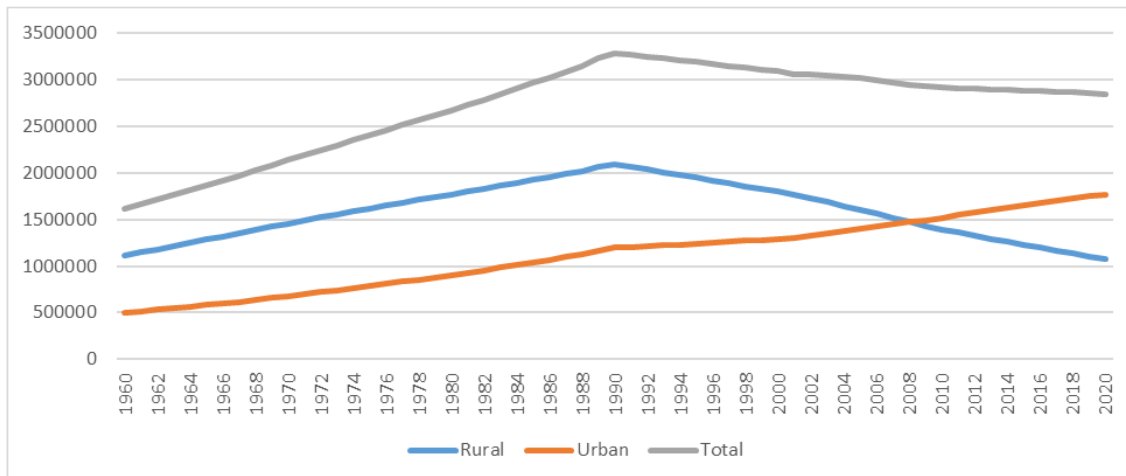


Figura 1-3: Trendi i popullsisë së zonës urbane dhe rurale

Burimi: Zhvilluar nga ekipi i Projektit bazuar në të dhënat e Bankës Botërore

Remitancat nga emigrantët në vendet evropiane janë të rëndësishme për familjen rurale<sup>9</sup>, dhe fermerët kanë nevojë financiare për to, por deri në Ligjin e Ri të Pagesave (2021), institucioneve

<sup>9</sup> Për shkak të popullsisë së madhe shqiptare jashtë vendit, ndër faktorët e tjerë, remitancat kanë një ndikim të rëndësishëm në ekonomi, duke zënë rreth 30% të të ardhurave në valutë; në vitin 2014, shumat totale të tyre, të marra nga popullsia rurale e Shqipërisë ishte rreth 530 milionë euro (JICA, 2016).

financiare jo banka në Shqipëri u kërkohet të marrin një licencë të veçantë nga rregullatori për të ofruar shërbime të tilla financiare<sup>10</sup>. Pritet që zbatimi i ligjit “Për shërbimet e pagesave” të krijojë kushte të përshtatshme loje për institucionet financiare jo banka për të ofruar shërbime inovative të pagesave elektronike, duke i lejuar ato të hapin llogari pagese e të ofrojnë pagesa elektronike (gjë që në legjislacionin e vjetër nuk lejohej, krijimi dhe përdorimi i infrastrukturës së Open Banking, etj.).

Rënia e popullsisë rurale dhe mundësive të investimeve, si dhe potenciali i rënies së remitançave<sup>11</sup> nga emigrantët, janë faktorë të rëndësishëm që duhen marrë parasysh në shqyrtimin e së ardhmes së zhvillimit rural të Shqipërisë.

### 1.1.3 Përmbledhje e Përgjithshme mbi FED invest

Me një histori 30 vjeçare në financat rurale, FED invest është shoqëria më e vjetër dhe më e madhe e kursim-kreditit në Shqipëri e ndërtuar mbi parimet e kooperativës financiare. Që nga fillimi i saj si Projekt pilot i Bankës Botërore në vitin 1992, organizata ka kaluar nëpër disa faza transformimesh, më e fundit, bashkimi përmes përthithjes i 70 unioneve të kursim-kreditit nga rajone të ndryshme në një "shoqëri kursim-krediti" të vetme të konsoliduar, me emrin e ri FED invest.

Institucioni është licencuar nga Banka e Shqipërisë në shkurt 2016 për të ofruar kredi, depozita dhe të gjitha llojet e pagesave, që është një ofertë shumë më e madhe krahasuar me IMF-të e tjera me kufizime produkti (pa kursime, pa pagesa). Institucioni ka rrënjë të thella në komunitetin rural me një bazë anëtarësie që përbëhet nga rreth 25% e popullsisë rurale të Shqipërisë. Misioni dhe statusi i organizatës ishin të përshtatshme për qëllimin e projektit. Për nga statusi i saj ligjor, FED invest është një kooperativë financiare jo-fitimprurëse, joqeveritare, në pronësi të anëtarëve, e qeverisur nga parimet demokratike dhe të klientit në qendër. Ajo nuk përfaqëson as një organizatë publike dhe as private, me një mision të përafuar plotësisht me qëllimet e Projektit FiAS: ofrimin e një game të gjerë shërbimesh financiare dhe jofinanciare për anëtarët e saj në zonat rurale dhe gjysmë urbane për të zbutur varfërinë dhe për të përmirësuar përfshirjen financiare.

Në kontekstin e situatës së tanishme të përfshirjes financiare rurale të përshkruar më sipër, FED invest është një nga pak institucionet kryesore financiare, që ofron shërbime financiare për fermerët e vegjël në zonat rurale të Shqipërisë dhe, si e tillë, luan një rol të rëndësishëm në

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<sup>10</sup> Jo-bankat që dëshirojnë të ofrojnë shërbime të tjera përveç kursimeve dhe kredive duhet të paraqesin një aplikim në Bankën e Shqipërisë për çdo produkt financiar individual që dëshirojnë të ofrojnë, i cili duhet të miratohet. Grupi Kombëtar i Punës për Mikro-financat u formua në qershor 2018 me mbështetjen e Qendrës së Mikro-financës dhe ka nisur diskutimet për mjedisin mikrofinanciar në Shqipëri, duke përfshirë edhe aspektet ligjore. Gjatë takimit të dytë të JCC-së, u ra dakord që JCC të ndajë informacione për ecurinë e këtij projekti.

<sup>11</sup> Remitançat kanë ardhur në rritje gjatë disa viteve të fundit pas disa vitesh rënie.

zgjerimin e përfshirjes financiare midis kësaj grup popullate. Ndërsa bankat tregtare nuk kanë prezencë në zonat rurale dhe i shmangen kreditimit të bujqësisë dhe, IMF-të e tjera janë më të përqendruara në zonat urbane, financat e konsumatorit dhe SME-të me bileta më të larta që gjenerojnë më shumë fitime, FED invest është një organizatë e financave sociale, e specializuar në huadhënien bujqësore (50% e portofolit të saj të kredisë) që i ka ofruar shërbimet e saj brezave të fermerëve nga pronarët e vegjël deri te NVM-të mikro dhe të vogla, agro-turizëm.

Anëtarësia në FED invest është e larmishme, me huadhënien bujqësore që është fusha ku ekspertiza e FED invest është unike mes institucioneve të tjera financiare shqiptare.

FED invest përcakton objektivin klientelë kryesor të saj si "fermerët, ndërmarrjet e vogla dhe të mesme (SME) dhe njerëzit në zonat rurale dhe urbane pa qasje në shërbimet financiare", bazuar në Planin e saj Strategjik të Biznesit të zhvilluar si pjesë e procesit të modernizimit dhe transformimit, post-konsolidimi nga ShKK Union në FED invest në 2016. Që nga nëntori 2016, FED invest, Qeveria Holandeze, EFSE DF dhe RIAS e Rabobank iniciuan një projekt të përbashkët për rritjen e kapaciteteve që synon ofrimin e Asistencës Teknike për të mbështetur FED invest në kalimin e saj nga një Rrjet i Shoqërive të Kursim-Kreditit në një ofrues shërbimi financiar të ngjashëm me bankën, duke ofruar zgjidhje të pjekura në zonat rurale të Shqipërisë dhe veçanërisht në Bujqësi. Vizioni i FED invest bazuar në këtë plan biznesi (3-5 vjet) është tre pikat e mëposhtme

#### Vizioni i FED invest

- Transformimi nga një organizatë tradicionale unioni të kursim kreditit në një institucion financiar të plotë të themeluar mbi qasjen, klienti në qendër.
- Të bëhet lider në financat bujqësore në Shqipëri dhe një aktor i rëndësishëm në sektorin bujqësor shqiptar.
- Të luajë një rol në nxitjen e rritjes ekonomike në Shqipëri, veçanërisht në zonat rurale.

Burimi: Prezantimi i FED invest, Shtator 2018

Shtyllat kryesore të planit të biznesit të miratuara nga Asambleja e Përgjithshme e FED invest, përfshijnë:

- forcimi i kuadrit të riskut, centralizimi i mëtejshëm i proceseve;
- formalizimi i strukturës qeverisëse, konsolidimi i bilancit, administrimi i konsoliduar i aktiveve dhe detyrimeve;
- rritja e kapaciteteve menaxheriale ekzekutive; dhe
- rritja e njohurive për një departament bujqësie, përmirësimi i strategjisë së shitjeve (degë, agjentë, kanale virtuale), etj.

Në vijim të vizionit, misionit dhe synimeve strategjike, në periudhën e pas-konsolidimit FED



invest pësoi rritje të ndjeshme prej 40% në totalin e kredive, 57% në totalin e depozitave dhe 80% në anëtarësim në tre vitet midis janarit 2016 dhe dhjetorit 2018, përpara se të nisnin ndërhyrjet/aktivitetet aktuale të Projektit FiAS<sup>12</sup>. Për më tepër, në dhjetor 2018, organizata mori certifikimin e Kodit të Sjelljes së Mirë të BE-së në Sigurimin e Mikro-kredive dhe arriti një marrëveshje me Komisionin Evropian për Fondin Evropian të Investimeve (EaSI) për Instrumentin e Garancisë Financiare. Objektivi ishte një fond garancie për të mbuluar rrezikun për volumin e kredive që FED invest priste të jepte gjatë viteve 2017-2020 për individët e margjinalizuar, me shërbim të pamjaftueshëm financiar dhe pa kolateral, për t'u kualifikuar si të bankueshëm<sup>13</sup>.

Ofrimi i shërbimeve financiare që kontribuojnë në përmirësimin e jetesës së të varfërve ruralë është misioni social i FED invest dhe kjo vlerë ka qenë në thelb të identitetit të saj të korporatës që nga ditët e paraardhësit të tij, Unioni Kursim-Kreditit. Për të arritur këtë objektivi, u kuptua se është e nevojshme të forcohet kapaciteti i saj për të zhvilluar produkte të reja financiare dhe shërbime jofinanciare bazuar në qasjen klienti në qendër, si dhe në vendosjen e proceseve për ofrimin e tyre. Për më tepër, duke qenë se vizioni i planit të biznesit të saj përfshinte "transformimin e vetvetes në një institucion financiar të plotë" si një prioritet kryesor, FED invest synonte të arrinte "linjën e trefishtë fundore"<sup>14</sup>, e cila ishte pikërisht se si ajo do të arrinte njëkohësisht strategjinë e saj të rritjes dhe misionin e saj social në një mënyrë të qëndrueshme. Në përmbledhje, ky është vizioni që Projekti ka mbështetur.

## 1.2 Vështrim i Përgjithshëm i Projektit dhe Parimet Themelore

### 1.2.1 Qëllimi i punës dhe vështrimi i përgjithshëm

Projekti synon të përmirësojë jetesën e popullsisë rurale nëpërmjet përfshirjes financiare duke forcuar kapacitetin e FED invest, i cili ofron shërbime financiare në zonat rurale të Shqipërisë, për të zhvilluar produkte të reja financiare dhe shërbime jofinanciare që plotësojnë në mënyrë fleksibël nevojat e popullsisë në fshat. Duke paraqitur një model për përfshirjen financiare të popullsisë rurale në Shqipëri, ky projekt do të nxisë një kuptim të përbashkët të përfshirjes financiare midis institucioneve të përfshira në të ardhmen (Banka e Shqipërisë, institucionet mikrofinanciare, bankat tregtare, etj.) dhe do të forcojë kapacitetet e çdo institucioni, duke çuar

<sup>12</sup> Arsytet e rritjes gjatë tre viteve të fundit nuk janë identifikuar, por një kombinim faktorësh janë përmendur nga menaxhmenti i FED invest, duke përfshirë imazhin profesional të organizatës në tërësi, rritjen e efikasitetit dhe anëtarësimin në Agjencinë e Sigurimit të Depozitave të Shqipërisë, e cila ka rritur sigurinë e depozitave

<sup>13</sup> Programi i Komisionit Evropian për Punësimin dhe Inovacionin Social. Zbatohet për kreditë prej 3 milionë lekë ose më pak për t'u disbursuar në 2017~20

<sup>14</sup> Gjatë vlerësimit të performancës së aktiviteteve të një organizate, vlerësimi duhet të bazohet në tre akse: aspektet ekonomike, mjedisore dhe sociale.

në grumbullimin e tregut financiar rural<sup>15</sup> dhe përfshirja financiare pritet të zgjerohet në mënyrë të qëndrueshme. Korniza për këtë projekt është paraqitur më poshtë në Matricën e Hartimit të Projektit (PDM ver. 2).

Tabela 1-4 Matrica Hartimit të Projektit ver. 2

| Përmbledhje e projektit  | Treguesit   |
|--|---|
| <p><b><u>Synimi i përgjithshëm</u></b><br/>Jetesa e fermerëve të vegjël në Shqipëri përmirësohet përmes përfshirjes financiare.</p>  | <ol style="list-style-type: none"> <li>1. Shpenzimet mesatare mujore të fermerëve të vegjël dhe anëtarëve të FED invest do të rriten mbi të dhënat bazë.</li> <li>2. Përqindja e individëve/FED invest kredi dhe kursime nga anëtarët. (11% kursime dhe 10.5% kredi në Shqipëri në përgjithësi; 3800 kursime të anëtarëve të FED invest dhe 15200 kredi të anëtarëve të FED invest)</li> <li>3. Përqindja e familjeve që mbajnë llogari. (44% në gjithë Shqipërinë)</li> <li>4. Rritja e përqindjes së anëtarësimit në FED invest. (102.300 anëtarë)</li> <li>5. Përqindja e anëtareve femra të FED invest. (35,800)</li> <li>6. Përqindja e anëtarëve ruralë të FED invest. (76600 anëtarë)</li> </ol> |
| <p><b><u>Qëllimi i Projektit</u></b><br/>Përfshirja financiare e fermerëve të vegjël në Shqipëri do të përparojë përmes përdorimit të produkteve financiare dhe shërbimeve jofinanciare të FED invest.</p> | <ol style="list-style-type: none"> <li>1. Numri i anëtarëve ekzistues dhe të rinj të FED invest që përdorin produkte financiare do të rritet me 50% krahasuar me anketimin bazë.</li> <li>2. Numri i anëtarëve ekzistues dhe të rinj të FED invest që përdorin shërbime jofinanciare. (16,700)</li> </ol>   |
| <p><b><u>Rezultatet e Pritshme</u></b><br/>Output 1: Produktet financiare të zhvilluara dhe të përmirësuara nga FED invest përmes klientit në qendër fillojnë të përdoren nga anëtarët.</p>                | <ol style="list-style-type: none"> <li>1-1 Të paktën 5 produkte të reja financiare të zhvilluar ose përmirësuar nga FED invest, përfshirë pagesën e shërbimeve dhe llogarinë rrjedhëse.</li> <li>1-2 Një manual i zbatimit dhe procesit të klientit në qendër do të zhvillohet dhe miratohet nga FED invest.</li> <li>1-3 Një matricë e Menaxhimit të Marrëdhënieve me Klientin (CRM) do përcaktohet dhe operohet nga MIS i FED invest.</li> <li>1-4 Më shumë se 10 tema materialesh edukimi financiar nga FED invest përmes një sistemi të qëndrueshëm të rritjes së kapaciteteve të stafit.</li> </ol>  |
| <p>Output 2: Do të krijohet një strukturë operative për një qendër njohurish agri që ofron shërbime jofinanciare.</p>  | <ol style="list-style-type: none"> <li>2-1 Të paktën 5 shërbime jofinanciare të ofruara nga Qendra e Njohurive Agri.</li> <li>2-2 Zhvillimi i një platforme dhe aplikacioni ndërveprues për të ofruar informacione dhe të dhëna bujqësore.</li> <li>2-3 Krijimi si objekt dhe i pajisjes së Qendrës së Njohurive Agri</li> <li>2-4 Marrëveshje për pozicionimin organizativ të Qendrës së Njohurive Agri.</li> </ol>  |
| <p>Output 3: FED invest zgjeron shërbimet financiare dhe jofinanciare përmes prezantimit dhe zbatimit të CBS, harduerit dhe teknologjisë digjitale.</p>  | <ol style="list-style-type: none"> <li>3-1 FED invest ofron shërbim në gjithë rajonet e vendit.</li> <li>3-2 Prezantohet CBS përfshirë një modul të internetit mobil.</li> <li>3-3 Prezantohet MIS për të mundësuar raportimin te palët e treta dhe menaxhimin e të dhënave të klientit.</li> <li>3-4 Numri i anëtarëve që përdorin shërbimet financiare digjitale të ofruara nga FED invest. (1000)</li> </ol>   |

<sup>15</sup> Ndikimi në sistemin e tregut në mënyrë që aktorët e ofertës të inkurajohen të hyjnë në treg.

### 1.2.2 Parimet themelore të Projektit

Projekti synon të paraqesë një "model të përgjegjshëm të përfshirjes financiare" (Figura 1-4) me FED invest, aktor kyç në përfshirjen financiare të fermerëve të vegjël, si agjenci zbatuese, dhe të ndikojë pozitivisht në institucionet e tjera financiare dhe të tjerë. Modeli është një model i përfshirjes financiare që arrin "fund të dyfishtë" që përfshin 1) qëndrueshmërinë operacionale (ose qëndrueshmërinë financiare) dhe 2) misionin social<sup>16</sup>. Përpjekjet organizative të FED invest për të arritur "fund të dyfishtë" përfshijnë: 1) zhvillimin dhe ofrimin e produkteve dhe shërbimeve të bazuara në "klienti në qendër" (Output 1 dhe 2) dhe 2) zgjerimin e kapaciteteve për të mundur shtrirje më të madhe të këtyre produkteve dhe shërbimeve (Output 3). Këto aktivitete rrisin kapacitetin financiar dhe qasjen në financa mes anëtarëve ekzistues dhe shtojnë anëtarë të rinj, duke përmirësuar kështu qëndrueshmërinë operacionale të FED invest dhe përfshirjen financiare të fermerëve të vegjël. Politika e përgjithshme e projektit mund të përmbledhet si "paraqitja e një modeli të përgjegjshëm të përfshirjes financiare përmes ndjekjes së arritjes së rezultatit me linjë fundore të dyfishtë".

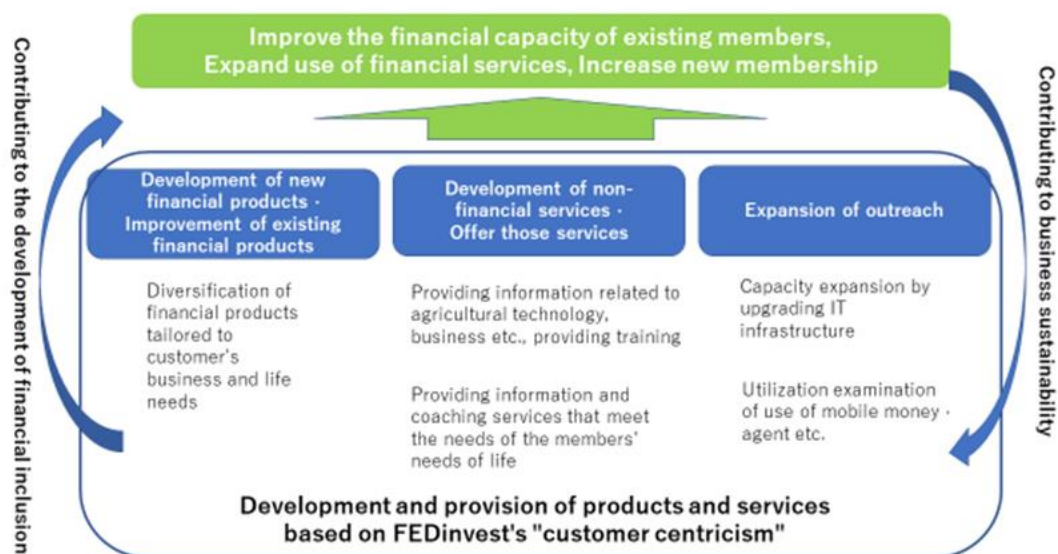


Figura 1-4 "Modeli Përfshirjes Financiare të Përgjegjshme" që synon të demonstrojë ky projekt

### 1.2.3 Aktivitetet e Projektit dhe Rezultatet e Pritshme

Aktivitetet e këtij projekti janë klasifikuar në tre Output-et e përshkruara në PDM, por nga këndvështrimi i zbatimit të tanishëm të aktiviteteve, ato u ndanë në gjashtë grupe aktiviteteve të paraqitura më poshtë në Figurën 1-5, dhe këto aktivitete u zbatuan në mënyrë kumulative. Në fazën e parë të Projektit, u zbatuan aktivitete me fokus aktivitetet me ngjyrë të gjelbër, të cilat

<sup>16</sup> Kontributi në shoqëri duke promovuar përfshirjen financiare të grupeve vulnerabil.

përbëjnë bazën e të gjithë Projektit. Në fazën e dytë të projektit u zbatuan aktivitete që çojnë drejtpërdrejt në arritjen e tre treguesve të "Output-eve" të paraqitur në figurën më poshtë me ngjyrë portokalli. Megjithatë, aktivitetet e projektit u kufizuan rëndë nga ndikimi i shpërthimit të koronavirusit të ri (COVID-19) nga shkurti 2020. Ekipi i konsulentëve të JICA nuk ishte në gjendje të vizitonte Shqipërinë për rreth 1.5 vjet dhe FED invest u detyrua të pezullonte zhvillimin e produkteve të reja financiare për shkak të ndryshimit të prioriteteve. Prandaj, nga fillimi (qershor 2019), vetëm për 6 muaj u lejua kryerja e aktiviteteve sipas kursit normal të zbatimit të projektit dhe ekspertizës së ekipit konsulent të JICA në terren. Zbatimi i mbetur u kufizua për shkak të Covid-it dhe asistencës në distancë, ndërsa FED invest bëri përpjekje të jashtëzakonshme për të ruajtur funksionimin normal të operacioneve, për të garantuar sigurinë e stafit dhe shërbim cilësor të pandërprerë për anëtarët e saj. Si rezultat, ndërsa Projekti ishte në gjendje të ruante kuadrin e aktiviteteve, zbatimi i aktiviteteve individuale duhej ndryshuar ose shtyrë në mënyrë drastike. Projekti e kreu punën e tij duke marrë gjithë masat e mundshme në kuadër të COVID 19, duke i zhvendosur në thelb të gjitha aktivitetet e mundshme në komunikime digjitale, në distancë/pa kontakt (p.sh. ABA Online, takime dhe trajnime online, duke përdorur tableta, etj.).

Për shkak të kësaj situate, Plani Punës i Projektit u përshtat për të pasqyruar ndryshimet mjedisore në kuadër të pandemisë COVID 19, duke i dhënë përparësi aktiviteteve që mund të zbatohen përmes komunikimit në distancë në internet dhe përdorimit të kanaleve digjitale. Plani i modifikuar i punës u prezantua dhe u diskutua në Mbledhjen e JCC-së dhe të Monitorimit Tremujor të mbledhur në korrik 2020.

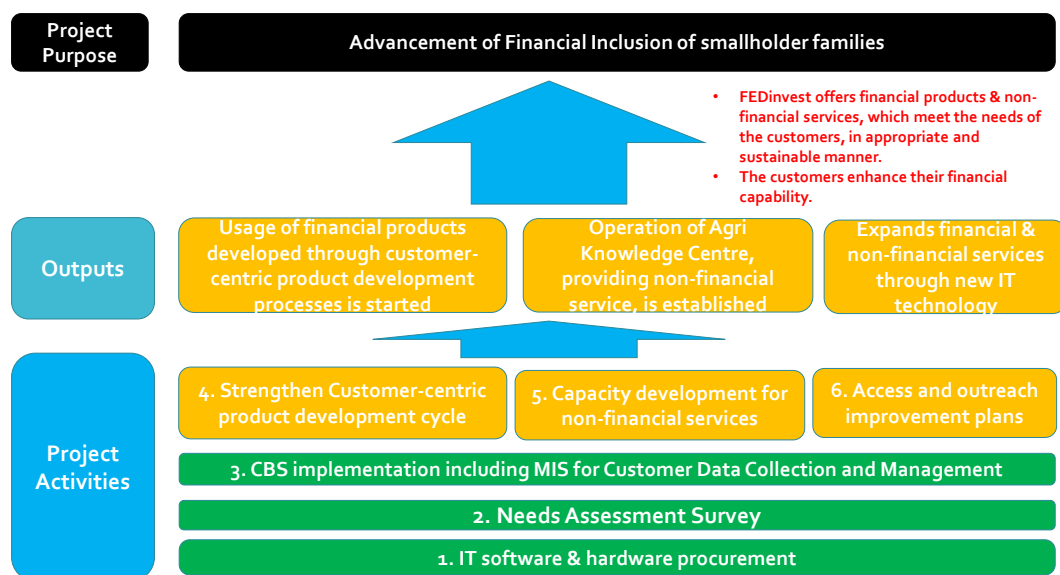


Figura 1-5 Aktivitetet e projektit dhe rezultatet e pritshme

### 1.3 Struktura e zbatimit, procesi i përgjithshëm dhe inputet

#### 1.3.1 Struktura e zbatimit të projektit

Stafi i FED invest dhe ekspertët e projektit JICA formuan Ekipin e Projektit me strukturën e mëposhtme për zbatimin e tij.

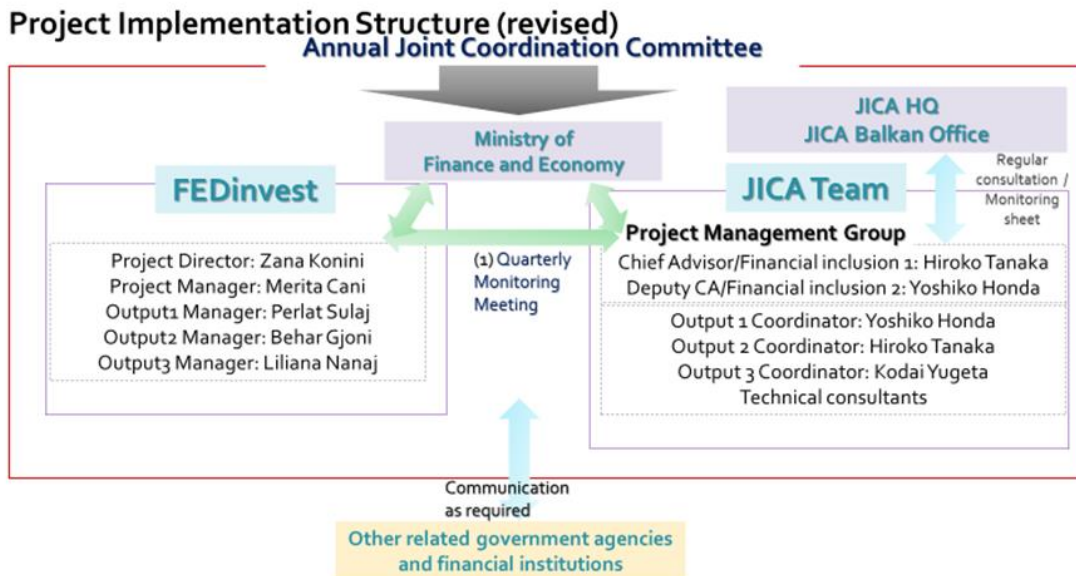
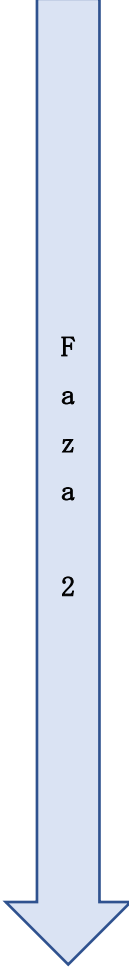


Figura 1-6 Struktura e Zbatimit të Projektit

#### 1.3.2 Procesi i Përgjithshëm i Projektit

Procesi i përgjithshëm i projektit përmbledhet si në figurën më poshtë.

|                       |  |                                  |  |
|-----------------------|--|----------------------------------|--|
| F<br>a<br>z<br>a<br>1 | <p><b>Hapi 1</b><br/>Zhvillimi i mjedisit IT<br/>Zhvillimi dhe ofrimi i planeve për produkte dhe shërbimeve jo financiare, bazuar në qasjen klienti në qendër bazuar në vlerësimin e nevojave dhe rezultatet e këtij vlerësimi</p> | <p>Nëntor 2017 - Korrik 2019</p> | <ul style="list-style-type: none"> <li>● Përgatitja dhe diskutimi i planit të punës.</li> <li>● Verifikimi i CBS dhe kriterëve përkatëse të përzgjedhjes së pajisjeve elektronike, zbatimi i përzgjedhjes, dakordësimi mbi rezultatet e përzgjedhjes midis të gjitha palëve të përfshira dhe prokurimi.</li> <li>● Fillon zbatimin e CBS.</li> <li>● Përgatit, kryen dhe analizon rezultatet e një vlerësimi të nevojave (anketë me pyetësor).</li> <li>● Diskutimi i rezultateve të analizës së vlerësimit të nevojave dhe trajnimit në vende të treta nga palët e interesuara dhe klientët e C/P, dhe zhvillimi i një plani për ofrimin e produkteve dhe shërbimeve jofinanciare që pasqyrojnë nevojat e klientit bazuar në rezultatet e kësaj analize.</li> <li>● Fillon zbatimin e zhvillimit dhe trajnimit të nevojshëm të burimeve njerëzore.</li> </ul> |
|-----------------------|--|----------------------------------|--|



|  |                                   |   |
|--|-----------------------------------|---|
| <p><b>Hapi 2</b><br/>Krijimi i sistemit të ruajtjes dhe menaxhimit të informacionit<br/>Forcimi dhe përmirësimi i proceseve të zhvillimit të produktit financiar<br/>Zhvillimi i një plani për të përmirësuar dhe zgjeruar qasjen<br/>Sigurimi dhe përmirësimi i shërbimeve jofinanciare</p> | <p>Shtator 2019 - Korrik 2020</p> | <ul style="list-style-type: none"> <li>● Diskutim dhe marrëveshje për planin e punës për fazën e dytë.</li> <li>● Me përdorimin e MIS të sapozbatuar, është vendosur një sistem për të siguruar që është futur dhe analizuar informacioni i nevojshëm për të praktikuar klienti në qendër.</li> <li>● Pilotimi i përmirësimit të procesit të zhvillimit të produktit financiar.</li> <li>● Ofron shërbime jofinanciare, reflekton dhe përmirëson sipas reagimeve të klientëve.</li> <li>● Planifikimi, konsultimi dhe rishikimi për të zgjeruar qasjen në shërbimet financiare, duke përfshirë bankingun përmes internetit.</li> <li>● Vazhdimi i zhvillimit dhe trajnimit të nevojshëm të burimeve njerëzore.</li> </ul> |
| <p><b>Hapi 3</b><br/>Krijimi i sistemit të ruajtjes dhe menaxhimit të informacionit<br/>Krijimi i procesit të zhvillimit të produktit financiar<br/>Zbatimi i Planit të Përmirësimit dhe Zgjerimit të Qasjes<br/>Krijimi i sistemit të ofrimit të shërbimeve jofinanciare</p>                | <p>Shator 2020 - Prill 2022</p>   | <ul style="list-style-type: none"> <li>● Krijimi i një cikli të zhvillimit të produktit financiar (zhvillimi i manualit).</li> <li>● Krijimi i një divizioni të shërbimeve jofinanciare.</li> <li>● Zbatimi i Planit të Përmirësimit dhe Zgjerimit të Qasjes në zonat pilot.</li> <li>● Kryerja e anketave fundore.</li> <li>● Vazhdimi i zhvillimit dhe trajnimit të burimeve njerëzore të nevojshme.</li> </ul>   |

Figura 1-7 Puna e kryer gjatë periudhës katërvjeçare të zbatimit të projektit

### 1.3.3 Inputet e Projektit

#### (1) Ekspertët dhe Stafit i Projektit

Rezultatet e dhëna nga ekspertët dhe stafi i projektit janë si më poshtë

Tabela 1-5 Përbërja e Ekipit të Konsulentëve<sup>17</sup>

|   | Zonat e përgjegjesisë  | Emri          | Përkatësia          | Fushat e përgjegjesisë |
|---|------------------------|---------------|---------------------|------------------------|
| 1 | Përmbledhje/Përfshirja | Hiroko Tanaka | Kaihatsu Management | Menaxhimi i            |

<sup>17</sup> Kjo listë përfshin të gjithë anëtarët e Ekipit, si ata që shërbyen gjatë Fazës I dhe/ose Fazës II.

|    |   |                      |                                      |                                  |
|----|---|----------------------|--------------------------------------|----------------------------------|
|    | financiare 1  |                      | Consulting (KMC)                     | Projektit, Output 2              |
| 2  | Nën-përgjithshme / Përfshirja financiare 1(2)       | Yoshiko Honda        | Kaihatsu Management Consulting (KMC) | Menaxhimi i Projektit, Output 1  |
| 3  | Përfshirja Financiare 2                             | Connie Hina          | Access Advisory                      | Output 1                         |
| 4  | Shërbime jo financiare 1                            | Drini Imami          | DSA                                  | Output 2                         |
| 5  | Shërbime jo financiare 2                            | Rene Verberk         | Rabo Advisory Service                | Output 2                         |
| 6  | Anketa e Sistemit IT                                | Kazuhisa Fujimura    | Positive Planet                      | Output 3                         |
| 7  | Trajnim për përfshirjen financiare / koordinim pune | Kodai Yugeta         | Kaihatsu Management Consulting (KMC) | Output 3, Koordinimi i Projektit |
| 8  | Monitorimi dhe Anketa e nevojave                    | Yukio Ikeda          | Kaihatsu Management Consulting (KMC) | Output1-3                        |
| 9  | Klienti në qendër, banking digjital                 | Jayshree Venkatesan* | -                                    | Output 1, 3                      |
| 10 | Komunikimi i Marketingut                            | Tamaki Tanaka        | Kaihatsu Management Consulting (KMC) | Output 2                         |
| 11 | Shërbime jo financiare 3                            | Remzi Keco           | -                                    | Output 2                         |
| 12 | Platformat Digjitale                                | Alber Tollkuci**     | Pragmatic                            | Output 2 dhe 3                   |

\* Staf i projektit në Fazën 1

\*\* Staf i projektit deri në qershor 2021, Faza II

Tabela 1-6 Staf i Projektit

|    | Titulli                                   | Detajet   |
|----|---|---|
| 1  | Koordinatori i projektit                  | Menaxhimi i projektit dhe mbështetja logjistike. Përkthim dhe përkthim anglisht/shqip. Fotografji për marrëdhëniet me publikun.                   |
| 2  | Analist i të Dhënave të Sektorit Bujqësor | Mbledhja e të dhënave të sektorit bujqësor shqiptar. Koordinimi i aktiviteteve të ndryshme në lidhje me Outputin 2.                               |
| 3  | Këshilltar i Anketës së Nevojave          | Mbështet zhvillimin e pyetësorit për Anketën e Vlerësimit të Nevojave   |
| 4  | Edukimi Financiar, Këshilltar SPM/MIS     | Këshillon për përgatitjen e materialeve të edukimit financiar dhe zhvillon një plan për zhvillimin dhe menaxhimin e një MIS të ri për FED invest. |
| 5  | Asistent Trajnimi                         | Menaxhimi i trajnimit të stafit, mbështetje për mbledhjen dhe sigurimin e informacioneve të ndryshme të Qendrës ABA                               |
| 6  | Specialist i Marketingut Dixhital         | Qendra ABA për të mbështetur përpjekjet e marketingut dixhital të FED invest. Optimizimi i motorit të kërkimit të të dy faqeve të internetit.     |
| 7  | Dizenjues grafik                          | Dizajni i materialeve të ndryshme të marketingut  |
| 8  | Specialist i Shërbimit të Pagesave        | Krijimi dhe funksionimi i operacionit të pagesës së remitancave dhe të faturave të shërbimeve nga CBS i ri  |
| 9  | Specialist i Aplikimit të IT              | Mbështetje operationale për CBS e ri  |
| 10 | Prodhim Video dhe Media                   | Krijimi i videove me përmbajtje të ndryshme   |
| 11 | Specialist CRM                            | Menaxhimi i të dhënave të klientit, shërbimi ndaj klientit, operacionet CRM   |

|    |                                      |  |
|----|--------------------------------------|--|
| 12 | Asistent CRM                         | Kryesisht mbështetje për qendrën e thirrjeve në lidhje me shërbimet bankare digjitale dhe operacionet e lidhura me CRM   |
| 13 | 7 Anëtarë të Ekipit të Opinionistëve | Reagime për përmbajtjet e shërbimit ABA, përdorshmërinë e ABA Online, mbështetje për promovimin etj.   |
| 14 | 6 Specialistë Bujqësie               | Përgatit përmbajtje për shërbimin e ABA, zhvillon trajnime për anëtarët në fushën e blegtorisë, perimeve të serrës, ullirit dhe agrumeve, pemëtarisë dhe rrushit, bletarisë etj. |
| 15 | 7 Këshilltarë Digjital               | Shërbimi ndaj klientit në dritaren digjitale   |
| 16 | Koordinator për media                | Publikon në media informacion lidhur me projektin  |
| 17 | Koordinator eventesh                 | Mbështetje organizative e ngjarjeve të ndryshme duke përfshirë ngjarjen e prezantimit të ABA   |

## (2) Pajisjet

Për zbatimin pa probleme të aktiviteteve të projektit, u prokuruan pajisjet e mëposhtme (Faza 2) brenda kontratës së konsulentit dhe iu dorëzuan C/P pas përfundimit të aktiviteteve.

Tabela 1-7 Pajisjet e Prokurimit

|   | Pajisjet           | Sasia | Detaje   |
|---|--------------------|-------|--|
| 1 | Laptop PC          | 2     | Për përdorim nga stafi i projektit (Koordinatori i projektit dhe analisti i të dhënave të bujqësisë) |
| 2 | Projektor          | 1     | Për zyrën e projektit  |
| 3 | Fotokopjuese       | 1     | Që zyra e Projektit të printojë materialet e nevojshme   |
| 4 | Printer për degët  | 42    | Për të mbështetur përmirësimin e funksionimit të degës së FED invest                                 |
| 5 | Laptop për trajnim | 5     | Për përdorim në trajnimet e përdoruesve të CBS   |
| 6 | Tableta PC*        | 120   | Për trajnimin e stafit dhe shërbimin ndaj klientit në degë   |
| 7 | Monitor LCD*       | 7     | Për të ofruar edukim financiar dhe shpërndarje informacioni për klientët në dritaren digjitale       |

\*Prokuruar si të konsumueshme pasi është nën 50,000 JPY. Dorëzuar C/P pas përfundimit të Projektit

Përveç pajisjeve të listuara në tabelën e mësipërme, pajisjet lidhur me CBS u prokuruan drejtpërdrejt nga zyra e JICA në Ballkan. Shih seksionin 3.2.1 për detaje mbi procesin e prokurimit të këtyre pajisjeve.

## (3) Nënkontrata

Në fazën e parë të projektit, intervistat dhe mbledhja e të dhënave për anketën e vlerësimit të nevojave iu nënkontraktuan një subjekti vendas. Në fazën e dytë, zhvillimi i një platforme për ABA Online dhe kryerja e një rasti studimi mbi platformat e shërbimit të informacionit bujqësor në Ganë u nënkontraktuan si më poshtë.



Tabela 1-8 Nënkontratë sipas Kontratës së Konsulencës

| Artikull për nënkontratë   | Shitës             | Periudha                  | Shuma   |
|--|--------------------|---------------------------|---------|
| Anketa e Vlerësimit të Nevojave  | INOVASTATS         | Maj - Gusht 2018          | €28,500 |
| Zhvillimi i platformës ABA Online (Faza I)   | Pragmatic Software | Tetor 2019 - Shkurt 2020  | €18,400 |
| Zhvillimi i platformës ABA Online (Faza II)  | Pragmatic Software | Mars 2020 - Prill 2021    | €37,820 |
| Kryerja e studimit të rastit të sistemit të informacionit të bujqësisë për pronarët e vegjël në vende të tjera | Stratosphere*      | Prill 2021 - Qershor 2021 | \$5,000 |

\* Subjekt në Gana

#### (4) Shpenzime për aktivitetin në vend

Shpenzimet për aktivitetet lokale për Fazën I ishin 15,569,000 JPY, shpenzime për pajisje ishin 4,212,000 JPY dhe shpenzime për nënkontraktim ishin 3,731,000 JPY.

Në Fazën II, ishin afërsisht 127.7 milionë JPY (përfshirë afërsisht 55 milionë JPY shpenzuar në dy raundet e para të skemës së mbështetjes me inpute), shpenzime për nënkontraktim ishin afërsisht 7.5 milionë JPY, shpenzimet për turin studimor në Japoni ishin afërsisht 3 milionë JPY, dhe shpenzimet e lidhura me karantinën ishin afërsisht 50,000 JPY (shumat mund të rriten ose ulen pas përfundimit të zgjidhjes, respektivisht). Nuk ka pasur shpenzime për pajisje.

FED invest mbuloi koston e ofrimit të hapësirës për zyrë të projektit dhe të mobilieve të zyrës, mirëmbajtjen e zyrave, Qendrën fizike ABA, mbështetjen dhe TVSH-në e investimeve të CBS dhe shpenzime të tjera operacionale që lidhen me aktivitetet e stafit.

Inputet e Palës Shqiptare (FED invest)

| Të dhëna                             | Plani (PDM Ver. 2)  | Aktual   |
|--------------------------------------|---|--|
| (1) Caktimi i zyrarëve për homologët | • Alokimi i departamenteve dhe stafi përgjegjës.                                  | <ul style="list-style-type: none"> <li>• Janë caktuar departamentet dhe stafi përgjegjës.</li> <li>• Një menaxher i përkushtuar Projekti (janar 2021) për të ekzekutuar dhe koordinuar përpjekjet e Projektit të Dritares Digjitale.</li> <li>• Menaxheri dhe Koordinatori i Qendrës ABA të alokuara nga buxheti i FED invest.</li> <li>• Një grup prej 12 trajnerësh rajonalë të ngritur në kuadër të FED që kryejnë trajnime në mbarë organizatën pas përfundimit të trajnimit ToT.</li> </ul> |
| (2) Zyra e Projektit                 | • Hapësirë zyre në selinë qendrore të FED invest dhe degë të tjera sipas nevojës. | <ul style="list-style-type: none"> <li>• Për ekipin e konsulentëve të JICA është vënë në dispozicion hapësira e zyrës në FED invest HQ.</li> <li>• Dhoma e serverit është përmirësuar plotësisht dhe protokollet e reja të sigurisë janë miratuar për</li> </ul>   |

| Të dhëna     | Plani (PDM Ver. 2)   | Aktual   |
|--------------|--|--|
|              |  | <p>të përmbushur standardet për serverët e rinj.</p> <ul style="list-style-type: none"> <li>• Një qendër e dytë e të dhënave (DR) është ngritur dhe është bashkuar me Altelekom në fillim të qershorit 2020.</li> <li>• Investimi në Qendrën ABA është kryer nga buxheti i FED invest (rinovim, teknologji, markë, mobilie, etj.) për të akomoduar trajnime dhe aktivitete ballë për ballë.</li> <li>• FED invest përmirësoi plotësisht 7 degë ku u pilotua Projekti i Dritares Digjitale, krijoi një kënd me pamje moderne dhe plotësisht të markës me lidhje WiFi për të akomoduar shërbimin e ri. Degët me dritare digjitale janë të pajisura me pajisje dhe tableta All-in-One të ofruara nga burimet e FED invest.</li> </ul>   |
| (3) Të tjera | <ul style="list-style-type: none"> <li>• Kostot operative.</li> <li>• Kostot e pjesëmarrjes në trajnim brenda vendit (p.sh. kostot e udhëtimit, etj.)</li> </ul> | <ul style="list-style-type: none"> <li>• Shpenzimet e nevojshme operative janë paguar.</li> <li>• Kostoja e trajnimit brenda vendit është paguar dhe të gjitha kostot e trajnimit dhe logjistikës së përdoruesve nëpër degë përballohen nga FED invest.</li> <li>• Pagesat e TVSH-së për pajisjet dhe programet kompjuterike të prokuruarra janë bërë nga FED invest sipas Marrëveshjes Master. E njëjta gjë vlen edhe për mbështetjen vjetore sipas kontratës.</li> <li>➤ Tarifa e mbështetjes për licencat e aplikacioneve dhe teknologjisë së programit dhe TVSH-ja për të gjitha shërbimet e pajisjeve dhe programeve (Lot 1, 2 dhe 3) janë paguar plotësisht nga FED invest.</li> <li>➤ Dy koordinatorë të sistemit me kohë të plotë u punësuan në janar 2019 për të ndihmuar me zbatimin e CBS të ri.</li> </ul> |

## Kapitulli 2: Statusi i arritjes së përmbushjes të qëllimit të Projektit dhe treguesve përkatës

### 2.1 Arritja e qëllimit të Projektit

Projekti zbatoi aktivitete për të arritur qëllimin e tij, të deklaruara si më poshtë: "Përfshirja financiare e fermerëve të vegjël në Shqipëri është rritur përmes përdorimit të produkteve financiare dhe shërbimeve jofinanciare të FED invest". Treguesit dhe arritja e qëllimit të Projektit janë si më poshtë.

**Tabela 2-1 Treguesit e Qëllimeve të Projektit dhe Statusi i Arritjes**

| Objektivat e Projektit  | Treguesi   | Statusi i arritjes   |
|---|--|--|
| Përfshirja Financiare e Fermerëve të Vegjël në Shqipëri Rritet përmes përdorimit të | Treguesi 1: Numri i anëtarëve të FED invest që përdorin instrumente financiare rritet me 50% nga vlera bazë (64,982)             | Numri i anëtarëve të FED invest 83,578 persona<br>Numri i anëtarëve aktivë 17632 persona |
| Instrumenteve Financiare dhe Shërbimeve jo-Financiare të FED invest                 | Treguesi 2: Numri i përgjithshëm i anëtarëve dhe jo anëtarëve të FED invest që përdorin shërbime jo financiare do të jetë 16,700 | Regjistrime në ABA Online 10,877 persona   |

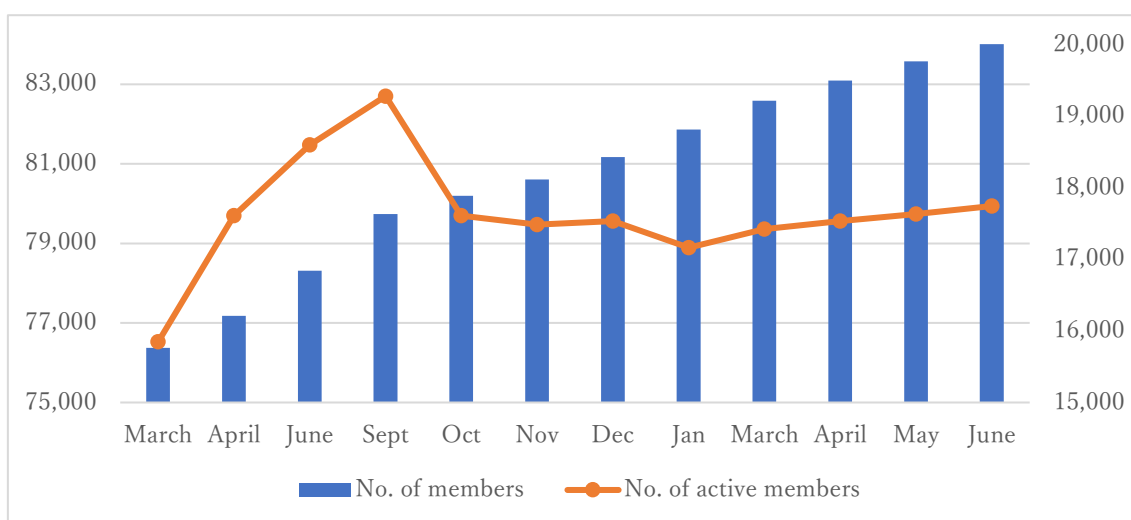
- Treguesi 1: Numri i anëtarëve të FED-invest që përdorin produkte financiare.

FED invest kishte 83,578 anëtarë në fund të majit 2022. Kjo ishte një rritje prej vetëm 28,7% nga niveli bazë prej 64,942 anëtarësh që nga qershori 2019, shumë më poshtë objektivit të një rritjeje prej 50% (97,473 anëtarë). Megjithatë, edhe pse objektivi nuk u arrit, rritja prej 18636 anëtarësh ose 28.7% në rreth tre vjet konsiderohet një hap i madh duke marrë parasysh popullsinë totale të Shqipërisë, që është 2.84 milionë<sup>18</sup> banorë. Në fakt, "vetëvlerësimet" e arritjeve numerike të Projektit bazuar në deklaratat e bëra nga Ministria e Financave dhe Ekonomisë, FED invest dhe aktorë të tjerë shqiptarë të Projektit në seminarin përfundimtar të tij në maj 2022 ishin uniformisht të larta.

Numri anëtarëve aktivë u rrit me vetëm 6.2% nga niveli bazë. Performanca në 2020 dhe 2021 ishte nën parashikimet normale të planit të biznesit, prekur ndjeshëm nga COVID19, me një rritje të qëndrueshme deri në gusht, por ngeci pas shtatorit. Efektet negative të COVID-19 në ekonominë shqiptare u evidentuan në pjesën më të madhe të vitit 2020 deri në prill 2021, duke shkaktuar një tkurrje të mprehtë të PBB-së nga 5-9%, ku turizmi, remitancat, tregtia me pakicë,

<sup>18</sup> Statistikat e Shqipërisë, 2021.

tregtia dhe të gjithë sektorët e lidhur me të janë prekur ndjeshëm. Ndërprerja e zinxhirëve të vlerës brenda transportit dhe bujqësisë dhe ulja e kërkesës veçanërisht nga industria e turizmit dhe akomodimit dhe tregjet e eksportit ndikuan seriozisht në jetesën e pronarëve të vegjël, që janë klientët kryesorë të FED invest, pra funksionimi i biznesit të FED invest. Shkalla e lartë e infeksionit mes stafit dhe kufizimet në lëvizje dhe aktivitete të tjera ngadalësuan shpërndarjen e të korrave dhe materialeve, penguan investimet e fermerëve, rritën pasigurinë për të ardhmen, dobësuan kërkesën e brendshme dhe të jashtme, veçanërisht ajo e nxitur nga aktiviteti më i ulët turistik. Kjo besohet të ketë ndikuar edhe në industrinë e përgjithshme të bujqësisë, pasi kërkesa për investime të reja kapitale ra ndjeshëm. Fermerët shumë të vegjël u shmangën nga investimi për të frenuar çdo ekspozim risku ndaj vështirësive, ndërsa vetëm pronarët e mesëm dhe të konsoliduar vazhduan të shfaqin interes për financim. Meqë FED invest i përkufizon anëtarë aktivë, ata me një kredi aktuale të papaguar ose bilanc depozite në sistem, në kohën e shqyrtimit të të dhënave llogariten vetëm ata që i plotësojnë këto kritere. Prandaj, numri i raportuar i anëtarëve aktivë nuk përfshin ata, që përdorin shërbime të tilla si llogaritë rrjedhëse ose pagesat, ose ata që kanë përfunduar shlyerjen për p.sh. një javë/një ditë para numërimit dhe janë në proces të rishikimit të kredimarrjes së tyre të radhës ose janë në një periudhë jashtë sezonit. FED invest do të marrë parasysh krijimin e një përkufizimi të përshtatshëm të anëtarësisë aktive, që do të kapte më mirë statusin e përdorimit nga klientët të shërbimeve financiare, për shembull, duke iu referuar një periudhe kohore si 6-mujore, në vend të një pike të vetme në kohë, ose nga përcaktimi më i gjerë i përdorimit të shërbimit (p.sh., përdorimi i të gjitha llojeve të shërbimeve të reja financiare si shërbimet e llogarisë rrjedhëse, pagesa e shërbimeve komunale, bankingu online, overdraft etj., përveç atyre standarde).

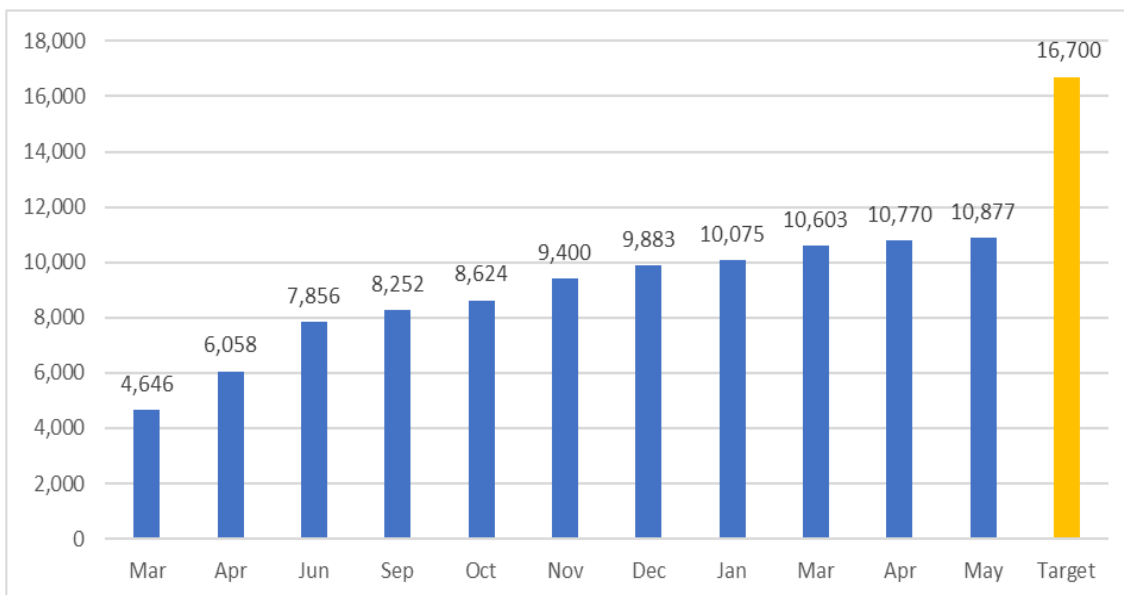


Burimi: MIS i FED invest

**Figura 2-1 Treguesi 1: Numri i anëtarëve të FED invest (Mars 2021-Maj 2022)**

- Treguesi 2: Numri i anëtarëve të FED invest dhe jo anëtarëve që përdorin shërbime jofinanciare

Një tregues tjetër i arritjes së qëllimit të Projektit, shërbimet jofinanciare, u mat nga numri i anëtarëve të regjistruar në ABA Online, një platformë interaktive që ofron informacion bujqësor, zhvilluar me mbështetjen e Projektit. Treguesi i synuar u vendos në 16,700 anëtarë sa afërsisht 20% e numrit të anëtarëve<sup>19</sup>, vlerësuar fillimisht nga FED invest në qershor 2021, por vetëm 11,517, ose 69% e objektivit është arritur. Nga ana tjetër, numri i anëtarëve të regjistruar në ABA Online në fund të qershorit 2022 qëndroi në 11.517, ose 2.6% e totalit prej 451,000<sup>20</sup> forcë pune në sektorin e bujqësisë në Shqipëri, në vetëm 18 muaj nga data zyrtare e nisjes së shërbimit, janar 2021. Kjo konsiderohet të jetë një tregues i nivelit të lartë të nevojave dhe pritshmërive të fermerëve për shërbime të ofruara nga ABA Online. Megjithatë, treguesi aktual tregon performancë të fortë të qendrës, pavarësisht vonesës së saj nga programi origjinal në nisjen e shërbimit, theksin e vendosur në platformën ABA dhe mungesën e aktiviteteve /ngjarjeve fizike, përfshirë ato të marketingut të drejtpërdrejtë të Qendrës ABA dhe si rrjedhojë e kufizimeve të COVID19. Përveç kësaj, në platformën ABA janë regjistruar shumë jo anëtarë, dhe shumë prej tyre janë nga Kosova dhe Maqedonia e Veriut, që nuk kanë të drejtë për anëtarësim.



Burimi: Nxjerrë nga sistemi ABA Online

**Figura 2-2 Treguesi 2: Numri i të Regjistruarve në ABA Online (Mars 2021-Maj 2022)**

## 2.2 Statusi i arritjes së treguesve të Outputit

Treguesit për çdo Output dhe statusi i arritjes janë paraqitur në tabelën e mëposhtme. Janë

<sup>19</sup> Për shkak të zgjatjes së periudhës së projektit për shkak të zgjerimit të pandemisë COVID19, shifrat e synuara për anëtarësim janë rishikuar disa herë.

<sup>20</sup> INSTAT 2022, faqja e internetit.

arritur pothuajse të gjitha objektivat në nivel Outputi<sup>21</sup>.

**Tabela 2-2 Treguesit e secilit Output dhe statusi i arritjes**

| Rezultate  | Tregues  | Arritje  |
|--|--|--|
| <b>Output 1</b><br>Produktet financiare të zhvilluara dhe të përmirësuara nga FED invest përmes klienti në qendër fillojnë të përdoren nga anëtarët. | 1-1 Të paktën 5 produkte të reja financiare të zhvilluara ose të përmirësuara nga FED invest, duke përfshirë pagesat e shërbimeve dhe llogaritë rrjedhëse                    | <b>8 zhvilluar</b> (depozita verore, llogaria rrjedhëse, faturat e shërbimeve/transferta nga anëtari në anëtar, Kredi24, (kredi 24 orë) kredi për të rinjtë, kredi për agroturizëm (22 mars), overdraft (filluar në 22 qershor)  |
|  | 1-2 Manuali i procesit dhe zbatimit të klientit në qendër u hartua dhe miratua nga FED invest  | <b><u>Komiteti me Klientin në qendër (Anëtari në Qendër) i themeluar</u></b> dhe aktiv<br><b><u>U krijuan manualët e standardeve të procesit dhe standardeve të shërbimit me fokus klientin</u></b> dhe u përfunduan trajnimi i stafit<br><b><u>U krijua Departamenti i Marketingut</u></b> për të zhvilluar dhe ekzekutuar <b>planin strategjik të marketingut</b> . Kanalet digjitale u vendosën me sukses, duke përfshirë produktin Kredi 24. |
|  | 1-3 Matrica e Menaxhimit të Marrëdhënieve me Klientin (CRM) u përcaktua dhe funksionon nga MIS i FED invest  | <b><u>Është punësuar një menaxher CRM, është zhvilluar një matricë CRM</u></b> e thjeshtë dhe janë duke u zhvilluar fushata dhe aktivitete të tjera sipas përcaktimeve dhe maten rezultatet. Njësia e Kujdesit për Anëtarët është krijuar dhe funksionon.  |
|  | 1-4 Module të edukimit financiar me më shumë se 10 tema u ofrohen klientëve ekzistues dhe të rinj nga stafi i FED invest, që kanë kaluar trajnime për rritjen e kapaciteteve | <b><u>14 tema të edukimit financiar</u></b> të zhvilluara mbi depozitat, menaxhimi i borxhit, bankingu digjital, kontabiliteti bujqësor (aplikacionet), llogaria rrjedhëse, etj. të vëna në dispozicion të anëtarëve përmes kanaleve të drejtpërdrejta dhe në internet.  |
| <b>Output 2</b><br>Një strukturë operative për Qendrën   | 2-1 Të paktën 5 shërbime jofinanciare të ofruara nga Qendra ABA  | <b>8 lloje shërbimesh</b> brenda 4 shtyllave sipas Planit të Biznesit të ABA   |
|  | 2-2 Zhvillimi i një platforme  | <b><u>ABA Online</u></b> u <b>zhvillua</b> dhe doli zyrtarisht në  |

<sup>21</sup> I vetmi tregues nivel Outputi që nuk është arritur ende është 3-4 (998 (deri më 31 maj 2022) kundrejt 1000 të objektivit të regjistrimit në FED Online).

|   |  |   |
|---|--|---|
| e Njohurive Agri <sup>22</sup> do të krijohet për të ofruar shërbime jofinanciare   | dhe aplikacioni ndërveprues për të ofruar informacion dhe të dhëna bujqësore   | Janar 2021  |
|   | 2-3 Krijimi i zyrave të Qendrës ABA dhe mobilimi.  | <b><u>Qendra ABA u krijua</u></b> pranë degës FED invest Lushnje dhe <b><u>u caktuan ambientet dhe pajisjet e nevojshme</u></b>   |
|   | 2-4 Marrëveshja për pozicionimin organizativ të Qendrës ABA  | <b><u>Plani i Biznesit të ABA (Faza I), që mbulon objektivat, menaxhimin, marketingun dhe aspektet operationale, u finalizua dhe u miratua nga Komiteti i Menaxhimit të ABA në qershor 2020. Plani i biznesit të ABA (Faza II) u zhvillua në mënyrë të pavarur nga FED invest në maj 2022. Pozicionimi organizativ i ABA në fund të projektit është mbajtur i pandryshuar që nga fillimi i Qendrës ABA në Janar 2021.</u></b> |
| <b>Output 3</b><br>FED invest zgjeron shërbimet financiare dhe jofinanciare duke futur dhe zbatuar CBS, pajisjet e nevojshme dhe teknologji digjitale | 3-1 FED invest i shërben të gjitha qarqeve të vendit   | FED invest ofron shërbime përmes degëve dhe digjitale <b><u>në të 61 bashkitë në mbarë vendin.</u></b>  |
|   | 3-2 Prezantohet CBS, përfshirë modulën e internetit në celular   | <b><u>Sistemi i ri Bankar (CBS) u prezantua</u></b> në janar 2020 dhe FED Online filloi operacionet pilot në mars të të njëjtit vit, duke filluar me operacione zyrtare në nëntor 2021.<br>FED Online mbështetet nga Qendra e Kujdesit për Anëtarin dhe Këshilltarët Digjitalë  |
|   | 3-3 Zbatimi i MIS që mundëson raportim gjithëpërfshirës për palët e treta, analiza të biznesit dhe menaxhim dhe analizë të të dhënave të klientëve | <b><u>Dosja</u></b> e informacionit të klientit, pjesë e CBS, mundëson menaxhimin dhe raportimin e informacionit të klientit<br>U punësua menaxheri të dhënave dhe gjurmohen KPI-të për fushatat e marketingut, etj.  |
|   | 3-4 Më shumë se 1000 klientë që përdorin shërbimet financiare digjitale të FED invest  | <b><u>FED Online</u></b> tani ka <b><u>998 përdorues të regjistruar.</u></b><br>Marketingu i bankëgut digjital në përputhje me planin strategjik të marketingut   |

<sup>22</sup> Njësia e ofrimit të shërbimeve jofinanciare u emërua Qendra Agro Biznes Asistencë (ABA) në dhjetor 2019. Prandaj, të gjitha referencat për "Qendra e Njohurive Agri" në PDM janë sinonim i "Qendrës ABA".

## Kapitulli 3: Aktivitetet dhe Rezultatet e Projektit

### 3.1 Detajet e aktiviteve dhe rezultatet e menaxhimit të Projektit

#### 3.1.1 Organizimi i Komitetit të Përbashkët Koordinues (JCC)

Si organi më i lartë vendimmarrës për Projektin, mbledhjet e JCC-së u mbajtën sipas nevojës. U morën vendime të rëndësishme në lidhje me zbatimin e projektit, duke përfshirë projekt-planin vjetor të projektit, drejtimin, konfirmimin e politikave dhe vendimet në lidhje me buxhetin dhe personelin e nevojshëm. Anëtarët dhe një përmbledhje e takimeve janë renditur më poshtë. (Shih Shtojca 4 për një agjendë të detajuar).

Tabela 3-1 Vështrim i përgjithshëm i JCC

|              |            | Anëtar   |
|--------------|------------|--|
| Kryetar      |            | Ministria e Financave dhe Ekonomisë, Përgjegjës i Drejtorisë së Menaxhimit të Projekteve dhe Programeve në Fushën e Zhvillimit Ekonomik dhe Arsimit Profesional  |
| Anëtar       | FED invest | Drejtor i Projektit, Menaxher i Projektit, çdo Menaxher Outputi  |
|              | JICA       | Selia Qendrore e JICA, Zyra e Ballkanit e JICA, ekipi i konsulentëve të JICA   |
| Vëzhgues     |            | Ambasada e Japonisë  |
| Datë         |            | Agjenda kryesore   |
| Shkurt 2018  |            | • Diskutimi dhe miratimi i planit të punës (Faza I)  |
| Prill 2019   |            | • Ndarja e ecurisë së aktiviteve të projektit dhe shpjegimi i planit të punës (periudha e mbetur e Fazës I)<br>• Diskutimi i rishikimit të PDM<br>• Miratimi i planit të punës (periudha e mbetur e Fazës I) dhe PDM |
| Shtator 2019 |            | • Miratimi i planit të punës për Fazën II<br>• Vendosja e treguesve të PDM   |
| Tetor 2020   |            | • Miratimi i planit të punës, përfshirë zgjatjen e periudhës së projektit  |
| Qershor 2021 |            | • Miratimi i rishikimit të R/D për zgjatjen e periudhës së projektit dhe plani i punës deri në shtator   |
| Janar 2022   |            | • Miratimi i planit të aktiviteve<br>• Diskutim mbi qëndrueshmërinë e Qendrës ABA  |
| Maj 2022     |            | • Ndarja e rezultatit të projektit dhe mësimet e nxjerra, Diskutimi i qëndrueshmërisë së rezultateve të projektit<br>• Dorëzimi i pajisjeve  |

#### 3.1.2 Organizimi i Takimeve Tremujore të Monitorimit (QMM)

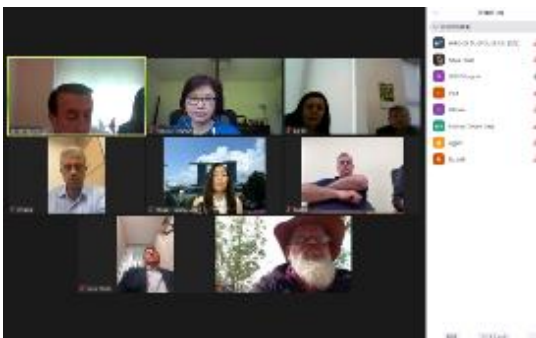
Takimet tremujore të monitorimit u organizuan nga Ekipi i Projektit (menaxhimi i FED invest



dhe ekipi i konsulentëve të JICA) me qëllim monitorimin e ecurisë së aktiviteteve të projektit, me pjesëmarrjen e Ministrisë së Financave dhe Ekonomisë dhe Zyrës Qendrore të JICA dhe Zyrës së Ballkanit si vëzhgues. Takimet u mbajtën gjithsej shtatë herë gjatë Fazës II të Projektit dhe luajtën një rol të rëndësishëm në vendimmarrjen pa probleme dhe në kohë të projektit.

### 3.1.3 Ndërrimi i Përparësive dhe Metodave të Zbatimit të Aktiviteteve të Projektit në Përgjigje të Shpërthimit të COVID 19

Për t'iu përgjigjur ndikimit të shpërthimit të pandemisë COVID 19 në fillim të vitit 2020 dhe për të bërë përparim në aktivitetet e Projektit, Projekti mori me shpejtësi masa për të kaluar aktivitetin në modalitetin në largësi (në internet). Këto masa përfshinin sa vijon: bërja e ndryshimeve në priorizimin e aktiviteteve (p.sh., duke i dhënë përparësi "Zhvillimit të Planit të Biznesit të Qendrës ABA", (faza 1), zhvillimi i platformës ABA Online, përdorimi i kanaleve të komunikimit në internet për trajnime dhe promovime të produkteve; duke bërë ndryshime në mënyrën e zbatimit të aktiviteteve (p.sh., aktivitetet e trajnimit të stafit të FED invest, që ishin planifikuar të kryeshin ballë për ballë, u kaluan në internet duke përdorur 120 tabletat e prokuruar nga Projekti), etj. Përveç kësaj, u zbatuan aktivitete të reja për të mbështetur fermerët në shkallë të vogël si ndihmë emergjente siç përshkruhet në 3.8 të këtij Raporti. Për të zbatuar këto aktivitete, FED invest dhe anëtarët e ekipit të konsulentëve të JICA mbajtën takime të shumta në internet në baza ditore për të siguruar që aktivitetet e projektit të përparonin bazuar në diskutime të ngushta dhe të detajuara. Me gjithë barrën e rëndë në menaxhimin e situatës emergjente COVID19, menaxhmenti i FED invest u vlerësua shumë nga qendra e JICA dhe zyra e JICA në Ballkan për këmbënguljen dhe aftësinë për të mbajtur gjallë aktivitetet e projektit gjatë këtyre rrethanave ekstreme, të gjitha falë angazhimit të fortë, përkushtimit dhe motivimit të stafit. Vlen të theksohet se ekipi i konsulentëve të JICA nuk mund të udhëtonte në Shqipëri përpara korrikut 2021. Reagimi i ekipit të projektit u bë i mundur me mbështetjen e shpejtë dhe fleksibile të selisë qendrore të JICA.



Takimi në internet për diskutimin e Qendrës ABA



Takimi i JCC-së u organizua edhe në internet

FED invest is the largest financial cooperative in the country, with 30 years of experience in financing small and medium-sized enterprises, mainly in the rural area and always guided by the "Customer Centricity" philosophy. In its successful journey, this institution has carried out important transformations and continuously improved financial and non-financial services in accordance with the growing needs of the membership. Since 2018, the FiAS project, an excellent collaboration of the Albanian Government-JICA-FED invest has given an important contribution to the further development of these services for small and medium enterprises and has a significant impact in rural areas.



- Ms. Zana Konini Chairman of the Management Board

### 3.2 Aktivitetet dhe Rezultatet e Infrastrukturës së IT-së dhe Zhvillimit të Softuerit

Zhvillimi i infrastrukturës dhe softuerit të IT-së ishte një nga dy aktivitetet themelore të ndërmarra gjatë fazës së parë të Projektit. PDM ver 1. i Projektit përshkroi rezultatin e pritur nga zhvillimi i infrastrukturës IT-së (Outputi 3) si zgjerim i bankingut pa degë. Megjithatë, sondazhi i Projektit mbi mjedisin e sistemit IT-së konfirmoi nevojën që FED invest të zbatojë CBS, i cili është themeli i operacioneve të institucionit financiar. IT-ja është e një rëndësie vendimtare për FED invest (të dhënat, raportimet, ofrimi i produkteve dhe shërbimeve si dhe siguria). Struktura e mjedisit të vjetër të IT-së ishte e shkallëzuar në mënyrë të kufizuar dhe rezultoi se nuk ishte e përshtatshme për një institucion të ngjashëm me bazë më të gjerë bankë, që lejon zgjerimin e ofrimit të shërbimeve të saj financiare në mënyrë cilësore dhe sasiore dhe për të dhënë një kontribut të qëndrueshëm në përfshirjen financiare të Shqipërisë rurale. Instalimi i CBS dhe pajisjeve të lidhura me të është thelbësor jo vetëm për "zgjerimin e bankingut pa degë" siç përshkruhet në PDM versioni 1, por edhe për arritjen e Qëllimit të Projektit dhe Qëllimit të Përgjithshëm të Projektit, dhe është themel për rritjen e qëndrueshme të gjithë organizatës. Duke qenë se rezultatet do jenë dukshëm më të mëdha sa pritej fillimisht, instalimi i infrastrukturës dhe softuerit të IT-së u trajtua si një grup i veçantë aktivitetesh dhe u punua gjatë fazës së parë të projektit. Këto detaje janë pasqyruar në PDM ver. 2, i cili u miratua nga JCC në mbledhjen e mbajtur në prill 2019.

Të gjitha aspektet e Rezultateve të Projektit duhej të mbështeteshin në gatishmërinë e funksionimit të CBS të ri. Në përfundim të fazës së zbatimit, stafi ka marrë vetëm trajnime "si të operohet", kështu që zhvillimi afatmesëm dhe afatgjatë i burimeve njerëzore dhe forcimi

organizativ i FED invest konsiderohen thelbësor për të siguruar që ata janë në gjendje të përdorin funksionet e CBS dhe të arrihen vërtet rezultatet e zbatimit të tij.

Rezultatet e pritshme nga instalimi i infrastrukturës dhe programit

- Mbledhja dhe menaxhimi (analiza dhe përdorimi) i informacionit të klientit do të përmirësohet.
- Sistemi i menaxhimit të riskut do të përmirësohet.
- Do të zhvillohet mjedisi i IT-së i nevojshëm për përmirësimin cilësor dhe zgjerimin sasior të ofrimit të shërbimeve financiare.
- Siguria e të dhënave forcohet ndjeshëm.
- Produkte të reja të ngjashme me bankën u vihen në dispozicion anëtarëve.

### 3.2.1 Aktivitetet

Në fazën e parë të projektit, u krye prokurimi i CBS dhe pajisjeve përkatëse të nevojshme për funksionimin e CBS, dhe instalimi i pajisjeve kompjuterike (serverët për qendrën e të dhënave, PC, etj.) u përfundua deri në mars 2019. Ky proces prokurimi përfshiu jo vetëm menaxhmentin e FED invest dhe departamentin e IT-së, por edhe pothuajse të gjithë stafin e selisë qendrore nga biznesi, operacionet, financat, juridikun, burimet njerëzore dhe departamentet e tjera.

Pajisjet shtesë u prokuruan më pas gjatë muajve maj-korrik 2019, duke përfshirë 42 printer për degët dhe 5 laptop për trajnime, të cilat janë thelbësore për përmirësimin e operacioneve të FED invest.

Tabela e mëposhtme përmbledh procesin e prokurimit në fazën e parë.

Tabela 3-2 Procesi i prokurimit për infrastrukturën e IT-së (pajisje) dhe programin (CBS)

| Koha         | Përmbajtja  |
|--------------|---|
| Nëntor 2017  | U shqyrtuan mjedisi aktual i zhvillimit të harduerit dhe softuerit të FED invest, propozimet për përmirësimin e departamentit IT, përgatitur nga Rabobank, RFI-të e shitësve dhe propozimet e RFP-së.   |
| Dhjetor 2017 | U listuan shitësit dhe dërguan kërkesat për dorëzim RFI tek shitësit.   |
| Janar 2018   | U shqyrtuan përmbajtjet e përgjigjeve të shitësve për RFI dhe u mor përgjigje nga nëntë kompani.<br>U përzgjedhën tre kompani për të dërguar RFP. Ju dërguan pyetësorë shtesë dy kompanive të tjera.  |
| Shkurt 2018  | Përgjigjet ndaj pyetësorëve shtesë të RFI u morën nga pesë kompani.<br>U përgatit drafti i RFI-së dhe u morën të dhëna nga JICA.  |
| Mars 2018    | RFI u rishikua me ekspertë të IT-së nga FED invest, JICA dhe Rabobank për të konfirmuar përmbajtjen e përgjigjeve të pyetjeve shtesë në RFI. Si rezultat, tre kompani (Fern Software, Oracle dhe Singular Logic) u përfshinë në listën e ngushtë dhe RFP u dërgua me përmbajtje që pasqyronin opinionin e JICA. |
| Prill 2018   | ... dhe përgjigjet e pyetjeve të RFP-së.<br>U hartuan kriteret e vlerësimit dhe u koordinua me ekipin e ekspertëve të Rabobank.   |
| Maj 2018     | Sesione demonstrimi nga tre kompanitë e përzgjedhura në listën e ngushtë (një ditë  |

|              |   |
|--------------|---|
|              | për secilën kompani) me menaxhmentin e FED invest dhe palët e interesuara të projektit, ekipin e projektit të JICA dhe ekipin e ekspertëve të Rabobank. Shkëmbimi i mendimeve për rezultatet.   |
| Qershor 2018 | Menaxhmenti i FED invest, palët kryesore të interesuara, ekipi i projektit të JICA dhe ekipi i ekspertëve të Rabobank morën pjesë në takim konsultativ të vlerësimit të RFP-së së tre kompanive të përzgjedhura në listën e ngushtë. Si rezultat, Oracle u zgjodh si partneri i parë i negociatave.   |
| Korrik 2018  | JICA i shkroi FED invest në lidhje me kornizën e politikës së prokurimit bazuar në CBS të tipit Cloud.<br>Organizoi dhe rishikoi një sërë operacionesh mbështetëse të prokurimit në lidhje me prokurimin CBS, përfshirë çështjet që lidhen me "Konkurrencën për Propozim", negociimin e kontratës dhe kontratën, si dhe diskutime dhe koordinim me FED invest dhe Rabobank në lidhje me sa më sipër. Si pjesë e këtij procesi, filloi të mbështesë përgatitjen e formatit RFP të JICA të Garës për Propozime.   |
| Gusht 2018   | Ekipi i projektit të JICA dhe përfaqësuesit e Rabobank mbajtën një konferencë telefonike për të diskutuar mbi barrën e kostos, rrezikun, kërkesat e personelit dhe investimin e burimeve të nevojshme të menaxhimit nëse prezantohet një CBS në premisë. Ekipi i projektit të JICA dhe Rabobank ranë dakord të rikonfirmojnë me FED invest barrën e kostos, riskun, fuqinë punëtore dhe investimin e burimeve të nevojshme të menaxhimit, etj. Përgjigja do të diskutohet brenda JICA.  |
| Shtator 2018 | Misioni nga Zyrat Qendrore të JICA-s vizitoi FED invest më 19-20 shtator dhe më në fund ra dakord për prokurimin e CBS, konfirmoi shtrirjen e përgjegjësisë së JICA për prokurimin e pajisjeve dhe pjesën e FED invest, sqaroi kontratën dhe planin e prokurimit dhe nënshkroi minutat e takimit. Kontrata dhe plani i prokurimit janë sqaruar dhe për të njëjtën gjë janë nënshkruar minutat e takimit.<br>Ndihmoi në marrjen e informacionit të kompanisë dhe kuotimeve nga tre shitës në një proces "tenderimi konkurrues" për prokurimin e pajisjeve përkatëse. |
| Tetor 2018   | FED invest finalizoi specifikimet dhe sasitë e pajisjeve përkatëse dhe rimori informacionin e nevojshëm për prokurim.<br>Selia Qendrore e JICA-s dha miratimin e saj për të blerë si softuerin ashtu edhe harduerin përkatës sipas një kontrate të posaçme të negociuar me Facilization. Negociatat për kontratën mes JICA, FED invest dhe Facilization nisën menjëherë.  |
| Nëntor 2018  | Ndihmë në negociimin e kontratës.<br>Rishikimi i sistemit të inspektimit të pranimit për pajisjet e prokuruar.  |
| Dhjetor 2018 | JICA, FED invest dhe Facilization ranë dakord për detajet e kontratës dhe përfunduan një marrëveshje trepalëshe.<br>Marrëveshje me JICA dhe FED invest për sistemin e pranimit dhe inspektimit të pajisjeve. Dorëzimi i pjesës së parë të pajisjeve (licenca e softuerit CBS) dhe trajnimi.   |
| Mars 2019    | Dorëzimi i pajisjeve të Lotit 2 (programi dhe pajisjet elektronike të mbetura) dhe shërbimet e Lotit 3 (Product Walk Through); pranimi nga JICA, ekipi i konsulentëve dhe FED invest.   |
| Prill 2019   | Ceremonia e Dorëzimit të CBS  |
| Maj 2019     | Filloi oferta konkurruese për pajisje shtesë.   |
| Qershor 2019 | Shitësi u zgjedh. U nënshkrua kontrata e prokurimit.  |
| Korrik 2019  | Dorëzimi dhe pranimi i pajisjeve shtesë.  |
| Shkurt 2020  | Përfundimi i procesit të kalimit në live.   |



Aktivitetet kryesore në procesin e mësipërm janë përshkruar në detaje në vijim.

### (1) Mjedisi i IT-së dhe vrojtimi i sistemit

Duke marrë parasysh specifikimet dhe sasitë e pajisjeve për të blerë (CBS dhe pajisjet përkatëse), u krye një studim i mjedisit dhe sistemeve të IT-së në FED invest duke intervistuar ekipin e IT-së në FED invest. Anketa iu referua raportit të rrezikut për mjedisin e IT-së të përgatitur nga Rabobank përpara fillimit të këtij Projekti. Si rezultat, u identifikua situata e momentit dhe problemet e mëposhtme.

Tabela 3-3 Statusi aktual dhe çështjet e mjedisit dhe sistemeve IT në FED-invest

|    | Artikujt  | Statusi dhe çështjet aktuale  |
|----|---|---|
| 1  | Rezervimi i pamjaftueshëm i të dhënave                      | Nuk janë krijuar ende kopje rezervë të të dhënave të përdoruesve të biznesit, etj.  |
| 2  | Mbrojtje e pamjaftueshme e të dhënave kritike               | Menaxhimi dhe mbrojtja e pamjaftueshme e dosjeve të informacionit si informacioni i klientit, informacioni i listës së pagesave, etj.         |
| 3  | Rritja e transparencës së punës së departamentit të IT      | Nevoja për të qartësuar politikat për punën e mbështetjes së brendshme, punën e administrimit të sistemit, etj.                               |
| 4  | Menaxhimi i dobët i licencës së softuerit                   | Shumë mangësi u konstatuan në procedurat e licencimit dhe rinovimit të programeve kompjuterike, etj.  |
| 5  | Menaxhimi i të drejtave të aksesit për departamentet e IT   | Departamenti i IT duhet të menaxhojë të drejtat e plotfuqishme të aksesit   |
| 6  | Përqendrimi individual i autoritetit të departamentit të IT | Përqendrimi i aftësive të njohurive dhe rrezikut mbi individë të veçantë në departamentin e IT  |
| 7  | Mungesa e planifikimit për punën e departamentit të IT      | Një ngarkesë e madhe e punës është e përqendruar në departamentin e IT-së dhe kërkohen vendime të menaxhimit në lidhje me prioritizimin, etj. |
| 8  | Rreziku i qendrës së të dhënave të pavarur                  | Rreziku për të mos pasur faqe rezervë dhe vetëm një qendër të vetme të dhënash  |
| 9  | Forcimi i strategjisë së IT dhe politikave operacionale     | Nevoja për të rishikuar politikat e funksionimit të IT si menaxhimi i të dhënave dhe përafrimi i tyre me planin e biznesit                    |
| 10 | Mungesa e njohurive të përdoruesit fundor                   | Varësia nga departamenti i IT për mbështetjen e funksionimit të PC për shkak të mungesës së njohurive të përdoruesit fundor                   |

|   |  |
|---|--|
|  |    |
| <p>FED invest që nga nëntori 2017<br/>Pajisjet e dhomës së serverit</p>           | <p>Pajisjet e IT-së në degë që nga nëntori 2017<br/>(PC për Officerët e Kredisë)</p> |

Bazuar në rezultatet e sondazhit të mësipërm, një Kërkesë për Informacion (RFI) dhe një Kërkesë për Propozim (RFP) u përgatitën për të rishikuar dhe finalizuar specifikimet e CBS dhe pajisjeve përkatëse që do të prokurroheshin në kuadër të Projektit dhe iu dërguan shitësve. FED invest ra dakord të dërgojë RFI dhe RFP te shitësit dhe të marrë propozimet e tyre për zgjidhje.

## (2) Përgatitja dhe dërgimi i RFI dhe RFP

Në zgjedhjen e një shitësi CBS, u përgatit një RFI që do t'i dërgohej secilit prej 28 shitësve të mundshëm për të marrë informacionin bazë për kompaninë. Pas krahasimit të përgjigjeve nga këta nëntë shitës, tre shitës, Fern Software (MB), Oracle (Irlandë/SHBA) dhe Singular Logic (Greqi) u renditën në listën e ngushtë, si shitës që do t'u kërkohej të paraqesin propozime për produktet e tyre CBS.

RFP ishte përgatitur për t'u kërkuar tre shitësve të përzgjedhur në listën e ngushtë të paraqesin propozime teknike dhe çmimet për produktet e tyre CBS. RFP përbëhet kryesisht nga Kërkesa Funktionale për menaxhimin e klientëve dhe transaksioneve dhe Kërkesa Jofunktionale për çmimet, funksionimin e sistemit dhe strukturën mbështetëse. RFP u nda në dy kategori kryesore: Kërkesat Funktionale për menaxhimin e klientëve dhe transaksioneve, etj., dhe Kërkesat Jofunktionale për strukturën e çmimeve, funksionimin e sistemit dhe strukturën mbështetëse, etj.

## (3) Vlerësimi dhe përzgjedhja e shitësit

Kompanitë shitëse finalizuan propozimet e tyre përkatëse dhe dorëzuan versionin përfundimtar të përgjigjeve të RFP-së deri në afatin përfundimtar të dorëzimit, 24 maj 2018.

Ekipi i Projektit, Rabobank dhe FED invest më pas vlerësuan në mënyrë të pavarur përgjigjet e RFP-së së secilës kompani dhe i vlerësuan ato bazuar në kriteret e vlerësimit të rënë dakord.

Pas një sesiioni demonstrues (prezantim dhe sesion pyetje - përgjigje, mbajtur në maj 2018) nga shitësit, u mbajt një takim përfundimtar vlerësues për përzgjedhjen e shitësve në datat 4-6 qershor 2018, në prani të Ekipit të Projektit, Rabobank dhe zyrtarëve të FED invest. Takimi u ndoq jo vetëm nga ekipi i IT i FED invest, por edhe nga menaxhmenti i lartë dhe stafi nga departamente të ndryshme në Zyrat Qendrore (Biznesi, Financat, Operacionet, Burimet Njerëzore, Risku, etj.) për të diskutuar nevojat aktuale operative ditore të FED invest dhe cili CBS do t'i shërbente më së miri strategjisë së saj të rritjes në të ardhmen. Gjatë takimit, palët e interesuara ranë dakord se kriteret e mëposhtme ishin kriteret kryesore të vlerësimit për përzgjedhjen e CBS.

- Ofroni zgjidhje të ardhshme "bankare" që mundësojnë: diversifikimit të grupeve të produkteve përmes personalizimit dhe përdorimit të zgjidhjeve të palëve të treta
- Ofrimi i zgjidhjeve për të mundësuar ofertat fintech dhe banking në internet
- Ofrimi mbështetjes gjatë dhe pas periudhës zbatimit: disponueshmëria e mbështetjes në Shqipëri, disponueshmëria e mbështetjes në gjuhën shqipe për sistemin, dhe në veçanti vlerësimi i reagimit ndaj raportimit në autoritetet shqiptare (Banka Qendrore, Autoriteti i Sigurimit të Depozitave, etj.)

Si rezultat i diskutimeve të bazuara në pikat e mësipërme të vlerësimit, shitësi me rezultatin më të lartë të vlerësimit u zgjodh si prioriteti i parë për negociimin e kontratës.

Në mes të gushtit, bazuar në rishikimin e brendshëm nga FED invest, Drejtori i Projektit shprehu qëllimin e Projektit në Zyrat Qendrore të JICA se "bazuar në rezultatet e takimit të vlerësimit të përgjigjeve, do të dëshironim t'u prezantonim produktin e shitësit me kontratën të renditur më lartë në negociatë". Ekzistojnë dy lloje të CBS: në objekt dhe me bazë Cloud. Projekti propozoi pikat e mëposhtme për krahasim. Pas diskutimit, u vendos që të instalohej CBS e tipit në objekt.

Tabela 3-4 Avantazhet dhe disavantazhet e CBS në objekt dhe me bazë në Cloud

|              | Lloji në objekt   | Bazuar në Cloud  |
|--------------|---|--|
| Avantazhe    | Të dhënat mund të menaxhohen vetë pa pasur nevojë t'ia besoni një pale të tretë.<br>Facilization ka përvojë në instalimet stacionare CBS në Shqipëri. | Nuk ka nevojë për menaxhim të mirëmbajtjes së mbështetjes (personel dhe pajisje), i cili kërkohet për sistemet stacionare.<br>Është e sigurt të ruash të dhënat në Cloud si një kundërmasë ndaj riskut për parandalimin e fatkeqësive. |
| Disavantazhe | CBS është sistem për mirëmbajtjen, menaxhimin dhe funksionimin e tij më vete.<br>Kundërmasat e riskut nga fatkeqësitë                                 | Nuk ka asnjë institucion financiar në Shqipëri që të ketë zbatuar sistemin.<br>Sistemi infrastrukturës së telekomunikacionit në Shqipëri është i paqëndrueshëm.  |

|  |  |
|--|--|
| nuk janë të plota. Është i nevojshëm një server rezervë për parandalimin e tyre. | Kompania nuk është në gjendje të menaxhojë të dhënat e veta. |
|--|--|

#### (4) Asistencë në lidhjen e kontratave për prokurimin e CBS

Një draft i politikës së prokurimit u përcaktua në fillim të shtatorit, u mbajt një konsultim i përbashkët JICA/FED invest më 19-20 shtator 2018 me pjesëmarrjen e zyrtarëve nga Selia Qendrore e JICA-s dhe Zyra e Ballkanit për të sqaruar artikujt specifikë të pajisjeve që do të prokurohen, shuma, forma e kontratës dhe shtrirjen e përgjegjësisë së të dyja palëve. Gjatë konsultimeve u ra dakord për pikat kryesore të mëposhtme.

- Përgatitjet janë duke u zhvilluar për të blerë CBS në objekt (Oracle Flexcube) të Oracle dhe pajisjen përkatëse sipas një kontrate të negociuar me porosi të veçantë.
- FED invest do të sigurojë personelin dhe infrastrukturën shtesë të nevojshme për të zbatuar CBS në objekt.
- JICA do të prokurojë tarifat e licencës së softuerit dhe pajisje të ndryshme kompjuterike që kërkohen në momentin e prezantimit si investim fillestar për prezantimin e CBS.
- Përndryshe, FED invest do të paguajë tarifat e veta të mbështetjes vjetore për CBS dhe pajisjet e nevojshme për bankingun pa degë.
- Nëse negociatat e çmimit rezultojnë në një tepricë në buxhet, teprica mund të përdoret për të blerë pajisje shtesë, etj..
- Marrëveshja e licencës për CBS do të lidhet midis FED invest dhe Oracle, dhe JICA nuk do të përfshihet, ndërsa Marrëveshja Master për ofrimin e CBS, shërbimeve dhe pajisjeve kompjuterike përbërëse do të lidhet midis FED invest, palës kontraktuese dhe JICA.
- Afatet kohore të propozuara për përgatitjet e ardhshme të prokurimit dhe zbatimit.

Në tetor 2018, u siguroa miratimi i brendshëm i JICA-s për prokurimin e CBS dhe pajisjeve kompjuterike të lidhura me të sipas një kontrate me urdhër të veçantë. Pas kësaj, nisën negociatat e kontratës midis JICA, FED invest dhe Facilization (distributori vendor i Oracle në Shqipëri), i cili u identifikua si palë për kontratën me urdhër të veçantë dhe të tre palët nënshkruan kontratën e prokurimit më 7 dhjetor 2018.



Takimi i përbashkët konsultativ



### (5) Mbështetje për CBS dhe inspektimin e harduerit përkatës

Kontrata trepalëshe e sipërpërmendur parashikon që pajisjet e prokuruar dhe shërbimet e mbështetjes teknike për zbatimin e CBS do të dorëzohen nga Faclization në pesë lote. Pas nënshkrimit të kontratës, loti i parë i licencave CBS (Oracle Flexcube Application License) u dorëzua më 14 dhjetor 2018 dhe u inspektua bashkërisht nga zyra e JICA në Ballkan, FED invest dhe ekipi i konsulentëve të JICA.

Pjesa e dytë e licencave të mbetura CBS (Oracle Technology License, FaciliConnect) dhe pajisjet përkatëse (serverët, firewalls, PC, etj.) u dorëzuan nga 5 deri më 15 mars 2019, dhe u krye i njëjti inspektim pranimi.

Loti i tretë ishte një shërbim teknik, Product Walk Through (PWT) (planifikimi i zbatimit të CBS), i cili gjithashtu u konfirmua si i plotë nga specialisti IT i ekipit të konsulentëve më 19 mars.

Pranimi Lotit 4 (krijimi i mjedisit të Testit të Pranimit të Përdoruesit (UAT)) dhe Lotit 5 (përfundimi i zbatimit të CBS) u bë gjatë Fazës 2. Kjo përshkruhet në detaje në Seksionin 3.4.1 (1).



Puna inspektuese

### (6) Ceremonia e Dorëzimit të CBS

Ceremonia e dorëzimit të CBS u mbajt më 24 prill 2019, pas nënshkrimit të kontratës së prokurimit dhe përfundimit të dorëzimit të pajisjeve me përjashtim të shërbimeve teknike. Në ceremoni morën pjesë Ambasadori i atëhershëm Sh.T. Ito dhe Drejtori i Zyrës së Ballkanit të JICA z. Kobayashi nga pala japoneze, dhe Ministrija e atëhershme e Financave dhe Ekonomisë z. Anila Denaj nga pala shqiptare, si dhe zyrtarë të Ministrisë së Financave dhe Ekonomisë, Ministrisë së Bujqësisë dhe Bankës së Shqipërisë. Ceremonia u raportua në media të ndryshme dhe pati një efekt të madh si fushatë publicitare për aktivitetet e Projektit. Prezantimi i përgatitur nga ekipi i projektit për ceremoninë e transferimit shpjegon në mënyrë të lehtë për t'u kuptuar rëndësinë e futjes së CBS në FED invest nga këndvështrimi i zgjerimit të përfshirjes financiare

në zonat rurale në Shqipëri. Prezantimi u përgatit gjithashtu në shqip dhe u shfaq në fillim të trajnimit të përdoruesve të CBS në gjithë degët dhe gjatë aktiviteteve të tjera të projektit, dhe u prit mirë.



### 3.2.2 Rezultatet e aktiviteteve

#### (1) Forcimi i kapaciteteve organizative të FED invest përmes procesit të prokurimit

Aktiviteti "Infrastruktura e IT-së dhe zhvillimi i softuerit" u përfundua me dorëzimin fizik të CBS (softuerit) dhe harduerit përkatës në FED invest. Siç u përmend më lart, nga natyra e tij, CBS do të jetë efektiv vetëm pasi të jetë zbatuar brenda institucionit financiar, të jetë funksional e stafi të jetë në gjendje të përdorë funksionet e reja. Prandaj, ky aktivitet u pasua me "Zbatimi i CBS duke përfshirë grumbullimin dhe menaxhimin e informacionit të klientit përmes MIS" të përshkruar në Seksionin 3.4 dhe, aktivitetet e ndërlidhura si zbatimi i CBS, u zhvilluan në fazën e dytë të Projektit. Rezultatet përfundimtare të këtyre aktiviteteve janë përshkruar në detaje në Seksionin 3.4.2.

Procesi i prokurimit për zhvillimin e infrastrukturës dhe softuerit të IT-së përfshinte jo vetëm menaxhmentin dhe stafin IT të FED invest, por edhe pothuajse të gjithë stafin e selisë qendrore nga biznesi, operacionet, financat, juridiku, burimet njerëzore dhe departamentet e tjera, dhe ofroi një mundësi për shqyrtim në detaje çfarë duhej për të arritur vizionin afatmesëm dhe afatgjatë të FED invest. Vlen të përmendet se kjo ka çuar në rritjen e kapaciteteve individuale të stafit dhe ndërtimin e ekipit të organizatës FED invest në tërësi.

### 3.3 Aktivitetet dhe rezultatet e zbatimit të CBS, duke përfshirë ruajtjen dhe menaxhimin e informacionit të klientit përmes zhvillimit të MIS

Siç përshkruhet në Seksionin 3.2, në fazën e parë të Projektit, CBS dhe hardueri përkatës u prokuruan si pjesë e aktivitetit "Infrastruktura e IT-së dhe zhvillimi i softuerit". Në fazën e dytë

të projektit, CBS u prezantua në organizatë për të mundësuar ofrimin e produkteve të reja të ndryshme (përfshirë bankingun dixhital) në sistem dhe për ti mundësuar FED invest të ruajë dhe menaxhojë siç duhet informacionin e klientit përmes Sistemit të Menaxhimit të Informacionit (MIS) të CBS për të praktikuar menaxhimin me klientin në qendër. Rezultatet e pritura nga ky aktivitet janë si më poshtë.

Rezultatet e pritshme nga zbatimi i CBS, përfshirë grumbullimin dhe menaxhimin e informacionit të klientit përmes zhvillimit të MIS

- Mundëson ofrimin e një game të larmishme produktesh financiare.
- Informacioni i nevojshëm për ushtrimin e qasjes klienti në qendër, grumbullohet, menaxhohet dhe përdoret.

### 3.3.1 Aktivitetet

#### (1) Monitorimi i zbatimit të CBS

Pas nënshkrimit të marrëveshjes trepalëshe të prokurimit të CBS ndërmjet zyrës së JICA në Ballkan, FED invest dhe Facilization në dhjetor 2018 gjatë fazës së parë të Projektit, projekti i zbatimit të CBS nga zyra e Ballkanit e JICA dhe FED invest filloi në janar 2019. FED invest ngriti një ekip zbatimi, udhëhequr nga kreu i Departamentit të Operacioneve dhe puna vazhdoi sipas programit të treguar në Figura 3-1.

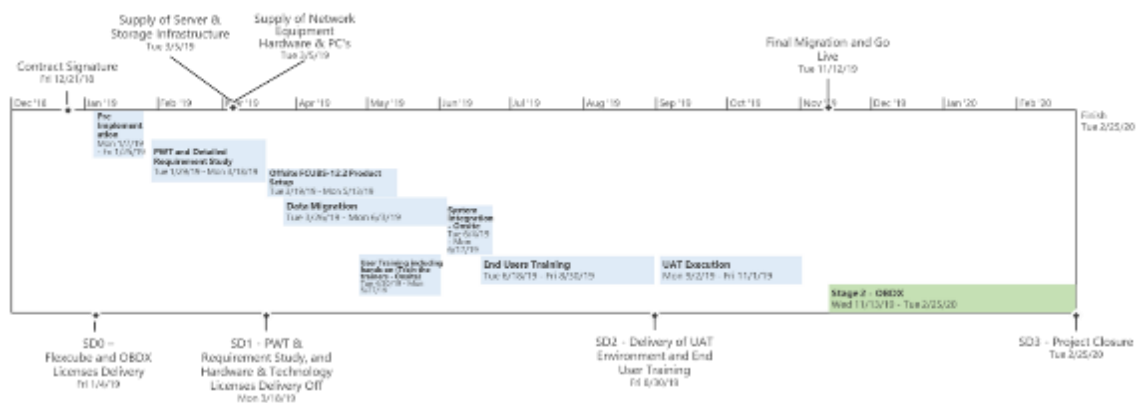


Figura 3-1 Programi i Zbatimit të CBS (Plani fillestar)

Një herë në muaj u mbajtën takimet e komitetit drejtues ndërmjet Facilization dhe FED invest për të diskutuar çështjet kyçe që lidhen me zbatimin. Ekipi i konsulentëve të JICA ndau procesverbalet e takimeve dhe dokumente të tjera të lidhura, dhe menaxhoi progresin e zbatimit nga distanca kur nuk ishte në vend. Ekipi i Projektit zhvilloi gjithashtu intervista dhe takime monitoruese me palët përkatëse (staf i FED invest, punonjës të Facilization, ekspertë të Rabobank që ofrojnë mbështetje teknike për zbatimin, etj.), kryesisht ekspertë të IT, për të

menaxhuar progresin dhe për të dhënë këshillat e nevojshme. Siç përshkruhet në Seksionin 3.2.1, rezultatet e monitorimit iu raportuan Zyrës së Ballkanit të JICA-së dhe Zyrave Qendrore, enti kontraktor për prokurimin e CBS, përmes raporteve mujore. Siç përshkruhet në këtë seksionin, nga pesë lotet e zbatimit, inspektimi i lotit të tretë, i cili korrespondon me dorëzimin fizik të softuerit dhe harduerit, përfundoi gjatë fazës së parë të projektit. Prandaj, tabela e mëposhtme përmbledh procesin e zbatimit pas gushtit 2019, që korrespondon me Lotet 4-5.

- ① Migrimi i të dhënave, futja e të dhënave shitesë
- ② Rreziqet e lidhura me rrjetin, specifikimet e instalimit të qendrës së të dhënave
- ③ Trajnimi i stafit, rreziqet operationale dhe reagimi ndaj shërbimeve të reja
- ④ Përshtatja e sistemit
- ⑤ Risku i kapaciteteve
- ⑥ Vendosja e të dhënave kryesore si libri i llogarisë, etj.
- ⑦ Testi i Pranimit të Përdoruesit (UAT)
- ⑧ Raportimi

Tabela 3-5 Procesi i Zbatimit të CBS

| Koha         | Përmbajtja  |
|--------------|---|
| Gusht 2019   | Konvertohen të dhënat nga sistemi i vjetër për të përdorur sistemin e ri. Kryhet testi simulues 1 dhe 2 i migrimit të të dhënave. Rregullohen problemet e identifikuara. U përfundua nga Facilitation trajnimi i përdoruesve për stafin e selisë qendrore të FED invest. Përfundoi ndërtimi i mjedisit të sistemit të UAT-së së parë. |
| Shtator 2019 | Trajnimi i përdoruesve për stafin e degëve u mbajt nga korriku deri në shtator, në 12 degët kryesore në mbarë vendin. Gjithsej, morën pjesë 250 punonjës për 160 ditë. Punë shtesë personalizimi, për të modifikuar modulën e kredisë që u zbulua se kishte probleme në testin e mëparshëm simulues.                                  |
| Tetor 2019   | UAT i parë për të verifikuar procesin e përgjithshëm të biznesit u përfundua (4 javë nga shtatori). Problemet u identifikuan dhe u adresuan. Moduli i kredisë duhet të modifikohet përsëri. Rrjeti i të dhënave u rinovua dhe faqja rezervë u përgatit për ndërtim.   |
| Nëntor 2019  | UAT i dytë u përfundua (3 javë). Ka përfunduar testi i tretë model i migrimit të të dhënave. Plani përfundimtar i provave për nisjen zyrtare (28 - 2 dhjetor) Një tërmet me magnitudë 6.4 ka ndodhur më 26 dhjetor. Pezulloi përkohësisht procesin.   |
| Dhjetor 2019 | Diskutimi i KD për të rifilluar procesin më 12 janar. Vendosi të zhvillojë provën përfundimtare më 15-19 janar dhe kalimin në CBS i ri më 29 janar-2 shkurt. Përfundoi verifikimi i procesit përfundimtar të migrimit të të dhënave MOCK4.  |
| Janar 2020   | UAT i dytë u përfundua. Prova përfundimtare e punës së tranzicionit u zhvillua pa asnjë problem nga data 15 deri më 19 mars. Kalimi në CBS të ri u krye nga 28 shkurt deri më 2 shkurt.   |
| Shkurt 2020  | Puna e migrimit përfundoi më 2 mars dhe CBS i ri hyri zyrtarisht në funksion.   |

Siç tregohet në tabelën e mësipërme, zbatimi i CBS filloi në janar 2019 dhe sistemi u lançua zyrtarisht më 2 shkurt 2020, megjithëse procesi u ndërpre përkohësisht dhe progresi u vonua për

shkak të tërmetit në nëntor 2019. Ekipi i projektit përfundoi punën e miratimit përfundimtar për fillimin zyrtar të CBS dhe dorëzimin e modulit prototip të bankngut digjital të përshkruar më poshtë në mars 2020, u raportua në zyrën e Ballkanit të JICA dhe përfundoi punën e monitorimit. Kjo përmbylli punën e prokurimit dhe zbatimit të CBS të ri, që ishte ndërmarrë që nga fillimi i projektit në tetor 2017.

## (2) Prezantimi i Modulit të Bankngut Digjital CBS (FED Online)

Pas përfundimit të zbatimit të CBS, Faza 2 e Projektit, në shkurt 2020 filloi, zbatimi i një version moduli prototip të Oracle Banking Digital Experience (OBDX). OBDX mundëson shkëmbimin e informacionit me palët e treta në mënyrë që ruan të dhënat dhe funksionalitetin e përpunimit me Flexcube, sistemi kryesor i CBS.

Siç u përmend në seksionin e mëparshëm, meqë se ky është produkti përfundimtar i punës së përcaktuar në kontratën e prokurimit të CBS, Projekti gjithashtu monitoroi ecurinë e këtij procesi me ekspertë të IT-së dhe konfirmoi përfundimin e tij në mars 2020.

Moduli OBDX që u zbatua si pjesë e kontratës së prokurimit të CBS, përfshirë zyrën e JICA në Ballkan, ishte vetëm një prototip dhe duhej të përditësohej në versionin zyrtar të lançimit. Gjithashtu, u kërkua punë shtesë për zbatimin e bankngut digjital, si vendosja e lidhjes në rrjet dhe trajnimi i stafit si përdorues, gjë që nuk ishte pjesë e punës së kontratave të prokurimit të sipërpërmendura, kështu që nga marsi 2020 e në vazhdim FED invest vazhdoi me punën për lançimin zyrtar të shërbimit të bankngut digjital, qoftë me iniciativën e saj ose nëpërmjet një kontrate dypalëshe me Facilization, sipas nevojës. Megjithatë, puna u vonua ndjeshëm nga pandemia COVID-19, nevoja për t'iu përgjigjur kërkesave të qeverisë për ristrukturimin e kredisë dhe koha e nevojshme për ngritjen e rrjetit.

Pas disa hapash, që zgjatën si rezultat një vit e gjysmë, shërbimi bankngut digjital u lançua zyrtarisht në nëntor 2021 në gjithë degët e FED invest në vend. Shërbimi u emërua zyrtarisht edhe 'FED Online'. Duhet të theksohet se nga korriku 2022, FED Online përmban shërbime të tilla si historia e transaksioneve të llogarisë rrjedhëse, kërkesa për planin e ripagimit të kredisë, kërkimi i planit të kursimeve dhe transferimet nga anëtari në anëtar. Aplikacioni i dedikuar celular nuk është zhvilluar ende dhe shërbimi mund të qaset përmes faqes dedikuar të internetit me pajisje si PC, tabletë dhe telefona celularë. (<https://ebank.fedinvest.al/?module=home>).

Shih Seksionin 3.7.1 për një përshkrim të aktiviteteve të marketingut të FED Online, mbështetur nga projekti.

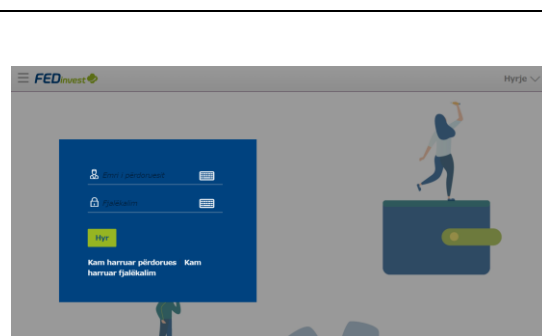
Tabela 3-6 Procesi i lançimit zyrtar të FED Online (moduli CBS-OBDX)

| Datë | Detajet | Kontrata e JICA |
|------|---------|-----------------|
|------|---------|-----------------|

|                           |   |                |
|---------------------------|---|----------------|
| Shkurt 2020               | <ul style="list-style-type: none"> <li>• Ekzaminimi i specifikimeve të detajuara</li> <li>• Plani i zhvilluar UAT, modifikimi i serverit të Facilitation për UAT</li> <li>• Trajnimi i përdoruesve për stafin e FED invest nga Facilitation</li> </ul>  | përfshihet     |
| Mars 2020                 | <ul style="list-style-type: none"> <li>• UAT e kryer në datën 5. Përfundoi inspektimi i pranimit.</li> </ul>  |                |
| Prill 2020 - Shtator 2020 | <ul style="list-style-type: none"> <li>• U përgatitën manuale, procedura e materiale trajnimi për stafin</li> <li>• Zbatimi i trajnimit të stafit</li> <li>• Përgatitja për ngritjen e qendrës së reagimit ndaj klientit</li> <li>• Funkcionalitet i kufizuar i disponueshëm për oficerët e kredisë të zgjedhur, menaxherët e degëve dhe menaxherët rajonalë</li> </ul> | nuk përfshihet |
| Tetor 2020                | <ul style="list-style-type: none"> <li>• Zona pilot</li> <li>• Disponueshmëria e kufizuar e shërbimit për disa anëtarë të</li> </ul>  |                |
| Prill 2021                | <ul style="list-style-type: none"> <li>• Nisja e shërbimeve për të gjithë anëtarët në rajonet pilot (Tiranë, Lushnje, Elbasan, Fier, Vlorë)</li> </ul>  |                |
| Qershor 2021              | <ul style="list-style-type: none"> <li>• Do shërbehen edhe dy rajone (Divjakë, Gjirokastrë).</li> </ul>   |                |
| Nëntor 2021               | <ul style="list-style-type: none"> <li>• Krijimi i KPI-së, sistemi i monitorimit dhe auditimit</li> <li>• Hapja e formularit të aplikimit për regjistrim</li> <li>• Përfundimi i trajnimit të fundit të stafit</li> <li>• Shërbimi i nisur në të gjitha rajonet e Shqipërisë (d.m.th., lançimi zyrtar)</li> </ul>   |                |



Imazhi i ekranit të funksionimit të OBDX

Faqja e hyrjes në FED Online<sup>23</sup>

### (3) Grumbullimi dhe menaxhimi i informacionit të klientit nëpërmjet mirëmbajtjes së MIS

PDM e këtij projekti përfshin prezantimin e pajisjeve më të fundit të IT-së dhe një sistemi për ruajtjen, menaxhimin dhe raportimin e informacionit të klientit, duke përfshirë të dhënat e Menaxhimit të Performancës Sociale (SPM), si aktivitete dhe tregues të projektit.

Siç u përmend më herët, pas përfundimit të zbatimit të CBS, u bë teknikisht e realizueshme regjistrimi i të dhënave të klientit në Dosjen e Informacionit të Klientit (CIF) të CBS dhe ruajtja dhe menaxhimi i informacionit me MIS. Në përgjigje të kësaj, Projekti, i udhëhequr nga një Specialist i Edukimit Financiar dhe MIS, kreu një anketë me pyetësor për të hetuar statusin

<sup>23</sup> <https://ebank.fedinvest.al/index.html?module=logon>

organizativ të zhvillimit të MIS dhe kapacitetin e përdorimit të FED invest nga dhjetori 2019 deri në shkurt 2020. Specialisti gjithashtu mbajti një seri diskutimesh me FED invest. Bazuar në rezultatet e këtij sondazhi, janë ndërmarrë veprimet e mëposhtme:

- a) Pajisjet më të fundit të IT-së si CBS dhe kompjuterët personal u instaluan deri në shkurt 2020 dhe funksioni CIF i CBS mundësoi grumbullimin, analizën dhe raportimin e jashtëm të informacionit të klientit me mbështetjen e Projektit;
- b) Bazuar në rekomandimet e përpiluara nga Specialisti, klientit iu shtuan të dhëna sociale si klasifikimi urban-rural i klientëve, informacioni mbi jetesën (të ardhurat, shpenzimet dhe pasuritë), gjinia, mosha, edukimi, statusi martesor dhe profesioni (fermer ose jo), informacion i ruajtur në CIF të CBS.
- c) FED invest rekrutoi një Menaxher të të Dhënave në Prill 2019, që është përgjegjës për Menaxhimin e Marrëdhënieve me Klientin (CRM), analizën e të dhënave dhe raportimin tek donatorët. Kjo ka çuar në përmirësimin e kapacitetit dhe strukturës organizative, e cila ka mundësuar raportimin e rregullt të të dhënave financiare dhe sociale tek donatorët dhe agjencitë e tjera.
- d) FED invest iu dha Certifikata e Kodit Evropian të Sjelljes së Mirë për Ofrimin e Mikro-kredive<sup>24</sup> në dhjetor 2018. Certifikimi u jepet IMF-ve në rajonin e Evropës, që funksionojnë në përputhje me parimet e menaxhimit të performancës sociale dhe u ka mundësuar atyre të marrin fonde dhe mbështetje teknike nga Programi i BE-së për Punësim dhe Inovacion Social (EaSI). Shikoni lidhjen në fusnotë për detaje.
- e) Asistenca teknike nga EaSI po mbështet FSP-në për të marrë një Vlerësim Financiar dhe Social nga MFR<sup>25</sup>, një agjenci private që vlerëson FSP-të dhe pasi të merret vlerësimi nga MFR, shanset për mbështetje të mëtejshme nga donatorët dhe investitorët rriten.

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<sup>24</sup> <https://ec.europa.eu/social/main.jsp?catId=1482&langId=en>

<sup>25</sup> <https://www.mf-rating.com/global-rating-agency/professionals/>



Për arsyet e mësipërme, të dyja palët ranë dakord që aktivitetet e lidhura me Projektin kishin përfunduar, pasi sistemi i akumulimit, menaxhimit dhe raportimit të informacionit të klientit ishte futur me mbështetje të mjaftueshme teknike dhe financiare nga Projekti dhe përpjekje nga vetë FED invest.

### 3.3.2 Rezultatet e aktiviteteve

Në Anketimin Përfundimtar, u zhvilluan intervista me menaxhmentin e FED invest, stafin e selisë qendrore dhe atë të degëve për të konstatuar ndryshimet e biznesit dhe operacionale në FED invest siç përshkruhet më sipër për shkak të zbatimit të CBS të ri. Rezultatet konfirmuan katër ndryshimet kryesore pozitive të mëposhtme që rezultojnë nga prezantimi i CBS të ri.

#### (1) Përmirësimi i Infrastrukturës së IT-së si Institucion Financiar

Deri në implementimin e CBS të ri, FED invest përdorte një sistem të vjetër IT, në përdorim që para bashkimit organizativ në 2016, i cili kishte pësuar një sërë modifikimesh dhe kishte arritur kufijtë e tij. Megjithatë, sistemi i vjetër paraqiste shumë sfida në drejtim të menaxhimit dhe administrimit të sistemit, raportimit dhe auditimit dhe funksioneve të sigurisë. Gjithashtu u theksua domosdoshmëria e ngritjes së kapaciteteve të Departamentit të TI-së për të trajtuar çështje të tilla.

Projekti ka konfirmuar me FED invest se çështjet e mëposhtme janë zgjidhur me zbatimin e CBS të ri. Përmirësimi i infrastrukturës së IT-së i ka dhënë FED invest kapacitetin për të vazhduar ofrimin e shërbimeve financiare për popullsinë rurale shqiptare si institucion financiar



dhe në një afat të shkurtër, siç përshkruhet më poshtë, ka çuar në marrjen e licencave të reja të shërbimit për të gjitha llojet e pagesave nga Banka e Shqipërisë dhe ofrimi i shërbimeve të reja financiare nëpërmjet aktiviteteve të Projektit.

- ① Rritja e ruajtjes së kapacitetit të të dhënave dhe atij të mbështetjes
- ② Është krijuar një sistem për mbrojtjen e të dhënave
- ③ Kapaciteti i personelit të departamentit të IT-së është përmirësuar gjatë procesit të zbatimit të CBS
- ④ Janë rinovuar data të ndryshme për programe kompjuterike që kishin skaduar.
- ⑤ Privilegjet e sistemit u shpërndanë nga anëtarë të caktuar të stafit tek anëtarët e shumtë të stafit.
- ⑥ Plani i rimëkëmbjes së pandemisë dhe themelimi i qendrës së rezervimit të të dhënave
- ⑦ Funkcionet e përmirësuara të qeverisjes IT dhe strategjitë digjitale janë tani të mundshme
- ⑧ Njohuria IT të stafit të degëve u përmirësuan përmes manualeve dhe trajnimeve të stafit
- ⑨ Është instaluar infrastruktura për bankingun në internet.
- ⑩ Është përmirësuar shumë lidhja në rrjet.

(Burimi: Detaje të diskutimeve me menaxhmentin e FED invest)

## (2) Arrin marketingun e duhur për anëtarëve

CBS i sapo prezantuar ka qenë në gjendje të grumbullojë një sërë informacionesh për anëtarët në MIS dhe t'i analizojë ato në kombinim me përdorimin e shërbimit dhe informacione të tjera për të përmirësuar shërbimet ekzistuese, për të zhvilluar shërbime të reja dhe për të kryer aktivitete marketingu për anëtarët. Të dhënat MIS referohen gjithashtu në aktivitetet e Projektit për "zhvillimin e produktit, CRM dhe forcimin organizativ bazuar në klienti në qendë", që do të diskutohet më vonë dhe përdoret gjithashtu në vendime të tjera të menaxhimit nga FED invest.

Me prezantimin e CBS të ri, ishim në gjendje të arrijmë qëllimet ambicioze të rritjes së organizatës dhe të ngjitemi një shkallë më lart. Falë këtij ICT të ri modern, ne ia dolëm të përmirësonim segmentimin e anëtarëve, shënjestrimin dhe marrëdhëniet me klientët.

- Znj. Meri Cani Drejtore e Departamentit të Projekteve Strategjike



### (3) Forcimi i Aftësive Raportuese

Nga deklaratat e stafit drejtues dhe menaxherial u konfirmua se CBS i ri u ka mundësuar atyre të raportojnë lehtësisht informacionin në sistem dhe t'i ndajnë ato për operacionet e divizioneve dhe degëve brenda organizatës, si dhe t'i dorëzojnë si material raportues të rregullt tek autoritetet rregullatore dhe palët e tjera jashtë organizatës. Kjo duket se ka pasur një efekt të rëndësishëm në drejtim të përmirësimit të efikasitetit operacional të organizatës dhe nivelit të besimit nga rregullatorët.

Me prezantimin e CBS të ri, Departamentet në selinë qendrore të FED invest dhe degët janë në gjendje të prodhojnë raporte të nevojshme për operacionet e përditshme.

- Znj. Liliana Nanaj Drejtore e Departamentit të Operacioneve



Falë CBS të ri, FED invest tani është në gjendje të prodhojë Raporte të kërkuara nga Banka Qendrore dhe Agjencia e Sigurimit të Depozitave (DIA) dhe ofron një gamë më të gjerë produktesh për anëtarët e saj, veçanërisht në zonat rurale duke iu përshtatur nevojave të tyre.

- Znj. Zana Konini Kryetare e Këshillit Drejtues

### (4) Shërbime të larmishme financiare

Zbatimi i CBS jo vetëm që ka përmirësuar mjedisin IT të organizatës dhe ka forcuar sistemet e saj, siç përmendet më lart, por gjithashtu i mundësoi asaj të ofrojë një sërë shërbimesh financiare për anëtarësinë përmes modulit të shërbimeve financiare të përfshira në CBS. Kjo është një pikë që u vu në dukje nga disa punonjës të degëve (drejtues dege dhe oficerë kredie) gjatë intervistave, pasi përfaqëson një krijim vlere të drejtpërdrejtë për anëtarët. Në mënyrë të veçantë, aftësia për të ofruar llogari rrjedhëse dhe shërbimin e pagesës së faturave të shërbimeve është e rëndësishme. Përveç kësaj, aftësia për të ofruar shërbim të transferimit të parave për institucione të tjera financiare është një pikë që e dallon FED invest nga shoqëritë e tjera të kursim-kreditit<sup>26</sup> në vend.

Pas punës intensive për përgatitjen e Plan Biznesit të Pagesave dhe sigurimin e përputhshmërisë me kërkesat rregullatore (ngritjen e infrastrukturës dhe qeverisjes, parametrizimin dhe testimin e produktit, përgatitjen e procedurave operacionale, trajnimin e stafit, etj.), FED invest mori në janar 2020 një licencë pagese të pakufizuar nga Banka e Shqipërisë që i mundëson institucionit të kryejë një sërë shërbimesh pagesash. FED invest nuk është pjesë e sistemit shqiptar të

<sup>26</sup> Në Shqipëri funksionojnë 16 shoqëri kursim-krediti. (Nga faqja e internetit e Bankës Qendrore të Shqipërisë, deri qershor 2022)

pagesave ndër-bankare, pasi është i regjistruar si NBFC. Megjithatë, Ligji i ri për Pagesat i miratuar në vitin 2021 i lejon FED invest të kryejë çdo lloj pagese elektronike ose të lidhet me Fintechs për të ofruar transaksione me kosto të ulët për anëtarët e saj.

Kështu, licenca për ofrimin e shërbimit të tillë u dha në mënyrë specifike si rezultat i prezantimit të CBS të ri, ndërsa shoqërive të tjera të kursim-kreditit nuk u jepet licencë për të vepruar nga enti rregullator. Megjithatë, në kohën e shkrimit të këtij raporti, sfidat teknike dhe financiare për t'u lidhur me rrjetin e institucioneve të tjera financiare nuk janë zgjidhur dhe shërbimet e transferimit të parave jashtë (d.m.th. jashtë anëtarësisë së FED invest) nuk janë ende të disponueshme për anëtarët. Tani për tani FED invest kryen pagesa nga anëtari në anëtarë, pagesat e shërbimeve, transaksione të llogarisë rrjedhëse, operacione të thjeshta bankare digjitale. Po punohet intensivisht për të futur së shpejti pagesat QR përmes kuletave digjitale dhe në vitet e ardhshme edhe remitancat. Çdo shërbim kërkon para shtesë, përpjekje dhe më shumë rritje të aftësive nga këndvështrimi i IT, biznesit dhe burimeve njerëzore. Kjo është një qasje që FED invest po miraton duke ruajtur një ekuilibër me përfitimet e saj.

Prezantimi i CBS na mundësoi t'u ofrojmë anëtarëve një sërë shërbimesh financiare. Tani jemi në gjendje të fusim informacionin e anëtarësisë në MIS. Kjo na mundëson të përpunojmë vlerësimet e kredisë shumë më shpejt se më parë, gjë që është e mirë për klientin dhe biznesin tonë. Të gjithë kanë përfituar nga CBS i ri.

- Znj. Suela Bilali, Specialiste Operacionale, Dega Shkodër

(Foto: Znj. Keti Ceko, Përgjegjëse, Dega Gjirokastrë)



Në lidhje me krijimin e vlerës për klientët, shumë të intervistuar të tjerë theksuan se grumbullimi i të dhënave të klientëve në MIS ka përshpejtuar shumë proceset e miratimit të kredisë (veçanërisht nga kredia e dytë e në vazhdim).

### 3.4 Forcimi dhe përmirësimi i procesit të zhvillimit të produktit bazuar në parimet klienti në qendër

Ky aktivitet u zhvillua me qëllim krijimin dhe institucionalizimin në FED invest të një cikli të zhvillimit të produktit me klientin në qendër. Rezultatet e pritshme nga ky aktivitet janë si më poshtë.

Rezultatet e pritshme nga forcimi dhe përmirësimi i procesit të zhvillimit të produktit bazuar në praktikën klienti në qendër

- Brenda organizatës do të krijohet një cikël i përmirësimit dhe zhvillimit të produkteve dhe

shërbimeve bazuar në praktikën klienti në qendër.

- Nga anëtarët do të fillojnë të përdoren produktet dhe shërbimet financiare të përmirësuara ose të zhvilluara rishtazi si rezultat i sa më sipër.

Në fazën e parë të projektit, u krye një anketë për vlerësimin e nevojave që synonte afërsisht 1000 familje fermere, duke synuar identifikimin e nevojave të klientëve ekzistues dhe të mundshëm. Informacioni i marrë nga sondazhi shërbeu si bazë për të gjitha aktivitetet e Projektit. Si rezultat i anketës, stafi i FED invest u bë i vetëdijshëm për rëndësinë e të kuptuarit të nevojave të klientit dhe njohu nevojën për të krijuar një proces të zhvillimit të produktit me klientin në qendër, brenda organizatës. Për më tepër, në gjysmën e dytë të fazës së parë, dy produkte të reja u bazuan në një sërë qasjesh dhe mjetesh të klientit në qendër, duke përfshirë zhvillimin e karakteristikave të klientëve, hartat e udhëtimit të klientëve dhe prototipet e produkteve, dhe aktivitetet pilot u kryen duke përdorur këto mjete. Si rezultat, stafi i FED invest kuptoi efektivitetin e projektit dhe vendosi një kuptim themelor që klienti në qendër të promovohet brenda organizatës.

Bazuar në rezultatet e mësipërme, faza e dytë e projektit u fokusua në zhvillimin e një strategjie me klientin në qendër dhe forcimin e kapaciteteve të stafit të degës, me qëllim vendosjen e kësaj qasje në organizatë në baza të qëndrueshme. Në vitin 2020, FED invest u përball me vështirësi për shkak të pandemisë COVID 19, e cila detyroi pezullimin e zhvillimit të produkteve dhe shërbimeve të reja financiare. Në vend të kësaj, FED invest u fokusua në përmirësimin e produkteve dhe shërbimeve ekzistuese gjatë kësaj periudhe. Në gjysmën e dytë të vitit 2020, FED invest rifilloi testimin dhe marketingun e produkteve dhe shërbimeve të reja si llogaria rrjedhëse dhe pagesa e shërbimeve komunale.

Filozofia "klienti në qendër" është ndarë si një vlerë thelbësore e FED invest që nga themelimi i saj, por qasja dhe mjetet e qarta nuk ishin shpërndarë gjerësisht brenda organizatës. Projekti ndihmoi në qartësimin e mjeteve për të promovuar klientin në qendër si një politikë thelbësore e organizatës përmes aktiviteteve dhe rezultateve të tilla si: manuale të ndryshme, zhvillimi i kapaciteteve të stafit duke përdorur manualet dhe ngritja e Komitetit Klienti në Qendër.

### 3.4.1 Detajet e aktivitetit

#### (1) Zhvillimi i produkteve dhe shërbimeve financiare

Dy prototipa (llogaria rrjedhëse dhe promovimi i depozitës verore) u zhvilluan dhe u testuan, duke përdorur procesin klienti në qendër në fazën e parë të Projektit. Në fazën e dytë, shitjet pilot dhe prezantimi zyrtar i produkteve, shërbimi i pagesës së shërbimeve dhe shërbimi online u kryen si më poshtë.

### 1) Depozita verore

Gjatë fazës së parë, Projekti pilotoi dhe promovoi produkte të reja financiare, mblodhi komentet e klientëve dhe përmirësoi materialet promovuese (poster dhe fletëpalosje) bazuar në reagimet. Komentet e klientëve u përdorën gjithashtu për të përmirësuar përmbajtjen e mesazheve të shkurtra dhe ato u shpërndanë tek të gjithë anëtarët, dhe u promovuan përmes mediave digjitale (Google Ad, YouTube, Facebook). Rezultatet u analizuan në tetor 2019 dhe shuma totale e arritur në llogaritë e depozitave për pushimet verore ishin afërsisht 144 milionë lekë, duke arritur objektivin e organizatës. Në veçanti, përqindja e hapjes së llogarive të reja mes gjithë klientëve të depozitave ishte më e lartë për depozitat verore sesa për llogaritë e tjera, duke sugjeruar se aktivitetet promocionale kishin arritur njëfarë suksesi. Klikimet e reklamave në Facebook që arritën në 7,754, shumë më e lartë se për mediat e tjera, tregoi se Facebook doli të ishte më kosto-efektiv për drejtimin e klientëve të synuar në faqen e internetit. Këto rezultate u përdorën si referencë për zhvillimin e strategjisë së marketingut.

### 2) Llogaria Rrjedhëse

Një shitje pilot e prototipit u krye në dy degë (Pazari i Ri - Tiranë dhe Elbasan) duke filluar nga mesi i shtatorit 2019. Termat dhe kushtet dhe formati i aplikimit për produktin u zhvilluan dhe shitjet u kryen vetëm për anëtarët ekzistues. U hapën vetëm 80 llogari për klientët ekzistues për t'i përdorur për shlyerjen e kredive, etj., dhe u mblodhën komente. Zyrtarisht shërbimi filloi në korrik 2020, por nuk u iniciua promovimi aktiv sepse llogaritë rrjedhëse nuk ofronin avantazhe të rëndësishme për përdoruesit nëse nuk futeshin shërbime të reja si pagesat e shërbimeve. Prandaj, promovimi aktiv filloi pas mesit të vitit 2021, kur u lançuan këto shërbime. Që atëherë, numri i llogarive të hapura është rritur në mënyrë të qëndrueshme, duke arritur në 10,814 më 31 mars 2022.

### 3) Shërbimi i Pagesës së Shërbimeve

Shërbimi i pagesave të shërbimeve (energji elektrike) filloi në maj 2021 në 10 degë pilot. Falë një prej moduleve të CBS, Faciliconnect, FED invest mundi të parametrizonte pagesat e shërbimeve komunale në sistem dhe mundi të nënshkruante kontratën zyrtare në dhjetor 2021 me FSHU, Operatorin Kombëtar të Energjisë. Do të shtohen më shumë ofrues të pagesave të shërbimeve, ku Ndërmarrja e Ujësjetës do të jetë e dyta. Pagesat e shërbimeve komunale mund të bëhen personalisht me para në dorë në degë ose përmes llogarisë rrjedhëse. Jo anëtarët duhet së pari të regjistrohen si Anëtarë përpara se të kenë qasje në shërbimet e mësipërme. Tarifa e komisionit u vendos falas gjatë fazës pilot, kështu që edhe nëse paguajnë tarifën e regjistrimit të anëtarësimit, do të jetë më pak e shtrenjtë gjatë një viti sesa pagesa përmes kanaleve të tjera. Në aktivitetet pilot, aktivitetet e mëposhtme janë realizuar në bazë të planit

strategjik të marketingut.

1) Zhvillimi i fletëpalosjes: Fletëpalosje është krijuar për të theksuar plotësisht pikat e shitjes së produkteve: "shpejt", "lirë" dhe "i përshtatshëm".

2) Kryerja e trajnimit të stafit: U ofrua trajnim për oficerët e kredisë në degët pilot dhe këshilltarët digjitalë të projektit të dritares digjitale në mënyrë që të sigurohet kuptimi i tyre për shërbimin për t'u dhënë shpjegime të sakta klientëve.

Bazuar në rezultatet e aktiviteteve pilot, shërbimi u lançua zyrtarisht në të gjitha degët në tetor 2021; numri kumulativ i përdoruesve të shërbimit në fund të marsit 2022 arriti në 7083.

#### 4) Kredi për të rinjtë

Për të zgjeruar shërbimet e tij për konsumatorët e rinj, përfshirë jo-anëtarët, një produkt i ri kredie që synon klientët e rinj u lançua në mars 2021. Produkti është krijuar për konsum nga të rinjtë dhe përmban karakteristikat e mëposhtme:

- Kufijtë e kredisë janë relativisht të vegjël (10 000 deri maksimumi 200 000 lekë);
- Produkti synon të rinjtë mes moshës 18 - 30 vjeç, që janë fëmijë të anëtarëve ekzistues të FED invest dhe janë të pamartuar (megjithëse çiftet e martuara kanë të drejtë);
- Asnjë kolateral, pa tarifa, pagesë e shpejtë (kontrolli dhe pagesa në të njëjtën ditë të aplikimit), kërkohet vetëm ID; dhe
- Afati maksimum i shkurtër 24 muaj dhe shuma e pagesës së kështit e ulët.

U krye promovimi i shitjeve nga stafi i qendrës së thirrjeve dhe stafi i degës, por produkti nuk u ngrit siç duhet dhe nuk ishte shumë i suksesshëm dhe për shkak të pandemisë dhe reagimeve të marra gjatë pilotimit, produkti u përmirësua më tej dhe me sukses lindi një produkt tjetër Kredi 24 orë e ofruar përmes kanaleve digjitale ekskluzivisht për segmentin e klientëve të rinj.

#### 5) Kredi 24, Aplikim për kredi në internet

Sipas Anketimit Përfundimtar, shumë anëtarë stafi vunë në dukje vështirësitë në zgjerimin e klientelës prej rënies së shpejtë të numrit të popullsisë në zonat rurale dhe ngopjes së vazhdueshme të nevojave financiare. Në këtë kuptim, arritja e segmenteve të klientëve të rinj që nuk janë klientelë tradicionale e FED invest, si të rinjtë dhe gratë, është thelbësore për mbijetesën e FED invest në perspektivë afatgjatë. Digjitalizimi i shërbimeve është i rëndësishëm për këtë qëllim dhe FED invest ka pritshmëri të mëdha për shërbimin e ri Kredi24 (një shërbim kredie për konsum që lejon aplikime të thjeshta për kredi online). Projekti mbështeti zbatimin e një shitje pilot të Kredi24 duke filluar në Nëntor 2021, udhëhequr nga menaxheri i CRM i punësuar nga Projekti. Një përmbledhje e rezultateve të periudhës pilot 5-mujore (fund-nëntor 2021 deri në fund-prill 2022) është si më poshtë:

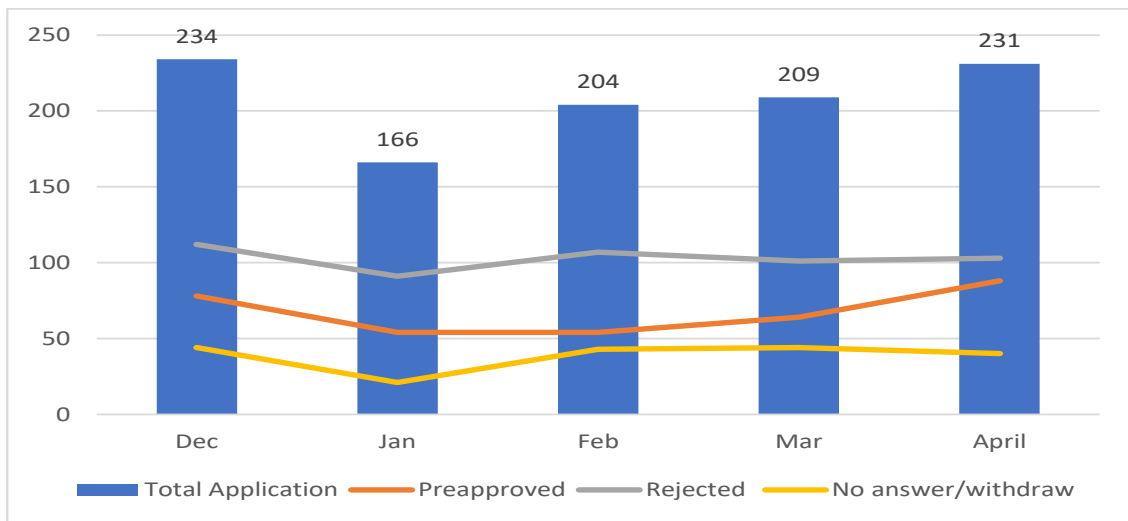
- Numri i aplikimeve arriti 604. FED invest mendoi se pjesëmarrja ishte shumë e shpejtë si

produkt i ri, me një numër më të madh aplikimesh seç pritej. Megjithatë, vetëm përafërsisht 35% e aplikimeve u miratuan për shkak të dokumentacionit jo të plotë dhe aftësisë së ulët kreditore mes aplikuesve;

- 89% e aplikantëve ishin jo anëtarë, 11% ishin anëtarë. Ky është një kontribut i rëndësishëm në afrimin e anëtarëve të rinj;
- 60% e aplikantëve jetojnë në Tiranë, ndjekur nga 10% në Durrës, 6% në Vlorë dhe 5% në Elbasan. Shuma mesatare e aplikimeve është 110 000 lekë. Për shkak të natyrës së kredisë (e vogël dhe e shpejtë), shumica e kredive janë për qëllime konsumi;
- 90% e aplikantëve u drejtuan përmes SNS dhe faqeve të internetit (10% e mbetur përmes fjalëve të gojës dhe oficerëve të kredisë). Numri i aplikimeve u rrit me rreth 70% në ditët kur u reklamua në SNS, gjë që rezultoi të ishte shumë ekonomike pasi kostoja e rritjes (boost) së SNS është rreth 5 dollarë në ditë; dhe
- 30% e aplikantëve ishin femra (më e lartë se përqindja e zakonshme e aplikimeve në FED invest), 7% ishin nën 21 vjeç (nuk kualifikoheshin), 26% ishin 22-25 vjeç, 46% ishin 26-35 vjeç, 13% ishin 36-45 vjeç, 5% ishin 46-55 vjeç dhe 2% ishin 56 vjeç e lart. Rreth 80% ishin më të rinj se 35 vjeç.

Bazuar në rezultatet e pilotimit, pikat e mëposhtme janë në shqyrtim si strategji të ardhshme të shitjeve.

- Konsiderimi i miratimit të atyre që tashmë kanë borxhe me institucionet e tjera financiare, por kanë një vlerësim të lartë krediti.
- Më shumë theks do t'i kushtohet promovimit me SNS.
- Përdorimi më agresiv i këshilltarëve digjitalë dhe forcimi i shitjeve telefonike.
- Lejimi i klientëve të plotësojnë dokumentet në E-Albania.
- Të forcohet ndjekja me klientët që kanë aplikuar në mënyrë digjitale, por nuk kanë ardhur në degë.



Burimi: MIS i FED invest

**Figura 3-2 Trendi i aplikimit për Kredi24**

### 6) Studim mbi shërbimin financiar lidhur me 'Agro-turizmin'

Edhe në mes të krizës COVID-19, FED invest ka qenë në gjendje të kapërcejë tregun vendas dhe ka ruajtur një pozicion të qëndrueshëm - ndërsa në të njëjtën kohë ka qëndruar besnike dhe fleksibël ndaj anëtarëve të saj. Ajo siguroi një rrjedhë të vazhdueshme të operacioneve të saj, duke punuar nga distanca përmes një mjedisi të sigurt VPN, duke mos ndalur kurrë shërbimet në degë, dhe duke monitoruar gjithmonë rregullat e distancimit social. Për shkak të pandemisë COVID19, FED invest sipas udhëzimeve të Bankës së Shqipërisë, ristrukturoi vetëm 10% të portofolit të saj të kredisë, i cili ishte minimal në krahasim me IMF-të dhe institucionet e tjera financiare, që kishin ekspozim të madh në tregti, shërbime dhe kredi konsumatore. Meqenëse prioritetet për shkak të COVID19 u zhvendosën për të mbajtur operacione të shëndetshme dhe për të siguruar financim dhe mbështetje për klientët, FED invest ishte i detyruar të mos merrte më rrisqe të reja. Prandaj, zhvillimi i produkteve të reja financiare (produktet e kredisë për promovimin e agro-turizmit, sigurimet reciproke, depozitat digjitale në grup, produktet e zinxhirit të vlerës bujqësore, etj.), të cilat u identifikuan si kandidatë për zhvillimin e produktit, duhen ndërmarrë nga FED invest pas përfundimit të periudhës së Projektit. Ndër këto produkte kandidate, FED invest kishte një interes veçanërisht të fortë në zhvillimin e produkteve që lidhen me "agro-turizmin" bazuar në përvojën e trajnimit në Japoni të kryer në nëntor 2019. Për të shqyrtuar mundësitë, Projekti ofroi informacion bazë mbi sektorin e agro-turizmit dhe fermerët e vegjël duke përgatitur një raport. Në Shqipëri, numri i turistëve nga vendet evropiane është në rritje dhe industria e turizmit pritet të rritet më tej në të ardhmen, ka një kërkesë të lartë për produkte organike pasi konsumatori vendas është i ndërgjegjshëm për origjinën e tyre, dhe ka kërkesë për dërgimin e produkteve bujqësore dhe të përpunuara në ambientet e restoranteve dhe operatorëve të tjerë. Agro-turizmi ka potencialin të bëhet një sektor i rëndësishëm për



sektorin bujqësor të vendit dhe fermerët e vegjël dhe nevojat financiare janë të larta. Me uljen e rasteve të prekjës me COVID19, FED invest prezantoi në mars 2022 produktin e kredisë së agro turizmit, që po promovohet intensivisht përmes kanaleve të marketingut direkt dhe digjital.

Në qershor 2022, FED invest prezantoi edhe produktin e overdraft-it, i disponueshëm si për bizneset ashtu edhe për individët. Zbatimi i pagesave QR janë gjithashtu duke u zhvilluar me testimin UAT që pritet gjatë TM4 2022.

### **7) Studim mbi produktin financiar të zinxhirit të vlerës**

Një nga sfidat kryesore në sektorin bujqësor shqiptar është siguria e të korrave dhe çështjet e cilësisë që lidhen me cilësinë e inputeve. Skema e mbështetjes me inpute, e zbatuar nga Projekti, sugjeroi që financimi i zinxhirit të vlerës mund të jetë një zgjidhje për këtë sfidë. Në Shqipëri, shumica e fermerëve të vegjël paguajnë më vonë kur blejnë inpute (pagesa pas korrjes). Megjithatë, kjo lloj "pagese në dorëzim" afatgjatë është një barrë e rëndë për shumë tregtarë të inputeve dhe disa po refuzojnë praktika të tilla. Për fermerët, qasja në fonde për të blerë inpute pa kërkuar "pagesë të mëvonshme" për tregtarët ofron një nxitje për të blerë inpute që janë më të larta në çmim, por me cilësi më të mirë. Inputet me cilësi më të lartë shpesh vijnë me vlerë të shtuar duke u shitur nga tregtarët e inputeve me agronomë që ofrojnë këshilla për klientët e tyre. Intervistat e kryera në kuadër të Projektit zbuluan se inputet me cilësi më të lartë ndihmojnë në gjenerimin e më shumë shitjeve për fermerët sesa blerja e inputeve me çmim dhe cilësi më të ulët. Menaxhmenti i FED invest shprehu gjithashtu dëshirën për të zhvilluar një mekanizëm financimi të zinxhirit të vlerës duke përfshirë tregtarët e inputeve. Prandaj, Projekti ekzaminoi mekanizmin e VCF dhe e ndau atë me ekipin e menaxhimit të FED invest.

Dy modele të zinxhirit të vlerës janë diskutuar nga FED invest në tre muajt e fundit dhe progresi është duke u zhvilluar me llojin e modelit të financimit të korrjes. Lidhjet e rrjetit të Qendrës ABA dhe ekspertiza e Rabobank janë duke u vendosur për t'i sjellë këto modele në realizim.

### **(2) Edukimi financiar**

Me synimin për të promovuar përfshirjen financiare duke forcuar aftësinë financiare të klientëve për të zgjedhur produktet dhe shërbimet e duhura financiare, ky aktivitet mbështeti zbatimin dhe përhapjen e edukimit financiar nga FED invest..

#### **1) Procesi i zhvillimit të përmbajtjes dhe zhvillimi i sistemit të ofrimit**

Projekti mbështeti zbatimin dhe shpërndarjen e edukimit financiar përmes stafit të degës së FED invest. Një ekspert i edukimit financiar i punësuar nga Projekti ndau një rast studimi të

Opportunity Bank<sup>27</sup> për FED invest. Procesi i mëposhtëm u përdor për zhvillimin e përmbajtjes, i cili u diskutua me stafin e FED invest.

Tabela 3-7 Procesi i Zhvillimit të Materialit të Edukimit Financiar

|   |
|---|
| 1. Identifikoi dhe vendosi temat e materialeve për t'u zhvilluar                    |
| 2. Zhvilloi draft tema  |
| 3. Rishikoi dhe diskutoi për projekt-materialin me stafin e degëve                  |
| 4. Rishikoi draftin bazuar në rezultatet e rishikimit, Zhvilloi modelin e projektit |
| 5. Kreu diskutime në fokus grup (Rishikoi përmbajtjen e draftit nga klientët)       |
| 6. Rishikohet dhe finalizohet bazuar në rezultatin e rishikimit                     |
| 7. Zhvilloi dizajnin, zhvilloi çdo material (broshurë, video animacion etj.)        |
| 8. Materiale të printuara, u ngarkuan në ABA online, faqe interneti                 |



I përfunduar

Në tetor 2019, u përgatit një draft i modulit të parë (Moduli 1, i cili fokusohet në kursimet bazuar në menaxhimin e "llogarisë familjare") dhe u morën të dhëna nga stafi në degët pilot të FED invest (Kukës dhe Elbasan) për përmbajtjen e tij. Megjithëse shqiptarët shpesh e lidhin konceptin e kursimeve me fonde të tepërta të një madhësie të caktuar (në thelb kursimet e emigrantëve punëtorë jashtë vendit), rekomandimi i përgjithshëm për përdorimin e librit të llogarisë familjare ('Kakeibo') dhe kursimin e shumave të vogla u mbështet fuqishëm nga stafi i degëve.

|   |  |
|---|--|
|  |  |
| Stafi i MFE-së mori pjesë për zhvillimin e materialit                               | Diskutim në grup i anëtarëve të stafit në degën Elbasan                              |

Në dhjetor, bazuar në rezultatet e seancës së mësipërme të grumbullimit të reagimeve, përmbajtja u rishikua dhe u zhvillua një dizajn paraqitjeje për materialet. Mbi këtë përmbajtje u zhvilluan seanca mbledhje reagimesh me klientë të mundshëm (anëtarë ekzistues dhe jo anëtarë), duke përfshirë fermerë në shkallë të vogël. Një përmbledhje jepet më poshtë.

<sup>27</sup> Materialet e depozitave të Bankës Opportunity <http://www.7koraka.rs/eng/>

Materialet e zhvillimit të biznesit <https://samsvojgazda.rs/> Të gjitha këto materiale nuk janë në faqen e bankës, por menaxhohen dhe shpërndahen nga një palë e tretë.

Tabela 3-8 Përmbledhje e Sesionit të Komenteve

|                      | Sesioni 1   | Sesioni 2   |
|----------------------|---|---|
| Datë                 | 2 dhjetor 2019  | 3 dhjetor 2019  |
| Vendi                | Tiranë  | Lezhë   |
| Anëtarë              | Fermerë të vegjël (perime serre, fermë ulliri, luleshtrydhe)  | Pronarë biznesesh të vogla, punonjësit e zyrës  |
| Gjetjet nga reagimet | <p>-Edhe pse shumica e pjesëmarrësve kursenin në njëfarë forme, asnjëri nuk mbante llogari. Shumë kanë depozita edhe për nevoja të ardhshme, siç është edukimi i fëmijëve. Kjo tregoi se prezantimi i librit Kakeibo mund të jetë efektiv në menaxhimin e financave familjare.</p> <p>-Shumë të anketuar dëshironin që faqosja të ishte e lehtë për t'u lexuar me më pak fjalë. Shumë preferuan një fletëpalosje, por disa preferuan një broshurë me të gjitha temat së bashku.</p> | <p>-Shumë prej pjesëmarrësve kanë një formë depozite, për shembull llogari në FED invest, por ata komentuan se në Shqipëri nuk e kanë zakon të mbajnë llogari.</p> <p>-Një pjesëmarrës komentoj se përmbajtja e modulit ishte shumë interesante dhe se do dëshironte ta ndajë me miqtë dhe fëmijët e tij. Nga ana tjetër, komentuan se broshura është shumë e gjatë dhe do të dëshironin të ishte më koncize, me tekst më të madh, më të lehtë për t'u lexuar dhe më shumë ilustrime.</p> |



Sesioni i komenteve me klientët (Diskutim në Fokus Grup)

Bazuar në reagimet, përmbajtja u rishikua sërish. Sa i përket paraqitjes, kishte preferenca të ndryshme si për versionet e fletëpalosjes ashtu edhe për atë të broshurës, dhe megjithëse shumë njerëz donin më pak fjalë, projekti konsideroi se nëse përmbajtja do të ishte shumë e thjeshtuar, mund të mos përcillte mesazhin që duhej të përçohet. Prandaj, u vendos të krijohet një version digjital i llojit të broshurës dhe një video e animuar e lehtë për t'u kuptuar për t'u ngarkuar në një platformë digjitale dhe, fletëpalosja e thjeshtuar, që do shpërndahej nëpër degë u krijua veçmas.

Sa i përket sistemit të shpërhapjes, janë shqyrtuar shembuj të edukimit financiar nga institucionet financiare në vende të tjera. Sipas rezultateve të shumë studimeve të mëparshme, metoda tradicionale e edukimit financiar dhe trajnimit të bazuara në klasë janë shpesh të përkohshme pasi janë të kushtueshme dhe jo të qëndrueshme. Studimet tregojnë gjithashtu se efekti i ruajtjes së njohurive të mesazheve të përsëritura është i lartë dhe se metodat që përdorin mjete digjitale kanë qenë të suksesshme. Duke pasur parasysh këtë, FED invest ka vendosur të

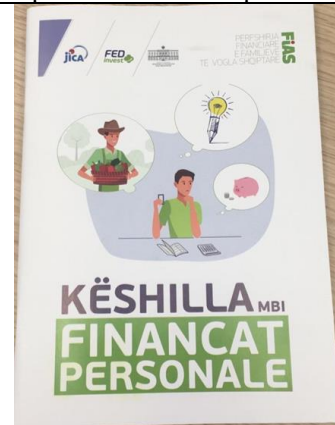
përfitojë nga rrjeti i saj i degëve në zonat rurale dhe të shpërndajë përmbajtjen e edukimit financiar tek klientët nga oficerët e kredisë përmes ndërveprimit të tyre të përditshëm. Trajnimi online u përdor për të rritur njohuritë e oficerëve të kredisë për përmbajtjen e edukimit financiar dhe metodat e shpërhapjes.

## 2) Përmbajtja e moduleve të Edukimit Financiar

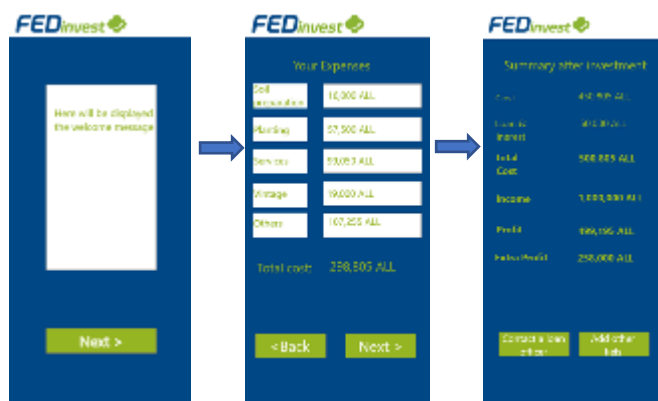
Përmbledhja e moduleve të zhvilluara është paraqitur në tabelën e mëposhtme.

Tabela 3-9 Vështrim i Përgjithshëm i Moduleve të Edukimit Financiar

| Temat   | Artikuj                            | Detajet   |
|---|------------------------------------|---|
| Moduli 1:<br>Kursime, Menaxhimi i llogarisë familjare | Broshurë (Kakeibo), Video          | Rëndësia kursimit, vendosja objektivit, metodologjia e mbajtjes së të dhënave (Kakeibo)   |
| Moduli 2:<br>Menaxhimi i borxhit                      | Broshurë, Video                    | Qëllimi i kredisë, përcaktimi i çmimit dhe kushteve, llogaritja e normës së interesit, pikat për t'u shënuar për marrjen e kredisë, rreziku dhe përfitimi |
| Moduli 3:<br>Llogaria e fermës                        | Aplikacion për telefon inteligjent | Aplikacioni i llogaritjes së kredisë sipas të dhënave të produktit, kostos inputeve dhe vlerësimit të shitjes   |
| Moduli 4:<br>Produkte Financiare                      | Fletëpalosje, Video                | Shpjegimi, kostoja dhe përfitimi i llogarisë rrjedhëse dhe shërbimit të pagesës së shërbimeve   |
| Moduli 5:<br>Banking Digjital                         | Broshurë, Video Fletëpalosje,      | Përfitimet e bankut në internet, si të përdorni FED Online, Detajet do përshkruhen në Kapitullin 5.   |



Moduli 1: Video dhe broshurë për menaxhimin e llogarisë kursimit / familjare



Moduli 3: Aplikacioni i llogarisë së fermës



Moduli2: Menaxhimi i borxhit

### 3) Ofrimi i edukimit financiar

Shpërhapja e përmbajtjes së krijuar u krye kryesisht përmes (i) shpjegimeve ballë për ballë për klientët në degë nga stafi që u trajnuar, (ii) shpjegime ballë për ballë për klientët nga këshilltarët digjitalë në dritaret digjitale, dhe (iii) SNS dhe faqen e internetit të FED invest.

Në muajt mars-prill 2022, u mbajt një aktivitet me titull "Java e Edukimit Financiar". Ky aktivitet u mbajt si pjesë e festimeve të 30 vjetorit të FED invest; një ekip i stafit të edukimit financiar dhe dritareve digjitale nga selia qendrore e FED invest dhe disa këshilltarë digjital vizituan të gjitha degët gjatë kësaj periudhe për të shpjeguar materiale, produkte dhe shërbime të ndryshme. Ngjarja u publikua gjerësisht përmes mediave dhe detajet e ngjarjes duke përfshirë vendet (d.m.th. degë të ndryshme të FED-invest), u shpallën në faqen e internetit të FED invest dhe përmes SNS. Shumë jo anëtarë morën pjesë dhe dëgjuan shpjegimet e stafit.



Ngjarje në Degën Belsh



Klientët morën paketë me materiale

### (3) Rritja e kapaciteteve të stafit për klienti në qendër

Ekipi i konsulentëve të JICA nuk ishte në gjendje të udhëtonte në vend për shkak të pandemisë COVID 19 dhe aktivitete të tilla si zhvillimi i produkteve të reja u kufizuan gjatë kësaj periudhe. Prandaj ekipi kreu programin e trajnimit në lidhje me klientin në qendër duke përdorur mjete digjitale. Për të zbatuar programin e trajnimit, fillimisht u formua nga FED invest një ekip trajnimi i përbërë nga stafi i Departamentit të Biznesit dhe Menaxhimit të Riskut në selinë qendrore dhe oficerët e kredisë në degë. Konsulentët zhvilluan një trajnim të trajnerëve (TOT) për anëtarët e ekipit të Projektit dhe trajnerët zhvilluan trajnimin me stafin tjetër të FED invest. Trajnimi u zhvillua në internet përmes ZOOM duke përdorur tablete të ofruar për trajnerët nga Projekti. Gjatë periudhës së zbatimit u mblodhën komente nga pjesëmarrësit në trajnim dhe përmirësimet u diskutuan me stafin e FED invest. Komenti më i zakonshëm nga pjesëmarrësit ishte se seancat ishin shumë të shkurtra për ta kuptuar plotësisht përmbajtjen e një teme të vetme dhe se ata nuk do të ishin në gjendje të arrinin nivelin të zhvillonin trajnimin si trajnerë.

Prandaj, programi i trajnimit u rishikua, numri i seanceve për temë u rrit dhe projekti ishte fleksibël derisa pjesëmarrësit të ishin në gjendje të kuptonin përmbajtjen. Përveç kësaj, pjesëmarrësve iu kërkua të lexojnë materialin e leksionit dhe të dorëzojnë paraprakisht detyra, dhe trajnimi u zhvillua kryesisht përmes seminareve dhe diskutimeve. U zhvilluan një udhëzues trajnimi dhe materiale për të ndihmuar pjesëmarrësit në vetë-studimin e tyre. Një përmbledhje e zbatimit është si më poshtë.

Tabela 3-10 Pasqyrë e trajnimeve në internet lidhur me klienti në qendër

| <b>Datë</b>  | <b>Tema</b>   | <b>Detaje</b>   |
|--------------|---|---|
| Qershor 2020 | Trajnim bazë për trajnues   | Ushtrimi u krye në format seminari, duke u fokusuar në pikat që duhen mbajtur parasysh si trajner, aftësitë ndihmëse dhe të prezantimit.  |
| Korrik 2020  | Marka dhe promovimi   | Leksioni përfshinte seminare mbi tema të tilla si pikat e forta të FED invest krahasuar me konkurrentët, si të komunikohen vlerat kryesore me klientët dhe cilat metoda promovimi janë efektive.  |
|              | Shitje dhe Marketing  | Përforcoi njohuritë bazë të produktit dhe diskutoi shërbimin efektiv ndaj klientit dhe metodat e shitjes për llogaritë rrjedhëse dhe overdraft -in që do të shiten në të ardhmen.   |
| Gusht 2020   | Bazë për Edukimin Financiar   | U mbajtën leksione mbi tema të tilla si forcimi i njohurive bazë mbi edukimin financiar, rëndësia e edukimit financiar, tendencat e fundit dhe studimet e rasteve në vende të tjera mbi metodat e ofrimit dhe u mbajtën seminare për pjesëmarrësit për të diskutuar mbi metodat më të mira të ofrimit për FED invest.   |
|              | Edukimi Financiar (Menaxhimi i llogarisë së kursimit dhe familjare) | Leksione mbi Modulin 1 (Menaxhimi i Llogarisë së Kursimit dhe Familjare) të edukimit financiar të zhvilluar nga projekti, dhe udhëzime dhe ushtrime se si të përdoret Broshura e Buxhetit të Familjes. Pjesëmarrësve ju ngarkua gjithashtu të lexojnë draft materialet edukative për Modulin 2 (Menaxhimi i Kredisë) dhe të paraqesin komente për rishikim.   |
| Shator, 2020 | Edukimi Financiar (Menaxhimi i kredisë)                             | Trajnimi u hartua për të ofruar edukim financiar për fermerët e vegjël, duke përfshirë kohën e duhur dhe zgjedhjen e institucioneve për të marrë kredi, konsideratat në marrjen e kredive, përgjegjësitë në huamarrje dhe tema të tjera. Përmbajtja u bazua në materialet e edukimit financiar (Moduli 2). Përmbajtja e Modullit 2 u modifikua në bazë të komenteve nga pjesëmarrësit në trajnim, duke përfshirë përdorim fjalori që është më i lehtë për t'u kuptuar nga fermerët.   |
|              | Trajnime imituese në internet                                       | Një trajnim simulues u zhvillua nga katër pjesëmarrës (trajnerë të përzgjedhur nga FED invest) mbi përmbajtjen e trajnimit të zhvilluar deri më tani. Secili trajner përgatiti me kujdes materialet e prezantimit, dhe vetë përmbajtja e trajnimit ishte shumë thelbësore, duke treguar se niveli i njohurive të secilit trajner ishte përmirësuar njaftueshëm. Megjithatë, metoda e trajnimit ishte ligjëratë njëkahëse dhe mungonin elementet ndërvepruese si inkurajimi i pjesëmarrësve për të folur dhe diskutuar. Meqë do të duhet kohë për të përmirësuar aftësitë e tyre si trajnerë, u vendos që të përsëritet trajnimi simulues në të ardhmen. |
| Tetor, 2020  | Financa Digjitale   | U mbajtën leksione dhe ushtrime mbi përfitimet dhe rreziqet e shërbimeve bankare digjitale dhe mënyrën e komunikimit dhe promovimit efektiv të tyre tek anëtarët. Puna në grup përfshinte diskutime si të komunikohesh në mënyrë efektive apeli mbi bankingun digjital midis stafit të degës që promovon në të vërtetë shërbimin.   |
|              | Komunikimi  | U dhanë leksione mbi aftësitë efektive të komunikimit ndërpersonal,   |

|  |             |   |
|--|-------------|---|
|  | me klientët | trajtimin e situatave të vështira dhe mënyrën e trajtimit të ankesave, si dhe diskutime si të mblidhen rezultatet e kënaqësisë së klientit dhe si të jepen reagime për selinë qendrore. |
|--|-------------|---|

#### (4) Zhvillimi i manualeve për klienti në qendër

FED invest miratoi krijimin e Komitetit Klienti në Qendër në mbledhjen e Asamblesë së Përgjithshme Vjetore, Qershor 2020 dhe krijoi një mirëkuptim të përbashkët brenda organizatës të promovojë klienti në qendër si parim kyç të saj. Projekti mbështeti zhvillimin e dokumenteve të ndryshme strategjike për institucionalizimin e një parimi të tillë në kuadër të FED invest.

##### 1) Manuali i Qendrës së Thirrjeve

FED invest krijoi një qendër thirrjesh në selinë e saj në tetor 2020 për të shërbyer si një pikë kontakti për konsultime dhe përgjigje ndaj pyetjeve për shërbime dhe produkte të reja, të tilla si shërbimet në internet dhe llogaritë rrjedhëse.

Njësia e re CRM ka zgjeruar funksionet e saj dhe aktualisht po merr një rol aktiv në kryerjen e fushatave promovionale, duke ndihmuar në riaktivizimin e anëtarëve joaktivë, duke rritur mundësitë e shitjeve të kryqëzuara, duke marrë reagime nga klientët, duke mbështetur komunikimin e kanaleve digjitale me klientët (SNS) dhe duke ofruar trajnime standarde për klientët për të gjithë stafin e degës.

Në të ardhmen, kjo qendër thirrjesh mund të shërbejë për të funksionuar jo vetëm si një dritare e thjeshtë për pyetje, por edhe si një qelizë që mund të thithë reagimet nga klientët dhe të krijojë një sistem për të përmirësuar shërbimet, për të zhvilluar produkte të reja dhe për të përdorur reagimet për politikën e menaxhimit. Për këtë qëllim, Projekti mbështeti punësimin e një punonjësi të qendrës së thirrjeve, ofroi trajnime për trajtimin e telefonatave, etj., dhe ndihmoi në përgatitjen e një manuali si një udhëzues për trajtimin e qendrës së thirrjeve në përputhje me parimin klienti në qendër.

##### 2) Plani Strategjik i Marketingut

Plani Strategjik i Marketingut u zhvillua së bashku mes ekipit të konsulentëve JICA me ekipin e marketingut të FED invest për të udhëhequr aktivitetet e marketingut për produktet e reja që do zbatohen në kuadër të Projektit, bazuar në një analizë të të dhënave të klientëve FED invest (organizimi i shpërndarjes së klientit sipas moshës, gjinisë e rajonit). Plani propozoi aktivitetet e mëposhtme për t'u zbatuar në një afat të shkurtër.

- Zgjedhja e degëve kryesore ku do të kryhen aktivitetet e ardhshme të marketingut, të udhëhequr nga Departamenti i Biznesit të FED invest, për të promovuar 1) aktivitetet e hapjes së llogarisë rrjedhëse dhe 2) instalimi i dritareve digjitale në këto degë.
- Rezultatet e analizës së të dhënave duhet të përdoren në mënyrë strategjike për të

zgjedhur degë në zona të largëta e rurale ku përdorimi i produkteve nga klientët është i lartë (anëtarësi aktive e lartë) dhe ata janë shumë të varur nga FED invest. Marketingu gjithashtu do të marrë në konsideratë përshtatjen e marketingut me karakteristikat e segmentit kryesor të klientit të synuar (26-55 vjeç), që ka nivel të lartë aktiviteti biznesi dhe nevojave financiare, segmentit më të ri (19-25 vjeç), që përfaqëson ndjeshëm më pak anëtarë, dhe segmentit më të vjetër (55+ vjeç), që ka një nivel të lartë sigurie në FED invest.

- Inkurajimi i anëtarëve ekzistues të FED invest (gjithë anëtarët) të hapin llogari rrjedhëse, pasi ato do jenë shtylla kurrizore e produkteve dhe shërbimeve të ardhshme të FED-it.
- Barrierat në përdorimin e llogarive rrjedhëse (të identifikuar në zbatimin e skemës së mbështetjes me inpute, p.sh. nevoja për të shkuar në institucione të tjera financiare për shkak se paratë nuk mund të tërhiqen në degë) do të adresohen.
- Të dhënat në MIS duhet të organizohen dhe vendosen në atë mënyrë që të mundësojnë qasje të menjëhershëm në to nga stafi i Departamentit të Biznesit dhe Marketingut.

Proceset e planifikimit, zbatimit të aktiviteteve në përputhje me rrethanat dhe analizës së rezultateve do të vazhdojnë të përdoren në strategjinë e marketingut të FED invest.

### **3) Manuali Standard i Shërbimit të Klientit**

U mbështet zhvillimi i manualeve dhe trajnimi për stafin e degëve për të standardizuar shërbimin ndaj klientit, siç promovohet nga FED invest.

#### **(5) Udhëtim Studimor në Japoni**

Trajnimi në Japoni u zhvillua nga datat 28 tetor - 6 nëntor 2019, me 15 pjesëmarrës gjithsej: 10 staf i FED invest, 1 staf nga Ministria e Financave dhe Ekonomisë, 2 nga Banka e Shqipërisë, 1 nga Ministria e Bujqësia dhe Zhvillimi Rural, dhe 1 profesor nga Universiteti Bujqësor i Tiranës. Objektivi kryesor i trajnimit ishte vëzhgimi i rolit të financimit me klientin në qendër, me bazë komunitetin nga bankat 'Shinkin' (Mutual Trust Bank) dhe institucione të tjera financiare rajonale në Japoni, të cilat operojnë në zonat rurale të Japonisë, ku çështjet që lidhen me rënien dhe plakjen e popullsisë janë serioze. Trajnimi kishte për qëllim të mësonte nga përvoja e tyre për të zgjeruar fushat e shërbimit të FED invest dhe për të përmirësuar qasjen në shërbim në të ardhmen. Tre temat kryesore të këtij programi trajnimi ishin si më poshtë, të cilat ndihmuan në arritjen e të gjitha Rezultateve 1-3:

(1) Qasja e bankave Shinkin ndaj "financave të bazuara në komunitet (relationship banking)" si institucione të vogla financiare me bazë komunitare (në lidhje me politikën bazë të Projektit "klienti në qendër");



- (2) Përpjekjet e qeverisë dhe institucioneve financiare për të rigjallëruar ekonominë lokale, duke përfshirë promovimin e turizmit të gjelbër; dhe
- (3) Kuptimi i kornizës së kooperativave bujqësore të stilit japonez dhe qasjeve ndaj biznesit të ndihmës së ndërsjellë dhe biznesit financiar në degë.

Më poshtë është një përmbledhje e mësimave kryesore nga ky program trajnimi. Këto mësimë u përdorën në aktivitetet e Projektit në zhvillimin e produkteve dhe shërbimeve të reja financiare, që plotësojnë nevojat e klientëve në zonat rurale (produkte dhe shërbime për të promovuar agro-turizmin, biznesin e ndihmës reciproke, etj.), për të zhvilluar një meny të shërbimeve jo financiare në Qendrën ABA dhe për të mbështetur bashkëpunimin mes fermerëve.

Tabela 3-11: Përmbledhje e turit Studimor në Japoni

| Temat, Vendi për t'u vizituar   | Detajet   |
|---|---|
| <p><u>Marrëdhëniet Bankare të Bazuara në Komunitet</u></p> <p>Kameari Shinkin Bank (Modeli Urban)</p> <p>Abukuma Shinkin Bank (Modeli Rural)</p>  | <p>Pjesëmarrësit vizituan unionet e kreditit dhe klientët e tyre për të vëzhguar shembuj të ndërtimit të marrëdhënieve të ngushta me klientët dhe ofrimit të mbështetjes së biznesit. Përveç shërbimeve financiare, ata prezantuan aktivitete si, ngjarje rekreative dhe udhëtime me klientët, përputhje biznesi duke shfrytëzuar të moshuarit, mbështetje për zhvillimin e kanalit të shitjeve dhe edukim financiar në shkolla, dhe komentuan se këto aktivitete mund të adoptoheshin menjëherë. Ata prezantuan edhe bashkëpunimin me agjencitë qeveritare rajonale. Seminari dha një mundësi për të parë se si institucionet financiare rajonale po punojnë ngushtë me klientët e tyre dhe luajnë një rol të madh në rigjallërimin e të gjithë rajonit.</p>   |
|   |   |
| <p><u>Zhvillimi Rural • Turizmi i Gjelbër dhe Institucioni Financiar</u></p> <p>Zyra e Zhvillimit Rural pranë Sekretariatit të Kabinetit të Organizatës së Komunikimit Urban-Rural</p> <p>Objektet e Turizmit të Gjelbër (Izunuma Nousan, SanSanKan etj.)</p> | <p>U shpjegua një përmbledhje e përpjekjeve të qeverisë për të promovuar zhvillimin rajonal dhe shembuj të suksesshëm të bashkëpunimit me institucionet financiare. U bënë komente se shembuj të tillë si, institucione financiare që punësojnë specialistë të bujqësisë për të identifikuar produkte me vlerë të shtuar të lartë dhe për të mbështetur fillesat e sipërmartjes mund të përdoren në aktivitetet e Qendrës ABA në të ardhmen. Një zyrtar qeveritar komentoi se përpjekjet për të nxitur motivimin mes institucioneve financiare duke njohur rastet e suksesshme do ishin të dobishme. Pjesëmarrësit vëzhguan turizmin bujqësor, duke përfshirë përpunimin dhe vjeljen e produkteve vendase, gjatë vizitës së tyre në rastin studimor të turizmit të gjelbër në Tohoku. Meqë risi të tilla nuk janë zbatuar ende në Shqipëri, pjesëmarrësit komentuan se do të ishte një referencë e dobishme për rigjallërimin e zonave rurale nëpërmjet turizmit.</p> |



Kooperativat e Fermerëve dhe Shërbimet Jo Financiare

JA Sigurimi i ndihmës së ndërsjellë,  
JA Banka Qendrore  
IDACA, JA Hachioji

Pjesëmarrësit mësuan për kooperativat bujqësore, stili japonez. Biznesi i sigurimeve reciproke tërhoqi shumë interes, pasi në Shqipëri nuk ka pothuajse asnjë sigurim në bujqësi. Pjesëmarrësit u befasuan gjithashtu kur mësuan se bujqësia japoneze, përfshirë sigurimet bujqësore, mbështetet shumë nga qeveria, por në të njëjtën kohë, ajo është e ekspozuar ndaj konkurrencës së reduktuar për shkak të subvencioneve. Vitet e fundit, JA filloi të ofrojë udhëzime bujqësore përmes aplikacioneve dhe faqeve të internetit. IDACA bëri një propozim për organizimin e fermerëve në Shqipëri dhe rolin e FED invest.

### 3.4.2 Zhvillimi dhe përmirësimi i produkteve dhe shërbimeve

Projekti ndoqi një proces klienti në qendër dhe mbështeti zhvillimin e produkteve dhe shërbimeve të mëposhtme:

- Depozitë me Afat për Pushime Verore
- Llogaria Rrjedhëse
- Shërbimet e pagesave (faturat e shërbimeve / dërgesat e anëtarësisë)
- FED Online
- Kredi24
- Kredi për të Rinjtë



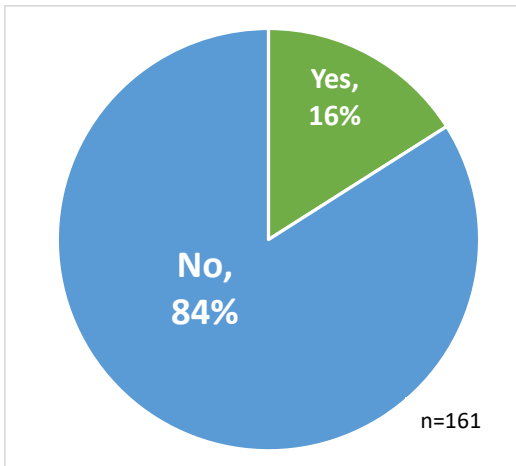
Sipas rezultateve të anketimit me pyetësor të kryer në kuadër të Anketimit Përfundimtar për produktet e reja, 99% e të anketuarve treguan se kishin hapur llogari rrjedhëse dhe 100% e tyre treguan se i përdorin llogaritë e tyre për të shlyer kreditë. Kjo nuk është për t'u habitur pasi të anketuarit e pyetësorit ishin pjesëmarrës në skemën e mbështetjes për blerjen e inputeve. Ndryshe, vetëm 15% e të anketuarve kanë thënë se i përdorin llogaritë rrjedhëse për pagesa.

Intervistat me stafin e degëve treguan se shumica e klientëve janë fermerë të vegjël, që nuk kanë nevojë për shërbime për të përdorur llogari rrjedhëse për pagesat dhe nuk mbajnë fonde në llogaritë e tyre. Vetëm disa fermerë të mesëm dhe të mëdhenj kanë fonde në llogaritë e tyre rrjedhëse. Disa furnizues inputesh shprehën interesin për të marrë pagesa përmes llogarive rrjedhëse nëse këto llogari do të përhapen gjerësisht mes klientëve të tyre në të ardhmen. Aktualisht, përdorimi i llogarisë rrjedhëse nuk është zgjeruar shumë përtej llogarive të transfertave për kreditë, por rezultatet tregojnë se ka hapësirë të konsiderueshme për zhvillimin dhe tregtimin e produkteve të reja si overdraft dhe produktet e zinxhirit të vlerës përmes përdorimit të llogarive në të ardhmen.

Vetëm 16% e të gjithë të anketuarve kishin përdorur shërbimin e pagesave komunale (elektrike). Mes atyre që përdorën shërbimin, 79% paguanin me para në dorë në degë dhe një pjesë e vogël paguanin përmes llogarisë së tyre rrjedhëse ose në mënyrë digjitale. Intervistat zbuluan se klientët me kredi vizitojnë rregullisht degët për të bërë shlyerjet e këstit, kështu që të jenë në gjendje të paguajnë edhe faturat e tyre elektrike është shumë e përshtatshme. Nga ana tjetër, shumë thanë se do ishte më e leverdishme nëse do të mund ti bënë bashkë me pagesat e tjera të shërbimeve, pasi gjithsesi do të duhej të shkonin në zyra të tjera për të paguar faturat e ujit, taksat etj. Për më tepër, në zonat veriore, shumica e qytetarëve kanë kamatëvonesa për mospagesat e detyrimeve të faturave të shërbimit prej shumë vitesh, dhe në disa raste, sistemi i FED invest nuk mund të ofronte fare shërbim, sepse nuk kishte sistem për të mbështetur pagesën e detyrimeve të prapambetura<sup>28</sup>. Aktualisht, FED invest është duke negociuar një kontratë me një kompani uji dhe së shpejti do fillojë ofrimin e shërbimeve të pagesës së faturave të ujit. Në të ardhmen, do të jetë e nevojshme të zgjerohen shërbimet e tjera të pagesave, të promovohet lehtësia e debitimeve automatike nga llogaria rrjedhëse dhe të përdoret në mënyrë aktive shërbimi si një mjet për të tërhequr klientë të rinj.

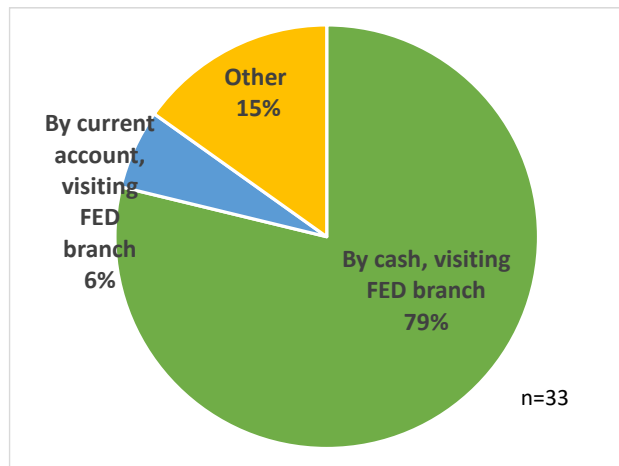
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<sup>28</sup> According to interviews at the Kukes branch, the former government had offered free electricity, but after the change of government before the 2013 administration, a fee was charged and the obligation to pay retroactively was imposed. For this reason, most citizens are in arrears for past due bills.



**Figura 3-3: Përdoruesit e FED invest të shërbimit të pagesës së shërbimeve**

Burimi: Anketa me pyetësor



**Figura 3-4 Si e bëtë pagesën?**

Një ndarje e atyre që paguajnë faturat e shërbimeve publike tregon një përqindje më të lartë të femrave sesa të meshkujve. Ka të ngjarë që gratë ta shohin shërbimin më të përshtatshëm<sup>29</sup> dhe promovimi i shërbimit në të ardhmen duhet të marrë parasysh të synojë gratë. Për sa i përket nivelit arsimor, klientët me nivel arsimor më të lartë duket se e përdorin shërbimin më shumë se ata me nivel arsimor më të ulët. Aktivitete promovuese dhe edukative, që synojnë grupet me nivel më të ulët arsimor do ishin të nevojshme.

**Tabela 3-12 Përqindja e Përdoruesve të Shërbimit të Pagesës së Shërbimeve sipas Gjinisë**

| Gjinia   | Treguesi         | A e keni paguar ndonjëherë faturën e energjisë elektrike në FED invest? |              | Gjithsej |
|----------|------------------|---|--------------|----------|
|          |                  | Po  | Jo           |          |
| Mashkull | Nr.              | 16  | 108          | 124      |
|          | % brenda gjinisë | 12.9% (në %)  | 87.1% (në %) | 100%.    |
| Femër    | Nr.              | 9   | 28           | 37       |
|          | % brenda gjinisë | 24.3% (në %)  | 75.7% (%)    | 100%.    |
| Gjithsej | Nr.              | 25  | 136          | 161      |
|          | % brenda gjinisë | 15.5% (në milion JPY)   | 84.5% (në %) | 100%.    |

**Tabela 3-13 Niveli Arsimit të Përdoruesve të Shërbimit të Pagesës së Shërbimeve**

| Edukimi | Treguesi | A e keni paguar ndonjëherë faturën e energjisë elektrike në FED invest? |    | Gjithsej |
|---------|----------|---|----|----------|
|         |          | Po  | Jo |          |
| Bazë    | Nr.      | 9   | 48 | 57       |

<sup>29</sup> Në zonat rurale, financat shpesh menaxhohen nga familja në tërësi, por supozohet se kjo është për shkak se një përqindje relativisht e lartë e grave marrin përsipër rolin e pagesës së faturave të shërbimeve.

|                 |                        |      |           |       |
|-----------------|------------------------|------|-----------|-------|
|                 | % në kuadër të Arsimit | 15.8 | 84.2% (%) | 100%. |
| <b>I mesëm</b>  | Nr.                    | 11   | 70        | 81    |
|                 | % në kuadër të Arsimit | 13.6 | 86.4% (%) | 100%. |
| <b>I lartë</b>  | Nr.                    | 5    | 15        | 20    |
|                 | % në kuadër të Arsimit | 25   | 75% of    | 100%. |
| <b>Gjithsej</b> | Nr.                    | 25   | 133       | 158   |
|                 | % në kuadër të Arsimit | 15.8 | 84.2% (%) | 100%. |

Shënim: Pearson Chi-Square Significance: 0,45599

Burimi: Anketa me pyetësor

Vij çdo muaj në degën e FED invest të shlyej këstin e kredisë time dhe të mund të paguaj faturën energjisë në të njëjtën kohë është shumë e përshtatshme sepse nuk kam nevojë të shkoj veçmas në një sportel tjetër. Fakti që nuk ka tarifë shërbimi është gjithashtu shumë i dobishëm. Dritaret e tjera të pagesave janë të shtrenjta.. Më ndihmon gjithashtu të kem besim te FED invest.

- Znj. Kimete, fermere ulliri, Petrelë



Meqë dega jonë ndodhet në një zonë me trafik të lartë, ne kemi filluar shërbimin e pagesës së faturave të shërbimeve, gjë që ka sjellë shtimin e anëtarëve të rinj që duan të përdorin këtë shërbim. Gjithashtu e përdorim këtë shërbim në mënyrë efektive si një mjet promovues për të tërhequr klientë të rinj.

Z. Bujar, Përgjegjës i Degës Berat, FED invest



FED invest nisi shitjen pilot të shërbimit të saj të ri Kredi24 (një shërbim i thjeshtuar i aplikimit për kredi online) në fund të nëntorit 2021, me qëllim zgjerimin e bazës të klientëve të rinj jo tradicional, si të rinjtë dhe gratë, përmes digjitalizimit të shërbimeve të saj. Rezultatet e shitjeve për periudhën pilot paraqiten në figurën më poshtë: numri i përgjithshëm i aplikimeve gjatë periudhës pesë mujore ishte 1044. Në sondazhin me pyetësor, 6% e të anketuarve treguan se kishin aplikuar për kredi online. Në intervistë me stafin e degëve, shumë të anketuar treguan se kompania po tërhiqte klientë të rinj, veçanërisht klientë me moshë më të re.

## (2) Forcimi i kapaciteteve organizative për klienti në qendër

Projekti ndërmori një sërë hapash për të krijuar praktika klienti në qendër brenda FED invest (d.m.th. institucionalizimi i klientit në qendër), duke përfshirë trajnimin e stafit, zhvillimin e Planit Strategjik të Marketingut dhe standardizimin e shërbimit ndaj klientit dhe krijimin e një manuali. Projekti gjithashtu krijoi një komitet të klientit në qendër, me një procese specifike të përcaktuar çartë, dhe metodat për zbatimin.

Cikli i dëgjimit të klientëve, kuptimi i sfidave të tyre, prototipizim i produkteve dhe shërbimeve dhe bërjes së përmirësimeve, i cili u trajtua në Projektin FiAS, është përfshirë në të gjitha aktivitetet e FED invest dhe është rrënjësor në kulturën organizative. Kapaciteti i stafit në këtë proces është rritur përmes aktiviteteve të tilla si, zhvillimi i produkteve për depozitat verore dhe me afat, zhvillimi i materialeve të edukimit financiar dhe trajnimi për shërbimin ndaj klientit.

- Z. Perlat Sulaj, Drejtori i Përgjithshëm i FED invest



Si rezultat i këtij Output-i, sipas rezultateve të anketimit me pyetësor të klientëve, kur pyeten nëse shërbimet e FED invest kanë ndryshuar gjatë tre viteve të fundit, 89% thanë se janë "shumë më mirë" dhe 8% thanë se "janë përmirësuar pak". Kur pyeten, nëse si rezultat, i përdorin më shpesh shërbimet e FED invest, 25% thanë se i përdorin shërbimet më shpesh dhe 54% thanë se i përdorin shërbimet disi më shpesh.

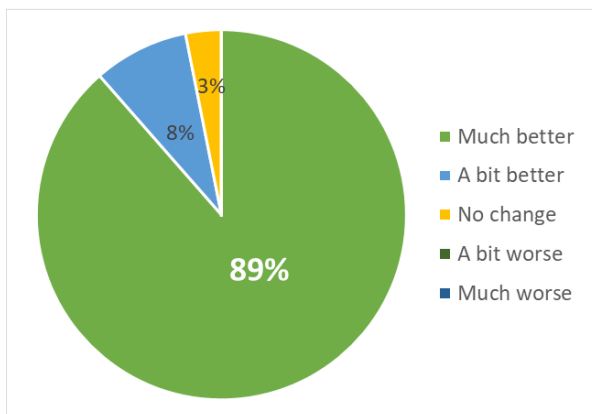


Figura 3-5 A ka pasur ndonjë ndryshim në shërbimet e FED invest në tre vitet e fundit?

Burimi: Anketa me pyetësor

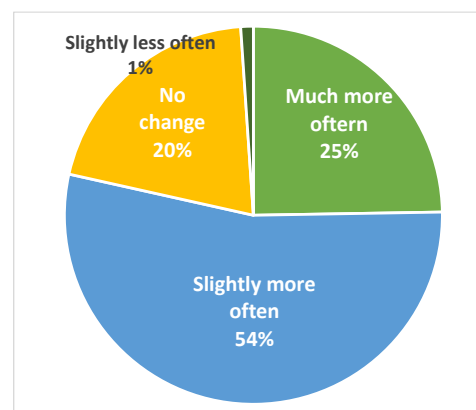


Figura 3-6: Shpeshtësia e përdorimit të shërbimit të FED invest

Kam marrë pjesë në një trajnim për komunikimin me klientët, të zhvilluar nga Projekti FiAS.

Mendimi im për komunikimin me klientët ka ndryshuar pas pjesëmarrjes në trajnim. Më parë, thjesht i dëgjoja klientët, por tani, përpiqem të kuptoj më mirë problemet dhe shqetësimet e tyre para se ti ofroj shërbime. Marrëdhënia e besimit me klientët është thelluar. Jam shumë e kënaqur me rezultatet.

- Znj. Afërdita, Oficere kredie, Dega Petrelë FED invest



### (3) Edukimi Financiar

Për të promovuar përdorimin e produkteve dhe shërbimeve financiare duke përmirësuar kapacitetin financiar të klientëve, Projekti zhvilloi materiale edukimi financiar (menaxhimi i llogarive familjare, menaxhimi i kredisë, kontabiliteti fermës, llogaria rrjedhëse dhe shërbimet e pagesës së shërbimeve, dhe banking në internet) dhe i shpërhapi ato përmes trajnimit të stafit, shpërndarjes së broshurave dhe materialet digjitale. Rezultatet e anketës me pyetësor të klientit mbi Rezultatet e shpërhapjes së edukimit financiar janë paraqitur si vijon. 76% e të anketuarve treguan se i kishin lexuar materialet e edukimit financiar të zhvilluara nga Projekti ose ishin informuar për përmbajtjen e tyre. Moduli më i zakonshëm ndaj të cilit ata u ekspozuan ishte menaxhimi i kredisë. Shumica e këtyre burimeve të informacionit vinin nga broshurat e marra në degë (82%), nga bisedat me stafin gjatë vizitave në degë (96%). Intervistat me stafin e degëve zbuluan se shumica e klientëve nuk ishin të interesuar për edukimin financiar dhe shumë thanë se kishin vështirësi t'i bënin të dëgjonin shpjegimet. Ata duket se kishin sajuar mënyrat e tyre për të zbatuar programin, si kombinimi i tij me shpjegimet e produkteve dhe shërbimeve, ose shpërndarja e broshurave në tregje, kafene, терминаlet e autobusëve dhe vende të tjera pranë, ku mblidhen njerëzit. Gjatë periudhës shkurt - prill 2021, FED invest organizoi me stafin e degës, këshilltarët digjitalë dhe ekipin e qeverisjes së korporatave ditët e edukimit financiar dhe digjital në gjithë rrjetin e saj, ku anëtarë dhe jo anëtarë u ftuan t'i bashkoheshin prezantimeve të stafit, videove edukative dhe të merrnin materiale edukative të printuara. Mbi 2000 persona morën pjesë në këto aktivitete.

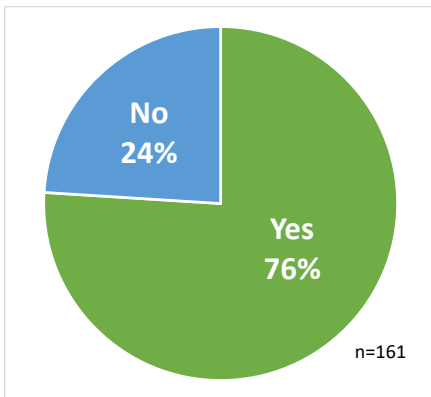


Figura 3-7 Kanë lexuar ose ua kanë shpjeguar ose lexuar materialet e edukimit financiar

Burimi: Anketa me pyetësor

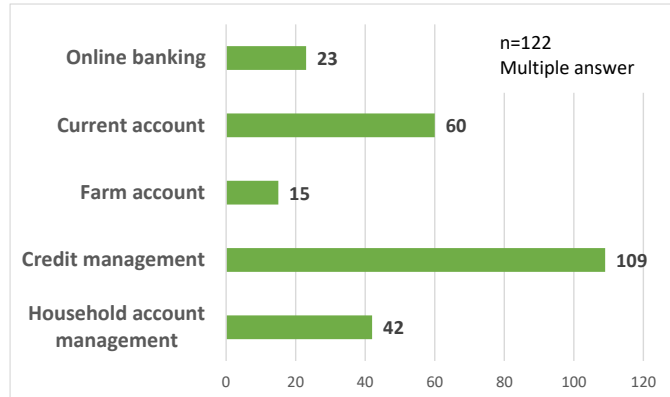


Figura 3-8 Modulet që keni lexuar ose mbi cilët module jeni informuar?

Kur u pyetën se cilat produkte dhe shërbime të FED invest përdorën si rezultat i edukimit financiar të përshkruar më sipër, 92 nga 122 të anketuarit thanë se përdornin kredinë. Përgjigjet më të zakonshme ishin regjistrimi në ABA Online, hapja e një llogarie rrjedhëse dhe regjistrimi për anëtarësimin në FED invest; këshilltarët digjitalë të punësuar nga Projekti që nga prilli 2021 gjithashtu duket se kanë pasur një efekt.

Kur u pyetën se çfarë veprimesh financiare kanë ndërmarrë si rezultat i edukimit të tyre financiar, rreth gjysma e të anketuarve thanë se kishin filluar të depozitonin. Shumë të anketuar gjithashtu treguan se kishin filluar të mbanin libër llogarish. Ne zbuluam se një numër i mjaftueshëm i të anketuarve përdorën gjithashtu modulën e menaxhimit të buxhetit familjar dhe broshurën e llogarive familjare të shpërndara nëpër degë.

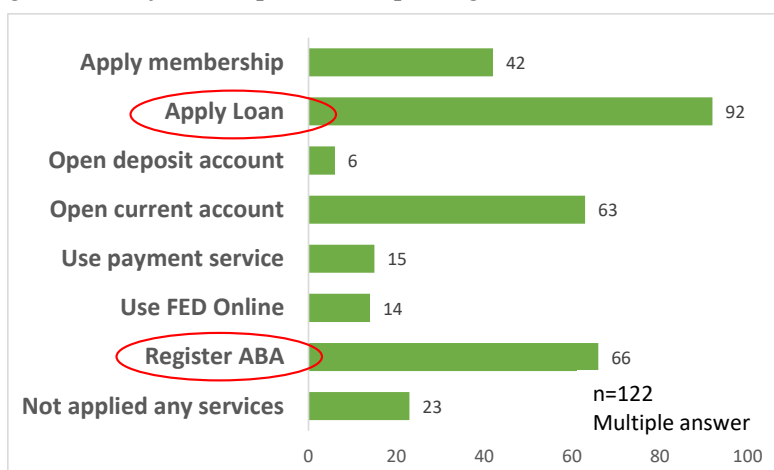


Figura 3-9 Cilat shërbime të FED invest janë përdorur si rezultat i edukimit financiar



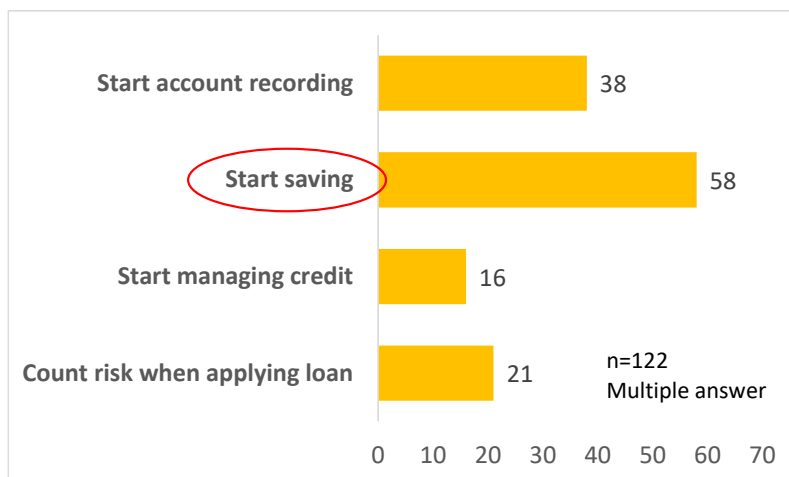


Figura 3-10 Çfarë veprimesh financiare keni ndërmarrë si rezultat i edukimit financiar?

Pasi dëgjuam për edukimin financiar dhe buxhetin e familjes nga një oficer kredie dhe arkëtar në degën e FED invest, unë dhe gruaja ime filluam të mbanim një libër mbi shpenzimet familjare. Duke mbajtur shënimet, vumë re se kostoja e inputeve ishte dyfishuar në krahasim me vitin e kaluar. Mbajtja e të dhënave ka përmirësuar operacionet tona pasi kemi vënë re shumë gjëra lidhur me biznesin tonë dhe financat e familjes.

- Z. Dritan, fermer perimesh dhe anëtar i FED invest, Kukës



Materialet e edukimit financiar u zhvilluan duke dëgjuar komentet e një numri klientësh lidhur me nevojat e tyre dhe çështje të tjera. Si rezultat, ishim në gjendje të rrisnim interesin e klientit dhe ta bënim përmbytjen tërheqëse edhe për jo anëtarët. Shpresojmë të përdorim materialet për të përmirësuar aftësinë financiare të klientëve tanë.

- Znj. Misela, Menaxhere e Qeverisjes Korporative FED invest, Edukimi Financiar

### 3.5 Rritja e kapaciteteve për të zhvilluar dhe ofruar shërbime jofinanciare

Output 2 në PDM të këtij projekti: “Krijohet një strukturë operacionale për një qendër njohurish agri që ofron shërbime jo financiare”.

Rezultatet e pritshme nga rritja e kapaciteteve për zhvillimin dhe ofrimin e shërbimeve jo financiare përfshin:

- Sistemet e menaxhimit dhe përdorimit të njohurive të C/P dhe kapacitetet e stafit në lidhje me sektorin e bujqësisë do të forcohen.
- Shërbimet jo financiare ofrohen për të plotësuar nevojat e klientëve.
- Kapaciteti financiar dhe aftësia kreditore e klientëve do të forcohet.

### 3.5.1 Aktivitetet

Për sa i përket shërbimeve jo financiare, në fund të fazës së parë të aktiviteteve të projektit u ra dakord që (1) të shërbehen katër zonat kryesore të shërbimit të katër shtyllave përmes (2) dy mediave: "aktivitete ballë për ballë" dhe "platforma digjitale". Emri i Qendrës u vendos të ishte Agro Biznes Asistencë (ABA) pas një konkursi të brendshëm të stafit të FED invest; Rinovimi i lokacionit në katin e dytë të degës Lushnjë përfundoi me sukses nga FED invest. Hapja e butë e qendrës ABA u zhvillua në 30 janar 2020 me zyrtarë të FED invest (stafi i FED invest dhe vetëm anëtarë të zonës së Lushnjës). Pas hapjes së butë, ishin planifikuar të zhvilloheshin trajnime dhe aktivitete të tjera, por për shkak të kufizimeve të vendosura për aktivitete ballë për ballë prej COVID 19, u vendos që të fokusohet në platformën digjitale "ABA Online" për të paraprirë ofrimin të shërbimeve të Qendrës nga Marsi 2020 e në vazhdim.



30 janar 2020: Takimi i hapjes së butë të Qendrës ABA

Gjatë kësaj periudhe, Komiteti i Menaxhimit të ABA, i përbërë nga Zana Konini, Perlat Sulaj dhe Meri Cani nga ana e FED invest, si dhe Behar Gjoni që, atë kohë u emërua Drejtor i Qendrës ABA, dhe ekipi i konsulentëve të JICA-s u takuan online në një bazë dy-javore për të rishikuar ecurinë dhe për të marrë vendime për çështje të rëndësishme. Më poshtë detajohen aktivitetet specifike.

- Krijimi i platformës digjitale

Programi për platformën digjitale për ofrimin e shërbimeve jo financiare u ndërtua në dy faza.

### (1) Zhvillimi i funksionalitetit të softuerit ABA Online (Faza 1)

Një marrëveshje rikomisionimi me Pragmatic Analytics u nënshkrua në tetor 2019 për të filluar ndërtimin e programit për platformën digjitale. Propozimi fillestar për konfigurimin e platformës digjitale është paraqitur më poshtë, me "njohuri" (informacion lidhur me teknologjinë bujqësore) dhe "informacion tregu" si elementët kryesorë që janë ngurtësuar.

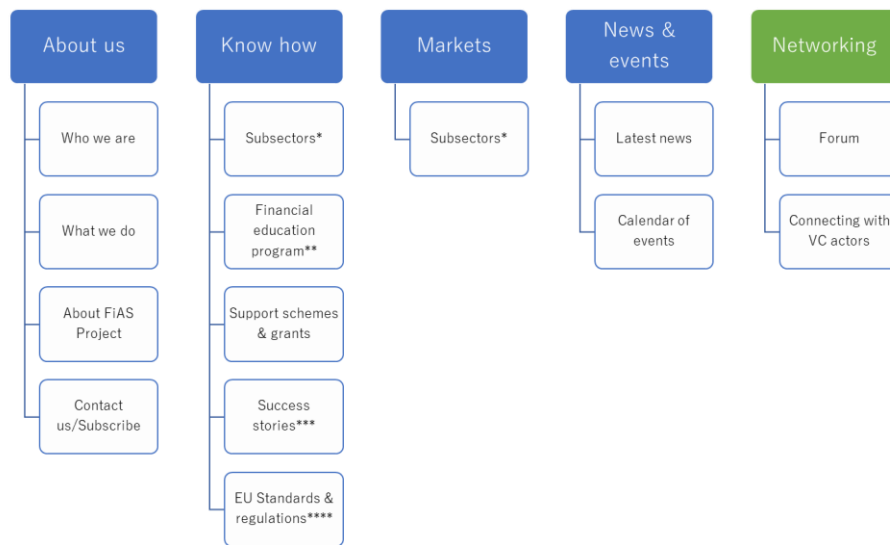


Figura 3-11: Menyja e lëshimit të platformës digjitale (drafti fillestar)

### (2) Zhvillimi i funksionalitetit të softuerit ABA Online (Faza 2)

Projekti vendosi të mbështesë zhvillimin e funksionalitetit të programit (Faza 2) duke u fokusuar në personalizim, i cili konsiderohet thelbësor për të promovuar përdorimin e platformës. Përmbajtja kryesore e zhvillimit të funksionalitetit është si më poshtë:

1. Kuptimi i detajuar i profileve të anëtarëve, që do të regjistrohen në platformën digjitale dhe krijimi i një drejtorie anëtarësh (funksioni i kërkimit midis anëtarëve).
2. Zhvillimi fillestar i një "funksioni tregu" për listimin dhe tregtimin e mallrave (kulturave) dhe shërbimeve mes anëtarëve.
3. Lejimi i komunikimit individual mes anëtarëve të regjistruar.
4. Merr oferta informuese të personalizuar përmes aplikacioneve në celular (informacion mbi çmimet për prodhime specifike, informacion për motin, artikuj që përputhen me profilin tënd).

Procesi i zhvillimit të platformës, i cili filloi në fund të marsit 2020, u krye përmes takimeve dy-javore në ZOOM midis kompanisë, FED invest dhe ekipit të projektit të JICA për të shkëmbyer dhe diskutuar ecurinë e zhvillimit dhe për ta çuar përpara atë.

#### Qendra ABA

Shërbimet e Qendrës ABA do ofrohen në dy mënyra: aktivitete ballë për ballë dhe platforma digjitale. Nga këto, shërbimet ballë për ballë do përfshijnë (1) një bibliotekë për të mbledhur dhe ofruar informacione dhe materiale bujqësore, (2) trajnim teknik bujqësor dhe jo-bujqësor (përfshirë edukim financiar), (3) ngjarje rrjetëzimi për këtë qëllim, shkëmbim informacioni dhe bashkëpunim ndërmjet palëve të interesuara të zinxhirit të vlerës bujqësore, dhe (4) takime të përputhjes së biznesit ndërmjet fermerëve dhe blerësve.

Aktivitetet e Qendrës ABA gjatë kësaj periudhe raportuese përfshijnë si më poshtë:

#### **(1) Fillimi i shërbimeve të formatit ballë për ballë të Qendrës ABA**

Më 31 janar 2020, u mbajtën dy aktivitete trajnimi teknik: 1) Sëmundjet kryesore të domateve në serra (më 26 shkurt, ku morën pjesë 10 fermerë) dhe 2) Tema Trajnuese, Vlerësimi i Nevojave për Blegtorinë (më 28 shkurt, ku morën pjesë 35 fermerë). Sëmundjet dhe sëmundjet e perimeve në serra kanë qenë një temë shumë e kërkuar në FGD-të e mbajtura deri më tani, ku lektor ishte z. Bleis Koni, që është vetë i përfshirë në kultivimin e perimeve në serra dhe drejton një kompani. Trajnimi u prit mirë nga pjesëmarrësit, që u angazhuan në sesione aktive pyetje-përgjigje. Tema e trajnimit, vlerësimi i nevojave për blegtorinë u zhvillua nga znj. Ylli, Sekretare e Përgjithshme e Shoqatës së Industrisë të Blegtorëve Shqiptarë. Si rezultat i vlerësimit u zgjodhën pesë temat e mëposhtme kryesore të trajnimit. (1) parandalimi dhe kontrolli i sëmundjeve, (2) ushqimi dhe foragjeret, (3) riprodhimi, (4) çështje të ndryshme të menaxhimit bujqësor dhe (5) demonstrime në fermë.

Megjithëse këto trajnime teknike për perime serre dhe blegtori ishin planifikuar të vazhdonin në seri, ofrimi i përgjithshëm i shërbimit ballë për ballë i Qendrës ABA (trajnime dhe ngjarje rrjetëzimi) është pezulluar që nga marsi si përgjigje ndaj shpërthimit të COVID 19.

Për ngjarje trajnimi teknik pas rifillimit të shërbimeve ballë për ballë, lektorë trajnimesh do jenë ekspertët kryesorë, që janë ekspertë bujqësi në fusha të ndryshme të punësuar nga projekti, dhe mbështetja për zbatim në ditën e ngjarjes do ofrohet nga stafi vendas i projektit. Koordinatorja e Qendrës ABA (znj. Ornela Gjika), e punësuar nga FED invest, do jetë përgjegjëse për koordinimin me ekspertët kryesorë dhe menaxhimin e ngjarjes në tërësi.

#### **(2) Zhvillimi i Planit të Biznesit të Qendrës ABA**

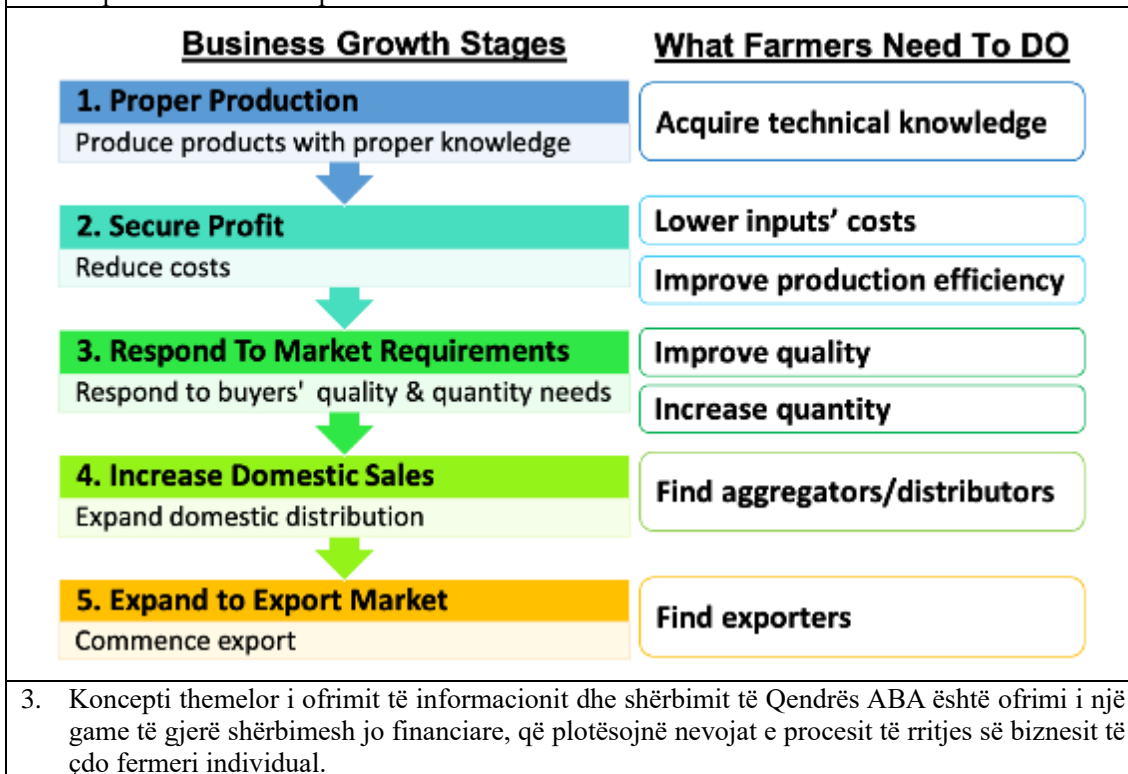
U zhvillua një plan biznesi për Qendrën ABA, i cili është i nevojshëm për të krijuar një strategji të qëndrueshme të menaxhimit të Qendrës ABA nga një perspektivë afatmesme deri në afatgjatë, duke përfituar nga periudha gjatë së cilës nuk është i realizueshëm ofrimi i shërbimit të planifikuar "ballë për ballë" në Qendrën ABA. U ra dakord që ky plan biznesi të zhvillohej, miratohej dhe zbatohet në dy faza dhe, faza e parë e planit të biznesit u miratua zyrtarisht nga Komiteti Menaxhues i ABA në qershor 2020 (Shtojca 10-2). Pikat kryesore të plan-biznesit janë paraqitur në faqet e mëposhtme. Aktivitetet e Qendrës ABA nën Projekt u kryen në bazë të Planit të Biznesit të ABA Faza I.

| Stage 1: May 2020-Oct 2021 |   | Stage 2: Nov 2021 onwards |  |
|----------------------------|---|---------------------------|--|
| Objective                  | Ensure common understanding on: <ul style="list-style-type: none"> <li>• What ABA aims to achieve</li> <li>• How to achieve them</li> <li>• Why choose that way</li> </ul>                                    | Objective                 | Way forward for sustainable operation of ABA Centre  |
| Target audience            | ABA Team (FED invest staff & JICA Consultants)  | Target audience           | ABA Centre stakeholders & potential partners   |
| Key contents               | <ul style="list-style-type: none"> <li>• Vision &amp; mission, principles</li> <li>• Marketing strategy</li> <li>• Operations strategy</li> <li>• Management ('ABA Team')</li> <li>• Activity plan</li> </ul> | Key additional contents   | <ul style="list-style-type: none"> <li>• Management &amp; institutional set-up</li> <li>• Financing strategy &amp; financial forecast</li> </ul> |
| Milestones                 | Usage of service by 16,700 users  | Milestones                | ?  |

1. U ra dakord me zyrtarët e FED invest që Plani i Biznesit i Qendrës ABA do zhvillohej, miratohej dhe zbatohet në dy faza: (1) plani i zbatueshëm gjatë periudhës së projektit në fjalë, dhe (2) plani pas përfundimit të projektit në fjalë. Sa i përket (1), plani u vu në veprim menjëherë pas miratimit nga Komiteti i Menaxhimit të Qendrës ABA.

|                      |  |
|----------------------|--|
| Vision               | Non-financial services which meet the needs of Albanian smallholders for their business development, financial inclusion and poverty alleviation.  |
| Mission              | Provision of non-financial services which meet their needs in 4 pillars (information, networking, knowledge & capacity development, market access) through 2 media (face-to-face activities and digital platform).   |
| Operating principles | <ul style="list-style-type: none"> <li>• Customer centricity</li> <li>• Cost-effective operation for financial sustainability</li> <li>• High-quality, up-to-date service through partnership</li> <li>• ICT for cost-effective, user-friendly service outreach</li> <li>• Promotion of environmentally sound technology &amp; agricultural practices</li> </ul> |

2. Vizioni, misioni dhe parimet e zhvillimit të biznesit u shprehën qartë dhe u ndanë brenda ekipit të ABA dhe me palët e interesuara.

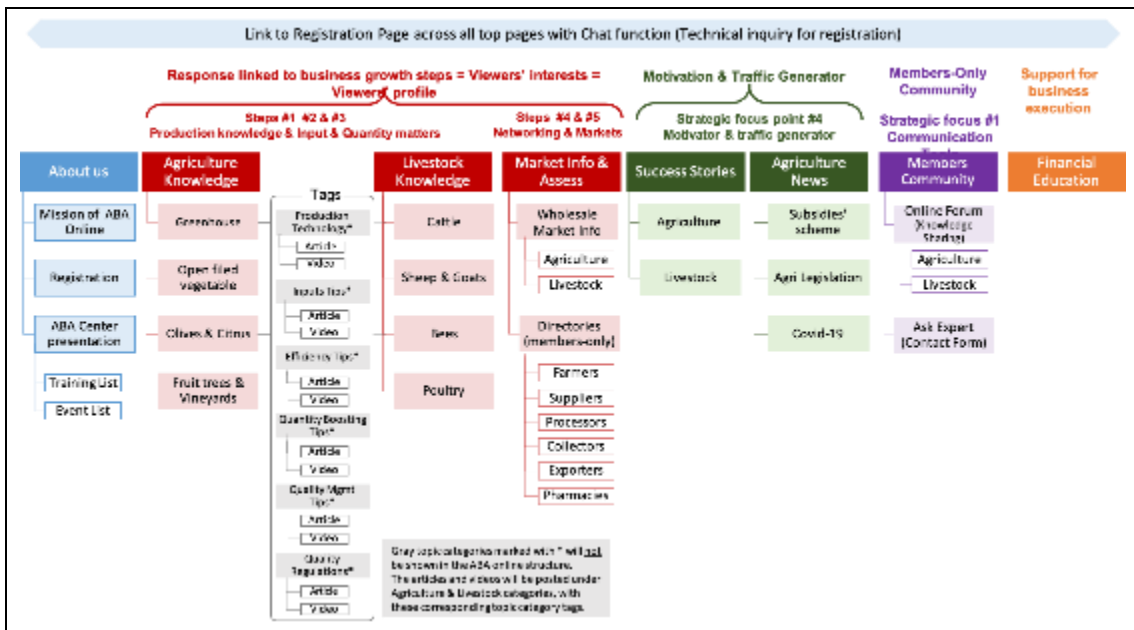


| <b>What Farmers Need To DO</b> | <b>Information</b>   | <b>Capability Training Contents</b>   | <b>Networking</b>   | <b>Market Access</b> |   |
|--------------------------------|--|---|---|----------------------|---|
| Acquire technical knowledge    | • <b>Library (including market info)</b><br><i>For self-learning</i> | • <b>Crop / Dairy / Livestock production</b>  | • <b>Farmer-Farmer event</b><br><i>For knowledge sharing in these topics<br/>For good practice sharing<br/>For joint purchase opportunities<br/>For joint selling opportunities</i>     | ---                  |   |
| Lower inputs' costs            |  | • <b>Finance (logging costs)</b><br>• <b>Avoid input overusage</b>  |   |                      |   |
| Improve production efficiency  |  | • <b>Production efficiency</b><br>• <b>Technology/Machinery usage</b>                                     | • <b>Supplier-Farmer event</b><br><i>For knowledge sharing in these topics, including quality inputs, fertilizers.<br/>For introduction of safe inputs<br/>For joint purchase deals</i> |                      |   |
| Improve quality                |  | • <b>Quality improvement &amp; management</b><br>• <b>Food safety &amp; security</b>                      |   |                      |   |
| Increase quantity              |  | • <b>Production enhancement</b>   |   |                      |   |
| Find Buyers                    |  | • <b>How to respond to distributors' needs and negotiate</b>  | • <b>Farmer-Buyer event</b><br><i>Requirements and information sharing with processors, collectors/consolidators, and exporters</i>   |                      | • <b>Business matching event &amp; fair</b> |
| Find exporters                 |  | • <b>EU quality standard</b><br>• <b>Requirements for export</b><br><i>Certificate, regulations, etc.</i> |   |                      |   |

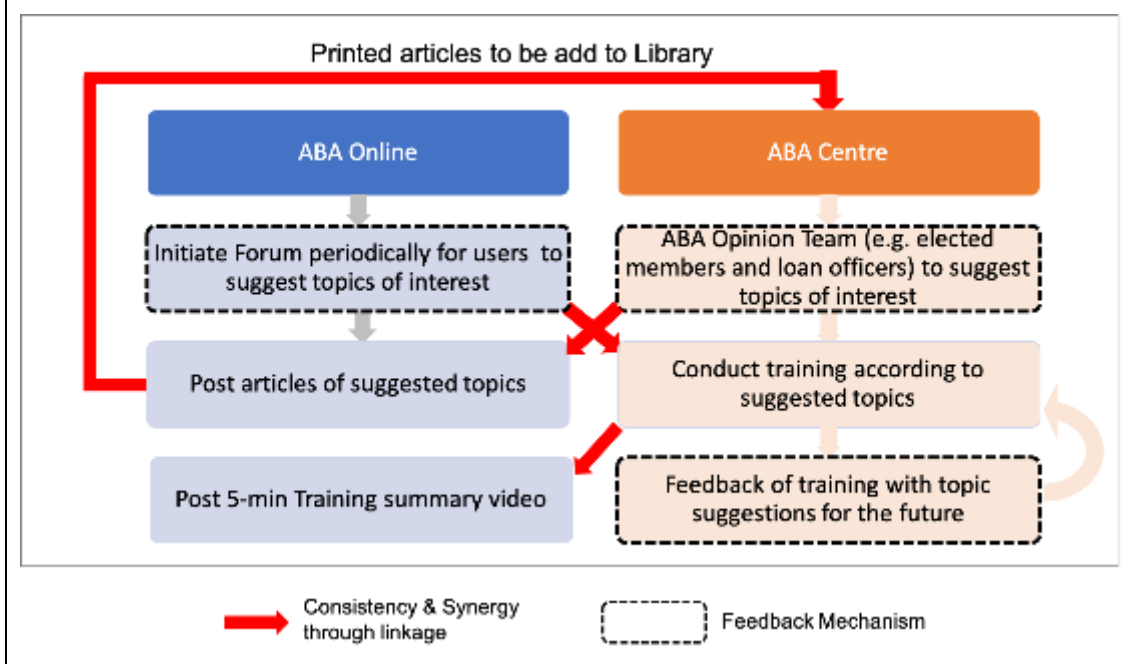
4. Informacioni dhe shërbimet që do ofrohen në Qendrën ABA përcaktohen në një matricë që kryqëzon katër llojet e shërbimeve shumë të nevojshme për fermerët, siç janë identifikuar në anketën e nevojave, me nevojat e procesit të rritjes së biznesit, që është koncepti themelor i ofrimit të informacionit dhe shërbimeve të përshkruar në seksionin 3, më sipër.

| <b>What Farmers Need To DO</b>    | <b>Information</b>  | <b>Capability Training Contents</b>                                       | <b>Networking</b>   | <b>Market Access</b>  |
|-----------------------------------|---|---|---|---|
| Acquire technical knowledge       | • <b>Information page (including market info)</b><br><i>For self-learning</i> | • <b>Training videos</b><br><i>Record training at ABA Centre and past</i> | • <b>Forum</b><br><i>For knowledge sharing and networking online.</i>                                     | ---   |
| Lower inputs' costs               | • <b>Ask Expert (Inquiry form)</b><br><i>For questions to experts</i>         |   | • <b>Supplier directory</b><br><i>For deals and negotiations with suppliers</i>                           |   |
| Improve production efficiency     | • <b>Supplier directory</b><br><i>For questions to suppliers</i>              |   |   |   |
| Improve quality                   | • <b>Farmer directory</b><br><i>To contacts for collaboration</i>             |   | • <b>Farmer directory</b><br><i>For contacts to farm collaboration network (Co-op, or joint purchase)</i> |   |
| Increase quantity                 |   |   |   |   |
| Find aggregators and distributors | ---   | ---   | ---   | • <b>Buyers directory</b><br><i>To approach potential buyers</i>    |
| Find exporters                    | • <b>Information page</b><br><i>For self-learning</i>                         | • <b>Training videos</b>  | ---   | • <b>Exporters directory</b><br><i>To approach potential buyers</i> |

5. Informacioni dhe shërbimet që do ofrohen në Qendrën ABA përcaktohen në një matricë që kryqëzon katër llojet e shërbimeve shumë të nevojshme për fermerët, siç janë identifikuar në anketën e nevojave, me nevojat e procesit të rritjes së biznesit, që është koncepti themelor i ofrimit të informacionit dhe shërbimeve të përshkruar në seksionin 3, më sipër.

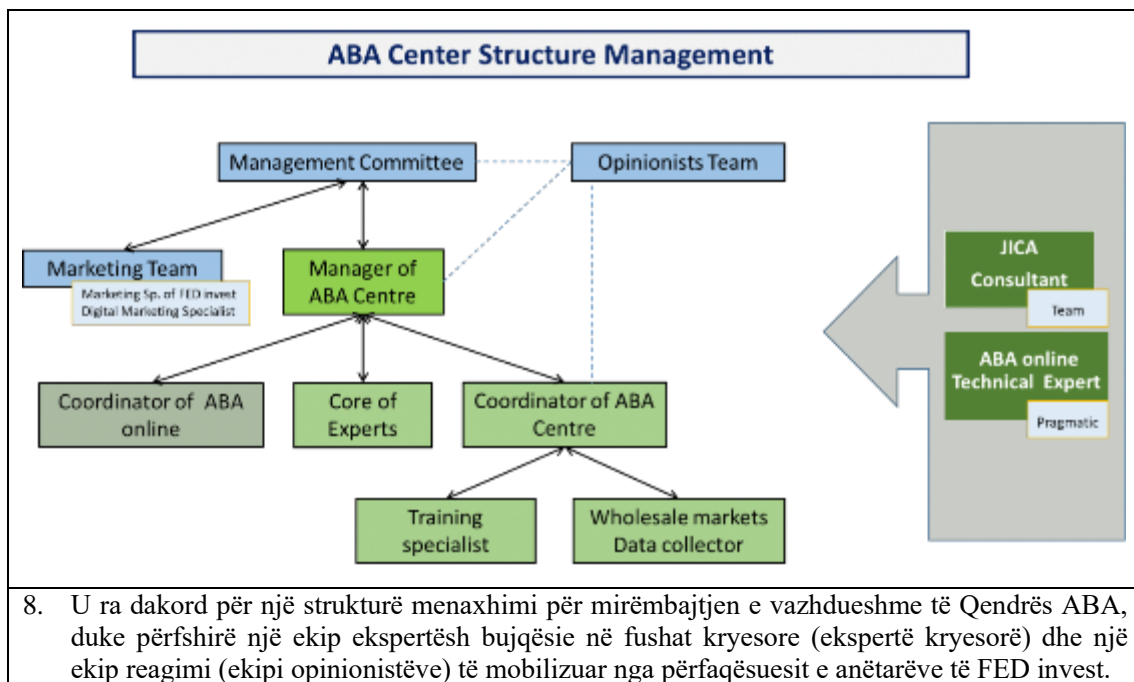


6. Struktura e Platformës Digjitale ABA Online është e organizuar sipas matricës 5 më sipër. Tre funksionet kryesore "Pyet ekspertin" (këshilla teknike individuale), "Forum në internet" (funksioni i ndarjes së informacionit dhe rrjetëzimit) dhe "Direktoria e përdoruesve të regjistruar" (funksioni i lidhjes së rrjetit dhe biznesit) do kufizohen vetëm për përdorues të regjistruar, që të promovohet regjistrimi i tyre dhe Direktoria do të përmirësohet.



7. Krijimi i sistemit të reagimit që mobilizon ekspertët kryesorë të bujqësisë, stafin e degëve dhe përfaqësuesit e anëtarëve të FED invest për të siguruar që informacioni dhe shërbimet ofruar nga Qendra ABA pasqyrojnë në mënyrë të përherëshme nevojat në ndryshim të klientëve si rezultat i tregjeve dhe tendencave. Kjo do sigurojë qëndrueshmërinë e kërkesës së fermerëve për këtë shërbim. Përveç kësaj, duke përfshirë ndarjen e informacionit ndërmjet "Qendrës ABA" dhe "ABA Online" në procedurë standarde funksionimi, do të realizohen efektet sinergjike të informacionit dhe shërbimeve të qëndrueshme dhe shkëmbimi efikas i burimeve.





### (3) Struktura e Menaxhimit të Qendrës ABA

Sa më lart, për të ndërtuar një organizëm të fokusuar në qëndrueshmëri, Projekti punësoi ekspertë teknikë në fusha të ndryshme bujqësore (6 ekspertë kryesorë në perime serre, blegtori, etj.). Përveç kësaj, u punësua nga projekti ekipi i parë i fermerëve anëtarë (7 anëtarë të ekipit të opinionistëve të përbërë nga anëtarë të FED invest) të përfshirë në aktivitete për të promovuar përdorimin e Qendrës ABA dhe funksionin e mbledhjes reagimeve. Risitë më poshtë, janë shtuar për përdorim më efektiv.

Roli parësor i ekspertëve kryesorë është të shkruajnë artikuj teknikë, të kryejnë trajnime teknike, t'u përgjigjen konsultimeve teknike individuale të marra përmes funksionit “Pyet ekspertin” dhe të marrin pjesë me komente në diskutimet në forum. Një prezantim i secilit ekspert u postua në ABA Online për tre efektet strategjike të mëposhtme.

- ABA Online shtoi refuzimin e përgjegjësisë, për të reduktuar riskun, duke mbajtur qëndrimin se Qendra ABA dhe projekti FIAS nuk janë përgjegjës për artikujt, trajnimet ose këshillat e ofruara nga ekspertët kryesorë.
- Duke pasur parasysh faktin që fermerët kanë vënë në dukje se, informacioni dhe këshillat për prodhimin dhe inputet kanë qenë tradicionalisht të natyrës tregtare, duke e bërë të vështirë marrjen e informacionit objektiv dhe të besueshëm, Qendra ABA do rrisë besueshmërinë e saj duke pasur ekspertë me përvojë, njohuri, dhe që nuk kanë lidhje me aktivitetet tregtare.

- Duke iu drejtuar natyrës objektive dhe besueshmërisë së informacionit të postuar, ne synojmë të rrisim interesin dhe të promovojmë përdorimin.

Meqë roli i anëtarëve të Ekipit të Opinionistëve është të promovojnë ABA Online dhe të mbledhin komente nga terreni, ata u bashkuan si promovues nga pilotimi. Për t'i motivuar ata, si dhe ekspertët kryesorë, kemi krijuar një prezantim për secilin anëtar, që do shpërndahet në buletinet e ardhshme.

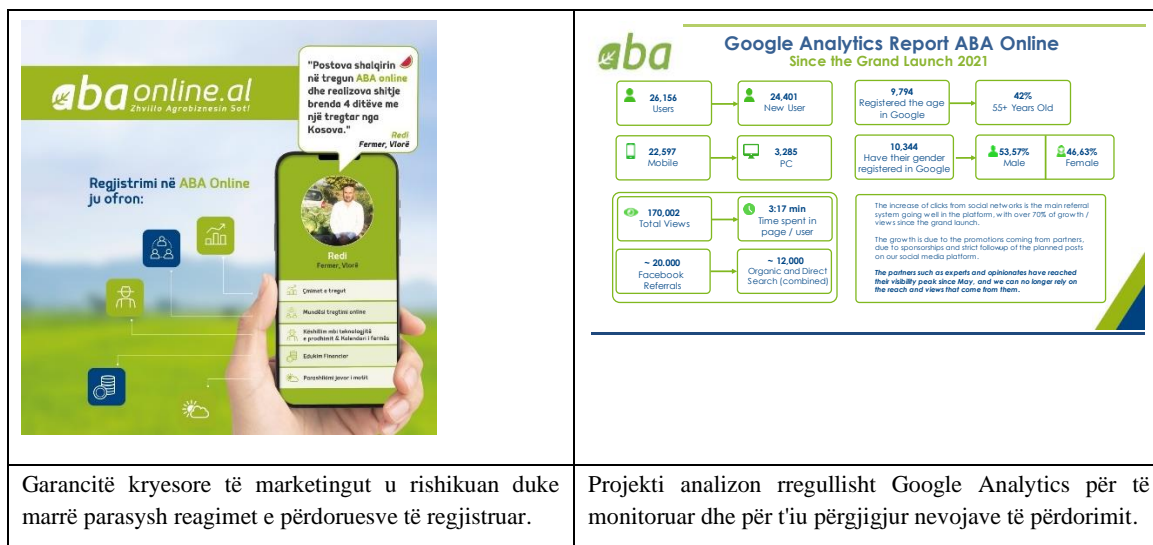
Meqë shkëmbimi në kohë i informacionit, konfirmimi punës dhe nxjerrja opinionit janë thelbësor për këta ekspertë kryesorë dhe ekipin e opinionistëve për të arritur rezultate më efektive, u vendos që të mbahen takime të rregullta mujore duke filluar nga shtatori 2020.

#### **(4) Aktivitetet Pilot të ABA Online dhe përmirësime të përdorshmërisë ABA Online**

Siç u përmend më lart, kishte pak perspektivë për rifillimin e ofrimit të shërbimeve ballë për ballë (trajtime, ngjarje rrjetëzimi) në Qendrën ABA prej COVID 19. Megjithatë, në përgjigje të vrullit të nevojave në rritje për shërbime në internet, u ra dakord të vazhdohet me promovimin e përdorimit të ABA Online dhe aktivitetet pilot u zhvilluan në disa zona duke filluar nga korriku 2020.

Qëllimi i këtij aktiviteti pilot ishte të konfirmonte konsistencën midis drejtimit të zhvillimit të përmbajtjes në ABA Online dhe nevojave të përdoruesve, si dhe përdorshmërisë dhe funksionalitetit në internet, si dhe të bënte përmirësime në përgatitje për lançimin zyrtar (lançimin e madh) të shërbimit të Qendrës ABA.

Anketa e Pilotimit të Testimit të ABA Online dhe Anketa e Pilotimit të Promovimit u përgatitën në formatin Google Forms, dhe procesi standard ishte që fermerët të cilët u prezantuan me ABA Online ta provonin për 3 deri në 5 ditë, pas së cilës promovuesi do të mblidhte reagimet përmes sondazhit testues. Pas pilotimit, u mbajt një mbledhje me Ekspertët Kryesorë dhe sesion komentesh me Ekipin e Opinionistëve për të mbledhur të dhëna nga secili anëtar i Ekipit të Ekspertëve Kryesorë dhe të Ekipit të Opinionistëve. Anketa e pilotimit u krye në 2 faza dhe rezultatet e komenteve u pasqyruan në përmirësime të funksionalitetit dhe përdorshmërisë së ABA Online. Eksperti i ekipit të konsulentëve të JICA, së bashku me Ekipin ABA dhe Pragmatic Software, vazhduan të punojnë për përmirësimet e funksionalitetit dhe përdorshmërisë të ABA Online gjatë gjithë periudhës së Projektit në mënyrë që të përmirësohet përvoja e përdoruesit të ABA Online.



### (5) Konkursët e promovimit të ABA Online

Në përpjekje për marketing pro-aktiv të ABA Online dhe për të nxitur rritjen e numrit të përdoruesve të regjistruar, u mbajtën 2 raunde konkurs promovimi i ABA, raundi i parë në 2020-21, ku morën pjesë stafi i degëve të FED invest, dhe raundi i dytë 2021-22 me pjesëmarrjen e gjithë përdoruesve të regjistruar në ABA Online. Konkursi i promovimit ka përfunduar. 2 raundet e proceseve të konkursit ndihmuan në rritjen e përdoruesve të regjistruar, megjithëse rezultati përfundimtar ishte akoma më i vogël se treguesi i Qëllimit të Projektit në PDM: në fund të raundit të dytë (mars 2022), numri i të regjistruarve në ABA Online ishte 10,592.

Vlen gjithashtu të theksohet përfshirja e ekstensionistëve të Ministrisë së Bujqësisë nga mbarë vendi, gjatë periudhës së dytë të promovimit, që krijon një mundësi për nxitje bashkëpunimi në të ardhmen. Nga ana tjetër, përfshirja partnerëve të tjerë të zinxhirit të vlerës në aktivitetet promovuese, që fillimisht u pozicionua si një nga qëllimet e rëndësishme të raundit të dytë të konkursit të promovimit, nuk ka qenë shumë e suksesshme.

|   |   |
|---|---|
|    | <p><b>Geographical distribution of <i>abaonline.al</i> registered users</b></p> <p>The largest number of ABA online registered users are in the intensive agricultural areas of the country.</p> <p>ABA online, however, reaches out to all corners of Albania.</p>  |
| <p><i>Promovuesi më i mirë i ABA, Vendi i Parë (raundi i dytë)</i> znj. Suzuka SUGAWARA shpërndan certifikatën dhe çmimin për znj. Klaudia Panxhi, Këshilltare e Dritares Digjitale, FED invest (Qarku Elbasan)</p> | <p>Shpërndarja gjeografike e përdoruesve të regjistruar të ABA Online.</p>  |

### 3.5.2 Rezultatet

Nevojat e përgjithshme të shërbimeve jo financiare që do të ofrohen nga Qendra e Njohurive Agri u identifikuan në një vlerësim të nevojave të kryer në vitin e parë të Projektit. Megjithatë, më pas u desh pak kohë brenda ekipit të Projektit për të pasqyruar metodat dhe mediat për ofrimin e shërbimeve, dhe në vitin 2020, seksioni i shërbimeve jo financiare u emërua "Qendra e Agro Biznes Asistencë (ABA)". Shërbimet e Qendrës ABA janë të strukturuar të ofrohen si ballë për ballë ashtu dhe në internet përmes platformës ABA Online, por për shkak të pandemisë COVID-19, gjatë periudhës së zbatimit të këtij projekti janë mbajtur pak trajnime dhe aktivitete të rrjetëzimit ballë për ballë (Figura 2-12)<sup>30</sup>. Prandaj, aktivitetet e këtij Projekti u kufizuan kryesisht në formatin në internet përmes platformës ABA Online, dhe Anketimi Përfundimtar i përshkruar më poshtë lidhet gjithashtu kryesisht me përdorimin e shërbimeve të ABA Online.

ABA Online është një platformë digjitale interaktive e lançuar në janar 2021, dhe shumica e përdorin atë përmes një aplikacioni në telefon. Shërbimet kryesore përfshijnë: (1) informacion mbi çmimet e tregut, (2) tregu në internet, (3) këshilla të ekspertëve për teknologji prodhimi dhe kalendari bujqësor (Pyesni ekspertin), (4) materiale edukimi financiar dhe (5) parashikimi i motit. Sipas anketës me pyetësor, funksionet më të përdorura ishin (1) informacion mbi çmimet e tregut (përdorur nga 79% e të anketuarve), (2) lajmet bujqësore (përdorur nga 46% e të anketuarve) dhe (3) tregu në internet (përdorur nga 41% e të anketuarve) (Figura 2-13).

<sup>30</sup> Megjithatë, shumë (92%) prej atyre që ndoqën disa ngjarje personalisht treguan se i gjetën ngjarjet e trajnimit dhe rrjetëzimit të dobishme për biznesin e tyre.

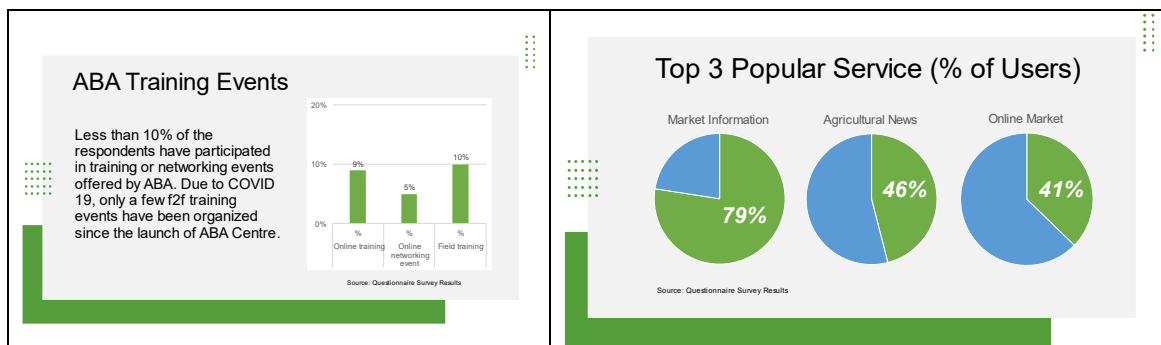


Figura 3-12 Pjesëmarrës të shërbimit ballë për ballë të ABA

Figura 3-13 Funksonet e përdorura nga ABA Online

Për sa i përket shpeshësisë së përdorimit të ABA Online, më shumë se gjysma (56.4%) e të anketuarve të pyetësorit, që janë të regjistruar, e përdorin atë të paktën dy herë në muaj. Gjithashtu, 37.4% e të anketuarve të pyetësorit, që janë të regjistruar, e përdorin ABA Online çdo javë. (Tabela 2-5 më poshtë).

Tabela 3-14 Shpeshësia e përdorimit të ABA Online

| Shpeshësia e përdorimit           | Numri i të anketuarve | Raporti |
|-----------------------------------|-----------------------|---------|
| Të paktën një herë në javë        | 59                    | 37.4    |
| Shumë herë në muaj                | 30                    | 19.0    |
| Më pak se një herë në muaj        | 52                    | 33.0    |
| përdorur vetëm një herë deri tani | 17                    | 10.8    |
| shuma totale                      | 158                   | 100.0   |

(Burimi: Anketa me pyetësor)

Për më tepër, 71% e përdoruesve të shërbimit ABA deklaruan se tani përdorin shërbimet financiare të FED invest më shpesh se më parë, duke treguar se shërbimet e ABA mund të çojnë në përdorimin e shërbimeve financiare, duke sugjeruar që ofrimi i shërbimeve jo financiare mund të nxisë përfshirjen financiare.

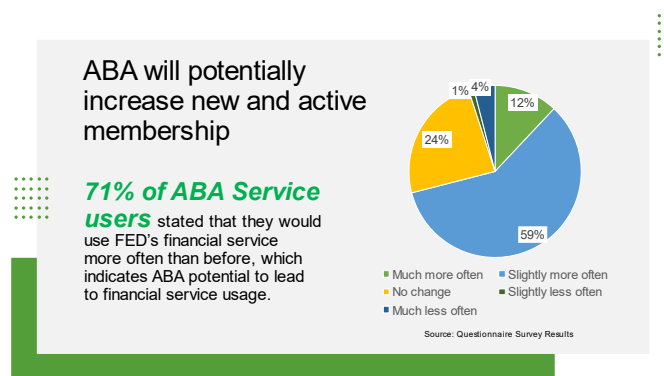


Figura 3-15: Përdorimi i ABA Online Mund të Çojë në Përdorim më të Madh të Shërbimeve Financiare



Nuk isha anëtar i FED invest, por rreth një vit më parë një miku im më ftoi të merrja pjesë në një aktivitet trajnimi të Qendrës ABA për të mësuar rreth teknologjive të reja që lidhen me rritjen e perimeve të mia. Pasi mora pjesë, u bëra anëtar i FED invest dhe së fundmi mora kredinë time të parë prej 100,000 lekësh. Unë do ta përdor këtë kredi për të investuar në zbatimin e teknologjive të reja që mësova në trajnimin e Qendrës ABA.

- z. Enkelejd, Anëtar i degës Bubullimë Lushnje

### 3.6 Aktivitetet dhe Rezultatet e Përmirësimit të Qasjes në Shërbime dhe Zhvillimi i Planit të Zgjerimit

Rezultatet e pritshme të këtij aktiviteti janë si më poshtë.

Rezultatet e pritshme nga zhvillimi i Planit të Përmirësimit dhe Zgjerimit të Qasjes në Shërbime

- Mënyrat dhe mjetet për të zgjeruar qasjen në shërbimet financiare do të identifikohen dhe pasqyrohen në planin e biznesit të FED invest.

#### 3.6.1 Aktivitetet

Rezultati i pritshëm i Output-it 3 të Projektit është "Zgjerimi i shërbimeve financiare dhe jo financiare (rajonal) të FED invest përmes CBS të ri dhe pajisjeve përkatëse dhe teknologjisë digjitale", që përfshin zgjerimin e zonës së ofrimit të shërbimeve të FED invest siç synohet në Treguesin 3-1. Për sa i përket zgjerimit të zonës së shërbimit, në fillim të projektit u supozua se Projekti do të fokusohet kryesisht në hapjen e degëve të reja fizike dhe ofrimin e shërbimeve për klientët në zonat malore dhe të largëta, që aktualisht janë jashtë zonave të shërbimit, ku shtrirja fizike është e vështirë. Megjithatë, përmes aktiviteteve të Projektit, u pa qartë se kishte pabarazi të konsiderueshme në nivelin e aktivitetit të degëve të FED invest në gjithë vendin, dhe u dol në përfundimin se hapi i parë drejt "zgjerimit rajonal të ofrimit të shërbimeve" do ishte aktivizimi i rrjetit të degëve ekzistuese, duke i digjitalizuar në të njëjtën kohë, për të qenë më efektiv. Për më tepër, Anketa e Ndikimit të COVID-19 e kryer në maj 2020 zbuloi gjithashtu se kërkesa për shërbime bankare digjitale që nuk përfshin vizita fizike në degë është rritur mes anëtarëve të FED invest për shkak të pandemisë. Në këtë kuadër, nisim të ndryshme për promovimin e shërbimeve bankare digjitale u bënë të rëndësishme në arritjen e objektivave të Projektit. Prandaj, Projekti kreu tre aktivitetet në vijim, në përgjigje të laçimit të shërbimit bankar digjital,

FED Online.

### (1) Krijimi i moduleve të edukimit financiar për shërbimet bankare digjitale

Siç përshkruhet në 3.3.1, një nga aktivitetet nën Output-in 1 ishte zhvillimi i materialeve të edukimit financiar për anëtarët. Moduli 5 nga pesë modulet e materialeve të edukimit financiar ishte me temë FED Online, me qëllim përmirësimin e dijeve digjitale të anëtarëve të FED invest, duke u treguar përfitimet nga bankingu digjital dhe mënyra e përdorimit, si dhe promovimin e përdorimit të FED Online. Materialet, në formën e fletëpalosjes për temën ose një broshurë me katër faqe, janë shpërndarë në degë pas fillimit të FED Online në prill 2021 në rajonet kyçe dhe janë vënë në dispozicion të anëtarëve për t'i marrë kur vizitojnë degët, ose që oficerët e kredisë dhe këshilltarët digjitalë t'i përdorin kur u shpjegojnë personalisht anëtarëve FED Online.



Përveç materialeve të edukimit financiar të printuara (d.m.th. fletëpalosje dhe broshura), e njëjta përmbajtje u vu në dispozicion në ABA Online dhe në faqen e internetit të FED invest<sup>31</sup> dhe materialet video u krijuan dhe u ngarkuan gjithashtu në YouTube<sup>32</sup>.

Tabela 3-15 Lista e temave në Modulin 5 të Edukimit Financiar (Banka Digjitale)

|   | Tema   | Përmbajtja  |
|---|--|---|
| 1 | Pse të përdorni banking në internet?                     | Avantazhet e Bankingut në Internet<br>Vështrim i përgjithshëm i FED Online          |
| 2 | Si të hyni dhe regjistroheni në FED Online?              | Si të aplikoni dhe të regjistroheni në FED Online<br>Masat e sigurisë në FED Online |
| 3 | Le të shijojmë një shumëllojshmëri shërbimesh FED Online | Hyrje në shërbimet financiare të disponueshme në FED Online                         |
| 4 | Pyetje më të shpeshta                                    | Pyetje të bëra më shpesh dhe përgjigje  |



<sup>31</sup> <https://www.fedinvest.al/sh%C3%ABrbimet-jo-financiare/edukimi-financiar/fed-online-internet-banking/>

<sup>32</sup> <https://www.youtube.com/watch?v=5rniQUPJiiw>

|   |  |
|---|--|
|    |  |
| Moduli 5 kopertina e broshurës  | Tema 2 Si të përdorni FED Online faqe 1  |
|  |  |
| Një skenë nga një material edukativ video i ngarkuar në YouTube                     |  |

Tema e parë "Pse të përdorni Banking në Internet?" është veçanërisht e rëndësishme për komunikimin e përfitimeve të shërbimeve bankare digjitale për anëtarët dhe tërheqjen e përdoruesve të rinj, dhe për këtë arsye, trajnimi i stafit mbi temën dhe metodat efektive të komunikimit dhe promovimit për anëtarët u zhvillua në tetor 2020, si një nga temat e Trajnimit të Stafit me Klientin në Qendër. Trajnimi përfshinte punë në grup dhe diskutime si të komunikohen në mënyrë efektive përfitimet e bankingut digjital mes stafit të degëve që promovojnë shërbimin.



|   |  |
|---|--|
| <p><b>What are your members' worries?</b></p>  <p>It takes about 1 hour by car for me to get to the FED invest branch from my village. It is annoying that he has to drive to the branch and spend hours because I am busy all the days working on the farm and taking care of his family.</p> <p>Is there any way to save time of traveling for getting banking services. If I could save some time, I would spend more time thinking about my farm and how to expand my agr. income. I could also take care of my family more often.</p> | <p><b>What are the advantages of FED Online? (#1-2)</b></p>  <p>#1 It is like having FED Invest in your pocket. You can bring FED with you when you go to your farm, to the market or to supplier shops, so you don't have to worry about driving for hours any longer. Now you will be able to use your time for your daily work.</p> <p>#2 You can use FED online anytime / anywhere 24/7 as long as you have internet connection. It is easy to access your accounts at your home before you sleep or even at the farm while working on agricultural work.</p> |
| <p>Pjesë nga faqet e prezantimit të trajnimit</p>   |  |

## (2) Zhvillimi i strategjisë së marketingut për shërbimet bankare digjitale

Që shërbimet bankare digjitale të përdoren nga anëtarët e FED invest dhe të kontribuojnë në zgjerimin e zonave të tyre të shërbimit, duhet të kryhen aktivitete efektive marketingu bazuar në një strategji sa më të përshtatshme. Projekti mbështeti zhvillimin e kësaj strategjie. Siç u përmend më herët në këtë raport, u zhvillua Plani Strategjik i Marketingut që është i zbatueshëm për operacionet e përgjithshme të FED invest dhe ajo Strategji përfshinte gjithashtu strategjinë e marketingut për shërbimet bankare digjitale nga pikëpamja e efikasitetit.

## (3) Krijimi i dritareve digjitale

Projekti synoi zgjerimin e bazës së klientëve dhe instalimin e dritares digjitale në shtatë degë (Tiranë/Don Bosco, Lushnje, Elbasan, Fier, Vlorë, Gjirokastrë dhe Divjakë) në përputhje me Planin Strategjik të Marketingut. Ky aktivitet nuk ishte përfshirë në planin fillestar, por u prezantua në përgjigje të nevojës në rritje për digjitalizim në kontekstin e pandemisë COVID 19. Dritarja digjitale është e pajisur me monitor dhe një sistem sinjalistike digjitale që shpërndan automatikisht informacion dhe video mbi produktet e FED invest. Përveç kësaj, u punësua një këshilltar digjital në çdo vend (7 gjithsej) për të shpjeguar produktet dhe për të ofruar edukim financiar dhe shërbime të tjera ndaj klientit, si dhe për të mbështetur rritjen e kapaciteteve.



Stafi këshillues në degët pilot



Sinjalistikë digjitale e instaluar

### 3.6.2 Rezultatet e aktiviteteve

#### (1) Shërbimet e bankingut në internet (FED Online)

Output 3 në PDM e këtij projekti është "Zgjerimi (gjeografik) i shërbimeve financiare dhe jo financiare të FED invest përmes CBS të ri dhe pajisjeve përkatëse dhe teknologjisë digjitale". Kjo i referohet në mënyrë specifike zgjerimit të zonës së ofrimit të shërbimeve të FED invest sipas Treguesit 3-1: zgjerimi i pandemisë në 2020 çoi në kërkesë më të madhe për banking në internet mes anëtarëve të FED invest pasi nuk përfshin vizita fizike në degë. Studimi i ndikimit të pandemisë COVID-19, kryer nga Projekti në maj 2020 zbuloi se pandemia kishte një ndikim të rëndësishëm te anëtarët e FED invest. Prandaj, Projekti punoi për promovimin e shërbimeve bankare në internet (FED Online) si një aktivitet për të përmirësuar dhe zgjeruar qasjen në shërbim. Dy ishin aktivitetet kryesore (1) monitorimi i progresit nga FED invest dhe ofrimi i këshillave deri në fillimin mbarëkombëtar të FED Online, dhe (2) zhvillimi dhe shpërndarja e materialeve edukative financiare dhe digjitale për të promovuar FED Online. FED Online do të lançohej në vitin 2020 në disa degë. Pas kësaj, ai u lançua në nivel kombëtar në nëntor 2021. Pyetësi Anketimit Përfundimtar përmbante gjithashtu pyetje në lidhje me përdorimin e FED Online. Më poshtë janë gjetjet kryesore të anketimit.

- ① 25% e të anketuarve ishin tashmë të regjistruar në FED Online.
- ② Nuk ka asnjë ndryshim në shkallën e regjistrimit mes burrave dhe grave.
- ③ Segmenti më i arsimuar i popullsisë ka shkallë më të lartë regjistrimi.
- ④ 60% e të regjistruarve përdorin sistemin në lidhje me programin e ripagimit të kredisë dhe 30% e përdorin atë lidhur me kontrollin e informacionit të llogarisë rrjedhëse.

(Burimi: Anketa me pyetësor)

Së pari, në lidhje me (1), megjithëse lançimi kombëtar u vonua deri në fund të Projektit (5 muaj para kohës së anketimit) për shkak të pandemisë COVID-19 dhe faktorëve të tjerë, rreth 1/4 e të anketuarve është regjistruar tashmë në FED Online, që është një normë mjaft e mirë regjistrimi. Siç tregon Figura 2-10, rreth 10% (14 nga 122) e të anketuarve që lexojnë materialet e edukimit financiar janë regjistruar në FED Online. Thirrja aktive për regjistrim nga këshilltarët digjitalë ka qenë e suksesshme dhe numri i anëtarëve të regjistruar u rrit shpejt me lançimin e shërbimit. Shumica e regjistrimeve në FED Online u asistuan dhe plotësoheshin nga këshilltarët digjitalë. Megjithatë, sipas intervistave të kryera në kuadër të Anketimit Përfundimtar, numri i anëtarëve që në fakt kanë kryer një lloj transaksioni në FED Online është i vogël. (Aktualisht, shërbimi është i kufizuar në funksione të tilla si historia e llogarisë, programi i ripagimit të kredisë dhe transferimet nga një anëtar në tjetrin.)

Sa i përket (2), nuk ka pasur dallim të rëndësishëm në shkallën e regjistrimit të të anketuarve meshkuj (24%) dhe femra (27%).

Siç tregohet në tabelën më poshtë, shkalla e regjistrimit priret të rritet me rritjen e nivelit arsimor të të anketuarve. Niveli arsimor i tyre duket se lidhet me njohuritë e tyre dixhitale, duke sugjeruar nevojën për t'u fokusuar në edukimin digjital, veçanërisht për ata që nuk kanë mbaruar universitetin, në mënyrë që të përmirësohet norma e regjistrimit në FED Online.

**Tabela 3-16 Normat e regjistrimit në FED Online sipas nivelit të arsimimit**

|   |   | i regjistruar | i paregjistruar | shuma e përgjithshme |
|---|---|---------------|-----------------|----------------------|
| Deri në shkollë të mesme  | numri i njerëzve                          | 10            | 46              | 56                   |
|   | Përqindje brenda të njëjtit nivel arsimor | 17.9% (në %)  | 82.1% (1)       | 100.0                |
| Gjimnaz   | numri i njerëzve                          | 20            | 61              | 81                   |
|   | Përqindje brenda të njëjtit nivel arsimor | 24.7% (në %)  | 75.3% (%)       | 100.0                |
| Institucion arsimor pas i mesëm, përfshirë universitet, kolegji, etj. | numri i njerëzve                          | 9             | 11              | 20                   |
|   | Përqindje brenda të njëjtit nivel arsimor | 45.0% (në %)  | 55.0% (1)       | 100.0                |
| Shuma e përgjithshme  | numri i njerëzve                          | 39            | 118             | 157                  |
|   | raporti                                   | 24.8          | 75.2% (%)       | 100.0                |

Burimi: Anketa me pyetësor

Kur u pyetën se për çfarë e përdorin FED Online, 60% e të regjistruarve treguan se e përdorin atë për të parë në skedulën e shlyerjes së kredisë. Për më tepër, 30% e të regjistruarve treguan se e përdorin FED Online për të kontrolluar informacionin e llogarisë rrjedhëse, si historikun e transaksioneve dhe bilancet. Nga ana tjetër, vetëm 6% e të regjistruarve përdornin FED Online për të kryer transaksione aktuale financiare, si transfertat nga një anëtar në tjetrin. Për fermerët e vegjël, segmenti kryesor i anëtarësisë së FED invest, përdorimi i llogarive rrjedhëse për transferim parash ndërmjet anëtarëve është jashtëzakonisht i kufizuar, siç konfirmohet nga këto rezultate. Prandaj, për të përmirësuar lehtësitë e FED Online, do të prezantohet funksioni i transfertave ndër-bankare në FED invest.

**Tabela 3-17 Karakteristikat e FED Online në përdorim**

|   | numri i njerëzve | raporti |
|---|------------------|---------|
| Transferta nga anëtari në anëtarë përmes llogarive rrjedhëse          | 3                | 6       |
| Kërkimi i planit të ripagimit të kredisë                              | 29               | 62      |
| Informacioni i llogarisë së kursimit (shuma e kursimeve, plani, etj.) | 6                | 13      |
| Informacioni i llogarisë rrjedhëse (historia, bilanci, etj.)          | 17               | 36      |
| Tjetër  | 4                | 9       |

(n=47) (Burimi: Anketa me pyetësor)

## (2) Aktivitete për të zgjeruar qasjen përmes dritareve digjitale

Projekti instaloi dritare digjitale në shtatë degë (Tiranë/Don Bosco, Lushnje, Elbasan, Fier, Vlorë, Gjirokastrë dhe Divjakë) për të shërbyer si qendra për edukimin digjital dhe financiar të klientëve, në përputhje me planin strategjik të marketingut, dhe mbështeti trajnimin e këshilltarëve digjitalë që janë përgjegjës për shërbimin ndaj klientit. Tabela e mëposhtme tregon rezultatet për sa i përket numrit të përdoruesve të produkteve dhe shërbimeve të reja përmes dritareve digjitale. Meqenëse këshilltarët digjitalë u punësuan individë të rinj, me njohuri digjitale, u arrit njëfarë suksesi në promovimin e FED Online dhe ABA Online. Në intervistat me klientët, shumë shprehën vlerësimin për mbështetjen e detajuar të ofruar nga këshilltarët digjitalë (p.sh., si të shkarkoni dhe përdorni aplikacionet). Nga ana tjetër, pasi është një nismë e re dhe shumë sfiduese në shumë aspekte, programi nuk ka qenë aq i suksesshëm sa pritej në thithjen e anëtarëve të rinj, dhe efektiviteti i kostos së rezultateve 10 mujore duhet të shqyrtohet.

**Tabela 3-18 Rezultatet e regjistrimeve përmes dritares digjitale**

| Emri i Degës   | Don Bosco | Lushnje | Elbasan | Fier | Vlorë | Divjakë | Gjirokastrë | shuma gjithsej |
|--|-----------|---------|---------|------|-------|---------|-------------|----------------|
| FED Online<br>Numri i regjistrimeve                                | 120       | 73      | 292     | 139  | 102   | 63      | 51          | 840            |
| Numri i llogarive rrjedhëse të hapura                              | 5         | 24      | 59      | 24   | 2     | 21      | 7           | 142            |
| ABA Online<br>Numri i regjistrimeve                                | 16        | 206     | 406     | 228  | 72    | 131     | 171         | 1,230          |
| pagesa e faturave të shërbimeve<br>Numri i shërbimeve të përdorura | 16        | 66      | 219     | 133  | 342   | 203     | 128         | 1,107          |
| Numri i produkteve të tjera të përdorura                           | 30        | 10      | 42      | 8    | 5     | 14      | 3           | 112            |
| Numri i regjistrimeve të anëtarëve të rinj                         | 2         | 27      | 46      | 2    | 5     | 20      | 9           | 111            |

Burimi: MIS i FED invest, të dhënat deri në mes të marsit 2022

Intervistat me këshilltarët digjitalë nën Anketimin Përfundimtar nxorën në pah opinionet e mëposhtme:

- Ishte efektive për thithjen e klientëve të rinj që të vizitonin jo vetëm degën në të cilën ishin caktuar, por edhe degët e tjera në afërsi. Do të doja të vizitoja aktivisht degë të tjera në të ardhmen;
- Shpjegimi si hapet një llogari rrjedhëse ishte shumë i dobishëm për klientët, megjithëse shumë ishin skeptikë ndaj shërbimeve digjitale për shkak të grupmoshës së tyre dhe e kishin shumë të vështirë në fillim.
- Aktivitetet promovuese në universitetet fqinje janë një mundësi dhe ne do të dëshironim të konsideronim zbatimin e tyre në të ardhmen;

- Kënaqësia e klientit është rritur për shkak të një shumëllojshmërie më të madhe të produkteve dhe shërbimeve;
- Në degë janë instaluar pajisje moderne digjitale, të cilat kanë përmirësuar imazhin e FED invest;
- Ndërsa trajnimi digjital është i rëndësishëm, ne po kuptojmë se komunikimi ballë për ballë me klientët është ende më i rëndësishmi. Trajnimi për komunikim i Projektit ishte i dobishëm. (përshkrimi në seksionin 2.4.2 të këtij Raporti); dhe
- Do të ishte më efektive nëse këshilltarët digjitalë do mund të përfshiheshin gjithashtu në kontrollin e aplikimit për kredi dhe procedura të tjera.

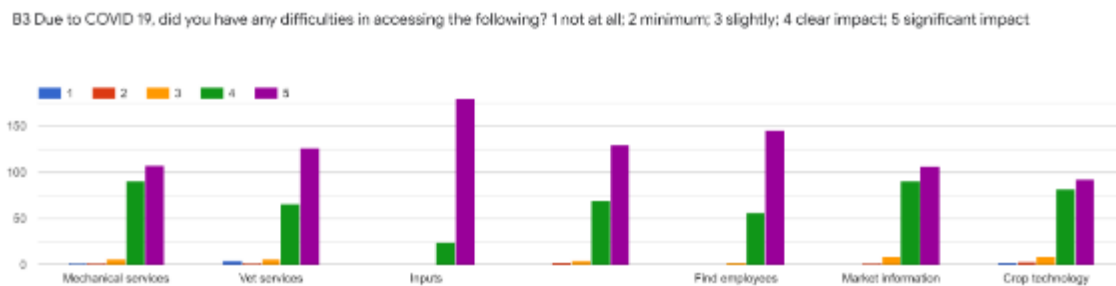
### 3.7 Aktivitetet e ndërmarra për të adresuar ndikimin e pandemisë COVID 19 tek fermerët e vegjël në Shqipëri

#### 3.7.1 Aktivitetet

##### (1) Kryerja e një sondazhi mbi ndikimin e pandemisë COVID-19 tek fermerët e vegjël

Për të hetuar ndikimin e pandemisë tek fermerët e vegjël në Shqipëri, u hartua dhe u krye një anketim me pyetësor me 205 anëtarë të FED invest në gjithë vendin në maj 2020. Popullata e synuar e anketimit ishin fermerët e vegjël dhe me të ardhura të ulëta që zakonisht janë nën një kufi të caktuar të ardhurash vjetore (1 000 000 lekë). Anketa është realizuar nga rrjeti i degëve të FED invest përmes telefonatave nga stafi i degëve.

Gjetjet kryesore nga analiza e përgjigjeve janë si më poshtë. (i) vështirësi në qasjen në inpute bujqësore dhe shërbime lidhur me bujqësinë si rezultat i pandemisë; (ii) gatishmëri e lartë për t'u përfshirë në transaksione financiare përmes internetit; dhe (iii) kërkesë e lartë për shërbime financiare si kredi emergjence dhe sigurimet bujqësore. U zbulua se shumica e të anketuarve përmendën veçanërisht vështirësitë në qasjen në inpute<sup>33</sup> si ndikim të rëndësishëm të pandemisë. (Shih figurën më poshtë). (Shih Shtojcën 7 për një përmbledhje të rezultateve të anketës).



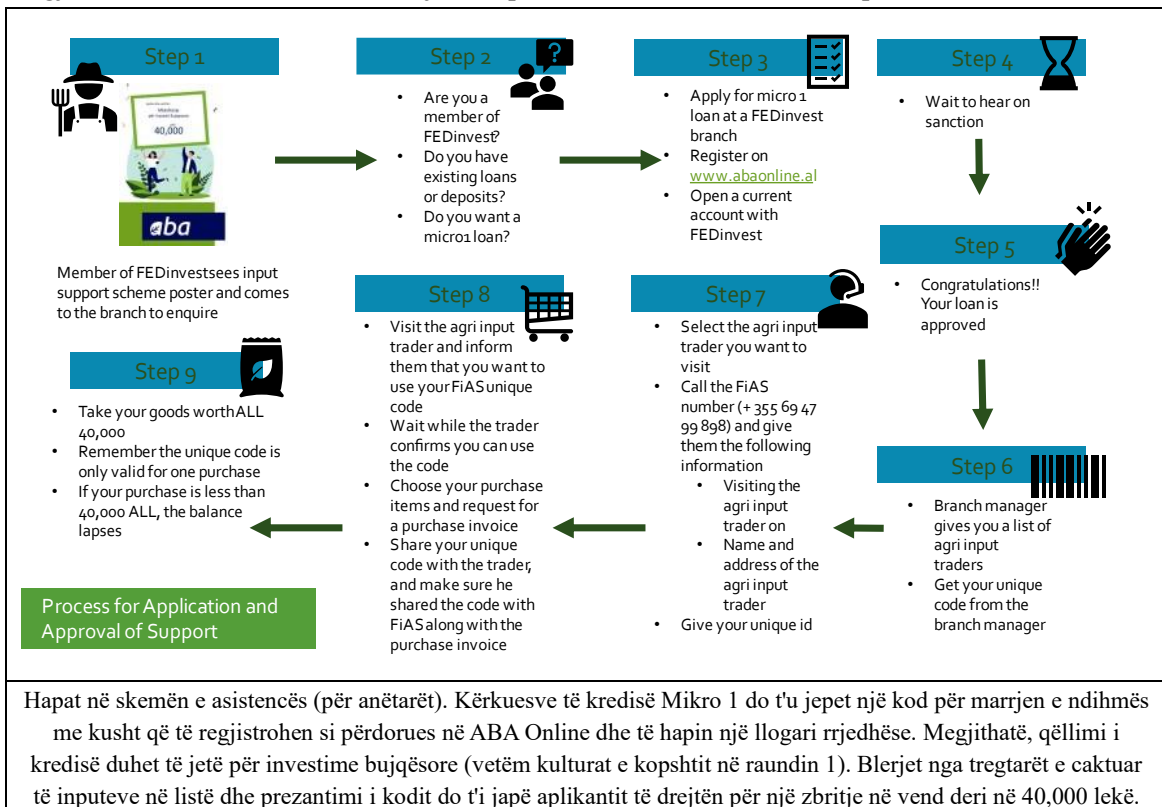
Burimi: Anketa me Pyetësor mbi Ndikimin e COVID 19 tek Fermerët e Vegjël Shqiptarë, Projekti FiAS, Maj 2020

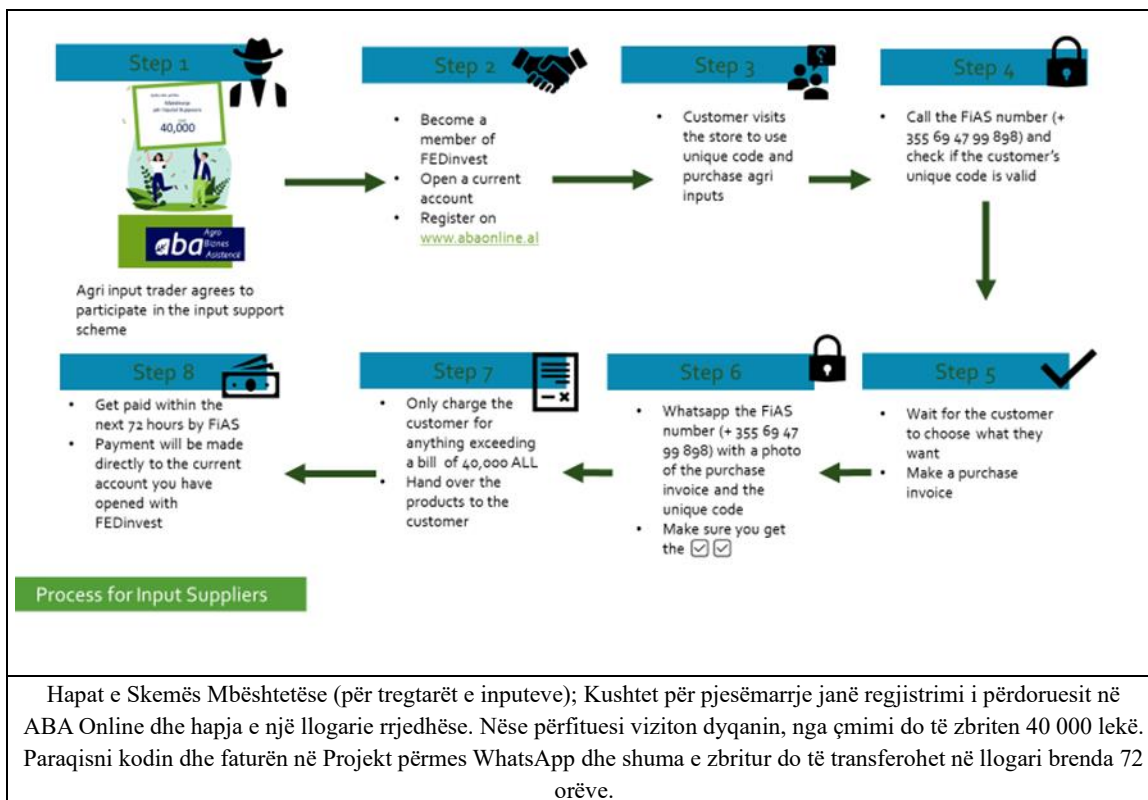
Figura 3-16 Rezultatet e anketës nga ndikimi i përhapjes së pandemisë COVID-19

<sup>33</sup> Kuptohet se është për shkak të çmimeve më të larta dhe të ardhurave më të ulëta të fermave. Jemi të informuar se inputet fizike shiten nëpër fshatra.

## (2) Zbatimi i Skemës së Mbështetjes me Inpute

Bazuar në rezultatet e anketës së më sipër, Projekti ofroi mbështetje për 250 familje fermere që aplikuan rishitazi për një mikro kredi për qëllime bujqësore (Mikro 1) në FED invest midis gushtit dhe nëntorit 2020, deri në 40,000 lekë për familje për të mbështetur fermerët e varfër të shkallës së vogël të prekur nga pandemia për të vazhduar bujqësinë (investimet). "Skema e Mbështetjes për Blerje Inputesh Bujqësore" (më tej referuar si Raundi 1) u zbatua për të mbështetur blerjen e inpueteve bujqësore si fara, plehra dhe kimikate deri në 40,000 lekë për familje. Objektivi kryesor ishte të ndihmonte fermerët e vegjël të vazhdonin investimin në bujqësi duke mbështetur blerjen e inpueteve bujqësore çmimet e të cilave ishin rritur për shkak të pandemisë. Një objektivi tjetër ishte promovimi i përdorimit të llogarisë rrjedhëse dhe ABA Online duke kërkuar nga anëtarët dhe tregtarët e inpueteve të hapnin llogari rrjedhëse dhe të regjistroheshin në ABA Online. Rrjedha specifike e skemës është si më poshtë.





Raundi i Parë u prit mirë nga përfituesit dhe tregtarët e inuteve që bashkëpunuan me skemën dhe u vendos që të rritej numri i familjeve përfituese në 1000 dhe të zhvillohej një raund i dytë për anëtarët në mbarë vendin jashtë zonës kryesore të biznesit të FED invest<sup>34</sup>, që nuk ishte mbuluar në raundin e parë. Aplikimet për raundin e dytë filluan të pranoheshin në prill 2022 dhe deri në shtator 2022, gjithsej 1000 aplikime ishin miratuar dhe skema përfundoi. (Gjithsej 1,250 aplikime u miratuan në Raundin 1 dhe Raundin 2)

<sup>34</sup> Gjashtë qarqet janë Tiranë, Elbasan, Vlorë, Fier, Lushnje dhe Berat.

Tabela 3-19 Lista e zonave të synuara për raundin 2 të Skemës së Mbështetjes për Blerje Inputesh

| Round 1 Regions (Total 6) and Branches (Total 39) |         |             |          | Round 2 Regions (Total 15) and Branches (Total 21) |            |             |            |          |        |
|---|---------|-------------|----------|--|------------|-------------|------------|----------|--------|
| DISTRICT  | BRANCH  |             | DISTRICT | BRANCH   |            | DISTRICT    | BRANCH     |          |        |
| 1 TIRANE  | 1       | UNAZA E RE  | 8 VLORE  | 27   | RRUGA E RE | 2 POGRADEC  | 13         | POGRADEC |        |
|   | 2       | PAZARI I RI |          | 28   | HIMARE     |             | 14         | ÇERRAVE  |        |
|   | 3       | PETRELE     |          | 29   | SKELE      | 3 KORÇE     | 15         | KORÇE    |        |
|   | 4       | BARZEZE     |          | 30   | ORIKUM     |             | 16         | BILISHT  |        |
|   | 5       | KASHAR      | 10 FIER  | 31   | NOVOSELE   | 4 LIBRAZHD  | 17         | LIBRAZHD |        |
|   | 6       | VORE        |          | 33   | VAJKAN     |             | 18         | PRRENJAS |        |
|   | 7       | KAMEZ       |          | 34   | LEVAN      | 5 GRAMSH    | 19         | GRAMSH   |        |
|   | 8       | MARIKAJ     |          | 35   | FIER       |             | 26         | PEQIN    |        |
|   | 9       | ZALLHERR    |          | 36   | SVA        | 9 SARANDE   | 32         | SARANDE  |        |
|   | 10      | SALUK       |          | 37   | FIER 2     |             | 46         | SHKODER  |        |
|   | 11      | TIRANA E RE |          | 11 LUSHNJE   | 38         | DAULLAS     | 12 SHKODER | 47       | BUSHAT |
|   | 12      | ZI DHJETORI |          |  | 39         | KEMISHTAJ   |            | 48       | KOPLIK |
| 20  | ELBASAN | 40          | LUSHNJE  |  | 14 LEZHË   | 49          | LEZHE      |          |        |
| 21  | MOLLAS  | 41          | REMAS    |  |            | 50          | PERMET     |          |        |
| 6 ELBASAN   | 22      | GJINAR      | 17 BERAT | 42   | KRUTJE     | 16 DURRES   | 51         | DYRRAH   |        |
|   | 23      | BELSH       |          | 43   | ÇERMË      |             | 52         | SHUAK    |        |
|   | 24      | CERRIK      | 44       | DIVJAKE  | 53         | MANZË       |            |          |        |
|   | 25      | KUQAN       | 45       | BUBULLIME  | 57         | KAVAJE      |            |          |        |
|   |         |             | 46       | BERAT  | 58         | GJIROKASTER |            |          |        |
|   |         |             | 55       | URA VAJGURORE                                      | 59         | KUKES       |            |          |        |
|   |         |             | 56       | KUÇOVE   | 60         | LAÇ         |            |          |        |

| Agri Loan Year 2020      | Total Round1 | Total Round 2 |
|--------------------------|--------------|---------------|
| Sum of sanctioned loans: | 2353         | 374           |
| Percentage:              | 86%          | 14%           |
| Sum of active member:    | 56176        | 18027         |
| Percentage:              | 76%          | 24%           |



### 3.7.2 Rezultatet e aktiviteteve

#### (1) Efektet tek fermerët e vegjël

Anketa me pyetësor dhe intervistat zbuluan se Raundi 2 i Skemës së Mbështetjes me Inpute kishte efektet e mëposhtme pozitive për fermerët e vegjël, anëtarë të FED invest.

- (1) 27% e përfituesve përdorën tregtarë inputesh që nuk i kishin përdorur kurrë më parë
- (2) 79% e përfituesve morën këshilla të reja agronomike nga tregtarët e inputeve të vizituar prej skemës
- (3) 77% e përfituesve blenë inputet që përdorin normalisht, por në sasi më të mëdha se zakonisht
- (4) 27% e përfituesve blenë inpute që nuk i kishin përdorur kurrë më parë
- (5) Prodhimi bujqësor në vitin 2021 për 72% të përfituesve u rrit në krahasim me vitet e mëparshme (rritje mesatare prej 16%)
- (6) 77% e përfituesve kanë rritur të ardhurat e tyre bujqësore në 2021 krahasuar me vitet e mëparshme (rritje mesatare prej 15%)

(Burimi: Anketa me pyetësor)

Lidhur me (1) dhe (2), FED invest përzgjedhi paraprakisht dyqanet ku përfituesit mund të blinin inpute dhe i kufizoi në dyqanet që kanë rënë dakord të bashkëpunojnë në zbatimin e kësaj skeme. Përfshirja e dyqaneve të reja që tregtojnë inpute bujqësore i çoi fermerët në marrjen e këshillave të reja nga tregtarët, që zotëronin dyqane të tilla. Për më tepër, në disa raste, fermerët ishin në gjendje të blinin sasi më të madhe inputesh ose u inkurajuan të provonin produkte të reja pavarësisht rritjes së çmimeve mbizotëruese ((3), (4) më lart). Mund të thuhet se qëllimi për të mbështetur vazhdimin e investimeve në bujqësi nga fermerët e vegjël u arrit sepse dha një nxitje për të provuar inpute. Vlen të përmendet se si rezultat i marrjes së informacionit të ri dhe inputeve, më shumë se 70% e përfituesve ishin në gjendje të rrisnin vëllimin e prodhimit dhe të ardhurat bujqësore më shumë se zakonisht si në (5) dhe (6) më sipër. Mund të thuhet se është një arritje që tregohet qartë nga të anketuarit.

Vizitova një dyqan të ri të shitjes së inputeve sipas skemës së mbështetjes për blerje inputesh dhe bleva pleh dhe pesticide, që nuk i kisha përdorur më parë, duke ndjekur këshillën e shitësit. Kjo solli këto ndryshime: 30% rritje të prodhimit si rezultat i përdorimit të inputeve të blera. Është përmirësuar edhe cilësia e pjeshkës dhe çmimi i shitjes për njësi është rritur me 50 lekë për njësi. Numri i lekëve/kg u rrit nga 80 në 90 lekë/kg, një rritje prej 60-80% nga një vit më parë.

Si rezultat, të ardhurat nga prodhimi i pjeshkës këtë vit u rritën me më shumë se 30%. Do të doja të përdorja të njëjtat inpute në të ardhmen.

- Z. Qemal Terziu, Fermer Pjeshke, Elbasan



(Burimi: Transkripti i intervistës së vizitës së ekipit konsulent në korrik 2021)

## (2) Efekti në FED invest

Gjetjet konfirmojnë se Raundi 2 i Skemës së Mbështetjes me Inpute pati një efekt pozitiv jo vetëm te fermerët e vegjël, por edhe në biznesin e FED invest, dhe rrjedhimisht në përfshirjen financiare të fermerëve të vegjël, në katër mënyrat e mëposhtme:

- (1) Anëtarë të rinj (15% rritje), kredi të reja (20% rritje)
- (2) Vazhdim i investimit në bujqësi nga anëtarët ekzistues dhe përforsimi i besnikërisë ndaj FED invest
- (3) Mundësi për të pilotuar shërbime të reja (llogaria rrjedhëse dhe ABA Online)
- (4) Rritje bashkëpunimi me aktorët e zinxhirit të vlerës, duke sugjeruar mundësinë e financimit të tyre.

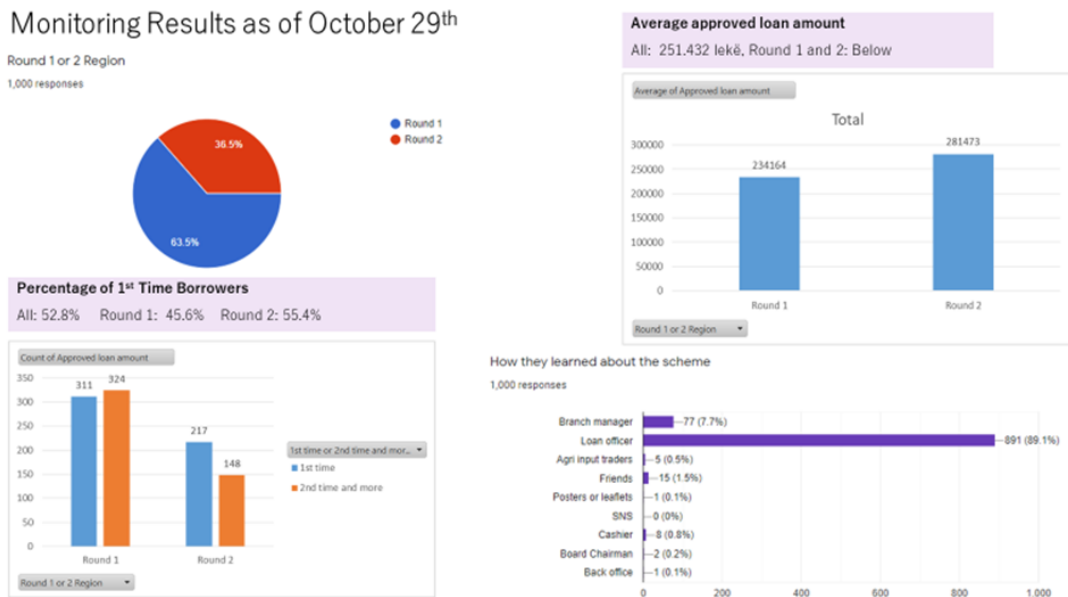
(Burimet: rezultatet e intervistave, të dhënat e MIS të FED invest etj.)

### 1) Përfitimi i anëtarëve të rinj

Siç tregon grafiku i sipërm majtas në Figurën 3-1, 64% e 1000 përfituesve ishin anëtarë në "rajonin e Raundit 1" (d.m.th., zonat tradicionale të funksionimit të FED invest që mbuloreshin gjithashtu në Raundin 1), dhe 36% e mbetur ishin në "rajonin e Raundit 2" (d.m.th., zonat e reja operative të FED invest që u mbuluan rishtazi Raundin 2). Siç tregohet në fund të Tabelës 3-1, krahasuar me faktin se 86% e kërkesave për kredi në vitin 2020 përpara zbatimit të Skemës Mbështetëse për Blerje Inputesh ishin në "rajonin e Raundit 1" dhe 14% ishin në "Rajoni i Raundit 2", zbatimi i kësaj skeme duket se ka kontribuar në zhvillimin e kredive të reja në rajonin e Raundit 2. Ky rezultat u arrit pjesërisht për faktin se, pas diskutimeve të përsëritura brenda ekipit të Projektit, aplikimet nga "Rajonet e Raundit 1" u mbyllën në mesin e zbatimit të Raundit 2 dhe u caktua një periudhë kohore për të pranuar aplikime vetëm nga "Rajoni i Raundit 2".

Siç tregon figura më poshtë majtas, 46% ishin aplikant për kredi për herë të parë në rajonet e Raundit 1, 55% ishin aplikant për kredi për herë të parë në rajonet e Raundit 2 dhe mesatarja kombëtare ishte 53%. Prandaj, mund të shihet se FED invest ka fituar anëtarë të rinj në nivel kombëtar (dhe një përqindje më të lartë në rajonet e reja operuese) përmes zbatimit të kësaj skeme mbështetëse për blerje inputesh.

Të dhënat nga MIS i FED invest tregojnë se Raundi 2 i Skemës së Mbështetjes së Blerjes së Inputeve rriti anëtarësimin në FED invest me 15% dhe numrin e kredive me 20%.



Burimi: Rezultatet e Raundit 2 të Monitorimit të Skemës së Mbështetjes për Blerjen e Inputeve

Figura 3-17 Lista e rezultateve të raundit të dytë të skemës së mbështetjes për blerje inputesh

## 2) Forcimi i besnikërisë i anëtarëve ekzistues

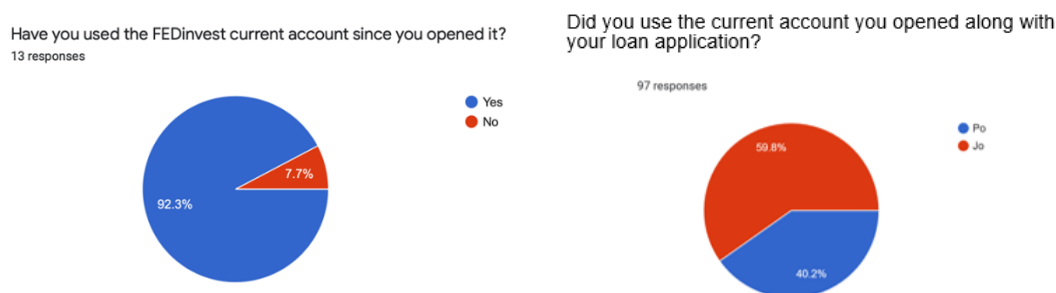
99% e të anketuarve të pyetësorit treguan se Skema e Mbështetjes për Blerje Inputesh i ndihmoi ata. Siç u përmend më herët, Skema i ndihmoi anëtarët e FED invest të vazhdojnë investimet e tyre në bujqësi dhe të rrisin prodhimin dhe të ardhurat. Shumë të anketuar thanë gjatë intervistave se nuk kishin marrë mbështetje të ngjashme nga organizata të tjera shqiptare. Në tërësi, në Shqipëri ekziston një kulturë e të menduarit se është më mirë të mos i besosh një historie të mirë dhe shumë komentuan se fillimisht ishin skeptikë kur dëgjuan shpjegimin e kësaj Skeme dhe u habitën kur morën me të vërtetë mbështetjen siç u përshkrua. Për këto arsye, Skema ka rritur më tej besimin në FED invest, që gjithmonë ka mbështetur fermerët anëtarë në kohën e fatkeqësive natyrore, ku 87% e të anketuarve thonë se duan të përdorin shërbimet financiare të FED invest më shpesh se më parë. Kështu, mund të thuhet se Skema e Mbështetjes me Inpute kontribuoi jo vetëm në thithjen e klientëve të rinj në FED invest, por edhe në mbajtjen e klientëve ekzistues.

## 3) Mundësi për të testuar dhe ofruar shërbime të reja

Siç u përmend më lart, si Raundi 1 ashtu edhe Raundi 2 i Skemës së Mbështetjes për Blerje Inputesh u zbatuan me një objektiv të qartë në mendje: promovimin e përdorimit të një shërbimi të ri financiar, llogarisë rrjedhëse dhe një shërbimi jo financiar, ABA Online.

Figura më poshtë tregon rezultatet e një sondazhi të pjesëmarrësve të Raundit 1 të kryer në

dhjetor 2020, ku më shumë se 90% e tregtarëve të inputeve dhe më shumë se 40% e fermerëve anëtarë treguan se në fakt i përdorën llogaritë rrjedhëse të hapura sipas skemës më pas (tregtarët e inputeve në thelb supozohet të përdorin llogaritë rrjedhëse sepse mekanizmi i skemës lejon rimbursimin e paradhëniesve përmes llogarive rrjedhëse). Kështu, një nga Rezultatet e skemës së mbështetjes për blerje inputesh është se ajo ka ofruar një mundësi për operatorët e agrobiznesit dhe fermerët e vegjël në Shqipëri për t'u ekspozuar ndaj shërbimeve të reja financiare.



(Burimi: Rezultatet e pyetësorit të Raundit 1 për skemën e mbështetjes për blerjen e inputeve)

Figura 3-18 Përqindja e përdorimit të llogarisë rrjedhëse nga pjesëmarrësit në skemën e mbështetjes për blerje inputesh

(Majtas: dyqan inputesh, Djathtas: fermer)

#### 4) Forcimi i bashkëpunimit me aktorët e Zinxhirit të Vlerës

Në sondazhin me tregtarët e inputeve pas përfundimit të Raundit 1, të gjithë tregtarët u përgjigjën se ishin krenarë që morën pjesë në Skemë dhe që kishin mundur të ndihmonin fermerët në Shqipëri që ishin në vështirësi, dhe shumë thanë se ishin të lumtur sepse fermerët ishin të lumtur. Shumë nga tregtarët e inputeve të intervistuar gjithashtu treguan se kishin fituar klientë të rinj si rezultat i pjesëmarrjes në skemën e mbështetjes me inpute dhe shumë kishin fituar lidhje të reja me FED invest.

Një nga arsytet për efektet dytësore të fermerët e vegjël të përshkruar në 3.2.1 (d.m.th., rritja e të ardhurave nëpërmjet përdorimit të këshillave agronomike, e cila fillimisht nuk pritej si pjesë e hartimit të skemës) ishte se shumë nga tregtarët e inputeve të lidhur me Skemën ishin përdorues të ABA Online, dhe shumë prej tyre ishin shumë aktivë në promovimin e saj. ABA Online përmban informacion mbi kulturat dhe inputet, dhe ekspertët që ofrojnë këtë informacion janë ekspertë kryesorë në fushat e bujqësisë dhe blegtorisë në Shqipëri. Prandaj, disa nga stafi agronomik i tregtarëve të inputeve u treguan klientëve të tyre faqet përkatëse të informacionit të ABA Online si informacion për të mbështetur këshillat e tyre agronomike, duke fituar kështu besimin e klientëve të tyre dhe duke i inkurajuar ata të përdorin ABA Online. Në këtë mënyrë, skema e mbështetjes për blerjen e inputeve kontribuoi gjithashtu në përhapjen e ABA Online.

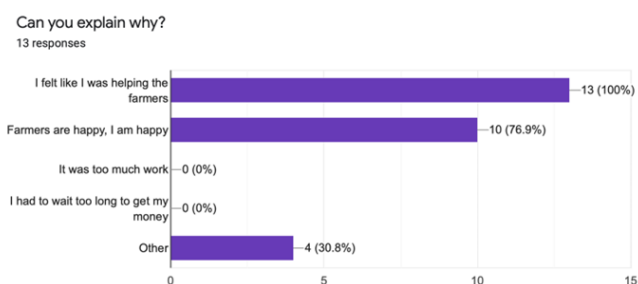


U rekomandoj klientëve të mi plehra që janë 50% më shtrenjtë për kilogram se shumë plehra që shiten në dyqane të tjera. Fermerët e vegjël priren të duan inputet më të lira të mundshme, por përdorimi i plehrave me cilësi të lartë prodhon kultura me cilësi dhe rendimente më të larta, kështu që fermeri gjithmonë përfiton. Isha shumë i lumtur kur pashë një artikull të fundit nga një ekspert në ABA Online që rekomandonte plehra që edhe unë shisja në dyqanin tim. Tani mund t'ua rekomandoj këtë pleh klientëve të mi me më shumë besim se më parë.

- Z. Valdet, tregtar inputesh, Bubullimë, Lushnje

Burimi: Transkripti i intervistës së vizitës së ekipit të konsulentëve në korrik 2021

Shumë tregtarë inputesh treguan se klientët e tyre zakonisht blejnë inpute në fillim të sezonit në një marrëveshje jozyrtare me tregtarin për të 'kryer pagesën në bazë të mëvonshme' pasi prodhimi të korret dhe shitet. Fakti që shumë fermerë ishin në gjendje të rrisnin prodhimin dhe të ardhurat e tyre bujqësore duke blerë sasi më të mëdha ose inpute me cilësi më të lartë përmes Skemës së Mbështetjes me Inpute, sugjeron mundësinë e financimit të zinxhirit të vlerës, në të cilin FED invest të ndihmojë fermerët të blejnë inputet me forma kredie sesa të ofrojë asistencë. Kjo sugjeron që FED invest mund të jetë një financues i zinxhirit të vlerës që ndihmon fermerët të blejnë inpute në formën e kredive dhe jo në formën e mbështetjes. Në këtë drejtim, FED invest ka shprehur gatishmërinë për ta bërë këtë si një veprim prioritar për të ardhmen.



(Burimi: Rezultatet e pyetësorit të Raundit 1 për skemën e mbështetjes për blerjen inputesh)

Figura 3-19 Reagimet nga tregtarët e inputeve mbi skemën e mbështetjes me inpute

Në dyqanin tim kanë ardhur 20 klientë për skemën e mbështetjes me inpute. Dymbëdhjetë prej tyre ishin klientë të rinj, dhe disa prej atëherë janë bërë klientë të rregullt.

Lidhjet me FED invest tani janë shumë më të forta se kurrë. Kreu i kompanisë (foto majtas) dhe unë prezantojmë klientët te njëri-tjetri dhe me të reën duke kërkuar prezantimin e një shërbimi të ri financiar (transfera nga banka në bankë). Unë kam bërë këtë dhe më shumë.

- Z. Ilmi Sylja, tregtar inputesh, Kukës



Si në raundin e parë ashtu edhe në raundin e dytë të skemës së mbështetjes me inpute, u asistuan gjithsej 1250 fermerë të vegjël për blerjen e inputeve bujqësore me vlerë 50 milionë lekë. Skema jo vetëm që arriti objektivat e saj fillestare për të mbështetur investimet e fermerëve të vegjël në bujqësi dhe për të promovuar qasjen në shërbime të reja financiare/jo financiare, por gjithashtu pati një sërë efektesh dytësore në avancimin e përfshirjes financiare në Shqipëri. Megjithëse Skema e Mbështetjes për Blerje Inputesh ishte një aktivitet "jashtë kutisë", i projektuar dhe zbatuar në përgjigje ndaj COVID-19 (d.m.th. nuk përcaktohet në PDM-në e Projektit), vlen të përmendet se Skema ishte në gjendje të arrinte këto rezultate falë mençurisë dhe përpjekjeve të të gjitha palëve të angazhuara, duke përfshirë JICA, FED invest, tregtarët e inputeve dhe ekipin e konsulentëve japonezë.

## Kapitulli 4: Rezultatet e Rishikimit të Projektit

### 4.1 Rezultatet e Rishikimit bazuar në Kriteret e Vlerësimit të DAC

Projekti zhvilloi Takime Tremujore Monitorimi (QMM) me pjesëmarrjen e ekipit të zbatimit të projektit çdo tremujor gjatë gjithë periudhës së zbatimit, për të monitoruar ecurinë e aktiviteteve të projektit dhe arritjen e treguesve të treguar në PDM. Shumë nga këto takime u ndoqën jo vetëm nga ekipi i drejtpërdrejtë i zbatimit të projektit, por edhe nga zyrtarë nga Selia Qendrore e JICA dhe Zyra e Ballkanit. Përveç kësaj, bazuar në rezultatet e rishikimit të QMM, ekipi i projektit ka shkruar një fletë monitorimi çdo gjashtë muaj dhe e ka dorëzuar në Selinë Qendrore të JICA nëpërmjet Zyrës së Ballkanit. Për më tepër, si kulmim i këtyre rezultateve, në maj 2022 u mbajt seminari përfundimtar i projektit me pjesëmarrjen e Ministrit Shqiptar të Financave dhe Ekonomisë dhe Ambasadorit të Japonisë në Shqipëri, duke mbledhur së bashku zyrtarë shqiptarë të përfshirjes financiare dhe zhvillimit rural për të ndarë rezultatet e projektit me palët përkatëse. Në JCC-në e 7-të, i cili u mbajt menjëherë pas seminarit përfundimtar të projektit, u analizuan treguesit e PDM dhe arsyet e mosarritjes së treguesve, si dhe mësimet e nxjerra nga ekipi i zbatimit të projektit përmes përvojës nga aktivitetet.

Informacioni i mbledhur përmes procesit të përshkruar më sipër të aktiviteteve të monitorimit të vazhdueshëm, u analizua dhe u rishikua në mënyrë gjithëpërfshirëse nga këndvështrimi i gjashtë pikave të vlerësimit, dhe detajet e pikave të vlerësimit janë renditur më poshtë.

#### 4.1.1 Vlefshmëria

Projekti konsiderohet të jetë mjaft i vlerësuar me këtë kriter vlerësimi për arsyet e mëposhtme.

#### Konsistenca me politikën e qeverisë shqiptare

Në fillim të këtij projekti, Plani Strategjik Kombëtar Shqiptar për Zhvillimin Ekonomik dhe Rural (2013-2017), në lidhje me rolin e përfshirjes financiare, deklaroi se "sektori bankar nuk ofron financim të mjaftueshëm", ndërsa "institucionet e tjera financiare kanë nevojë për përmirësime të ndjeshme sa i përket rregullimit, mbikëqyrjes dhe cilësisë së shërbimeve të ofruara. Raporti thekson qartë se "sektori bankar nuk ofron financim të mjaftueshëm. Prandaj, projekti vendosi si synim "të mbështesë zhvillimin e institucioneve që japin kredi dhe jo banka dhe të institucioneve të tjera financiare, si dhe krijimin e bankave për zhvillimin rural", dhe Projekti ishte në përputhje me planet e sipërpërmendura të Qeverisë së Shqipërisë dhe politikat e saj.

Duke iu referuar fjalës së Ministres së Financave në Seminarin Përfundimtar, maj 2022, znj. Ibrahimaj pohoi se "zbatimi i këtij projekti është në përputhje të plotë me reformat më të

rëndësishme për të cilat është angazhuar qeveria shqiptare, siç është reforma e digjitalizimit, e cila është bërë domosdoshmëri". Ajo theksoi se përfundimi me sukses i këtij projekti dëshmoi bashkëpunimin e shkëlqyer mes sektorit publik, partnerëve ndërkombëtarë dhe sektorit privat.

Nga ana tjetër, formulimi dhe zbatimi i një "politike të përfshirjes financiare" të qartë mbetet disi i pasigurt. Një qëndrim pozitiv i qeverisë shqiptare (Ministria e Financave dhe Ekonomisë) ndaj Edukimit Financiar përcaktohet në Strategjinë dhe Planin e Veprimit për Zhvillimin e Biznesit dhe Investimeve të Ministrisë së Financave dhe Ekonomisë, 2021-2027, "Masat për përmirësimin e qasjes në financa konsiderohen kritike për forcimin konkurrueshmërisë së SME-ve dhe startup-eve" (faqe 48). Kjo konfirmohet edhe nga fjalimi i ministres së Financave dhe Ekonomisë në seminarin përfundimtar të projektit. Ajo tha se sektori i bujqësisë është një nga sektorët që ka nevojë për mbështetjen më të madhe në drejtim të edukimit financiar, rritjes së qasjes në financa dhe digjitalizimit, si elementë kritikë për zhvillimin e ekonomisë. Megjithatë, një Politikë Kombëtare e Edukimit Financiar ende nuk është formuluar dhe pikëpamja e qeverisë për tablonë e përgjithshme të politikës së përfshirjes financiare ende nuk është bërë e qartë.

#### Nevojat e Agjencisë Zbatuese (FED invest)

Vlerësimi i nevojave dhe anketat e tjera të kryera gjatë periudhës së zbatimit të Projektit vunë në dukje nevojën për të zhvilluar produkte financiare dhe jo financiare që plotësojnë nevojat e banorëve ruralë dhe konfirmuan nevojën për të forcuar kapacitetet e institucioneve që lidhen me përfshirjen financiare. FED invest, është një institucion kryesor financiar që ofron shërbime financiare në zonat rurale të Shqipërisë dhe synon të zgjerojë biznesin, me fokus në zonat rurale nëpërmjet diversifikimit të produkteve financiare dhe shërbimeve jo financiare, gjë që konfirmon se plotëson nevojat e institucioneve përfituese.

#### Rëndësia e qasjes

Projekti është i strukturuar për të zhvilluar dhe përmirësuar produktet financiare (Output 1) dhe konsideron ofrimin e shërbimeve jo financiare (Output 2) bazuar në një anketë të nevojave të klientit (Output 1) dhe të forcojë infrastrukturën dhe softuerin për të ofruar këto shërbime (Output 3). Në përgjithësi, kjo është një qasje e përshtatshme për përmirësimin dhe zgjerimin e shërbimeve që plotësojnë nevojat e fermerëve të vegjël, që janë klientë të FED invest, duke u përparuar të sigurojë njëkohësisht qëndrueshmëri financiare dhe forcim kapacitetesh organizative, siç dëshmohet nga fakti se pothuajse të gjithë treguesit e nivelit të Output-it janë



arritur si rezultat i aktiviteteve të Projektit.

#### **4.1.2 Konsistenca**

##### Përputhshmëria me politikën e asistencës zhvillimore të Qeverisë Japoneze

Politika e Bashkëpunimit për Zhvillim e Japonisë për Republikën e Shqipërisë (që nga prilli 2021) thekson se "politika bazë është të ofrojë mbështetje për zhvillim ekonomik të ekuilibruar dhe të qëndrueshëm" dhe "Programi i Zhvillimit të Balancuar" përfshin mbështetjen për zhvillimin e sektorit privat në rajone me përhapje të lartë varfërie. Kjo bazohet në objektivin e adresimit të pabarazisë ndërmjet rajoneve. Ky projekt synon të nxisë përfshirjen financiare të popullsisë rurale duke forcuar kapacitetet e institucioneve të lidhura me përfshirjen financiare, që është në përputhje me politikën e asistencës për Shqipërinë.

##### Sinergji dhe ndërlidhje me projekte të tjera të JICA

Ky projekt synon fermerët e vegjël, që janë përfitues të rëndësishëm në fushën e përfshirjes financiare dhe njohuritë dhe përvoja e fituar nga zbatimi i projektit mund të aplikohen në projektet e JICA-s në të njëjtën fushë. Nga ky këndvështrim, ekziston një ndërlidhje e dobishme midis dy projekteve.

Gjithashtu, meqë agjenci zbatuese e këtij projekti ishte FED invest, një institucion financiar privat, njohuritë dhe përvoja e fituar nga zbatimi i këtij Projekti mund të përdoren në projektet e JICA-s në lidhje me partneritetet me sektorin privat në të ardhmen, duke pasur parasysh trendin e JICA-s, rritja e bashkëpunimit me organizatat e sektorit privat. Nga ky këndvështrim, ekziston edhe një ndërlidhje e dobishme.

##### Plotësimi, harmonizimi dhe koordinimi me mbështetjen e agjencive të tjera të ndihmës dhe konsistencë me normat dhe standardet ndërkombëtare

Projekti plotësoi mbështetjen e Asistencës Teknike të ofruar për FED-invest nga donatorë të tjerë si BE, Objekti i Zhvillimit të Fondit Evropian për Evropën Juglindore (EFSE DF), Rabo Partnership dhe Qeveria e Holandës dhe koordinoi disa nga aktivitetet e projektit me ekspertë të Rabo-s, veçanërisht gjatë procesit të prokurimit të CBS dhe zbatimit.

#### **4.1.3 Efektiviteti**

Efektiviteti i këtij projekti është vlerësuar i lartë për arsyet e mëposhtme.

Qëllimi i Projektit ishte "përfshirja financiare e fermerëve të vegjël në Shqipëri do përparojë përmes përdorimit të produkteve financiare dhe shërbimeve jofinanciare të FED invest," dhe lidhja shkakësore midis Output-eve të PDM dhe Qëllimit të Projektit është e qartë. (Megjithatë, një hendek i caktuar mes Qëllimi i Projektit dhe Output-i u bë i dukshëm në fund të projektit, siç përshkruhet në seksionin "Mësimet e nxjerra" të këtij kapitulli.)

#### 4.1.4 Efikasiteti

Në rrethanat kur ekipi i Konsulentëve nuk ishte në gjendje të udhëtonte dhe, FED invest nuk ishte në gjendje të ofronte shërbime ballë për ballë për shkak të ndikimit të COVID 19 për pjesën më të madhe të periudhës së zbatimit të Projektit, ekipi i Projektit ishte në gjendje të rishikonte shpejt Planin e Punës së tij dhe të përdorte në mënyrë aktive mjete digjitale dhe të ndryshonte aktivitetet e Projektit. Projekti ishte në gjendje të arrinte pothuajse të gjithë treguesit e nivelit të Output-it. Prandaj, Projekti në tërësi konsiderohet se është zbatuar në mënyrë efektive.

Lidhur me të dhënat, ishte thelbësore që FED invest të përmirësonte sistemin e saj bankar bazë në mënyrë që t'u siguronte anëtarëve ruralë produktet financiare dhe shërbimet jo financiare të zhvilluara dhe përmirësuara sipas Output 1 dhe 2 të projektit, dhe si pjesë e Output 3, është ofruar mbështetje për koston e zbatimit të këtij sistemi. Kjo shumë përfaqëson një përqindje relativisht të madhe të totalit të projektit. Duhet të theksohet se prokurimi dhe zbatimi i CBS zgjati më shumë se sa ishte parashikuar fillimisht, që ishte një nga faktorët që kontribuoi në vonesën në aktivitetet e përgjithshme të projektit.

#### 4.1.5 Ndikimi

Niveli i arritjes së Objektivave të Përgjithshme do bëhet i dukshëm pas 3-5 vjetësh nga përfundimi i projektit. Në momentin e shkrimit të këtij raporti, situata politike brenda dhe jashtë Shqipërisë është vërejtur se ka shkaktuar pasiguri në shpërndarjen globale të produkteve bujqësore dhe rritje të mprehtë të çmimeve të inputeve, me një ndikim të rëndësishëm tek fermerët e vegjël, që janë përfituesit e synuar.

#### Perspektivat për arritjen e objektivave kryesore

Parashikohet se ekziston një nivel i caktuar i mundësive për të arritur objektivat e mësipërm.

Ndikimi i parashikuar social dhe ekonomik (përfshirë politik, institucional, social, kulturor dhe ekonomik)

Krahasuar me fillimin e projektit, institucione të tjera financiare në Shqipëri kanë rritur ofrimin e shërbimeve financiare për sektorin e bujqësisë, por një numër i vogël IMF-sh, kryesisht FED invest, janë ende në shërbim të fermerëve të vegjël që janë përfitues të projektit. Produktet e reja financiare dhe shërbimet jo financiare të Qendrës ABA, lançuar me mbështetjen e këtij projekti, si dhe shërbimet e pagesave ndërbankare dhe të remitancave nga brenda dhe jashtë shtetit, që do të lançohen në të ardhmen, pritet të promovojnë më tej përfshirjen financiare.

#### Identifikimi i ndikimeve negative

Nuk ka ndikime specifike negative. Ky projekt kontribuon në rigjallërimin e ekonomisë rurale dhe përfitim për të varfrit.

#### **4.1.6 Qëndrueshmëria**

Qëndrueshmëria e rezultateve të Projektit në tërësi konsiderohet relativisht e lartë.

##### (1) Aspektet politike dhe fiskale<sup>35</sup>

Lidhur me politikën e përfshirjes financiare të Shqipërisë, Ministrja e Financave dhe Ekonomisë konfirmoi në fjalimin e saj në seminarin përfundimtar të projektit (maj 2022) se përfshirja financiare dhe edukimi financiar janë synime të rëndësishme për Ministrinë. (Shih 4.1.1)

Si agjenci zbatuese për këtë projekt, FED invest është një kooperativë financiare jofitimprurëse, joqeveritare, në pronësi të anëtarëve, e qeverisur nga parimet demokratike dhe të klientit në qendër. "plani i biznesit" ose "strategjia e biznesit" është politika mbizotëruese që përcakton drejtimin e organizatës. Ajo është pozicionuar në mënyrë unike në tregun shqiptar të IMF-ve si e vetmja IMF që ofron shërbime jofinanciare nëpërmjet Qendrës së saj ABA. Falë statusit të saj ligjor që nuk është një organizatë publike dhe as private, FED invest është një organizatë gjerësisht e besueshme, jo vetëm nga anëtarët e saj, por edhe nga shoqëria shqiptare në tërësi për përkushtimin dhe trashëgiminë e saj 30-vjeçare ndaj financave sociale, dhe ka shumë gjasa që FED invest të vazhdojë të luajë një rol në përfshirjen financiare të Shqipërisë rurale në të ardhmen. Potenciali që FED invest të vazhdojë të luajë një rol në përfshirjen financiare të Shqipërisë rurale është shumë i lartë.

Për të siguruar arritjen dhe qëndrueshmërinë e objektivave kyçe të projektit pas përfundimit, FED invest ka caktuar synimet strategjike të mëposhtme për 2-3 vitet e ardhshme:

- FED invest do të vazhdojë të përmbushë rolin e saj të rëndësishëm drejt përfshirjes

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<sup>35</sup> Në një strukturë standarde të një projekti të financuar nga JICA, supozohet se organizmi qeveritar është C/P, kështu që ne kuptojmë se "aspektet financiare" përfshihen në seksionin përkatës nga këndvështrimi "nëse politika është mbështetur financiarisht. Megjithatë, duke qenë se ne besojmë se qëndrueshmëria financiare e FED invest si një institucion financiar privat është një element që duhet marrë në konsideratë në seksionin "organizata", e përfshimë diskutimin në "(2) Aspekte organizative".

financiare të fermerëve dhe mikro-sipërmarrësve në Shqipëri.

- FED invest do të përpiqet të ofrojë një gamë të gjerë shërbimesh bankare me kosto efektive për këto segmente dhe të plotësojë një boshllëk që është ende i rëndësishëm në sektorin financiar.

- FED invest do të vazhdojë të ofrojë edukim financiar dhe shërbime jo financiare për fermerët, sipërmarrësit mikro dhe të vegjël me objektiv rritjen e dijeve dhe aftësive të tyre financiare dhe të biznesit.

- Marka dhe imazhi i FED invest si një institucion "financë sociale" do të forcohet më tej përmes fushatave proaktive, të larmishme të marketingut, përmes aktiviteteve ballë për ballë, komunikimit të drejtpërdrejtë dhe angazhimit në mediat sociale.

## (2) Aspektet organizative

Duhet të merren parasysh dy elementë të qëndrueshmërisë organizative: së pari, qëndrueshmëria e agjencisë zbatuese, FED invest, si organizatë, dhe së dyti, qëndrueshmëria e rezultateve të Projektit, e cila është përmirësuar nga "institucionalizimi" i aktiviteteve të Projektit.

### a. Studimi i qëndrueshmërisë së FED invest dhe Qendrës ABA si organizatë

Siç u përmend më parë, FED invest, si shumë prej simotrave të saj në nivel global dhe vendas, nuk mund të mbetet imun ndaj efekteve të COVID 19, të cilat sfiduan dhe shtrembëruan aktivitetin e saj në VF2020. Pavarësisht vështirësive, falë vizionit, udhëzimit dhe menaxhimit të saj fleksibël dhe largpamës, FED invest që në gjendje të menaxhonte me mjeshtëri situatën e likuiditetit, kapitalizimit dhe përfitimit dhe akoma më shumë të forconte pozicionin e saj financiar. Aktualisht, FED invest nuk njihet se ka ndonjë sfidë në vazhdimin e aktiviteteve të saj korporative. Natyrisht, si një organizatë që po transformohet nga një ShKK tradicionale (Shoqëri Kursim-Krediti) në një institucion financiar më modern me një prani të fortë, është e vërtetë se ka çështje të ndryshme që natyrisht do duhet të adresohen në të ardhmen, por këto nuk konsiderohen të përfshihen në objektin e këtij seksioni dhe për këtë arsye nuk përshkruhen në detaje.

Nga ana tjetër, ka çështje të rëndësishme në lidhje me qëndrueshmërinë organizative (veçanërisht qëndrueshmërinë financiare) të Qendrës ABA të krijuar me mbështetjen e këtij Projekti. Meqë Anketimi Përfundimtar u fokusua kryesisht në marrjen e komenteve nga përfituesit dhe palët e interesuara të projektit mbi aktivitetet e zbatuara dhe shërbimet e ofruara gjatë periudhës së Projektit, çështja e qëndrueshmërisë financiare të ardhshme të Qendrës ABA nuk u përfshi në pyetjet kryesore të anketës. Prandaj, është e vështirë të paraqiten të dhëna

bazuar në rezultatet e Anketimit Përfundimtar për këtë çështje.

Ekziston një konsensus midis të gjitha palëve të interesuara të Projektit, si Ekipi i Projektit ashtu edhe aktorët e tjerë të Qendrës ABA që krijimi i saj është një arritje e rëndësishme e Projektit dhe se vazhdimi i funksionimit të Qendrës ABA është jashtëzakonisht i rëndësishëm. Zëvendësministri i MFE, në JCC e 7-të, maj 2022, përmendi që Qendra ABA është një mjet i rëndësishëm për edukimin e fermerëve dhe se bërja e saj e qëndrueshme financiarisht do jepte një kontribut të rëndësishëm për sektorin bujqësor. Ai vlerësoi FED invest dhe JICA për mundësimin e një platforme të tillë dhe inkurajoi të mos ndalojë mbështetjen në fazën e hershme në mënyrë që Qendra ABA të jetë një rast suksesi edhe për vendet e tjera të Ballkanit. Menaxhmenti i FED invest tregon një angazhim të fortë drejt arritjes së qëllimit për ta bërë Qendrën ABA një qendër të vetë-qëndrueshme në të ardhmen. Në kohën e shkrimit të këtij raporti, megjithatë, mbeten disa dallime midis palëve të interesuara në qasjet drejt arritjes së një qëllimi të tillë. JICA është e mendimit se zhvillimi i një plani biznesi të qartë afatgjatë me analizën e fluksit të parave duhet të përcaktohet si përparësi.

Shënim: Mendimi i mëposhtëm është shprehur nga FED invest për seksionin e mësipërm.

Angazhimi i menaxhmentit të FED invest për vazhdimin e funksionimit të Qendrës ABA është i fortë dhe i palëkundur, që nga diskutimi i fundit mbi qëndrueshmërinë e ABA, mbajtur me JICA HQ dhe zyrën e Ballkanit në qershor 2022. Vizioni i menaxhmentit të FED invest dhe Qendrës ABA dhe qëllimi afatgjatë është bërja e ABA-s një qendër e vetë-qëndrueshme. Që nga përfundimi i financimit të projektit FiAS (31 Mars 2022), ABA ka ruajtur ritmin e saj të rritjes, ka shfrytëzuar plotësisht grupin e saj të ekspertëve, ka vazhduar demonstrimet në fermë dhe ka zgjeruar më tej bashkëpunimin me palët e tjera të interesuara, siç është Autoriteti Kombëtar i Veterinarisë dhe Mbrojtjes së Bimëve dhe Ekstensionistët, ka marra pjesë në Panaire Kombëtare Bujqësore dhe ka rritur numrin e anëtarësimeve dhe shikueshmërinë në kanalet digjitale.

Menaxhmenti i FED invest dhe Qendrës ABA po bëjnë përpjekjet e tyre maksimale për të drejtuar aktivitete të ABA në të njëjtën faqe dhe nivel si më parë. Projekti ABA është në hapat e tij të parë dhe rezultatet janë shumë inkurajuese. Si një kooperativë financiare me një Mision Social, FED invest mbetet e përkushtuar për të mbështetur një shërbim shumë të kërkuar dhe efikas për fermerët e vegjël.

#### b. Përmirësimi i qëndrueshmërisë së rezultateve të Projektit nëpërmjet institucionalizimit

Në këtë drejtim mund të përmenden disa pika kyçe, si më poshtë. Siç ilustron në këtë raport me shembull specifik "klienti në qendër", projekti synonte të forconte institucionalizimin e aspekteve të ndryshme të ndikimit të projektit. Qasja "klienti në qendër" ka qenë një vlerë me të cilën FED invest është krenuar si organizatë që para fillimit të Projektit, por përmes aktiviteteve të Projektit, praktika ka zënë rrënjë në organizatën dhe stafin e FED invest në mënyrë të

strukturuar dhe konkrete, dhe si rezultat, perspektivat për qëndrueshmëri janë përmirësuar. Aktivitetet kryesore të Projektit në lidhje me Projektin përfshijnë sa vijon: (1) Aktivitetet kryesore të Projektit përfshinin hartimin dhe zbatimin e një Plan Menaxhimi Strategjik (SMP) dhe zhvillimin e një manuali standard, të standardeve të shërbimit, si dhe mbështetjen e krijimit të një departamenti përgjegjës për funksionet e kujdesit për anëtarët dhe trajnimin e stafit. Rezultati ishte “institucionalizimi” i klientit në qendër, duke përfshirë shembujt specifik të mëposhtëm; (2) Anketa e vlerësimit të nevojave dhe studimi i ndikimit të COVID u njohën gjerësisht në FED invest si mjete shumë të mira për mbledhjen sistematike të informacionit. Krijimi i një procesi për mbledhjen dhe përdorimin e komenteve, të tilla si kryerja e testeve pilot përpara prezantimit të produkteve dhe shërbimeve të reja, dhe përdorimi i reagimeve në hartimin e produktit. (3) Krijimi i një "Komiteti Klienti në Qendër": qasja klienti në qendër u institucionalizua zyrtarisht në strukturën vendimmarrëse të FED invest në vitin 2020 me krijimin e një "Komiteti Klienti në Qendër", një forum i zgjedhur nga Asambleja e Përgjithshme. Ky forum funksionon rregullisht dhe synon të zbatojë përqendrimin te klienti në të gjitha nivelet.

### (3) Aspektet teknike

Për sa i përket aspekteve teknike, Projekti dha një kontribut të rëndësishëm në qëndrueshmërinë e rezultateve të Projektit. Elementët më të rëndësishëm janë (1) zbatimi i CBS të ri, i cili siguroi mjedisin bazë të IT-së për FED invest për të funksionuar si një institucion financiar që kontribuon në përfshirjen financiare në zonat rurale në një mënyrë të qëndrueshme (shih 2.3 të këtij Raporti), dhe (2) kontributi i tij në përshpejtimin e digjitalizimit në fusha të ndryshme.

Lidhur me (2) më sipër, përgjigja fleksibile e Projektit duke adoptuar në mënyrë aktive teknologjinë digjitale përballë pandemisë COVID 19 ndihmoi në shndërrimin e krizës së pandemisë në mundësi, siguroi rezultatet e Projektit dhe në fund kontribuoi në rimëkëmbjen e hershme të FED invest. Shembuj të teknologjive digjitale të zbatuara nga Projekti gjatë pandemisë COVID 19 përfshijnë sa vijon: (1) Ekipi i projektit kaloi shpejt komunikimet, duke përfshirë takimet mujore të menaxhimit dhe takimet tremujore, në takime online për të siguruar dhe mbajtur komunikim të ngushtë brenda ekipit të projektit; (2) Në lidhje me ofrimin e shërbimit të Qendrës ABA, fokusi ishte në zhvillimin e një kanali të ofrimit të shërbimeve që do ta vendoste ABA Online në qendër; dhe (3) Projekti ofroi tableta për stafin e FED invest dhe krijoi mundësi për të rritur aftësitë e tyre përmes trajnimeve në internet si përgatitja më e mirë për lançimin e produkteve dhe shërbimeve të reja.

(4) Të tjera (aspektet sociale, kulturore, mjedisore etj.)

Siç dëshmohej nga komentet e shumta të bëra nga pjesëmarrësit në seminarin përfundimtar të Projektit, rezultatet e projektit janë pritur mirë nga palët e interesuara shqiptare dhe ne besojmë se ka një moment social për të mbështetur qëndrueshmërinë e rezultateve të Projektit.

## 4.2 Faktorët Kryesorë që Ndikojnë në Zbatim dhe Rezultate

### 4.2.1 Analiza e Faktorëve që Kontribuojnë në mungesën e Përbushjes së treguesve të Qëllimit të Projektit

Siç përshkruhet në Kapitullin 2 të këtij raporti, për fat të keq, Projekti nuk i ka arritur treguesit e synuar të Qëllimit të Projektit gjatë periudhës së zbatimit të projektit. Kjo ishte kryesisht për shkak të tre faktorëve të mëposhtëm:

- (1) Në hartimin e PDM, treguesit "Qëllimi i projektit", "rritja e numrit të klientëve të rinj", u vendos si një produkt (natyror) që rezulton nga treguesit e nivelit të "Output", përkatësisht, "ofrimi i produkteve dhe shërbimeve të reja". Si rezultat, u vendosën vlera numerike tepër ambicioze për treguesit e Qëllimit të Projektit.
- (2) Ekipi i projektit humbi kohë me shifrat e synuara të "Qëllimit të Projektit", në mënyrë që t'i bëjë ato më realiste. (Një nga arsytet është sepse ekipi ishte shumë i preokupuar me përballimin e ndikimit të COVID 19 dhe sigurimin e zbatimit të aktiviteteve të Projektit në vend që të përmbushte treguesit e synuar.)
- (3) Duhet të ishte marrë parasysh shtimi i treguesve të ndryshëm nga ata të vendosur fillimisht në PDM (p.sh., numri i produkteve financiare ekzistuese të përdorura nga klientët ekzistues të FED-invest, etj.) si tregues të arsyeshëm për të përfaqësuar "Qëllimet e Projektit", por nuk kishte kohë të mjaftueshme për ta bërë këtë.

Secila nga tre pikat e mësipërme shpjegohet në vijim.

Lidhur me (1), sa i përket "hierarkisë së objektivave" në PDM, teorikisht, treguesit e Qëllimit të Projektit konsiderohet të arrihen kur rezultatet janë arritur dhe nuk ka faktorë të jashtëm të rëndësishëm që pengojnë situatat. Megjithatë, në këtë PDM, u bë e qartë në fund të Projektit se në fakt kishte më shumë një hendek ose distancë midis "Outputve" dhe "Qëllimit të Projektit" sesa ishte supozuar fillimisht kur u ndërtua PDM. Me fjalë të tjera, ekziston një hendek/distancë mes "ofrimit të produkteve dhe shërbimeve të reja" dhe "rritjes së numrit të klientëve të rinj" dhe duhet të ndërmerren disa hapa ose procese për të lëvizur nga arritja e të parës drejt kësaj të fundit (p.sh., produktet dhe shërbimet e reja duhet së pari të përdoren midis anëtarëve ekzistues dhe reagimet përhapen me fjalë, etj., duke çuar në afrimin e klientëve të rinj, etj.). Për këtë arsye,

edhe pse Projekti ka arritur pothuajse të gjithë treguesit e nivelit të "Outputit", ai nuk ka mundur të ngjitet natyrshëm në hierarkinë e objektivave drejt arritjes së treguesve të "Qëllimit të Projektit".

Ndërsa pikat e mësipërme duhet të ishin marrë parasysh gjatë përcaktimit të treguesve numerikë të Qëllimit të Projektit (që nga shtatori 2019), ekipi i Projektit, duke përfshirë anëtarët e JCC-së, nuk kishte një njohje të qartë të hendekut midis treguesve të PDM të mësipërm deri afër fundit të Projektit. Në mbledhjen e 4-të të JCC-së (të mbajtur në tetor 2020), u propozua dhe ra dakord që të rishikohen treguesit e Qëllimit të Projektit dhe të shqyrtohet mundësia e shtimit jo vetëm të numrit të anëtarëve të rinj, por edhe të numrit të anëtarëve aktivë në Qëllimin e Projektit. Megjithatë, i njëjti problem i një hendeku midis "Outputeve" të lartpërmendura dhe "Qëllimit të Projektit" ekzistonte për sa i përket numrit të anëtarëve aktivë. Sa i përket tendencës së "numrit të anëtarëve aktivë", siç u përmend tashmë, mund të thuhet se aktualisht ajo gjurmon vetëm numrin e anëtarëve me gjendje kredie ose depozitash në sistemin FED invest, dhe nuk ishte domosdoshmërisht një tregues i përdorimit të një game të gjerë produktesh të reja financiare.

Të paktën dy faktorë mund të shpjegojnë (2). Së pari, prokurimi dhe zbatimi i CBS të ri për Output 3 zgjati shumë më shumë sesa pritej fillimisht për shkak të një kombinimi faktorësh të ndryshëm (u deshën rreth dy vjet nga fillimi i Projektit dhe CBS i ri doli live vetëm në shkurt 2020, kur shpërtheu pandemia), dhe si rrjedhojë, zhvillimi dhe lançimi i produktit të ri financiar gjithashtu u vonua. Si rezultat, treguesit numerik PDM nuk mund të përcaktoheshin deri në mesin e vitit 2019, duke shkurtuar periudhën kohore në të cilën mund të merren efektet e prezantimit të instrumenteve të reja financiare.

Së dyti, shpërthimi global i COVID 19 në fillim të vitit 2020 pati një ndikim të rëndësishëm në zbatimin e këtij Projekti. Në veçanti, zhvillimi dhe ofrimi i "produkteve dhe shërbimeve të reja financiare", që janë më të rëndësishmet për këtë seksion, u ndikuan nga faktorët e mëposhtëm: 1) FED invest u detyrua të shtyjë zhvillimin dhe shpërndarjen e produkteve të reja për gati një vit pasi fokusi i tyre ishte në balancimin e zgjerimit me qëndrueshmërinë financiare; 2) Lidhur me 1) më sipër, gati 70% e oficerëve të kredisë së degëve të FED invest u prekën nga COVID 19, që ndikoi drejtpërdrejt në operacionet e FED dhe nivelet e disbursimit të kredisë; 3) Pamundësia e Qendrës ABA për të ofruar shërbime ballë për ballë ka detyruar zhvillimin e një Plani Biznesi ABA, Faza 1 për vitin 2020 dhe pilotimin e ABA Online; 4) Fermerët dhe mikro-sipërmarrësit ishin në formë mbijetese dhe jo me sjellje investimi gjatë pjesës më të madhe të kursit të projektit për shkak të COVID 19, i cili ka ndikuar në numrin e fermerëve të



vegjël që marrin një kredi. Fermerët shumë të vegjël hezitonin të angazhoheshin në investime, kryesisht klientët Micro-2 dhe SME-të vazhduan të zgjeroheshin. Kjo reflektohet në rritjen e dukshme të shumës mesatare të madhësisë së kredisë nga viti 2019 deri në vitin 2020, 2021; dhe 5) Zgjerimi i degëve të reja gjithashtu u vonua, si dhe marketingu ballë për ballë u zëvendësua kryesisht nga marketingu digjital, i cili mori pak kohë për t'u përforcuar.

5) Siç përshkruhet në këtë raport, operacionet e FED invest në Shqipëri janë ndikuar nga një projekt në shkallë të vogël i ABA, siç përshkruhet në Seksionin 3.1. të këtij Raporti. Shumë fermerë të vegjël në Shqipëri u prekën rëndë nga sëmundja e re COVID 19, që ndikoi qasjen e tyre në produkte financiare, siç përshkruhet në Seksionin 3.2.1.

Lidhur me (3), nga këndvështrimi i përshkruar në (1) më sipër, futja e treguesve të rinj numerikë u konsiderua brenda ekipit të Projektit në fazën përgatitore të JCC-së së 6-të (janar 2022), por nga këndvështrimi i përshtatshmërisë si tregues PDM, etj., koha e nevojshme për shqyrtim ishte e pamjaftueshme dhe nuk u diskutua në JCC aktuale. (Shih përshkrimin e këtyre treguesve numerikë në këtë raport **4.2.2 Analiza e Arritjeve që nuk përfaqësohen nga treguesit e PDM** (Për më shumë informacion mbi këta tregues numerikë, ju lutemi referojuni përshkrimin në këtë raport).

#### **4.2.2 Analiza e Arritjeve që nuk përfaqësohen nga treguesit e PDM**

Siç u përmend më lart, treguesit në PDM synojnë të arrijnë "ofrimin e produkteve dhe shërbimeve të reja financiare" në nivelin "Output", ndërsa treguesit për "Qëllimin e Projektit" synojnë të arrijnë "afrimin e klientëve të rinj", dhe u bë e qartë se ka një hendek të caktuar midis "Outputit" dhe "Qëllimit të Projektit" drejt fundit të projektit.

Nga ana tjetër, për sa i përket Qëllimit të Projektit "rritja e përfshirjes financiare dhe thellimi i përdorimit të shërbimeve financiare nga fermerët e vegjël", janë vërejtur disa tregues më të drejtpërdrejtë të aktiviteteve të Projektit sesa rritja numerike e anëtarëve të rinj në Treguesin 1 të PDM<sup>36</sup>. Këta tregues hedhin më shumë dritë mbi një tjetër dimension kyç të përfshirjes financiare: rritjen e përdorimit dhe nivelit të adoptimit të shërbimeve nga fermerët e vegjël<sup>37</sup>.

<sup>36</sup> Këta janë treguesit e përshkruar në 4.1 ③ që ekipi i projektit konsideroi të reflektonte në PDM përpara takimit të 6-të të JCC-së.

<sup>37</sup> Përdorimi i shërbimeve konsiderohet një tregues i mirë për matjen e përfshirjes financiare, duke përfshirë disponueshmërinë, përbalueshmërinë, cilësinë dhe përdorimin e shërbimeve financiare që së bashku formojnë një sistem financiar gjithëpërfshirës (Sarma, 2015). Për më tepër, një numër studimesh kanë treguar se thjeshtë të kesh llogari bankare mund të mos jetë e mjaftueshme për të nënkuptuar përfshirje financiare nëse ka disa pengesa ose kufizime që i pengojnë njerëzit të përdorin në mënyrë adekuate llogaritë, të tilla si largësia e degëve bankare, kostoja e transaksioneve, barrierat psikologjike ( shih, për shembull, Kempson, 2006; Diniz, Birochi, & Pozzebon, 2012). Kempson et al. (2004) përkufizoi nocionin e njerëzve "të nënbankuar" ose "me bankë marginale" si ata që nuk i përdorin në mënyrë adekuate llogaritë e tyre bankare, pavarësisht se kanë një të tillë.

Tabela e mëposhtme paraqet të dhëna të tilla.

**Tabela 4-1 Jo-tregues të rezultateve**

|   | Bazë (Qershor 2019)       | Deri në 31 mars 2022 |
|---|---------------------------|----------------------|
| Numri i anëtarëve që kanë përdorur të paktën një lloj produkti ose shërbimi | 103 persona <sup>38</sup> | 9,562 persona        |
| Numri kumulativ i përdoruesve të shërbimeve komunale                        | 0                         | 7,083 persona        |
| Numri kumulativ i llogarive rrjedhëse të hapura                             | 0                         | 10,814 persona       |

(Burimi: MIS i FED invest )

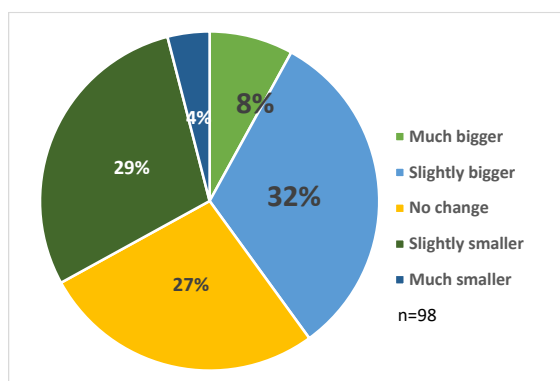


Figura 4-1 Shuma e kredive të marra nga FED invest

Krahasimi me 3 vite më parë

(Burimi: Anketa me pyetësor)

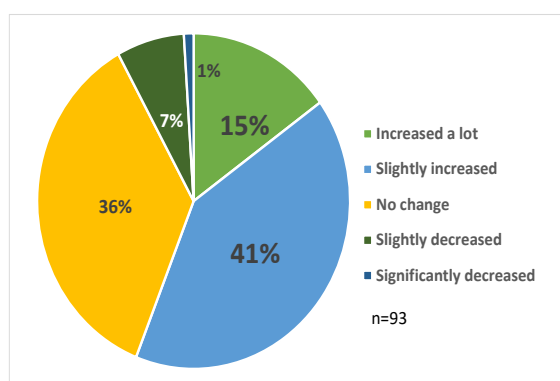


Figura 4-2 Shpeshtësia e kredive të marra nga FED invest

Krahasimi me 3 vite më parë

Siç u tregua më lart, megjithëse ritmi i rritjes së numrit të anëtarëve aktiv ishte i ulët, shpeshtësia dhe numri i shërbimeve të përdorura nga secili anëtar ekzistues dhe shuma dhe shpeshtësia e kredive për anëtar u rritën, gjë që tregon se shkalla e përdorimit të produkteve financiare është thelluar.

Për më tepër, të dhënat e mëposhtme për treguesit që lidhen me "përdoruesit e shërbimeve jo financiare", nëse "përdoruesit e shërbimeve jo financiare" merren në një kuptim të gjerë, mund të përdoren gjithashtu si referencë për matjen e Output-eve. Pikëpamjet e përhapura të shërbimeve të ABA dhe materialet e edukimit financiar kanë arritur përtej numrit të anëtarësisë së FED invest, i cili raportohet si KPI e këtij projekti.

<sup>38</sup> Më parë, numri i anëtarëve që përdornin shërbimet e depozitave me afat dhe kreditë ishte shumë i vogël; gjatë tre viteve të fundit, numri i anëtarëve që përdornin shërbime të shumta, përfshirë llogarinë rrjedhëse dhe pagesën e faturave të shërbimeve, është rritur ndjeshëm.

**Tabela 4-2 Treguesit jo-PDM për Produktet që Lidhen me Shërbimet jo Financiare**

| Zëri i të dhënave   | Mars 2022                     | Maj 2022        |
|---|-------------------------------|-----------------|
| 1. Numri i Shikuesve Unikë <sup>39</sup> që kanë parë përmbajtjen ABA Online, përfshirë artikuj teknikë ekspertësh, video dhe materiale edukimi financiar | 219,732 shikime               | 236,871 shikime |
| 2. Numri i shikimeve në kanalin ABA në YouTube <sup>40</sup>  | 68,407 shikime                | 74,916 shikime  |
| 3. Numri i shikuesve të ABA në Facebook   | 435,291 arritur <sup>41</sup> | 519,377 arritur |
| 4. Numri materialeve të edukimit financiar, parë në faqen e internetit të FED invest  | 3,952 shikime                 | 4,284 shikime   |
| 5. Numri shikimeve të informacionit teknik të ekspertëve ABA, edukimit financiar dhe përmbajtjes së njohurive digjitale në Facebook të FED invest         | 27,902 arritur                | 36,279 arritur  |
| 6. Numri i shikuesve në YouTube për FED-invest  | 942 shikime                   | 1,031 shikime   |

(Burimi: Ekipi IT i FED invest)

Kështu, ndërkohë që projekti nuk arriti treguesit e synuar të Qëllimit të Projektit në PDM, ai arriti pothuajse të gjithë treguesit e Outputit, dhe ka disa tregues jo-PDM që tregojnë arritjen e Qëllimit të Projektit.

<sup>39</sup> Shikuesi unik është një masë e numrit të vizitave në një shfletues dhe është numri neto i njerëzve që vizituan një faqe gjatë një periudhe të caktuar kohore. Është numri total i vizitave (vizitave) minus dublikatat.

<sup>40</sup> Shikimet e njerëzve në ABA Online (1) dhe atyre drejtpërdrejt në YouTube mbivendosen.

<sup>41</sup> Numri i përdoruesve që e panë postimin. Arritja zakonisht llogaritet në mënyrë që të mos dublikohet i njëjti përdorues. Megjithatë, nëse qasen nga pajisje ose shfletues të ndryshëm, ato maten si përdorues të veçantë.

### 4.3 Mësimet e Nxjerra

Mësimet e mëposhtme janë nxjerrë gjatë zbatimit të Projektit.

#### Mësimi 1: Caktimi i objektivit ambicioz të Qëllimit të Projektit

Ekipi i Projektit nënvlerësoi sfidën e konvertimit të 'produkteve dhe shërbimeve të reja' (treguesit e nivelit të Output-it) në 'anëtarë të rinj' (treguesit e Qëllimit të Projektit) dhe i vuri vetes një objektiv numerik tepër ambicioz në nivelin e Qëllimit të Projektit.

Objektivat numerike të nivelit të Qëllimit të Projektit duhet të ishin rishikuar më herët për të vendosur objektiva më të realizueshëm.

Objektiva të tjerë përkatës (p.sh. përdorimi i produkteve financiare nga anëtarët ekzistues të FED invest) mund të ishin futur për të përfshirë një pjesë të treguesve të nivelit të Qëllimit të Projektit.

#### Mësimi 2: Projekti i dha 'strukturë' klientit në qendër, duke çuar në qëndrueshmëri

Mbledhja sistematike e informacionit: Anketa e Vlerësimit të Nevojave dhe Anketa e Ndikimit të Covid 19 ishin mjete shumë të mira për mbledhjen sistematike të informacionit. Mbledhja e komenteve të stafit dhe anëtarëve si pjesë e qasjes klienti në qendër gjatë çdo faze dhe aktiviteti të projektit ishte një mësim i shkëlqyer i nxjerrë, i cili është adoptuar në filozofinë "Klienti në qendër" dhe është përqaftuar në të gjitha aktivitetet. (p.sh. fillimisht testimi dhe pilotimi i nisjes së shërbimeve dhe aktiviteteve të reja përpara fillimit të plotë, duke u siguruar kështu që të ndërmerreni veprime korrigjuese ose të përmirësoni veçoritë e produktit dhe proceset e biznesit/operacionit në rast të defekteve të zbuluara.)

Qasja klienti në qendër është institucionalizuar plotësisht gjatë vitit 2020 duke ngritur Komitetin Klienti në Qendrën, një forum i zgjedhur nga Asambleja e Përgjithshme, i cili funksionon rregullisht dhe siguron zbatimin e vërtetë të përqendrimit ndaj klientit në të gjitha nivelet. Pjesë e qenësishme e kësaj filozofie ishin hartimi dhe ekzekutimi i SMP, si dhe përgatitja, trajnimi dhe miratimi i Standardit të Shërbimit dhe funksioneve të Kujdesit për Anëtarët dhe Manualit.

#### Mësimi 3: Qasja fleksibël për ekzekutimin e projektit (digjitalizimi i përshpejtuar) ndihmoi në shndërrimin e krizës së COVID 19 në një mundësi

Ekipi i Projektit kaloi me shpejtësi në takimet në internet, të cilat rezultuan efektive;

Rivendosi përparësitë duke u fokusuar në zhvillimin e ABA Online si kanali ynë kryesor për të komunikuar me fermerët;

Projekti ofroi tableta për stafin e FED invest, krijoi mundësi për të përmirësuar aftësitë e tyre përmes trajnimeve në internet si përgatitja më e mirë për lançimin e produkteve dhe shërbimeve të reja;

FED invest vendosi kanale në internet dhe CRM si pjesë e strategjisë së saj të marketingut; Hapa të përgjithshëm të përshpejtuar drejt digjitalizimit.

Mësimi 4: Reagimi i shpejtë ndaj COVID 19 me Skemën e Mbështetjes me Inpute krijoi një ndikim të rëndësishëm për FED invest

Skema e mbështetjes me inpute, një ndërhyrje e projektuar, financuar dhe zbatuar tërësisht jashtë PDM-së, krijoi një ndikim të rëndësishëm për FED invest:

Ndihmoi në ruajtjen e bizneseve të anëtarëve ekzistues dhe në rritjen e besnikërisë së tyre ndaj FED.

Kontribuoi në FED për një shtesë prej 10% anëtarësh të rinj ose 15% të kredive të reja për 2021. Aktivizoi pilotimin e shërbimeve të reja, si llogaritë rrjedhëse, FED Online, pagesat nga anëtari në anëtar, shërbimet e ABA.

Krijoi kushte për të krijuar bashkëpunime të ardhshme me një rrjet të furnizuesve të inputeve.

Mësimi 5: Projekti eksperimentoi në mënyrë proaktive kanale alternative komunikimi për shpërndarje me sukses

U printuan dhe u shpërndanë 14 tema të edukimit financiar, të cilat më pas u ngarkuan në kanalet tona alternative, në të gjitha degët tona. Videot demonstruese u prodhuan dhe u shpërndanë përmes kanaleve në internet dhe mediave sociale.

Pikërisht përmes platformës ABA u mbajt Asambleja e parë e Përgjithshme në një mjedis në internet për herë të parë në vitin 2020 në rrjedhën e pandemisë. Çdo produkt financiar dhe edukativ, shërbimi ABA dhe funksioni i platformës ka kaluar nëpër testime rigorozë, pilotime, mbledhje reagimesh bazuar në këtë filozofi përpara nisjes përfundimtare.

Mësimi 6: Komunikimi i rregullt në ekip zhvilloi mirëkuptim të ndërsjellë, gjeneroi ide dhe i realizoi gjërat

Ekipi i Projektit zhvilloi me kalimin e kohës, një protokoll efektiv komunikimi për t'i kryer gjërat - një kombinim i takimeve mujore të MC të kombinuara me takime më të shpeshta të ekipit të nivelit të Output-it dhe prodhimi i të dhënave të shkruara.

Takimet mujore të menaxhimit u bënë forume të rëndësishme për të matur dhe mbajtur gjurmët e ecurisë, si dhe për të shprehur shqetësimet dhe rregulluar planet për periudhën e ardhshme.

Është zhvilluar gjithashtu një kombinim efektiv i mediave të komunikimit: takimet në internet, mediumi i shkruar (procesverbalet e takimeve, e-mail dhe prezantime) dhe takimet ballë për ballë si dhe në WhatsApp.

## Kapitulli 5: Perspektivat për Arritjen e Qëllimeve të Përgjithshme pas Përfundimit të Projektit

Në vijim është një diskutim mbi perspektivat për arritjen e Objektivave të Përgjithshme siç thuhet në PDM.

Siç u diskutua në Kapitullin 4, niveli i arritjes së Objektivave të Përgjithshme do bëhet i dukshëm pas 3-5 vjetësh nga përfundimi i projektit. Në momentin e shkrimit të këtij raporti, situata politike brenda dhe jashtë Shqipërisë është vërejtur se ka shkaktuar pasiguri në shpërndarjen e produkteve bujqësore dhe rritje të mprehtë të çmimeve të inputeve, me një ndikim të rëndësishëm tek fermerët e vegjël, që janë përfituesit e synuar. Prandaj, ndërkohë që parashikohet se ekziston një nivel i arsyeshëm i mundësive për arritjen e Objektivave të Përgjithshme, situata e përgjithshme ekonomike dhe sociale e vendit, veçanërisht statusi i zhvillimit rural, pritet të ndikojë në arritjen e Objektivave të Përgjithshme të Projektit.

Projekti ka marrë një sërë masash për të siguruar qëndrueshmërinë e ndikimit të Projektit. Rezultatet e arritura pavarësisht nga mjedisi sfidues janë mbresëlënëse, të prekshme dhe të shumanshme, duke përfshirë, por jo vetëm: themelin e fortë nëpërmjet CBS për produkte të ndryshme bankare, rritjen e përdorimit të produkteve dhe shërbimeve, përmirësimin e cilësisë së shërbimit, zgjerimin dhe digjitalizimin e ofertave për anëtarët, ngritja e qendrës ABA dhe arritja e mbi 11 mijë anëtarëve deri më sot, edukimi financiar, vendosja e kanaleve dhe zgjidhjeve digjitale, etj. Në veçanti, vlen të përmendet institucionalizimi i klientit në qendër përmes mjeteve të ndryshme praktike. Përsëri, detajet janë dhënë në Kapitullin 4 të këtij Raporti. Këto masa për rritjen e qëndrueshmërisë duhet të ndihmojnë në arritjen e disa prej Qëllimeve të Përgjithshme të Projektit të rëndësishme.

Nga ana tjetër, mbeten sfida të rëndësishme në lidhje me qëndrueshmërinë e Qendrës ABA. Siç u tha në pikën 4.1.6 më lart, ndërsa ekziston një konsensus midis të gjitha palëve të interesuara të Projektit, si Ekipi i Projektit ashtu edhe palët e tjera të interesuara të Qendrës ABA që krijimi i saj është një arritje e rëndësishme e Projektit dhe se vazhdimi i funksionimit të qendrës ABA është jashtëzakonisht i rëndësishëm<sup>42</sup>. Menaxhmenti i FED invest tregon një angazhim të fortë drejt arritjes së qëllimit për ta bërë Qendrën ABA një qendër të vetë-qëndrueshme në të ardhmen. Në kohën e shkrimit të këtij raporti, megjithatë, mbeten disa dallime midis palëve të interesuara në qasjet drejt arritjes së një qëllimi të tillë. JICA është e mendimit se zhvillimi i një plani biznesi të qartë afatgjatë me analizën e fluksit të parave duhet

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<sup>42</sup> Shihni Shtojcën 4 për deklaratën e bërë nga Zëvendësministri i MFE në JCC e 7-të, maj 2022, për shembull.

të përcaktohet si përparësi.

Për sa i përket efektit të pritshëm të “popullimit” të projektit, mund të thuhet se ka pasur një ndikim pozitiv që ka sjellë ky projekt, megjithëse qëllimi i tij është i kufizuar. Siç thuhet në Kapitullin 4 të Raportit, institucionet financiare në Shqipëri kanë rritur ofrimin e shërbimeve financiare për sektorin e bujqësisë, por një numër i vogël IMF-sh, kryesisht FED invest, janë ende në shërbim të fermerëve të vegjël që janë përfitues të projektit. Produktet e reja financiare dhe shërbimet jo financiare të Qendrës ABA, lançuar me mbështetjen e këtij projekti, si dhe shërbimet e pagesave ndërbankare dhe të remitancave nga brenda dhe jashtë shtetit, që do të lançohen në të ardhmen, pritet të promovojnë më tej përfshirjen financiare. Në këtë drejtim, në nivel makro, do të ndihmonte një politikë më e qartë dhe zbatimi i saj për përfshirjen financiare nga Autoritetet Shqiptare.

## **Shtojca 1: Matrica Hartimit te Projektit**



## Project Design Matrix

Version 2.0

Dated 24 April 2019

**Project Title: Smallholder Families' Financial Inclusion Project in Albania**

**Implementing Agency: Savings and Credit Association FED invest ('FED invest')**

**Target Group: Existing and new members**

**Period of Project: Nov. 2017- Oct. 2021 (4 years)**

**Project Site: Existing and new operational areas of FED invest**

| Narrative Summary  | Objectively Verifiable Indicators   | Means of Verification   | Important Assumption | Achievement | Remarks |
|--|---|---|----------------------|-------------|---------|
| <b>Overall Goal</b>  |   |   |                      |             |         |
| Livelihood of smallholder families in Albania is improved through financial inclusion. | 1. Average monthly expenditures of smallholder families/FED invest members increase compared to the baseline data.<br>2a. More than 11.0% of Albanian households deposit.<br>2b. More than 10.5% of Albanian households receive loans.<br>2c. More than 3,800 FED invest members deposit.<br>2d. More than 15,200 FED invest members receive loans.<br>3. More than 44.0% of Albanian households report having an account.<br>4. FED invest has more than 102,300 membership. | Baseline survey<br>National statistics (Monthly expenditure)<br>FED invest customer survey<br>Global FINDEX data on Albania<br>FED invest MIS from Flexcube |                      |             |         |

|   |  |   |   |
|---|--|---|---|
|   | <p>5. FED invest has more than 35,800 women members.</p> <p>6. FED invest has more than 76,600 members in rural areas.</p>   |   |   |
| <b>Project Purpose</b>  |  |   |   |
| Financial inclusion of smallholder families in Albania has been expanded through improved usage of financial products and non-financial services offered by FED invest. | <p>1. Number of FED invest members who use financial products increases by 50% from the baseline data.</p> <p>2. More than 16,700 FED invest members and non-members who use non-financial services.</p>   | <p>End line survey</p> <p>Data from FED invest MIS system</p> <p>Agri Knowledge Centre Data/Reports</p> <p>Agri Knowledge Centre Platform subscribers/visitors</p>  | Economic situation in rural Albania does not significantly deteriorate.                                     |
| <b>Outputs</b>  |  |   |   |
| 1) Financial products developed or enriched through customer centric processes by FED invest start being utilized by its members.                                       | <p>1-1 Number of new and improved financial products including utility payment and current account introduced by FED invest exceeds 5.</p> <p>1-2 A customer centric operations and process manual at FED invest is developed and endorsed.</p> <p>1-3 Customer Relation Management (CRM) Metrics are defined and tracked by FED invest MIS.</p> <p>1-4 At least 10 topics of financial education service are offered to members and non-members by FED invest through a sustainable system of staff capacity development.</p> | <p>Monitoring sheets</p> <p>Record of relevant training</p> <p>Interview with FED invest management and staff</p> <p>Data from FED invest MIS system</p> <p>Customer centric operations and process</p> <p>Dashboard to analyze customer data</p> <p>Customer awareness end-line survey</p> | Activities of FED invest are supported by the Ministry of Finance and Economy and other concerned agencies. |

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| <p>2) Operation of the Agri Knowledge Centre, which provides non-financial services, is established at FED invest. *2*3</p>   | <p>2-1 At least 5 different types of non-financial services being provided by the Agri Knowledge Centre.<br/> 2-2 An interactive public platform and related App of agri-sector related information and data is developed.<br/> 2-3 A physical location of Agri Knowledge Center is set up and properly equipped.<br/> 2-4 An agreed institutional arrangement for the Agri Knowledge Centre.</p> | <p>Monitoring sheets<br/> FED invest annual report<br/> Activity record and information outlet of Agri Knowledge Centre<br/> Traffic measured by Agri Knowledge Centre website</p> |  |  |  |
| <p>3) FED invest expands financial and non-financial services through procurement and implementation of a new Core Banking System, related hardware and digital technology.</p> | <p>3-1 FED invest offers its services to all municipalities in Albania.<br/> 3-2 CBS including mobile and internet banking modules are in place.<br/> 3-3 An MIS system, which enables comprehensive reporting for 3rd parties, management purpose and customer data tracking and analysis, is in place.<br/> 3-4 Number of members using FED invest digital financial service exceeds 1,000.</p> | <p>Data from FED invest MIS system<br/> End-line survey</p>  |  |  |  |

| Activities |  | Inputs <sup>1</sup>  |   | Important Assumption |
|------------|--|--|---|----------------------|
|            |  | The Japanese Side  | The Albanian Side   |                      |
| 1          | Financial products developed or enriched through customer centric processes by FED invest start being utilized by its members. | - Experts *5<br>• Chief Advisor<br>• Financial Inclusion<br>• Agriculture-related non-financial services | -Allocation of responsible Departments and personnel.<br>-Office space at FED invest HQ and other branches as required. |                      |
| 1-1        | Prepare and conduct demand survey *4   |  |   |                      |

<sup>1</sup> 'The Albanian Side' refers to the Implementing Agency of the Project, Savings and Credit Association FED invest ('FED invest').

|       |   |   |  |
|-------|---|---|--|
| 1-1-1 | Develop the demand survey plan.   | <ul style="list-style-type: none"> <li>• Needs assessment of smallholder families</li> <li>• Coordinator / Training plans</li> <li>• Other short-term experts if necessary (such as IT expert and financial products experts)</li> </ul> <ul style="list-style-type: none"> <li>- Training in Japan, in third countries, and/or in Albania.</li> <li>- Provision of Equipment <ul style="list-style-type: none"> <li>• Provision of equipment and software for branchless banking.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>-Operational costs.</li> <li>-In-country training participation costs (e.g. travel costs, etc.)</li> </ul> <ul style="list-style-type: none"> <li>- Provision of Equipment <ul style="list-style-type: none"> <li>• Provision of equipment for the Agri Knowledge Centre and others.</li> </ul> </li> </ul> |
| 1-1-2 | Undertake preparatory activities for implementation of the survey.  |   |  |
| 1-1-3 | Implement the demand survey.  |   |  |
| 1-1-4 | Analyse the results of the survey.  |   |  |
| 1-2   | Conduct pilot trials of new and improved financial products.  |   |  |
| 1-2-1 | Develop proto-type financial products and improve existing financial products based on the survey results.  |   |  |
| 1-2-2 | Conduct consultation among potential customers on the proto-type financial products, refine prototype and re-test with customers.                     |   |  |
| 1-2-3 | Develop a plan of trial sales of the new and improved financial products.   |   |  |
| 1-2-4 | Implement trial sales of the new and improved financial products.   |   |  |
| 1-2-5 | Obtain feedback from the customers on the trial sales.  |   |  |
| 1-2-6 | Analyse the results of the trial sales.   |   |  |
| 1-2-7 | Make improvements to the proto-type products based on the results of the trial sales. Refine based on customer feedback and design roll-out strategy. |   |  |
| 1-3   | Establish a customer centric operations and management process, including product development cycle, at FEDinvest.                                    |   |  |

|       |  |  |  |
|-------|--|--|--|
| 1-3-1 | Undertake preparatory activities for marketing of the new and improved financial products, including training of branch staff members, identifying channels for disseminating information, identifying and creating processes for customer insights to be translated into product/marketing ideas on an on-going basis |  |  |
| 1-3-2 | Evaluate the newly developed/improved products based on the members' feedback and make necessary improvements on operations, products and services for further utilization of the products.  |  |  |
| 1-3-3 | Evaluate the product development process undertaken under 1-2 and discuss the customer centric operations and management process at FED invest.  |  |  |
| 1-3-4 | Determine the customer centric operations and management process <sup>2</sup> .  |  |  |
| 1-3-5 | Conduct financial literacy training and education activities for FED invest staff and members.   |  |  |

| Activities | Inputs | Important Assumption |
|------------|--------|----------------------|
|------------|--------|----------------------|

<sup>2</sup> Such process would include the following: 1) Understanding customer experience; 2) Establishing organizational structure and information flow between front line staff and customer insights team/product team; 3) Training of front line staff to recommend products; and 4) Incentive structure and value to business metrics (customer satisfaction, higher customer activity, etc.)

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| 2   | Operation of the Agri Knowledge Centre, which provides non-financial services, is established.   |  |  |
| 2-1 | Discuss service contents, responsibilities and operations of the Agri Knowledge Centre, based on the data collected from the demand survey.                              |  |  |
| 2-2 | Develop and conduct training in Japan / third country on non-financial services to be provided by the Agri Knowledge Centre*6  |  |  |
| 2-3 | Plan the service contents, responsibilities, operation and revenue source of the Agri Knowledge Centre.  |  |  |
| 2-4 | Provide services to members.   |  |  |
| 2-5 | Evaluate the services of the Agri Knowledge Centre based on the members' feedback.   |  |  |
| 2-6 | Improve operation of the Agri Knowledge Centre based on the members' feedback for further utilization of the services.   |  |  |
| 2-7 | Establish the Agri Knowledge Centre.   |  |  |
| 2-8 | Establish functions of the Agri Knowledge Centre as part of FED invest's business plan.  |  |  |
|     |  |  |  |
| 3   | FED invest expands financial and non-financial services through acquisition and implementation of a new Core Banking System and related hardware and digital technology. |  |  |
|     |  |  | <b>Pre-Conditions</b>                                  |
|     |  |  | FED invest assigns necessary personnel for the Project |

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| 3-1 | Plan details of the IT software and hardware upgrades based on the IT Strategy of FED invest, taking technological development in the near future into full account. |  | <br><b>&lt;Issues and countermeasures&gt;</b> |
| 3-2 | Procure necessary equipment and software for implementing the IT Strategy.   |  |  |
| 3-3 | Conduct training for the staff members on the usage of the newly introduced IT software and hardware.  |  |  |
| 3-4 | Plan and expand branchless banking operation <sup>3</sup> to geographical areas where the branchless banking is newly introduced.                                    |  |  |
| 3-5 | Introduce the management mechanism of the social performance data through newly introduced IT software and hardware.   |  |  |

\*1 A specific numeric indicators shall be decided by September 2019.

\*2 The services of Agri Knowledge Centre include knowledge accumulation, information sharing, risk management, business and entrepreneurship development services, pilot-agri-coop formation and related training. Such services may be provided to the members and potential members through digital platform and face-to-face interactions, including training programs.

\*3 The function of agri-pilot coop includes inputs procurement, product packaging and marketing, contracting with processing companies, and other value chain developments measures.

\*4 For indication purpose of the survey sample size, the survey might target approximately 1000 households including 500 each from the existing and potential (non-existing) FEDinvest operational geographical areas.

\*5 Contracting local research companies in Albania might be considered for conducting demand survey among FEDinvest members and potential members.

\*6 Ministry of Finance and Economy and other concerned agencies, including Ministry of Agriculture and Rural Development, may take part in the training activities in Japan and/or in the third countries.

\*7 The IT Strategy of FEDinvest aims to introduce a stable, secure, scalable IT environment, which can deliver (or provide full access to) payment, deposit, and credit services to members of FEDinvest at their place of living/business.

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<sup>3</sup> The objectives of branchless banking operation include the following: 1) improve and deepen financial services for the customers in the existing served areas; and 2) improve and develop financial services to the new and under-served areas.

## **Shtojca 2: Plani i Operacioneve**



| Inputs   | First Phase |                    |   |      |   |   |      |   |   |      |   |   | Second Phase |   |   |      |   |   |       |          |  |  |  |  | Remarks | Monitoring |  |
|--|-------------|--------------------|---|------|---|---|------|---|---|------|---|---|--------------|---|---|------|---|---|-------|----------|--|--|--|--|---------|------------|--|
|  | 2017        |                    |   | 2018 |   |   | 2019 |   |   | 2020 |   |   | 2021         |   |   | 2022 |   |   | Issue | Solution |  |  |  |  |         |            |  |
|  | 1           | 2                  | 3 | 1    | 2 | 3 | 1    | 2 | 3 | 1    | 2 | 3 | 1            | 2 | 3 | 1    | 2 | 3 |       |          |  |  |  |  |         |            |  |
| <b>Expert</b>  |             |                    |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Chief Advisor / Financial Inclusion 1(1)   | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Deputy Chief Advisor / Financial Inclusion 1(2)  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Financial Inclusion 2  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Non-Financial Service 1  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Non-Financial Service 2  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Needs Survey / Monitoring  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| IT System Survey   | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Financial Inclusion Training / Administration  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Customer Centricity/Digital banking  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Marketing  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| <b>Equipment</b>   |             |                    |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| Office equipment (photocopying machine, printers, computers, software, video camera, projector, scanner, etc.) | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| software for branchless banking.   | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| <b>Training in Japan</b>   |             |                    |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
| <b>In-country/Third country Training</b>   |             |                    |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Plan        | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |
|  | Actual      | [Gantt chart bars] |   |      |   |   |      |   |   |      |   |   |              |   |   |      |   |   |       |          |  |  |  |  |         |            |  |

| Activities  | 2017               |   |   |      |   |   |      |   |   |      |   |   | 2018 |   |   |      |   |   |       |         |   |   |   |   | 2019 |   |  |  |  |  |  |  |  |  |  |  | 2020 |  |  |  |  |  |  |  |  |  |  |  | 2021 |  |  |  |  |  |  |  |  |  |  |  | 2022 |  |  |  |  |  |  |  |  |  |  |  | Responsible Organization |            | Achievements | Issue & Countermeasures |
|---|--------------------|---|---|------|---|---|------|---|---|------|---|---|------|---|---|------|---|---|-------|---------|---|---|---|---|------|---|--|--|--|--|--|--|--|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|------|--|--|--|--|--|--|--|--|--|--|--|--------------------------|------------|--------------|-------------------------|
|   | 2017               |   |   | 2018 |   |   | 2019 |   |   | 2020 |   |   | 2021 |   |   | 2022 |   |   | Japan | Albania |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          |            |              |                         |
|   | 1                  | 2 | 3 | 1    | 2 | 3 | 1    | 2 | 3 | 1    | 2 | 3 | 1    | 2 | 3 | 1    | 2 | 3 |       |         | 1 | 2 | 3 | 1 | 2    | 3 |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          |            |              |                         |
| <b>Output0 Project operation</b>  |                    |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          |            |              |                         |
| 0-1 Collect and analyse related documents or information  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed. |              |                         |
| 0-2 Discuss Work Plan   | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed. |              |                         |
| 0-3 Develop Work Plan and Monitoring Sheet  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed. |              |                         |
| <b>Output1 Financial products developed or enriched through customer centric processes by FED invest start being utilized by its members.</b> |                    |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          |            |              |                         |
| 1-1 Prepare and conduct demand survey   | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-1-1 Develop the plan of the demand survey   | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-1-2 Undertake preparatory activities for implementation of the survey.  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-1-3 Implement the demand survey.  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-1-4 Analyse the results of the survey.  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2 Conduct pilot trials of new and improved financial products.  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2-1 Develop proto-type financial products and improve existing financial products based on the survey results.                              | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2-2 Conduct consultation among potential customers on the proto-type financial products, refine prototype and re-test with customers.       | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2-3 Develop a plan of trial sales of the new and improved financial products.   | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2-4 Implement trial sales of the new and improved financial products.   | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |
| 1-2-5 Obtain feedback from the customers on the trial sales.  | [Gantt chart bars] |   |   |      |   |   |      |   |   |      |   |   |      |   |   |      |   |   |       |         |   |   |   |   |      |   |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |      |  |  |  |  |  |  |  |  |  |  |  |                          | Completed  |              |                         |



### **Shtojca 3: Lista e Pajisjeve**

| Item                          | Spec                          | #  | Price     |          |           | Date       |
|-------------------------------|-------------------------------|----|-----------|----------|-----------|------------|
|                               |                               |    | Price     | Currency | JPY       |            |
| 1st phase                     |                               |    |           |          |           |            |
| Laptop PC                     | Lenovo 310T                   | 1  | 520       | EUR      | 68,626    | 2017-11-02 |
| Projector                     | Acer X115H                    | 1  | 350       | EUR      | 46,191    | 2017-11-02 |
| Copy machine                  | Xerox Versalink B7030         | 1  | 1,300     | EUR      | 171,565   | 2017-11-03 |
| PC                            |                               | 1  | 74,000    | ALL      | 74,000    | 2019-02-19 |
| Printer for branch            | Xerox Workcentre 3345DNI      | 42 | 25,032    | EUR      | 3,069,299 | 2019-07-31 |
| Laptop PC for training        | HP ProBook 440 G6             | 5  | 7,085     | EUR      | 868,727   | 2019-07-31 |
| 2nd phase                     |                               |    |           |          |           |            |
| Tablet PC                     | SAMSUNG TAB A T590 10.5"WI-FI | 26 | 753,740   | ALL      | 738,665   | 2020-07-24 |
| Tablet PC                     | SAMSUNG TAB A T590 10.5"WI-FI | 94 | 2,669,600 | ALL      | 2,696,296 | 2020-08-28 |
| TV monitor for digital window | LG-LED-55UN73003LA-AEU-TV4561 | 7  | 324,800   | ALL      | 344,288   | 2021-04-15 |

## **Shtojca 4: Minutat e Takimit te JCC**

**Minutes of Meeting**

|                           |  |
|---------------------------|--|
| <b>Title</b>              | 3rd Joint Coordination Committee (JCC) and Quarterly Monitoring Meeting  |
| <b>Date / Time</b>        | 16 September 2019, 10:00-12:30   |
| <b>Venue</b>              | FED invest Meeting Room  |
| <b>Participants</b>       | <p>Ministry of Finance and Economy</p> <ul style="list-style-type: none"> <li>• Ms. Anxhela Bushati, Head, Economic Development and Projects Sector<br/>JICA Balkan Office</li> <li>• Mr. Sokol Konomi, Technical Coordinator in Albania, Balkan Office</li> </ul> <p>FED invest</p> <ul style="list-style-type: none"> <li>• Ms. Zana Konini, Project Director (Chairperson)</li> <li>• Ms. Merita Cani, Project Manager</li> <li>• Mr. Perlat Sulaj, Output 1 Manager</li> <li>• Mr. Behar Gjoni, Output 2 Manager</li> <li>• Ms. Liliana Nanaj, Output 3 Manager</li> <li>• Mr. Ervis Ramadhi, Team member for Output 1</li> </ul> <p>JICA Consultant Team</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Tanaka, Chief Advisor</li> <li>• Mr. Yoshiko Honda, Output 1 coordinator</li> <li>• Mr. Kodai Yugeta, Output 3 coordinator</li> <li>• Mr. Kazuhisa Fujimura, IT system survey</li> </ul> |
| <b>Overall Summary</b>    | <ul style="list-style-type: none"> <li>• The Work Plan for Phase II was approved.</li> <li>• Indicators for PDM version 2 will be continuously discussed among the JCC members and determined later.</li> </ul>  |
| <b>Attached Documents</b> | Work Plan for Phase II   |

**<JCC>**

**1. Opening Remarks**

Ms. Zana Konini, Project Director, FED invest, and Chairperson of JCC, welcomed the participants and appreciated their attendance upon opening of the JCC.

**2. Presentation on the Work Plan and the PDM indicators**

Ms. Hiroko Tanaka, Chief Advisor, JICA Consultant Team, and Ms. Merita Cani, Project Manager, FED invest explained, the contents of the proposed Work Plan for the 2nd phase of the Project.

Mr. Kodai Yugeta, Coordinator of Output 3, JICA Consultant Team presented the proposed numerical figures of the indicators for the PDM version 2.

**3. Discussion/Comments of the Work Plan and PDM indicators**

Ms. Anxhela Bushati, representative from the Ministry of Finance and Economy, stated that the Ministry would like to be more involved in the entire process of the Project implementation rather than just giving comments on the project progress report at the quarterly monitoring meetings and JCC. She stated that the Ministry can contribute to the Project activities of financial

education and Agri Knowledge Center (AKC) as it has much related information. Ms. Bushati also requested the Project make opportunity to present the Project outputs not only at the international conference but at al venue to share information to the national stakeholders.

Ms. Hiroko Tanaka expressed appreciation for the Ministry's willingness for proactive involvement to the Project activities. She proposed to explore way for collaboration on financial education. She also mentioned that since AKC is not only for members but for general public, inputs of information by the Ministry would be appreciated and helpful.

Ms. Zana Konini stated that the request from the Ministry will be taken into consideration for sure, but practical ways should be sought. She proposed monthly visit by a FED invest project staff to the Ministry.

For indicators of PDM version 2, Ms. Bushati proposed to apply absolute figures for indicators for the overall goal, not the percentage, so that the Ministry can utilize the information for their overall activities. All agreed to her proposal and to discuss via email among the Ministry, FED invest, the Consultant Team and JICA for filling in the appropriate absolute figures for the overall goals.

#### **4. Conclusion of the discussion**

The Committee members agreed on the following points;

- A project member of FED invest will make monthly visit to the Ministry.
- National level publicity event will be jointly conducted with the Ministry and it will be included in 2020 activities of the Work Plan.
- The Work Plan for Phase II was approved by the Committee, with the condition of adding the above points.
- The numeric figures of the indicators for the PDM version 2 shall be communicated and determined via E-mail among the concerned parties, including the JICA HQ and Balkan Office members.

#### **<Quarterly Monitoring Meeting>**

##### **1. Presentation on Project Progress**

Mr. Perlat Sulaj, Output1 manager, Mr. Behar Gjoni, Output2 manager and Ms. Liliana Nanaj, Output3 manager made presentations on the progress of the respective Outputs.

##### **2. Discussion and comments**

Ms. Tanaka requested FED invest to inform the concrete timing for recruitment of the AKC manager. FED invest responded that the staff will be on board during the final week of September, and s/he will be able to start working on AKC activities while Ms. Tanaka is in Tirana.

Mr. Sokol Konomi, JICA technical coordinator, asked about the delay of delivery of the Lot 4 of the CBS Implementation Service by the service provider, Facilitation, which was due on August 30. He stated that JICA should have been properly informed of the status as they have a certain procedure for making the payment. FED invest staff explained that the delay was caused because needs for customization of loan origination arose and they needed to take care of

unexpected situations even though they were making their utmost efforts. It was agreed that the delivery of lot 4 shall be made and inspected by a FiAS consultant by the end of September 2019. Mr. Sokol also reminded FED invest that, according to the tripartite agreement, the expected date of delivery of the final lot is late February 2020, which is close to the end of the Japanese fiscal year, March. He stated that it would be more critical if the delivery is delayed because it would be difficult for JICA to re-allocate the budget in the next fiscal year. FED invest assured Mr. Sokol that they would take care of the schedule and inform JICA if such a delay is forecasted.

### **3. Others**

Mr. Ervis Ramadhi made a brief presentation of the process and results of Customer Centric approach applied for FED invest's summer deposit communication under Output 1 activity.

End.



## Minutes of Meeting

|                           |   |
|---------------------------|---|
| <b>Title</b>              | 4th Joint Coordination Committee (JCC) and Quarterly Monitoring Meeting   |
| <b>Date / Time</b>        | 23 October 2020, 9:30-11:30 CET   |
| <b>Venue</b>              | Zoom Meeting Room   |
| <b>Participants</b>       | <p>Ministry of Finance and Economy</p> <ul style="list-style-type: none"> <li>• Ms. Anxhela Bushati, Head, Economic Development and Projects Sector</li> </ul> <p>JICA Headquarters (Office for Gender Equality and Poverty Reduction)</p> <ul style="list-style-type: none"> <li>• Ms. Haruko Kamei, Senior Director</li> <li>• Mr. Makoto Hatano, Director</li> <li>• Ms. Chieko Yokota, Deputy Director</li> <li>• Ms. Suzuka Sugawara, Senior Advisor</li> </ul> <p>JICA Balkan Office</p> <ul style="list-style-type: none"> <li>• Mr. Takashi Hibino, Deputy Resident Representative</li> <li>• Mr. Jun Hirashima, Project Formulation Advisor</li> <li>• Mr. Sokol Konomi, Technical Coordinator in Albania</li> </ul> <p>FED invest</p> <ul style="list-style-type: none"> <li>• Ms. Zana Konini, Project Director (Chairperson)</li> <li>• Ms. Merita Cani, Project Manager</li> <li>• Mr. Perlat Sulaj, Output 1 Manager</li> <li>• Mr. Behar Gjoni, Output 2 Manager</li> <li>• Ms. Liliana Nanaj, Output 3 Manager</li> </ul> <p>JICA Consultant Team</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Tanaka, Chief Advisor / Output 2 Coordinator</li> <li>• Mr. Yoshiko Honda, Output 1 Coordinator</li> <li>• Mr. Kodai Yugeta, Output 3 Coordinator</li> <li>• Mr. Kazuhisa Fujimura, IT Consultant</li> <li>• Ms. Jayshree Venkatesen, Customer Centricity Consultant</li> <li>• Ms. Tamaki (Mickey) Tanaka, Marketing Consultant</li> </ul> |
| <b>Overall Summary</b>    | The Committee agreed with the proposed project period extension to implement necessary activities with a view to achieving the indicators as set forth in PDM ver. 2. The Committee requested concerned parties to take necessary actions to expedite the process.  |
| <b>Attached Documents</b> | <ol style="list-style-type: none"> <li>1. FiAS Status of Progress as of Oct 2020_JCCrev.pptx</li> <li>2. 4<sup>th</sup> QMM Activity highlights.pptx</li> <li>3. Proposed revision of Work Plan Phase Ii.pptx</li> <li>4. RD process.pptx</li> </ol>  |

### 1. Opening Remarks

Ms. Zana Konini, Project Director, FED invest, welcomed the participants upon opening of the JCC. Ms. Konini appreciated the efforts made so far by all the concerned parties to implement activities despite the limitations imposed by COVID19. Such efforts included proactive usage of online communication methods and implementation of the agriculture input support scheme for small-scale farmers. She emphasized that JICA's financial assistance during the pandemic was instrumental to

our valued farmers and to fulfilling our organizational goals. The response and feedback received from the farmers so far have been great and she expressed their highest appreciation for the valuable support. She hoped that the scheme would be further expanded and scaled up to reach out to more members in need, at a faster pace. Likewise, she was keen on having all activities of the new work plan, at least for 2021, fully executed and on a timely fashion, especially priority activities such as: ABA Business Plan & Marketing Plan, Digital Window Project, Greenhouse Efficiency, agro-tourism product, CC Strategy, etc.

## **2. Presentation on Status of Phase II Project Implementation (Attachment 1)**

Ms. Hiroko Tanaka, Chief Advisor, JICA Consultant Team, and Ms. Merita Cani, Project Manager, FED invest, explained the progress of the Project activities during the Project Phase 2. Their presentation stressed the proactive measures taken by the Project in order to mitigate the negative impact of COVID 19 and also to address the emerging need of Albanian farmers through a conduct of survey on the COVID 19 impact, which was followed by the input support scheme. In her presentation Ms. Tanaka suggested to add a new indicator of measuring the active members increase to the first Project Purpose indicator so that it would complement the original indicator. The proposal was to consider Project Purpose 1 achieved with either 50% increase of the total membership from the baseline data of 65,000 or 50% increase of the number of active members from the baseline data of 16,700 (baseline data are as of June 2019). Ms. Cani explained the levels of achievement of Output-level indicators, most of which were either in progress or completed.

## **3. Project Activity Highlights (Attachment 2)**

Mr. Perlat Sulaj, Output 1 Manager, CEO, FED invest, explained the progress of Output 1 activities together with Ms. Yoshiko Honda, Output 1 Coordinator, JICA Consultant Team. The highlights of Output 1 activities included development of financial education modules, online customer centricity (CC) staff training, and actions taken thus far towards institutionalization of the CC approach.

Mr. Behar Gjoni, Output 2 Manager, FED invest, explained the progress of Output 2. The highlights of Output 2 activities included implementation of the agricultural input support scheme to small-scale farmers and piloting of the ABA Online activities.

Ms. Liliana Nanaj, Output 3 Manager, FED invest, explained the progress of Output 3. The highlights of Output 3 activities included introduction of the Internet Banking module, development of financial education module for Internet Banking, and preparation of supervisory reports to the Central Bank.

## **4. Proposed Work Plan Revisions for Phase II (Attachment 3)**

Ms. Tanaka proposed to the Committee revisions to the Project Work Plan Phase II and an extension of the Project period until June 2022 for implementation of the remaining activities and some newly proposed activities with a view to achieving the target indicators of PDM ver.2. Ms. Cani explained the main points of the proposed revisions to the Work Plan, which included new activities such as social media marketing, digital monitoring of greenhouse project, and digital window customer journey project. She emphasized that timely onset and execution of activities as

envisaged in the revised workplan is pivotal for project success. The workplan is a joint product of all output teams aiming to fulfil project indicators. Extension of the project is sought with this purpose in mind only.

### **5. Remarks from JICA**

Ms. Haruko Kamei, Senior Director, Office for Gender Equality and Poverty Reduction, JICA Headquarters, expressed her gratitude for the Project achievements made so far despite of the COVID19-imposed restrictions. Responding to the above proposal, Ms. Kamei stated that (1) she has no objection to the proposed extension of the Project; (2) scaling-up of the agricultural input support scheme should be considered only after completion of the Phase 1; and (3) feasibility of other newly suggested initiatives/projects should be examined before confirming JICA's commitment for support.

### **6. Q&As / Discussions**

Ms. Anxhela Bushati, Head of the Economic Development and Projects Sector, the Ministry of Finance and Economy (MoFE), requested information on necessary procedures for the Project period extension.

Ms. Chieko Yokota, Assistant Senior Director, Office for Gender Equality and Poverty Reduction, JICA Headquarters, replied to Ms. Bushati that JICA and the MoFE would need to revise the Record of Discussions (R/D) once the revision to the Work Plan has been finalized. Ms. Yokota agreed to the proposal of adding FED invest's active member increase to the first Project Purpose indicator.

Mr. Konomi suggested that JICA Balkan Office would support publicizing the agricultural input scheme and thus asked the Project to share with him several good photos from the scheme beneficiaries and their businesses. Mr. Konomi pointed out that the amendment of the R/D should be completed before elections as it is very difficult to obtain signatures by respective authorities during political campaigns and promised to coordinate with Ms. Bushati for necessary procedures.

Mr. Jun Hirashima, Project Formulation Advisor, JICA Balkan Office, promised that he would communicate with concerned persons for revision of the R/D.

Mr. Takashi Hibino, Deputy Resident Representative, JICA Balkan Office, commented that the use of tablets for online training purpose would be a good example for other projects. He also inquired about the status of the input support scheme.

Ms. Jayshree Venkatesen, Customer Centricity Consultant, JICA Consultant Team, shared her view on the input support scheme that the feedback from the beneficiaries had been very positive and that agricultural input traders had been benefited from FED invest's member-to-member payment service as well. Mr. Gjoni confirmed that the current round of the input support scheme would be completed by the end of November. Ms. Tanaka informed the meeting that 140<sup>th</sup> beneficiary had been reached one day before the Committee.

Ms. Zana confirmed that the Project Team shall conduct an evaluation of the results of

the Phase I upon its completion prior to submission of the Phase II proposal to JICA. We shall aim at conducting the 1<sup>st</sup> scheme evaluation as soon as possible and propose eligibility criteria of new scheme in order to be ready for the new farming season.

Ms. Bushati suggested that promotional events should be held for publicizing the Project achievements in a visible manner. Ms. Tanaka agreed with Ms. Bushati's point and added that the Project already had a plan to organize a publicity and experience-sharing event and/or to highlight the Project achievements with a help of various media (in view of the prevailing difficulties in organizing events/gatherings).

Ms. Yokota explained the expected timeline for the Project period extension as follows:

(1) The concrete contents of the Project extension would be agreed in November to December 2020; (2) The internal approval at JICA Headquarters would be made in January 2021; and (3) The revision of the R/D and signing of the Minutes of Meeting (M/M) would be made in February 2021. Ms. Yokota added that the timeline might be affected by the COVID19 situation. (Attachment 4).

Mr. Konomi suggested to keep the deadline of February 2021 for the revision of the R/D in order to avoid possible delays in the process due to the Albanian general election, which is scheduled to be held in April 2021.

Mr. Sulaj highlighted the importance of moving faster in order to achieve the Project Purpose and agreed to the idea of organizing publicity events to show success of the Project to the entire country.

#### **7. Approval of Work Plan Revision for Phase II**

The Committee approved, in principle, the proposed revision to the Work Plan and an extension of the Project period. The Committee noted, however, overall feasibility as well as the details of several newly proposed activities (i.e. Greenhouse Project and Digital Window Project) need to be looked into and agreed upon prior to JICA's commitment for support.

#### **8. Closing Remarks**

Ms. Bushati appreciated the active discussions held among the participants and closed the Committee.

End.

Smallholder Families' Financial Inclusion Project in Albania (FiAS)

MINUTES OF MEETINGS  
BETWEEN  
MINISTRY OF FINANCE AND ECONOMY,  
FED INVEST,  
AND  
JICA PROJECT TEAM  
FOR  
SMALLHOLDER FAMILIES' FINANCIAL INCLUSION PROJECT IN ALBANIA (FiAS)

The Project Team organized by Japan International Cooperation Agency (hereinafter referred to as "JICA"), the Ministry of Finance and Economy (hereinafter referred to as "MoFE") and FED invest held the fifth Joint Coordination Committee (hereinafter referred to as "JCC") meeting to share the progress of the Smallholder Families' Financial Inclusion in Albania (hereinafter referred to as "the FiAS Project") and confirm the following activities of the Project.

As the result of the discussion, the JICA Project Team, MoFE and FED invest reached a common understanding concerning the matters referred to in the document attached hereto.

29<sup>th</sup> June 2021


For  
JICA PROJECT TEAM

  
Ms. Hiroko Tanaka  
Chief Advisor  
FiAS Project


For  
MoFE

  
Ms. Anyzela Bushati  
Head of Directory of Programs and Projects  
Management

For  
JICA

  
Ms. Tomomi Uchikawa  
Senior Director  
Office of Gender Equality and Poverty Reduction

For  
FED invest

  
Ms. Zana Konini  
Project Director/  
Chairwoman of the Managing Council

*On behalf  
of Zana Konini*

Attachment: Main points discussed and agreed

Main points discussed and agreed

**1. Overall Summary**

The Committee agreed on urgent actions by MoFE and FED invest (by 2 July 2021) to sign MM for Project period extension until June 2022.

The Committee welcomed involvement of MoFE in the M&E activities of the Project during the final Project implementation period through participation of 2 monitoring experts.

**2. Opening Remarks**

Ms. Zana Konini, Project Director, FED invest, welcomed the participants upon opening of the JCC.

**2. Presentations on the Project framework (PDM), the Status of Phase II Project Implementation and the Project activity highlights (Attachment 4 to 5)**

Ms. Hiroko Tanaka, Chief Advisor, JICA Consultant Team, briefed the Committee on the PDM framework. Ms. Tanaka explained that the PDM has the Overall Goal, which is a target to be achieved 3-5 years after the project completion, on the top of its hierarchy of goals and highlighted the importance of efforts towards ensuring Project sustainability during the final year of the project.

Ms. Merita Cani, Project Manager, FED invest, reported to the Committee the status of the PDM indicator achievement. Ms. Cani reported that most of the Project Purpose indicators and Output-level indicators were in progress except for the 2 indicators for Output 2 and Output 3 each.

Ms. Tanaka sought approval of the Committee for the proposed detailed Work Plan for the period July to September 2021 (shared with excel sheet), which had been developed based on the overall Work Plan through June 2022 approved by the Committee at the 4<sup>th</sup> JCC, Oct 2020.

Following presentations were made, highlighting key Project activities from March – May 2021.

Ms. Hiroko Tanaka shared project publicity activities. Which included: development of the FiAS Project website, the ABA Online Coordinator's interview broadcasted on a national TV program, a CGAP (World Bank) blog and JICA magazine (Mundi) articles, through which the Project had been gaining the public attentions.

Mr. Perlat Sulaj, Output 1 Manager, FED invest, explained the progress of Output 1 activities. The highlights of Output 1 activities included: marketing of new services such as current account; utility payment and youth loan; launch of the Digital Windows; financial education module development; and customer experience-related exercises.

Mr. Behar Gjoni, Output 2 Manager, FED invest, explained the progress of Output 2. The highlights of Output 2 activities included: implementation of the input support scheme round 2; the

ABA promotion contest; and ABA Center / Online training and networking events.

Ms. Liliana Nanaj, Output 3 Manager, FED invest, explained the progress of Output 3. The highlights of Output 3 activities included: the official launch of FED Online in pilot regions; and development of financial education materials and videos.

#### **1. Discussions on issues related to further Project implementation.**

##### **(1) Proposed extension of the Project**

Ms. Tomomi Uchikawa, Senior Director, JICA headquarters, explained that it is necessary to get the approval and signature on the Minutes of the Meetings for the Amendment of the Record of the Discussion from the Ministry of Finance and Economy (MoFE) and FED invest as soon as possible so that JICA would be able to take necessary procedures immediately for Project extension. She pointed out that urgent actions were requested in order to ensure uninterrupted continuation of Project activities until the proposed extension period of June 2022.

Ms. Anxhela Bushati, Head of Directory of Programs and Projects Management, MoFE, agreed with Ms. Uchikawa and indicated that it would be possible for her to sign the MM by 2 July 2021 since she had been already authorized by MoFE to do so.

##### **(2) Proposed monitoring experts by the Ministry of Finance and Economy**

Ms. Bushati, MoFE, in her presentation stressed that MoFE recognizes the importance of the Project for Albania. She would thus suggest closer involvement of MoFE in the Project M&E activities during the final months of the Project implementation. For that purpose, she indicated 2 monitoring experts recommended by the MoFE to take part in M&E activities.

The Committee, in principle, welcomed the suggestion of MoFE. Ms. Uchikawa gave a comment that the monitoring experts could contribute towards conducting the End-line survey, which was a planned Project activity. Ms. Konini, Chairperson of the Committee, requested Ms. Bushati and Ms. Tanaka to hold a separate meeting to discuss the details of the arrangement.

#### **4. Other Matters**

##### **(1) Proposals to ensure financial sustainability of the ABA Centre**

Mr. Sulaj suggested that now it is the right time to plan from the Consultant team prepare a concept note for ABA and then a project proposal to secure donor organizations' funding for continuing activities of the ABA Centre. Ms. Meri commented that the ESOKO, Ghana, case had indicated that it would take at least for 5 years for a similar business to become self-sustainable; therefore, a business plan would be necessary to attract donor organizations.

Ms. Nanaj commented on the importance of conducting the study tour on digital financial service, which had been planned but postponed due to the COVID19 pandemic. Ms. Tanaka expressed her concern with the feasibility of conducting the third-country study tour within the Project period, even with the Project extension. Ms. Konini requested Ms. Nanaj and Ms. Tanaka to hold a follow-up discussion on this matter.

#### **5. Remarks from JICA**

Ms. Uchikawa expressed her appreciation to all the project stakeholders for making their efforts to serve smallholder farmers. She encouraged FED Invest and the Project team to make continuous efforts for achieving the Project Purpose, especially addressing to the issue of sustainability of both financial and non-financial services, within the remaining project period.

#### **6. Closing Remarks**

Ms. Bushati expressed her appreciation to all the concerned persons' contribution toward the Committee and the project activities upon closing the Committee.

End.

#### **Attachments:**

- (1) JCC Program of the fifth JCC meeting
- (2) List of participants of the fifth JCC meeting
- (3) Status of Progress Work Plan as of June 2021 5<sup>th</sup> JCC
- (4) 5<sup>th</sup> JCC Activity Highlights
- (5) FiAS Work Plan July-Sep 2021



The Project on Smallholder Families' Financial Inclusion in Albania

Attachment (1)

**Program**

| <b>Time</b> | <b>Title</b>   | <b>Speaker</b>   | <b>Affiliation</b>   |
|-------------|--|--|--|
| 09:30-09:35 | Opening remarks  | Ms. Zana Konini  | Project Director & Chairperson of JCC<br>FED invest  |
| 09:35-10:10 | Presentations on:<br>1. The Project framework (PDM)<br>2. Status of Phase II Project Implementation<br>3. Project activity highlights  | Ms. Merita Cani<br>Ms. Hiroko Tanaka<br>Mr. Perlat Sulaj<br>Mr. Behar Gjoni<br>Ms. Liliana Nanaj | Project Manager, FED invest<br>Chief Advisor, JICA Consultant Team<br>Output Managers  |
| 10:10-10:50 | Discussions on issues related to further Project implementation.<br>- Proposed extension of the Project<br>- Proposed monitoring experts by the Ministry of Finance and Economy<br>Q & A |  |  |
| 10:50-10:55 | Remarks by JICA  | Ms. Tomomi Uchikawa  | Senior Director, Office for Gender Equality and Poverty Reduction, JICA HQ   |
| 10:55-11:00 | Closing Remarks  | Ms. Anxhela Bushati  | Head of Directory<br>Directory of Programs and Projects Management in the Economic Development and Vocational Education Field<br>Ministry of Finance and Economy |

The Project on Smallholder Families' Financial Inclusion in Albania

Attachment (2)

|                     |   |
|---------------------|---|
| <b>Participants</b> | <p>Ministry of Finance and Economy (MoFE)</p> <ul style="list-style-type: none"> <li>• Ms. Anxhela Bushati, Head of Directory of Programs and Projects Management</li> </ul> <p>JICA Headquarters (Office for Gender Equality and Poverty Reduction)</p> <ul style="list-style-type: none"> <li>• Ms. Tomomi Uchikawa, Senior Director</li> <li>• Mr. Shinichiro Yoshida, Deputy Director</li> <li>• Ms. Suzuka Sugawara, Senior Advisor</li> </ul> <p>JICA Balkan Office</p> <ul style="list-style-type: none"> <li>• Mr. Jun Hirashima, Project Formulation Advisor</li> <li>• Mr. Sokol Konomi, Technical Coordinator in Albania</li> </ul> <p>FED invest</p> <ul style="list-style-type: none"> <li>• Ms. Zana Konini, Project Director / Chairwoman of the Managing Council</li> <li>• Ms. Merita Cani, Project Manager / Marketing Dept. Manager</li> <li>• Mr. Perlat Sulaj, Output 1 Manager / CEO</li> <li>• Mr. Behar Gjoni, Output 2 Manager / Deputy CEO</li> <li>• Ms. Liliana Nanaj, Output 3 Manager / Operation Dept. Manager</li> </ul> <p>JICA Consultant Team</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Tanaka, Chief Advisor / Output 2 Coordinator</li> <li>• Mr. Yoshiko Honda, Output 1 Coordinator</li> <li>• Mr. Kodai Yugeta, Output 3 Coordinator</li> <li>• Ms. Tamaki (Mickey) Tanaka, Marketing Consultant</li> </ul> <p>Embassy of Japan (Observer)</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Morikawa, First Secretary</li> </ul> |
|---------------------|---|

Smallholder Families' Financial Inclusion Project in Albania (FIAS)

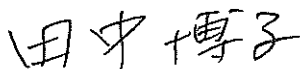
MINUTES OF MEETINGS  
BETWEEN  
MINISTRY OF FINANCE AND ECONOMY,  
FED INVEST,  
AND  
JICA PROJECT TEAM  
FOR  
SMALLHODER FAMILIES' FINANCIAL INCUSION PROJCT IN ALBANIA (FIAS)

The Project Team organized by Japan International Cooperation Agency (hereinafter referred as "JICA"), the Ministry of Finance and Economy (hereinafter referred to as "MoFE") and FED invest held the sixth Joint Coordination Committee (hereinafter referred to as "JCC") meeting to share the progress of the Smallholder Families' Financial Inclusion Project in Albania (hereinafter referred to as "the FIAS Project") and confirmed the following progress of the Project.

As the result of the discussion, the JICA Project Team, MoFE and FED invest reached a common understanding concerning the matters referred to in the document attached hereto.

26 January 2022

For  
JICA PROJECT TEAM



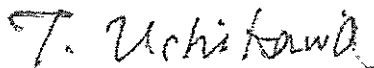
Ms. Hiroko Tanaka  
Chief Advisor  
FIAS Project

For  
MoFE

Ms. Anxhela Bushati  
Head of Directory of Programs and Projects  
Management

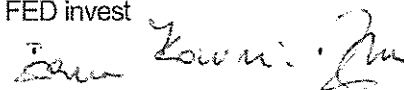


For  
JICA



Ms. Tomomi Uchikawa  
Senior Director  
Office of Gender Equality and Poverty Reduction

For  
FED invest



Ms. Zana Konini  
Project Director/  
Chairwoman of the Managing Council

Attachment: Main points discussed and agreed

### **Main points discussed and agreed**

#### **1. Overall Summary**

The Committee agreed, in principle, the proposed key activities until the completion of the Project in June 2022.

The Committee agreed that ABA Business Plan Stage II, including revenue strategy, will be finalized by the end of March 2022 and the new ABA Center full-time manager, to be appointed by FED invest by early February 2022, shall be engaged in that finalization process.

#### **2. Opening Remarks**

Ms. Zana Konini, Project Director, FED invest, welcomed the participants upon opening of the JCC. She said that we are only 2 months apart from activity project end. Regrettably, 2 project years were affected by the pandemics. Achieving progress during this evolving situation has been challenging.. She showed the gratitude for JICA HQ's contribution to provide relief to 1,250 vulnerable smallholders through Input Support Scheme.

Ms. Konini expressed her belief that through this meeting, in addition to achievements and the work plan, we shall indicate our perspectives on future collaborations, especially on ABA's sustainability. A special agenda item is dedicated to this and she invited FED and JICA to disclose their positions on this issue.

At the end she shared with JCC members the news that 2022 is a year of 30<sup>th</sup> anniversary of FED with several activities planned during the year.

#### **3. Presentations on the Status of Progress of Phase II Project Implementation, the Project activity highlights & FED invest position on ABA Centre (Attachments 3 - 5)**

Ms. Merita Cani, Project Manager, FED invest, reported to the Committee the status of the PDM indicator achievement. She commented on the difficulties in reaching the Project Purpose targets with the established indicators, particularly Indicator 1 due to on-going pandemic situation. She stated the triple impact of input support scheme 2, including the additional increase by 10% in FED invest's new members for 2021. She stated that the Project team shall discuss Project Purpose-related indicators with a wider range of indicators such as 'unique viewers' and redefinition of active members in the End-line survey, which she believes help reflect the achievement level of the Project in a more comprehensive manner. She provided arguments'and figures to prove FED's stance.

Ms. Cani reported that most of the Output-level indicators (1, 2, 3) were almost completed, with one or two activities in progress and would be achieved by the end of the Project. The only item crucial for achievement during the remaining period being ABA Business Plan 2.

Ms. Hiroko Tanaka, Chief Advisor, JICA Consultant Team, presented proposed key activities through March 2022 for field-level activities and through June 2022 for management level activities respectively. The Committee approved the plan.

Following presentations were made, highlighting key Project activities from October – December 2022.

## The Project on Smallholder Families' Financial Inclusion in Albania

Mr. Perlat Sulaj, Output 1 Manager, FED invest, explained the progress of Output 1 activities. The highlights of Output 1 activities included: marketing of new services such as current account; utility payment and youth loan; continuous work of the Digital Windows.

Mr. Behar Gjoni, Output 2 Manager, FED invest, explained the progress of Output 2. The highlights of Output 2 activities included: the ABA promotion contest; and discussion on ABA Centre sustainability, including Revenue Strategy development. Mr. Gjoni emphasized the significant progress achieved over a short period of time due to huge staff commitment. ABA counting today +10K membership in less than a year is an important milestone. He said that ABA services are highly requested by FED invest rural membership, but ABA center has been serving to all farmers, not only FED members, as registration numbers indicate. Here, a major contribution has been rendered by FED network, opinion leaders and professional experts. Potential of ABA is high for value chain finance and online market. Unfortunately, ABA center launch in early 2020 coincided with Covid 19 outbreak and hindered many planned activities, especially those F2F. He emphasized FED's commitment to ABA continuity as an asset for FED invest, but pointed out that support was needed to make the center financially sufficient.

Ms. Liliana Nanaj, Output 3 Manager, FED invest, explained the progress of Output 3. The highlights of Output 3 activities included: development of financial education materials and videos and expansion of FED online service and utility payments across all FED invest branches. She asked support from the project to finalize printing leaflets for FED online for all the branches.

Mr. Perlat Sulaj, CEO, FED invest, made presentation on ABA sustainability issue. He explained the FED invest's view and current position on ABA Center. He expressed FED invest's commitment for ABA sustainability, while there are some challenges in achieving the goal. He explained that FED invest is of the position that we are at the right time and place to transform the ABA platform into a national platform for all farmers, and new project is needed to catch the opportunity. A winning business plan needs to be prepared for such a project. The business plan will also determine income generating services and financial forecasts, and the organizational structure and management for ABA. FED invest realizes that reaching ABA self-sustainability will be medium to long term goal as other models in different countries have experienced. At any case, FED invest is committed to develop ABA to a new level. The undesired scenario is that FED invest alone covers operational costs of ABA until a new project is in place, because this will create a burden for its financial position and may also cause a lost momentum for keeping the pace for ABA development. Therefore, a bridge scheme to maintain ABA activities as currently are, financed and supported by JICA and FED invest is needed and welcomed. In addition, FED invest has preference to have JICA as donor for the new project because ABA is a success story of JICA and FED invest in Albania and FED invest wants to leverage on the already-built relationship with JICA and Government of Japan. He requested JICA and the Government of Japan to consider further support for ABA Centre.

Ms. Anxhela Bushati, Head of Directory, Directory of Programs and Projects Management in the Economic Development and Vocational Education Field, Ministry of Finance and Economy, acknowledged the great achievements and impacts made by activities of ABA Center thus far, and indicated an intention of the Ministry to support its sustainability by connecting with donors including JICA through the Ministry's network.

#### **4. Discussions on issues related to further Project implementation.**

##### **(1) ABA Centre sustainability**

Ms. Tomomi Uchikawa, Senior Director, JICA headquarters, requested Mr. Sulaj on clarification of the bridge financing and a plan for addressing the financial issue explained in his presentation.

Mr. Sulaj explained that FED invest has full commitment for ensuring the sustainability and starting a new project, and confirmed that FED invest shall continue all the activities covering the necessary costs after the completion of the Project. He, however, explained that financial support is necessary to keep running the current activities for maintaining its momentum for a certain period.

Ms. Suzuka Sugawara, Senior Advisor, JICA headquarters, requested clarification of the timing for development of the ABA Business Plan by FED invest, including monetization of the services. She also asked if FED invest can produce the document by its own team, and if not what kind of assistance is necessary. She stated that JICA cannot provide any comments for future support without the business plan with monetization strategy.

Mr. Sulaj confirmed readiness of FED invest to complete the business plan by the end of March 2022 with the FIAS Project team, including help of all concerned experts. He explained that ABA Center is a new milestone in the Albanian market and has great value for the small holders to support their access to necessary information, market and market stakeholders. He commented that FED invest already had a clear vision and monetization might not be an issue if they can reach to the critical mass who are using the service. The strategy revenue document is in developing progress and will serve also as basis for the relevant part of the business plan and we will start piloting and testing some of the offers / services that are assumed to be income generating.

Ms. Konini reiterated that ABA Business Plan is part of project activities and should have been prepared within January 2021. She asked confirmation on completing this task from Hiroko san, Perlat and Meri.. She proposed that Business Plan completion within March end should be a decision of this JCC and inquired on JICA's position on this issue.

Ms. Sugawara asked Ms. Bushati if there is any possibility for the Ministry to support FED invest to continue ABA Center financially, since the platform has a potential to serve other industries as well by linking various stakeholders.

Ms. Bushati replied that the Ministry was internally discussing the issue and has constituted an internal working group to analyze effective collaboration mechanism among stakeholders including donors. She stated that she expected a proposal from that working group by late February 2022, which she intends to share with the members of the Committee.

Ms. Tanaka commented that the FIAS Project team is working towards finalizing the business plan by updating the existing document (ABA Business Plan Stage I), including incorporating the revenue strategy and monitoring section by the end of March 2022. She expressed her view against the idea of engaging additional experts in this process since it is not necessary, and it would only complicate the matter. She stated, instead, it is indispensable to engage the new ABA manager in that process.

Ms. Konini confirmed that a full time ABA new manager will be appointed by Feb 1 2022 and this person will be engaged in the finalization process of the ABA Business Plan Stage II.

(2) Project purpose indicators

Ms. Sugawara requested clarifications on the new indicators to be discussed in the end-line survey, suggested by Ms. Cani in her presentation.

Ms. Cani explained that the growth rate of members using more than one financial product (8,763 vs.103, 85 times higher growth) was a very meaningful indicator to capture the whole effectiveness of the project. In 2019 without the new CBS, FED's offering to members was only deposits and loans. Thanks to project intervention we have launched new products and cross selling, increased product usage is another important dimension that contributes to FED's bottom line, which has not been reflected in the original project scope indicators. She also explained that 56% of the active members opening a transactional current account is another great achievement of the Project, as it indicates potential to increase revenue and expand financial opportunities for customers. Regarding the number of unique viewers of digital contents, she explained that the number is also important KPI, as there are many people who view the contents and actual outreach of the service is far beyond the ABA registration numbers. Since ABA services are free for every person that navigates its website, there is no real incentive to register. Hence, we have now 42K unique users that are 4.2 times higher than the registered ABA members. These indicators need to be considered during the end line survey.

**5. Closing Remarks**

Ms. Bushati expressed her appreciation to all the concerned persons' contribution toward the Committee and the project activities upon closing the Committee.

End.

**Attachments:**

- (1) JCC Program of the 6<sup>th</sup> JCC meeting
- (2) List of participants of the 6<sup>th</sup> JCC meeting
- (3) Status of Progress Work Plan as of December 2021 6<sup>th</sup> JCC
- (4) 6<sup>th</sup> JCC Activity Highlights
- (5) Notes on ABA Center

Attachment (1)

**6th Joint Coordination Committee  
& Quarterly Monitoring Meeting**  
for  
Project on Smallholder Families' Financial Inclusion in Albania

Date : Wed, 26 Jan 2022  
Opening Time : 09:30 hrs.  
Closing Time : 11:00 hrs.  
Venue : Zoom

**Program**

| Time        | Title  | Speaker  | Affiliation  |
|-------------|--|--|--|
| 09:30-09:35 | Opening remarks  | Ms. Zana Konini  | Project Director & Chairperson of JCC<br>FED invest  |
| 09:35-10:10 | Presentations on:<br>1. Status of Phase II Project Implementation<br>2. Proposed key activities until completion of the Project<br>3. Project activity highlights (Oct-Dec 2021)<br>4. FED invest position on ABA Centre | Ms. Merita Cani<br>Ms. Hiroko Tanaka<br><br>Mr. Perlat Sulaj<br>Mr. Behar Gjoni<br>Ms. Liliana Nanaj | Project Manager,<br>FED invest<br>Chief Advisor,<br>JICA Consultant Team<br><br>Output Managers  |
| 10:10-10:50 | Discussions on further Project implementation.<br>- Key activities until completion of the Project<br>- Q & A  |  | -  |
| 10:50-10:55 | Remarks by JICA  | Ms. Tomomi Uchikawa  | Senior Director, Office for Gender Equality and Poverty Reduction, JICA HQ   |
| 10:55-11:00 | 'Closing Remarks   | Ms. Anxhela Bushati  | Head of Directory<br>Directory of Programs and Projects Management in the Economic Development and Vocational Education Field<br>Ministry of Finance and Economy |



The Project on Smallholder Families' Financial Inclusion in Albania

Attachment (2)

|                     |   |
|---------------------|---|
| <b>Participants</b> | <p>Ministry of Finance and Economy (MoFE)</p> <ul style="list-style-type: none"> <li>• Ms. Anxhela Bushati, Head of Directory of Programs and Projects Management</li> </ul> <p>JICA Headquarters (Office for Gender Equality and Poverty Reduction)</p> <ul style="list-style-type: none"> <li>• Ms. Tomomi Uchikawa, Senior Director</li> <li>• Mr. Takumi Kunitake, Director</li> <li>• Mr. Shinichiro Yoshida, Deputy Director</li> <li>• Ms. Suzuka Sugawara, Senior Advisor</li> <li>• Ms. Natsumi Yamada, Officer in charge</li> </ul> <p>JICA Balkan Office</p> <ul style="list-style-type: none"> <li>• Mr. Jiro Takeichi, Chief Representative</li> <li>• Mr. Jun Hirashima, Project Formulation Advisor</li> <li>• Mr. Sokol Konomi, Technical Coordinator in Albania</li> </ul> <p>FED invest</p> <ul style="list-style-type: none"> <li>• Ms. Zana Konini, Project Director / Chairwoman of the Managing Council</li> <li>• Ms. Merita Cani, Project Manager / Marketing Dept. Manager</li> <li>• Mr. Perlat Sulaj, Output 1 Manager / CEO</li> <li>• Mr. Behar Gjoni, Output 2 Manager / Deputy CEO</li> <li>• Ms. Lilliana Nanaj, Output 3 Manager / Operation Dept. Manager</li> </ul> <p>JICA Consultant Team</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Tanaka, Chief Advisor / Output 2 Coordinator</li> <li>• Mr. Yoshiko Honda, Output 1 Coordinator</li> <li>• Mr. Kodai Yugeta, Output 3 Coordinator</li> </ul> <p>Embassy of Japan (Observer)</p> <ul style="list-style-type: none"> <li>• Ms. Hiroko Morikawa, First Secretary</li> </ul> |
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Smallholder Families' Financial Inclusion Project in Albania (FIAS)

MINUTES OF MEETINGS  
BETWEEN  
MINISTRY OF FINANCE AND ECONOMY,  
FED INVEST,  
AND  
JICA PROJECT TEAM  
FOR  
SMALLHOLDER FAMILIES' FINANCIAL INCLUSION PROJECT IN ALBANIA (FIAS)

The Project Team organized by Japan International Cooperation Agency (hereinafter referred as "JICA"), the Ministry of Finance and Economy (hereinafter referred to as "MoFE") and FED invest held the seventh and final Joint Coordination Committee (hereinafter referred to as "JCC") meeting to share the achievements of the Smallholder Families' Financial Inclusion Project in Albania (hereinafter referred to as "the FIAS Project") and confirmed the following achievements of the Project.

As the result of the discussion, the JICA Project Team, MoFE and FED invest reached a common understanding concerning the matters referred to in the document attached hereto.

19 May 2022


For  
JICA PROJECT TEAM

  
Ms. Hiroko Tanaka  
Chief Advisor  
FIAS Project

For  
MoFE

  
Mr. Besart Kadia  
Deputy Minister

For  
JICA

  
Ms. Suzuka Sugawara  
Senior Advisor  
Governance and Peacebuilding Department  
JICA Headquarters

For  
FED invest

  
Ms. Zana Konini  
Project Director/  
Chairwoman of the Managing Council

Attachment: Main points discussed and agreed



## **Main Points Discussed and Agreed**

### **1. Overall Summary**

The Committee confirmed the content of the presentations by the Project Team concerning the achievements and lessons learned from four and a half years of Project activities and FED invest's future actions for ensuring the Project impact sustainability. Upon completion of the Project, the equipment which had been used by the Project Team was handed over to FED Invest.

### **2. Opening Remarks**

Ms. Zana Konini, Project Director, FED invest, welcomed the participants upon opening of the JCC. She mentioned tangible and multi-dimensional results achieved by the intensive work of the Project Team members and FED invest staff, which were, such as, improving the quality of products and services, increasing the rate of their use, digitalization, expanding the intervention area, launching of ABA Center, financial education, etc. She also mentioned that a good foundation of infrastructure, experience and human capacity were created through the Project and that the Project made contributions in line with the Government's priorities of financial inclusion and inclusive digitalization. In the end she appreciated the generous support provided by Japanese government and wished for the further cooperation in future. She expressed her conviction that FiAS project achievements, growing needs of farmers and JICA's presence in Albania has paved the way to continue successful collaboration together.

### **3. Presentations on the Status of Achievements of the Project indicators (Attachment 3)**

Ms. Merita Cani, Project Manager, FED invest, reported to the Committee the status of the PDM indicator achievements, mentioning that all Output-level indicators had been achieved except for one as of 31 March 2022. The achievement level of the two Project Purpose indicators, on the other hand, had been 52% and 63% respectively for the first and second Project Purpose indicators. While falling short of attaining the targets, these were nonetheless good results from the perspective of usual banking activities. The reasons for partial achievements of the indicators were explained as follows: (1) it takes normally longer than a project time horizon for a TA intervention and new financial products to be converted into new members to a financial institution; (2) the launch of the new financial products was delayed because of the prolonged CBS implementation period, 2019 earthquake and 2020-2021 COVID19 impacts; and (3) ABA Center's face-to-face activities were restricted because of the COVID19 regulations. She also mentioned that there are several other important indicators that capture the outcome of the project, such as, the increased number of members who have taken up more than two financial products, the significant number of unique viewers of digital educational contents, and enhanced FED invest staff capacity as a result of tremendous training opportunities.

Ms. Hiroko Tanaka, Chief Advisor, FiAS Project Team, gave a supplementary explanation to Ms. Cani's statement, which was, the Project Purpose indicators did not include the other important

aspect of financial inclusion, that is, financial product usage by existing members. In that sense there was certain gap in the Project Design Matrix logic between Output-level and Project Purpose indicators and the conversion from attainment of the Output-level indicators to the Project Purpose level indicators was not automatic. She mentioned that the Project Team could have reviewed the Project Purpose indicators at some stage in 2020/21, but it did not happen because the Project Team had been busy coping with the COVID19 situation. It is one of the lessons learned from FiAS Project for similar types of JICA projects in future.

Ms. Cani mentioned that, although the Project had suffered a lot from the COVID19 situation, the actions that the Project had taken in response to the pandemic, the digital window project and the agricultural input support scheme, were significant success under those difficult days.

Ms. Suzuka Sugawara, Senior Advisor, Governance and Peacebuilding Department, JICA Headquarters, asked FED invest about the definition of active members because JICA's concern was that the number of active members had been decreasing over the past several months.

Ms. Cani answered that FED invest was in a process of refining the definition of active members ever since it had started to launch new financial products such as current account and utility payment. The current definition, which is if the user has an outstanding loan or deposit, does not capture those who pay energy bills by cash and those who use current account and only captures the number of members with outstanding loans at the end of each month.

Mr. Perlat Sulaj, CEO, FED invest, added that the fall of the number of active members was because of the COVID19 pandemic, which resulted in an abnormal but significant drop of loan takers in 2021. People hesitated to invest as compared with before the pandemic. He also mentioned the difficulty of drastically increasing the number of loan takers and depositors, but instead, FED invest's vision of acquiring more members by diversifying its financial product offering through utility payment and digital payment means.

Ms. Sugawara requested FED invest to continue refining the definition of active members so that it would be able to have a better picture of its business performance.

#### **4. Discussions on the Proposed Actions for Project Impact Sustainability (Attachment 4)**

Mr. Sulaj shared with the Committee FED invest's strategic vision and proposed actions for project impact sustainability. After having explained FED invest's experiences and competitiveness as the best promoter of financial inclusion in Albania and agricultural and financial contexts of rural areas, he explained several specific objectives for FED invest, which included (1) to maintain a solid growth of loans and deposits, (2) to focus on lending to SMEs, (3) to diversify utility payment services, (4) to enable inter-bank transfer, (5) to introduce new digital payments service such as QR code payment and international remittance, and (6) to expand its geographical coverage by establishing 8 more new branches in future. He also highlighted the importance of ABA Center and ABA Online, which already have more than 10,000 registered members who would demand for more financial services and online commerce and payment options in future, as an instrument to increase financial inclusion. ABA Centre is in the early phase and has great potential to develop and meet farmers' needs. Certainly, FED invest

## The Project on Smallholder Families' Financial Inclusion in Albania

will continue to invest in ABA, but the center still has big needs for support and technical assistance.

Ms. Sugawara asked Mr. Sulaj about the possibility of introducing remittance service.

Mr. Sulaj answered that FED invest had already regarded a license for all types of payments by the Bank of Albania except for credit and debit card. He also explained that there was a possibility of FED invest being integrated into the inter-bank payment system with the future execution of the Revised Payment and Settlement Directive (PSD2).

### **5. Lessons Learned from FiAS Project (Attachment 5)**

Ms. Tanaka shared the Committee with the lessons learned from implementing four and a half years of project activities that included: (1) Target-setting of the Project Purpose indicators were over ambitious due to the reasons discussed in the prior sessions; (2) The Project had given structure to customer centricity by practicing systematic information gathering and institutionalizing the philosophy through setting up the Customer at the Center Committee and executing the Strategic Marketing Plan and Member Care Manual; (3) A flexible approach taken under the COVID19 crisis, such as to develop ABA Online, distribute tablets for online staff training and deploy online channels for customer relationship management, had accelerated digitalization at FED invest; (4) Swift response to COVID19 by the input support scheme, an intervention outside of the PDM, had created a quadruple impact for FED invest; (5) The Project had successfully experimented digital communication channels, such as ABA Online and various social networks for disseminating educational materials and holding FED invest's General Assembly and; (6) Regular team communication such as online management meetings and exchange of written medium had developed mutual understanding, generated ideas and got things done.

### **6. Handing Over of Equipment to FED invest (Attachment 6)**

Ms. Yoshiko Honda, Deputy Chief Advisor, FiAS Project Team, handed over the certificate of hand over of equipment to Mr. Sulaj, wishing FED invest to utilize the equipment for future success of its business.

Mr. Sulaj promised that FED invest would show its greatest responsibilities on taking over and utilizing the equipment for its business.

### **7. Remarks by JICA**

Ms. Sugawara, on behalf of JICA, appreciated all the Project stakeholders' dedications towards the aim of improving the life of rural people through provision of both financial and non-financial services. She mentioned that, despite the COVID19 crisis, the Project had taken active steps such as the input support scheme in collaboration with input traders that had helped farmers to continue to access quality agricultural inputs, which was good evidence that the Project had been always listening to the needs of customers. She also remarked various Project achievements such as service provision in all the Albanian municipalities, 7 financial products newly introduced, Kredi24 launch attracting young generation and rapid ABA Online membership growth. She shared with the Committee JICA's requests

## The Project on Smallholder Families' Financial Inclusion in Albania

to FED invest for coping with the remaining challenges. The first challenge is how to meet the needs of the financially underserved people, which still comprises of two thirds of the national population according to the World Bank statistics. She requested FED invest to reach out this last mile population and at the same time requested the MoFE to look into the financial ecosystem because financial exclusion stems not only from the operation level but also from the financial regulation and infrastructure level. The second challenge is financial sustainability of the ABA Center, which is expected to be the first national agri-platform that provides farmers with one-stop service. She requested FED invest to re-examine ABA Business Plan and integrate a PDCA cycle into its operation, while requesting the MoFE to extend its support to FED invest so that more farmers would be able to benefit from ABA Center. She concluded her remarks by appreciating great contributions, innovative ideas and quick actions of the Project Team and the partnership created between the Project Team and JICA.

### 8. Closing Remarks

Mr. Besart Kadia, Deputy Minister, MoFE, praised the right actions taken and various success achieved by the Project despite unexpected crisis such as the earthquake and COVID19. He mentioned that financial inclusion is an important topic for the Ministry. He also mentioned that ABA Center is an important tool for educating farmers and that making it financially sustainable would make an important contribution for the agricultural sector. He appreciated FED invest and JICA for making such a platform happen and encouraged not to stop support at the early stage so that ABA Center would be a success case even for other Balkan countries. In the end he thanked the partnership between FED invest and JICA that enabled achieving most of the Project ideas and collecting lessons learned and suggested further collaborative work in future.

End.

### Attachments:

- (1) JCC program of the 7<sup>th</sup> JCC meeting
- (2) List of participants of the 7<sup>th</sup> JCC meeting
- (3) Presentation slides for the status of achievements of the project indicators
- (4) Presentation slides for proposed actions for project impact sustainability
- (5) Presentation slides for lessons learned from FiAS Project
- (6) Certificate of hand over of equipment

The Project on Smallholder Families' Financial Inclusion in Albania

Attachment (1)

**7th Joint Coordination Committee**  
for  
**Project on Smallholder Families' Financial Inclusion in Albania**

Date : Thurs, 19 May 2022  
Opening Time : 09:00 hrs.  
Closing Time : 10:30 hrs.  
Venue : FED invest HQ Meeting Room

**Program**

| <b>Time</b> | <b>Title</b>  | <b>Speaker</b>   | <b>Affiliation</b>   |
|-------------|---|--|--|
| 09:00-09:05 | Opening remarks   | Ms. Zana Konini  | Project Director & Chairperson of JCC<br>FED invest  |
| 09:05-09:40 | Presentations on:<br>1. Status of Achievements of the Project indicators<br>2. Proposed actions for Project impact sustainability for each Output<br>3. Lessons learned from FiAS Project | Ms. Merita Cani<br><br>Mr. Perlat Sulaj<br><br>Ms. Hiroko Tanaka | Project Manager, FiAS Project &<br>Director, Department of Strategic<br>Projects, FED invest<br><br>Executive Director, FED invest<br><br>Chief Advisor,<br>JICA Consultant Team |
| 09:40-10:15 | Discussion on the proposed actions for<br>Project impact sustainability   | -  |  |
| 10:15-10:20 | Handing over of Equipment to FED invest   | Ms. Yoshiko Honda  | Deputy Chief Advisor,<br>JICA Consultant Team  |
| 10:20-10:25 | Remarks by JICA   | Ms. Suzuka Sugawara  | Senior Advisor, Governance & Peace<br>Building Department, JICA<br>Headquarters  |
| 10:25-10:30 | Closing Remarks   | Mr. Besart Kadia   | Deputy Minister<br>Ministry of Finance and Economy   |

The Project on Smallholder Families' Financial Inclusion in Albania

Attachment (2)

| Participants |  |
|--------------|--|
|              | Ministry of Finance and Economy (MoFE) <ul style="list-style-type: none"> <li>• Mr. Besart Kadia, Deputy Minister</li> <li>• Ms. Anxhela Bushati, Head of Directory of Programs and Projects Management</li> </ul> JICA Headquarters (Office for Gender Equality and Poverty Reduction) <ul style="list-style-type: none"> <li>• Ms. UCHIKAWA Tomomi, Senior Director (Participated online)</li> <li>• Mr. KUNITAKE Takumi, Director (Participated online)</li> <li>• Ms. SUGAWARA Suzuka, Senior Advisor</li> <li>• Ms. YAMADA Natsumi, Program Officer</li> </ul> JICA Balkan Office <ul style="list-style-type: none"> <li>• Mr. HIRASHIMA Jun, Project Formulation Advisor</li> <li>• Mr. Sokol Konomi, Technical Coordinator in Albania</li> </ul> FED invest <ul style="list-style-type: none"> <li>• Ms. Zana Konini, Project Director / Chairwoman of the Managing Council</li> <li>• Ms. Merita Cani, Project Manager / Director of Dept. of Strategic Projects</li> <li>• Mr. Perlat Sulaj, Output 1 Manager / CEO</li> <li>• Mr. Behar Gjoni, Output 2 Manager / Deputy CEO</li> <li>• Ms. Liliana Nanaj, Output 3 Manager / Head of Operation Dept.</li> </ul> JICA Consultant Team <ul style="list-style-type: none"> <li>• Ms. TANAKA Hiroko, Chief Advisor / Output 2 Coordinator</li> <li>• Ms. HONDA Yoshiko, Deputy Chief Advisor / Output 1 Coordinator</li> <li>• Mr. YUGETA Kodai, Output 3 Coordinator</li> </ul> Embassy of Japan (Observer) <ul style="list-style-type: none"> <li>• Ms. MORIKAWA Hiroko, First Secretary (Participated online)</li> </ul> |



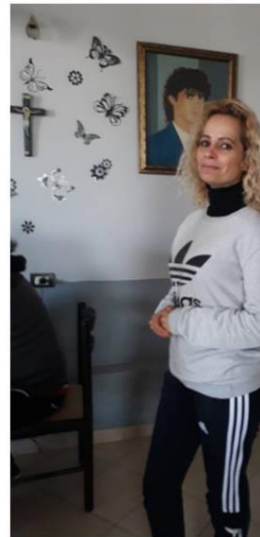
## **Shtojca 5: Raporti i Vezhgimit Baze**

# Smallholder Families' Financial Inclusion Project in Albania

## The Needs Assessment Survey

### Final Report

May 2019







FINANCIAL  
INCLUSION  
OF ALBANIAN  
SMALLHOLDERS **FIAS**

# **FINAL REPORT**

## **Project on Smallholder Families' Financial Inclusion in Albania**

### **Needs Assessment Survey**

**May 2019**





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ALL: Albanian Lek (1 Euro=124 ALL, 1USD=110 ALL as of Feb 2019)



## Abbreviations

|       |  |
|-------|--|
| AFSA  | Albanian Financial Supervisory Authority                                 |
| ALL   | Albanian Lek   |
| ATTC  | Agricultural Technology Transfer Center                                  |
| BKT   | Banka Kombëtare Tregtare   |
| CBS   | Core Banking System  |
| EaSI  | (EU Programme for) Employment and Social Innovation                      |
| EU    | European Union   |
| FIs   | Financial Institutions   |
| GAP   | Good Agricultural Practice   |
| IPARD | Instrument for Pre-accession Assistance for Rural Development            |
| ICT   | Information and communication technology                                 |
| JICA  | Japan International Cooperation Agency                                   |
| LSMS  | Living Standard Measurement Survey                                       |
| MABS  | Microenterprise Access to Banking Services                               |
| MFI   | Microfinance institution   |
| MIS   | Management Information System  |
| PDM   | Project Design Matrix  |
| SHBB  | Shoqëritë e bashkëpunimit bujqësor (Agriculture cooperative association) |
| USAID | United States Agency for International Development                       |

## Executive Summary

### Objectives

A needs survey was conducted under the 'Smallholder Families' Financial Inclusion Project in Albania' implemented jointly by FED invest and Japan International Cooperation Agency (JICA) (the 'Project'). It was aimed at establishing a system of product/service development based on the customer centric approach within FED invest and understanding the current conditions and needs of existing and potential customers of FED invest. For this purpose, the survey aimed to shed light on various dimensions of the lives of FED invest's existing and potential customers, paying attention on the specific needs of different Customer segments, based on income and demographic (gender and age) characteristics. The major research and analytical themes of the survey are as follows:

- Household economy and livelihood;
- Current conditions of economic activities, especially related to agricultural production;
- Behaviours related to financial aspects of their lives, including coping strategies against risks; and
- The Customers' current usage and needs and demands for financial and non-financial services.

The results will be used to improve FED invest's existing products/services and develop new services. Also, the Project team and FED invest will identify which information/data of the (potential) members should be continuously collected and integrated into FED invest's Management Information System (MIS). Furthermore, the survey serves as a baseline of the Project with respect to the potential verifiable indicators of the PDM such as household income, consumption expenditures, and asset holdings.

### Methodology

- Household survey:

The needs survey data collection was based on structured questionnaire/interviews with households, conducted by on-site enumerators, who were trained by an Albanian research company subcontracted by the Project. The survey data analysis primarily consisted of descriptive statistical analysis, allowing for comparison with respect to regional differences in outreach of the FED invest services, types of the members (active members, inactive members, and non-members), regional socio-economic conditions, types of major economic activities (such as livestock, horticulture, and tourism), income, and demographic characteristics (age and gender). In total, 977 of the targeted 1000 households took part in the interview.

- Qualitative research

In addition to the above-described household survey, in-depth (semi-structured) interviews (or



qualitative research) with FED invest members were also conducted. The purpose of this research was to gain deeper understanding on the behavior and preferences of FED invest members in order to verify and/or obtain background information to explain the results of household survey:

- To verify some data which are unclear in the household survey
- To obtain qualitative information to explain the data of the household survey, or detailed information, which can be utilized for Project activities (i.e. develop/design financial products and non-financial services).

Interviews with 22 households in 6 locations were conducted for the qualitative research. In order to include various demographic segments in the sample, most interviews included more than one member of the family (e.g. husband and wife and/or whole family members).

- Analysis of the results

The analysis of the results of the household survey were conducted mainly based on the following two approaches.

- Analyse the composition or distribution of the answers among the whole sample (without considering the differences among segments). This type of analysis is typically shown by pie charts and single column tables.
- Compare the answers among various segments of sample household by making cross tabulation tables and/or plot graphs for each segment, and examine the following points:
  - distinctive differences among the segments; and
  - notable characteristics of a specific segment.

Final analysis results of the Survey and their implications for FED invest was discussed thoroughly at several workshops held in January 2019, involving a total of 30 FED invest management, staff and members.

## **Main findings**

### **Customer segments**

#### *[Low-income groups]*

With 20% of the survey samples are below the poverty line, it can be concluded that FED invest's existing members / customers include many poor people. The majority (56%) of the respondents fall under the annual income category of between 200,000 ALL and 1,000,000 ALL. Many of the low-income respondents are subsistence farmers and agricultural products are for private consumption. They tend to have no regular agricultural product buyer, and motivation for contract cultivation is low. When they access loans, it is typically for consumption purposes.

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There is an opportunity to develop financial products which meet the needs of low-income groups, such as loans for livelihood and consumption purposes, saving products, and low premium insurance products. Implementing credit scoring instrument is also considered useful for facilitating appraisal processes, of small loan applications, which, in turn, help low income loan applicants build up their credit record.

### *[Inactive members]*

The income level of active members is relatively high compared to inactive members. Thus, it is possible that inactive members may be activated through the provision of products and services that respond to the needs of the low-income group. 12% of inactive members responded they do not know FED invest. It is necessary to improve marketing & branding, including the marketing skills of branch-level staff.

---

*65% of FED invest members are inactive and 12% of inactive members replied that they do not know FED invest.*

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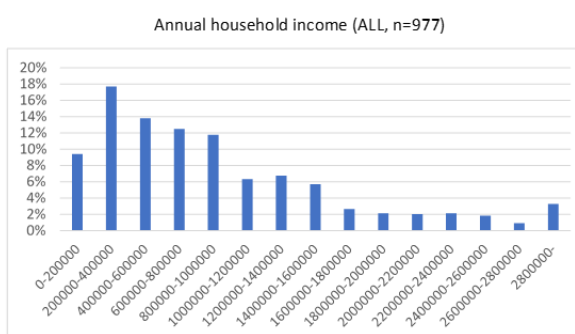
### *[Women]*

Women's account holding rate is low. The ratio of PC and mobile phone ownership is higher for women than men, and the demand rate for online financial services is also high among women. Borrowing money from relatives as a countermeasure of risks appears non-existent. The need for online service is relatively high among women and it might therefore be prudent to consider providing online services specifically targeted at women.

Female headed households' income level is markedly lower than that of male headed households. Thus, financial service needs of women headed households are likely to be consistent with those of low-income groups.

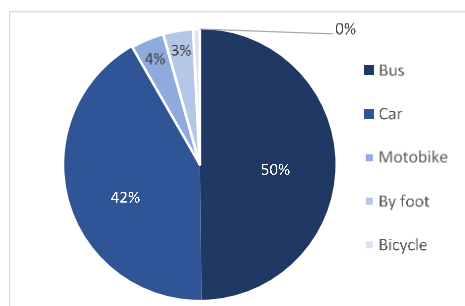
### *[Young people]*

Accessing loans as well as receipt of insurance payments from financial institutions or MF institutions as countermeasures when they encountered sickness or natural calamity is highest amongst people aged 21 or younger. Developing products and services such as insurance, loans, financial education targeted at young people may be considered.



Source: Calculated, based on size of land and livestock

Mode of transportation to commercial banks  
(n=255)



Source: Question VII.B.2.x, "What is the mode of transportation to go to the financial institution?"

Young people tend to help obtain information for the parents and family, by conducting on-line search of information.

### Finance-related topics

#### [Access to financial services]

90% of FED invest members do not have a commercial bank account and 40% of non-members do not possess an account at all.

FED invest customers are highly dependent on FED invest in their financial activities. Since the overall commercial bank account holding rate is low, the scope of expansion is extremely large. It is necessary to introduce measures such as agent banking and mobile banking to improve access to financial services.

#### [Saving]

In general, awareness on saving is extremely low, saving behavior may be promoted through financial education and awareness raising activities. Savings products to serve the purposes of livelihood purposes such as housing improvements, pension (elderly) and education could be introduced. Savings account and current account, linked to a payment system, can help people who currently maintain small savings at home.

The motivation for saving with financial institutions is determined by interest rates and simplicity of withdrawal, and the main reason to save is to prepare for sickness and emergencies.

#### [Loans]

One third of all respondents received loans in recent years, and the majority of loan objectives is for agriculture followed by entrepreneurship/business. The needs for agriculture investment purpose loans (especially for greenhouse vegetables, export crops) are very high. There is a demand for value chain financing products in cooperation with wholesalers and loan products for emergency response purposes. Livelihood-related objectives (medical, educational, etc.) are limited at present, but could become a major loan purposes in the future.

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*FED invest customers are highly dependent on FED invest in their financial activities. On average, it takes 41 minutes to get to the nearest bank.*

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Problems in loan repayment include failure of economic activities related to loans and legal problems (primarily delays of payment by the buyers). The provision of services such as financial education and technical advice improves the financial capability of customers and may improve the default rates. Customer satisfaction with FED invest loans is generally high, but the interest rates is perceived high (i.e. satisfaction level of interest rate is low).

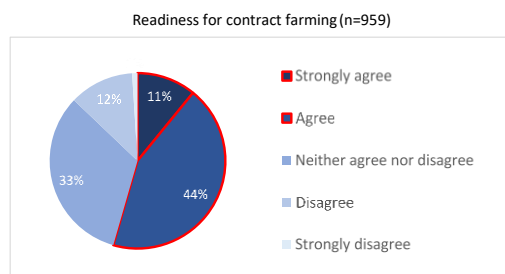
### *[Life risks and insurances]*

The respondents largely deal with finance / life risks by using their savings and curbing expenditure. Few borrow from relatives and financial institutions (borrowing is particularly rare among low-income households). More than 60% do not have insurance knowledge. The main stated reason (by interviewed farmers) for not using insurance is that the premium is too high.

There is a need for micro insurance and mutual insurance, which can respond to needs in case of emergency. Awareness raising activities on insurance are necessary.

### *[On-line services]*

Willingness for using online services appears relatively high for women, higher-income households and higher-educated respondents. More than 80% of members and over 50% of non-members



Source: Question II.D.7, "7. Are you willing to enter in to a contract farming agreement?"

replied that they would like to use FED invest utility payment service. There is a very high demand for utility payment services among the respondents in general. This represents an opportunity of expanding financial inclusion to remote areas through provision of utility payment services.

## **Agriculture-related topics**

### *[Contract farming/value chain finance]*

- While in general, approximately 40% of the farmers have a regular buyer of products, this ratio is especially high among greenhouse vegetable farmers, as they are more likely to be export products. There is a potential for the provision of value chain financing by cooperating with value chain actors such as input suppliers or buyers.

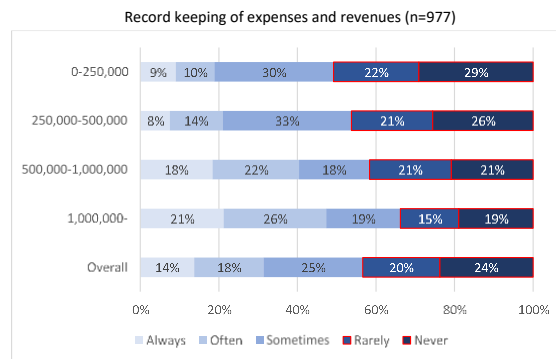
Sales of greenhouse vegetables is likely to continue to be a driver of the agriculture sector of Albania in the future and provide opportunities for small-scale farmers to earn income. Thus, the needs of financial products targeting this subsector are high.

*[Collective action, farmer groups]*

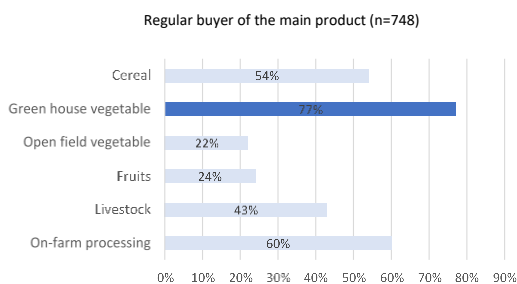
More than half of the respondents are positive about contract farming, and a quarter to half of them would agree to group activities such as joint purchasing of inputs and marketing of products. Farmer group formation support activities through the agriculture knowledge centre would be effective. Examining financial products through group formation (e.g. Group deposits, mutual aid, value chain financing, etc.) may be considered.

*[Agriculture sector information]*

Many respondents cited "advice for agricultural technology" and "market information" as the most necessary services. Notably, they are also listed as the most inaccessible services / information. Farmers with annual household income ALL of over 2,000,000 are more likely to have received support from government agriculture subsidy scheme than those with a lower income.



There is a high need for "advice on agricultural technology" and "market information". The need for such non-financial services related to agriculture is higher among the middle- income group and above, implying that this need becomes stronger for growing and more market-oriented farms. While the agri-knowledge center can provide some non-financial services (e.g. market information), it can also facilitate the access to other services provided by other service providers or institutions (e.g. government subsidy schemes).



Source: Question II.D.3, "Do you have regular buyer of the main product?"

*[Financial literacy and financial awareness]*

Many households (about 38% of the total) have no deposits at all and more than half of the households below annual income of ALL 1,000,000 are non-saving households, many of which cite that they

cannot afford to save. The lower the household income level, the lower the practice of book keeping. Respondents' financial knowledge appears to be very low.

Saving behaviour may be promoted through financial education / awareness raising activities. Financial education may be particularly useful for low-income households in developing their financial capabilities. Practical financial education, improvement of financial capability of customers by providing non-financial services can lead to FED invest's opportunities to expand customers.

### Implications for FED invest

The following highlights the key implications of the above findings. These findings and implications shall be followed-up under the next steps of Project activities, including development and provision of financial products and non-financial services and other related activities.

#### [Responding to customer needs]

- **A need to respond to needs of low-income customers:** The Survey confirmed the importance of low-income customers for FED invest. It is necessary to respond to their specific needs (e.g. offer attractive savings products, implement the credit scoring system). Since inactive members tend to fall under lower-income groups, responding to the needs of low-income customers are likely to be effective in converting inactive members into active.
- **A need to recognize specific needs and roles of individual members of households (different segments are represented in a household):** At present, FED invest services are offered based on 'household' as a unit (e.g., only one loan per household is permitted at a time). Partially due to this approach, specific roles played by individual members in the financial behaviours of a household (e.g. parents usually ask the children to look for information via internet, women might have stronger propensity to save) and their needs tend to be hidden.
- **A need for MIS and related mechanisms to update and analyse customer needs:** In order to capture and analyse updated information on customer needs, MIS is indispensable. The new CBS system to be introduced under the Project provides that opportunity.
- **Marketing and communication strategy to target different segments:** The importance of marketing and branding based on customer centric approach are highlighted as the key common thread in undertaking further Project activities. Current communication may reviewed to improve its effectiveness in conveying information on products, services and benefits.

#### [Building on institutional strength]

- **Build-upon the strength of FED invest brand:** Overall, employees and active members of FED invest have positive feelings about FED invest brand, trust FED invest and are proud of their



association. On the other hand, the Survey identified that, amongst inactive/dormant members, the new brand ('FED invest') does not register. Brand strategy for FED invest should build upon the existing strength. In addition, the above-mentioned communication should be tested before launch and be aligned with brand strategy.

- **Developing potential and capacity of branch-level staff:** An important part of FED invest brand comprises of its staff, particularly branch managers and loan officers who are in contact with the Customers on day-to-day basis. They often represent the reasons why the Customers trust FED invest through their community involvement and personal linkages with the Customers. Their potential and capacity should be explored and developed.

#### [Potential financial products]

- **Savings and current account linked to payment system:** It is clear that introduction of the new CBS under the Project opens the door for FED invest to offer some of the key financial products and services, which respond to the Customers' needs. CBS-enables FED invest to offer savings and current account linked to payment system.
- **Services to improve accessibility to financial services:** The new CBS enables possibility for on-line and mobile banking services, which are considered effective to expand and improve accessibility of services. These options may be particularly effective in reaching certain customer segments, such as women, higher-income households, inactive members and higher-educated Customers. Other outreach options, such as agent banking, could be also explored.
- **Financial products for selected agriculture sectors:** The need for agriculture investment purpose loans are very high, especially for greenhouse vegetables and other export crops. The likelihood for stable value chain partner-relationship, including contract farming, is also higher for these sectors. Thus, a possible opportunity for value chain finance may be explored for sectors with potential.
- **Financial products to meet livelihood-related needs:** There are possible needs for savings products to serve the purposes of livelihood needs such as housing improvements, pension (elderly) and education.
- **Financial instruments (e.g. mutual insurance) to cope with risks:** There is a clear need for financial products to help prepare for and cope with risks and emergencies. In this regard, options with larger insurance companies could be explored, in addition to exploring possibility of mutual insurance ('solidarity scheme.')

#### [Potential non-financial services]

- **A need for financial education:** Financial education is considered necessary and effective for a

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range of financial awareness-raising and capability-building of Customers, particularly for, though not limited to, those fall under low-income groups.

- **Agriculture related services:** There is a range of agriculture market and other related information needs, which are not presently met. They include: market information, inputs-related information, agriculture technology and subsidy schemes.
- **Farmer groups:** Provision of some of the above non-financial services may be more effective when combined with support to develop and manage farmer groups.



## 1. Overview of the Needs Survey

### 1.1 Objectives of the Needs Survey

This Needs Survey was conducted under the ‘Project on Smallholder Families’ Financial Inclusion in Albania’ implemented jointly by FED invest and Japan International Cooperation Agency (JICA) (the ‘Project’). It was aimed at establishing a system for product/service development based on the customer centric approach within FED invest, based on understanding the current conditions and needs of existing and potential customers (‘the Customers’) of FED invest. For this purpose, the survey aimed to shed light on various dimensions of the lives of the Customers, paying attention to the specific needs of different Customer segments, based on income and demographic (gender and age) characteristics. The major research and analytical themes of the survey are as follows:

- Household economy and livelihood;
- Current conditions of economic activities, especially related to agricultural production;
- Behaviours related to financial aspects of their lives, including coping strategies against risks; and
- The Customers’ current usage and needs and demands for financial and non-financial services.

The results of the Survey are intended to be used to improve the existing products/services and development of new services of FED invest, which are expected to be developed through Project activities.

In addition, based on the results and analysis of the Needs Survey, the Project team and FED invest will identify which information/data of the members (and potential members) should be continuously collected and integrated into FED invest’s Management Information System (MIS). These activities will be also undertaken as part of the Project activities.

Furthermore, the Survey is also intended to help establish the baseline data, against which the Project shall measure the indicators of the PDM such as the Customers’ household income, consumption expenditure, and asset holdings.

### 1.2 Methodology of the household survey

#### (1) Process

The entire survey process including preparation and implementation was conducted by FED

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invest staff and the JICA consultant team in a highly collaborative manner. This involved the following activities:

- Formulation of the sample design
- Selection of the survey areas
- Preparation of the questionnaire
- Pre-test of the questionnaire
- Selection of the sub-contractor



Testing the Questionnaire

### (2) Method

The Needs Survey data collection was based on the structured questionnaire interviews with households. These were conducted by on-site enumerators, who were trained by an Albanian research company subcontracted by the Project. Whereas the survey data analysis primarily consisted of descriptive statistical analysis, often deployed crosstabulations using excel, in order to enable comparison between different categories of the sample (e.g. in terms of sector orientation, income levels etc.).

### (3) Sample size

977 of the targeted 1000 households took part in the interview.

### (4) Sampling

The sampling design was formulated based on the following segmentations of the sample households.

- A) Regional differences in outreach of the FED invest services
- B) Types of the members (active member, inactive member, and non-member)
- C) Regional socio-economic conditions
- D) Types of major economic activities (such as livestock, horticulture, and tourism)
- E) Demographic characteristics (age and gender)

In order to have the segmentation of A) mentioned above, all the municipalities of Albania were divided into existing service provision areas and non-service provision areas. The existing service provision areas were further divided into high penetration areas of FED invest (where the numbers of its branches and members are large) and low penetration areas (where the numbers of its branches and members are small<sup>1</sup>). The target municipalities of the survey were decided based on an intensive discussion between the FED invest staff and the consultant team based on the following selection criteria:

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<sup>1</sup>This classification of municipalities into high and low penetration areas was done by FED invest staff.



- For high penetration areas, the municipalities where the number of its members are especially high were selected
- For low penetration areas, the municipalities that FED invest intends to expand their services were selected

Prospective pilot project areas for the formation of an agriculture cooperative were also included in the sample of the survey. Table 1-2 shows 11 municipalities selected by this process.

For the segmentation of B), it was decided to categorize the sample households of the survey into the following three categories:

- Active members: Samples who are member of FED invest and are currently paying back loans to FED invest and/or have deposit in the account of FED invest
- Inactive members: Samples who are member of FED invest but are not currently paying back loans and do not have any deposits in FED invest
- Non-members: Samples who are not a member of FED invest

After A) and B) were segmented as mentioned above, the target number of sample households in each segment were allocated as described in Table 1-1. In this manner, it was possible to examine:

- the current situation on the usage and satisfaction level of FED invest services;
- the feasibility of service expansion to low penetration areas and non-service provision areas;
- the extensions to inactive members and non-members.

Table 1-1: Target number of sample households for segments A and B

|                                 |                       | Active members | Inactive members | Non-members |
|---------------------------------|-----------------------|----------------|------------------|-------------|
| Existing service provision area | High penetration area | Appr. 180      | Appr. 130        | Appr. 50    |
|                                 | Low penetration area  | Appr. 100      | Appr. 130        | Appr. 50    |
| Non-service provision area      |                       |                |                  | Appr. 350   |

For the next step, the target administrative centers (communes)<sup>2</sup> of the survey were selected among the selected municipalities. This selection was made in order to obtain the segmentations of C) Regional socio-economic conditions and D) Types of major economic activities. In order to obtain the variation of regional socio-economic conditions in the sample, the following two commune-based indicators were used.

<sup>2</sup> After the recent decentralization reform, communes were renamed and classified as administrative centers. In this report, we use the term commune as a synonym (interchangeably) with the term administrative center.



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- Dependence on economic aid: Proportion of families indicating that they receive social assistance and benefits (Source: Albania, Census 2011, Albanian Institute of Statistics)
- Remittances from abroad: A proportion of families indicating that they receive remittances from abroad (Source: Albania, Census 2011, Albanian Institute of Statistics)

The regional characteristics on the major economic activities were identified by FED invest staff and a member of the consultant team, who is an Albanian agriculture sector expert.

Table 1-2 shows the target communes of the survey, which were selected from the above-mentioned processes and the criteria for the Segmentation C) and D). Figure 1-1 depicts geographical position of the areas of the survey.

*Table 1-2: Target municipalities and administrative centers (communes)*

| <b>Outreach of service</b>  | <b>Municipalities</b> | <b>Commune / administrative center</b> | <b>Dependency on economic aid</b> | <b>Dependency on foreign remittances</b> | <b>Major economic activities</b>     |
|-----------------------------|-----------------------|--|-----------------------------------|--|--------------------------------------|
| High penetration areas      | Elbasan               | Gjinar                                 | Medium                            | Medium                                   | Livestock/ Tourism                   |
|                             |                       | Shirgjan                               | Medium                            | Medium                                   | Vegetable/ Livestock                 |
|                             | Belsh                 | Belsh-qender                           | Medium                            | High                                     | Tourism                              |
|                             | Fier                  | Demenas                                | Low                               | Medium                                   | Livestock                            |
|                             |                       | Qendër                                 | Low                               | Low                                      | Livestock/ Various crops             |
| Lushnje                     | Kemishtaj             | Low                                    | Medium                            | Greenhouse vegetables                    |                                      |
| Low penetration areas       | Durrës                | Katundi i ri                           | Low                               | Medium                                   | Vineyard/ Livestock                  |
|                             | Vau i Dejës           | Bushat                                 | Low                               | Medium                                   | Fruits                               |
|                             | Shkodër               | Postribë                               | High                              | Medium                                   | Vegetables/ Sheep and Goat           |
|                             | Ura vajgurore         | Poshnje                                | Medium                            | Medium                                   | Greenhouse vegetables                |
| Non-service provision areas | Devoll                | Progër                                 | Low                               | Medium                                   | Fruits                               |
|                             |                       | Qendër Bilisht                         | Low                               | Medium                                   | Livestock                            |
|                             | Kukës                 | Shtiqen                                | High                              | Low                                      | Livestock                            |
|                             |                       | Shishtavec                             | High                              | Low                                      | Potatoes/ Fruits/ Livestock/ Tourism |

|  |              |                    |      |        |                          |
|--|--------------|--------------------|------|--------|--------------------------|
|  | Fier         | Cakran             | Low  | High   | Olives/Vine              |
|  | Shkodër      | Rrethinat          | High | Low    | Fruits/<br>Vegetables    |
|  | Korçë        | Mollaj             | Low  | Medium | Fruits                   |
|  |              | Qëndër<br>Bulgarec | Low  | Medium | Vegetables/<br>Fruits    |
|  |              | Voskopojë          | Low  | Low    | Livestock/<br>Tourism    |
|  | Ura vajguore | Kutalli            | Low  | Medium | Greenhouse<br>vegetables |

In order to obtain the segmentation E) Demographic characteristics (age and gender), the interviewees of the survey were selected in a way which ensures a certain number or representativeness in terms of gender and age groups. The following age groups were distinguished:

- 21 years old or younger
- 22-35 years old
- 36-59 years old
- 60 years old or older

Some of the questions relate to their households as a whole (such as farming activities), whereas others to individuals (such as preference to move to cities and ownership of mobile phone). Thus, diversity of age groups and gender among the respondents was important in order to make comparisons by demographic characteristics for these questions.

### 1.3 Research questions and themes of the household survey

The major themes and questions for analysis of the household survey results are as follows:

#### Household economy

- Household income and consumption expenditures
- Productive assets (agricultural land, machinery, and buildings)
- Financial assets and liabilities (amount of savings and loans)

#### Agriculture:

- Current situation of agriculture production and sales, and related problems
- Willingness for cooperation/willingness to form cooperatives
- Needs for the services and trainings on agriculture

#### **Behaviours that relate to financial aspects of their lives**

- Risks and coping strategy
- Investment, saving, and debt management

#### **Usage of and needs for financial services**

- Current situation of financial services usage such as deposits, loans, and insurances
- Utilization of collateral
- Client satisfaction of financial services
- Needs for new financial services (including client portal and utility payment)

### **1.4 Limitations of the survey**

The following points are some of the limitations of this survey conducted through the above-mentioned procedures. One has to keep in mind of these limitations and needs to be cautious when interpreting the results of the survey.

#### **(1) Sampling method**

In order to compare various segments of the households in terms of regional differences a partly purposive sampling method was used. For example, some of the segments such as FED invest members are overrepresented, thus caution is required when interpreting and generalizing data.

#### **(2) Structure of the questionnaire**

Due to the large number of partners the questionnaire became long and complicated. Some enumerators appeared to have difficulties in understanding the question flow, which resulted in some unanswered questions. This in turn meant that some results were less clear and insightful than was hoped for. These issues will be addressed through a qualitative follow-up survey including focus group discussions and individual in-depth interviews, as described in the Chapter 5.

#### **(3) Contents of the questions**

Overall, most of the questions appear to have been answered properly. However, some subjects appeared to be unfamiliar for both the enumerators and the respondents (such as insurance, Global GAP, Certificates, bank account etc.). There were some difficulties in acquiring proper data and information for these questions. Also, obtaining information on monetary values such as income, expenditure or amount of saving etc. appeared very difficult. Some of the aspects which required further understanding, such as behaviours and opinions related to livelihood, were addressed through a follow-up qualitative survey as described below.

## 1.5 Qualitative research

### (Objectives)

In addition to the above-described household survey, in-depth (semi-structured) interviews (or qualitative research) with FED invest members were also conducted. The purpose of this research was to gain deeper understanding on the behavior and preferences of FED invest members in order to verify and/or obtain background information to explain the results of household survey:



FED invest Bushat branche

- To verify some data which are unclear in the household survey
- To obtain qualitative information to explain the data of the household survey, or detailed information, which can be utilized for Project activities (i.e. develop/design financial products and non-financial services).

### (Method and target interviewees)

The research questions for the qualitative research were selected based on the results of preliminary analysis of the household survey (i.e. those areas which require further inquiry were selected as target of qualitative research.) As mentioned above, semi-structured interviews were conducted, which allows flexible adjustment of conversation with the interviewees based on their answers, while exploring a set of pre-determined set of themes to be explored.

The qualitative survey was designed to include members of household of the following segments:

- Regional differences in outreach of the FED invest services;
- Types of the members (active member, inactive member);
- Types of major economic activities (such as livestock, green house, and other businesses); and
- Demographic characteristics (age and gender).

Interviews with 22 households were conducted for the qualitative research. Table 1-3 shows the number of interviews conducted for each segment. Also, in order to include various demographic segments in the sample, each interview included more than one member of the family (e.g. husband and wife and/or whole family members). Figure 1-1 depicts geographical locations where the interviews were conducted.

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Table 1-3 : Number of interviews for each segment

| FED invest outreach    | Regional centres | Active members (main activity)                                 | Inactive members (main activity)              |
|------------------------|------------------|--|---|
| High penetration areas | Elbasan          | 1 green house farmer, 1 livestock farmer (and owns restaurant) | 1 green house farmer                          |
|                        | Lushnje          | 1 horticulture farmer (and owns houseware shop)                | 1 horticulture farmers<br>2 livestock farmers |
|                        | Fier             | 1 green house farmer<br>1 livestock farmer                     | 1 green house farmer<br>1 corn farmer         |
| Low penetration areas  | Shkodër          | 1 livestock farmer   | 1 green house farmer                          |
|                        | Durrës           | 2 green house farmers<br>1 butcher                             | 1 green house (and retail sales)              |
|                        | Berat            | 2 green house farmers  | 1 café owner                                  |

(Implementation of interviews)

The interviews were conducted by the two teams, which comprised of the members shown in Table 1-4 and each team conducted interviews in 3 locations (i.e. a total of 6 locations) in Feb 2019.

Table 1-4: Composition of the survey teams and locations of interviews

|                     | Team 1  | Team 2   |
|---------------------|---|--|
| <b>Locations</b>    | High-penetration areas (Elbasan, Lushja, Fier)  | Low-penetration areas (Shkoder, Berat, Durres)   |
| <b>Team members</b> | 2 JICA consultants<br>1 staff of FED invest headquarter<br>Loan officer of FED invest district branch of each target district | 1 JICA consultant<br>2 staff of FED invest headquarter<br>Loan officer of FED invest district branch of each target district |

## 1.6 Analysis of results

(1) Approaches

The analysis of the results of the household survey were conducted mainly based on the following two approaches:

- Analyse the composition or distribution of the answers among the whole sample (without considering the differences among segments). This type of analysis is typically shown by pie charts and single column tables.
- Compare the answers among various segments of sample household by making cross tabulation tables and/or plot graphs for each segment, and examine the following points:
  - distinctive differences among the segments; and
  - notable characteristics of a specific segment.

The types of segmentation used for this approach include the segments described in Section 1.2. (4) and household farm income and household income levels, which are estimated by the answers of the household survey. Since the analytical viewpoints and the appropriate segment for comparison



differ from one topic to the other, different segmentations were selected depending on the topics for analysis. Table below shows the major segmentations used for each topic.

Table 1-5: Major segmentations

| Topic  | Major segmentations used for analysis   |  |  |
|--|---|--|--|
| <b>Agriculture related topics</b>  | <ul style="list-style-type: none"> <li>• Major farming activity of the household (sector based)</li> <li>• Scale of farming activities (measured by the annual household farm income)</li> <li>• Household income level</li> </ul>  |  |  |
| <b>Financial related topics</b>  | <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Household income level</li> <li>• Age and gender</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Education level</li> <li>• Member status</li> </ul> </td> </tr> </tbody> </table> | <ul style="list-style-type: none"> <li>• Household income level</li> <li>• Age and gender</li> </ul> | <ul style="list-style-type: none"> <li>• Education level</li> <li>• Member status</li> </ul> |
| <ul style="list-style-type: none"> <li>• Household income level</li> <li>• Age and gender</li> </ul> | <ul style="list-style-type: none"> <li>• Education level</li> <li>• Member status</li> </ul>  |  |  |

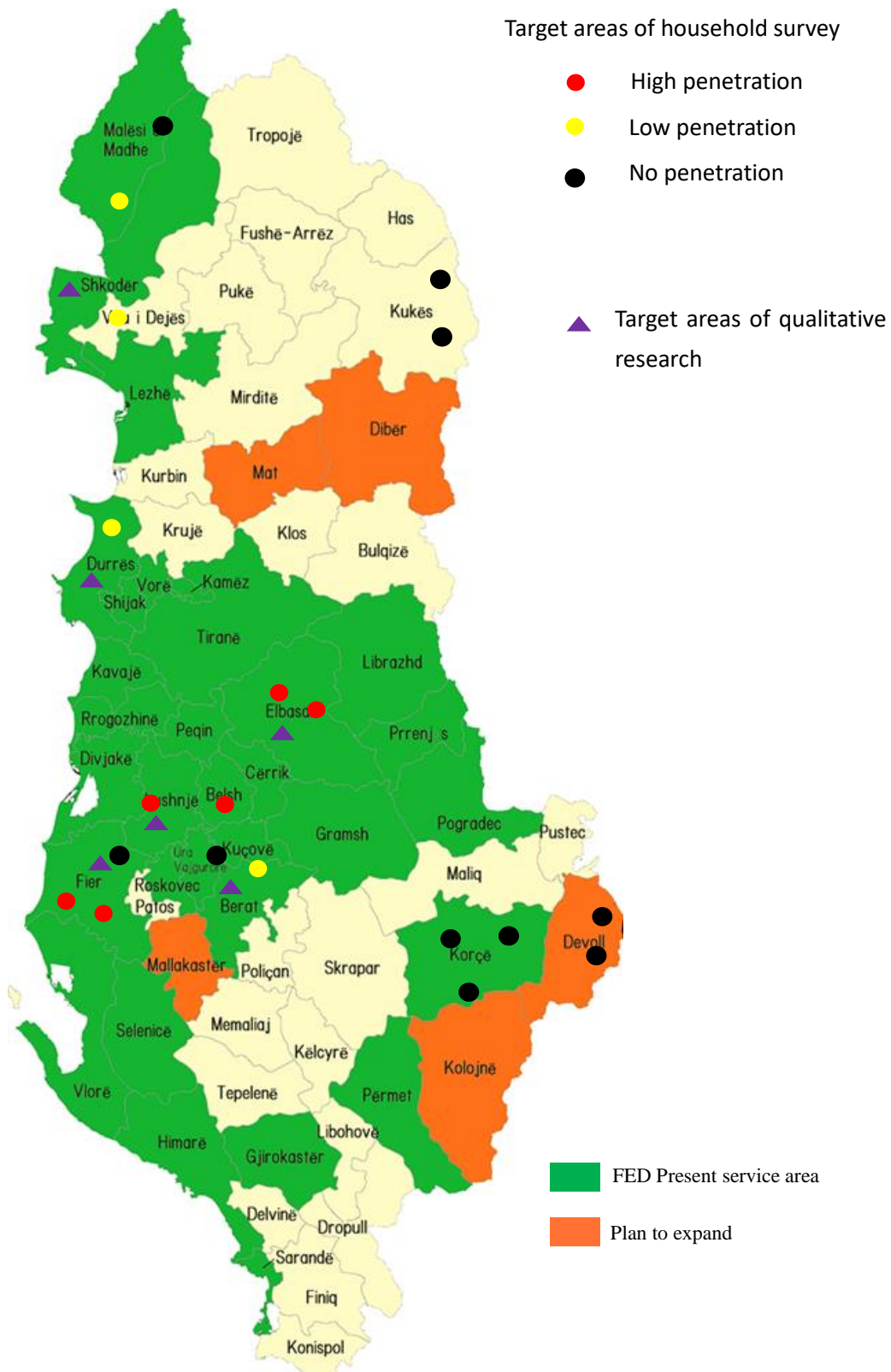
(2) Process

Analysis of the results were implemented in the following process.

- August 2018 After the completion of household survey (field survey) at the end of July 2018, JICA consultant team conducted preliminary analysis of the results (raw data) based on the approached described above.
- September 2018 The preliminary analysis report, which included the results of preliminary analysis conducted in August 2018, was shared with FED invest. Major results of the preliminary analysis were presented by JICA consultant team and several sessions were held to discuss the preliminary results.
- October 2018 FED invest staff provided feedback to the preliminary analysis, which contained their interpretations of the results and suggestion for additional analysis.
- November 2018 Additional analysis (comparison among age, gender, and income levels for several topics) were made by JICA consultant team.  
FED invest management requested that the final analysis results and their implications for FED invest to be thoroughly discussed with wider stakeholders of FED invest, including branch-level staff and FED invest members.
- January 2019 Conducted 2 workshops (21 & 22 January 2019) and a wrap-up session (24 January 2019) to discuss the final analysis results and their implications for FED invest, involving a total of 30 FED invest management, staff and members.

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Figure 1-1: Survey areas



## 2. Profiles of sample households and respondents

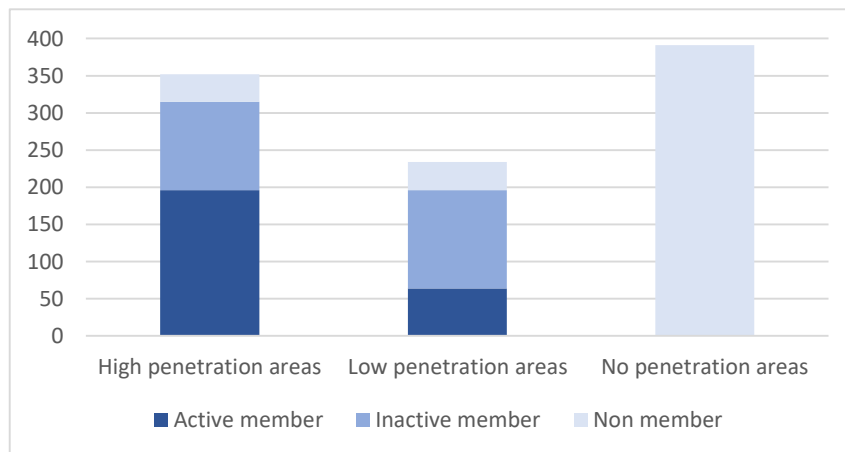
### 2.1 Outreach of FED invest and the member status

Table 2-1 and Figure 2-1 describes the distribution of sample households for different areas in terms of FED invest’s outreach and member status. The number of the sample households for each category is sufficient to compare these areas and member status.

Table 2-1: Number of sample households by level of penetration and member status

|                          | Active member | %          | Inactive member | %          | Non-member | %          | Total      | %           |
|--------------------------|---------------|------------|-----------------|------------|------------|------------|------------|-------------|
| High penetration areas   | 196           | 20%        | 119             | 12%        | 37         | 4%         | 352        | 36%         |
| Low penetration areas    | 64            | 7%         | 132             | 14%        | 38         | 4%         | 234        | 24%         |
| No penetration areas     |               |            |                 |            | 391        | 40%        | 391        | 40%         |
| <b>Total<sup>3</sup></b> | <b>260</b>    | <b>27%</b> | <b>251</b>      | <b>26%</b> | <b>466</b> | <b>48%</b> | <b>977</b> | <b>100%</b> |

Figure 2-1: Number of sample households by level of penetration and member status



### 2.2 Age and gender of respondents

Table 2-2 shows the distribution of respondents segregated by age groups and gender. It becomes apparent that on average women are much younger than men. This makes it possible to make comparisons based on demographic characteristics for those questions which relate to

<sup>3</sup> In this report, either the term “overall” or “total” is used in most of the tables and graphs. Here, “overall” indicates the average of the overall sample, on the other hand, “total” indicates the sum of the sub-categories.



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individuals, such as preference of moving to cities and ownership of mobile phone. However, one can also see that female respondents are under-represented and male elderly people over 60 are over-represented in the sample. This reflects the fact that it was sometimes difficult to find female respondents.

*Table 2-2: Respondents by age groups and gender*

| <b>Age group</b> | <b>Male</b> | <b>%</b>   | <b>Female</b> | <b>%</b>   | <b>Total</b> | <b>%</b>    |
|------------------|-------------|------------|---------------|------------|--------------|-------------|
| 0-21             | 75          | 55%        | 62            | 45%        | 137          | 100%        |
| 22-35            | 128         | 62%        | 79            | 38%        | 207          | 100%        |
| 36-59            | 293         | 87%        | 42            | 13%        | 335          | 100%        |
| 60+              | 283         | 95%        | 15            | 5%         | 298          | 100%        |
| <b>Total</b>     | <b>779</b>  | <b>80%</b> | <b>198</b>    | <b>20%</b> | <b>977</b>   | <b>100%</b> |

### **2.3 Occupation of household heads**

Table 2-3 shows the distribution of sample households by occupation of household heads. Logically, most of the targeted respondents are self-employed at their farms. However, some of the household heads are engaged in other occupations such as employment in the private or public sector.

*Table 2-3: Households heads' occupations*

| <b>Occupation of household head</b>  | <b>Number of households</b> | <b>%</b>    |
|--------------------------------------|-----------------------------|-------------|
| <b>Self-employed at his/her farm</b> | <b>751</b>                  | <b>77%</b>  |
| Retired (old age)                    | 107                         | 11%         |
| Employed in the private sector       | 41                          | 4%          |
| Unemployed                           | 26                          | 3%          |
| Employed in the public sector        | 19                          | 2%          |
| Other inactive                       | 33                          | 3%          |
| <b>Total</b>                         | <b>977</b>                  | <b>100%</b> |

### **2.4 Education level**

Table 2-4 shows that the majority (66%) has only finished elementary education.

Table 2-4: Education level of household head

| Education level of household head | Number of sample households | %           |
|-----------------------------------|-----------------------------|-------------|
| No education                      | 5                           | 1%          |
| <b>Basic</b>                      | <b>642</b>                  | <b>66%</b>  |
| High school                       | 282                         | 29%         |
| University                        | 48                          | 5%          |
| <b>Total</b>                      | <b>977</b>                  | <b>100%</b> |

(n=977)

## 2.5 Male and female headed households

Table 2-5 shows the distribution of male and female headed households in the sample. Although it was not part of the sampling design of the survey, 58 households (5.9%) in the sample appeared to be female headed. This is in line with previous studies which have shown that about 6.5 percent of the farms are headed by women<sup>4</sup>.

Table 2-5: Numbers of households by gender of the household head

|                          | Number of sample households | %           |
|--------------------------|-----------------------------|-------------|
| Female headed households | 58                          | 6%          |
| Male headed households   | 919                         | 94%         |
| <b>Total</b>             | <b>977</b>                  | <b>100%</b> |

## 2.6 Major farming activities of households

The sector with the highest income for the household is defined as the 'Major farming activity'. Table 2-6 shows that livestock is the largest sector. Indeed, livestock has been historically the most important agrifood sector - livestock production accounts for the largest part (about half) of the agrifood production in terms of output value and added value<sup>5</sup>.

This categorization is mainly used for analysis of agriculture-related topics for sector-based comparisons. It is, however, important to note that, as expected, most of the sample respondents are engaged in more than one kind of farming activities.

<sup>4</sup> Imami, D.(2018), Smallholders and Family Farms in Albania, Draft Country Study Report prepared for FAO.

<sup>5</sup> Ibid

Table 2-6: Number of sample households by major farming activity

| Major farming activity | # of sample households | %           |
|------------------------|------------------------|-------------|
| Cereal                 | 65                     | 7%          |
| Green house vegetables | 165                    | 17%         |
| Open field vegetables  | 36                     | 4%          |
| Fruits                 | 139                    | 14%         |
| Livestock              | 457                    | 47%         |
| On-farm processing     | 97                     | 10%         |
| Unidentified           | 18                     | 2%          |
| <b>Overall</b>         | <b>977</b>             | <b>100%</b> |

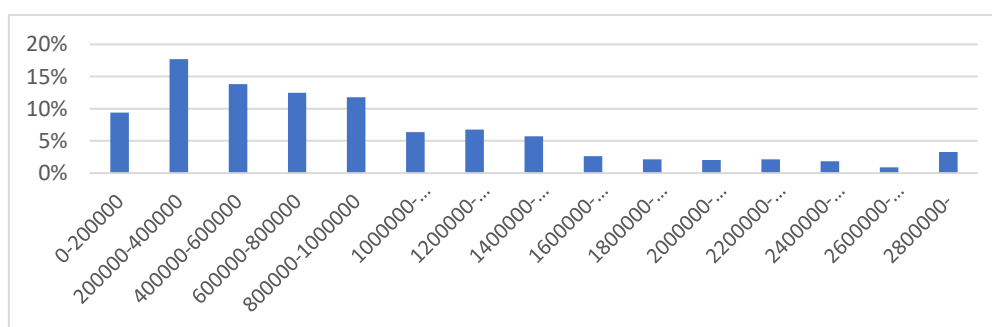
## 2.7 Income levels of sample households

### (1) Annual household income

Since it is extremely challenging to obtain detailed reliable information on household income from respondents through interviews, the survey team estimated income by utilizing the figures of average gross margins from various farming activities which are available at FED invest. First, on-farm household income is estimated by multiplying the areas of farm landholding for each sector and the number of livestock-holding with the average gross margin for the respective sector and livestock. Then, annual household income is estimated by summing the estimated on-farm income and other cash income.

Figure 2-2 shows distribution of sample households by estimated annual household income levels. It is observed that most (56%) of the sample households belong to the annual income level of 200,000-1,000,000 ALL. The average annual household income in the sample is 1,001,443 ALL and the median is 729,647 ALL.

Figure 2-2 : Annual household income



Source: Calculated, based on size of land and livestock (ALL, n=977)

Table 2-7 shows the distribution of sample households by four categories of income levels. This classification of income levels will be used for the analysis of some of the topics in the following sections<sup>6</sup>.

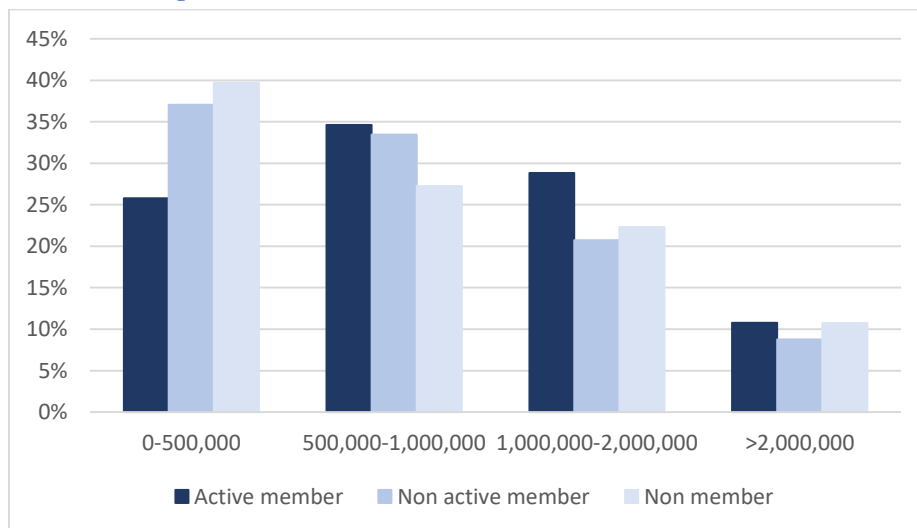
Table 2-7: Annual household income

| Income level (in ALL) | Number of households | %           |
|-----------------------|----------------------|-------------|
| <500,000              | 345                  | 35%         |
| 500,000-1,000,000     | 301                  | 31%         |
| 1,000,000-2,000,000   | 231                  | 24%         |
| >2,000,000            | 100                  | 10%         |
| <b>Total</b>          | <b>977</b>           | <b>100%</b> |

Source: Calculated, based on size of land and livestock (n=977)

Figure 2-3 shows the distribution of households among the household income categories for member status. The income level of active members tends to be higher than non-active and non-members.

Figure 2-3: Income levels for different member status



Source: Calculated, based on size of land and livestock

## (2) Annual per capita income

As shown in Table 2-8, about 20% of the sample households fall under the national absolute

<sup>6</sup> This rather crude categorization is used for some of the analysis in this report, as it is often difficult to see the major tendencies if smaller categories of income levels are used.

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poverty line - 96,562 ALL per capita per year<sup>7</sup>. According to the Living Standard Measurement Survey (LSMS) of Albania, the percentage of the households that fall under the absolute poverty line is 15% in rural Albania in 2012<sup>8</sup>. Thus, the segment of households under the poverty line is somewhat over-represented in the sample.

**Table 2-8: Households under and above the national poverty line**

|                        | <b>Number of households</b> | <b>%</b>    |
|------------------------|-----------------------------|-------------|
| Under the poverty line | 199                         | 20%         |
| Above the poverty line | 778                         | 80%         |
| <b>Total</b>           | <b>977</b>                  | <b>100%</b> |

*Source: Calculated, based on poverty line of ALL 96,562 per capita*

**(3) Annual on-farm income**

Table 2-9 shows the distribution of sample households by four categories of on-farm income levels. This classification of income levels will be used for the analysis of some of the topics in the following sections. (i.e. annual household income levels are used as an indicator of living standards, the on-farm income is used as a proxy for the scale of agricultural activities.)

**Table 2-9: Annual on-farm households income levels**

| <b>income level (ALL)</b> | <b>Number of households</b> | <b>%</b>    |
|---------------------------|-----------------------------|-------------|
| <250,000                  | 244                         | 25%         |
| 250,000-500,000           | 266                         | 27%         |
| 500,000-1,000,000         | 245                         | 25%         |
| >1,000,000                | 222                         | 23%         |
| <b>Total</b>              | <b>977</b>                  | <b>100%</b> |

*Source: Calculated, based on size of land and livestock*

**(4) Sources of income**

Table 2-10 shows the sources of annual household income. Most of the household incomes come from agriculture activities, which include crop, livestock, and on-farm processing<sup>9</sup>. Income

<sup>7</sup> The poverty line is calculated based on the figure of LSLM 2012 which is deflated/adjusted to 2018 price level. See <http://www.instat.gov.al/en/themes/social-condition/living-standard-measurement-survey/#tab4> for the details of the method of calculation.

<sup>8</sup> INSTAT (statistics). 2017. Statistics databases. <http://www.instat.gov.al>

<sup>9</sup> On farm processing refers to the agricultural processing activities for products such as yogurt, cheese, raki, wine, pickles, etc., by the farmer

levels for those who engaged in green house vegetables, fruits, and on-farm processing as major activities are relatively higher<sup>1011</sup>.



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Table 2-10: Average annual household incomes by source<sup>12</sup>

| Major farming activity | Crops   | Livestock | On-farm processing | Employment | Remittance from abroad | Pension and other | Annual income    |
|------------------------|---------|-----------|--------------------|------------|------------------------|-------------------|------------------|
| Cereal                 | 422,703 | 53,611    | 941                | 114,646    | 160,446                | 40,615            | <b>792,963</b>   |
| Green house vegetables | 987,849 | 105,605   | 10,490             | 77,317     | 88,396                 | 30,732            | <b>1,300,389</b> |
| Open field vegetables  | 273,707 | 69,907    | 5,531              | 77,000     | 158,933                | 26,667            | <b>611,745</b>   |
| Fruits                 | 758,290 | 59,550    | 3,440              | 72,770     | 343,765                | 39,712            | <b>1,277,529</b> |
| Livestock              | 129,734 | 431,982   | 1,809              | 71,884     | 54,768                 | 53,521            | <b>743,697</b>   |
| On-farm processing     | 506,809 | 14,695    | 977,082            | 82,980     | 25,493                 | 155,852           | <b>1,762,912</b> |

Source: Calculated, based on size of land and livestock (ALL, n=959)

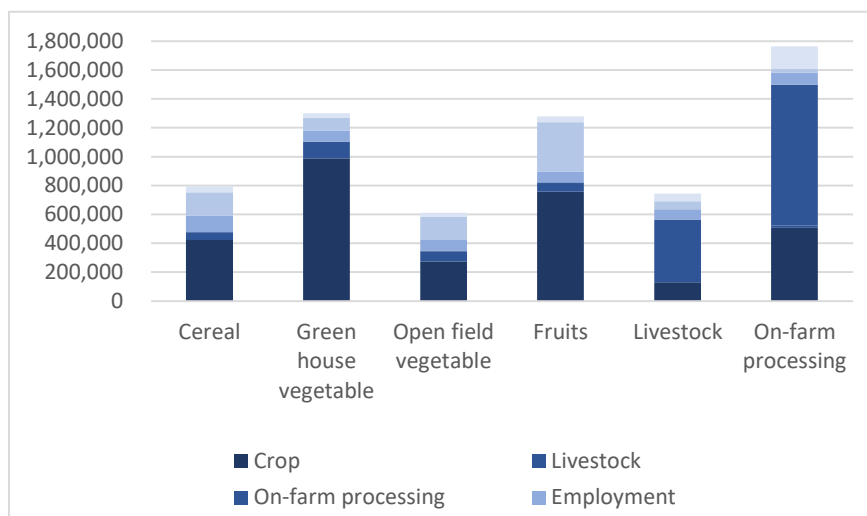
<sup>10</sup> Households are categorized into various sectors (such as crop, fruits, livestock etc.) based on their major farming activity. Farming activities of most of the sample households extend to more than one sector.

<sup>11</sup>It is important to note that the values of income from on-farm processing activities here are the sales values of their processed products. The real value-added of the on-farm processing activities should be value of sales minus the value of inputs used for processing activities. Thus, the values of the incomes for on-farm processing activities are overestimated. It is very difficult to obtain the real value-added of on-farm processing activities by this kind of large-scale survey. It would need an in-depth survey with smaller sample to properly analyze the on-farm processing activities.

<sup>12</sup>Those households whose main farming activity is not identified (see section 2.6) are excluded from the analysis here.

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**Figure 2-4 : Average annual household incomes by sources**



*Source: Calculated, based on size of land and livestock (ALL, n=959)*

**(5) Household income by gender of the household heads**

Table 2-11 shows the average annual household income by gender of the household head. The average annual household income for female headed households is significantly lower than that of male headed households.

**Table 2-11: Average annual household income by gender of the household heads**

|                | <b>Average annual household income (ALL)</b> |
|----------------|--|
| Female headed  | 544,688                                      |
| Male headed    | 1,030,300                                    |
| <b>Overall</b> | <b>1,001,442</b>                             |

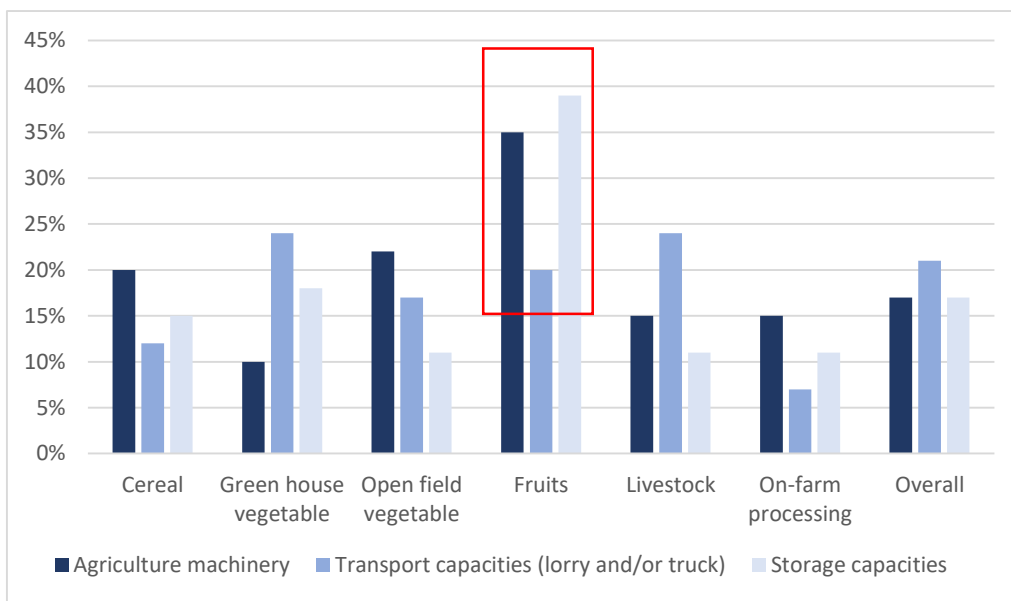
*Source: Calculated, based on size of land and livestock (n=977)*

### 3. Major results of the survey: Agriculture

#### 3.1 Agricultural machinery

Figure 3-1 shows the percentages of households who own various agricultural machineries and facilities in the sample by sector. Only small percentages (17-21%) of households own agricultural machineries and facilities. Fruits-oriented farmers tend to have more machineries and/or facilities, possibly reflecting the fact that fruits are more likely to be stored for a longer period than vegetables. For example, apples can be stored for months, whereas vegetables (including field vegetables) are usually not stored or are stored for shorter periods, requiring lower storage capacity.

Figure 3-1: Ownership of agricultural machinery and facilities



Source: Question II.A.7, “Do you own agriculture machinery, transport capacities, storage capacities?” (n=959)

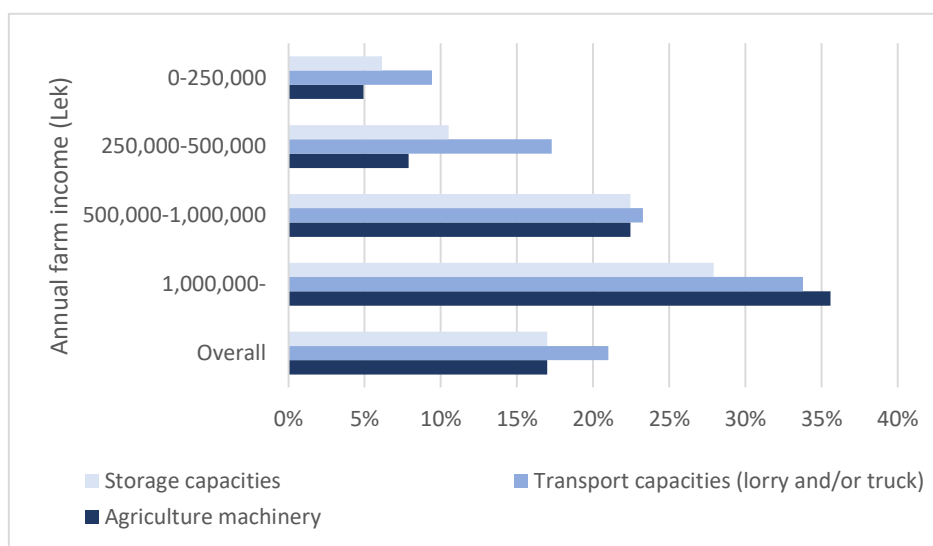
Figure 3-2 shows that ownership of machineries and facilities increases with the scale of the farming activities increases. That does not only reflect the fact that farmers with higher income can afford to invest more in equipment. Larger farms can also utilize equipment more efficiently as compared to small farms with limited economic activity, for which it would not be economically viable to have their own tractor (rather than rent it).

According to the in-depth interviews, buying machineries is one of the reasons for applying for a loan at FED invest. For example, one of the applicants had received a relatively large loan from FED



invest, to buy a tractor, which was not only used for own farm but also to provide services to other farms. Indeed, considering the small farm size, farmers who own larger agriculture machineries or tractors aim to use them to provide services to the others as well, against a fee.

Figure 3-2: Ownership of various agricultural machinery and facilities by farm income levels



Source: Q II.A.7, "Do you own agriculture machinery, transport capacities, storage capacities?" (n=977)

### 3.2 Agricultural inputs

The survey finds that almost 90% of the sample households (Table 3-1) buy agricultural inputs regardless of the sector. From Table 3-2 it appears that most of the respondents buy inputs at private sales points (input traders), while a larger percentage of greenhouse vegetables-oriented farmers and fruits-oriented farmers buy them from local collectors and wholesale traders. In some cases, wholesale traders provide quality inputs, especially for the export-products. As the activities of greenhouse vegetable and fruits sectors are more export-oriented, the farmers in these sectors tend to buy inputs from wholesale traders. It is common that wholesalers (or consolidators or exporters) sell seeds or seedlings to farmers or orient them to buy specific varieties which are demanded by the export markets.

More specifically, few larger wholesalers such as Agrokoni, Bruka Seedling, Biti are also input and seedling suppliers (melons and greenhouse vegetables). Integrated consolidators are engaged in more than one level of the value chain. While they are usually not engaged in primary production,

they generally have established relationships with producers and provide them with a relatively wide range of services<sup>13</sup>.

Farmers pay cash on the spot for agricultural inputs (fertilizers, pesticides, greenhouse cover plastic) that they buy from input suppliers who are not involved in any other stage of the value chain. If the input suppliers are involved in consolidation/wholesaling and export, the situation is more complex; although they prefer on the spot cash payment, late payment for seedling and other inputs is rather frequent. A previous study has pointed out that, in some cases, investments carried out by greenhouse farmers have been also pre-financed by local traders. Furthermore, a previous study has shown that there are some cases that payments of such inputs are done later (when farmers deliver the produce) which has implications for the value chain finance potential<sup>14</sup>.

Table 3-1: Percentage of households who buy agricultural inputs (n=959)

| Major farming activity | % of households |
|------------------------|-----------------|
| Cereal                 | 92%             |
| Green house vegetable  | 91%             |
| Open field vegetable   | 83%             |
| Fruits                 | 93%             |
| Livestock              | 87%             |
| On-farm processing     | 79%             |
| <b>Overall</b>         | <b>88%</b>      |

Table 3-2: Places that they buy agricultural inputs (n=870)

| Major farming activity | Local collectors and wholesale traders | Input traders (Private sales point) |
|------------------------|--|-------------------------------------|
| Cereal                 | 7%                                     | 93%                                 |
| Green house vegetable  | 17%                                    | 83%                                 |
| Open field vegetable   | 3%                                     | 97%                                 |
| Fruits                 | 14%                                    | 86%                                 |
| Livestock              | 10%                                    | 90%                                 |
| On-farm processing     | 3%                                     | 97%                                 |
| <b>Overall</b>         | <b>11%</b>                             | <b>89%</b>                          |

Source: Q II.C.2, "Where do you get seed, seedlings, fertilizers, pesticide and other inputs for farming?" (n=870)

Table 3-3 shows the perceptions of respondents on the safety standards and quality of the various available inputs. It shows that the percentage of households which are satisfied with the quality of inputs is small (12% - 16%) and 30-45 % of the respondents consider the quality poor or very poor. The perceived low level of quality appears to highlight the need and potential for the farmers to cooperate to buy inputs jointly in order to increase bargaining power for ensuring higher quality (as well as lower price/cost) inputs.

<sup>13</sup> Skreli, E. and Imami, D. 2018. Greenhouse sector study. Technical report prepared for EBRD.

<sup>14</sup> Ibid.

Table 3-3: Perceptions on safety standard and quality of various inputs

| Type of input      | Very high quality | High quality | Acceptable quality | Low quality | Very low quality |
|--------------------|-------------------|--------------|--------------------|-------------|------------------|
| Seed               | 5%                | 7%           | 44%                | 31%         | 13%              |
| Seedling's         | 4%                | 8%           | 46%                | 33%         | 9%               |
| Manure             | 4%                | 12%          | 54%                | 23%         | 7%               |
| Feed for livestock | 4%                | 9%           | 55%                | 26%         | 6%               |

Source: Q II.C.3, "What is your perception about quality and safety standards of inputs that you buy?" (n=870)

Almost all farmers that were subject to qualitative inquiry (in-depth interviews) were not happy with the quality of inputs in the horticulture sector, such as in the case of greenhouse sector, particularly for seeds/seedlings and pesticides, while the situation appears better in the case of the livestock sector. There were cases of seedlings which resulted to be different varieties from expected, or with diseases. A few greenhouse farmers who were satisfied with the quality of seeds and seedlings appeared to exercise a degree of bargaining power against the suppliers, based on the relatively large volume of products combined with the relatives cultivating in the neighbouring land (e.g. a total of 2-3 ha of greenhouses). In such cases, the input suppliers also provided 'after care' services (e.g. visiting the farm to check the condition of produce and provide advice, etc.).

One greenhouse farmer from Fier stated that he had uprooted seedlings which were bought from one of the largest seedling producers, because of a disease. He managed to get a compensation



Workshop on preliminary results

for the seedlings from the input supplier, but did not recover the other costs. Furthermore, he lost 12 days (he will be late in producing / harvesting, which could mean lower incomes considering that prices are highest during the first days or weeks of the harvesting, and early production is very important). At least, he managed to get back the value of the seedlings, while there are many cases of other farmers who do not even get the

compensation for the seedling in case of failure due to seedling quality.

Another farmer in Durres stated that he has frequently experienced problems with the quality of seeds/seedlings. During the season the interview was conducted, rucola has had a problem and he would probably have to destroy most of the produce without selling any. He said that since the planting season for tomatoes is approaching, he could not wait for too long. He experienced a similar problem previous year as well. He has also tried changing input providers, without a success. Thus, he would welcome technical assistance / advice to assess the quality of seeds / seedlings prior to



purchasing them. However, he was not sure of the many local so-called ‘agronomists’ offering their services in the neighbourhood and had never considered engaging them.

Since some of the farmers had previous experience working in Greece, their view is that, inputs sold in Albania are of lower quality even in the case of same/identical labelling (farmers’ assumption is that different or lower quality of inputs come to Albania or that falsification/adulteration takes place), although the input prices are comparable to those abroad. During the in-depth interviews, there were reported cases that farmers would buy inputs, such as plant protection materials / pesticides in Greece. One farmer from Lushnja stated:

*Inputs that are purchased directly in Greece have demonstrated to be better than those sold here. It can be identical inputs, but those sourced directly from Greece prove to be better, and we are happier with them.*

There was a case when a group of farmers organized themselves to buy pesticides directly from Greece (as a group) – they were happy with the quality and with the arrangements.

None of the interviewees stated that they had carried out soil or water analysis – so it is difficult to conclude to what extent some of the problems/failure originate from inputs or from the soil/water. One greenhouse farmer from Fier, stated during the in-depth interview:

*Before 5 years the yield was 12 ton, now is 7-8 ton, and the reason for that decrease is the worsening quality of inputs.*

Comments of a greenhouse farmer highlighted an interesting aspect of the challenge he faces due to inputs quality. He has stable relation with an exporter. Overall, he is happy with the relation with him. The buyer provides advice and instruction about variety, etc. (he produces mainly tomatoes and cucumbers). But he is not happy with the quality and yield of production, because of the inputs, which in turn affects relation with buyers. This situation seems to be the case also with other farms due to low quality of inputs. Thus, while lack of access to market is seen as a challenge, on the other hand, lack of capacity to produce up to the standards is a challenge too, resulting into the chicken and egg dilemma.

The same farmer responded that he had never carried out soil or irrigation water analysis. Decreasing yields, such as in the case of abovementioned case, could very well result from changes in soil quality (such as salinization, which is quite common) but, in the context of lack of relevant analysis and lack of awareness, farmers could identify the low quality of inputs as the only reason behind lowering performance.

The interviewed farmers perceive unfair input prices as a critical problem. Slightly less than 2 in 3 farmers (62%) “strongly disagreed” or “disagreed” that agricultural inputs were being provided by private traders at a fair price. There were slight differences between the two sectors; more tomato

than watermelon farmers perceived high input prices as a problem. Additionally, more than half of farmers “strongly disagreed” or “disagreed” that private input traders offer price discounts to their loyal clients. Input quality is also a problem for farmers<sup>15</sup>.

### 3.3 Sales of agricultural products

Table 3-4 shows the percentages of households who sell their agricultural products. 78% of overall sample households sell their agricultural products and more than 80% of green-house vegetables, fruits and livestock-oriented farmers sell (part of) their products<sup>16</sup>.

In the case of greenhouse farmers, it can be concluded that almost all operators have a (certain) market orientation. It is unlikely or rare to invest in a small greenhouse only for households needs.

Table 3-4: Sales of agricultural products

| Major farming activity | Percentage of household |
|------------------------|-------------------------|
| Cereals                | 58%                     |
| Green house vegetables | 80%                     |
| Open field vegetables  | 69%                     |
| Fruits                 | 82%                     |
| Livestock              | 83%                     |
| On-farm processing     | 60%                     |
| <b>Overall</b>         | <b>78%</b>              |

Source: Q II.D.1, “Please provide the sales values of your agricultural products for 2017 (if any).” (n=959)

However, one should distinguish those farms that sell part of the products, and those with a market orientation, highlighting the notion of ‘economically viable farms,’ which is explained below.

#### Box 1: Economically viable farms

A farm may be considered economically viable if it generates enough income to employ at least two persons on a full-time basis at minimum wage and to save for basic investments needs. According to previous estimations farms below 1 ha are very small and not viable, farms between 1 ha and 2 ha are somewhat viable but still can be considered small, while farms above 2 ha have a certain market potential, can be economically viable and can be considered not being a small

<sup>15</sup> ISETN (2017) National Economic Potentials of Contract Farming and Agriculture Cooperation in Albania, Report prepared for GIZ

<sup>16</sup> Again, considering the mixed orientation of the farms, the greenhouse or fruit-oriented farms may also produce and sell other products (eg. eggs or rakia) – so the classification by activity does not exclude engagement and sales of products that fall under other categories.

farm (of course, this can vary depending on agriculture activity, soil quality, etc.).

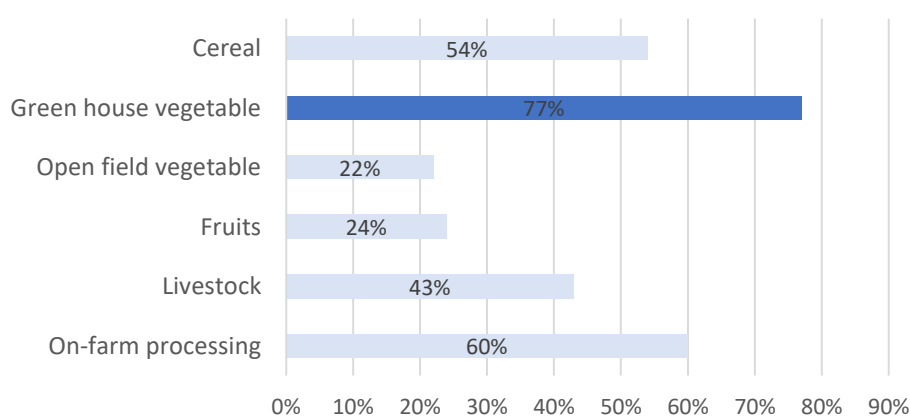
More specifically, below are some estimates by sector:

- A farm with 1 ha of land (in the normal scenario, or 1.5 ha in the conservative scenario) has the potential to be economically viable if it plants any of the main fruits or field vegetables (or a combination of them).
- A farm with 0.2 ha (in the normal scenario, or 0.3 ha in the conservative scenario) of greenhouses has the potential to be viable.
- A dairy cattle farm with 6 (in the normal scenario, or 7 in the conservative scenario) cows, properly managed, has the potential to be viable assuming that the farmer owns land (0.6 ha to 1 ha per cow, depending on level of mechanization and soil quality). A beef cattle farm should be much larger to be viable, although, it appears that those few meat/beef specialized farms have been struggling even those which were rather big).
- A small ruminants farm with 100 sheep and/or goats (in the normal scenario, or 120 in the conservative scenario) has the potential to be viable.

*Source: Imami, D. (2018), Smallholders and Family Farms in Albania, Draft Country Study Report prepared for FAO.*

Figure 3-3 shows the percentages of households who sell their agricultural products that have a regular buyer (or that have stable relations with their buyers). About half of the households who sell their products have regular buyers of their main products. Greenhouse vegetable-oriented farmers tend to have regular buyers more than the other sector-oriented farmers.

Figure 3-3: Regular buyer of the main product



*Source: Q II.D.3, "Do you have regular buyer of the main product?" (n=748)*

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Table 3-5 shows the percentages of households by type of buyer. Overall, 42% of the respondents answered that the most important regular buyers are local consolidators (local collectors or intermediaries) and wholesalers respectively. Most of those who sell to exporters are greenhouse vegetables- and fruits-oriented farmers. It should be highlighted that there is no strict classification of these categories of buyers. For example, an exporter may also be a wholesaler, and a wholesaler may also export in some cases. However, the table indicates that, in the case of greenhouse vegetables and fruits, which are the export-oriented sectors, many farmers deal with exporters who are more likely to focus on quality. For farmers who intend to export, ensuring quality is important for establishing and maintaining a stable relationship with the exporters. This might have implications for financial needs.

**Table 3-5: Type of most important regular buyer**

| <b>Major farming activity</b> | <b>Local consolidator</b> | <b>Wholesaler</b> | <b>Retailer</b> | <b>Processor</b> | <b>Exporter</b> |
|-------------------------------|---------------------------|-------------------|-----------------|------------------|-----------------|
| Cereal                        | 46%                       | 46%               | 6%              | 3%               | 0%              |
| Green house vegetables        | 24%                       | 52%               | 2%              | 0%               | 22%             |
| Open field vegetables         | 38%                       | 25%               | 38%             | 0%               | 0%              |
| Fruits                        | 32%                       | 32%               | 12%             | 6%               | 18%             |
| Livestock                     | 59%                       | 15%               | 12%             | 14%              | 1%              |
| On-farm processing            | 26%                       | 40%               | 19%             | 14%              | 2%              |
| <b>Overall</b>                | <b>42%</b>                | <b>32%</b>        | <b>10%</b>      | <b>8%</b>        | <b>8%</b>       |

*Source: Q II.D.4, "Who is the regular buyer of your main agricultural product and where is the final destination of it?" (n=748)*

Figure 3-4 depicts the percentages of households who sell their products to foreign markets by major market activity. Although many of the greenhouse vegetable farmers answered that their products are sold in foreign markets, most of the agricultural products are sold in the domestic market. It should be noted that farmers do not always know the final destination markets. In some cases, exporters/wholesalers bring packaging to the farmers that indicate the (potential) export destination, but that is not always the case. Greenhouse vegetable farmers are more likely to know the final markets as compared to fruits farmers since fruits are sometimes stored and sold later and the wholesaler does not always know the final market in advance.

Overall, it can be concluded that greenhouse vegetables and fruits present a major opportunity to increase exports. Despite this export potential of fruit products in Albania, a very small percentage of the respondents appear to be tapping into this opportunity<sup>17</sup>.

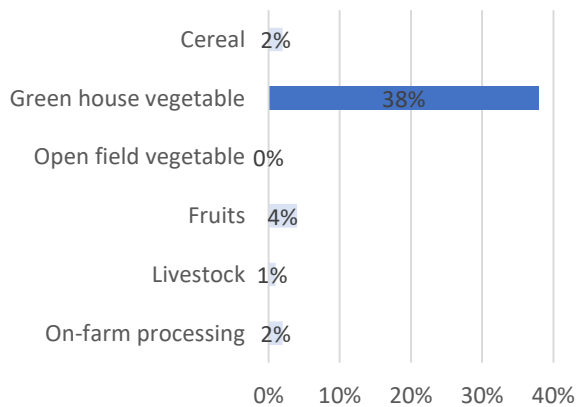
<sup>17</sup> According to the agriculture value chain analysis report prepared by the FIAS consultant Dr. Drini Imami, a trend of substantial growing of export of greenhouse vegetables and fruits in the past decade in Albania is observed and there is significant further growing potential.

As mentioned before, export orientation has implications for financial and investments needs/potentials.

Figure 3-5 shows that more than half of the households are ready to enter into contract with the buyers. Overall, more than half of the respondents “agree” or “strongly agree” to this idea, which is higher than expected among the survey team, including FED invest staff.

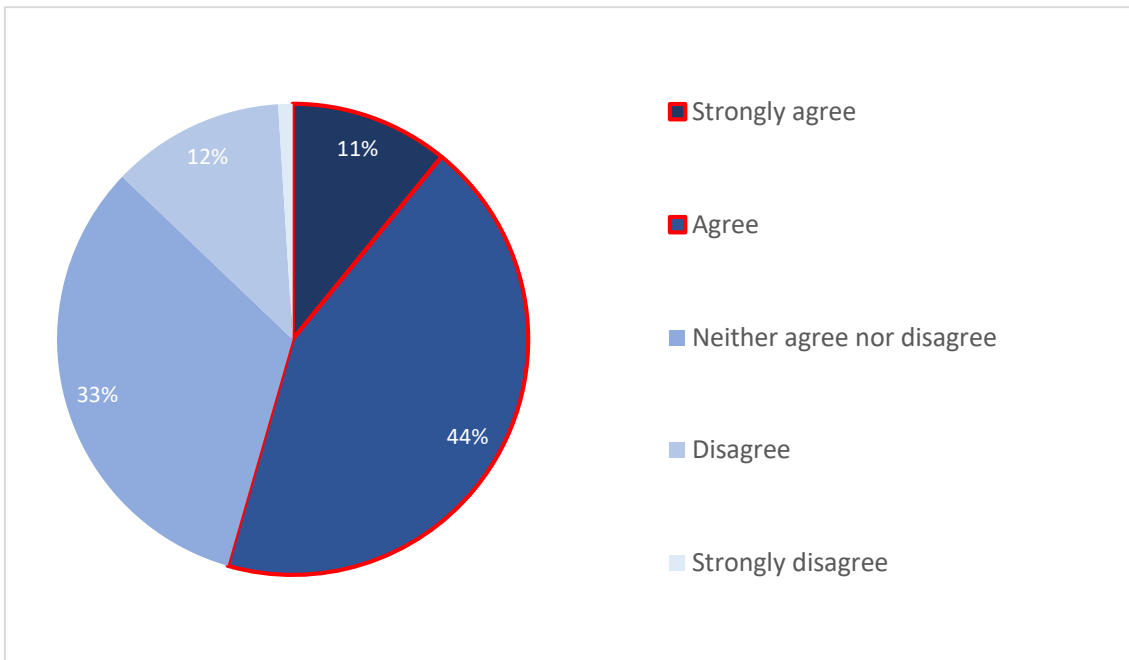
This has implications for possible development of farm contracting, which can provide an entry point to financial services, such as value chain financing. While in recent years, contract farming and contract farmers are becoming more common in Albania, regular and formal contract-based practices are still limited.

Figure 3-4: Sales to foreign markets



Source: Q II.D.4, “Who is the regular buyer of your main agricultural product and where is final destination of it?” (n=748)

Figure 3-5: Readiness for contract farming



Source: Q II.D.7, “7. Are you willing to enter into a contract farming agreement?” (n=959)



#### Box 2: Farm contracting

In Albania, different forms of vertical coordination are observed, which vary by sector/product and types of farmers. Spot markets still remain an important form of coordination in the horticulture sector. Regarding the types of agreements between farmers and buyers, previous studies conducted in Albania show that informal (verbal) agreements are widely used, while written contracts (formal contracting) are not common.

Contract farming can help farmers (especially small farms) reduce market-access risks, take up innovative technologies, increase productivity, and improve product quality. By facilitating access to crucial services not otherwise available and accessible to smallholders – such as advice and training, credits and inputs and, occasionally, insurance – productivity constraints may be overcome. This may lead to higher income for small farmers and a better livelihood for their families.

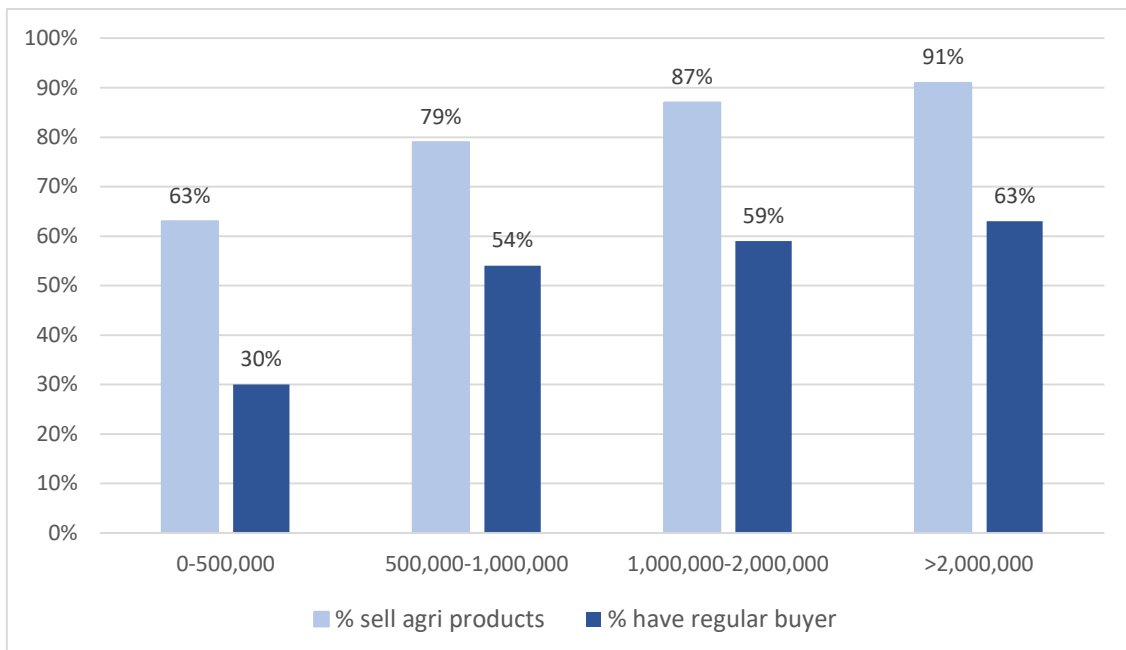
According to recent studies, the main reason for not contracting is that contracting is not their typical way of doing business. The second most important reason appears to be that farmers do not perceive any benefits from contracts.

The farmers' trust in the buyer appears to be a strong predictor of contracting in the greenhouse vegetables value chain. Study results show that the effect of buyers exercising their full power on contracting decisions is positive and significant. There are some models of contract farming that function well in Albania.

*Source: Imami (2018), Smallholders and Family Farms in Albania, Draft Country Study Report prepared for FAO. and ISETN (2017) National Economic Potentials of Contract Farming and Agriculture Cooperation in Albania, Report prepared for GIZ*

Figure 3-6 shows the percentage of households who sell agricultural products and percentage of those who have a regular buyer for different household income levels. The capacity to sell and the tendency to have regular buyer appears to increase with income.

Figure 3-6: Sales of agri products and regular buyer



Source: Q II.D.1, “Please provide the sales values of your agricultural products for 2017 (if any).”, Q II.D.3, “Do you have regular buyer of the main product?” (n=959)

**Box 3: Value chain coordination and export orientation – the case of a greenhouse farmer in Elbasan**

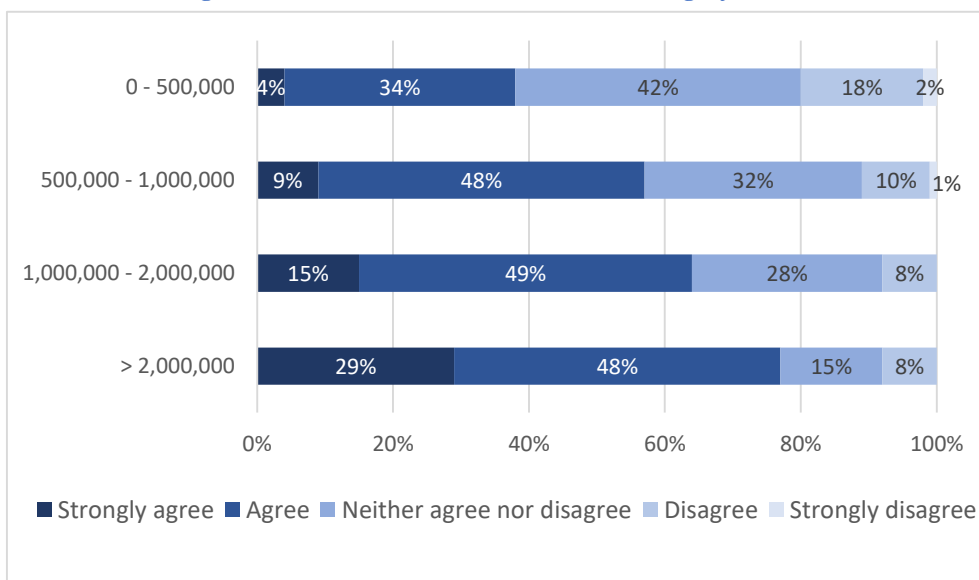
One interviewed greenhouse farmer in Elbasan had established a long-term stable relation with a collection point, which exports tomatoes and other greenhouse products. This farmer would sell about 90 percent of products to this collection point. The farmer was happy with the payment terms – he would be paid back within a short time after delivering the product. Furthermore, the buyer also provided seedlings which are paid back upon delivering the product – so the buyer practically pre-finances the seedlings for the supplying farmer. In addition to the financial advantage, provision of seedlings also ensures that the farmer plants the varieties in demand in the export market, thus the exporter ensures sales and provides guidance to the farmer. There are also cases, in which the buyer pre-finances farmers for other needs, in addition to seedlings, for example, the buyer provides advance payment to the farmer to facilitate his purchase of other inputs. The wholesaler buys from 70 farmers in the region, although pre-financing is provided to those farmers who demonstrate their reliability. Overall, the relation is based on trust and informal agreement. This example shows there are emerging patterns of farm contracting, which prove to be beneficial to both farmers and traders. This is also an interesting case, which can be further explored in the future in the context of financial products design, such as value chain finance.

Source: In-depth interview conducted as part of qualitative research

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Figure 3-7 shows that the readiness to enter into formal relations with buyers varies per income segment: Amongst the highest bracket 77% appears to be ready (the sum of “strongly agree” and “agree”), compared to 38% amongst the lowest income bracket. The level of willingness to have formal relations with buyers appears to increase as income level increases.

**Figure 3-7: Readiness for contract farming by income**

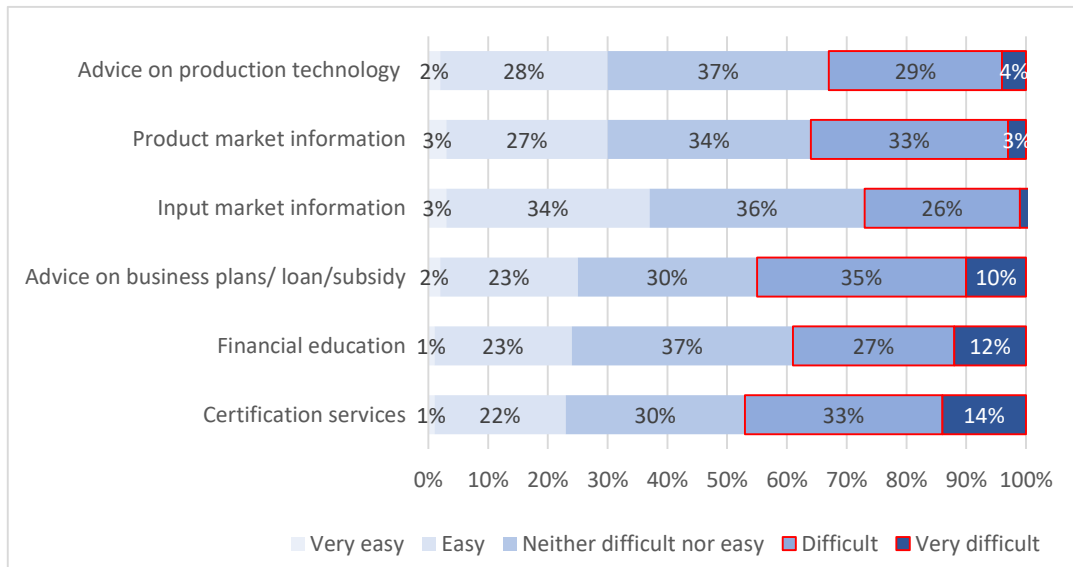


Source: Q II.D.7, “7. Are you willing to enter into a contract farming agreement?” (n=977)

**3.4 Advisory, training, and information services**

Figure 3-8 shows that approximately 30% - 45% of the respondents feel it is “difficult” or “very difficult” to access various extension services.

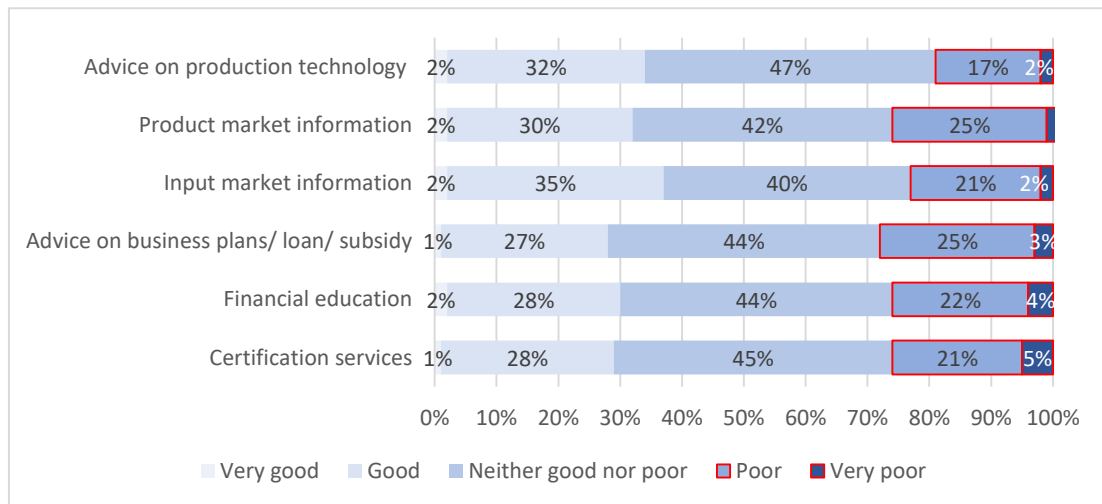
Figure 3-8: Perceptions on the accessibility to various services



Source: Q II.E.1, "Tell us if the following services are accessible. Also, provide us the main provider of each service and its quality of service." (n=977)

As appears from Figure 3-9, approximately 20-30% of the respondents evaluated the quality of available services as "poor" or "very poor".

Figure 3-9 : Perceptions of the quality of the various services



Source: Q II.E.1, "Tell us if the following services are accessible. Also, provide us the main provider of each service and its quality of service." (n=977)

These results indicate that many people perceive difficulties in access to these services and are dissatisfied with the quality. Thus, there is a need to provide a wide range of non-financial services taking into account two aspects: accessibility and quality. Considering the small farm size, (horizontal)

cooperation may also be an option to improve (joint) access to such services. Similar to the case of access to inputs (analysed above), in the qualitative enquiry, we obtained different views regarding quality of technical assistance or advisory services depending on the sector. The interviewed farmers who were engaged in the dairy sector were happy with the veterinarian services that were received.

#### Box 4: Services in the livestock/cattle sector

Overall, access to services related to the cattle sector is good, at least in productive agriculture areas. Both the presence of private and public advisory services is more consolidated in the livestock sector, when compared to the horticulture sector.

There are 3 different type of services, available in the livestock sector:

- Pure service model: In this chain the pure service model is consolidated and is prevalent in the market. It is used by veterinarians and insemination technicians to deliver their services to livestock farmers. Insemination technicians provide artificial insemination services with a fee that includes the cost of semen. Veterinarians deliver medication, curing and surgery services for livestock, which in most cases includes the cost of medicine. Farmers usually pay in cash upon successful delivery of the service.
- Public extension model: The public extension model includes the provision of matriculation and vaccination services to livestock farmers. These services are delivered by local veterinarians sub-contracted by the Ministry of Agriculture on a short-term basis. They are delivered for free to livestock farmers.
- Long-term contract model: There are few cases of big cattle farms (i.e. more than 100 cows) who subcontract or employ a veterinarian on a long-term basis.

*Source: Viaggi, D., Imami, D., Zhllima, E., & Leonetti, L. (2010, October). Current challenges of Albanian extension services in the context of EU integration and global markets. In 116th Seminar, October 27-30, 2010, Parma, Italy (No. 95241). European Association of Agricultural Economists.*

In the case of the horticulture sector, the main source of advice is the input supplier – the presence of the public extension services is very low (none of the in-depth interviewed horticulture farmers had received any advice or assistance from public extension specialists). According to an in-depth interviewee, who is a young farmer but also an agronomist by profession, most farmers are advised by input suppliers in order to guarantee the right use of inputs, otherwise, if the farmer gets the inputs from one place, and advice from another, then the responsibility in case of failure cannot be easily identified. Farmers choose input suppliers by looking at the success or failure demonstrated by specific fellow farmers (who bought inputs and were advised by the given input supplier).

In the case of larger greenhouses and stable relations with input suppliers, input suppliers are more likely to visit the greenhouse for advice, but in most cases, the advice is communicated directly

at the shop. For example, when a farmer faces a plant disease problem, he takes the plant/sample and shows to the input supplier who is also an agronomist, to get advice.

Levels of satisfaction with agronomists vary case by case. Some are concerned that when input suppliers provide agronomical advice, their advice tend to lead to sale of inputs (type and quantity) and to increase their profits rather provide the best solution to the farmer. Others question the competence of input suppliers in providing the right advice. One in-depth interviewed farmer stated:

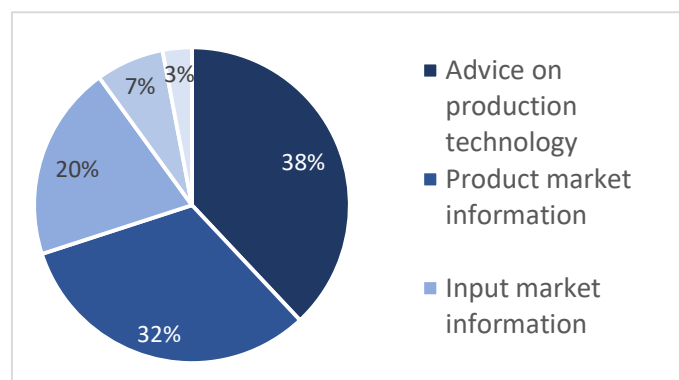
*Because of improper advice and pesticide, I lost almost 0.1 ha of spinach, whose value was about 200,000 ALL.*

One young farmer stated that he trusted more the advice provided by more experienced fellow farmers than by the input suppliers.

*I learn more from other farmers. Input suppliers are interested to sell pesticides so their advice might be more interested to sell their inputs rather than solve the problems. Once I had problem with insects, and I was advised to use various pesticides which were not efficient, so that I would buy more. Therefore, I am interested to get advice from fellow farmers because I get the right advice this way.*

In terms of desired services, Figure 3-10 shows that 38% of the respondents prioritize “Advice on production technology”, followed by “Product market information” and “Input market information.”

Figure 3-10 : Desired service



Source: Q II.E.2, “Please tell us the three most important services you would like to newly get.” (n=977)

This section shows that while the highest priority services of the target households include ‘advise on production technology’ and ‘product market information’, accessibility and quality of these services are deemed low. This indicates that there is a great opportunity for service providers to fill this gap.

#### Box 5: Advisory services in Albania

Advisory/extension services are present in many parts of the country, although the supply of and market for such services are still not very well developed. Public extension services are not very effective, and private extension services are still emerging and have been developing in some subsectors, especially in the most prosperous agricultural regions. Public extension services, aimed at increasing farmers' income, are provided free of charge. These services cooperate closely with other actors, such as NGOs and NPOs and donor projects.

The national/public extension service and the Agricultural Technology Transfer Centres (ATTC) disseminate information to up to 20 percent of farmers and agribusinesses. Despite the potential and the mandate of the public extension services, its effectiveness is limited due to quantitative (e.g. number of staff) and qualitative limitations (e.g. skills, know-how). The large number of small size farms in Albania results in a very low ratio of public extension specialists to farms.

Private operators and donor organizations have played a key role in filling the gaps, and in some areas, these are considered the main source of technical assistance. Farm consolidation and diversification of the channels of product distribution have raised the demand for specific services at the production level, information, accounting, and safety standards services, as well as marketing and other business development services at the market level.

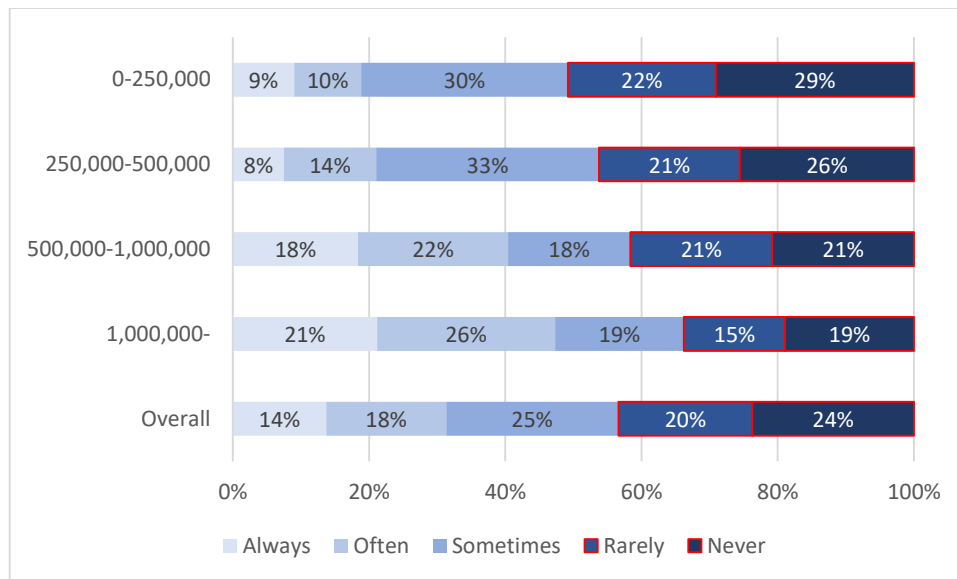
*Source: Skreli, E. and Imami, D. (2013) Government Extension Service Impact Assessment, Technical report prepared for FAO.*

### 3.5 Management and financial literacy for agriculture

Most farmers do not regularly keep notes on costs and income, and do not accurately calculate production costs. As a result, many decisions are not based on sound financial or economic analysis but rather on intuition, exposing farmers to higher risk.

Figure 3-11 depicts the percentages of households by frequency of record keeping of their income and expense by segments of annual on-farm income (indicates scale of farming activities). Respondents with higher farm-related income tend to keep records more often than those with smaller farm activities and more than 30% rarely or never keep notes regardless of the scale of the farm income.

Figure 3-11: Record keeping of expenses and revenues



Source: Q II.F.1, “Do you keep notes for expenses and revenues?” (n=977)

Table 3-6 shows that only 9% of the respondents have been trained or advised about calculation of cost and profit. One can also see that those who are trained tend to be the ones with higher education.

Table 3-6: Training/advice on of cost/profit calculation

| Education level of respondent | % of respondents |
|-------------------------------|------------------|
| No education                  | 0%               |
| Basic                         | 8%               |
| High school                   | 11%              |
| University                    | 19%              |
| <b>Overall</b>                | <b>9%</b>        |

Source: Q II.F.3, “Have you ever been trained or gotten advices about calculation of cost and profit?” (n=977)

Since nearly half of the sample households rarely or never keep notes and only 9% have received training in these areas, provision of such service may well be a useful step towards improved farm and household account management.

According to the in-depth inquiry, the way farmers keep notes / records and calculate costs and profit varies from farmer to farmer (among those who do keep records and make calculations). It appears that some make calculations only including variable costs, but not taking into account costs of investments and assets, such as greenhouse investment, or own household labour. Loan application processes have proven to be useful exercises and opportunities for financial education for farmers to improve their understanding of financial matters.



### Box 6: Financial education vis a vis loan application

One FED invest customer who took a loan, appreciated the fact that FED loan officer sat down with him during the loan application process to make calculations together about best way of preparing basic financial and cash flow plans. The farmer was engaged in the (cattle) dairy sector. He would receive 3 instalment payments per month from the buyer (i.e. every 10 days) and structured the loan in such a way that he could use one instalment payment from the buyer for monthly loan repayment, and the other 2 for the farm and family needs. The interviewed farmer found this arrangement very practical and useful, thereby loan repayment was considered quite easy.

*Source: In-depth interview conducted as part of qualitative research*

Interestingly, loan serves as educational and discipline function. According to in-depth interviews, some people are more likely to take a loan from a bank, because one has to think /assess very carefully if one is able to pay back or not, *because you deal with the state, whereas if you give a debt to someone, there is no way he/she can force you to pay back*, as stated by one interviewee. Another interviewee stated that loans with FIs lead to better the discipline because of the regular repayments required. In his opinion, borrowing from relatives can end up with need to reciprocate favour at inconvenient times (i.e. when he is not necessarily ready for it):

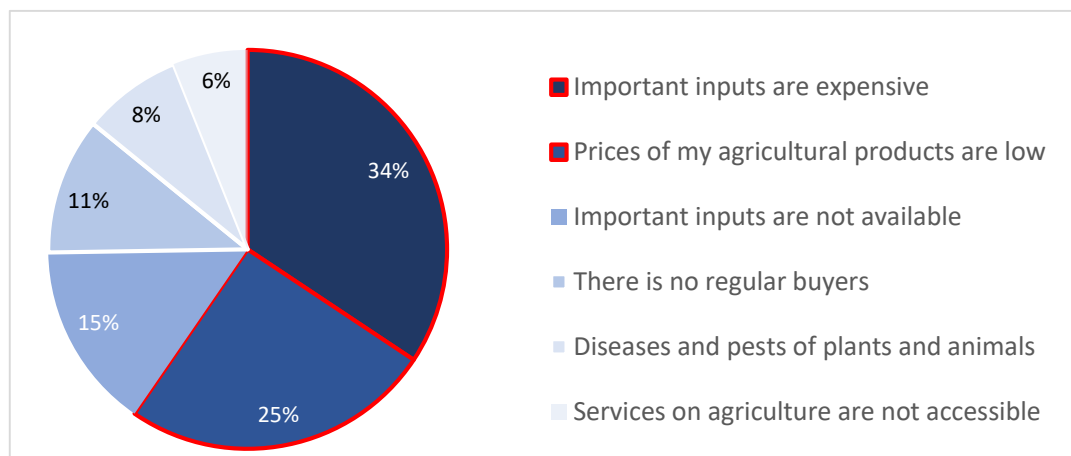
*'When you borrow money, they (i.e. his relatives) take you by surprise asking money back , or they expect you to lend them money whenever they need it.'*

Nevertheless, even among those who take loans from FIs, there is still observed need for financial education. For example, one young farmer who had got a loan, stated that he did not know the interest rate of the current loan that he has got, although he realized that the interest rate is high and should be lower.

### 3.6 Challenges of agriculture

Figure 3-12 shows that the "high price of important inputs" is considered the most serious problem in agriculture and the second greatest challenge perceived is the "low prices of the agriculture products." This combination of high input prices and low product prices reflects the weak market positioning of the generally small-size farmers. Efficiency and bargaining power could be strengthened through cooperation and collective activities.

Figure 3-12 : Most serious problem in agriculture



Source: Q II.G.1. “What are the major problems in agriculture?” (n=977)

According to in-depth interviews, not just low quality and high prices of inputs on one hand, and low prices of sold products, but also oscillations are a major challenge. Oscillations can be market driven (e.g. drastic price drops during the peak of production) and production related (e.g. whether conditions such as hail), which can affect the quality and quantity/yield. Thus, it is not just one single concern, but all the above-mentioned limitations, when combined, makes farming very challenging and unattractive especially for younger people.



### 3.7 Cooperation/collective action

The main form of horizontal cooperation is sharing of information and experience. Other forms of horizontal cooperation are not as common. According to the structured survey results, as shown in Table 3-7, 7% of the sample households are a member of some form of agriculture producer group or cooperative, 14% of them carry out joint production activities with other farmers and 9% of them carry out joint sales activities.

These findings are consistent with findings from other studies in Albania. For example, the study ‘National Economic Potentials of Contract Farming and Agriculture Cooperation in Albania’ (ISETN,

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2017), found that 9.0% of the farmers participate in farmers groups or cooperatives and 8.2% cooperate for input provision and product marketing.

**Table 3-7: Membership of cooperatives, joint production, and joint sales activities**

|  |     |
|--|-----|
| % of households who are members of agriculture producer group or cooperative | 7%  |
| % of households who carry out joint production activities with other farmers | 14% |
| % of households who carry out joint sales activities with other farmers      | 9%  |

Source: Q II.H.1, "Are you a member of any agriculture producer group or cooperative?", II.H.2, "Do you carry out joint production activities with other farmers?", II.H.3, "Do you carry out joint sales activities with other farmers?" (n=977)

Table 3-8 shows the respondents' stated willingness to participate in joint activities. It appears that significant proportions of the respondents are not positive about group activities. Nonetheless, overall, 25 - 50% of the respondents are willing to participate in various joint activities, which is higher than prediction of the survey team. This indicates potential for supporting promotion of cooperatives and joint activities in production and sales.

**Table 3-8: Willingness to participate in various joint activities**

| Answer to the following statement  | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| I am willing to pay a contribution for jointly hiring a technology / plant protection agronomist                   | 5%             | 29%   | 31%                        | 30%      | 6%                |
| I am willing to pay a contribution for jointly buying and using agricultural machinery                             | 4%             | 22%   | 32%                        | 36%      | 7%                |
| I am willing to participate in an input provision product marketing group / cooperative                            | 5%             | 21%   | 32%                        | 36%      | 5%                |
| I am willing to participate in a collective activity, such as joint maintenance of irrigation canals, village road | 10%            | 41%   | 30%                        | 17%      | 2%                |

Source: Q II. H.6, "Mark whether you agree or disagree with the following statements." (n=977)

During the qualitative enquiry there were observed differing views about cooperation. Some consider it as a necessity and see a potential to cooperate with fellow farmers while others don't see it as realistic, due to distrust and the past experience.

For example, one in-depth interviewed farmer stated:

*There is a great need for cooperation, such in the greenhouse sector. For example, farmers can cooperate to have the same variety so that they can better / easily to fill in trailers / bigger*



volumes. However, there is low willingness to cooperate because of strong individualism but also because there is no experience of free market coops, while there is bad experience with communism coops. But if there will be awareness, the mentality can change.

One farmer stated that: *...the only form of information is the exchange of information. Beyond that, there is 0 cooperation. Farmers are not willing to cooperate, because there is no trust.*

Another farmer stated: *It is difficult to have cooperation with many people because it is difficult to synchronize - for example not all may have money at the same time to buy inputs.*

There have been reported more several cases of cooperation among brothers/relatives and close friends, usually involving a small number of households. Cooperation include joint purchase of inputs, transport of products to the market, exchange of services, etc. One interviewed farmer from Lushnje stated:

*The biggest need is to buy jointly seeds and to sell jointly which is the biggest problem. Farmers are willing to cooperate because selling agriculture products is a major issue.*

Below box also shows the case of an informal farmer group that cooperate in different domains.

#### Box 7: Informal cooperation

One of the young interviewed farmers, who was engaged in the greenhouse sector, reported close collaboration with other farmers. For example, he cooperates with four other farmers to buy pesticides jointly in Greece, where prices are similar with those in Albania, but the quality is deemed much better. They travel together to Greece to buy such inputs, thus sharing the travel cost. They also cooperate to transport the product to the wholesale market. In addition, they work together with other farmers to maintain/clean the drainage channels, to avoid flooding, which they faced in the past.

*Younger farmers are more willing to cooperate especially with elder farmers to learn from them – stated the interviewed farmer.*

There are already farmer groups that cooperate on an informal basis, which, with support, can be transformed into successful cooperatives in the future. Any intervention to support collective action should focus on farmer groups who already have demonstrated that they have collaborated together, which implies some experience and trust which are prerequisites for having succesful collective action initiative.

*Source: In-depth interview*

Box 8: Trust and collective action – family vs friendship based cooperation

During the qualitative enquiry there have been observed other cases of collective action.

One interviewed farmer from Lushnje (who had got a loan from FED to buy a tractor) cooperated with two fellow farmers who are all operating in the dairy cattle sector – they are close friends and share agriculture mechanics - he provides them the tractor and they provide him transport equipment. So instead of buying joint equipment, they combine their equipment in complementary way. They also buy inputs, such as fertilizers (needed to produce animal feed such as cereals) in a group, achieving a lower/better price. They also borrow from each other animal feed depending on the situation. However they don't sell jointly the milk - because they are far from each other it is difficult (not practical) to sell jointly the milk.

Another interviewed farmer from Fier, operating in the greenhouse vegetable sector, cooperates only with his brother and one of his relatives who have greenhouses nearby – they do everything together. *“Who has greenhouses nearby are more likely to cooperate, but only when they have family relations or when they are friends”*, stated the farmer.

Source: In-depth interview

One interviewed farmer in Lushnje is a member of the producer group/cooperative Myzeqeja Farm, which is one of the few functional cooperatives in Albania. The interviewed farmer supplies the milk and gets animal feed from the cooperative. The farmer stated that he benefited a lot from cooperation, but still farmers have allergy from the word cooperative (because of the past). Below we provide a description of the Myzeqeja Farm cooperatives, which was also visited by the JICA team of consultants during 2018.

Box 9: Successful farmers group – the case of Myzeqeja Farm

Farm group Myzeqeja Farm is registered as an Agricultural Cooperation Association (SHBB). It is located in Kemishtaj, Lushnje. It counts 60 family farm members, represented by the heads of the farms. Its main activities are milk collection and marketing, input provision, and agricultural machinery services. The group has a written agreement with Erzeni milk processing factory. They sell at higher prices than most individual farmers because of a) higher quality related to storing milk in cooling tank and b) bargaining power. Myzeqeja Farm also provides mechanical services for member farms at a lower price than other service producers. Heifer International, a charity organization, has provided support since the early days of transition for the group of farmers, and thanks to their support, the individual farmers grew their production capacities but also managed to establish a sustainable cooperative. They have a cooling tank and agro-mechanic equipment, which they use jointly.

Success determinants include:

- trusted leader (the group’s leader is a farmer who is trusted by other farmers);
- clear and simple rules emphasizing transparency and the separation of operational and financial management;
- community cohesion and solidarity (the majority of group members have been village inhabitants for generations, and cooperation among people in the village has always happened, even during the former communist system); and
- professional support – both technical and financial – from Heifer International and other donors, during the start-up phase and at latter phases.

*Sources: In-depth interview with Pirro Jongari, representative of Myzeqeja Farm; and Imami, D. (2018), Smallholders and Family Farms in Albania, Draft Country Study Report prepared for FAO.*

### 3.8 Access to subsidies

Table 3-9 shows the percentage of households that have applied to government schemes and obtained the support, by sector. Overall, only 6% of the sample households have applied for government support schemes and 2% actually received support. The percentage of fruits farmers who applied is higher than the other sectors, which probably reflects the fact that there are more government schemes for fruits production than for other agriculture activities.

Among those who have applied to the government schemes, only few of them remember what exactly they applied for. This highlights the importance of promoting awareness among farmers for subsidy schemes such as concept, system, procedures etc.

Table 3-9: Percentage of households that have applied to government schemes and obtained the support (n=977)

| Major farming activity | % of households who applied | % of households who obtained the support |
|------------------------|-----------------------------|--|
| Cereal                 | 8%                          | 6%                                       |
| Green house vegetable  | 2%                          | 0%                                       |
| Open field vegetable   | 6%                          | 6%                                       |
| Fruits                 | 12%                         | 6%                                       |
| Livestock              | 7%                          | 1%                                       |
| On-farm processing     | 5%                          | 2%                                       |
| <b>Overall</b>         | <b>6%</b>                   | <b>2%</b>                                |

Table 3-10 shows percentage of households who are willing to form a group of farmers to apply for government schemes. 21% of the sample households are willing to form a group of farmers to

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apply for government scheme, which is much higher than the ratio of households who have applied for government schemes thus far.

**Table 3-10: Percentages of households who are willing to form a group of farmers to apply for government scheme (n=977)**

| <b>Major farming activity</b> | <b>% of households</b> |
|-------------------------------|------------------------|
| Cereal                        | 34%                    |
| Green house vegetable         | 24%                    |
| Open field vegetable          | 6%                     |
| Fruits                        | 25%                    |
| Livestock                     | 20%                    |
| On farm processing            | 7%                     |
| <b>Overall</b>                | <b>21%</b>             |

From Table 3-11 it appears that farmers see more potential in national schemes than in EU supported schemes, such as IPARD. This may be, because the latter is far more complex and challenging to apply for.

**Table 3-11: Potential subsidy schemes**

| <b>Name of scheme</b>                    | <b>Number of households</b> |
|--|-----------------------------|
| EU support scheme (IPARD like)           | 10                          |
| Government support scheme on agriculture | 123                         |
| <b>Total</b>                             | <b>133</b>                  |

*Source: Q II.H.11, "If you know what kind of scheme you would like to apply, please provide the name of the scheme."*

**Box 10: Access to subsidies**

The budget available for agriculture subsidy in Albania is the lowest in the region. As a result, only a limited number of farmers (and other agribusiness operators) have access to governmental subsidies.

In addition, the efficiency and professionalism of the administration involved in the process of support scheme implementation affects the absorption capacity. Previous studies show that the transparency of procedures related to subsidies is seen as insufficient. There also are concerns regarding cooperation with the respective authorities.

**Source:** *Imami, D. (2018), Smallholders and Family Farms in Albania, Draft Country Study Report prepared for FAO.*

During the qualitative enquiry, farmers stated that there was very limited or no support available from the government, while some raised concerns about the transparency how the grants/funds have been allocated. In an in-depth interview, one farmer stated that he had made applications to subsidy schemes (for the purpose of introducing drip irrigation, etc.) many times but never been successful. He had never received support or advice for the application process thus far and that, he would be willing to pay some fee in order to obtain advice, though obviously that depends on the level of the fee.

Another interviewee stated that its not worth to apply for subsidies considering the long (selection) process, bribing and other bureaucratic processes involved:

*'It's not worthy getting pennies, if you'd have to pay pounds to get access to these pennies.'*

The prevalent perceptions on the subsidy schemes, such as the ones shown above, may not be easily overcome. Nonetheless, it would be still worthwhile to consider ways to facilitate the valuable resources to get where they are intended to.

### 3.9 Investment

Table 3-12 shows that 18% or the sample households made the investment in the last 3 years. Agricultural related items (such livestock, agricultural equipment, and fruits plantation) are the major purposes of investment. There have also been reported a few cases of investment for other purposes such as non-agricultural private company, purchase of car/truck, and house/building.

Table 3-12: Percentages of households who made investment for various purposes in the last 3 years (n=959)

|                       | Made invest in the last three years | Buy livestock | Buy agricultural equipment | Fruit plantation | Agricultural buildings or | Non-agricultural private company | Buy agricultural land | Buy a car or truck | House, apartment or building | Buy non agricultural land | Buy agro-processing equipment |
|-----------------------|-------------------------------------|---------------|----------------------------|------------------|---------------------------|----------------------------------|-----------------------|--------------------|------------------------------|---------------------------|-------------------------------|
| Cereal                | 14%                                 | 0%            | 5%                         | 0%               | 0%                        | 6%                               | 0%                    | 3%                 | 0%                           | 0%                        | 0%                            |
| Green house vegetable | 14%                                 | 0%            | 0%                         | 0%               | 8%                        | 1%                               | 1%                    | 1%                 | 2%                           | 0%                        | 0%                            |
| Open field vegetable  | 17%                                 | 0%            | 3%                         | 0%               | 3%                        | 6%                               | 0%                    | 0%                 | 0%                           | 0%                        | 6%                            |
| Fruits                | 29%                                 | 2%            | 11%                        | 15%              | 1%                        | 2%                               | 1%                    | 0%                 | 1%                           | 1%                        | 1%                            |
| Livestock             | 16%                                 | 7%            | 4%                         | 1%               | 1%                        | 2%                               | 0%                    | 3%                 | 0%                           | 0%                        | 0%                            |
| Processing            | 27%                                 | 9%            | 4%                         | 9%               | 1%                        | 0%                               | 0%                    | 0%                 | 0%                           | 0%                        | 0%                            |
| <b>Overall</b>        | <b>18%</b>                          | <b>5%</b>     | <b>4%</b>                  | <b>4%</b>        | <b>2%</b>                 | <b>2%</b>                        | <b>1%</b>             | <b>2%</b>          | <b>1%</b>                    | <b>0%</b>                 | <b>0%</b>                     |

Source: Q III.1, "Did you invest in the last 3 years?" (multiple answers, n=959)

Table 3-13 and 3-14 show that investing in the business increases with income and that inactive members have hardly invested in the recent years.



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Table 3-13: Investment by income

| Household annual income level (ALL) | % of households |
|-------------------------------------|-----------------|
| 0-500,000                           | 8%              |
| 500,000-1,000,000                   | 18%             |
| 1,000,000-2,000,000                 | 23%             |
| >2,000,000                          | 38%             |
| <b>Overall</b>                      | <b>18%</b>      |

Source: Q III.1, "Did you invest in the last 3 years?"

Table 3-14: Investments by member status

| Member status   | % of households |
|-----------------|-----------------|
| Active member   | 23%             |
| Inactive member | 3%              |
| Non member      | 23%             |
| <b>Overall</b>  | <b>18%</b>      |

Source: Q III.1, "Did you invest in the last 3 years?"

Table 3-15 depicts the various sources for these investments among those who made an investment in the last 3 years. 66% of them used their own money and 38% of them used bank loans for their investments.

Table 3-15: Sources of funds for the investment (n=173)

|                       | % of households that used own money | % of households that used bank loan | % of households that borrow from others |
|-----------------------|-------------------------------------|-------------------------------------|---|
| Cereal                | 44%                                 | 44%                                 | 0%                                      |
| Green house vegetable | 35%                                 | 65%                                 | 9%                                      |
| Open field vegetable  | 17%                                 | 100%                                | 0%                                      |
| Fruits                | 83%                                 | 25%                                 | 5%                                      |
| Livestock             | 72%                                 | 44%                                 | 8%                                      |
| Processing            | 73%                                 | 0%                                  | 0%                                      |
| <b>Overall</b>        | <b>66%</b>                          | <b>38%</b>                          | <b>6%</b>                               |

Source: Q III.1, "Did you invest in the last 3 years?" (n=173)

Table 3-16 shows that agricultural equipment and livestock are the most likely potential investment items. House / building is also in high demand.

Table 3-16: Type of major investment in the next 5 years

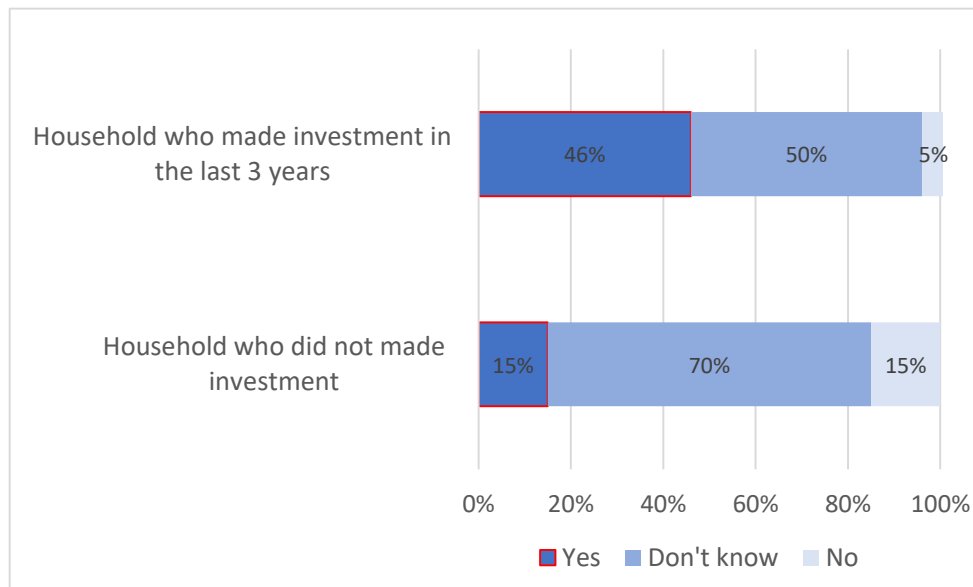
|                                    |     |
|------------------------------------|-----|
| Agricultural equipment             | 25% |
| Livestock                          | 22% |
| Fruit plantation                   | 16% |
| House/ building                    | 10% |
| Agricultural buildings/greenhouses | 10% |
| Agricultural land                  | 9%  |

|                           |    |
|---------------------------|----|
| Car or truck              | 4% |
| Agro-processing equipment | 1% |

Source: Q III.2, "List three main investments that you need for the next 5 years." (n=977)

Figure 3-13 shows that 46% of the sample households who made investment in the last 3 years plan to make further investments, compared to 15% of those who did not make any investments in the last three years. In other words, those who have made investments recently tend to be more inclined to making further investments in the near future.

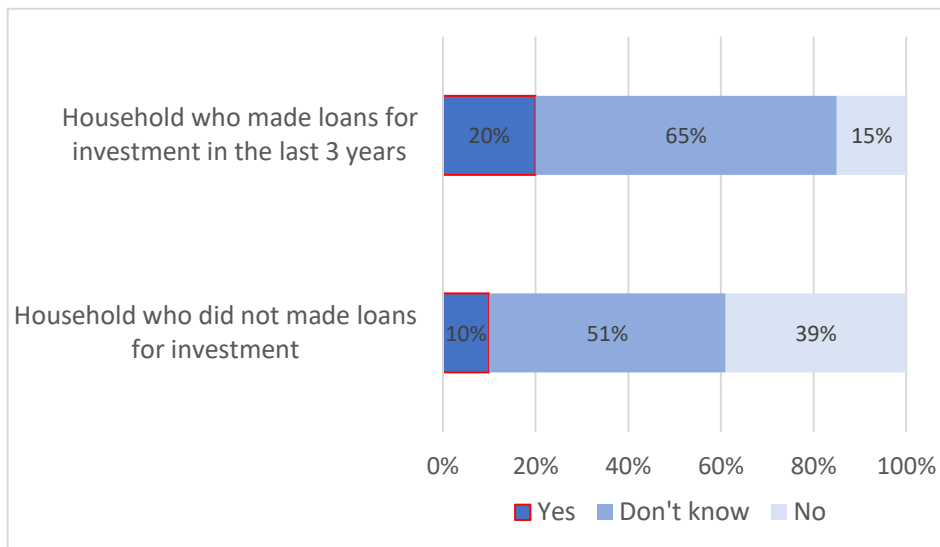
Figure 3-13: Expectations/plans for future investment



Source: Q III.2.ii, "Will you make these investments?" (n=977)

Figure 3-14 shows that 20% of the sample households who made bank loans in the last 3 years plan to borrow money from a bank, compared to only 10% of those who had not made any bank loans. Thus, those who have borrowed money recently are more likely to plan for another loan.

Figure 3-14 : Plans to take out bank loan



Source: Q III.2.iii, "If Yes, do you intend to avail a loan?" (n=977)

During the qualitative enquiry, there were different needs and views regarding investments. However, need for investing in irrigation appeared prevailing. Regarding the way to finance investments, various views were observed. One young farmer stated as follows:

*"For long term investment, there are few farmers who take the risk of taking a loan – it is usually those who have a strong market orientation. Whereas those who have alternative employment and income sources, and for whom agriculture is a secondary activity and those who are very mixed, are less likely to take loans (to finance investments)."*

So the investments for the latter categories are more driven from savings.

Insecurity is a major reason why some people hesitate to make new investments and finance them with loans, even when there is a potential and need for such an investment. One farmer, who had benefited from the FED pilot insurance program in the past, stated:

*"I am not afraid of loans, to take more loan to increase the greenhouse area (to build new greenhouse), if I have a) insurance and b) market."*

## 4. Major results of the survey: Financial services

### 4.1 Aspiration

This section describes the aspirations of the respondents to continue farming activities in the middle and long term, as well as related needs. Table 4-1 shows that approximately 80% of the respondents will probably be living and working on the farm in 5 years. Those who are not likely to stay on the farm tend to be the members of lower income, small-scale farms. No significant differences between age groups or gender were observed in this respect.

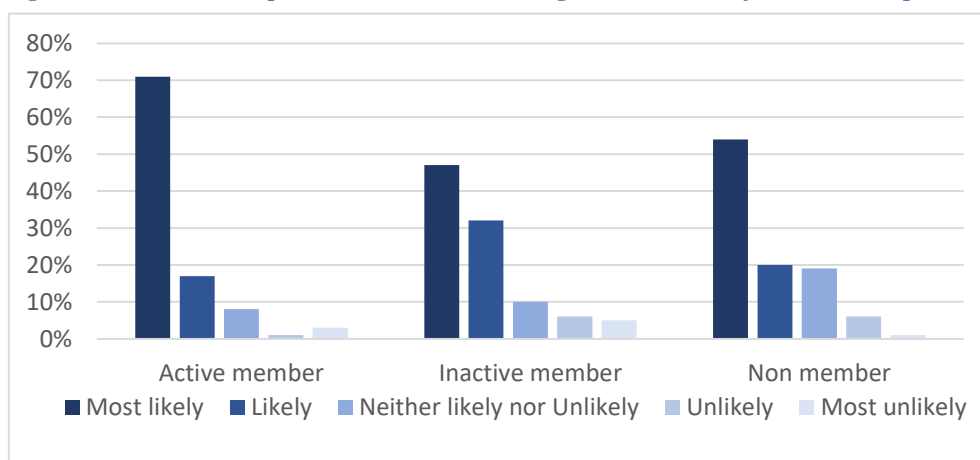
Table 4-1: Mid-term plans to remain working on the farm by farm income level

| Farm income level | Most likely | Likely     | Neither likely nor unlikely | Unlikely  | Most unlikely |
|-------------------|-------------|------------|-----------------------------|-----------|---------------|
| 0-250,000         | 49%         | 18%        | 19%                         | 7%        | 6%            |
| 250,000-500,000   | 47%         | 19%        | 23%                         | 8%        | 3%            |
| 500,000-1,000,000 | 62%         | 29%        | 7%                          | 2%        | 0%            |
| 1,000,000-        | 71%         | 23%        | 5%                          | 1%        | 0%            |
| <b>Overall</b>    | <b>57%</b>  | <b>22%</b> | <b>14%</b>                  | <b>5%</b> | <b>2%</b>     |

Source: Q VII.1 "Using the scale 1-5 (below), mark whether you agree or disagree with the following statements. In five years from now will be living and working on my farm." (n=977)

Figure 4-1 looks into mid-term plans to remain working on the farm by FED invest membership status (n=977). It shows that active members have stronger conviction to continue farming activities in the next 5 years than the others.

Figure 4-1: Mid-term plans to remain working on the farm by membership status

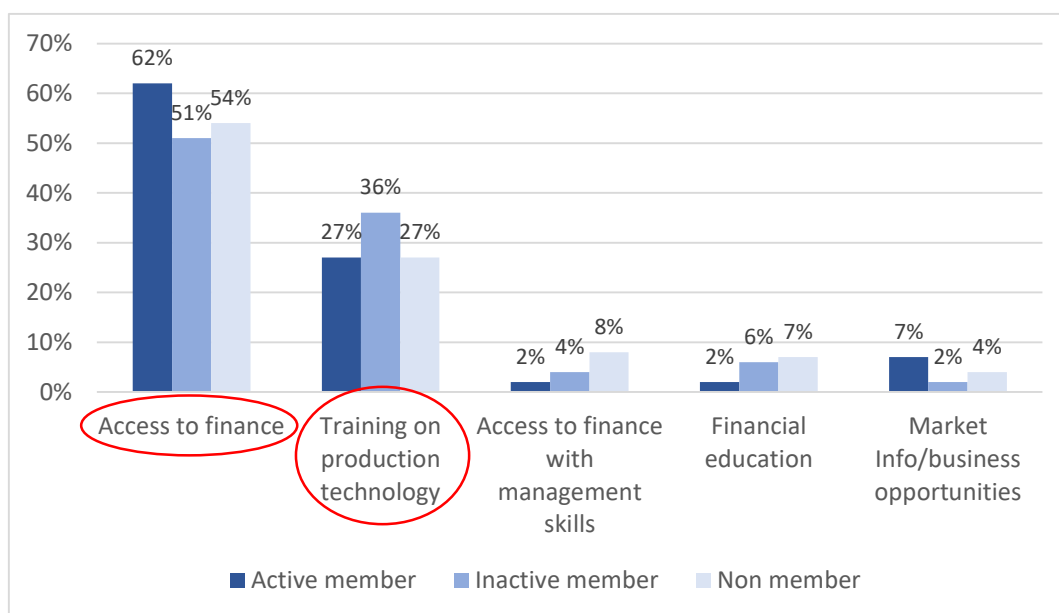


Source: Q VII.1 "Using the scale 1-5 (below), mark whether you agree or disagree with the following statements. In five years from now will be living and working on my farm." (n=977)

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Figure 4-2 represents the needs of the respondents in case they will be living and working on the farm, (regardless their answer to the previous question). More than half of the respondents stated that they need access to finance to live and work on the farm. Training on production technology is also ranked highly. Other topics of management skills, such as financial education, market information etc. were not selected as 'the most needed' by the respondents. This does not necessarily mean that those topics are not considered important.

Figure 4-2: Needs for staying at their farms



Source: QV II.2, "In case you will be living and working on the farm, tell us about what you would need the most." (multiple answers n=977)

Table 4-2 shows the needs for staying at their farm for different income levels while Table 4-3 provides the break down by age and gender. For those who expect to stay in the farm "Access to finance" is more important for the low-income households. "Training on production technology" is the most urgent need amongst the highest income segment.

Table 4-2: Needs for staying on farm by income

| Household annual income level (ALL) | Access to finance | Access to finance combined with management skills | Financial education | Information on market / business opportunities | Training on production technology | Other |
|-------------------------------------|-------------------|---|---------------------|--|-----------------------------------|-------|
| 0-500,000                           | 61%               | 6%  | 4%                  | 5%   | 23%                               | 1%    |
| 500,000-1,000,000                   | 52%               | 6%  | 7%                  | 3%   | 33%                               | 0%    |



|                      |            |           |           |           |            |           |
|----------------------|------------|-----------|-----------|-----------|------------|-----------|
| 1,000,000-2,000,000  | 55%        | 5%        | 7%        | 4%        | 28%        | 1%        |
| <b>&gt;2,000,000</b> | 43%        | 6%        | 2%        | 5%        | <b>44%</b> | 0%        |
| <b>Overall</b>       | <b>55%</b> | <b>5%</b> | <b>5%</b> | <b>4%</b> | <b>29%</b> | <b>1%</b> |

Source: Q VII.2, "In case you will be living and working on the farm, tell us about what you would need the most." (n=977)

Table 4-3: Needs for staying on farm by gender and age

|                | Access to finance | Training on production technology | Access to finance combined with management skills | Financial education | Market opportunities/opportunities |
|----------------|-------------------|-----------------------------------|---|---------------------|------------------------------------|
| <b>Male</b>    | <b>55%</b>        | <b>28%</b>                        | <b>6%</b>   | <b>6%</b>           | <b>5%</b>                          |
| Under 21       | 56%               | 21%                               | 5%  | 8%                  | 7%                                 |
| 22-35          | 58%               | 34%                               | 3%  | 2%                  | 3%                                 |
| 36-59          | 56%               | 28%                               | 5%  | 5%                  | 5%                                 |
| Over 60        | 52%               | 27%                               | 8%  | 7%                  | 4%                                 |
| <b>Female</b>  | <b>55%</b>        | <b>36%</b>                        | <b>3%</b>   | <b>5%</b>           | <b>3%</b>                          |
| Under 21       | 48%               | 39%                               | 2%  | 6%                  | 5%                                 |
| 22-35          | 59%               | 33%                               | 1%  | 6%                  | 0%                                 |
| 36-59          | 50%               | 38%                               | 7%  | 0%                  | 5%                                 |
| Over 60        | 67%               | 33%                               | 0%  | 0%                  | 0%                                 |
| <b>Overall</b> | <b>55%</b>        | <b>29%</b>                        | <b>5%</b>   | <b>5%</b>           | <b>4%</b>                          |

Source: Q VII.2, "In case you will be living and working on the farm, tell us about what you would need the most." (n=977)

In the qualitative enquirey, different views were expressed regarding youth engagement and prospective in the agriculture sector. One interviewee stated:

*'Those who are young, in their twenties, are so detached from agriculture/farming, such as some don't even recognize where their own household land parcels are.'*

While another one said:

*'Youth are not willing to work hard on farm, especially those below 25 years. But when they establish their own families, due to the emerging needs, the motivation can change.'*

However, the main challenges is not seen among the youth attitude but rather in the agriculture sector outlook, as one interviewee stated:

*'Young people don't see a future in agriculture. Not that they are not interested, but the sector does not offer them a future. Due to quality of inputs, lack of secure market etc it is not profitable.'*

Others view the motivation of youth to engage in the agriculture dependent on the sector and farm size. One interview stated that:

*'If the farm is big, then it may be more profitable and also more attractive for younger people.'*

While another said that.

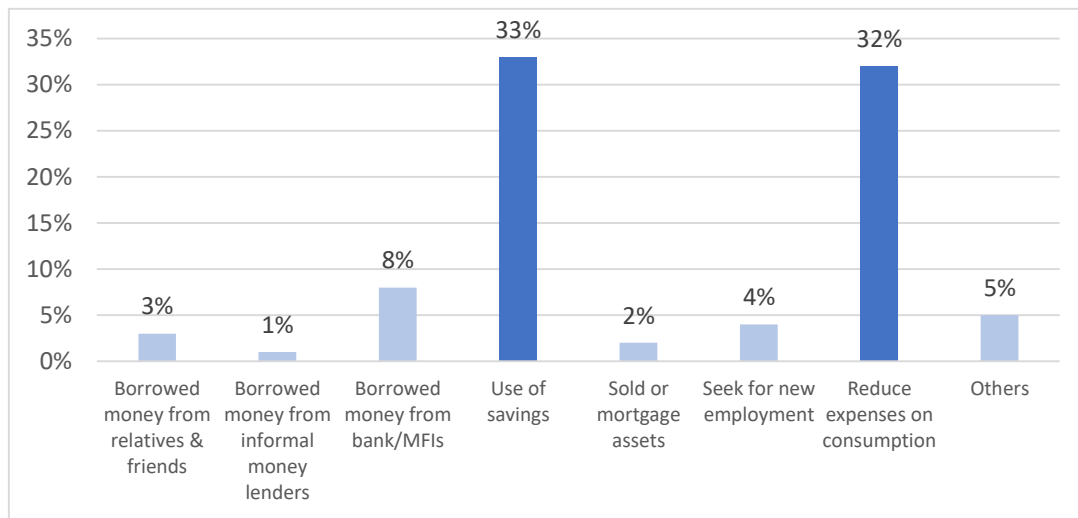
*'In the case of greenhouses, incomes are better, therefore the youth see an interest. That is the case for both women and men.'*

## 4.2 Risks

This section illustrates what kinds of life time events require financial activities and how the respondents coped with them. It is important to note that access to financial services in general enables households to use money for productive and consumption purposes, which helps them accumulate assets and smoothen their expenditures. Accumulation of financial assets and expenditures smoothing through financial services assist them to cope with crises and shocks that contribute to their financial vulnerabilities. Understanding the various crises and events resulting from internal and external risk factors that households are facing will provide information on what specific risk-mitigating financial products can be developed to help them cope with those risks, reduce their vulnerabilities and build their resiliency.

Figure 4-3 shows coping strategies when the respondents face these life time events (among those who encountered those events in the last 3 years). The largest number used their savings, and a similar number of households reduced expenses on consumption, implying that most of them did not rely on external resources to cope with these events. Very few people borrowed either from relatives/friends or money lenders including from financial institutions. These results indicate that providing them with financial education would help equip them with proper tools to save and manage their expenses.

Figure 4-3: Coping strategy for life time events



Source: Q IV. 3, "What coping mechanisms did you adopt to mitigate the effects of those events?" (n=298)

Table 4-4 reveals that some 8% of the lowest income strata households borrowed money from relatives and friends to cope with risks, yet hardly ever from formal and informal institutions (including banks/MFIs and informal money lenders). Borrowing from banks/MFIs is found somewhat more common among higher income segments (around 10%). Overall, slightly more than 30% of households used their savings.

Table 4-4: Coping strategy by income

| Household annual income level (ALL) | Borrowed money from relatives & friends | Borrowed money from informal money lenders | Borrowed money from bank / MFIs | Use of savings | Sold or mortgage assets | Seek for new employment | Reduce expenses on consumption | Claims from insurance | Others    |
|-------------------------------------|---|--|---------------------------------|----------------|-------------------------|-------------------------|--------------------------------|-----------------------|-----------|
| 0-500K                              | 8%                                      | 0%   | 2%                              | 31%            | 4%                      | 4%                      | 30%                            | 13%                   | 6%        |
| 500K-1,000K                         | 0%                                      | 2%   | 9%                              | 35%            | 2%                      | 7%                      | 40%                            | 5%                    | 0%        |
| 1,000K-2,000K                       | 0%                                      | 0%   | 10%                             | 33%            | 1%                      | 3%                      | 32%                            | 14%                   | 6%        |
| >2,000K                             | 3%                                      | 2%   | 12%                             | 34%            | 2%                      | 3%                      | 29%                            | 12%                   | 2%        |
| <b>Overall</b>                      | <b>3%</b>                               | <b>1%</b>                                  | <b>8%</b>                       | <b>33%</b>     | <b>2%</b>               | <b>4%</b>               | <b>33%</b>                     | <b>12%</b>            | <b>4%</b> |

Source: Q IV. 3. "What coping mechanisms did you adopt to mitigate the effects of those events?" (n=298)



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Table 4-5 shows that, overall, people tend to rely on reducing expenses on their consumption as coping strategies.

Table 4-5: Coping strategies by age group

|                | Borrowed money from relatives & friends | Borrowed money from informal money lenders | Borrowed money from bank/MFIs | Use of savings | Sold or mortgage assets | Seek for new employment | Reduce expenses on consumption | Stop schooling of children | Claims from insurance | Others    |
|----------------|---|--|-------------------------------|----------------|-------------------------|-------------------------|--------------------------------|----------------------------|-----------------------|-----------|
| < 21           | 0%                                      | 0%   | 15%                           | 33%            | 0%                      | 3%                      | 26%                            | 0%                         | 21%                   | 3%        |
| 22-35          | 5%                                      | 0%   | 6%                            | 34%            | 2%                      | 5%                      | 35%                            | 0%                         | 6%                    | 8%        |
| 36-59          | 3%                                      | 0%   | 5%                            | 33%            | 4%                      | 4%                      | 33%                            | 0%                         | 14%                   | 5%        |
| > 60           | 4%                                      | 2%   | 8%                            | 31%            | 2%                      | 6%                      | 31%                            | 0%                         | 10%                   | 5%        |
| <b>Overall</b> | <b>3%</b>                               | <b>1%</b>                                  | <b>8%</b>                     | <b>33%</b>     | <b>2%</b>               | <b>4%</b>               | <b>32%</b>                     | <b>0%</b>                  | <b>12%</b>            | <b>5%</b> |

Source: Q IV. 3. "What coping mechanisms did you adopt to mitigate the effects of those events?" (n=298)

Table 4-6 shows the risk coping strategies by gender of respondents. While there is no clear difference is identified, one point to notice is that no female respondents chose 'borrowed money from relatives and friends' as an answer.

Table 4-6: Coping strategies by gender

|                | Borrowed money from relatives & friends | Borrowed money from informal money lenders | Borrowed money from bank / MFIs | Use of savings | Sold or mortgage assets | Seek for new employment | Reduce expenses on consumption | Stop schooling of children | Claims from insurance | Others    |
|----------------|---|--|---------------------------------|----------------|-------------------------|-------------------------|--------------------------------|----------------------------|-----------------------|-----------|
| Male           | 4%                                      | 1%   | 8%                              | 33%            | 3%                      | 4%                      | 33%                            | 0%                         | 10%                   | 6%        |
| Female         | 0%                                      | 0%   | 6%                              | 34%            | 2%                      | 5%                      | 31%                            | 0%                         | 19%                   | 3%        |
| <b>Overall</b> | <b>3%</b>                               | <b>1%</b>                                  | <b>8%</b>                       | <b>33%</b>     | <b>2%</b>               | <b>4%</b>               | <b>32%</b>                     | <b>0%</b>                  | <b>12%</b>            | <b>5%</b> |

Source: Q IV. 3. "What coping mechanisms did you adopt to mitigate the effects of those events?" (n=298)

### 4.3 Household management<sup>18</sup>

Simple record keeping can guide the family in financial decision-making and planning if they know the trend of their income and expenses and which budgetary items that are spent on the family's needs. Since FED invest is piloting a credit scoring system in order to determine the risk exposure of existing and potential borrowers, simple record keeping is an important training topic for existing as well as potential customers, especially because it is common to find rural farming households without regular record keeping of household and farm transactions.

<sup>18</sup> The content of this section is closely linked with 3.5 of the present report.



Table 4-7 shows that the majority (62%) of the total sample does not keep records of income and expenses. The absence of household transaction records can be attributed to the low level of education among the respondents - the majority only attained elementary level. Further probing of the reasons behind the low rates of record keeping through a qualitative survey might provide ideas for required services for existing and potential customers.

**Table 4-7: Record keeping by member status**

| <b>Membership status</b> | <b>% of households</b> |
|--------------------------|------------------------|
| Active member            | 38%                    |
| Inactive member          | 24%                    |
| Non-member               | 46%                    |
| <b>Overall</b>           | <b>38%</b>             |

*Source: Q V. 1. "Did somebody in your house record household incomes and/or expenditure of households in the last 12 months?"*

Table 4-8 shows that record keeping is more prevalent among the higher income segments as compared with the lower income segments households.

**Table 4-8: Record keeping by income**

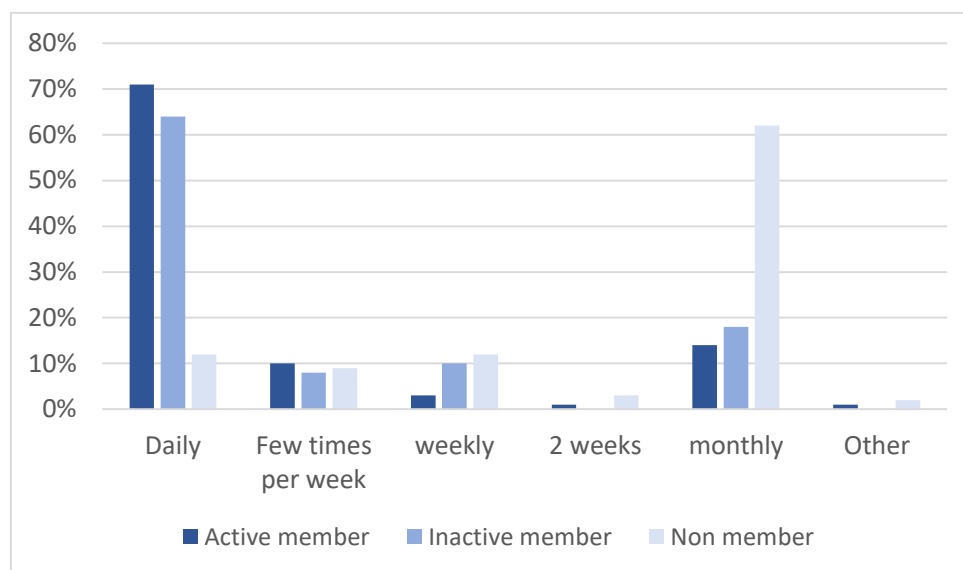
| <b>Household annual income level (ALL)</b> | <b>% of households</b> |
|--|------------------------|
| 0-500,000                                  | 20%                    |
| 500,000-1,000,000                          | 40%                    |
| 1,000,000-2,000,000                        | 55%                    |
| >2,000,000                                 | 58%                    |
| <b>Overall</b>                             | <b>38%</b>             |

*Source: Q V. 1. "Did somebody in your house record household incomes and/or expenditure of households in the last 12 months?"*

Figure 4-4 shows that amongst those who keep records (371 or 38% of the respondents), the majority of active and inactive members kept records on a daily basis while only 10% of non-members do.

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Figure 4-4: Frequency of keeping records



Source: Q V.3, "How often does he/she record?" (n=371)

The survey finds that only 1% of the respondents participated in any kind of financial training, and that those who have participated in training tend to be university graduates. This indicates that there is a high potential for the respondents to improve their household and business resource management capacity by being provided with proper instructions, advice and training. The low level of participation in training can be attributed to the lack of available training services or programs in the area and/or lack of awareness. It is important to determine the demand for this service among its existing and potential clients.

Table 4-9: Percentages of respondents who have participated in any program/training/service on financial education (n=977)

|                   | % of households who get financial education program |
|-------------------|---|
| Active member     | 2%  |
| Non-active member | 2%  |
| Non-member        | 1%  |
| <b>Overall</b>    | <b>1%</b>   |

Table 4-10 shows the levels of interest in various of training and advisory service topics respondents are interested in. "Starting a Small Business Capital" was top ranked, followed by "Investment Opportunities" and "Sources of income." Inactive members appeared to be significantly more interested in the various topics than the active or non-members. Further insights/analysis can be obtained through a follow up survey.



Table 4-10: Topics of financial education/training interest

| Membership status | Ways to save | Budgeting  | Investment Opportunities | Planning and setting financial objectives | Debt / Credit Management | Sources of income | Starting a Small Business Capital / Capacity | Improve understanding of different financial situations | Financial Negotiation |
|-------------------|--------------|------------|--------------------------|---|--------------------------|-------------------|--|---|-----------------------|
| Active member     | 8%           | 10%        | 10%                      | 9%  | 7%                       | 7%                | 25%  | 1%  | 8%                    |
| Inactive member   | 14%          | 21%        | 24%                      | 25%                                       | 23%                      | 28%               | 35%  | 0%  | 18%                   |
| Non member        | 6%           | 6%         | 17%                      | 11%                                       | 8%                       | 16%               | 25%  | 0%  | 17%                   |
| <b>Overall</b>    | <b>9%</b>    | <b>11%</b> | <b>17%</b>               | <b>14%</b>                                | <b>12%</b>               | <b>17%</b>        | <b>28%</b>                                   | <b>0%</b>   | <b>15%</b>            |

Source: Q V.7, "Which among the following topic/s of financial education would you be interested in attending?" (multiple answers, n=977)

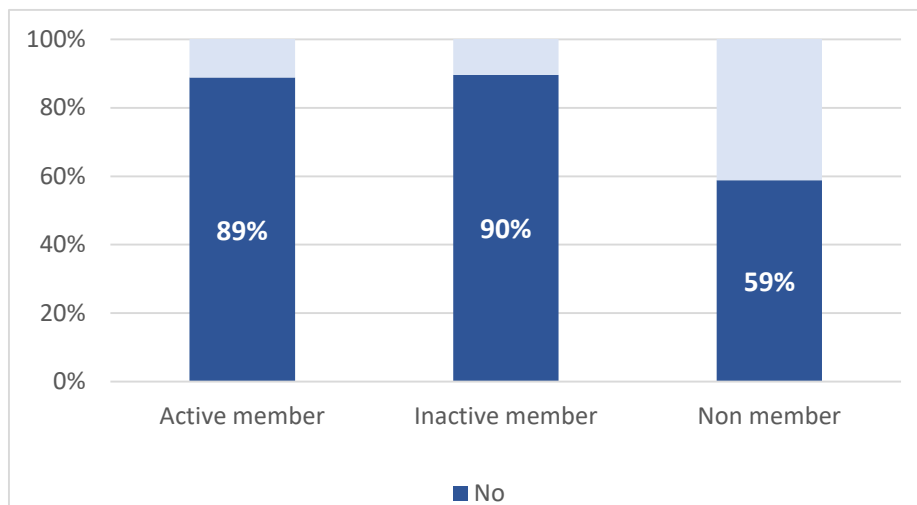
From the qualitative enquiry, it appears that in most cases both husband and wife take joint decisions about household management. However, it is usually the men who carry out the sales of agriculture products (who go to the market) and who buy inputs. Most view that women are more disciplined in terms of managing the household finance and saving, however, some view that women are keener to spend more than men.

#### 4.4 Access to financial institutions

Figure 4-5 shows that approximately 90% of FED invest's members do not hold commercial bank accounts. This may indicate that members are solely reliant on FED invest for access to financial services by formal institutions. FED invest appears to be the favoured choice over its competitors given its direct contact with the community.

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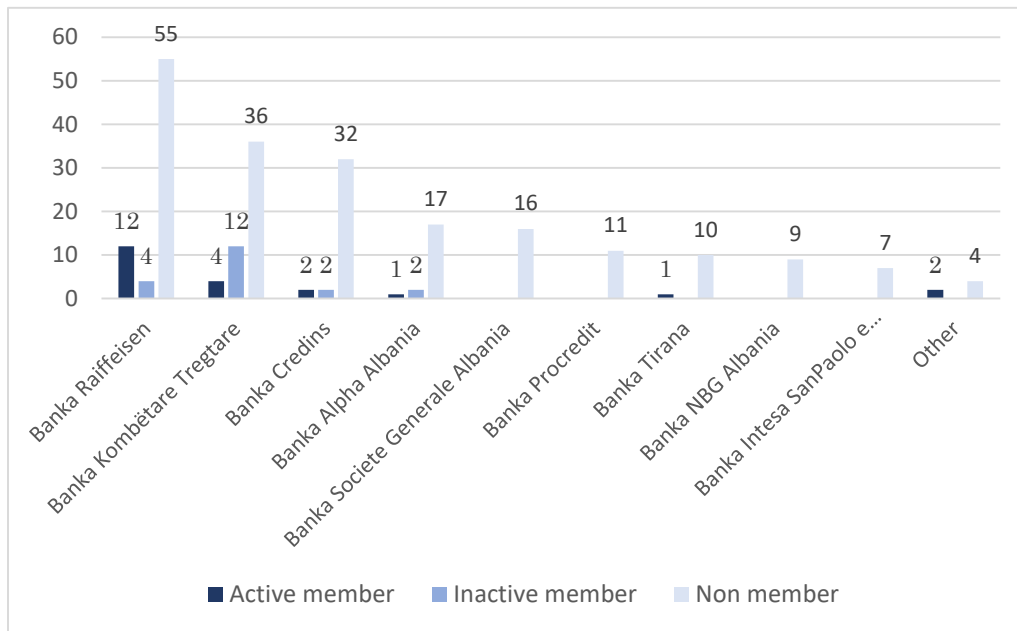
Figure 4-5: Account holding at commercial banks



Source: Q VIII.A.2, "Do you save money at any financial institution?" (n=977)

255 of the 977 respondents hold an account in different commercial banks. Figure 4-6 shows that Banka Raiffeisen is the most common commercial bank for active members while BKT is popular among inactive members. The fact that FED invest is in partnership with Raiffeisen might have influenced this result. While this finding indicates towards a positive contribution of FED invest to financial inclusion in terms of facilitating the members' bank accounts, it also requires awareness on the part of FED invest, considering that Raiffeisen bank is a FED invest's competitor (not just a depository bank) and has information on FED invest's members. There is a potential risk of competition over customers, especially over those with good credit histories. FED invest can mitigate such risks through continuous provision of better customer care services than those offered by other commercial banks.

Figure 4-6: Number of households that have an account in different commercial banks



Source: Q VIII.A.2iii, "Please provide the name of institution that you have account." (n=255)

The survey also finds that about one-third of those who have bank account visit the financial institution on monthly basis.

Table 4-11 shows frequency of visits to financial institutions (any financial institution). Roughly 70% of FED invest members who also own accounts at commercial banks or other financial institutions visit these institutions on monthly basis. This frequency is much higher than that of non-members (19%). On the other hand, high percentage of non-members visit financial institutions only yearly or less frequently.

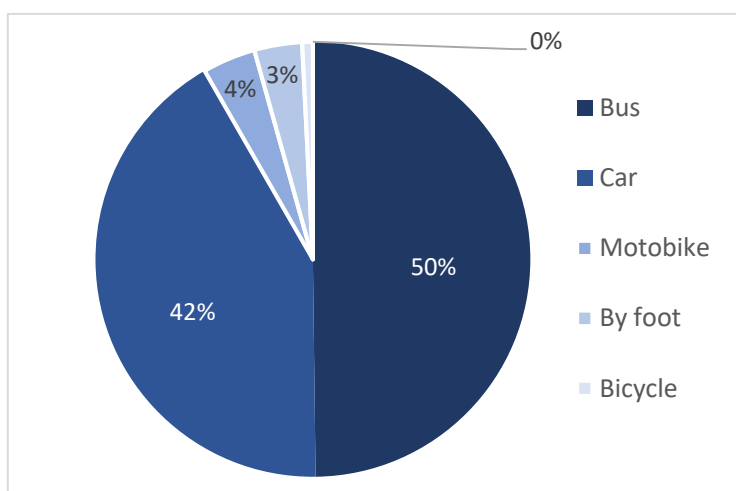
Table 4-11: Frequency of visits to financial institutions

|                   | Monthly         | Every 2 months | Quarterly       | Yearly           | Total      |
|-------------------|-----------------|----------------|-----------------|------------------|------------|
| Active member     | 20 (67%)        | 2 (7%)         | 2 (7%)          | 6 (20%)          | 30         |
| Non active member | 18 (69%)        | 1 (4%)         | 0 (0%)          | 6 (23%)          | 25         |
| Non member        | 38 (19%)        | 6 (3%)         | 48 (24%)        | 106 (53%)        | 198        |
| <b>Total</b>      | <b>76 (30%)</b> | <b>9 (4%)</b>  | <b>50 (20%)</b> | <b>118 (46%)</b> | <b>253</b> |

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Figure 4-7 shows the percentages of sample households (among those who have commercial bank accounts) that 50% use the bus and 42% drive to the commercial bank(s), and a small percentage of them walk there. The average trip to the banks is 41 minutes.

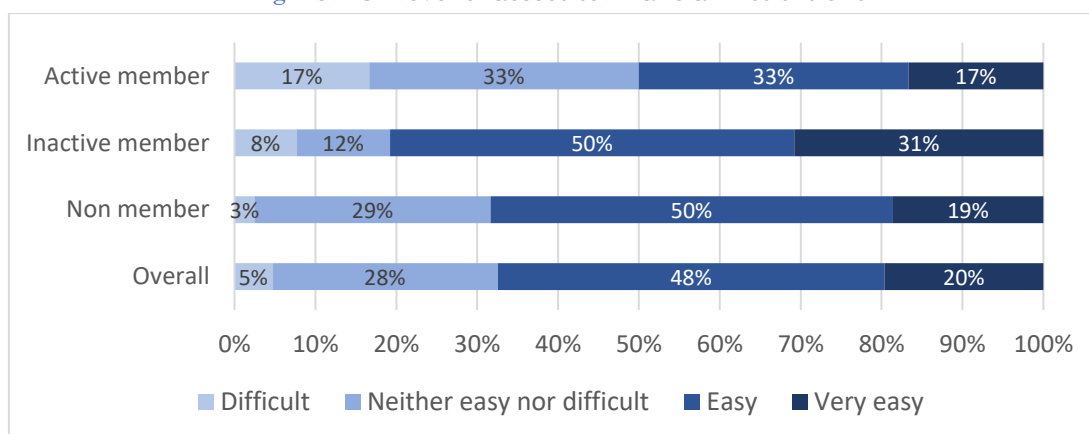
Figure 4-7: Mode of transportation to commercial banks



Source: Q VIII.B.2.x, "What is the mode of transportation to go to the financial institution?" (n=255)

Figure 4-8 shows that most of the respondents do not perceive difficulty in accessing the financial institutions, even though they take on average 41 minutes to get there.

Figure 4-8: Level of access to financial institutions

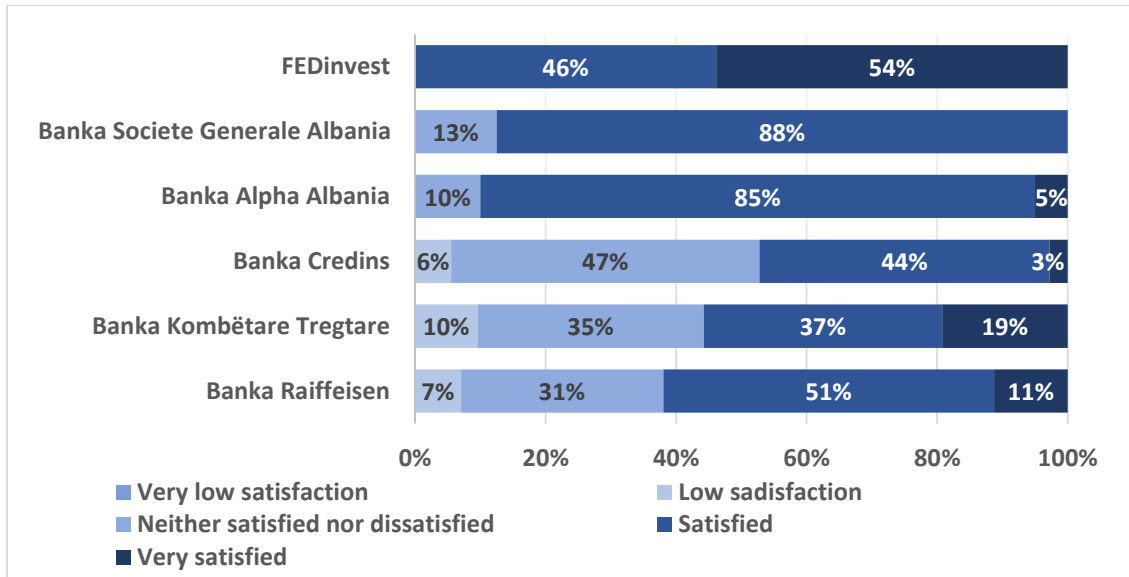


Source: Q VIII.A.2.xii, "Do you feel that the branch is easily accessible?" (n=255)

Figure 4-9 shows that, compared to the commercial banks, the satisfaction level for the service offered by FED invest is relatively high. In terms of different aspects of services, the top three are: 1) Stability 2) Lower interest rate, and 3) Training / technical assistance. In other words, FED invest has

a significantly high level of satisfied clients and occupies a niche in the microfinance market with a competitive edge over its competitors.

Figure 4-9: Satisfaction level for overall service



Source: Q VIII.A.3, "Please rate the level of your satisfaction on the services of each financial institution." (n=254)

Looking at the various features of the loan products provided by FED invest (see Table 4-12) it appears that the interest rate is the only aspect that many clients are dissatisfied with; almost 50%. Although it is better than the other institutions (see Table 4-13 for comparison) further research through the follow up survey will shed light on the clients' perspective.

Table 4-12: Satisfaction levels of various features of loan for FED invest

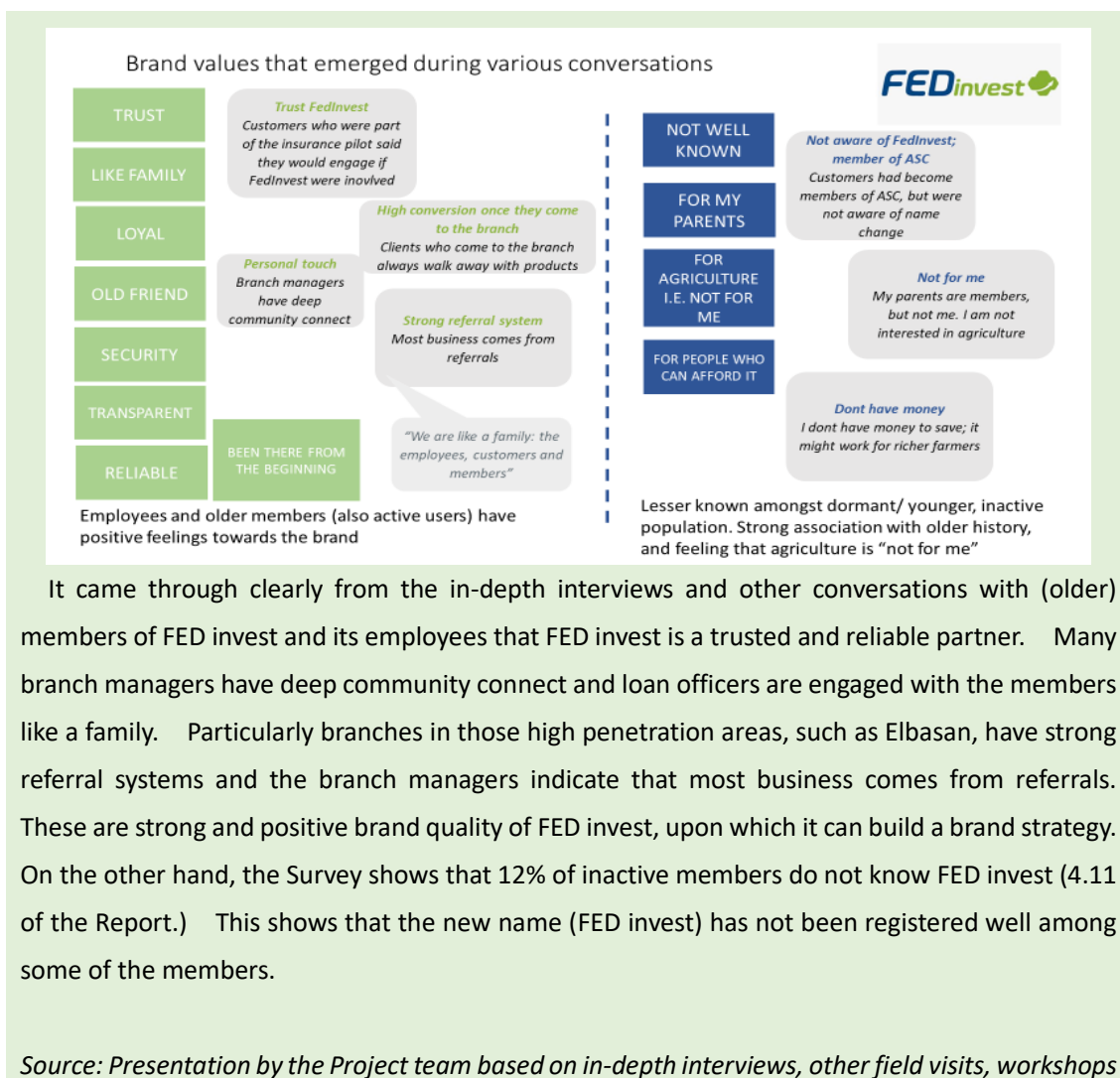
|                  | Very low | Low | Neutral | High | Very high |
|------------------|----------|-----|---------|------|-----------|
| Interest rate    | 18%      | 29% | 21%     | 15%  | 17%       |
| Processing speed | 0%       | 1%  | 16%     | 46%  | 37%       |
| Repayment        | 0%       | 2%  | 27%     | 44%  | 26%       |
| Collateral       | 0%       | 3%  | 22%     | 52%  | 23%       |

Source: Q VIII.A.3, "Please rate the level of your satisfaction on the services of each financial institution." (n=253)

There are some banks which are not transparent, i.e. applying various hidden costs, according to one interviewee (in-depth enquiry) – overall, in-depth interviews showed that there is trust in FED staff and institution, characterised by transparency.



Box 11: FED invest brand values



It came through clearly from the in-depth interviews and other conversations with (older) members of FED invest and its employees that FED invest is a trusted and reliable partner. Many branch managers have deep community connect and loan officers are engaged with the members like a family. Particularly branches in those high penetration areas, such as Elbasan, have strong referral systems and the branch managers indicate that most business comes from referrals. These are strong and positive brand quality of FED invest, upon which it can build a brand strategy. On the other hand, the Survey shows that 12% of inactive members do not know FED invest (4.11 of the Report.) This shows that the new name (FED invest) has not been registered well among some of the members.

Source: Presentation by the Project team based on in-depth interviews, other field visits, workshops

The only concern was the high interest rate (not necessarily compared to other providers, but compared to what farmers think what is their paying capacity and fair). Most farmers view that if the interest rate can be about 5%, it would be ideal to meet their needs.

Table 4-13: Satisfaction levels of various features of loan for NOA

| Service item     | Very low | Low | Neutral | High | Very high |
|------------------|----------|-----|---------|------|-----------|
| Interest rate    | 28%      | 33% | 11%     | 22%  | 6%        |
| Processing speed | 0%       | 0%  | 11%     | 78%  | 11%       |
| Repayment        | 0%       | 0%  | 50%     | 39%  | 11%       |
| Collateral       | 0%       | 0%  | 22%     | 61%  | 17%       |

Source: Q VIII.A.3, "Please rate the level of your satisfaction on the services of each financial institution." (n=18)



Box 12: Interest rate for loans

Since the issue of interest rate is determined by several factors such as market forces/competition, cost of lending, cost of funds, loan loss provisions and inflation, FED invest needs to clearly explain to its member-clients the reasons behind its level of interest rate. It should be explained that, unlike commercial banks, FED invest’s returns are returned back to its operations and not to the shareholders’ pockets. Moreover, there could still be a possibility of reducing FED invest interest rates if the cost of lending is reduced through continuous improvement in operational efficiency. Efficiency measures and strategies need to be continuously pursued such as use of information technology, streamlining of key operational processes, etc. ASA in Bangladesh, with 7 million active borrowers and one of the world’s largest cost-effective and sustainable MFIs, is a good example of having a highly efficient operation with cost per unit of money lent within the range of 3%-8% between 1995 and 2015. One key factor is the inherent willingness of all staff and management to innovate and simplify its management system.<sup>19</sup>

Larger farmers and those who supply exporters regularly or collection points are more likely to have bank account because the buyer may require making payment per bank. That in turn affects farmers attitude toward the use of the bank account. For example, one in-depth interviewed farmer stated as follows:

*Those who receive payments in bank account, keep the money in the bank and withdraw when and how much they need.*

**4.5 Saving behaviour**

Table 4-14 shows that 48% of respondents answered that they do not have any savings either with financial institutions or at home. More than half of the households whose income levels are less than 1,000,000 do not have any saving. Cautions should be shown in interpreting the figures below, which do not show the share of savings but rather the share of households that save.

Table 4-14: Saving behavior

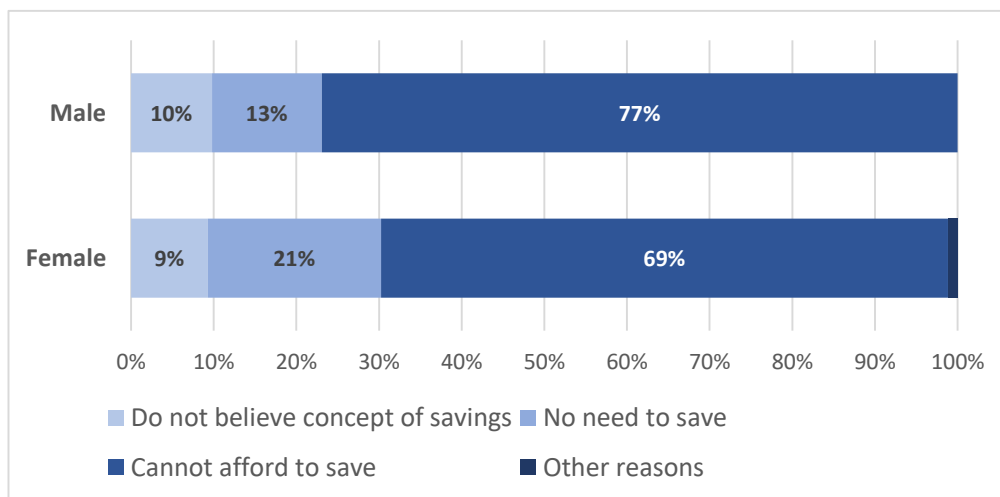
| Household annual income level (ALL) | % of households who save |
|-------------------------------------|--------------------------|
| 0-500,000                           | 42%                      |
| 500,000-1,000,000                   | 46%                      |
| 1,000,000-2,000,000                 | 60%                      |
| >2,000,000                          | 50%                      |
| <b>Overall</b>                      | <b>48%</b>               |

Source: Q VIII.B.1, “Do you have any savings?” (n=977)

<sup>19</sup><http://www.asa.org.bd/efficiency/>

Figure 4-10 shows that the main reasons for not saving are that they cannot afford to save or they do not need to save. This indicates that there is still commonly held limiting beliefs among rural and low-income people that they cannot afford to save. This misconception on the inability to save can be addressed through financial education sessions.

Figure 4-10: Reasons not to save



Source: Q VIII. B. 12, “What do you think is the reason for not being able to save?” (n=504)

The absence of savings can be due to the perception among low-income people that savings can only be possible if they have enough income and that could be related to the level of income of the respondents (20% of the respondents fall below the country’s poverty line). However, experience shows that low-income households can save if they recognize the value of savings through appropriate financial education and they are provided with appropriate savings products and tools to save.

According to in-depth interviews, small farms have usually low savings which are utilized subsequently for household or farm needs. Only larger farmers make significant income and are more likely to have longer term savings which can be put in bank. People are fine to keep small amount at home, but in case of higher amount are more likely to bring them in the bank.

On the other hand, those interviewees encountered during the qualitative research, who had returned to Albania after working abroad, mostly managed to save a substantial amount during those years of migrant work, to invest in agriculture and other businesses upon returning home (e.g. livestock, cafe and greenhouses). They appeared to have had clear vision and determination to save for investment, such as the cafe owner in the the photo below.



### Box 13: Examples of saving practice

One practical example adopted by participating rural banks under the USAID-funded project Microenterprise Access to Banking Services (MABS) in the Philippines is the use of savings boxes (similar to piggy banks), but with a lock. The bank keeps the keys to the boxes. Depositors take home the box and are encouraged to save their extra change. When the boxes are full, depositors return them to the bank, where the savings are transferred to a passbook account. Micro-depositors, including children, learn the value of saving this way, while the bank increases its deposits and develops clients for a lifetime<sup>20</sup>. This scheme is coupled with financial education training provided to the clients.

Table 4-15 shows that, among the households with savings, most people save at home and not at financial institutions regardless of the income strata. Those who save at financial institutions decrease as income level goes down.

Table 4-15: Ways of saving

| Household annual income level (ALL) | Save at financial institution | Save at home |
|-------------------------------------|-------------------------------|--------------|
| 0-500,000                           | 0%                            | 100%         |
| 500,000-1,000,000                   | 4%                            | 98%          |
| 1,000,000-2,000,000                 | 5%                            | 100%         |
| >2,000,000                          | 14%                           | 100%         |
| <b>Overall</b>                      | <b>4%</b>                     | <b>100%</b>  |

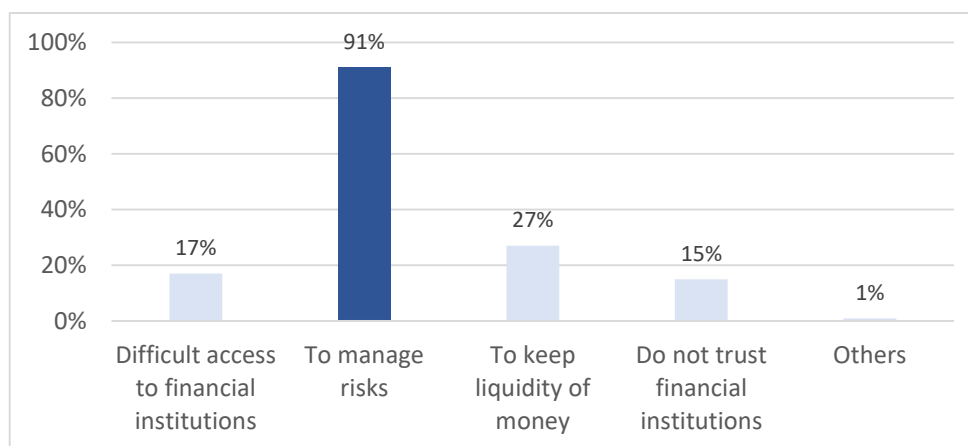
Source: Q VIII. B. 2, "Do you have saving at financial institution?", and VII.B.5, "Do you have saving at home?" (multiple answers, n=473)

<sup>20</sup>Innovations in Expanding Access to Microfinance, MABS Final Report, June 2012, Chapter 4, USAID

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Figure 4-11 shows the reasons to save at home for those who save at home. Most of them answered that they do it to manage risks.

Figure 4-11: Reasons to save at home



Source: Q VIII. B. 7, "What are the reasons for keeping money under the mattress?" (multiple answers, n=468)

Table 4-16 shows different reasons to save at home by age groups.

Table 4-16: Reasons to save at home (Multiple answers, n=468)

|               | Difficult access to financial institutions | To diversify risks | To keep liquidity of money | Do not trust financial institutions | Others    |
|---------------|--|--------------------|----------------------------|-------------------------------------|-----------|
| <b>Male</b>   | <b>17%</b>                                 | <b>91%</b>         | <b>27%</b>                 | <b>14%</b>                          | <b>1%</b> |
| 0-21 Junior   | 15%  | 88%                | 37%                        | 12%                                 | 0%        |
| 22-35 Youth   | 9%   | 91%                | 19%                        | 12%                                 | 0%        |
| 34-59 Middle  | 21%  | 91%                | 23%                        | 16%                                 | 3%        |
| 60+ Elderly   | 18%  | 92%                | 31%                        | 14%                                 | 0%        |
| <b>Female</b> | <b>15%</b>                                 | <b>93%</b>         | <b>28%</b>                 | <b>15%</b>                          | <b>3%</b> |
| 0-21 Junior   | 9%   | 94%                | 9%                         | 9%                                  | 0%        |
| 22-35 Youth   | 12%  | 96%                | 40%                        | 16%                                 | 8%        |
| 34-59 Middle  | 29%  | 93%                | 50%                        | 21%                                 | 0%        |
| 60+ Elderly   | 33%  | 67%                | 33%                        | 33%                                 | 0%        |
| <b>Total</b>  | <b>17%</b>                                 | <b>91%</b>         | <b>27%</b>                 | <b>15%</b>                          | <b>1%</b> |

The tables below show reasons for saving and attractiveness of saving products for those who answered they currently save money. Table 4-17 shows that 84% of them do so for sickness and



medical expenses, which implies that they consider saving as a substitute for health/medical insurance. This further suggests that if health insurance were available, they might use back-up savings for investment rather than as a form of insurance. While the use of savings is a less expensive method of coping with risks, the degree of protection associated with savings is often limited and depletes their financial reserves, which will ultimately put them in more vulnerable situations. This finding is useful for FED invest in determining whether to offer micro-insurance products or other insurance facilities (such as cooperative insurance), which could help their clients mitigate medical or health-related risks. Since FED invest is not an insurance company, such services require partnering with reliable insurance companies in the country.

Other cited reasons for savings include retirement, house improvement, purchase of equipment and inheritance for children. While the percentages of the respondents who cited these reasons is not high, these reasons can be investigated further during the follow up survey to elicit additional information that can provide ideas to FED invest on what type of purposive savings products can be offered. This type of savings product depends on the purpose and may have varied terms and conditions. Many respondents recognize medical and emergencies as the reasons to save. A significant percentage of respondents save for retirement, which is probably due to high percentage of elderly people in the samples.

Table 4-17: Main reasons for saving

| Reasons                       | % of respondents |
|-------------------------------|------------------|
| Sickness/Emergencies/Medical  | 84%              |
| House repair/Home improvement | 37%              |
| Retirement (for pension)      | 37%              |
| Purchase of farm equipment    | 36%              |
| Inheritance for children      | 34%              |

Source: Q VIII. B. 8, "Which of the following reasons or categories, if any, are you saving money for?" (multiple answers, n=473)

Table 4-18 shows that a high interest rate and easy access to withdraw are the most attractive features of saving products, followed by the security of the products.

Table 4-18: Features of attractive saving product

| Features                         | % of respondents |
|----------------------------------|------------------|
| High interest rate               | 68%              |
| Security or insurance of savings | 55%              |
| Easy access to withdraw          | 63%              |

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|                                 |     |
|---------------------------------|-----|
| Amount of maintaining balance   | 27% |
| Less documentation requirements | 45% |
| Others                          | 0%  |

Source: Q VIII. B. 11, "What are the major characteristics of a savings product / program that would attract you to save?" (multiple answers, n=977)

**Box 14: Interest rates for saving**

While high interest-bearing savings product are advantageous for the clients, this entails a judicious strategy on the part of the service provider - like FED invest - to manage and reduce transaction costs of small amount savings deposit through effective asset and liability management. The following experience of deposit-taking MFIs and cooperatives shows interest rates higher than those offered by commercial banks, due to their ability to invest in businesses other than lending and efficiency in operation. ASA in Bangladesh, with 7.4 million active borrowers, offers 6% per annum deposit interest rate to its members<sup>21</sup>, which is higher than commercial banks' interest rate of 3%. AMK, a non-bank MFI in Cambodia offers 3% interest rate per annum to its clients<sup>22</sup>, which is higher than commercial bank rates at 0.25 – 0.50%. Fairchild Community Multi-purpose Cooperative in Philippines, likewise, offers 4% interest rates to savings deposits of its clients for a minimum monthly balance of 15 euros equivalent<sup>23</sup>.

Table 4-19 shows the percentages of respondents who answered different characteristics for attractive financial institution for saving. Same as the above, security and access are the important aspects for them to choose financial products and institutions.

**Table 4-19: Characteristics of attractive financial institution**

| <b>Characteristics</b>                 | <b>% of respondents</b> |
|--|-------------------------|
| Good reputation/name one can trust     | 53%                     |
| Security/Insurance of saving           | 72%                     |
| Endorsed by family members and friends | 70%                     |
| Proximity to residence/work            | 73%                     |

Source: Q VIII. B. 12, "What characteristics do you look for in a financial institution for you to entrust your savings?" (multiple answers, n=977)

The results above provide insight in how to attract and retain customers. They can be the basis for the design of savings products, such as purposive savings, as well as loan products or microinsurance.

<sup>21</sup><http://www.asa.org.bd/savings-products/>

<sup>22</sup><https://www.amkcambodia.com/amk-en-easy-saving-account-194.html>

<sup>23</sup><https://www.fairchildcoop.org/product-services/article/162>



### Box 15: Saving products

The earlier-mentioned financial service providers and CARD Bank, the largest microfinance bank in the Philippines, offer experience on offering special deposit accounts, intended for various purposes such as retirement, education, purchase vehicle/equipment, house and lot acquisition. Such deposits for specific purposes earn interest rates ranging between 2-4% per annum, with maturity terms of 35, 65, 95, 185 and 365 days, minimum balance of 150 euros equivalent.<sup>24</sup>

### Box 16: Trust in keeping saving in the financial institutions vs. house

Some people don't mind saving large amount of money at home, while most were concerned that saving money at home would expose them to risks (e.g. thieves). Thus, most farmers viewed that in the case of large savings, they would prefer to place them in the bank. Most interviewees did not show any trust concern related to banks. As one stated:

*'Most people trust the banks. No one ever lost money in the bank in this village.'*

Another interviewee, who happens to have his meat shop right next to a FED invest branch office, also stated that he does not have any issues with 'trust of FIs' but simply does not have enough money left at the end of the month, thus does not bother to save at FIs.

However, there are some people that don't trust the banks or financial institutions – some suffered from the pyramidal schemes in 1997 and lost their savings. So some of the elder farmers who suffered losses in the infamous pyramidal schemes, show some concern and distrust in financial institutions.

*Sources: In-depth interviews*

## 4.6 Loans

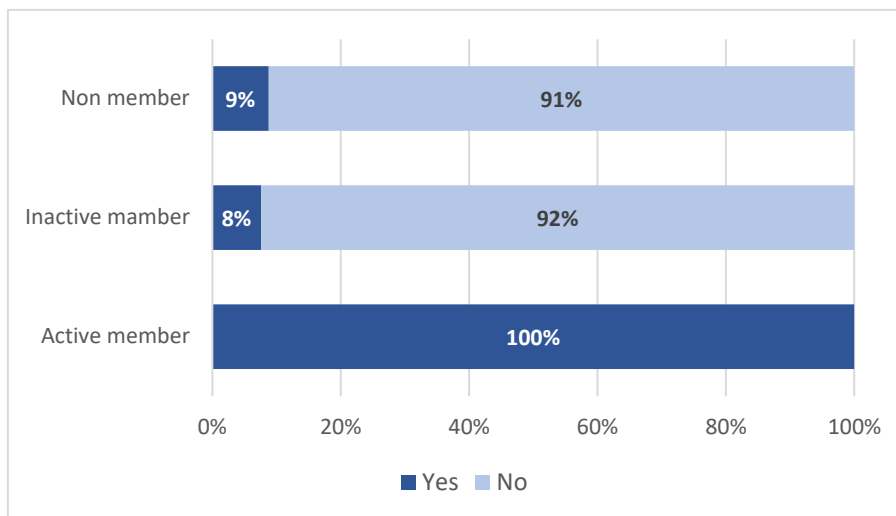
Figures 4-12 shows that active members all got loans recently, whereas only 8% of inactive and 9% of non-members did. This indicates possible unmet demands for under-served customers.

<sup>24</sup>[https://cardbankph.com/?page\\_id=1104](https://cardbankph.com/?page_id=1104)



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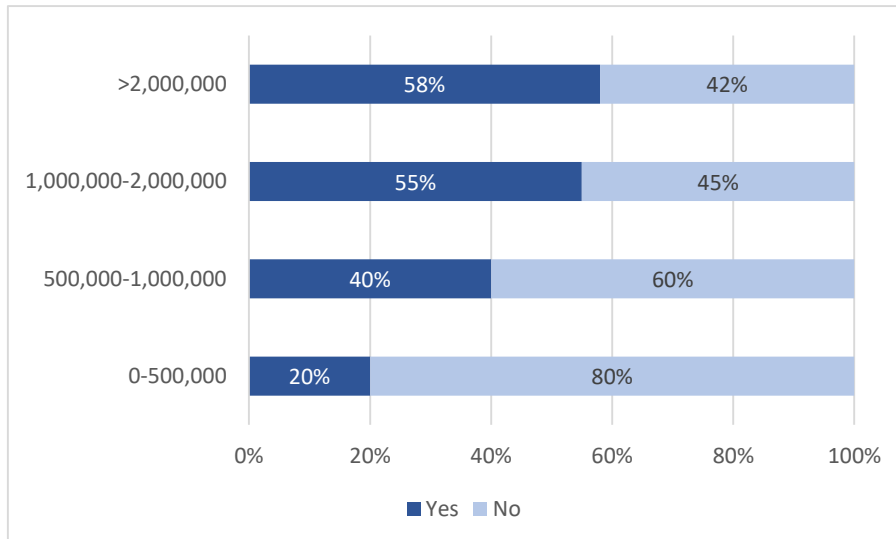
Figure 4-12: Recent loan obtainment by member profile



Source: Q VII. C. 1, "Have you recently availed of any loan?" (n=977)

Figure shows the percentage of households who have recently made loans. One can see that the percentages of households who get loan decreases as income level decreases.

Figure 4-13: Recent loan obtainment by income



Source: Q VIII. C. 1, "Have you recently availed of any loan?" (n=977)

According to in-depth interviews, short term needs are met by pre-finance (eg from input suppliers) and through borrowing from friends/ relatives – that usually when there is trust and a clear business prospective (eg. the calve will grow and will be sold in 2 months and thereby the return of the payment is secure). Longer term needs, such as the case of investments, is preferred to be met by loan. On one hand, some are less willing to give long term borrowing. But also people who can

borrow for long term from friend or relatives still often prefer to take a loan, in order not to cause any difficulty in personal relations. One interviewee stated:

*'If I borrow from a friend, then I have to pay back at any time I will be required, but when borrowing from the bank, than I know when I have to pay back and I don't have surprises.'*

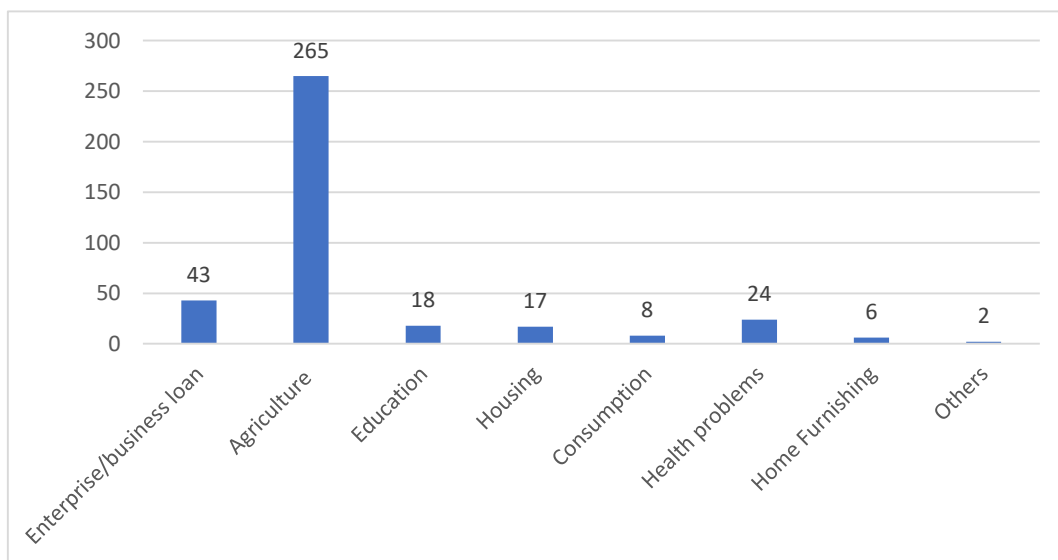
Figure 4-14 shows that the majority of the loans were made for agriculture production purposes and most of them were in the high penetration areas of FED invest. This confirms that there is a high and continuing demand for loan products for agriculture, while other needs such as other businesses, health or education purposes may not have been met with loans in the past. Considering the small scale and fragmented farming operations in the



Interview with FED invest member in Bushat

country, it is important that loan products are designed to address realities and socio-economic situation of small farm households. FED invest has existing standardized loan products based on a range of loan amounts for various purposes. The financial and economic conditions of farmers and their income seasonality are different from those involved in enterprises and they must be reflected in the product design.

Figure 4-14: Purpose of loans



Source: Q VIII. C. 2, "If yes, what types of loan did you avail?" (multiple answers, n=320)

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Table 4-20 shows different purposes for loans by region.

Table 4-20: Purpose of loans (n=320)

|                        | % of respondents who got loan recently | Purpose of loan (Multiplu answers) |             |           |           |             |                 |                 |          |
|------------------------|--|------------------------------------|-------------|-----------|-----------|-------------|-----------------|-----------------|----------|
|                        |  | Enterprise/business loan           | Agriculture | Education | Housing   | Consumption | Health problems | Home Furnishing | Others   |
| High penetration       | 61%                                    | 26                                 | 186         | 16        | 13        | 4           | 22              | 5               | 1        |
| Belsh                  | 85%                                    | 5                                  | 46          | 3         | 5         | 0           | 3               | 2               | 0        |
| Elbasan                | 44%                                    | 6                                  | 41          | 1         | 2         | 2           | 1               | 1               | 1        |
| Fier                   | 54%                                    | 10                                 | 57          | 3         | 6         | 2           | 3               | 2               | 0        |
| Lushnje                | 84%                                    | 5                                  | 42          | 9         | 0         | 0           | 15              | 0               | 0        |
| Low penetration        | 32%                                    | 12                                 | 57          | 1         | 2         | 3           | 1               | 1               | 1        |
| Durrës                 | NA                                     | NA                                 | NA          | NA        | NA        | NA          | NA              | NA              | NA       |
| Shkoder(Postribe)      | 25%                                    | 5                                  | 7           | 0         | 0         | 1           | 0               | 0               | 0        |
| Ura vajgurore(Poshnje) | 68%                                    | 3                                  | 39          | 0         | 1         | 0           | 0               | 0               | 0        |
| Vau i Dejes            | 32%                                    | 4                                  | 11          | 1         | 1         | 2           | 1               | 1               | 1        |
| No penetration         | 8%                                     | 5                                  | 22          | 1         | 2         | 1           | 1               | 0               | 0        |
| Devoll                 | 5%                                     | 1                                  | 2           | 0         | 1         | 0           | 0               | 0               | 0        |
| Fier(Cakran)           | 18%                                    | 1                                  | 3           | 0         | 1         | 1           | 1               | 0               | 0        |
| Korce                  | 3%                                     | 0                                  | 3           | 0         | 0         | 0           | 0               | 0               | 0        |
| Ura vajgurore(Kutalli) | 56%                                    | 3                                  | 14          | 1         | 0         | 0           | 0               | 0               | 0        |
| <b>Overall</b>         | <b>33%</b>                             | <b>43</b>                          | <b>265</b>  | <b>18</b> | <b>17</b> | <b>8</b>    | <b>24</b>       | <b>6</b>        | <b>2</b> |

Table 4-21 shows the following:

- Incidence of loans for “ Business/enterprise decreases as income increases;
- Incidence of loans for agricultural production increases as income decreases; and
- Incidence of loans for consumption and home furnishing are non-existent among the higher income segments, while they are mentioned occasionally by the lower income segments.

Table 4-21: Purpose of the loan by income

| Household annual income level (ALL) | Enterprise / business loan | Agricultural production | Education | Housing   | Consumption | For Health problems | Home Furnishing Loans | For emergency purposes |
|-------------------------------------|----------------------------|-------------------------|-----------|-----------|-------------|---------------------|-----------------------|------------------------|
| 0-500,000                           | 17%                        | 74%                     | 6%        | 5%        | 5%          | 6%                  | 3%                    | 0%                     |
| 500K -1,000K                        | 14%                        | 82%                     | 6%        | 10%       | 4%          | 6%                  | 4%                    | 2%                     |
| 1,000K - 2,000K                     | 13%                        | 86%                     | 3%        | 2%        | 0%          | 11%                 | 0%                    | 0%                     |
| >2,000,000                          | 7%                         | 93%                     | 10%       | 0%        | 0%          | 7%                  | 0%                    | 0%                     |
| <b>Overall</b>                      | <b>13%</b>                 | <b>83%</b>              | <b>6%</b> | <b>5%</b> | <b>3%</b>   | <b>8%</b>           | <b>2%</b>             | <b>1%</b>              |

Source: Q VIII. C. 2, “If yes, what types of loan did you avail?” (multiple answers, n=320)

Table 4-22 shows the percentage of households who have someone who became a guarantor for loans in the past and who are willing to be guarantor in case of loan applications in future. Households in the lowest income strata have lower access to guarantors.

**Table 4-22: Availability of guarantor by income**

| Household annual income level (ALL) | Have someone became a guarantor | There are people who are willing to be guarantor for you |
|-------------------------------------|---------------------------------|--|
| 0-500,000                           | 10%                             | 19%  |
| 500,000-1,000,000                   | 15%                             | 24%  |
| 1,000,000-2,000,000                 | 16%                             | 24%  |
| >2,000,000                          | 11%                             | 30%  |
| <b>Overall</b>                      | <b>13%</b>                      | <b>23%</b>   |

Source: Q VIII. D. 1, “Have you ever sign a (social) guarantee for someone you know? Have other done it for you?”, and VII.D.2, “Has anybody signed a (social) guarantee for you in your area when you applied for a loan?” (n=977)

The survey finds that some of those who used loan had difficulties in repayment. In terms of the reasons for repayment problem ‘legal problems’ (possibly in relation to land ownership) appears to be the most commonly stated cause (Table 4-23; 35%). FED invest

**Table 4-23: Reasons that caused repayment problems**

|  | % of respondents |
|--|------------------|
| Loan related activity was not profitable | 25%              |
| I or family members are sick             | 9%               |
| Used for other purpose                   | 12%              |
| Legal problems                           | 35%              |
| <b>Other</b>                             | <b>19%</b>       |

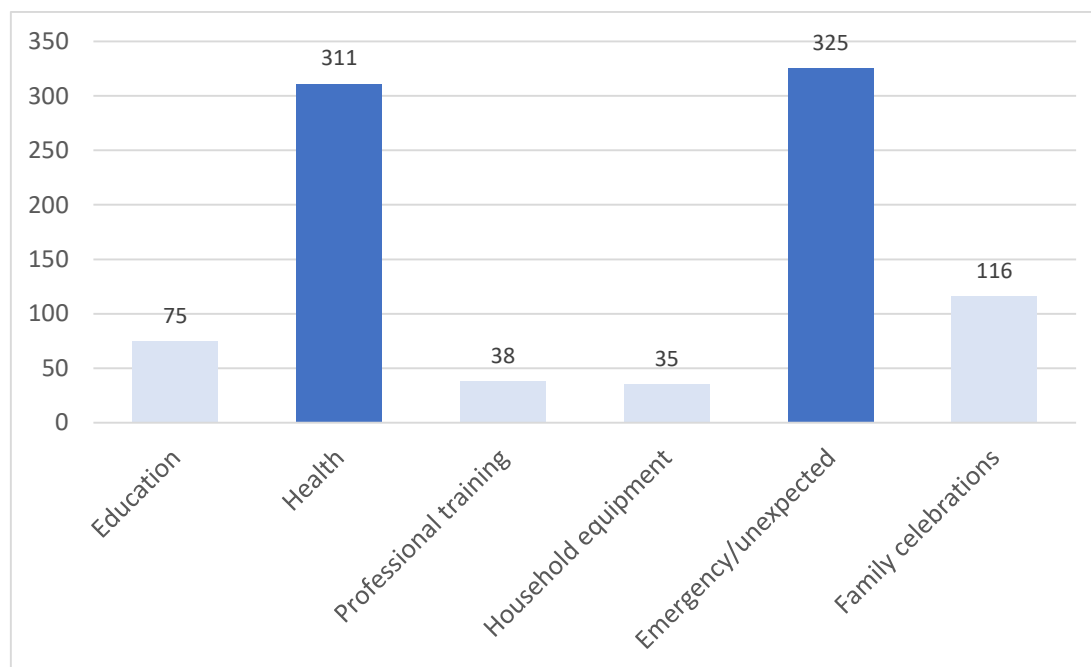
Source: Q VIII. C.7, “If yes, what caused your repayment problems?” (n=320)

Figure 4-15 shows different purposes of future loans among those who have not availed loans yet are willing to avail them in the future, based on the structured survey. Common loan purposes cited include health and emergencies. As these reasons were also cited by respondents’, there might be a demand for financial products which address these needs. FED invest could consider offering specific financial products such as special loan product for emergencies, health and medical needs,

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funeral, wedding, etc. AFK MFI in Kosovo<sup>25</sup> which offers family need loans and Opportunity Bank in Serbia<sup>26</sup> which offers personal loans for the earlier mentioned purposes may be useful examples in this context.

Figure 4-15: Purpose for future loan



Source: Q VIII. C.9, "If you have not used loans (1-8 as below) yet, are you willing to use it? If yes, for what purpose would you use?" (multiple answers, n=322)

The farmers expect that loans payments should adjust to the period when farmers generate income according to the agriculture production cycles (eg. in the case of horticulture sector, since there are cycles involved, as when compared to dairy cattle when income and expenditure tend to be more flat). As mentioned earlier, interest rates are considered too high and most view that an interest rate of 5% for investments would be ideal. Regarding bad loans, or late loan repayments, there are identified several possible reasons during in-depth interviews.

- Bad management. For example if you plant new plants but you have not foreseen financial resources for the needs of the plant, then you may face problems and fail.
- Late payment by the buyer. For example, when the wholesaler has not paid the farmer then the farmer cannot pay back the loan.
- Lack of profitability for loan related investments.
- Improper use of the loan, eg. for private consumption instead of productive purposes.
- Personal reasons, such as use of alcohol or gambling.

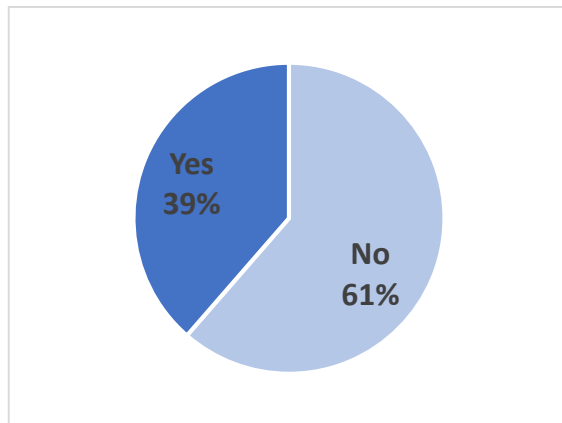
<sup>25</sup> <http://www.afkonline.org/kredi-familjare-eng.html>

<sup>26</sup> <http://www.obs.rs/eng/personal-clients/micro-personal-loans/>

## 4.7 Insurance

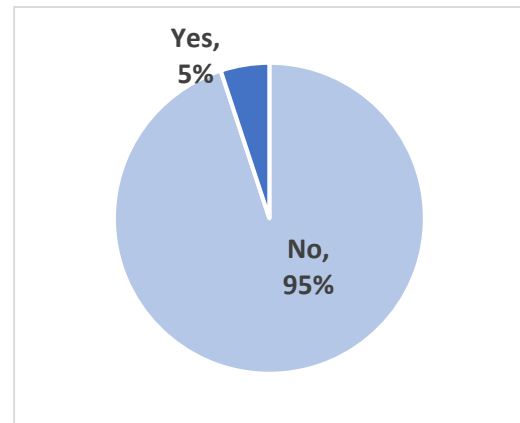
Figure 4-16 shows that more than 60% of all respondents have no idea on insurance. Figure 4-17 shows that very few respondent (5%) had ever benefited from an insurance.

Figure 4-16: Understanding of insurance



Source: Q VIII.E.1, "Do you have any idea what an insurance or microinsurance is?" (n=977)

Figure 4-17: Past record of using insurance



Source: Q IVII.E.2, "Have you availed of any insurance or microinsurance services?" (n=977)

Table 4-24 shows that awareness of insurance is low among the lowest income segment as compared with the other income segments. Benefitting from insurance increases as income increases (Table 4-25).



During qualitative survey in Lushnje



During qualitative survey in Lushnje

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Table 4-24: Awareness of insurance

| Household annual income level (ALL) | % of households who have idea of insurance |
|-------------------------------------|--|
| 0-500,000                           | 30%  |
| 500,000-1,000,000                   | 39%  |
| 1,000,000-2,000,000                 | 48%  |
| >2,000,000                          | 41%  |
| <b>Overall</b>                      | <b>38%</b>                                 |

Source: Q VIII.E.1, "Do you have any idea what an insurance or microinsurance is?" (n=977)

Table 4-25: Benefit from insurance by income

| Household annual income level (ALL) | % of households who have benefitted from insurance |
|-------------------------------------|--|
| 0-500,000                           | 3%   |
| 500,000-1,000,000                   | 4%   |
| 1,000,000-2,000,000                 | 6%   |
| >2,000,000                          | 10%  |
| <b>Overall</b>                      | <b>5%</b>  |

Source: Q VIII.E.2, "Have you availed of any insurance or microinsurance services?" (n=977)

Table 4-26 shows different reasons for not using insurance. It shows the followings:

- Not being able to afford the insurance premium is the most common reason for not taking out an insurance (52%). This reason gains importance as income increases; from 23% to 66%.
- The above come at the expense of "not believing in the concept": 23% - 9%, not being convinced of the need: 12% - 7%, and "not having access to information": 18% - 12%.
- Remarkable, "unavailability of an insurer in the area" is mentioned by 16% of the highest income bracket, while the other brackets mention this reason only in 4 or 5% of the cases.

Table 4-26: Reasons for not using insurance by income level

| Household annual income level (ALL) | Cannot afford the premium | Do not believe in the concept of insurance | Do not think the need for it | No access to information | No available insurer in the area | Other reasons |
|-------------------------------------|---------------------------|--|------------------------------|--------------------------|----------------------------------|---------------|
| 0-500,000                           | 66%                       | 9%   | 7%                           | 12%                      | 5%                               | 0%            |
| 500,000-1,000,000                   | 51%                       | 20%  | 9%                           | 14%                      | 4%                               | 1%            |
| 1,000,000-2,000,000                 | 45%                       | 20%  | 8%                           | 19%                      | 5%                               | 0%            |
| >2,000,000                          | 23%                       | 23%  | 13%                          | 18%                      | 16%                              | 2%            |
| <b>Overall</b>                      | <b>52%</b>                | <b>17%</b>                                 | <b>8%</b>                    | <b>15%</b>               | <b>6%</b>                        | <b>0%</b>     |

Source: Q VII.E.6, "If you are not covered by any voluntary insurance, why are you not covered by any insurance or microinsurance services?" (n=977)

Table 4-27 shows the same information by age group. One can see that those who answered "Cannot afford the premium" are highest for under 21 years old. Those who do not believe in the concept in insurance are higher among over 36 years old.

Table 4-47: Reasons for not using insurance by age group

| Age group      | Cannot afford the premium | Do not believe in the concept of insurance | Do not think the need for it | No access to information | No available insurer in the area | Other reasons |
|----------------|---------------------------|--|------------------------------|--------------------------|----------------------------------|---------------|
| Under 21       | 60%                       | 14%  | 5%                           | 14%                      | 4%                               | 1%            |
| 22-35          | 49%                       | 14%  | 10%                          | 15%                      | 10%                              | 0%            |
| 36-59          | 51%                       | 16%  | 8%                           | 15%                      | 5%                               | 1%            |
| Over 60        | 51%                       | 20%  | 8%                           | 15%                      | 4%                               | 0%            |
| <b>Overall</b> | <b>52%</b>                | <b>17%</b>                                 | <b>8%</b>                    | <b>15%</b>               | <b>6%</b>                        | <b>0%</b>     |

Source: Q VIII.E.6, "If you are not covered by any voluntary insurance, why are you not covered by any insurance or microinsurance services?" (n=977)

Figure 4-18 shows that 20% of the respondents appears willing to pay annual premiums if they are eligible for insurance.

Table 4-28 Willingness to pay insurance premium

|               | No           |            | Yes          |            |
|---------------|--------------|------------|--------------|------------|
| Belsh         | 91.5%        | 54         | 8.5%         | 5          |
| Devoll        | 38.8%        | 31         | 61.3%        | 49         |
| Durrës        | 100.0%       | 57         | 0.0%         |            |
| Elbasan       | 82.4%        | 98         | 17.6%        | 21         |
| Fier          | 93.7%        | 148        | 6.3%         | 10         |
| Korçë         | 40.8%        | 49         | 59.2%        | 71         |
| Kukës         | 100.0%       | 80         | 0.0%         |            |
| Lushnje       | 76.8%        | 43         | 23.2%        | 13         |
| Shkodër       | 89.7%        | 87         | 10.3%        | 10         |
| Ura vajgurore | 93.0%        | 93         | 7.0%         | 7          |
| Vau i Dejës   | 75.0%        | 45         | 25.0%        | 15         |
| <b>Total</b>  | <b>79.6%</b> | <b>785</b> | <b>20.4%</b> | <b>201</b> |

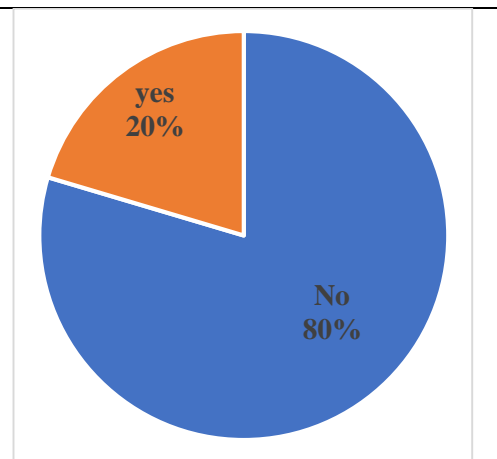


Figure 4-18: Willingness to pay insurance premium

Source: Q VIII.E.7, "If you are given the chance to get an insurance, are you willing to pay for yearly contribution (premium) for the following types of insurance?" (n=977)

Overall level of knowledge and awareness of insurance is generally very low and awareness raising efforts might be required in the first place before considering any product development and marketing activities.



Box 17: Insurance in Albania

The general findings on insurance is reflective of the low level of insurance penetration in Albania, considered to be the lowest in the Region, as cited by the Albanian Financial Supervisory Authority (AFSA) in its inclusive voluntary insurance project<sup>27</sup>. The project will serve as a vehicle in “discussing and finding solutions to overcoming barriers to product costs and introducing new products suitable for the low-income segment of society, increasing the involvement of the population in various schemes of voluntary microinsurance”<sup>28</sup>. FED invest can take advantage of this micro-insurance development and possibly include microinsurance in its planned financial education. There is a need to educate its member clients on the importance of protection and risk mitigation through micro-insurance. FED invest can learn from the experience of overseas institutions such as AMK in Cambodia cooperatives which has a defined micro-insurance product in partnership with an insurer. The member-policy holders have coverage for hospitalization, disability due accident, funeral with affordable premiums.

Indepth interviews confirm that there is a strong interest in insurance. Interviewed farmers’ view is that there is lack of insurance at present. FED invest had a pilot project a few years ago and indepth interviews targeted also a few farmers who benefited from that pilot project. They had suffered damages from hail and highly appreciated the support they obtained from the scheme. Some farmers had bad experience with insurance in the past, e.g., related to auto accidents. There were also cases of insurance companies, which offered insurance in the agriculture sector in the past, but failed to pay back. But in the case of the project with FED, it functioned.

#### 4.8 Payment services

Table 4-29 shows that almost all the members pay utility bills at financial institutions (bank, post office, etc.).

Table 4-29: Utility payment at financial institutions

|                       | Active members | Inactive members | Non-members | Overall    |
|-----------------------|----------------|------------------|-------------|------------|
| High penetration area | 100%           | 98%              | 97%         | 99%        |
| Low penetration area  | 91%            | 98%              | 92%         | 95%        |
| No penetration area   |                |                  | 69%         | 69%        |
| <b>Overall</b>        | <b>98%</b>     | <b>98%</b>       | <b>73%</b>  | <b>86%</b> |

Source: Q VIII.G.1, “Are you using utility payment service of financial institution? (n=977)

<sup>27</sup> <http://amf.gov.al/news.asp?id=11917&lng=1>

<sup>28</sup> Ibid, same page



Table 4-30 shows that more than 40% of those who pay the bill at financial institutions use public operators, but private operators and post office are also used by many.

Table 4-30: Institution used for utility payment

| Public operators | Private operators | Albanian Post | Bank | Other |
|------------------|-------------------|---------------|------|-------|
| 42%              | 31%               | 25%           | 0%   | 0%    |

Source: Q VIII.G.2, "If yes, from which financial institution do you use?" (n=840)

Table 4-31 shows that the majority of active and Inactive members of FED invest and about half of non-members are willing to use various utility payment services of FED invest if they are available. The current prioritization in FED invest business plan appears justified.

Table 4-31: Willing to use utility payment service

|                 | Active member | Inactive member | Non- member | Overall |
|-----------------|---------------|-----------------|-------------|---------|
| Electricity     | 87%           | 88%             | 57%         | 73%     |
| Water           | 86%           | 88%             | 56%         | 72%     |
| Phone           | 85%           | 82%             | 49%         | 67%     |
| Internet        | 79%           | 79%             | 47%         | 64%     |
| Car fines       | 72%           | 83%             | 40%         | 59%     |
| Pension payment | 79%           | 87%             | 47%         | 66%     |

Source: Q VII.G.3, "Are you willing to use utility payment service from FED invest, if it is available?" (n=977)

According to the in-depth interviews, at least several types of Customers would appreciate utility payment, including fixed store and cafe owners, who find it difficult to leave their business very often. A cafe owner made a comment:

*Utility payment at FED invest is a very good idea. 'It's impossible for me to leave the coffee shop.' Sometimes, I spend a whole month without leaving the coffee shop. I'd be willing to pay a small fee for utility payment service at FED invest.'*

However, the possibility of FED invest to charge service fees to the Customers appear to be limited, given that the other service providers hardly charge any fees to their customers. FED invest may find a way to agree on commission with the utility service providers.

#### 4.9 Money transfer service

Table 4-32 shows that a very small number of respondents receive money transferred by family/relatives. These figures appear to contradict with the generally available data, which indicates that rural economy is very much depending on remittance. The in-depth interviews shed some light on this apparent contradiction. Many of the interviewees of qualitative research have had experience of work abroad on either long-term basis or regular short-term employment basis. Most of them worked in order to save for specific investment purpose, rather than to support their family back home with their day-to-day expenditures. This point is illustrated by the following comment of a café owner in Berati:

*“Over 20 years’ working in Greece, I managed to save 6 mil ALL. Whenever I came home to Albania, I deposited money and my husband also made deposits 2-3 times a year (he came more often as he’d to see his parents). I had a vision of having a café before I went to work in Greece. My mother-in-law promised giving her the piece of land to build café.”*

Table 4-32: Receipt of financial support from family/relatives by membership status

| Area             | Domestic       |                  |             |           | From overseas  |                  |             |           |
|------------------|----------------|------------------|-------------|-----------|----------------|------------------|-------------|-----------|
|                  | Active members | Inactive members | Non members | Overall   | Active members | Inactive members | Non members | Overall   |
| High penetration | 2%             | 2%               | 0%          | 2%        | 5%             | 9%               | 8%          | 7%        |
| Low penetration  | 5%             | 4%               | 5%          | 4%        | 8%             | 10%              | 8%          | 9%        |
| No penetration   |                |                  | 2%          | 2%        |                |                  | 4%          | 4%        |
| <b>Overall</b>   | <b>3%</b>      | <b>3%</b>        | <b>2%</b>   | <b>3%</b> | <b>5%</b>      | <b>10%</b>       | <b>5%</b>   | <b>6%</b> |

Source: Q VIII.G. 4, “Do you send or receive money transfer or use bank payment regularly for the following purposes?” (n=977)

Table 4-33 shows that - comparing to actual money transfers – a significant proportion of respondents in the higher penetration areas is willing to use domestic and foreign transfer/payment services from FED invest if it were available. This represents a business opportunity for FED invest.

Table 4-33: Willingness to use money transfer service, if available, by penetration

|                  | From domestic |                 |            |            | From overseas |                 |            |            |
|------------------|---------------|-----------------|------------|------------|---------------|-----------------|------------|------------|
|                  | Active member | Inactive member | Non member | Overall    | Active member | Inactive member | Non member | Overall    |
| High penetration | 9%            | 38%             | 35%        | 21%        | 10%           | 36%             | 32%        | 20%        |
| Low penetration  | 20%           | 19%             | 17%        | 18%        | 20%           | 18%             | 17%        | 17%        |
| No penetration   |               |                 | 19%        | 19%        |               |                 | 19%        | 19%        |
| <b>Overall</b>   | <b>11%</b>    | <b>28%</b>      | <b>20%</b> | <b>20%</b> | <b>13%</b>    | <b>26%</b>      | <b>20%</b> | <b>19%</b> |

Source: Q VIII.G. 4, “Are you willing to use the bank transfer/payment service from FED invest, if it is available?” (n=977)

#### 4.10 Digital finance service

From Table 4-34, it appears that PC and smart phone ownership stand at approximately 31 and 53%. These rates are consistent with a secondary data<sup>29</sup> and it indicates that mobile infrastructure and internet coverage is penetrated throughout the country. It also shows that PC and smart phones with internet ownership do not change significantly among age groups. However, PC ownership is significantly lower for females who are over 60. Also, smart phones with internet ownership is higher among the age group of 22-35 years old. Table 4-35 shows that access to ITC means increases with income.

Table 4-34: Ownership of PC and smart phone

| Age group    | PC         |            |            | Smart phone with internet |            |            |
|--------------|------------|------------|------------|---------------------------|------------|------------|
|              | Male       | Female     | Overall    | Male                      | Female     | Overall    |
| Under 21     | 29%        | 37%        | 33%        | 48%                       | 48%        | 48%        |
| 22-35        | 28%        | 39%        | 32%        | 54%                       | 70%        | 60%        |
| 36-59        | 29%        | 48%        | 31%        | 52%                       | 64%        | 53%        |
| Over 60      | 31%        | 7%         | 30%        | 49%                       | 47%        | 49%        |
| <b>Total</b> | <b>30%</b> | <b>38%</b> | <b>31%</b> | <b>51%</b>                | <b>60%</b> | <b>53%</b> |

Source: Q VIII.H. 1, "Do you have any computer (desktop, lap top) or smartphone?" (n=977)

Table 4-35: Access to ITC by household income

| Household annual income level (ALL) | Personal computer | Smart phone with internet | Access to internet | e-mail address |
|-------------------------------------|-------------------|---------------------------|--------------------|----------------|
| 0-500,000                           | 20%               | 38%                       | 35%                | 37%            |
| 500,000-1,000,000                   | 32%               | 59%                       | 57%                | 56%            |
| 1,000,000-2,000,000                 | 37%               | 56%                       | 52%                | 50%            |
| >2,000,000                          | 56%               | 76%                       | 70%                | 67%            |
| <b>Overall</b>                      | <b>31%</b>        | <b>53%</b>                | <b>50%</b>         | <b>49%</b>     |

Source: Q VIII.H. 1, "Do you have any computer (desktop, lap top) or smartphone?", Q VIII.H.2, "Does anybody in your family have access to internet and do you use the internet?", and Q VIII.H. 3, "Does anyone in your family have an e-mail address?" (n=977)

Table 4-36 to 4-40 depict the willingness to use branchless banking for various services by various socio-demographic segments; willingness is scored from 1 through 5<sup>30</sup>. Overall, 30-50% of the

<sup>29</sup> Mobile subscription rate in Albania is 119 per 100 people which is as high as developed economy level. (133 in Japan and 121 in the Netherlands) World Bank data portal 2017 <https://data.worldbank.org/indicator/IT.CEL.SETS.P2>

<sup>30</sup>The scores are calculated based on the following manner. 1:=Very unwilling, 2:=Unwilling, 3:=Neither willing nor unwilling, 4:=Willing, 5:=Very willing.

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respondents are willing to do the suggested activities online. Willingness appears to be relatively high for higher income households, inactive members, females and university graduates.

Table 4-36: Willingness to use branchless banking by income level

| Household annual income level (ALL) | Apply for a loan | Get information on product and input prices | Get information on input traders | Get information on buyers of wholesale markets | Get information on farm production technology |
|-------------------------------------|------------------|---|----------------------------------|--|---|
| 0-500,000                           | 2.7              | 2.9   | 2.9                              | 2.9  | 2.9   |
| 500,000-1,000,000                   | 2.9              | 3.5   | 3.5                              | 3.5  | 3.5   |
| 1,000,000-2,000,000                 | 2.9              | 3.4   | 3.4                              | 3.5  | 3.5   |
| >2,000,000                          | 3.2              | 3.8   | 3.8                              | 3.8  | 3.9   |
| <b>Overall</b>                      | <b>2.9</b>       | <b>3.3</b>                                  | <b>3.3</b>                       | <b>3.3</b>                                     | <b>3.3</b>                                    |

Source: Q VIII.H. 4, "Are you willing to do it online, if this kind of online service is available?" (n=977)

Table below shows that inactive members are more likely to use branchless banking services. While it is not possible to draw a conclusion on the reasons behind the difference between active and non-active members in this regards, one may conclude that, according to the definition of active vs inactive members, active members are more likely to be elder household heads, while inactive members may be wives or younger co-applicant for loan, who are more likely to use internet, at least through smart phones. While other inactive members may be farmers who have already grown and their financial needs may be served from larger banks. However, this interpretation is rather intuitive, and further information may be obtained in the future, through MIS, to achieve a better understanding about such differences.

Table 4-37: Willingness to use branchless banking by member status

| Membership status | Apply for a loan | Get information on product and input prices | Get information on input traders | Get information on buyers of wholesale markets | Get information on farm production technology |
|-------------------|------------------|---|----------------------------------|--|---|
| Active member     | 2.7              | 2.9   | 2.9                              | 3.0  | 2.9   |
| Inactive member   | 3.5              | 3.7   | 3.6                              | 3.7  | 3.7   |
| Non member        | 2.6              | 3.3   | 3.3                              | 3.3  | 3.4   |
| <b>Overall</b>    | <b>2.9</b>       | <b>3.3</b>                                  | <b>3.3</b>                       | <b>3.3</b>                                     | <b>3.3</b>                                    |

Source: Q VIII.H. 4, "Are you willing to do it on online, if this kind of online service is available?" (n=977)

Table 4-38: Willingness to use branchless banking by gender

| Gender         | Apply for a loan | Get information on product and input prices | Get information on input traders | Get information on buyers of wholesale markets | Get information on farm production technology |
|----------------|------------------|---|----------------------------------|--|---|
| Female         | 3.1              | 3.5   | 3.5                              | 3.5  | 3.5   |
| Male           | 2.8              | 3.2   | 3.2                              | 3.3  | 3.3   |
| <b>Overall</b> | <b>2.9</b>       | <b>3.3</b>                                  | <b>3.3</b>                       | <b>3.3</b>                                     | <b>3.3</b>                                    |

Source: Q VIII.H. 4, "Are you willing to do it online, if this kind of online service is available?" (n=977)

Table 4-39: Willingness to use branchless banking by education level

| Education level | Apply for a loan | Get information on product and input prices | Get information on input traders | Get information on buyers of wholesale markets | Get information on farm production technology |
|-----------------|------------------|---|----------------------------------|--|---|
| Basic           | 2.8              | 3.2   | 3.2                              | 3.2  | 3.3   |
| High school     | 3.2              | 3.6   | 3.6                              | 3.6  | 3.6   |
| University      | 3.6              | 3.8   | 3.9                              | 3.8  | 3.7   |
| <b>Overall</b>  | <b>2.9</b>       | <b>3.3</b>                                  | <b>3.3</b>                       | <b>3.3</b>                                     | <b>3.4</b>                                    |

Source: Q VIII.H. 4, "Are you willing to do it online, if this kind of service is available?" (n=977)

Table 4-40: Willingness to use branchless banking by age

| Age group      | Apply for a loan | Get information on product and input prices | Get information on input traders | Get information on buyers of wholesale markets | Get information on farm production technology |
|----------------|------------------|---|----------------------------------|--|---|
| Under 21       | 3.0              | 3.4   | 3.4                              | 3.4  | 3.5   |
| 22-35          | 3.0              | 3.4   | 3.4                              | 3.4  | 3.4   |
| 36-59          | 2.9              | 3.2   | 3.2                              | 3.2  | 3.3   |
| Over 60        | 2.7              | 3.3   | 3.3                              | 3.3  | 3.3   |
| <b>Overall</b> | <b>2.9</b>       | <b>3.3</b>                                  | <b>3.3</b>                       | <b>3.3</b>                                     | <b>3.4</b>                                    |

Source: Q VIII.H. 4, "Are you willing to do it online, if this kind of service is available?" (n=977)

Figure 4-19: 'Young people are the source of on-line information for the family'



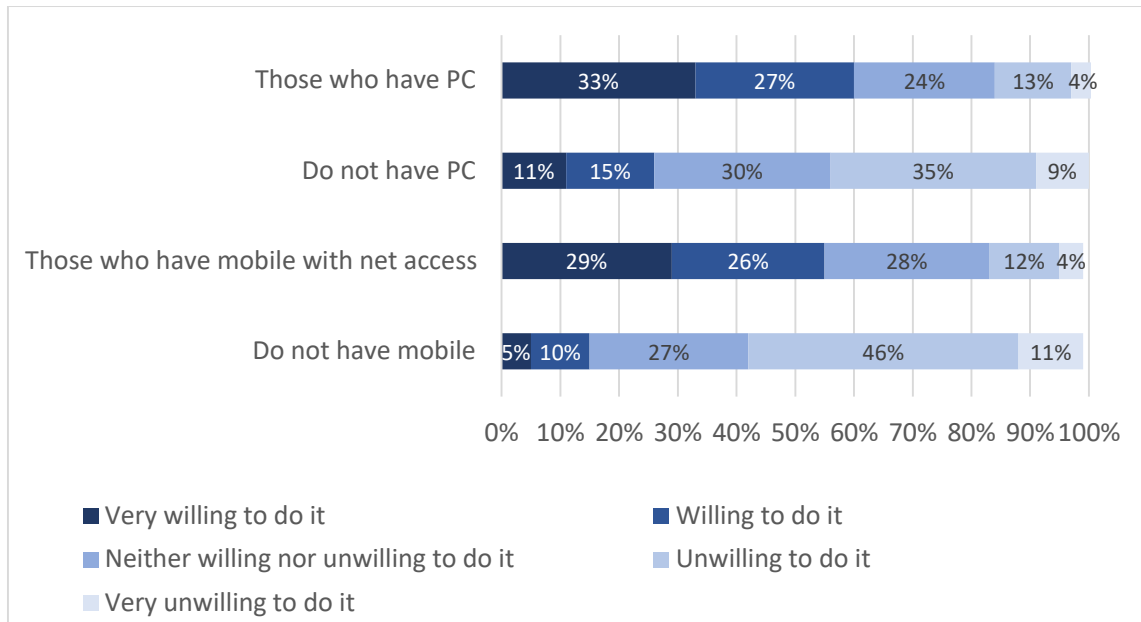
Source: In-depth interview

Figure 4-20 shows that the willingness to apply online for FED invest membership is higher amongst those have PC or smart phone with internet access, compared to those who do not. There is a similar tendency for other online services.

While in-depth interviews did not identify anyone who was engaged in financial activities online, several interviewees indicated that they rely on their children to look for various information online (see also Figure 4-19 above). One livestock farmer in Shkodër commented as follows:

*'I have a smart phone but for searching information (e.g. to look into what type of farming technical tools to purchase), I rely on my 15-year old daughter, who has a smart phone as well as PC. My daughter's English is good, therefore she makes a comparison of prices online, for farming tools.'*

Figure 4-20: Willingness to apply for membership online



Source: Q VIII.H. 4, "Are you willing to do it online, if this kind of online service is available?" (n=977)

#### 4.11 Awareness on FED invest

Table 4-41 shows that more than 90% of respondents in high penetration areas and 86% of low penetration areas know FED invest, compared to 8% in no penetration areas, it is only 8%. It should be also noted that 12% of Inactive member do not know FED invest, even though they have member status (!)

Table 4-41: Knowledge on FED invest

|                       | Active members | Inactive member | Non member | Overall    |
|-----------------------|----------------|-----------------|------------|------------|
| High penetration area | 100%           | 87%             | 65%        | 92%        |
| Low penetration area  | 100%           | 89%             | 53%        | 86%        |
| No penetration area   |                |                 | 8%         | 8%         |
| <b>Overall</b>        | <b>100%</b>    | <b>88%</b>      | <b>16%</b> | <b>57%</b> |

Source: Q IVII.F,1, "Have you heard about FED invest ?" (n=977)

Table 4-42 shows that more than 50% of active and Inactive members know that FED invest has a homepage.



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Table 4-42: Knowledge of FED invest having a homepage

|                       | Active member | Inactive member | Non member | Overall    |
|-----------------------|---------------|-----------------|------------|------------|
| High penetration area | 77%           | 32%             | 32%        | 57%        |
| Low penetration area  | 44%           | 67%             | 37%        | 56%        |
| No penetration area   |               |                 | 5%         | 5%         |
| <b>Overall</b>        | <b>68%</b>    | <b>51%</b>      | <b>10%</b> | <b>36%</b> |

Source: Q VIII.F,1,2,"Do you know that FED invest has a homepage?" (n=977)

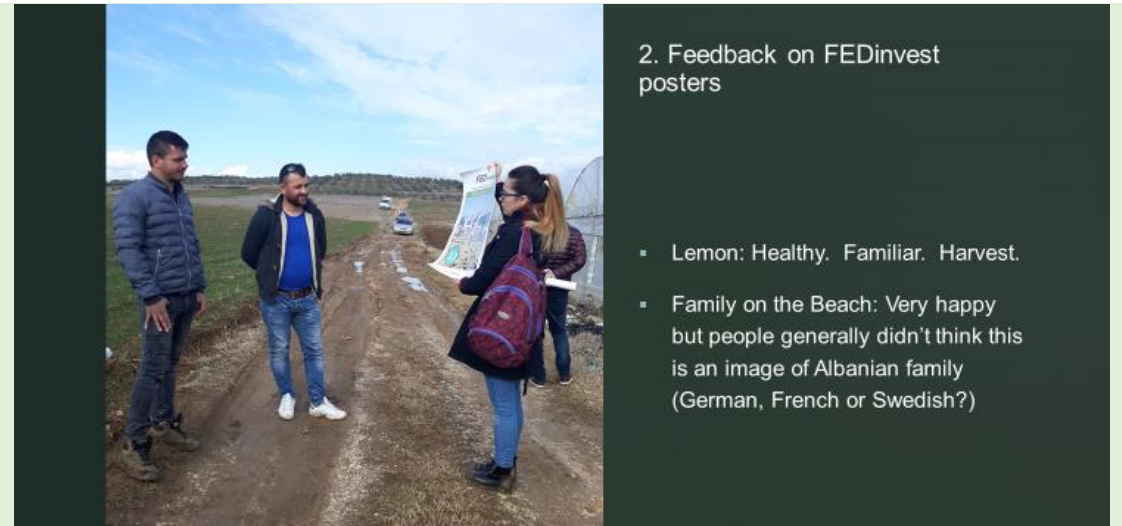
20% of active members have accessed the FED homepage (Table 4-43). Reasons for accessing will be followed up in the qualitative survey.

Table 4-43: Access to FED invest HP

|                       | Active member | Inactive member | Non member | Overall    |
|-----------------------|---------------|-----------------|------------|------------|
| High penetration area | 18%           | 8%              | 24%        | 15%        |
| Low penetration area  | 31%           | 49%             | 26%        | 41%        |
| No penetration area   |               |                 | 2%         | 2%         |
| <b>Overall</b>        | <b>21%</b>    | <b>30%</b>      | <b>6%</b>  | <b>16%</b> |

Source: Q VIII.F,1,3,"Have you ever used the FED invest homepage?" (n=977)

Box 18: What do the posters communicate?



2. Feedback on FEDinvest posters

- Lemon: Healthy. Familiar. Harvest.
- Family on the Beach: Very happy but people generally didn't think this is an image of Albanian family (German, French or Swedish?)

During the qualitative research, the team requested feedback for the existing FED invest posters. Looking at a poster of a family on the beach, most interviewees liked the poster, but at the same time, reacted like this:

*“This does not look like an Albanian family...maybe German or Swedish”*

When discussing why some of the FED invest members said they do not know FED invest in the Survey, a FED invest manager suggested:

*“Not everyone realizes that FED invest is the new name, especially if they have not been taking our products for a while”*

It is possible that current communication does not effectively convey information on products and services or benefits.

**Source:** *In-depth interviews and other conversations*





## 5. Conclusions

### 5.1 Main findings of the Survey

The main findings of the Survey and their implications for FED invest may be summarised as follows. The main findings primarily represent the results of analysis of the household survey, which was supplemented by information gathered through qualitative research. In particular, the implications for FED invest summarised below reflects the results of discussions held with a wide range of FED invest management, staff and members in January 2019. The key implications are in bold.

| 1. Needs assessment results/findings  | 2. Implications for FED invest   |
|---|--|
| a. Different customer segments  |  |
| <p><b>[Low-income groups]</b></p> <ul style="list-style-type: none"> <li>• 20% of the survey samples are below the poverty line, higher than the national data (15%).<sup>31</sup></li> <li>• A large proportion of existing and potential FED invest customers are either poor or belong to lower income group (66% of respondents' annual household income <math>\geq</math>1000,000 ALL).</li> <li>• Many of the low-income respondents are subsistence farmers and agricultural products are for private consumption. Low-income group tend to have no regular agricultural product buyer, and motivation for contract cultivation is low.</li> <li>• The low-income group has some record of accessing loans for consumption purposes. (Little investment has been made by this group.)</li> </ul> | <ul style="list-style-type: none"> <li>• There is a need to develop financial products which <b>meet the needs of low-income groups (such as loans for livelihood and consumption purposes, saving products and insurance products with low premium)</b>.</li> <li>• Customized products for this target segment, such as <b>loans without collateral</b> requirements seems to be appropriate. Utilizing <b>EaSI financial instruments</b><sup>32</sup> might facilitate such customization. More promotion of EaSI products to inactive and non-members is necessary.</li> <li>• Product competitiveness should not be solely based on interest rate, but also <b>other attributes that could make products and services attractive should be explored (such as combining loan products with non-financial services)</b>.</li> <li>• <b>Measures to improve financial inclusion policy can be considered with the support of JICA Project.</b></li> <li>• <b>Explore opportunities to cooperate with government or donor agencies to prepare and provide soft loans (subsidized interest rates)</b>.</li> <li>• There is a need to know more about this</li> </ul> |

<sup>31</sup> Per capita income 96,562ALL per annum(Living Standard Measurement Survey: INSTAT)

<sup>32</sup> EaSI Guarantee Instrument is supported by European Union and managed by European Investment Fund. It aims to increase availability of and access to finance for vulnerable groups wishing to launch their own enterprises, micro-enterprises and social enterprises, both in their start-up and development phases. (see, Accessed on 17 Feb 2019 [http://www.eif.org/what\\_we\\_do/microfinance/easi/easi-guarantee-instrument/index.htm](http://www.eif.org/what_we_do/microfinance/easi/easi-guarantee-instrument/index.htm))

**[Inactive members]**

- The income level of active members is relatively high compared to inactive members.
- Willingness for using online services is relatively high among inactive members.
- The proportion of households who made investments in recent years is higher for active members than for inactive members, and non-members have little investment record.

**[Women]**

- Women's account holding rate is low.
- Female headed households' income level is lower than that of male headed households.
- The ratio of PC and smart phone ownership is higher for women than men, and the demand rate for online financial services is also high among women.
- There was no woman who answered that she borrowed money from her relatives as a countermeasure of risks.

**[Young people]**

- The proportion of respondents who received loans from financial or MF institutions as countermeasures when they encountered sickness or natural calamity, that they claimed insurance payment is the highest among young people aged 21 or younger.

group, including the area where they live, other socio-demographic aspects, etc.

- **Credit scoring instrument should be implemented.**
- **There is potential for the development of 'solidarity scheme' (mutual insurance product), as a means to help cope with emergencies.**
- Financial needs of inactive members appear likely to be consistent with those of low-income groups. In other words, **there is a possibility to activate inactive members through the provision of products and services that respond to the needs of the low-income group.**
- There is a possibility to activate inactive members through the provision of **on-line services.**
- **It is necessary to improve marketing & branding, including the marketing skills of branch-level staff.**
- **It is possible that the need for online service is high among women.** It is possible to consider how to provide online services for women.
- **Financial service needs of women headed households are likely to be consistent with those of low-income groups.**
- **There is a possibility of developing products and services such as insurance, loans, financial education etc. for young people.**

**b. Financial products and services**

**[Access to FIs]**

- 90% of FED invest members do not have commercial bank accounts. On the other hand, 40% of non-members do not possess account at all.
- Women's account holding rate is low.
- For access to financial institutions, 90% or more of respondents use buses or cars, taking an average of 41 minutes
- 12% of inactive members replied that they do not know FED invest. 16% of non-members replied they know FED invest.

- FED invest customers are highly dependent on FED invest in their financial activities. Since the overall commercial bank account holding rate is low, the scope of FED expansion is extremely large in the future.
- It might be useful to consider **introducing measures such as agent banking and mobile banking to improve access to financial services.**
- **It is necessary to improve marketing & branding, including the marketing skills of branch-level staff.**



### [Savings]

- The motivation for saving with financial institutions is determined by interest rates and simplicity of withdrawal.
- The main reason to save is to prepare for sickness and emergencies.
- Over 90% of respondents cite risk diversification as reasons to save.
- In general, the awareness on saving is extremely low.
- limited range of saving products/services provided by financial institutions maybe one of the reasons for low awareness on savings.
- Many save (or keep money) at home.

- **Savings account and current account, linked to a payment system<sup>33</sup>**, can help people who currently maintain small savings at home because: 1) Minimum deposit amount is ALL 10,000; 2) Liquidity requirements prevent them from breaking a time deposit.
- Savings account and current account, linked to a payment system, can also help with accounting for small businesses since supplier payments can be made through the account
- There is a possibility that **saving behavior may be promoted through financial education and awareness raising activities. Financial education on household finance management** would be effective to attract people to save at financial institutions.
- There are possible **needs for savings products to serve the purposes of livelihood needs such as housing improvements, pension (elderly) and education.**
- **Expand the geographical coverage and the access to these savings products, utilizing the new CBS.**
- There is a need for services that support **accessibility and withdrawal convenience such as agent banking, mobile service by branch office staff, mobile banking, etc.**
- It is necessary to further explore the reasons why they keep saving at home.

### [Loans]

- 33% of all respondents received loans in recent years, about 8% for inactive non-members and non-members.
- Majority of loan objectives are for agriculture followed by entrepreneurship / business. Livelihood-related objectives (medical, educational, etc.) are limited at present.
- Many greenhouse farmers and fruit farmers purchase input materials from wholesalers.
- Medical and emergency are expected to become major loan purposes in the future.
- Problems in loan repayment include failure of economic activities related to loans and legal problems.
- Customer satisfaction with FED loans is generally high, but satisfaction with interest rates is low.

- **The needs for agriculture investment purpose loans (especially for greenhouse vegetables, export crops) are very high.**
- **There is a possibility of demand for value chain financing products** in cooperation with wholesalers.
- **There is a need for loan products for emergency response purposes.**
- The provision of services such as **financial education and technical advice improves the financial capability of customers and may improve the default and arear rates.**

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<sup>33</sup> Such account will become available when the new CBS is successfully implemented.

**[Responses to risks, insurance]**

- The respondents largely deal with finance / life risk by using savings and curb expenditure. Few borrows from relatives and financial institutions (borrowing is particularly rare among low-income households).
- More than 60% of the respondents do not have insurance knowledge. The main reason for not using insurance is the premium is too high.

**[Online services]**

- Willingness for using online services is relatively high for women, higher-income households and higher-educated respondents.

**[Utility payment]**

- More than 80% of members and over 50% of non-members replied that they would like to use FED invest utility payment service.

**[Contract farming/Value-chain finance]**

- Approximately 40% of the farmers have a regular buyer of products. The ratio is especially high among greenhouse vegetable farmers. Greenhouse vegetables are more likely to be exporting products.
- Many greenhouse farmers and fruit farmers purchase input materials from wholesalers.

- There is a need for **micro insurance and mutual insurance ('solidarity scheme')**, which can respond to needs in case of emergency.
- Consider pilot with members who create a geographically diverse portfolio.
- There is a potential to **design and develop combination of products ('product bundles' of loans, deposits, insurance and non-financial services)** for customers to cope with life-time risks.
- **Awareness raising activities on insurance and financial education** are necessary.
- There is a **possibility of higher needs for on-line services among women, higher-income households, inactive members and higher-educated respondents.**
- There appears to be a **very high demand for utility payment services** among the respondents in general. There is a possibility of expanding financial inclusion to remote areas through provision of utility payment service.
- It is important to **assess willingness to pay the fee/commission for different types of services** and also practices provided by other service providers<sup>34</sup>.
- There is a high possibility that sales of greenhouse vegetables will continue to be a driver of the agriculture sector of Albania in the future and provide opportunities for small-scale farmers to earn income. Thus the needs of financial products targeting this subsector are high.
- There is a **potential for the provision of value chain financing by cooperating with value chain actors** such as input suppliers or buyers.
- Pilot initiative should consider specific subsectors, with potential. Identify specific areas, sectors and groups where pilot initiative can be implemented.

**c. Non-financial services**

**[Collective action, farmer groups]**

- More than 1/2 of the respondents are positive about contract farming, and 1/4 to 1/2 of them agree on group activities such as joint purchasing of inputs and marketing of products.

- **Farmer group formation support activities** through the agriculture knowledge centre would be effective.
- There is a **possibility of examining financial products through group formation (e.g. Group deposits, mutual aid, value chain financing, etc.)**

<sup>34</sup>Since the other service providers are hardly charging fee to end-users, the only way for FED invest to charge the fee is from the utility service providers.



#### [Agriculture sector information]

- Many respondents cited "advice for agricultural technology" and "market information" as the most necessary services. On the other hand, they are also listed as the most inaccessible services / information.
- Many of the low-income respondents are subsistence farmers and agricultural products are mainly for household consumption and not for sale.

- As agricultural knowledge centre service menu, the need for 'advice on **agricultural technology**', "**market information**" is high.
- The needs for **non-financial services related to agriculture sector (such as market information) is higher among the middle-income group and above**, implying that this need becomes stronger for growing and more market-oriented farms.
- While the knowledge center can provide some nonfinancial services (eg. market information), it can facilitate the access to other services provided by other service providers or institutions (eg. regarding technology).
- Overall, the awareness on saving is extremely low, so there is a possibility that **saving behaviour may be promoted by financial education / awareness raising activities**.
- **Financial education may be particularly useful for low-income households** in developing their financial capabilities.
- Practical financial education, improvement of financial capability of customers by providing non-financial services can lead to FED invest's opportunities to expand customers.

#### [Financial literacy and financial awareness]

- Many households (about 38% of the total) have no savings at all.
- More than half of the households below annual income of ALL 1,000,000 are non-saving households, many of which cite the reason that they cannot afford to save.
- The lower the household income level, the lower the practice of book keeping.
- Respondents' financial knowledge appears to be very low, considering the general response situation.

There is a need and potential to provide the following services involving agri-knowledge center:

#### [Access to inputs and services]

- Most respondents consider the quality of various inputs poor.
- Many respondents perceive that it is difficult to access to various types of services such as production technology and production/market/input information.

- **Provide information about reliable input suppliers and inputs market.**
- Support farmer group formation (for joint inputs purchase).
- Better understanding about the proper use of inputs.
- There are potentials for the provision of technical assistance related to production technology such through agronomists.
- Provide **inputs market information** for farmers.

#### [Access to government subsidy schemes]

- Small number of famers has ever managed to access subsidies.
- The chances for receiving support from government agriculture subsidy scheme has been the highest among farmers with annual household income ALL of over 2,000,000. Lower income farmers have had lower level of access to subsidies.

- There is a need for **supporting individual farmers and farmer groups to apply for subsidy schemes** as part of non-financial services to be offered by the Agri-knowledge centre.

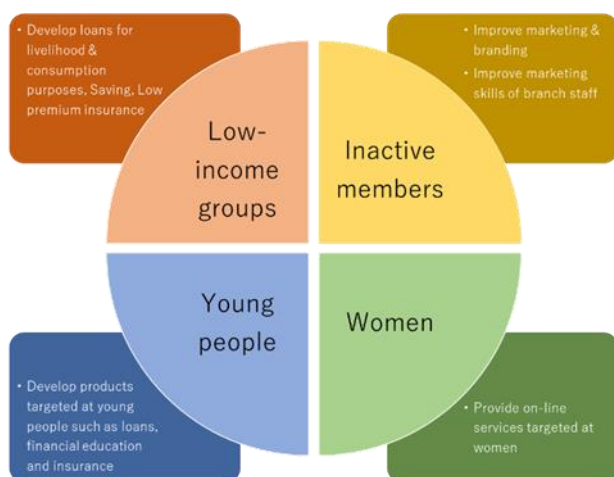


## 5.2 Implications for FED invest

In summary, the following highlights the key points of the above findings as well as related observations and insights gained in the course of conducting the Survey and qualitative research. These findings and implications shall be followed-up under the next steps of Project activities, including development and provision of financial products and non-financial services and other related activities.

### [Responding to customer needs]

- **A need to respond to needs of low-income customers:** The Survey confirmed the importance of low-income customers for FED invest. It is necessary to respond to their specific needs (e.g. offer attractive savings products, implement the credit scoring system). Since inactive members tend to fall under lower-income groups, responding to the needs of



low-income customers are likely to be effective in converting inactive members into active.

- **A need to recognize specific needs and roles of individual members of households (different segments are represented in a household):** At present, FED invest services are offered based on 'household' as a unit (e.g., only one loan per household is permitted at a time). Partially due to this approach, specific roles played by individual members in the financial behaviours of a household (e.g. parents usually ask the children to look for information via internet, women might have stronger propensity to save) and their needs tend to be hidden.
- **A need for MIS and related mechanisms to update and analyse customer needs:** In order to capture and analyse updated information on customer needs, MIS is indispensable. The new CBS system to be introduced under the Project provides that opportunity.
- **Marketing and communication strategy to target different segments:** The importance of marketing and branding based on customer centric approach are highlighted as the key common thread in undertaking further Project activities. Current communication may reviewed to improve its effectiveness in conveying information on products, services and benefits.



**[Institutional strength]**

- **Build-upon the strength of FED invest brand:** Overall, employees and active members of FED invest have positive feelings about FED invest brand, trusts FED invest and proud of their association. On the other hand, the Survey identified that, amongst inactive/dormant members, the new brand ('FED invest') does not register. Brand strategy for FED invest should build upon the existing strength. In addition, the above-mentioned communication should be tested before launch and be aligned with brand strategy.
- **Developing potential and capacity of branch-level staff:** An important part of FED invest brand comprises of its staff, particularly branch managers and loan officers who are in contact with the Customers on day-to-day basis. They often represent the reasons why the Customers trust FED invest through their community involvement and personal linkages with the Customers. Their potential and capacity should be explored and developed.

**[Potential financial products]**

- **Savings and current account linked to payment system:** It is clear that introduction of the new CBS under the Project opens the door for FED invest to offer some of the key financial products and services, which respond to the Customers' needs. CBS-enables FED invest to offer savings and current account linked to payment system<sup>35</sup>.

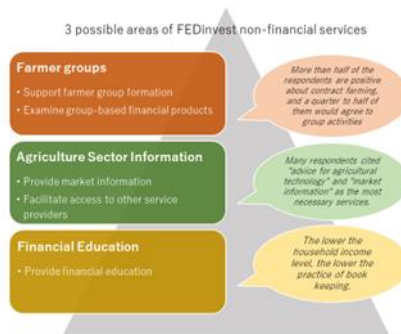


- **Services to improve accessibility to financial services:** The new CBS enables possibility for on-line and mobile banking services, which are considered effective in expand and improve accessibility of services. These options may be particularly effective in reaching certain customer segments, such as women, higher-income households, inactive members and higher-educated Customers. Other outreach options, such as agent banking, could be also explored.

<sup>35</sup> With respect to utility payment, there are at least several types of customers who are interested in utility payment service: 1) Fixed store owners, café owners, who find it hard to leave their shops and stores very often; and 2) older customers who find it easier to perform multiple services like paying loans, utility bills, etc. at a single point.

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- **Financial products for selected agriculture sectors:** The need for agriculture investment purpose loans are very high, especially for greenhouse vegetables and other export crops. The likelihood for stable value chain partner-relationship, including contract farming, is also higher for these sectors. Thus, a possible opportunity for value chain finance may be explored for sectors with potential.
- **Financial products to meet livelihood-related needs:** There are possible needs for savings products to serve the purposes of livelihood needs such as housing improvements, pension (elderly) and education.
- **Financial instruments (e.g. mutual insurance) to cope with risks:** There is a clear need for financial products to help prepare for and cope with risks and emergencies. In this regard, options with larger insurance companies could be explored, in addition to exploring possibility of mutual insurance ('solidarity scheme.')
- **[Potential non-financial services]**
- **A need for financial education:** Financial education is considered necessary and effective for a range of financial awareness-raising and capability-building of Customers, particularly for, though not limited to, those fall under low-income groups.



- **Agriculture related services:** There is a range of agriculture market and other related information needs, which are not presently met. They include: market information, inputs-related information, agriculture technology and subsidy schemes.
- **Farmer groups:** Provision of some of the above non-financial services may be more effective when combined with support to develop and manage farmer groups.



## Annexes

### Annex 1: Questionnaire of the Household Survey

#### Questions for Household

##### I. General information of the household

1. Name of the respondent
  
2. How many members are currently living in your house?

3. Please provide us the details of family member.

| Put 1for<br>respondent | Name | Gender | Age | Education<br>level (last<br>grade) | Occupation<br>(choose<br>from the<br>list) | Full time<br>=1<br>Part<br>time=2 | If part-time, how<br>many months did<br>you work in the<br>last 1 year. | If part-time,<br>how many<br>hours do you<br>work per day |
|------------------------|------|--------|-----|------------------------------------|--|-----------------------------------|---|---|
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |
|                        |      |        |     |                                    |  |                                   |   |   |

- 1 = Agriculture at your own farm
- 2 = Agricultural laborer outside of your home
- 3 = Artisan or service provider (Specify      )
- 4 = Public sector employee
- 5 = Private sector employee
- 6 = Run own business (Specify      )
- 7 = Unemployed
- 8 = Student
- 9 = Pensioner
- 10 = Other (Specify      )

## II. Agriculture

### 1. Farming

1. How much is the area of your homestead land?

| ha

2. What are the areas and values of agricultural land you cultivate?

|                           | Area (ha) | Value per ha (lek) |
|---------------------------|-----------|--------------------|
| Owned and self-cultivated |           |                    |
| Leased-in from landowner  |           |                    |

3. What are the areas and values of agricultural land you own but leased out?

| Area (ha) | Value per ha (lek) |
|-----------|--------------------|
|           |                    |

4. Is the crop land irrigated?

| Yes = 1, No = 0

5. Area of agricultural land irrigated

| ha

6. If you cultivate at leased-in land, how much is the annual rent?

| lek

7. Area sown in the last year

|                                    | Cereals | Forage | Green house vegetable | Open field vegetable | Apple | Citrus | Olive | Grape | Other fruits | Other crops | Unused land |
|------------------------------------|---------|--------|-----------------------|----------------------|-------|--------|-------|-------|--------------|-------------|-------------|
| Area (ha)                          |         |        |                       |                      |       |        |       |       |              |             |             |
| Annual Production (ton)            |         |        |                       |                      |       |        |       |       |              |             |             |
| Intensive = 1<br>Not intensive = 0 |         |        |                       |                      |       |        |       |       |              |             |             |

8. Do you have the following facilities? If yes, what are the values of them?

|  | Yes = 1,<br>No = 0 | Value<br>(lek) |
|--|--------------------|----------------|
| Agriculture machinery                    |                    |                |
| Transport capacities (role and/or truck) |                    |                |
| Storage capacities                       |                    |                |



9. If you have green house(s), how much is the total areas of it?

| m2

**2. Livestock**

1. Number of livestock you own

| Cow (HF) | Cow (Jersey) | Cow (Breed) | Cow (Breed) | Cow (Other) | Sheep | Goat | Pig | Poultry | Other (Specify ) |
|----------|--------------|-------------|-------------|-------------|-------|------|-----|---------|------------------|
|          |              |             |             |             |       |      |     |         |                  |

2. Do you have the following assets for livestock? If yes, what are the values of them?

|                  | Yes = 1,<br>No = 0 | Value (lek) |
|------------------|--------------------|-------------|
| Stable           |                    |             |
| Other (specify ) |                    |             |

**3. Inputs of agriculture**

1. Where do you get seed, seedlings, fertilizers, pesticide and other inputs for farming?

1. Private shops
2. Cooperatives
3. Consolidator
4. Other \_\_\_\_\_

2. Are there any inputs that you produce at your farm?

If yes put 1

- Seed
- Seedling
- Manure
- Feed for livestock
- Medicine for livestock
- Other (specify )

3. What is your perception about quality and safety standards of inputs that you buy?

- Seed
- Seedling
- Manure
- Feed for livestock

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Medicine for livestock

Other (specify )

1. Very high
2. High
3. So-so
4. Low
5. Very low
6. Don't know

**4. How do you evaluate the prices of main inputs you buy?**

Seed

Seedling

Manure

Feed for livestock

Medicine for livestock

Other (specify )

1. Very high
2. High
3. So-so
4. Low
5. Very low
6. Don't know

**5. Using the scale 1-5 (below), mark whether you agree or disagree with the following statements**

|   |  |
|---|--|
| Agricultural inputs (seed/seedlings, fertilisers, plant protection inputs) are available by private suppliers at fair price     |  |
| Private input traders make price discount for us (if you buy usually to the same supplier)                                      |  |
| Agricultural inputs (seed/seedlings, fertilisers, plant protection inputs) are available by private suppliers at decent quality |  |
| Agricultural machinery is available by private service providers at fair price  |  |
| Agricultural machinery is available by provide service providers at decent quality  |  |

- 1 = Strongly disagree  
 2 = Disagree  
 3 = Neither agree nor disagree  
 4 = Agree  
 5 = Strongly Agree

**4. Sales**

1. What is the main agricultural product you produce?
  
2. Do you have regular buyer(s) of the main product?



Yes = 1, No = 0

3. Who are the regular buyer of your **main** agricultural products and where is the final destination of it?

|                       | 1st | 2nd | 3rd |
|-----------------------|-----|-----|-----|
| Regular buyer         |     |     |     |
| Other buyer(s)        |     |     |     |
| Final destination     |     |     |     |
| 1 = domestic market   |     |     |     |
| 2 = foreign market    |     |     |     |
| 1. Exporter           |     |     |     |
| 2. Wholesaler         |     |     |     |
| 3. Local consolidator |     |     |     |
| 4. Processor          |     |     |     |
| 5. Retailer           |     |     |     |

4. At which place do you sell your main product?

- 1 = Wholesale market
- 2 = Buyer comes to your farm
- 3 = Other (specify )

5. What are main reasons for selling your products to these buyers?

|                                       | 1st | 2nd | 3rd |
|---------------------------------------|-----|-----|-----|
| 1. Secure market                      |     |     |     |
| 2. Fairer product prices              |     |     |     |
| 3. Farm input provision               |     |     |     |
| 4. Loans or loan guarantee            |     |     |     |
| 5. Information and knowledge training |     |     |     |
| 6. Trust                              |     |     |     |
| 7. Habit                              |     |     |     |
| 8. Distance                           |     |     |     |
| 9. Contract                           |     |     |     |
| 10. Payment                           |     |     |     |

6. Are you willing to cooperate with these buyers? Using the scale 1-5 (below), mark whether you agree or disagree with the following statements

|   |  |
|---|--|
| I am willing to strengthen the relationship with my buyer to benefit from technology (information and advice) |  |
| I am willing to strengthen the relationship with my buyer to benefit loan and loan guarantee                  |  |
| I am willing to strengthen the relationship with my buyer to mitigate my product, marketing and price risk    |  |
| I am willing to strengthen the relationships with my buyer but prefer that the agreement to remain informal   |  |
| I am willing to enter in a contract farming agreement   |  |

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly Agree



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**5. Service**

1. Tell us if the following services are accessible. Also, provide us the main provider of each service and the quality of service.

|  | Accessibility  | Main provider  | Quality   |
|--|--|--|---|
| 1. Advice on production technology (cultivars, crop nutrition, plant protection) |  |  |   |
| 2. Information on technology   |  |  |   |
| 3. Input market information (location, prices, quality)                          |  |  |   |
| 4. Product market information  |  |  |   |
| 5. Advice on business plans and application for loan/government subsidy          |  |  |   |
| 6. Financial education   |  |  |   |
| 7. Certification services  |  |  |   |
| 8. Other)  |  |  |   |
|  | 1 = Very difficult to access<br>2 = Difficult to access<br>3 = Neither difficult nor easy<br>4 = Easy to access<br>5 = Very easy to access | 1 = Public institution<br>2 = Private consultant<br>3 = University<br>4 = Input provider<br>5 = Other (specify ) | 1 = Very good<br>2 = Good<br>3 = Neither good nor poor<br>4 = Poor<br>5 = Very poor |

2. Please tell us the three most important services you would like to newly get.

|  |  |
|--|--|
| 1. Advice on production technology (cultivars, crop nutrition, plant protection) |  |
| 2. Information on technology   |  |
| 3. Input market information (location, prices, quality)                          |  |
| 4. Product market information  |  |
| 5. Advice on business plans and application for loan/government subsidy          |  |
| 6. Financial education   |  |
| 7. Certification services  |  |
| 8. Other (specify )  |  |

3. Which is the main source of production technology advice/assistance?

1. Agriculture directorate
2. Inputs trader
3. Buyer/client
4. Other (Specify )
5. No one



4. In 2017, have you been advised by an agronomist?

| Yes = 1, No = 0

5. What is the total cost that you pay for advices?

| lek

6. What is the level of satisfaction with services you received?

5 = Very satisfied

4 = Satisfied

3 = Neither satisfied nor unsatisfied

2 = Not satisfied

1 = Very much unsatisfied

7. What are the reasons for satisfaction and dissatisfaction?

|

8. Do you follow any safety standard? If yes, what standard do you follow?

| Yes = 1, No = 0

|

9. If no, are you willing to apply standard? If so, what standard are you willing to apply?

|

|

10. What is the reason for your willingness and unwillingness to apply for standard?

|

## 6. Management and financial literacy for agriculture

1. Do you keep notes for expenses and revenues?

|

1. Never

2. Rarely

3. Sometimes

4. Often

5. Always

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2. Do you calculate production costs and profit for the main product?

1. Never
2. Rarely
3. Sometimes
4. Often
5. Always

3. Have you ever been trained or advices about calculation of cost and profit?

| Yes = 1, No = 0

### 7. Problems of agriculture

1. What are the major problems in agriculture?

- 1 = Important inputs are not available
- 2 = Important inputs are expensive
- 3 = Disease
- 4 = Prices of my agricultural products are low
- 5 = There is no regular buyers
- 6 = Services on agriculture are not accessible
- 7 = Other (Specify )

### 8. Cooperatives

1. Are you (or other HH members) a member of any agriculture producer group or cooperative

| Yes = 1, No = 0

2. Do you carry out joint production activities with other farmers?

| Yes = 1, No = 0

3. Do you carry out joint sales activities with other farmers?

| Yes = 1, No = 0

4. Are you a member of any group or association (producers group, parents committee, religious group, cultural group, etc.)?

| Yes = 1, No = 0



5. If Yes, how active you consider yourself with this group/association?

- 5 = Very active
- 4 = Active
- 3 = Neither active nor passive
- 2 = Passive
- 1 = Very passive

6. By using the scale 1-5 (below), mark whether you agree or disagree with the following statements

|  |  |
|--|--|
| I am willing to pay my own contribution for jointly (together with my villagers) hiring a technology/plant protection agronomist                   |  |
| I am willing to pay my own contribution for jointly buying and using agricultural machinery (Tractor, agricultural machines, transportation means) |  |
| I am willing to participate in a input provision product marketing group/cooperative   |  |
| I am willing to participate in collective activity, such as joint maintenance of irrigation canals, village road, etc.                             |  |
| I am not willing to cooperate with other farmers (it is easier to solve your own problems by action individually and using personal links)         |  |

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly Agree

7. In your neighborhood, do you think that there is anyone who you trust and who can lead the group/association?

Yes = 1, No = 0

8. Have you ever applied and obtained any government support scheme on agriculture? If yes, when did you apply, and what is the name of the scheme?

| Have you applied? | Did you obtain the support? | Year of application | Name of scheme |
|-------------------|-----------------------------|---------------------|----------------|
| Yes = 1           | Yes = 1                     |                     |                |
| No = 0            | No = 0                      |                     |                |

9. Are you willing to form a group of farmers to apply for government scheme? If you know what kind of scheme you would like to apply, please provide the name of the scheme?

Yes = 1, No = 0  
Name of the scheme

### III. Investment and other economic activities

#### 1. Did you invest in the last 3 years?

|   | Did you Invest in the following items? |       | Investment value (Lek) | Investment source |              |                    |
|---|--|-------|------------------------|-------------------|--------------|--------------------|
|   | 1. Yes                                 | 0. No |                        | Bank loan         | My own money | Borrow from others |
| Buy agricultural equipment (tractor, other machinery, etc.) |  |       |                        |                   |              |                    |
| Fruit plantation  |  |       |                        |                   |              |                    |
| Buy livestock   |  |       |                        |                   |              |                    |
| Buy agricultural land                                       |  |       |                        |                   |              |                    |
| Buy non-agricultural land                                   |  |       |                        |                   |              |                    |
| Agricultural buildings or greenhouses                       |  |       |                        |                   |              |                    |
| Buy agro-processing equipment                               |  |       |                        |                   |              |                    |
| Non-agricultural private company                            |  |       |                        |                   |              |                    |
| House, apartment or building                                |  |       |                        |                   |              |                    |
| Buy a car or truck  |  |       |                        |                   |              |                    |
| Other _____   |  |       |                        |                   |              |                    |

#### 2. List 3 main investments that you need for the next 5 years?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Will you make these investments?

1. Yes
2. No
3. Don't know

I will not invest because the interest rate is very high?

1. Disagree
2. Neither agree, nor disagree
3. Agree

I will not invest because loan application procedures are very complex

1. Disagree
2. Neither agree, nor disagree
3. Agree

I will not invest because there are no grants that can cover part of the cost

1. Disagree
2. Neither agree, nor disagree
3. Agree

Over last 12 months, the access to capital (credit and grants) has:

1. Worsen
2. Same as before
3. Improved



3. Are you willing to pay loan insurance for your investment? If yes, what do you want to insure?

Yes = 1, No = 0

Yes = 1, No = 0

- Livestock
- Crop
- Other (specify )

4. Do you do on-farm processing? If yes, what are they?

Production in the last 12 months (Kg)    Production of in the last 12 months (Kg)    Value of sales in the last 12 months (lek)

- Cheese
- Dried fruits
- Oil
- Raki
- Other (Specify )

5. Do you do your own business, other than agriculture and agri-processing?

Yes = 1, No = 0

6. What kind of business do you run?

- 1 = Running hotel
- 2 = Running shop (Specify )
- 3 = Others (Specify )

7. Do you have any other income in the last one year?

Yes = 1, No = 0    Value in the last 1 year (lek)

- Remittances from Albania
- Remittances from other countries
- Economic aid
- Other (Specify )

#### IV. Aspiration

1. Using the scale 1-5 (below), mark whether you agree or disagree with the following statements

|  |  |
|--|--|
| In five years from now will be living and working on my farm |  |
| In five years from now will be living and working in town    |  |
| In five years from now will be living and working abroad     |  |

- 1 = Very unlikely
- 2 = Unlikely
- 3 = Neither unlikely nor likely
- 4 = Likely
- 5 = Very likely

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2. In case you will be living and working on the farm, tell us about what you would need the most.

Rank the 3 most important needs

|                    |  |
|--------------------|--|
| 1st most important |  |
| 2nd most important |  |
| 3rd most important |  |

1. Training on production technology
2. Financial education
3. Access to finance
4. Access to finance combined with management skills
5. Information on market/business opportunities
6. Other, (Specify )

## V. Risks

1. What were the major events/crisis encountered by your family or family members in the past three years that had major impact on your household finances?

| Please check any of the following events | Number of times it happened | Estimated Cost Incurred (Average Lek) |
|--|-----------------------------|---------------------------------------|
| 1 Childbirth                             |                             |                                       |
| 2 Baptism                                |                             |                                       |
| 3 Schooling                              |                             |                                       |
| 4 Wedding                                |                             |                                       |
| 5 Festival                               |                             |                                       |
| 6 Illnesses                              |                             |                                       |
| 7 Accidents                              |                             |                                       |
| 8 Disability                             |                             |                                       |
| 9 Funeral                                |                             |                                       |
| 10 Loss of employment/income             |                             |                                       |
| 11 Natural disaster                      |                             |                                       |
| 12 Other (Specify )                      |                             |                                       |

2. Have you or any of your family members been affected or have been victims of any of the following disasters or calamities in the past 3 years?

| Events               | Number of times it happened | Estimated Cost of Damage (Lek) |
|----------------------|-----------------------------|--------------------------------|
| 2 Floods             |                             |                                |
| 3 Landslide/mudslide |                             |                                |
| 4 Drought            |                             |                                |
| 5 Earthquake         |                             |                                |



|                           |  |  |
|---------------------------|--|--|
| 6 Fire                    |  |  |
| 7 Theft/robbery           |  |  |
| 8 Peace & order problems  |  |  |
| 9 Others (please specify) |  |  |

3. What coping mechanisms did you adopt to mitigate the effects of those events.

| Coping Mechanisms (Please check: can be multiple answers) |                                  |
|---|----------------------------------|
| 1 Borrowed money from relatives & friends                 | 7 Seek for new employment        |
| 2 Borrowed money from informal money lenders              | 8 Reduce expenses on consumption |
| 3 Borrowed money from bank/MFIs                           | 9 Stop schooling of children     |
| 4 Use of savings at financial institution                 | 10 Claims from insurance         |
| 5 Use of saving on the mattress                           |                                  |
| 6 Sold or mortgage assets                                 | 11 Others _____                  |

## VI. Household management

1. Has somebody in your house record household incomes and/or expenditure of households in the last 12 months?

Yes = 1, No = 0

2. Who in your household recorded the household income/expenditure?  
(Refer to the question I.3 for the choice)

3. How often does he/she record?

- 1 = Dairy
- 2 = Few times a week
- 3 = Weekly
- 4 = Biweekly
- 5 = Monthly
- 6 = Other (Specify )

4. Have you attended any financial education program/session/service in the past?

Yes = 1, No = 0

5. Who/what institution provided the financial education?

Name of institution



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6. If yes, what are the topics of the financial education?

1. Ways to save
2. Budgeting
3. Investment Opportunity
4. Financial Goal Setting and Planning
5. Credit / Debt Management
6. Multiple Income Sourcing
7. Starting a Business with Small Capital / Entrepreneurship
8. Translating dreams to financial goals
9. Changing limiting beliefs on money matters
10. Financial Negotiations
11. Understanding the different financial institutions
12. Others (Specify )

7. Which among the following topic/s of financial education would you be interested in attending?

1. Ways to save
2. Budgeting
3. Investment Opportunity
4. Financial Goal Setting and Planning
5. Credit / Debt Management
6. Multiple Income Sourcing
7. Starting a Business with Small Capital / Entrepreneurship
8. Translating dreams to financial goals
9. Changing limiting beliefs on money matters
10. Financial Negotiations
11. Understanding the different financial institutions
12. Others (Specify )

8. Who from among the members of the family manage the household budget? Choose from the table of Question I.3. (Multiple answers are allowed)

|



## Questionnaire for individual

### VII. General information

1. Give us your personal information

| Name | Gender | Age | Education level (last grade) | Occupation (choose from the list) |
|------|--------|-----|------------------------------|-----------------------------------|
|      |        |     |                              |                                   |

### VIII. Aspiration

1. Using the scale 1-5 (below), mark whether you agree or disagree with the following statements

|  |  |
|--|--|
| In five years from now will be living and working on my farm |  |
| In five years from now will be living and working in town    |  |
| In five years from now will be living and working abroad     |  |

- 1 = Very unlikely
- 2 = Unlikely
- 3 = Neither unlikely nor likely
- 4 = Likely
- 5 = Very likely

2. In case you will be living and working on the farm, tell us about what you would need the most.

Rank the 3 most important needs

|                    |  |
|--------------------|--|
| 1st most important |  |
| 2nd most important |  |
| 3rd most important |  |

- 1. Training on production technology
- 2. Financial education
- 3. Access to finance
- 4. Access to finance combined with management skills
- 5. Information on market/business opportunities
- 6. Other, (Specify )

### IX. Usages of financial services

#### A. Bank account

1. Do you (or any of your family member) have a bank account?

1 = Po    2 = Jo    |    →B savings

↓

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2. Please provide the details of all of the bank accounts that your family members have?

| Owner of the account in the household (refer to I.3 for the choice) | Financial Institution<br>1 = Commercial Bank, 2 = MFI, 3 = Cooperatives<br>4 = Other (specify) | Name of institution | Type account                               | Interest Rate (% per annum) | Current amount of deposit (old lek) | 1 = Individually managed<br>2 = Joint Account (as a couple or as a family) | How often do the owner of account visit? (select from below)                                      | How long has the account been used (years)? | What is the mode of transportation to go to the financial institution                   | How long does it take to go to the branch? (minutes) | Do you feel that the branch is easily accessible?  |
|---|--|---------------------|--|-----------------------------|-------------------------------------|--|---|---|---|--|--|
|   |  |                     |  |                             |                                     |  |   |   |   |  |  |
|   |  |                     |  |                             |                                     |  |   |   |   |  |  |
|   |  |                     |  |                             |                                     |  |   |   |   |  |  |
|   |  |                     | 1 = Saving account<br>2 = Checking account |                             |                                     |  |   |   |   |  |  |
|   |  |                     |  |                             |                                     |  | 1 = Weekly<br>2 = Monthly<br>3 = Bimonthly<br>4 = Quarterly<br>5 = Yearly<br>6 = Other (specify ) |   | 1 = Car<br>2 = Bus<br>3 = Motor bike<br>3 = Bicycle<br>4 = Walk<br>5 = Other (specify ) |  | 5 = Very easy<br>4 = Easy<br>3 = Neither easy nor difficult<br>2 = Difficult<br>5 = Very difficult |



**3. Level of satisfaction, things you like the most and lest**

| 1. Please rate the level of your satisfaction on the services of each financial institution. | 2. Name three things you like most about the services/products of institution. | 3. Name three things you like least about the services/products of institution. |
|--|--|---|
|  |  |   |
|  |  |   |
|  |  |   |
|  |  |   |

- 5 Very high satisfaction
- 4 High Satisfaction
- 3 Average satisfaction
- 2 Low satisfaction
- 1 Very low satisfaction

- 1. Lower interest rate than other informal sources of loan (informal lenders)
- 2. Steady source of working capital
- 3. Training or technical assistance
- 4. Efficiency as compared to banks or other sources
- 5. Easier guarantees than loan alternatives
- 6. Professionalism of credit officers or other program staff
- 7. Other (specify: \_\_\_\_\_)

- 1. High interest rates or commission
- 2. Size of initial or subsequent loans too small
- 3. Loan cycle too long or too short
- 4. Repayment policies (frequency, amount)
- 5. Guarantee policies
- 6. Transaction costs for client (slow disbursement, have to cash checks, etc.)
- 7. Dislike behaviour/attitude of loan officer or other program personnel
- 8. Lack of grace period
- 9. Other (specify) \_\_\_\_

**4. If you could change something about services of the institution to make it better, what would you change - (use numbers from 3.2 and 3.3 above)?**

|  |
|--|
|  |
|  |
|  |
|  |
|  |

**B. Saving**

1. Do you save money?

1 = Yes    2 = No    |    → B9



2. Do you save money at any financial institution?

|         |        |
|---------|--------|
| 1 = Yes | 2 = No |
|---------|--------|



→ Do you save money under mattress?

1 = Yes    2 = No    |    → B9



B2.ii Do you do group saving

1 = Yes    2 = No    |    → B9



B.3

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3. Do you set aside amount for your savings regularly?

- 1 = Regular/Consistent,
- 2 = Irregular/Inconsistent

4. If you save regularly at a financial institution, how often do you save? And how much do you save each time?

|   |   |
|---|---|
| Choose only one<br>1 = Weekly<br>2 = Monthly<br>3 = Every two months<br>4 = Quarterly<br>5 = Yearly<br>6 = Other (Specify ) | (old lek per time)<br>_____<br>_____<br>_____<br>_____<br>_____ |
|---|---|

5. Do you set aside amount for your mattress savings regularly?

- 1 = Regular/Consistent,
- 2 = Irregular/Inconsistent

6. If you save regularly under mattress, how often do you save? And how much do you save each time?

|   |   |
|---|---|
| Choose only one<br>1 = Weekly<br>2 = Monthly<br>3 = Every two months<br>4 = Quarterly<br>5 = Yearly<br>6 = Other (Specify ) | (old lek per time)<br>_____<br>_____<br>_____<br>_____<br>_____ |
|---|---|

7. What are the reasons for keeping money under the mattress?

- 1 = Access to financial institution is not easy.
- 2 = For diversify the risk
- 3 = To keep the liquidity
- 4 = Cannot trust financial institution
- 5 = Other (Specify )

8. Which of the following reasons or categories, if any, are you saving money for (multiple answers)?

| A. Significant Events  | B. Asset-Building                                     |
|--|---|
| 1 wedding, giving birth or starting a new family etc.                                  | 1 Purchase of Real Estate (house & lot / condo, etc.) |
| 2 Celebrations (feasts, birthdays, anniversaries, Christmas season, graduations, etc.) | 2 Acquisition of Farmland / Agriculture land          |
| 3 School tuitions & other school needs (immediate)                                     | 3 Purchase of farm equipment                          |
| 4 School tuition and other school needs (future)                                       | 4 Capital for Business / Enterprise                   |
| 5 Family vacation and other recreation   | 5 Transportation/Vehicle for business purposes        |
| 6 Retirement   |   |



| <b>C. Necessities and Wants</b>   | <b>D. Emergencies</b>                             |
|---|---|
| 1 Acquisition of family car or service vehicle  | 1 Sickness/emergencies/future medical needs       |
| 2 Purchase of furniture and appliances  | 2 Death of a loved one / family member            |
| 3 Personal Growth & Enhancement (i.e further education, training, special courses, etc) | 3 Loss of income (job/business/source of income)  |
| 4 Special Clothing  | 4 Loss of properties (fire, calamities)           |
| 5 House repair or home improvement  | 5 Purchase of insurance policy                    |
| 6 Gadgets   |   |
| <b>E. Other Reasons (not abovementioned)</b>  |   |
| 1 Pay off Debts   | 3 Just for the sake of savings (becoming a habit) |
| 2 Inheritance for children  | 4 Others (please specify)                         |

9. What do you think are the reasons for not being able to save?

1. Do not believe the concept of savings
2. Do not think the need for it
3. Cannot afford to save; income not enough
4. Other reasons (Please specify \_\_\_\_\_ )

10. Given your current income, what percentage do you think you can and willing to save on a monthly basis?

- 1 < 5%
- 2 6% - 8%
- 3 9% - 10%
- 4 11% - 15%
- 5 16% - 20%
- 6 > 20%

11. What are the major characteristics of a savings product/program that would attract you to save (at least one reason)?

1. High interest rate
2. Security or insurance of savings
3. Easy access to withdraw
4. Amount of maintaining balance
5. Less documentary requirements in opening savings account
6. Others (Please specify \_\_\_\_\_ )
7. Nothing

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**12.** What characteristics do you look for in a financial institution for you to entrust your savings (at least one reason)?

1. Good reputation/name one can trust
2. Proximity to residence / place of work
3. Endorsed by family members and friends
4. Others (Please specify \_\_\_\_\_ )
5. Nothing

**13.** If the interest rate is 4%, how much the bank balance will be one 1 year later, if the current balance is 10,000 Lek?

Lek

**C. Loan**

**1.** Have you recently availed of any loan?

1 = Yes    2 = No    |    → C8

↓

**2.** If yes, what types of loan did you avail?

1. Enterprise/business loan
2. Agriculture production / agricultural
3. Education
4. Housing
5. Consumption
6. Health
7. Household furniture
8. Emergency (Please specify \_\_\_\_\_ )
9. Others (Please specify \_\_\_\_\_ )



3. What is your source of loan/credit? Please check any of the following sources (multiple answer are allowed)?

| Source                    | Name of institution | If collateral is needed (Yes = 1 No = 0) | If guarantor is needed (Yes = 1 No = 0) | Amount of loan (lek) | Interest rate per year (%) | Satisfaction (1-5, as below)   |  |  |  |  |
|---------------------------|---------------------|--|---|----------------------|----------------------------|--|--|--|--|--|
|                           |                     |  |   |                      |                            | On interest rate (select from below)   | On processing and other services (form below)  | On repayment period  | On requirement of collateral   | On ease and convenience in paying back the loan  |
| 1 Commercial Bank         |                     |  |   |                      |                            |  |  |  |  |  |
| 2 Cooperative/association |                     |  |   |                      |                            |  |  |  |  |  |
| 3 MFI                     |                     |  |   |                      |                            |  |  |  |  |  |
| 4 NGO                     |                     |  |   |                      |                            |  |  |  |  |  |
| 5 Supplier's credit       |                     |  |   |                      |                            |  |  |  |  |  |
| 6 Friends/relatives       |                     |  |   |                      |                            |  |  |  |  |  |
| 7 Informal lenders        |                     |  |   |                      |                            |  |  |  |  |  |
| 8 Others (specify         |                     |  |   |                      |                            |  |  |  |  |  |
|                           |                     |  |   |                      |                            | 5 = Very satisfied<br>4 = Satisfied<br>3 = Neither satisfied nor unsatisfied<br>2 = Not satisfied<br>1 = Very much unsatisfied | 5 = Very satisfied<br>4 = Satisfied<br>3 = Neither satisfied nor unsatisfied<br>2 = Not satisfied<br>1 = Very much unsatisfied | 5 = Very satisfied<br>4 = Satisfied<br>3 = Neither satisfied nor unsatisfied<br>2 = Not satisfied<br>1 = Very much unsatisfied | 5 = Very satisfied<br>4 = Satisfied<br>3 = Neither satisfied nor unsatisfied<br>2 = Not satisfied<br>1 = Very much unsatisfied | 5 = Very satisfied<br>4 = Satisfied<br>3 = Neither satisfied nor unsatisfied<br>2 = Not satisfied<br>1 = Very much unsatisfied |







4. What are the main reasons why you choose the financial institution to avail of loan (if more than one loan, refer to the most recent loan)?
1. Proximity of location
  2. Offering other financial/non-financial services
  3. Easy access
  4. Speedy delivery of service
  5. Good customer services
  6. Interest
  7. Someone's advice / professional or friend
  8. Product range
  9. Previous dealings
  10. Others (Please specify \_\_\_\_\_ )
5. Have you obtained enough funds you require?
- Yes = 1, No = 0
6. If no, why have you not availed of loans?
1. Do not need a loan
  2. No collateral to give
  3. The interest is high
  4. Strict documentary requirements
  5. Costly processing fees
  6. No available credit source
  7. Loan term is too short
  8. Loan size is too small
  9. Loan size is too large
  10. Others (Please specify \_\_\_\_\_ )
7. Did you face any difficulty repaying your loan to the program in the last loan cycle?
- Yes = 1, No = 0
8. If yes, what caused your repayment problems?
1. Loan activity was not profitable
  2. I or others in my family had been sick
  3. I used some of the loan money for other purposes
  4. Sold on loan and did not get paid back in time

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5. Legal problems

6. Others (Please specify \_\_\_\_\_ )

9. If you have not used loans (for 1-8 below) yet, are you willing to use it? If yes, for what purpose would you use?

1 = Education

2 = Health

3 = Emergency

4 = Legal service

5 = Vocation

6 = Home appliances

7 = Family event

8 = Others (Please specify \_\_\_\_\_ )

**D. Collateral and social collateral**

1. Have you ever signed a (social) guarantee for someone you know? Have other done it for you?

Yes = 1, No = 0

2. Has anybody sign a (social) guarantee for you in your area when you apply for a loan?

Yes = 1, No = 0

3. Are you willing to sign (social) guarantee for other relatives/non-relatives in your area when they apply for a loan?

Yes = 1, No = 0

4. Has anybody who is willing to sign (social) guarantee for you in your area when you apply for a loan?

Yes = 1, No = 0

**E. Insurance**

1. Do you have any idea what an insurance or microinsurance is?

Yes = 1, No = 0

2. Have you availed of any voluntary insurance or microinsurance services?

1 = Yes    2 = No    |    → E6

↓



**3. Please provide the details of the insurance you have had**

| Insurance Coverage   | Amount of Coverage (Lek) | Amount of premium annual (Lek) | Provider (select from below) | Name of provider |
|----------------------|--------------------------|--------------------------------|------------------------------|------------------|
| 1 = Life insurance   |                          |                                |                              |                  |
| 2 = Sickness/medical |                          |                                |                              |                  |
| 3 = Disability       |                          |                                |                              |                  |
| 4 = Accidents        |                          |                                |                              |                  |
| 5 = House            |                          |                                |                              |                  |
| 6 = Livestock        |                          |                                |                              |                  |
| 7 = Crops            |                          |                                |                              |                  |
| 8 = Others (specify) |                          |                                |                              |                  |

- 1 = Private Insurer  
 2 = Government Insurer  
 3 = Community organizations  
 4 = MFI (NGO)  
 5 = MFI (Bank)  
 6 = MFI (Cooperative)  
 7 = Others \_\_\_\_\_

**4. Have you ever gotten insurance compensation?**

1 = Yes    2 = No    | → E6



**5. If yes, were you satisfied with damage assessment and compensation?**

- 5 = Very satisfied  
 4 = Satisfied  
 3 = Neither satisfied nor unsatisfied  
 2 = Unsatisfied  
 1 = Very unsatisfied

**6. If you are not covered by any voluntary insurance, why are you not covered?**

|                      | Reason |
|----------------------|--------|
| 1 = Life insurance   |        |
| 2 = Sickness/medical |        |
| 3 = Disability       |        |
| 4 = Accidents        |        |
| 5 = house            |        |

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|                       |  |
|-----------------------|--|
| 6 = Livestock         |  |
| 7 = Crops             |  |
| 8 = Others (Specify ) |  |

- 1 = No available insurer in the area
- 2 = Cannot afford the premium
- 3 = Do not believe in the concept of insurance/microinsurance
- 4 = Do not think the need for it
- 5 = No access to information
- 6 = Afraid of using insurance
- 7 = Other reasons (Please specify )

7. If you are given the chance to get an insurance, are you willing to pay for yearly contribution (premium) for the following types of insurance?

1 = Yes 2 = No | → F

↓

8. If yes, what do you think is the amount of monthly premium that is affordable to you?

| Insurance type       | Yes = 1 No = 0 | Amount of annual premium (old Lek) |
|----------------------|----------------|------------------------------------|
| 1 = Life insurance   |                |                                    |
| 2 = Sickness/medical |                |                                    |
| 3 = Disability       |                |                                    |
| 4 = Accidents        |                |                                    |
| 5 = House            |                |                                    |
| 6 = Livestock        |                |                                    |
| 7 = Crops            |                |                                    |
| 8 = Others (specify) |                |                                    |

**F. Awareness on FED invest**

1. Have you heard about FED invest ?

1 = Yes 2 = No |

↓

2. Do you know that FED invest has a homepage?

1 = Yes 2 = No |

↓

3. Have you ever used the FED invest homepage?

1 = Yes 2 = No |



### G. Payments and transfer service

1. Are you using utility payment service of financial institution?

Yes = 1, No = 0

2. If yes, from which financial institution do you use?

3. If no, are willing to use utility payment service from FED invest if it is available.

|                  | Yes = 1, No = 2 |
|------------------|-----------------|
| Electricity      |                 |
| Water            |                 |
| Telephone        |                 |
| TV               |                 |
| Fine             |                 |
| Other (specify ) |                 |

4. Do you send or receive money transfer or use bank payment regularly for the following purposes?  
If no, are you willing to use the bank transfer/payment service if it is available?

|   | Regularly do<br>(Yes = 1, No = 0) | If no, are you willing to use the<br>bank transfer/payment service? |
|---|-----------------------------------|---|
| Receive money from my family/relatives<br>from within the country |                                   |   |
| Receive money from my family/relatives<br>from abroad             |                                   |   |
| Send money within the country to my<br>family/relatives           |                                   |   |
| Send money abroad to my<br>family/relatives                       |                                   |   |

5 = Very willing to do it  
4 = Willing to do it  
3 = Neither willing nor unwilling  
2 = Unwilling to do it  
1 = Very unwilling to do it

### H. Member's portal and branchless banking

1. Do you have any computer (desktop, lap top) or smartphone?

Yes = 1, No = 2

Computer personal

Smartphone

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2. Do you or anybody in your family have access to internet and do you use the internet?

Yes = 1, No = 0

3. Do you or has any one in your family have an e-mail address?

1 = Yes 2 = No |

↓

4. Are you willing to do it online if this kind of online service is available?

|   |  |
|---|--|
| Apply for membership  |  |
| Receive information on the services/products of FED invest  |  |
| Receive information on deposits and remaining loan          |  |
| Bank transfer   |  |
| Apply for a loan  |  |
| Receive price information of agriculture                    |  |
| Receive information on input suppliers                      |  |
| Receive information on wholesale markets buyers             |  |
| Receive information on production technology of agriculture |  |
| Transaction among farmers and suppliers                     |  |

5 = Very willing to do it  
 4 = Willing to do it  
 3 = Neither willing nor unwilling to do it  
 2 = Unwilling to do it  
 1 = Very unwilling to do it

**I. Farmers formalization**

1. Do you have any Farmer's Code?

1 = Yes 2 = No |

2. Do you have a NIPT?

1 = Yes 2 = No |

Could you please provide you mobile number? \_\_\_\_\_

Thank you for your interview!



## Annex 2: Guidelines for Supplementary Qualitative Inquiries

|                                   |   |
|-----------------------------------|---|
| <b>Date of inquiry</b>            |   |
| <b>Name of interviewer</b>        |   |
| <b>Category of informants</b>     | <p>Member status</p> <ul style="list-style-type: none"> <li>a) Non-member</li> <li>b) Active member</li> <li>c) Inactive member <ul style="list-style-type: none"> <li>-Dormant member</li> <li>-Guarantor of family member</li> </ul> </li> </ul>  |
| <b>Basic info on informants</b>   | <ul style="list-style-type: none"> <li>• Profiles of interviewee(s)</li> <li>• Socio-demographic profile of the household.</li> <li>• Farm characteristics</li> </ul>   |
| <b>Agriculture-related topics</b> | <p>Group activities</p> <ul style="list-style-type: none"> <li>• Have they engaged in any form of cooperation or collective action in the past, or are currently engaged? If yes, why has it been successfully formed? If not, or why has not been formed?</li> <li>• What are the issues that make it necessary to cooperate?</li> <li>• What are their levels of willingness to cooperate with other farmers? How does it vary by type of farmers (including socio-demographic characteristics).</li> </ul> |
|                                   | <p>Value-chains</p> <ul style="list-style-type: none"> <li>• Current form of relations with buyers (in terms of financial, product, information, and others)<br/>What are the issues and challenges in the relations with buyers, if any?</li> <li>• Current form of relations with inputs suppliers (in terms of financial, products, information and others)</li> <li>• What are the issues and challenges in the relations with input suppliers, if any?</li> </ul>  |
|                                   | <p>Services and technical assistance</p> <ul style="list-style-type: none"> <li>• Types of advice and technical assistance they receive. From whom and how they receive it?</li> </ul>  |



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|                          |   |
|--------------------------|---|
|                          | <ul style="list-style-type: none"> <li>• Is there unfulfilled demand in advisory or technical services? If so, what is it?</li> <li>• Contents and preferable delivery mechanisms of technical advice and market information.</li> </ul>  |
|                          | <p>Aspiration to continue agriculture work in the future (pay attention to the differences generation and gender differences)</p>   |
|                          | <p>Other needs</p> <ul style="list-style-type: none"> <li>• Investment</li> <li>• Subsidy application</li> <li>• Inputs</li> </ul>  |
| <b>Financial-related</b> | <p>Saving</p> <ul style="list-style-type: none"> <li>• Saving practice and actual cash flow of household and individual.</li> <li>• Reasons not to save, if they do not save.</li> <li>• What make it attractive for them to save.</li> <li>• Reasons for saving at home, if they do so. Reasons why people do not save at financial institutions.</li> <li>• What make it attractive for them to save at financial institutions (especially for the poor)?</li> <li>• What are the specific conditions/services required for them to save at financial institutions?</li> </ul> <p>Means to fill financial needs</p> <ul style="list-style-type: none"> <li>• How are the short-term needs (such as buying inputs) and long-term needs (such as investments) met?</li> <li>• How often and in which situations do they conduct informal financial practices (such as borrowing from relatives, friends or neighbors)?</li> <li>• What are the strategies to prepare for and cope with emergencies? (pay attention to the generation and gender differences).</li> </ul> <p>Insurance</p> <ul style="list-style-type: none"> <li>• What are their levels of awareness on and willingness to have insurance?</li> <li>• Do they prefer loans to be combined with insurance?</li> </ul> <p>Online services</p> <ul style="list-style-type: none"> <li>• Do they have mobile phone and/or PC? Do they use internet?</li> <li>• If yes, what do they use it for?</li> </ul> |



|              |   |
|--------------|---|
|              | <ul style="list-style-type: none"> <li>• Do they practice any online financial transactions?</li> <li>• Are they interested in online financial services?</li> </ul>  |
|              | <p>Loan</p> <ul style="list-style-type: none"> <li>• If they hesitate to apply for a loan of financial institution, what make them feel so?</li> <li>• Specific aspects of demand for funds (its timing, amount, purpose, conditions, insurance, and so on)</li> <li>• Past and current status of payment arrears (if they have faced the problem, and the reasons for it)</li> </ul> |
|              | <p>Communication channels</p> <ul style="list-style-type: none"> <li>• Their preferred communication channels, methods, frequency, content for non-financial services such as financial education and technical advice</li> <li>• What information and channels would appeal to each customer segment?</li> </ul>   |
|              | <p>Money transfer</p> <ul style="list-style-type: none"> <li>• Do they transfer money?</li> <li>• If so, which form/agent do they use?</li> </ul>   |
|              | <p>Other</p> <ul style="list-style-type: none"> <li>• What are the factors that result in late payments of loans among farmers? (To understand what they meant by “legal issues”)</li> <li>• How much land they have?</li> <li>• What other major assets do you own?</li> <li>• What type of titles they have for land, house, and other assets?</li> </ul>                           |
| <b>Other</b> | Show the FED invest posters and get the feedback of it (how does it look? Does it)  |

## **Shtojca 6: Raporti i Anketimit Perfundimtar**

# **Smallholder Families' Financial Inclusion Project in Albania**

## **Endline Survey Report (2<sup>nd</sup> Period)**

**July 2022  
(2022)**

**Japan International Cooperation Agency (JICA)**

**SCA FED invest**

**Kaihatsu Management Consulting, Inc.**

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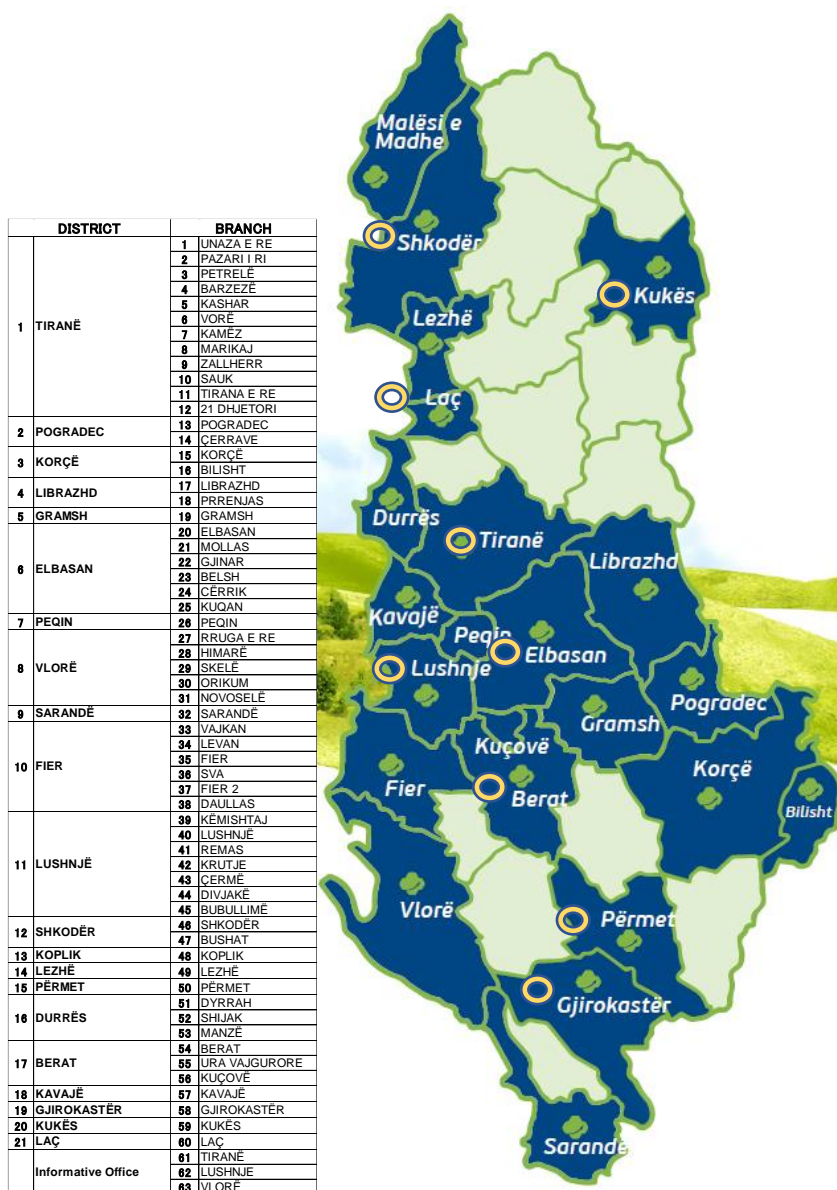
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### Abbreviations

| <b>abbreviation</b> | <b>English (language)</b>               |
|---------------------|---|
| ABA                 | Agri Business Assistance (Centre)       |
| AKC                 | Agri Knowledge Centre                   |
| CBS                 | Core Banking System                     |
| CGAP                | Consultative Group to Assist the Poor   |
| CIF                 | Customer Information File               |
| COVID19             | Coronavirus disease of 2019             |
| CRM                 | Customer Relations Management           |
| C/P                 | Counterpart                             |
| DIA                 | Deposit Insurance Authority             |
| EFSE                | European Fund for Southeast Europe      |
| EU                  | European Union                          |
| FAO                 | Food and Agriculture Organization       |
| IPARD               | Instrument for Pre-Accession Assistance |
| IT                  | Information Technology                  |
| JCC                 | Joint Coordination Committee            |
| JICA                | Japan International Cooperation Agency  |
| KASH                | Albania Agro-Business Council           |
| KPI                 | Key Performance Indicators              |
| MIS                 | Management Information System           |
| NPL                 | Non-performing loan                     |
| PDM                 | Project Design Matrix                   |
| PDT                 | Product Development Team                |
| PWT                 | Product Walk Through                    |
| ROA                 | Return on Asset                         |
| ROE                 | Return on Equity                        |
| UAT                 | User Acceptance Test                    |
| TOT                 | Training of Trainers                    |

Currency ALL (Albanian Lek) Exchange rate (as of June 2022) 1 ALL = 1.18 yen

Map of Albania and FED invest branch network (and areas where interviews were conducted)



 Areas where interviews for Endline Survey have been conducted.

## Chapter 1: Purpose and Methodology of the Endline Survey

### 1.1 Purpose of the Endline Survey

Then Edline Survey was conducted in order to assess the results of the JICA technical cooperation project on "Smallholder Financial Inclusion Project in Albania," ('the Project') whose activities were implemented over a period of four and a half years, from October 2017 to March 2022. Specifically, the survey had the following four objectives

- ① Measure the results of Project activities and the degree to which the PDM has been achieved.
- ② Measure the likelihood of achieving the top goals.
- ③ Measuring the Outputs of Round 2 of the Input Purchase Support Scheme.
- ④ Provide direction for improving the sustainability of Project activities.

The field work of the Project continued until the Final Seminar and the Final Joint Coordinating Committee meeting in May 2022, but the questionnaire survey for the endline survey was conducted by March, so March is considered the endline in the survey for the questionnaire survey data.

### 1.2 Endline Survey Methodology

The information/data for the Endline Survey has been collected through three methods: (1) a questionnaire survey of approximately 200 members of the Project implementing agency, FED invest; (2) an interview survey of approximately 50 Project stakeholders, including FED invest members, staff, Albanian Ministries, and university professors; and (3) data extraction from FED invest's Management and the Management and Information System (MIS) and data extraction from Google Analytics. Based on the information/data obtained through these three survey methods, we analyzed the Project results, the status of achievement of Project indicators, the achievement levels of the Project purpose and the outputs, as well as the results of the second round of the Input Support Scheme. An overview of the survey is presented in Table 1-1. The survey results are described in Chapters 2 and 3.

#### 1.2.1 Questionnaire survey

A questionnaire survey was conducted to measure the degree of benefit from Project activities to the Project's target population of small farmers. The target population of the survey was FED invest members of the FED. From the 1,000 Round 2 input purchase support scheme beneficiaries, 250 were randomly selected to participate in the survey, which was conducted in person or by



telephone using a questionnaire developed by the consultant team, with FED invest branch staff acting as questioners. The survey period was one month, from late February to mid-March 2022, and 173 of the 250 respondents responded within the time frame.

The questionnaire was structured to ask about (i) respondents' demographics, (ii) use of financial services, (iii) financial education (including the Digital Window Project), (iv) use of non-financial services (ABA), (v) experience with input support schemes, and (vi) future aspirations. Of these, the indicators for the items related to those Project activities within the PDM framework, especially from (ii) to (iv), were compared to the point in 2019 (three years ago) when the substantial Project activity targeting FED invest members of offering new financial products started. Questions to enable quantitative measurement of how the Project has influenced financial behavior change among the target population of smallholder farmers were asked including such aspects as: financial services, their FED invest, their level of liking and trust in FED invest, and their household financial management practices.

The English and Albanian versions of the questionnaire are attached in Appendices 1 and 2. In addition, the demographic information of the respondents to the questionnaire survey is presented in Tables 1-2 through 1-5.

### **1.2.2 In-depth Interviews**

In order to obtain qualitative information that could not be collected through the questionnaire survey, i.e., the real voices of small-scale farmers and Project stakeholders, in-depth interviews were conducted in addition to the questionnaire survey. A total of 52 people were interviewed. In addition to FED invest members (i.e. small farmers) who gave answers to the questionnaire survey, which appeared to worth further investigation, the following categories of stakeholders were interviewed: FED invest management, FED invest headquarters staff, and ABA Center staff who have been working with the Project, FED invest branch staff, Project officers from the Ministry of Finance and Economy, university professors, and input material store owners.

Interviews with the FED invest management, headquarters staff, and ABA Center staff were conducted by the two monitoring and evaluation experts, Ms. Olta Manjani and Ms. Irida Peci, from late February to mid-March 2022 hired by the Project as special contractors at the request of the Ministry of Finance and Economy. For the other FED invest members, branch staff, and input material dealers were conducted by the Japanese consultant team members, who visited and conducted interviews across Albania from late March to early April 2022. The locations for interviews were selected in order to ensure inclusion of both FED invest's main (or traditional) business areas and the new business areas.

In the interviews, three main questions were asked: (1) the experience of participating in and learning from the Project activities, (2) how the Project activities led to behavioral change and

capacity building for themselves and their organizations, and (3) actions taken after the Project has been completed, with a view to evaluating the Outputs and prospects for sustainability of the Project activities.

### 1.2.3 MIS / Google Analytics data extraction

Corresponding numerical data were extracted from FED invest's MIS to assess the degree of achievement of the PDM indicators. In addition, since the Project activities related to non-financial services were implemented through online channels such as the FED invest website and ABA Online, we used Google Analytics to extract data to assess additional Output measures such as the degree of user access to such online content.

**Table 1-1 An Overview of Endline Survey**

|                                | questionnaire survey   | interview survey  | data extraction  |
|--------------------------------|--|---|--|
| Objective.                     | Measuring the results of Project activities<br>Measuring the Outputs of Round 2 of the Input Purchasing Support Scheme | Measuring the results of Project activities<br>Measuring the Outputs of Round 2 of the Input Purchasing Support Scheme<br>Examination of the direction of sustainability improvement  | Measuring the degree of achievement of PDM<br>Measuring the likelihood of achieving high-level goals |
| respondent (Number of persons) | FED invest members (173)   | Ministry of Finance and Economy (1)<br>FED invest management and headquarters staff (16)<br>FED invest branch staff (13)<br>FED invest members (12)<br>Agricultural input dealers (4)<br>ABA Core Expert (2)<br>ABA Opinion Team (2)<br>Tirana Agricultural University (1)<br>Albanian Agro-Business Council (KASH) (1) | FED invest MIS and<br>Extract and analyze data from ABA Online's Google Analytics results            |

|                 |  |   |                           |
|-----------------|--|---|---------------------------|
| questioner      | FED invest branch staff                      | Monitoring and Evaluation Specialist<br>Consultant Team                     | N/A                       |
| study period    | February - March 2022                        | March-April 2022  | Data as of March 31, 2022 |
| Survey location | All over Albania (FED invest branch network) | Tirana, Elbasan, Berat, Permet, Gjirokaster, Kukes, Laç, Lushnje<br>Shkoder | N/A                       |

**Table 1-2: Area of residence, gender, and education level of questionnaire survey respondents**

|                   |   | the number of people | proportion |
|-------------------|---|----------------------|------------|
| area of residence | farming area  | 147                  | 87%        |
|                   | urban areas   | 22                   | 13%        |
| gender            | male  | 131                  | 76%        |
|                   | female  | 41                   | 24%        |
| Educational Level | Up to middle school   | 60                   | 36%        |
|                   | high school   | 88                   | 52%        |
|                   | post-secondary education institution, incl. university, college, etc. | 20                   | 12%        |

(Source: Questionnaire survey)

**Table 1-3 Age, number of household members, and annual income of questionnaire survey respondents**

|                             | mean value    | standard deviation |
|-----------------------------|---------------|--------------------|
| age                         | 46            | 12                 |
| Number of household members | 4             | 1                  |
| annual income               | 1,108,938 ALL | 893,129 ALL        |

(Source: Questionnaire survey)

**Table 1-4 Membership Status of Questionnaire Survey Respondents**

|                     | the number of people | proportion |
|---------------------|----------------------|------------|
| active <sup>1</sup> | 147                  | 89%        |

<sup>1</sup> As of June 2022, active members are defined as those who have a loan balance or hold a deposit balance at the time

|          |    |      |
|----------|----|------|
| inactive | 18 | 11%. |
|----------|----|------|

(Source: Questionnaire survey)

**Table 1-5 Major Sources of Agricultural Income for Questionnaire Survey Respondents**

|                            | the number of people | proportion |
|----------------------------|----------------------|------------|
| Olive/Citrus               | 43                   | 27% of     |
| animal husbandry           | 31                   | 19%        |
| Multiple sources of income | 26                   | 16%        |
| Fruit trees/vineyards      | 22                   | 14%.       |
| outdoor vegetables         | 15                   | 9%.        |
| hothouse vegetables        | 9                    | 6%         |
| apiculture                 | 4                    | 3          |
| Other                      | 10                   | 6%         |

(Source: Questionnaire survey)

---

of measurement.

## Chapter 2: Achievement of Project purpose and respective performance indicators Status

### 2.1 Achievement of Project purpose

The Project implemented activities to achieve the Project purpose, stated as follows: "Financial inclusion of small farmers in Albania is increased through the use of FED invest financial products and non-financial services". The indicators and achievement of the Project purpose are as follows.

**Table 2-1 Indicators of Project Goals and Status of Achievement**

| Project Objectives   | indicator   | status of achievement  |
|--|---|--|
| Financial Inclusion of Small Farmers in Albania Expands through the Use of FED invest Financial Instruments and Non-Financial Services | Indicator 1: The number of FED invest members utilizing financial instruments increases by 50% from the baseline value (64,982) | Number of FED invest members<br>83,578 persons<br>Number of active members<br>17,632 persons |
|  | Indicator 2: The total number of FED invest members and non-members using non-financial services will be 16,700                 | ABA Online Registrations<br>10,877 persons   |

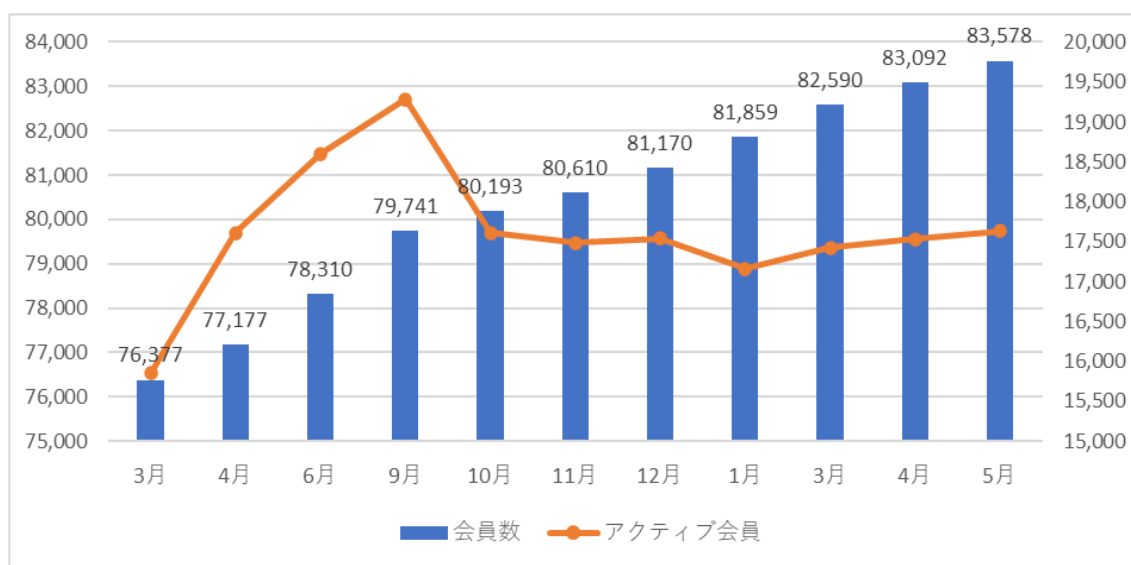
- Indicator 1: Number of FED invest members utilizing financial products.

FED invest had 83,578 members at the end of May 2022. This was only a 28.7% increase from the baseline of 64,942 members as of June 2019, well below the target of a 50% increase (97,473 members). However, although the target was not achieved, the increase of 18,636 members or 28.7% in about three years is considered a big leap taking into account the total population of Albania, which is 2.84 million<sup>2</sup>. In fact, "self-assessments" of the Project's numerical achievement based on statements made by the Ministry of Finance and Economy, FED invest, and other Albanian Project stakeholders at the Project's final seminar in May 2022 were uniformly high.

The number of active members increased by only 6.2% from the baseline. Performance in 2020 was significantly affected by COVID19, with a steady increase until August, but stagnated after September. In Albania, especially from August 2020 to around February 2021, the spread of the disease and restrictions on movement and other activities slowed the distribution of crops and materials. This is believed to have affected the agriculture industry as well, as demand for new

<sup>2</sup> Statistics Albania, 2021.

capital fell sharply. Since FED invest defines active members as those with outstanding loans or deposits, only those who meet these criteria at the time of data review are counted. Therefore, the number of active members does not include those who are using services such as checking accounts or payments, or those who have completed repayment and are in the process of reviewing their next loan or are in an off-campus period. The FED invest will consider establishing an appropriate definition of active membership that would better capture the status of customer usage of financial services, for example, by referring to a period of time rather than a single point in time, or by defining service usage more broadly (e.g., using checking account services).



(Source: FED invest MIS)

Figure 2-1 Indicator 1: Number of FED invest members (March 2021–May 2022)

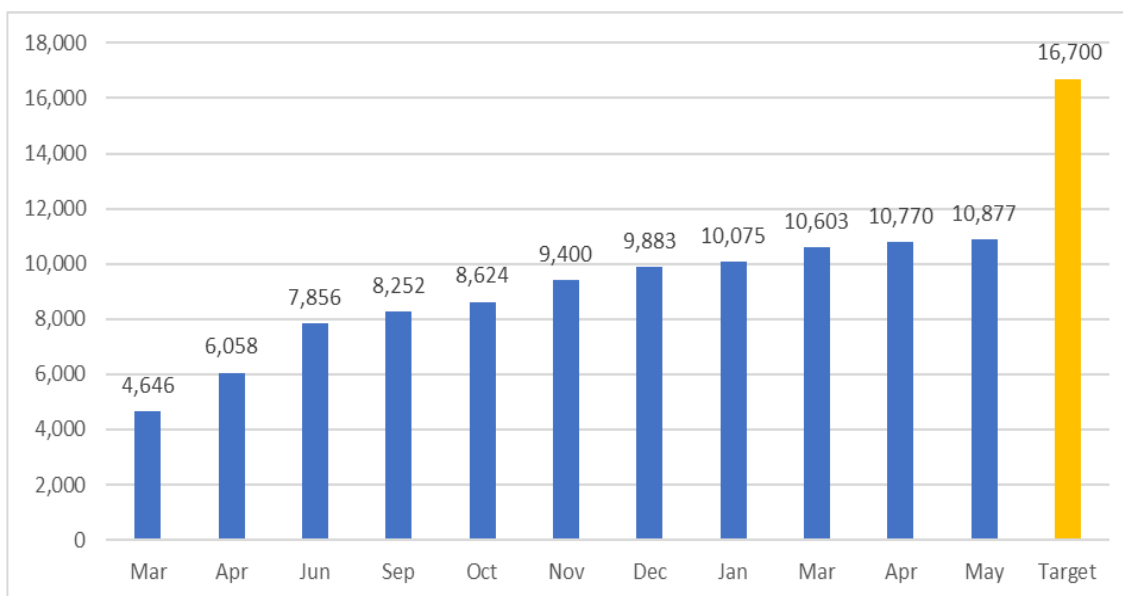
- Indicator 2: Number of FED invest members and non-members using non-financial services

Another indicator of achievement of the Project goal, non-financial services, was measured by the number of registered members of ABA Online, an interactive platform providing agricultural information developed with Project support. The target indicator was set at 16,700 members as approximately 20% of the number of members<sup>3</sup> originally estimated by FED invest as of June 2021, but only 10,877, or 63% of the target has been achieved. On the other hand, the number of registered members of ABA Online exceeded 10,000, or 2.2% of the 451,000<sup>4</sup> total working

<sup>3</sup> Because of the extension of the Project period due to the expansion of COVID19 infection, the target figures for membership have been revised several times.

<sup>4</sup> INSTAT2022 web

population in the agricultural sector in Albania, in just 18 months from the official service launch date of January 2021. This is considered to be an indication of the high level of needs and expectations of farmers for the services provided by ABA.



(Source: Extracted from ABA online system)

**Figure 2-2 Indicator 2: Number of ABA Online Registrants (March 2021–May 2022)**

**2.2 Status of achievement of each performance indicator**

Indicators for each Output and the status of achievement are shown in the table below. Almost all targets at the Output level have been achieved.<sup>5</sup>

**Table 2-2 Indicators of each Output and status of achievement**

| results  | indicator   | status of achievement  |
|--|---|--|
| <b>Output 1</b><br>Financial products developed and improved by FED invest through client-centricity begin to be utilized by | 1-1 At least 5 new financial products developed or improved by FED invest, including utility payments and checking accounts | <b>5 developed</b> ( summer deposits, checking accounts, payment services (utility bills/member-to-member transfers), Kredi24, loans for young adults )<br><b>2 in preparation</b> (overdraft, loan for agritourism) |
|  | 1-2 Customer centricity implementation and process manual created and   | <b>Client-centered committee established</b> and active<br><b>Customer centric process and service</b>   |

<sup>5</sup>The only Output level indicator not yet achieved is 3-4 (998 (as of May 31, 2022) against the FED online enrollment target of 1,000).

|   |  |   |
|---|--|---|
| members.  | approved by FED invest   | <b><u>standards manuals created</u></b> and staff training completed<br><b>Marketing Department established to develop strategic marketing plan</b>   |
|   | 1-3 Customer Relationship Management (CRM) matrix defined and operationalized by FED invest's MIS  | <b>A CRM manager has been hired, a simple <u>CRM matrix has been developed</u>, and campaigns and other activities are being conducted according to the definitions and measured for results.</b> |
|   | 1-4 Financial education modules on more than 10 topics are offered to existing and new clients by FED invest staff who have undergone capacity building training | <b><u>14 financial education topics</u> developed on deposits, debt management, digital banking, agricultural accounting (apps), checking accounts, etc.</b>                                      |
| <b>Output 2</b><br>An operational structure for the AgriKnowledge Center <sup>6</sup> will be established to provide non-financial services | 2-1 At least 5 non-financial services provided by the ABA Center   | <b><u>8 types of services</u></b> within the 4 pillars according to the ABA Business Plan   |
|   | 2-2 Development of an interactive platform and App to provide agricultural information and data  | <b><u>ABA Online</u> was <u>developed</u> and officially launched in January 2021</b>   |
|   | 2-3 ABA Center facility established and equipment in place.  | <b><u>ABA center</u> was <u>established at</u> the FED invest Lushnje branch <b><u>and the necessary facilities and equipment were installed</u></b></b>  |
|   | 2-4 Agreement on the organizational positioning of the ABA Center  | <b><u>ABA Business Plan (Stage 2) was developed</u> and organizational positioning was defined.</b>   |
| <b>Output 3</b><br>FED invest expands   | 3-1 FED invest serves all regions of the country   | FED invest provides services through branches and digital in <b><u>all 61 provinces nationwide.</u></b>   |

<sup>6</sup>The non-financial service delivery unit was named the Agri Business Assistance (ABA) Center in December 2019. Therefore, all references to "Agri Knowledge Center" on the PDM are synonymous with "ABA Center".



|  |  |  |
|--|--|--|
| financial and non-financial services by introducing and implementing CBS, related hardware, and digital technology | 3-2 CBS including mobile internet module is introduced   | <b><u>The new Core Banking System (CBS)</u></b> was <b><u>introduced in</u></b> January 2020, and FED Online began pilot operations in March of the same year, with official operations starting in November 2021.<br>FED Online is supported by a Customer Care Center and Digital Advisors |
|  | 3-3 Implementation of MIS that enables comprehensive third-party reporting, business analysis, and customer data management and analysis | Customer information <b><u>file</u></b> , part of the CBS, enables customer information management and reporting<br>Data manager hired and KPIs tracked for marketing campaigns, etc.  |
|  | 3-4 More than 1,000 customers using FED invest's digital financial services  | <b><u>FED Online</u></b> now has <b><u>998 registered users</u></b> .<br>Digital banking marketing in line with strategic marketing plan   |

### 2.3 Implementation of CBS, including accumulation and management of customer information through maintenance of MIS

The Project supported FED invest in procuring a new Core Banking System (CBS), which will form the basis of the institution's operations, to enable it to expand its service delivery capacity qualitatively and quantitatively as a financial institution and to contribute to financial inclusion in rural Albania in the future. FED invest supported the implementation of this system. In addition, in order for FED invest to practice customer-centric management, it needs to be able to properly accumulate, manage, and analyze customer information through the Management Information System (MIS) of the new CBS. Therefore, the expected Outputs from this activity are as follows.

Expected results from the implementation of CBS, including the accumulation and management of customer information through the development of MIS:

- A wide variety of financial products can be offered.
- Information necessary to practice customer-centricity is accumulated, managed, and utilized.

In the Endline Survey, interviews were conducted with FED invest management, headquarters staff, and branch staff to ascertain the business and operational changes in FED invest as described above due to the implementation of the new CBS. The results confirmed the following four main positive changes resulting from the introduction of the new CBS.

### 2.3.1 Upgrading IT Infrastructure as a Financial Institution

Until the new CBS was implemented, FED invest had continued to use an old IT system that had been in use since before the organizational merger in 2016, which had undergone a series of modifications and had reached its limits. However, the old system presented many challenges in terms of system management and administration, reporting and auditing, and security functions. The Project confirmed with FED invest that the following issues were resolved with the implementation of the new CBS. The upgrade of the IT infrastructure has provided FED invest with the capacity to continue providing financial services to the rural Albanian population as a financial institution, and in the short term, as described below, has led to the acquisition of new service licenses from the Central Bank of Albania and the provision of new financial services through the Project activities. led to the provision of new financial services.

- ① Increased data storage and backup capacity
- ② A data protection system has been established.
- ③ The capacity of IT department personnel was improved during the process of CBS implementation.
- ④ Various software expiration dates that had expired have been renewed.
- ⑤ System privileges were distributed from certain staff members to multiple staff members.
- ⑥ Pandemic recovery plan in place and data backup center established
- ⑦ Enhanced IT governance functions and digital strategies are now possible.
- ⑧ IT literacy of branch staff enhanced through staff training and manuals
- ⑨ Infrastructure for Internet banking has been installed.
- ⑩ Connection to the network has improved greatly.

(Source: Details of discussions with FED invest management)

### 2.3.2 Achieve appropriate member marketing

The newly introduced CBS has been able to accumulate a variety of member information in the MIS and analyze it in combination with service usage and other information to improve existing services, develop new services, and conduct marketing activities for members. MIS data is also referred to in the Project activities for "product development, CRM, and organizational strengthening based on customer-centricity," which will be discussed later, and is also used in other management decisions by FED invest.

With the introduction of the new CBS, we were able to achieve the organization's ambitious growth goals and able to scale up. We were also able to improved members Ssegmentation, targeting and customer relations.

- Ms. Meri Cani Head of Strategic Projects Department



### 2.3.3 Strengthening Reporting Capabilities

It was confirmed from the statements of management and managerial staff that the new CBS has enabled them to easily report information in the system and share it for the operations of divisions and branches within the organization, as well as to submit it as regular reporting material to regulatory authorities and other parties outside the organization. This seems to have had a significant effect in terms of improving the operational efficiency of the organization and the level of trust from the regulators.

With the introduction of the new CBS, FED invest headquarters Departments and the branches are able to produce reports necessary for the daily operations.

- Ms. Liliana Nanaj Director of Operations

Thanks to the new CBS, FED invest is now able to produce Reports required by Central banks and the Deposit Insurance Corporation (Deposit Insurance Authority: DIA).

- Ms. Zana Konini Chairman of the Management Board



### 2.3.4 Diversified financial services

The implementation of the CBS has not only improved the organization's IT environment and strengthened its systems, as mentioned above, but also enabled it to offer a variety of financial services to its members through the financial services module contained in the CBS. This is a point that was pointed out by several branch staff (branch managers and loan officers) during the interview survey, as it represents a direct value creation for members. Specifically, the ability to

offer checking accounts and utility bill payment services is significant. In addition, the ability to provide money transfer services to outside financial institutions is a point that differentiates FED invest from other savings and credit associations<sup>7</sup> in the country. The license for offering such service is granted specifically as a result of the introduction of the new CBS, whereas other savings and credit associations are not granted a license to operate by the regulator. However, at the time of writing this report, the technical and financial challenges to connect to external financial institution networks have not been resolved, and external money transfer services (i.e. outside of FED invest membership) are not yet available to the members.

Introducing CBS enabled us to provide members with a variety of financial services. We are now able to enter membership information to MIS. This enables us to process credit appraisal much faster than before, which is good for the customer and for our business. Everyone has benefitted from the new CBS.

- Ms. Suela Bilali, Kukes Branch Loan Officer  
(Photo: Ms. Keti Ceko, Gjirokaster Branch Manager)



With regard to creating value for customers, many other interviewees pointed out that the accumulation of customer data on the MIS has greatly sped up the loan approval processes (especially from the second loan onwards).

#### **2.4 Strengthen and improve the product development process based on customer centric principles**

This activity was conducted with the aim of establishing and institutionalizing a customer centric product development cycle at FED invest. The expected Outputs from this activity are as follows

Expected results from strengthening and improving the product development process based on customer centricity

- A cycle of improvement and development of products and services based on customer centricity will be established within the organization.
- Financial products and services improved or newly developed as a result of the above will begin to be utilized by members.

<sup>7</sup> There are 16 Savings and Loan Associations in Albania. (From the Central Bank of Albania website, as of June 2022)

### 2.4.1 Development and improvement of products and services

The Project followed a customer-centric process and supported the development of the following products and services

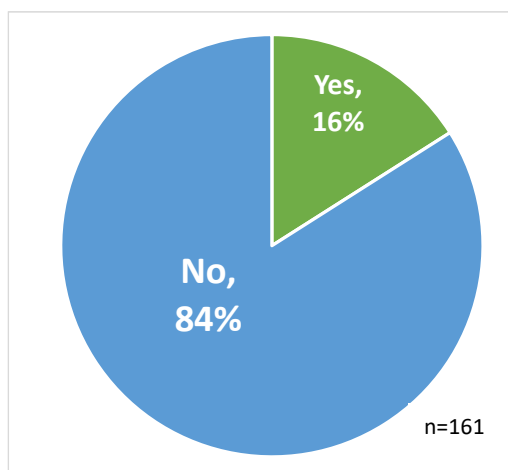
- Summer holiday Time Deposit
- Checking account
- Payment services (utility bills/membership remittance)
- FED Online
- Kredi24
- Loans for Young Adults



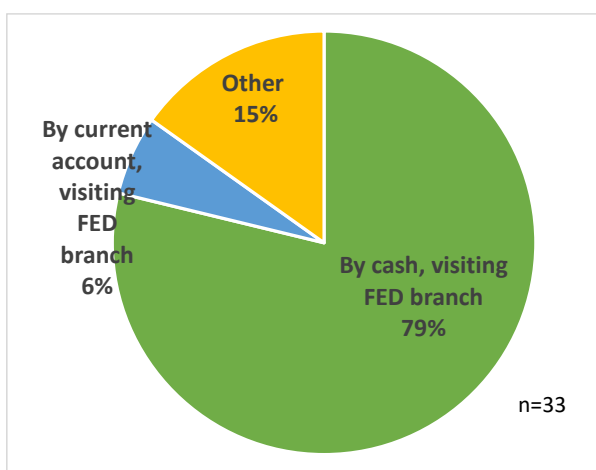
According to the results of the questionnaire survey on new products, 99% of the respondents indicated that they had opened checking accounts, and 100% of the respondents indicated that they use their accounts to repay loans. This is not surprising since the questionnaire survey respondents were participants in the input purchase support scheme. Otherwise, only 15% of respondents indicated that they use the current accounts for payments. Interviews with branch staff indicated that most customers are small-scale farmers who do not have the service needs to use checking account for payments and they do not maintain funds in their accounts. Only a few medium- and large-scale farmers have funds in their checking accounts. Some agricultural input suppliers expressed an interest in receiving payments through checking accounts if such accounts become widespread among their customers in the future. Currently, the use of checking accounts has not expanded much beyond transfer accounts for loans, but the results indicate that there is significant room for the development and marketing of new products such as overdrafts and value chain products through the use of the accounts in the future.

Only 16% of all respondents had used the utility (electric) payment service, and only 16% of all respondents had used the service. Among those who used the service, 79% paid in cash at the branch and a small number paid through their checking account or digitally. Interviews revealed that loan customers regularly visit branches to make repayments, so being able to pay their electric bills together is very convenient, according to the interviewees. On the other hand, many said that it would be more convenient if they could make other utility payments together, since they would have to go to other branches to pay their water bills, taxes, etc. In addition, in some northern areas, most citizens' past utility bill payments were in arrears, and in some cases, the FED invest system could not provide any service at all because there was no system to support payment of the

arrears.<sup>8</sup> FED invest is currently negotiating a contract with a water company and will soon begin offering water bill payment services. In the future, it will be necessary to expand other payment services, promote the convenience of automatic debits from checking accounts, and actively use the service as a tool to attract new customers.



**Figure 2-3: FED invest utility bill payment service users**



**Figure 2-4 How paid.**

(Source: Questionnaire survey)

A breakdown of those who paid utility bills shows a higher percentage of women than men. It is likely that women find the service more convenient, and future promotion of the service should consider targeting women. In terms of education level, customers with higher educational level appear to use the service more than those with lower education level. Promotion and educational activities targeting the groups with lower level of education would be necessary.

**Table 2-3 Percentage of Utility Bill Payment Service Users by Gender**

| Gender       | Indicator       | Have you ever paid the electricity bill at FED invest? |              | Total |
|--------------|-----------------|--|--------------|-------|
|              |                 | Yes  | No           |       |
| Male         | No.             | 16   | 108          | 124   |
|              | % within Gender | 12.9% (in %)   | 87.1% (in %) | 100%. |
| Female       | No.             | 9  | 28           | 37    |
|              | % within Gender | 24.3% (in %)   | 75.7% (%)    | 100%. |
| <b>Total</b> | No.             | 25   | 136          | 161   |

<sup>8</sup> According to interviews at the Kukes branch, the former government had offered free electricity, but after the change of government before the 2013 administration, a fee was charged and the obligation to pay retroactively was imposed. For this reason, most citizens are in arrears for past due bills.

|  |                 |                        |              |       |
|--|-----------------|------------------------|--------------|-------|
|  | % within Gender | 15.5% (in million yen) | 84.5% (in %) | 100%. |
|--|-----------------|------------------------|--------------|-------|

**Table 2-4 Education Level of Utility Bill Payment Service Users**

| Education         | Indicator          | Have you ever paid the electricity bill at FED invest? |           | Total |
|-------------------|--------------------|--|-----------|-------|
|                   |                    | Yes  | No        |       |
| <b>Basic</b>      | No                 | 9  | 48        | 57    |
|                   | % within Education | 15.8   | 84.2% (%) | 100%. |
| <b>High</b>       | No                 | 11   | 70        | 81    |
|                   | % within Education | 13.6   | 86.4% (%) | 100%. |
| <b>University</b> | No                 | 5  | 15        | 20    |
|                   | % within Education | 25   | 75% of    | 100%. |
| <b>Total</b>      | No                 | 25   | 133       | 158   |
|                   | % within Education | 15.8   | 84.2% (%) | 100%. |

Note: Pearson Chi-Square Significance: 0,45599

(Source: Questionnaire survey)



I come to the FED invest branch every month to repay my loan, and being able to pay my electric bill at the same time with my repayment is very convenient because I don't have to go to the payment counter separately. The fact that there is no service charge is also very helpful. Other payment windows are expensive... It also helps me to have confidence in FED invest.

- Ms. Kemeti, Olive farmer, Petrele

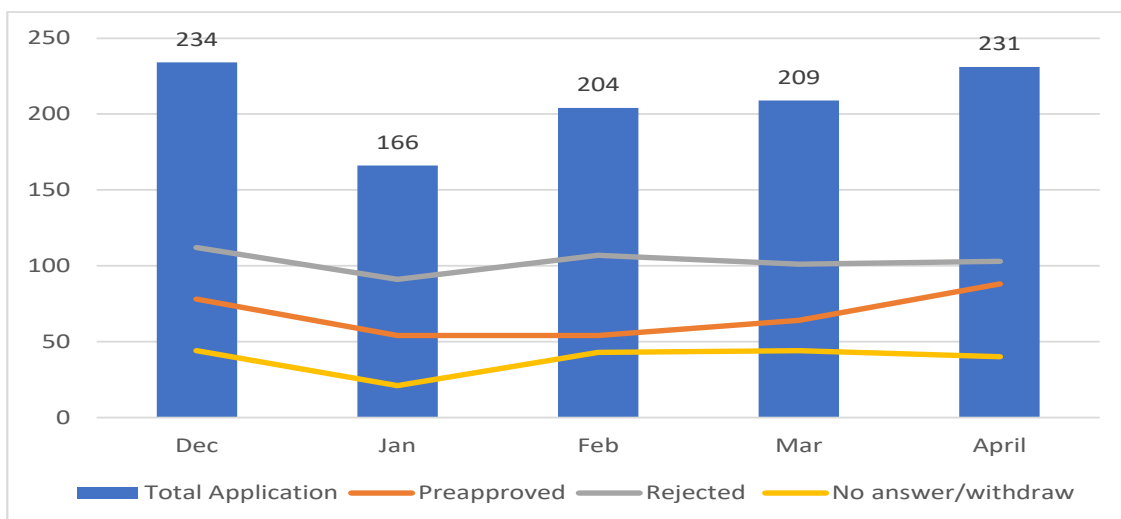
Since our branch is located in a high-traffic area, we have started a utility bill payment service, which has led to an increase in new members who want to use this service. We also use this service effectively as a promotional tool to attract new customers.

Mr. Bujar, FED invest Berat Branch Manager



FED invest launched a pilot sale of its new Kredi24 service (a simplified online loan application

service) at the end of November 2021 in order to expand its new non-traditional customer base, such as young people and women, through the digitalization of its services. Sales results for the pilot period are shown in the figure below: the total number of applications during the five-month period was 1,044. In the questionnaire survey, 6% of respondents indicated that they had applied for a loan online. In an interview survey of branch staff, many respondents indicated that the company was attracting new customers, especially inquiries from younger customers.



(Source: FED invest MIS)

**Figure 2-5 Number of applicants for Kredi24**

#### 2.4.2 Strengthen organizational capacity for customer-centricity

The Project took a variety of steps to establish customer-centric practices within FED invest (i.e. institutionalization of customer centricity), including staff training, development of the Strategic Marketing Plan, and standardization of customer service and the creation of a manual. The Project also established a customer-centricity committee, with clearly defined, specific processes and methods for implementation.

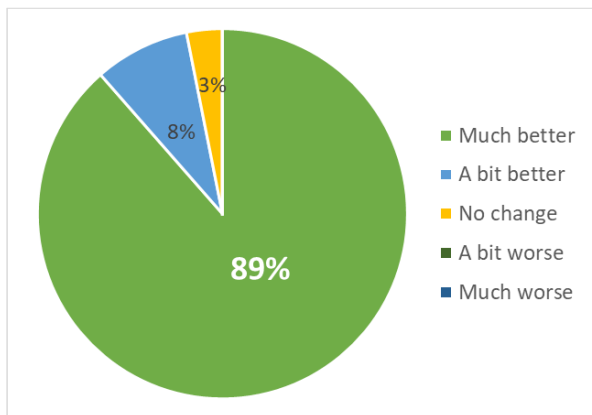


The cycle of listening to customers, understanding their challenges, prototyping products and services, and making improvements, which was addressed in the FiAS Project, has become embedded in all FED invest activities and ingrained in the organizational culture. Staff capacity in this process has been strengthened through activities such as product development for summer and term deposits, development of financial education materials, and customer service training.

-Mr. Perlat Sulaj, FED invest CEO

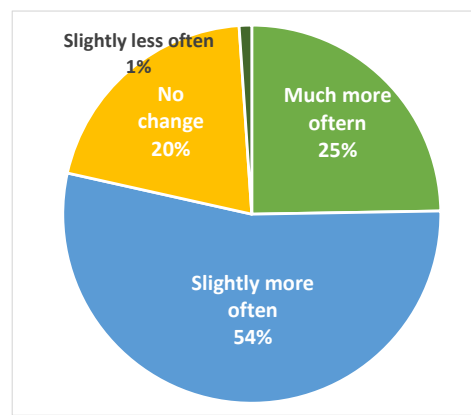


As a result of this Output, according to the results of a questionnaire survey of customers, when asked if FED invest's services have changed over the past three years, 89% said they have "gotten much better" and 8% said they have "gotten a little better." When asked if they use FED invest's services more often as a result, 25% said they use services more often and 54% said they use the services somewhat more often.



**Figure 2-6 Have there been any changes in FED invest services in the past three years?**

(Source: Questionnaire survey)



**Figure 2-7: FED invest utility bill payment service users**

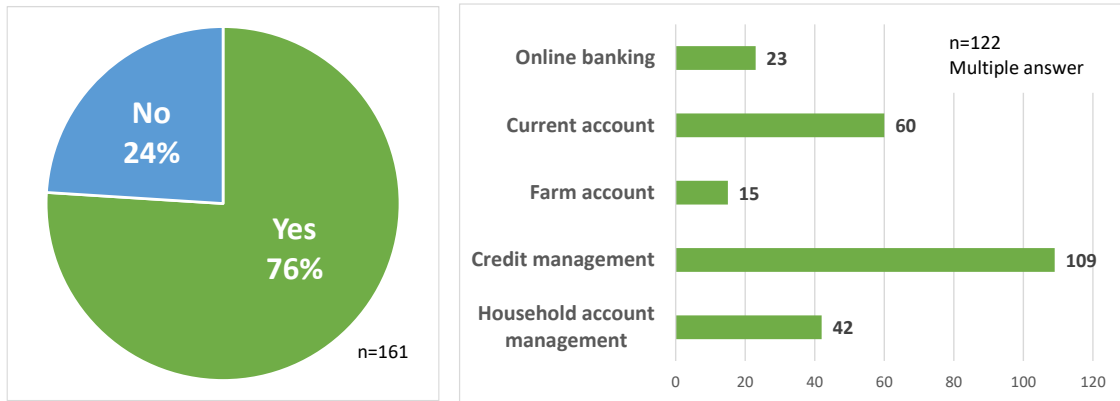
I participated in a training course on customer communication training conducted by the FiAS Project. My thinking on customer communication has changed after participating in the training. Previously, I simply listened to our customers but now, I try to have a better understanding of their problems and concerns before offering services. The relationship of trust with customers has deepened. I am very pleased with the results.

-Ms. Aferdita, Loan Officer, FED invest Petrele branch



### 2.4.3 Financial Education

To promote the use of financial products and services by improving clients' financial capability, the Project developed financial education materials (household budget management, debt management, agricultural accounting, checking and utility bill services, and Internet banking) and disseminated them through staff training, brochure distribution, and digital materials. The Project also conducted staff training, distribution of brochures, and dissemination of digital materials. The results of the client questionnaire survey on the Outputs of the financial education dissemination are presented below. 76% of respondents indicated that they had read the financial education materials developed by the Project or had been briefed on their content. The most common module they were exposed to was debt management. Most of these sources of information came from brochures received at the branches (82%), conversations with staff during branch visits (96%), and through the branches. Interviews with branch staff revealed that most clients were not interested in financial education, and many said that they had difficulty getting them to listen to the explanations. They seemed to have devised their own ways to implement the program, such as combining it with explanations of products and services, or distributing the pamphlets at nearby markets, cafes, bus terminals, and other places where people gather.

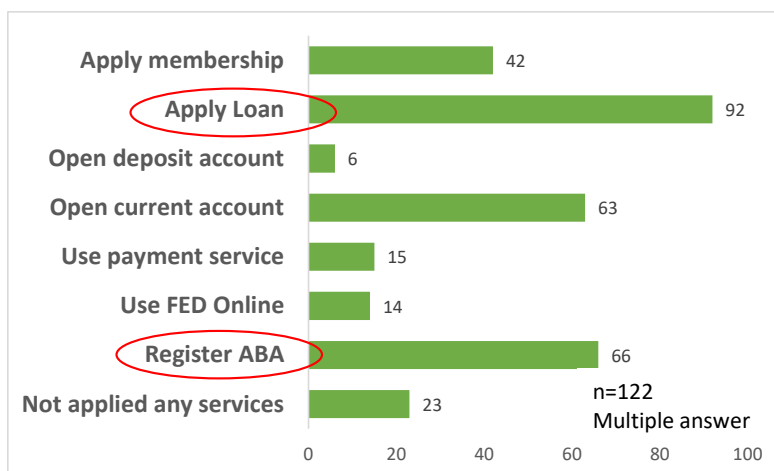


**Figure 2-8 Have read or had financial education materials read or explained to them** **Figure 2-9 Which modules have you read or been briefed on?**

(Source: Questionnaire survey)

When asked what FED invest products and services they used as a result of the financial education described above, 92 of the 122 respondents said they used loans. The most common responses were registering with ABA Online, opening a checking account, and signing up for FED invest membership; the digital advisors hired by the Project since April 2021 also appear to have had an effect.

When asked what financial actions they have taken as a result of their financial education, about half of the respondents said they had started making deposits. Many respondents also indicated that they had started keeping a ledger book. We found that a fair number of respondents also made use of the household budget management module and the household account booklets distributed at the branches.



**Figure 2-10 What FED invest services were used as a result of financial education**



**Figure 2-11 What financial actions have you taken as a result of financial education?**

After hearing about financial education and household budgeting from a loan officer and cashier at a FED invest branch, my wife and I started keeping a household record book. Once we started keeping records, we noticed that the cost of inputs had doubled compared to last year. The record keeping has improved our operations as we have noticed many things about our business and household finances.

-Mr. Dritan, vegetable farmer and FED invest member, Kukes



The financial education materials were developed by listening to feedback from a number of clients regarding their needs and other issues. As a result, we were able to increase client interest and make the content appealing to non-members as well. We hope to use the materials to improve the financial capability of our clients.

-Ms. Misela, FED invest Corporate Governance Manager, Financial Education

## 2.5 Build capacity to develop and deliver non-financial services

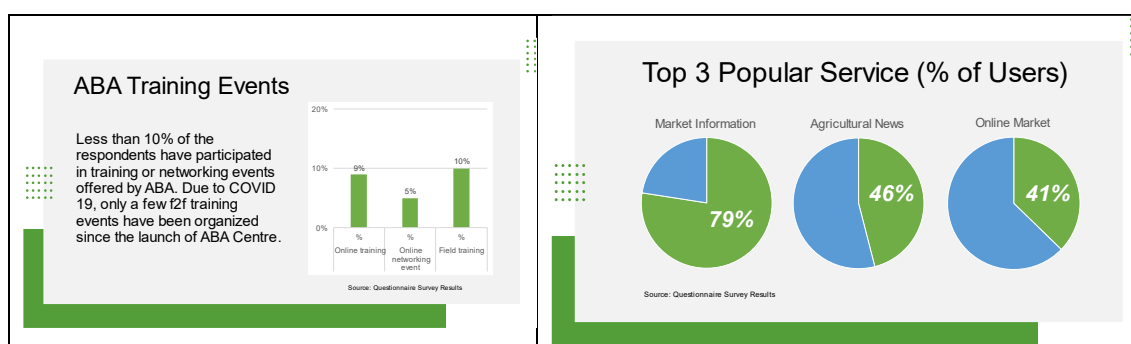
Output 2 in the PDM of this Project is "An operational structure for an agri-knowledge center providing non-financial services has been established.

Expected Outputs from building capacity to develop and deliver non-financial services include:

- C/P knowledge management and utilization systems and staff capacity related to the agricultural sector will be strengthened.
- Non-financial services are provided to meet the needs of clients.
- Clients' financial capacity and creditworthiness will be strengthened.

The general needs of the non-financial services to be provided by the Agri-Knowledge Center were identified in a needs assessment conducted in the first year of the Project. However, it then took some time to flesh out the methods and media for service delivery within the Project team, and in 2020, the non-financial services section was named the "Agro Business Assistance (ABA) Center". The ABA Center's services are structured to be provided both face-to-face and online via the ABA online platform, but due to the Corona pandemic, few face-to-face training and networking events were held during the implementation period of this Project.<sup>9</sup> (Figure 2-12 below). Therefore, the activities of this Project were mainly limited to the online format through the ABA Online platform, and the Endline Survey described below is also mainly related to the use of ABA Online services.

ABA Online is an interactive digital platform launched in January 2021, and most of its users use it via a smartphone application. The main services include: (1) market price information, (2) online market, (3) expert advice on production technology and agricultural calendar (Ask Expert), (4) financial education materials, and (5) weather forecasts. According to the questionnaire survey, the most utilized functions were (1) market price information (used by 79% of respondents), (2) agricultural news (used by 46% of respondents), and (3) online market (used by 41% of respondents) (Figure 2-13 below).



**Figure 2-12 ABA Face-to-Face Service Participants**      **Figure 2-13 Functions Utilized by ABA Online**

<sup>9</sup>However, many (92%) of those who attended the few in-person events indicated that they found the training and networking events useful for their business.

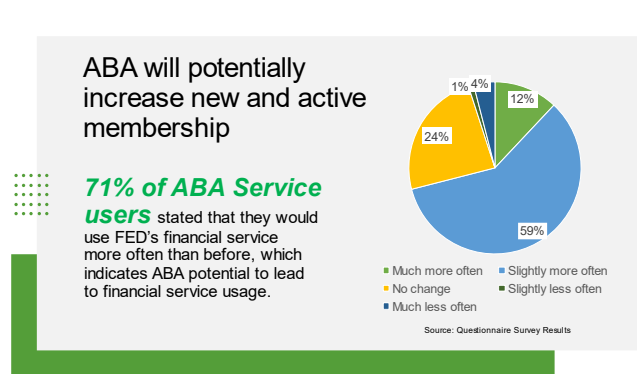
With regard to the frequency of use of ABA Online, more than half (56.4%) of the questionnaire survey respondents who are ABA Online registrants use the ABA Online tool at least twice a month. In addition, 37.4% of the questionnaire respondents who are ABA Online registrants use ABA Online weekly. (Table 2-5 below).

**Table 2-5 Frequency of ABA Online Use**

| frequency of use         | Number of Respondents | proportion  |
|--------------------------|-----------------------|-------------|
| At least once a week     | 59                    | 37.4% (%)   |
| Multiple times per month | 30                    | 19.0% (%)   |
| Less than once a month   | 52                    | 33.0% (1.0) |
| Used only once so far    | 17                    | 10.8        |
| total amount             | 158                   | 100.0       |

(Source: Questionnaire survey)

Furthermore, 71% of ABA service users stated that they now use FED financial services more frequently than before, indicating that ABA services may lead to the use of financial services and suggesting that the provision of non-financial services may promote financial inclusion (Figure 2 below -14).



**Figure 2-14: Use of ABA Online Could Lead to Greater Use of Financial Services**



I was not a member of FED invest, but about a year ago a friend of mine invited me to attend one of the ABA Center's training events to learn about new technologies related to growing my vegetables. After attending the event, I became a member of FED invest and recently received my first 100,000 lek loan. I will use this loan to invest in implementing the new technologies I learned about at the ABA Center training.

-Mr. Enledji, Lushnje Bubllime Branch Member

## 2.6 Develop a plan to improve and expand service access

### 2.6.1 Internet banking services (FED Online)

Output 3 in the PDM of this Project is "Expansion of (geographic) financial and non-financial services of FED invest through new CBS and related hardware and digital technology". This specifically refers to the expansion of FED invest's service delivery area under Indicator 3-1: the expansion of COVID-19 infection in 2020 has led to a greater demand among FED invest members for Internet banking that does not involve physical visits to branches. The COVID-19 pandemic Impact Study conducted by the Project in May 2020 found that the COVID-19 pandemic has had a significant impact on the FED invest members. Therefore, the Project worked to promote Internet banking services (FED Online) as an activity to improve and expand service access. The two main activities were (1) FED invest's monitoring of progress and provision of advice until the nationwide launch of FED Online, and (2) development and dissemination of financial and digital educational materials to promote FED Online. FED Online will be launched in 2020 in some branches. After a pilot launch, it was launched nationally in November 2021. The Endline Survey questionnaire also contained questions about the use of FED Online. The following are the main findings of the survey.

- ① 25% of the respondents were already registered with FED Online.
- ② There is no difference in registration rates between men and women.
- ③ The more highly educated segment of the population has higher enrollment rates.
- ④ Sixty percent of registrants use the system to inquire about loan repayment schedules, and 30% use it to inquire about checking account information.

(Source: Questionnaire survey)

First, with regard to (1), although the national launch was delayed to the end of the Project (5 months before the time of the survey) due to the COVID-19 pandemic and other factors, about 1/4 of the surveyed population has already registered with FED Online, which is a reasonably good registration rate. As Figure 2-10 shows, about 10% (14 of 122) of respondents who read the financial education materials registered for FED Online.

2.4.3 Financial Education of this Report, the active call for registration by digital advisors has been successful, and this can be attributed to other factors. However, according to the interviews, the number of members who have actually conducted some kind of transaction on FED Online is small. (Currently, the service is limited to functions such as account history, loan repayment schedules, and member-to-member transfers.)

As for (2), there was no significant difference in the registration rate of male respondents (24%) and female respondents (27%).

As shown in the table below, the registration rate tends to increase as the educational level of the respondents increases. The educational level of the respondents seems to be related to their digital literacy, suggesting the need to focus on digital education, especially for those who have not graduated from college, in order to improve the registration rate of FED Online.

**Table 2-6 FED Online enrollment rates by education level**

|   |  | register<br>ed  | unregis<br>tered | total<br>amo<br>unt |
|---|--|-----------------|------------------|---------------------|
| Up to middle school   | the number of people                       | 10              | 46               | 56                  |
|   | Percentage within the same education level | 17.9%<br>(in %) | 82.1%<br>(1)     | 100.<br>0           |
| high school   | the number of people                       | 20              | 61               | 81                  |
|   | Percentage within the same education level | 24.7%<br>(in %) | 75.3%<br>(%)     | 100.<br>0           |
| post-secondary education institution, incl. university, college, etc. | the number of people                       | 9               | 11               | 20                  |
|   | Percentage within the same education level | 45.0%<br>(in %) | 55.0%<br>(1)     | 100.<br>0           |
| total amount  | the number of people                       | 39              | 118              | 157                 |
|   | proportion                                 | 24.8            | 75.2%<br>(%)     | 100.<br>0           |

(Source: Questionnaire survey)

When asked what they use FED Online for, 60% of the registrants indicated that they use it to access their loan repayment schedule. In addition, 30% of registrants indicated that they use FED Online to check checking account information, such as transaction history and balances. On the other hand, only 6% of the registrants were using FED Online to conduct actual financial transactions such as member-to-member transfers<sup>10</sup>. For small farmers, the primary membership segment of FED invest, the use of checking accounts to transfer money among small farmer members is extremely limited, as confirmed by these results. These results confirm this. Therefore, in order to improve the convenience of FED Online, FED invest should obtain an operating license for interbank transfers and allow money transfers outside its membership.<sup>11</sup>

<sup>10</sup> What is the primary purpose of the remittance (e.g. payment to input material dealer?) If known, check with FED.

<sup>11</sup> We understand that the authorities have given permission for interbank transfers, but FED invest has not yet applied for a business license yet.



**Table 2-7 FED Online features in use**

|  | the number of people | proportion |
|--|----------------------|------------|
| Member-to-member transfers through checking accounts         | 3                    | 6%         |
| Loan Repayment Schedule Inquiry                              | 29                   | 62%        |
| Savings account information (savings amount, schedule, etc.) | 6                    | 13%.       |
| Checking account information (history, balance, etc.)        | 17                   | 36%.       |
| Other  | 4                    | 9%.        |

(n=47) (Source: Questionnaire survey)

### 2.6.2 Activities to expand access through digital windows

The Project installed digital windows in seven branches (Tirana/Don Bosco, Lushnje, Elbasan, Fier, Vlore, Girokastra, and Divjaka) to serve as hubs for digital and financial education for clients, in line with the strategic marketing plan, and Supported the training of digital advisors who are responsible for customer service. The table below shows the results in terms of the number of users of new products and services through the digital windows. Since the digital advisors were hired young, digitally-savvy individuals, some success was achieved in promoting FED Online and ABA Online. In interviews with customers, many expressed appreciation for the detailed support provided by the digital advisors (e.g., how to download and use the applications). On the other hand, the program has not been as successful as expected in attracting new members, and the cost-effectiveness of the 10 months of results needs to be examined.

**Table 2-8 Outputs of registrations through the digital window**

| Branch name                                  | Don Bosco | Lushnje | Elbasan | Fier | Vlore. | Divijaka | Girokastra | total amount |
|--|-----------|---------|---------|------|--------|----------|------------|--------------|
| FED Online Number of registrations           | 120       | 73      | 292     | 139  | 102    | 63       | 51         | 840          |
| Number of checking accounts opened           | 5         | 24      | 59      | 24   | 2      | 21       | 7          | 142          |
| ABA Online Number of registrations           | 16        | 206     | 406     | 228  | 72     | 131      | 171        | 1,230        |
| utility bill payment Number of services used | 16        | 66      | 219     | 133  | 342    | 203      | 128        | 1,107        |
| Number of other products used                | 30        | 10      | 42      | 8    | 5      | 14       | 3          | 112          |
| Number of new member registrations           | 2         | 27      | 46      | 2    | 5      | 20       | 9          | 111          |

(Source: FED invest MIS, data through mid-March 2022)

Interviews conducted with the digital advisors revealed the following opinions:

- It was effective for acquiring new customers to visit not only the branch to which they were assigned but also other branches in the vicinity. I would like to actively visit other branches in the future;
- Explaining how to open a checking account was very helpful to the clients, although many were skeptical of digital services due to their age group and found it very difficult at first.
- Promotional activities at neighboring universities are a possibility and we would like to consider implementing them in the future;
- Customer satisfaction has increased due to a greater variety of products and services;
- Modern digital equipment has been installed in the branch, which has improved the image of FED invest;
- While digital training is important, we realize that face-to-face customer communication is still the most important. The Project's communication training was helpful. (description in section 2.4.2 of this Report); and
- It would be more effective if digital advisors could also be involved in loan approval and other procedures.

## Chapter 3: Outputs of the Support Scheme for the Purchase of Agricultural Inputs

### 3.1 Overview of Round 2 of the Input Material Purchase Support Scheme

In order to help impoverished small-scale farmers affected by the COVID-19 pandemic to continue farming (investment), the Project implemented the "Support Scheme for the Purchase of Agricultural Inputs" (hereinafter referred to as 'Input Support Scheme Round 1'), under which 250 farm households that newly applied to FED invest for a micro-loan for agricultural purposes (Mikro 1) during the period August - November 2020 would be supported to purchase agricultural inputs such as seeds, fertilizers and chemicals up to 40,000 ALL. The main objective of this scheme was to support the purchase of agricultural inputs whose prices had increased due to the COVID-19 pandemic, so that small farmers could continue to invest in agriculture. Another objective was to promote the use of checking account payments and ABA Online by requiring members and input dealers to open checking accounts and register with ABA Online.

The first round was well received by beneficiaries and input material dealers who cooperated with the scheme, and it was decided to increase the number of beneficiary households to 1,000 and to conduct the second round for members nationwide outside of FED invest's main sales area<sup>12</sup>, which was not covered in the first round. Applications for Round 2 began to be accepted in April 2021, and by September 2021, a total of 1,000 applications had been approved, completing the scheme. (i.e., a total of 1,250 applications were approved for Round 1 and Round 2.)

**Table 3-1 List of Regions Covered in Round 2 of the Input Materials Purchase Support Scheme**

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<sup>12</sup> 6 regions: Tirana, Elbasan, Vlore, Fier, Lushnje and Berat.

| Round 1 Regions (Total 6) and Branches (Total 39) |        |             |            | Round 2 Regions (Total 15) and Branches (Total 21) |               |            |             |          |
|---|--------|-------------|------------|--|---------------|------------|-------------|----------|
| DISTRICT  | BRANCH |             | DISTRICT   | BRANCH   |               | DISTRICT   | BRANCH      |          |
| 1 TIRANE  | 1      | UNAZA E RE  | 8 VLORE    | 27   | RRUGA E RE    | 2 POGRADEC | 13          | POGRADEC |
|   | 2      | PAZARI I RI |            | 28   | HIMARE        |            | 14          | ÇERRAVE  |
|   | 3      | PETRELE     |            | 29   | SKELE         | 3 KORÇE    | 15          | KORÇE    |
|   | 4      | BARZEZE     |            | 30   | ORIKUM        |            | 16          | BILISHT  |
|   | 5      | KASHAR      |            | 31   | NOVOSELE      | 4 LIBRAZHD | 17          | LIBRAZHD |
|   | 6      | VORE        |            | 33   | VAJKAN        |            | 18          | PRRENJAS |
|   | 7      | KAMEZ       | 10 FIER    | 34   | LEVAN         | 5 GRAMSH   | 19          | GRAMSH   |
|   | 8      | MARIKAJ     |            | 35   | FIER          |            | 26          | PEQIN    |
|   | 9      | ZALLHERR    |            | 36   | SVA           | 9 SARANDE  | 32          | SARANDE  |
|   | 10     | SAUK        |            | 37   | FIER 2        |            | 46          | SHKODER  |
|   | 11     | TIRANA E RE |            | 38   | DAULLAS       | 12 SHKODER | 47          | BUSHAT   |
|   | 12     | ZI DHJETORI |            | 39   | KEMISHTAJ     |            | 48          | KOPLIK   |
| 6 ELBASAN   | 20     | ELBASAN     | 11 LUSHNJE | 40   | LUSHNJE       | 14 LEZHË   | 49          | LEZHE    |
|   | 21     | MOLLAS      |            | 41   | REMAS         |            | 50          | PERMET   |
|   | 22     | GJINAR      |            | 42   | KRUTJE        | 16 DURRËS  | 51          | DYRRRAH  |
|   | 23     | BELSH       |            | 43   | ÇERME         |            | 52          | SHIJAK   |
|   | 24     | CERRIK      |            | 44   | DIVJAKE       | 53         | MANZE       |          |
|   | 25     | KUQAN       |            | 45   | BUBULLIME     | 18 KAVAJE  | 57          | KAVAJE   |
|   |        |             | 54         | BERAT  | 58            |            | GJIROKASTER |          |
|   |        |             | 17 BERAT   | 55   | URA VAJGURORE | 59         | KUKES       |          |
|   |        | 56          |            | KUÇOVE   | 60            | LAÇ        |             |          |

| Agri Loan Year 2020      | Total Round1 | Total Round 2 |
|--------------------------|--------------|---------------|
| Sum of sanctioned loans: | 2353         | 374           |
| Percentage:              | 86%          | 14%           |
| Sum of active member:    | 56176        | 18027         |
| Percentage:              | 76%          | 24%           |

### 3.2 Results of Round 2 of the Input Material Purchase Support Scheme

#### 3.2.1 Effects on Small Farmers

The questionnaire survey and interviews revealed that Round 2 of the Input Purchase Support Scheme had the following positive effects on FED invest member smallholder farmers

- (1) 27% of beneficiaries used input material dealers they had never used before
- (2) 79% of beneficiaries received new agronomic advice from input dealers visited by the scheme
- (3) 77% of beneficiaries purchased the inputs they normally use, but in larger quantities than usual
- (4) 27% of beneficiaries purchased inputs they had never used before
- (5) Agricultural production in 2021 for 72% of beneficiaries increased compared to previous years (average increase of 16%)
- (6) 77% of beneficiaries increased their agricultural income in 2021 compared to previous years (average increase of 15%)

(Source: Questionnaire survey)

Regarding (1) and (2), since FED invest selected in advance the stores where beneficiaries can purchase input materials in the scheme and limited them to the stores that have agreed to cooperate in implementing this scheme, the use of new stores and It led to the acquisition of new advice. In addition, even during the COVID-19 pandemic, when the price of input materials has risen as in (3) and (4) above, it was not possible to purchase a larger amount than before, or the price was too high until now. It can be said that the purpose of supporting the continuation of agricultural investment by small-scale farmers was achieved because it provided an incentive to try out the input materials. It is noteworthy that as a result of obtaining new information and input materials, more than 70% of beneficiaries were able to increase production volume and agricultural income more than usual as in (5) and (6) above. It can be said that it is an achievement that should be done.

Visit to a new input material store under the Input Material Purchasing Support Scheme I bought fertilizer and pesticide following the advice of the clerk. Following the clerk's advice, I purchased fertilizer and insecticide. The company made the following changes: 30% increase in production as a result of using purchased inputs. The quality of the peaches has also improved, and the unit sales price has increased by 50 leks per lek. The number of leks/kg increased from 80 to 90 leks/kg, a 60-80% increase from the previous year.

As a result, income from peach production this year increased by more than 30%. I would like to use the same input material in the future.

-Mr. Qemal Terziu, Peach Farmer, Elbasan



(Source: interview transcript of the consultant team's July 2021 visit)

### 3.2.2 Effect on FED invest

The findings confirm that Round 2 of the Input Purchase Support Scheme had a positive effect not only on small farmers, but also on FED invest's business, and thus on the financial inclusion of small farmers, in the following four ways:

- (1) New members (15% increase), new loans (20% increase)
- (2) Continued investment in agriculture by existing members and strengthened loyalty to FED invest
- (3) Opportunity to pilot new services (checking account and ABA Online)
- (4) Increased collaboration with VC actors, suggesting the possibility of VC financing.

(Sources: interview results, FED invest MIS data, etc.)

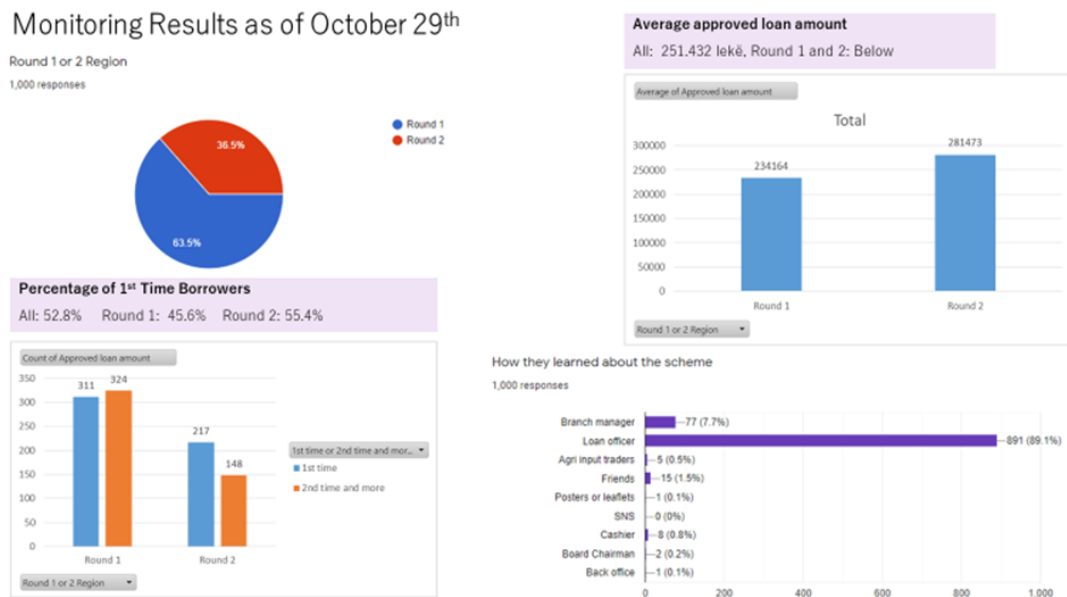
#### (1) Acquisition of new members

As the upper left-hand chart in Figure 3-1 shows, 64% of the 1,000 beneficiaries were in the "Round

1 region" (i.e., the traditional operating areas of FED invest that were also covered in Round 1), and the remaining 36% were in the "Round 2 region" (i.e., the new operating areas of FED invest that were newly covered in Round 2 region) members. As the table at the bottom of Table 3-1 shows, compared to the fact that 86% of loan applications in 2020 before the implementation of the input material purchase Support scheme were in the "Round 1 region" and 14% were in the "Round 2 region," the implementation of this scheme appears to have contributed to new loan development in the "Round 2 region. This result was achieved partly due to the fact that, after repeated discussions within the Project team, applications from the "Round 1 Region" were closed in the mid-way of the Round 2 implementation, and a period of time was set aside to accept applications only from the "Round 2 Region".

As the figure below left shows, 46% of the applicants were first-time loan applicants in Round 1 regions, 55% were first-time loan applicants in Round 2 regions, and the national average was 53%. Therefore, it can be seen that FED invest has gained new members nationally (and a higher percentage in the new operating regions) through the implementation of this input material purchase Support scheme.

Data from FED invest's MIS show that Round 2 of the Input Purchase Support Scheme increased FED invest membership by 15% and the number of loans by 20%.



(Source: Results of Round 2 Monitoring of the Input Purchase Support Scheme)

**Figure 3-1 List of results of the second round of the input material purchase support scheme**

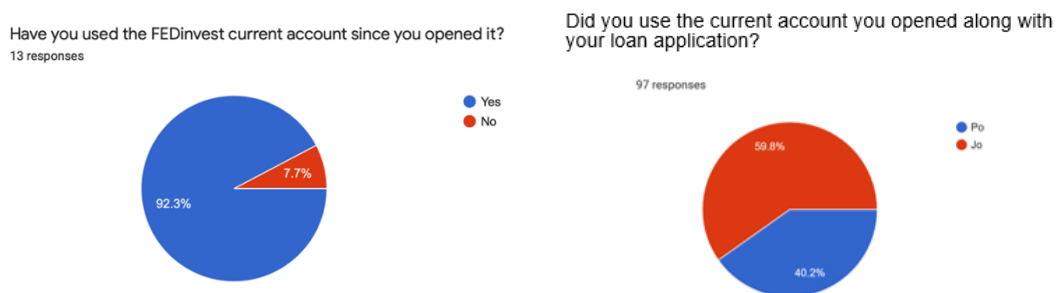
**(2) Strengthen loyalty of existing members**

Ninety-nine percent of the questionnaire survey respondents indicated that the Input Purchase Support Scheme helped them. As mentioned earlier, the input purchase support scheme helped FED invest members to continue their agricultural investments and increase their agricultural production and income. Many respondents said throughout the interviews that they had not received similar support from other Albanian organizations. In Albania as a whole, there is a culture of thinking that it is better not to trust a good story, and many commented that they were initially skeptical when they heard the explanation of this Scheme and were surprised when they actually received the support as described. For these reasons, the Scheme beneficiaries' liking and trust in FED invest increased, with 87% of respondents saying that they now want to use FED invest's financial services more often than before. Thus, it can be said that the Input Purchase Support Scheme contributed not only to FED invest's acquisition of new clients (Acquisition) but also to the retention of existing clients (retention).

### (3) Opportunities to test and offer new services

As mentioned above, both Round 1 and Round 2 of the Input Purchase Support Scheme were implemented with one objective in mind: to promote the use of a new financial service, checking accounts, and a non-financial service, ABA Online.

The figure below shows the results of a survey of Round 1 participants conducted in December 2020, in which more than 90% of input dealers and more than 40% of member farmers indicated that they actually used the checking accounts opened under the scheme afterwards (input dealers are basically supposed to use the checking accounts because the scheme mechanism allows reimbursement of advances through checking accounts). Thus, one of the Outputs of the input purchase support scheme is that it has provided an opportunity for agribusiness operators and small farmers in Albania to be exposed to new financial services.



(Source: Results of Round 1 questionnaire for the input material purchase support scheme)

**Figure 3-2 Percentage of checking account utilization by participants in the Input Materials Purchase Support Scheme**  
(Left: input material store, Right: farmer)

#### (4) Strengthening of cooperation with VC actors

In the Survey among input dealers after the completion of the first round, all responding dealers stated that they were proud to have participated in the Scheme and to have been able to help farmers in Albania who were struggling, and many said that they were happy because the farmers were happy. Many of the input dealers interviewed also indicated that they had gained new customers as a result of participating in the input purchase support scheme, and many had gained new connections with FED invest.

One of the reasons for the secondary effects on small farmers described in 3.2.1 (i.e., income enhancement through the use of agronomic advice, which was not initially expected as part of the scheme design) was that many of the input dealers linked to the Scheme were ABA Online users, and many of them were very active in promoting ABA Online. ABA Online contains information on various crops and inputs, and the core experts who provide this information are leading experts in the fields of agriculture and dairy farming in Albania. Therefore, some of the agronomic staff of the input dealers showed the relevant information pages of ABA Online to their customers as information to support their agronomic advice, thus gaining the trust of their customers and encouraging them to use ABA Online. In this way, the input purchase support scheme also contributed to the diffusion of ABA Online.



I recommend to my customers fertilizers that are 50% more expensive per kilo than many fertilizers sold in other stores. Small farmers tend to want the cheapest inputs possible, but using high-quality fertilizers produces high-quality crops and higher yields, so it should always pay off for the farmer. I was very happy to see a recent article by an expert on ABA Online recommending fertilizers from my store. Now I can recommend this fertilizer to my customers with more confidence than before.

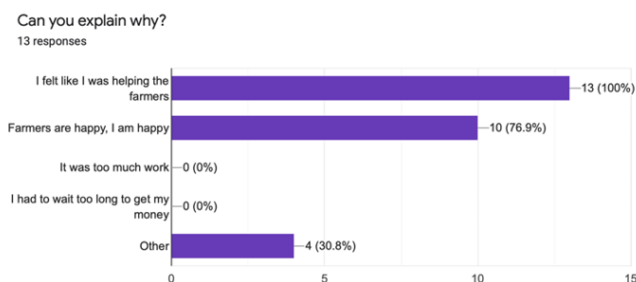
-Mr. Valder, input material dealer, Bubullime, Lushnje

(Source: interview transcript of the consultant team's July 2021 visit)

Many input dealers indicated that their customers usually purchase inputs at the beginning of the season on an informal agreement with the input dealer to 'make the payment later basis' and pay for them after the produce is harvested and sold. The fact that many farmers were able to increase their agricultural production and income by purchasing larger quantities or higher quality inputs through the Input Purchase Support scheme suggests the possibility of value chain finance, in which FED invests help farmers purchase inputs in the form of loans rather than assistance. This suggests that



FED invest could be a value chain financier that helps farmers purchase inputs in the form of loans rather than support. In this regard, FED invest has also indicated its willingness to do so as a priority action for the future.<sup>13</sup>



(Source: Results of Round 1 questionnaire for the input material purchase support scheme)

**Figure 3-3 Feedback from input material dealers on the input material support scheme**

20 customers in my store for the input material purchase support scheme have arrived. Twelve of these were new customers, and some have since become regular customers with FED invest.

The ties with FED invest are now much stronger than ever. The head of the company (pictured left) and I introduce each other's clients to each other and to the new requesting the introduction of a new financial service (bank to bank transfers). I have been doing this and more.

-Mr. Ilmy Syla, owner of input material dealer, Kukes



### 3.1.3 Summary of results of the input material purchase support scheme

Through both the first and second rounds of the input purchase support scheme, a total of 1,250 small farmers were assisted in purchasing agricultural inputs totaling 50 million Albanian leks. Not only did the Scheme achieve its original objectives of sustaining small farmers' investment in agriculture and promoting access to new financial/non-financial services, but it also had a number of secondary effects in advancing financial inclusion in Albania. Although the Input Purchase Support Scheme was an "outside the box" activity designed and implemented in a response to COVID-19 (i.e. not stipulated in the Project's PDM), it is worth mentioning that the Scheme was able to achieve these

<sup>13</sup> As progress on value chain financing to FED invest.

results thanks to the wisdom and efforts of all parties involved, including JICA, FED invest, input dealers, and the Japanese consultant team.

## Chapter 4: Analysis of the PDM Indicator Achievement Status

### 4.1 Analysis of the Factors Contributing to shortage of Meeting the Project Purpose indicators

As described in Chapter 2 of this report, unfortunately, the Project did not achieve the Project Purpose target indicators during the Project implementation period. This was mainly due to the following three factors:

- (1) In the design of the PDM, the "Project Purpose" indicators, "increase in the number of new customers," were set as a (natural) Output resulting from the "Output" level indicators, namely, "provision of new products and services." As a result, overly ambitious numerical values were set for the Project Purpose indicators.
- (2) The Project team missed the timing of the "Project Purpose" target figures, in order to make them more realistic. (One of the reasons is because the team was too preoccupied with coping with COVID 19 influence and ensuring implementation of Project activities rather than meeting the target indicators.)
- (3) Consideration should have been given to adding indicators other than those originally established in the PDM (e.g., the number of financial products used by existing clients of existing FED invests, etc.) as reasonable indicators to represent "Project goals," but there was insufficient time to do this.

Each of the above three points is explained below.

Regarding (1), regarding the "hierarchy of objectives" in PDM, theoretically speaking, the Project Purpose indicators are considered to be achieved when the Outputs are achieved and there are no significant external factors hindering the situations. However, in this PDM, it became clear toward the end of the Project that there was actually more of a gap or distance between the "Outputs" and the "Project Purpose" than was initially assumed when the PDM was constructed. In other words, there is a gap/distance between the "provision of new products and services" and the "increase in the number of new customers," and several steps or processes must be taken in order to move from the achievement of the former to the latter (e.g., new products and services must first be utilized among existing members and feedback spreads by word of mouth, etc., leading to the acquisition of new customers, etc.). For this reason, even though the Project achieved almost all of the "Output" level indicators, it was not able to move up the hierarchy of objectives naturally to the achievement of the "Project Purpose" indicators.

While the above points should have been taken into account when determining the numerical

indicators for the Project Purpose (as of September 2019), the Project team, including the JCC members, did not have a clear recognition of the gap between the above PDM indicators until near the end of the Project. At the 4th JCC meeting (held in October 2020), it was proposed and agreed to review the indicators for the Project Purpose and to consider the possibility of adding not only the number of new members but also the number of active members to the Project Purpose. However, the same problem of a gap between the above-mentioned "Outputs" and the "Project Purpose" existed with regard to the number of active members. As for the trend of the "number of active members," as already mentioned, it can be said that currently it only tracks the number of members with loan or deposit balances on the FED invest system, and was not necessarily an indicator of the utilization of a wide range of new financial products.

At least two factors can explain (2). First, the procurement and implementation of the new CBS for Output 3 took considerably longer than originally expected due to a combination of various factors (it took about two years from the start of the Project, and the new CBS went live in November 2019), and as a result, the development and launch of the new financial product was also delayed. As a result, the PDM numerical indicators could not be defined until mid-2019, shortening the time frame in which the effects of the introduction of the new financial instruments could be obtained.

Second, the global outbreak of COVID 19 in early 2020 had a significant impact on the implementation of this Project. In particular, the development and provision of "new financial products and services," which are most relevant to this section, were affected by the following factors: 1) FED invest was forced to postpone the development and rollout of new products for almost a year due to the moratorium on loans and restructuring requests; 2) Related to 1) above, nearly 60% of FED invest's branch loan officers contracted corona, which directly affected FED operations; 3) The inability of ABA centers to provide face-to-face services has forced the development of an ABA business plan Stage 1 for 2020 and the piloting of ABA online; and 4) FED invest has been forced to delay the development and rollout of new products for almost a year. 5) As described in this report, the FED's operations in Albania have been affected by a small-scale ABA Project, as described in Section 3.1. of this Report. Many small farmers in Albania were severely affected by the new coronary disease, which affected their access to financial products, as described in Section 3.2.1.

Regarding (3), from the perspective described in (1) above, the introduction of new numerical indicators was considered within the Project team in the preparatory stage of the 6th JCC (January 2022), but from the perspective of appropriateness as PDM indicators, etc., the time required for consideration was insufficient and it was not discussed at the actual JCC. (See the description of these numerical indicators in this report.)

**4.2 Analysis of Outputs not represented by PDM indicators**

(For more information on these numerical indicators, please refer to the description in this report).

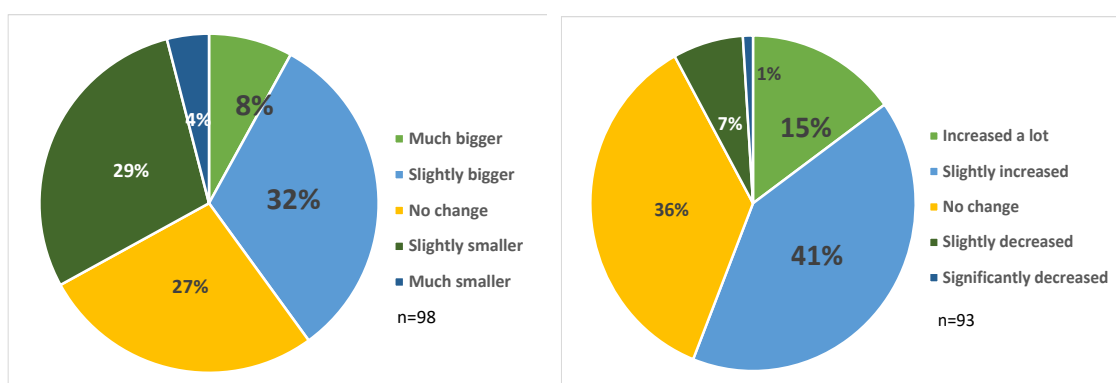
#### 4.2 Analysis of Outputs not represented by PDM indicators

As mentioned above, the indicators on the PDM aim to achieve the "provision of new financial products and services" at the "Output" level, while the indicators on the "Project Purpose" aim to achieve the "acquisition of new customers", and it has become clear that there is a certain gap between the "Output" and "Project Purpose" toward the end of the Project. On the other hand, in terms of the Project Purpose of "increasing financial inclusion and deepening the use of financial services by small farmers," some more direct indicators of Project activities were observed than the numerical increase in new members in Indicator 1 of PDM.<sup>14</sup> The table below presents such data.

**Table 4-1 Non-indicators of results**

|  | Baseline (June 2019)      | As of March 31, 2022 |
|--|---------------------------|----------------------|
| Number of members who used at least one type of product or service | 103 persons <sup>15</sup> | 9,562 persons        |
| Cumulative number of users of utility service                      | 0                         | 7,083 persons        |
| Cumulative number of checking accounts opened                      | 0                         | 10,814 persons       |

(Source: FED invest MIS)



<sup>14</sup> These are the indicators described in 4.1 ③ that the Project team considered reflecting in the PDM prior to the 6th JCC meeting.

<sup>15</sup> Previously, the number of members using both time deposit and loan services was very small; over the past three years, the number of members using multiple services, including checking and utility bill service use, has increased significantly.

**Figure 4-2 Amount of loans received from  
FED invest  
Comparison with 3 years ago**

(Source: Questionnaire survey)

**Figure 4-3 Frequency of loans received  
from FED invest  
Comparison with 3 years ago**

As shown above, although the growth rate of the number of active members was low, the frequency and number of services used by each existing member and the amount and frequency of loans per member increased, indicating that the degree of use of financial products has deepened.

In addition, the following data on indicators related to "users of non-financial services," if "users of non-financial services" is taken in a broad sense, can also be used as a reference for measuring Outputs.

**Table 4-2 Non-PDM Indicators for Outputs Related to Nonfinancial Services**

| data item   | March 2022                  | May 2022      |
|---|-----------------------------|---------------|
| 1. Number of Unique Viewers <sup>16</sup> that have viewed ABA Online content, including expert technical articles, videos, and financial education materials | 219,732 views               | 236,871 views |
| 2. Number of Views on the ABA YouTube Channel <sup>17</sup>   | 68,407 views                | 74,916 views  |
| 3. Number of ABA Facebook Viewers   | 435,291 reach <sup>18</sup> | 519,377 reach |
| 4. Number of financial education materials viewed on the FED invest website   | 3,952 views                 | 4,284 views   |
| 5. Number of views of ABA expert technical information, financial education, and digital literacy content on FED invest's Facebook                            | 27,902 reach                | 36,279 reach  |
| 6. Number of viewers on YouTube for FED invest  | 942 views                   | 1,031 views   |

(Source: FED invest IT team)

<sup>16</sup> Unique viewer is a measure of the number of visits on a browser and is the net number of people who visited a site during a given period of time. It is the total number of visits (visits) minus duplicates.

<sup>17</sup> Views of those who watched on ABA Online (1) and those who watched directly on YouTube overlap.

<sup>18</sup> Number of users who saw the post. Reach is usually counted so as not to duplicate the same user. However, if accessed by different devices or browsers, they are measured as separate users.

Thus, while the Project did not achieve the Project Purpose target indicators on the PDM, it did achieve almost all of the Output indicators, and there are several non-PDM indicators that indicate the achievement of Project Purpose.

## Chapter 5: Sustainability Considerations for Project Results

The following is a discussion on the medium- and long-term sustainability of the Project results examined thus far in this Report.

### 5.1 Considerations for each aspect of sustainability

#### (1) Policy and fiscal aspects<sup>19</sup>

Regarding Albania's financial inclusion policy, the Minister of Finance and Economy confirmed in her speech at the Project's Final Seminar (May 2022) that financial inclusion and financial education are important policies for the Ministry. In particular, with regard to financial education, the Central Bank of Albania has recently taken the lead in formulating the National Financial Education Policy and has re-invigorated its activities for the dissemination of financial education.

As the implementing agency for this Project, FED invest is a private organization, the "business plan" or "business strategy" is the over-riding policy that sets the direction of the organization. FED invest is an organization that is widely trusted not only by its clients, but also by Albanian society as a whole, and it is highly likely that FED invest will continue to play a role in the financial inclusion of rural Albania in the future. The potential for FED invest to continue to play a role in the financial inclusion of rural Albania is high.

#### (2) Organizational aspects

Two elements of organizational sustainability need to be considered: first, the sustainability of the implementing agency, FED invest, as an organization, and second, the sustainability of the Project results, which has been enhanced by the "institutionalization" of the Project activities.

##### a. Study of sustainability of FED invest and ABA Center as an organization

As previously mentioned, FED invest had a difficult management in FY2020 due to the impact of the COVID 19 pandemic, but in 2021, with support from the EU Guarantee Fund and other sources, the business situation improved in a relatively short period of time. Currently, FED invest is not recognized as having any challenges in continuing its corporate activities. Of course, as an organization that is transforming itself from a traditional SCA (Savings and Credit Association) to a more modern financial institution with a strong presence, it is true that there are various issues that

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<sup>19</sup> In a standard set-up of a JICA-financed Project, it is assumed that the government organization is the C/P, so we understand that "financial aspects" are included in the relevant section from the perspective of "whether the policy is financially backed. However, since we believe that the financial soundness of FED invest as a private financial institution is an element to be considered in the "organization" section, we included the discussion in "(2) Organizational Aspects".



will naturally need to be addressed in the future, but these are not considered to fall under the scope of this section and are therefore not described in detail.

On the other hand, there are important issues regarding the organizational sustainability (especially financial sustainability) of the ABA Center established with the support of this Project. Since the Endline Survey basically focused on obtaining feedback from beneficiaries and Project stakeholders on the activities implemented and services provided during the Project period, the issue of the future financial sustainability of the ABA Center was not included in the main survey questions. Therefore, it is difficult to present data based on the results of the Endline Survey on this matter.

The commitment of FED invest's management to the continued operation of the ABA Center is strong. However, there are concerns expressed from various stakeholders, including FED invest itself, that it would be burdensome for FED invest to cover the operating costs of the ABA Center for Output 2 on its own for more than a certain period of time, given that the Center's financial independence is currently yet to be ascertained. However, FED invest management appears to be more concerned about securing short- and medium-term support from JICA and other donors than ensuring the profitability of the ABA Center itself. The ABA Center's Stage 2 Business Plan also reflects this thinking. The sustainability of the ABA Center will be determined by the strategies developed and implemented by FED invest and the new manager of the ABA Center to achieve financial independence.

#### b. Improvement of sustainability of Project results through institutionalization

Several key points can be made in this regard, as follows. As it is illustrated in this Report with specific example of the "customer-centricity," the Project aimed to strengthen institutionalization of various aspects of Project impact. The "customer-centric" approach has been a value that FED invest has prided itself on as a member organization since before the Project began, but through the Project activities, the practice has taken root among FED invest's organization and staff in a structured and concrete fashion, and as a result, prospects for sustainability has improved. The main Project activities related to the Project included the following: (1) The main Project activities involved drafting and implementing a Strategic Management Plan (SMP) and developing a standard service standards manual, as well as supporting the establishment of a department responsible for member care functions and staff training. The result was the "institutionalization" of client-centeredness, including the following specific examples; (2) The needs assessment survey and the COVID impact study were widely recognized within FED invest as very good tools for systematic information gathering. Establishment of a process for collecting and utilizing feedback, such as conducting pilot tests prior to the rollout of new products and services, and utilizing the feedback in product design. (3) Establishment of a "Customer-Centric Committee": the customer-centric approach was formally institutionalized in the decision-making structure of FED invest in 2020 with the establishment of a

"Customer-Centric Committee," a forum elected by the General Assembly. This forum operates on a regular basis and aims to implement customer-centricity at all levels.

### (3) Technical aspects

Regarding the technical aspects, the Project made important contributions to the sustainability of the Project results. The most important elements are (1) the implementation of the new CBS, which provided the basic IT environment for FED invest to function as a financial institution contributing to financial inclusion in rural areas in a sustainable manner (see 2.3 of this Report), and (2) its contribution to the acceleration of digitalization in various areas.

Regarding (2) above, the Project's flexible response by actively adopting digital technology in the face of the COVID 19 pandemic helped turn the crisis of the coronary pandemic into an opportunity, ensured the Project results, and ultimately contributed to the early recovery of FED. The flexibility of the Project in adopting digital technology in a proactive manner helped to turn the crisis of the Corona pandemic into an opportunity and ensured the Project results were realized. Examples of digital technologies implemented by the Project in the Corona Pandemic include the following: (1) The Project team quickly transitioned communications, including monthly management meetings and quarterly meetings, to online meetings to ensure and maintain close communication within the Project team; (2) With respect to the ABA Center's service offerings, the focus was on developing a service delivery channel that would put ABA online at the center; and (3) The Project provided tablets for FED investment staff and created opportunities to enhance their skills through online training as the best preparation for the launch of new products and services.

### (4) Others (**social, cultural, environmental, etc. aspects**)

As evidenced by the many comments made by participants at the Project's final seminar, the Project's results have been well received by Albanian stakeholders, and we believe there is social momentum to support the sustainability of the Project's results.

## **5.2 Synthesis on sustainability of Project results**

Taken all of the above into consideration, the sustainability of the Project results as a whole is considered relatively high.

However, as noted above, significant challenges remain regarding the sustainability of the ABA Center, and while the commitment of FED invest management to the continued operation of the ABA Center is strong, the concrete prospects for the Center's financial self-sustainability is unclear. FED

invest management is more concerned about securing short- and medium-term donor support from JICA and other donors than ensuring the profitability of the ABA Center, and Stage 2 of the ABA Business Plan reflects this thinking. The sustainability of the ABA Center will be determined by the strategies developed and implemented by FED invest and the new manager of the ABA Center to achieve financial independence.

**Shtojca7: Regjistrime te Intervistave te Thelluara mbi Anketimin  
Perfundimtar**

## End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |  |
|--|--|
| Name of Interviewer                              | Honda and Kodai (note taker)   |
| Date & Time of Interview                         | 24/03/2022, 14:00 – 15:00  |
| Place of Interview (including online interviews) | FED invest Përmet Branch   |
| Name of Interviewee                              | Mr. Hysen Teme, Loan Officer (In his early 50s?)<br>Mr. Klaudio Nebiaj, Cashier (28 y/o) |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- The branch was established in 2016 as FED invest, not as a merger of different associations. The branch is directly supervised by the headquarter (Eldi).
- There are two staff members at the branch. Both of them joined FED invest in July 2021 when the branch was somehow "re-opened". Mr. Teme, loan officer, has an experience of working at Raiffeisen Bank as a director (of what??) and NOA as a regional manager of Gjirokastër. Mr. Nebiaj, cashier, joined FED immediately after he finished school.
- Loan portfolio of the branch is 24,000,000 lek as of today, which was doubled since Mr. Teme joined. Deposit portfolio of the branch is 70,000,000 lek.
- The total no. of members at the branch is 394. About 200 are active members. 60-70% are rural members. 50% are female members. Mr. Teme prefers to offer service to female members because he thinks that they are more responsible.
- The most typical business of the members in the area is livestock, and then vineyard.
- Some of the members live very far from the city center (e.g. 40 km away), so those people come to the city only once a month and try to complete all the payments in one day. Mr. Teme usually contacts those members by mobile but sometimes drives to the doors of the members when necessary.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- Electricity bill payment service started at this branch in February. 9 members, most of which were loan repayors, paid bills at the branch in February. This month until today (20 to 31 of the month are payment days), there have been 9 members who paid bills at the branch. They expect the number to grow up to 15 for this month.
- People prefer to pay electricity bills directly at the office of the electricity company because people know that collectors from post office sometimes steal collected money. That might be one of the reasons why there are very few members who pay electricity bills at the branch.
- People doesn't use FED Online because of the same reason to ABA Online (See Q6).

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- 

**Q4. FED invest Changes during the Project Years (Service conditions, communication with**

**officers, customer-centric culture, etc.)**

- From his experiences of working at NOA, Mr. Teme thinks that FED invest is better because it provides a variety of service, on the contrary to NOA, which provides only loan, and also because FED is more transparent in terms of hidden cost, thereby he receives no complaint from his members.

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- There are no financial education materials placed at the branch. The two officers joined FED after the first distribution of the education materials, so they did not know about the education materials.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- ABA Online is not used so much because of low digital literacy of the members in the area, and also because of their distrust to digital technologies. They fear losing money, using the Internet Banking.
- Mr. Ermir, Digital Advisor at Gjirokaster, comes to the branch twice a month (Ermir said in the next day's meeting that he goes to Permet once a month) to promote ABA Online, etc. However, even after his explanation, members refuse to install the app to their phones because of this fear of using the Internet technologies.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- N/A (Because they recently joined FED).

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- There were nine beneficiaries at the branch. Seven out of those nine were new members. Those beneficiaries said good words about FED invest, after receiving the support, and brought more new members to the branch.
- The beneficiaries were able to purchase inputs at lower prices because immediately after they were benefitted from the support the input price increased sharply.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- There are not so many things that can be done in this area with a small population and aged people. Young people go to Greece to earn money. There is a potential for agrotourism in this area. It is still an informal business.

**Q10. Other Comments and Feedbacks (if any)**

- N/A

**Quotations from the interview**

- "Input support scheme has spread good words about FED invest and helped our branch to increase its membership."

## End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |                               |
|--|-------------------------------|
| Name of Interviewer                              | Honda(note taker) and Kodai   |
| Date & Time of Interview                         | 25/03/2022, 12:00 – 13:00     |
| Place of Interview (including online interviews) | FED invest Girokastra Branch  |
| Name of Interviewee                              | Ms. Keti Ceko, Branch Manager |

### Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)

- The branch was established in 2016 as FED invest, not as a merger of different associations.
- There are Four staff members at the branch. (Branch manager, Loan Officer, Cashier, and Digital Advisor)
- Loan portfolio of the branch is about 45,000,000 lek and deposit portfolio is about the same, as of today.
- Girokastra is a small town, but there are many financial institution offices on the main street and competition is very tough.
- The total no. of members at the branch is 592, and about 250 are active. Since members need guarantor members when they get loan, most of them can be said 'Active' members.
- The most typical business of the members in the area is livestock, bee keeping and other agriculture.
- They cover the tasks as back office for Permet and Tepelene branch.

### Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)

- FED Online is still very limited usage as registration process is complicated, and there is very limited functions. It can be used only on Website, so it's preferable to develop App. Payment through current account is basically for business usage, but it is not suitable for farmers as the amount they are dealing is very small.
- Only 3-4 among 100 customers use on-line repayment through current account. But Ms. Kati sees it positively, as she believe F2F interaction is very important for financial service, she would like to talk and check about their business situation when they come to the office for repayment.
- Member to member payment is also not used so much. Because they need to go to Reifeisen Bank for cash out and it's troublesome.
- There are about 50 customers for utility payment. People prefer to pay directly to the OSHEE office as they don't trust as there are always trouble. Because of the reason, she started marketing with her relatives and her personal contacts. It is useful as she use this opportunity for cross selling of other FED services. (loan etc) There is OSHEE office upstairs of the branch office, so she made personal effort to reflect data of payment immediately.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- From his

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- There are many customer who just through away the brochure they distribute, so she selects customer who are most likely to be interested and have intelligent level, in order not to waste the materials.
- She also distributed materials at bus terminal. She put leaflet on vacant sheet with her phone number, but there is no call so far, and found it's not efficient.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- Online service (ABA Online and FED Online) is still too early for their customers in Albania, in her opinion. But she thinks it is necessary for future, and introducing such service is showing a corporate vision and perspective of FED invest to the customers. (even though they are not using so much at this moment.) It will take more time for penetration, it's still just a first stage.
- Digital literacy of the customers is very low, and very few customers are using it even though it's very simple.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- 

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- There were about 30 beneficiaries at the branch. Existing members consist higher proportion, but including dormant members. It is very beneficial scheme to FED invest to differentiate with other organizations as there are no such organizations in Albania including the government providing direct support.
- Since it is very new experience for everyone, they faced difficulty to convince customers in the first place, but information has spread word of month by farmers.
- It's very effective to get new customers and also boost trust of existing customers for FED invest. It has changed the customers' mentality, as they usually think financial institutions are always taking money. It contributed to improve reputation of FED invest. She also feels very proud of organization, as she got many good words from customers.



**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- Digital service with long perspective

**Q10. Other Comments and Feedbacks (if any)**

- N/A

**Photo**



## End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |                                |
|--|--------------------------------|
| Name of Interviewer                              | Honda(note taker) and Kodai    |
| Date & Time of Interview                         | 25/03/2022, 13:00 – 13:30      |
| Place of Interview (including online interviews) | FED invest Girokastra Branch   |
| Name of Interviewee                              | Mr. Emir Duga, Digital Advisor |

**Q1. What kind of project activities were you involved in and what roles did you play? What were your overall experiences and learnings from taking part in the Project activities?**

- He talk to walk-in customers in the branch office. There are few customers (around 20?) so he visits other branches (Permet and Tepelene) once a week. Since there are few customers in other branches as well, there is no need to visit other branches more often, in his opinion.
- In rural areas, trust is very important, so it's difficult for a new person like him to be heard. So it's difficult to go around and talk to strangers.
- He also makes marketing phone calls to the exiting members, about 100 calls per month. Since it's a small branch, HQs does not set any target. He calls to members through his and other branch staff's personal connection. He is utilizing training contents (how to communicate with customers).
- He agrees that walking out of the office and reaching out to the new customers might be solution, but in reality, it is very difficult since Girokastra office is functioning as a back office for 3 branches, and it is very busy, and he is supporting tasks other than his TOR as digital advisor. (Off the record...)
- He made some achievements to convince members to take new loan through phone call marketing. He got information of the new customer by his personal contacts.
- He doesn't know if customers are actually using digital service (ABA, FED Online), since they haven't conducted survey, but through casual conversation like he had today with Mr. Jovani, he found out that they are actually using it.

**Q2. Please explain how the Project contributed to your own or organization's business or activities. Please also explain how the Project contributed towards capacity development and culture of your organization and staff, especially from the "customer centricity" point of view.**

- Training for how to make phone call was very beneficial as there is a manual how to talk step by step and it is very practical.

**Q3. What will be the next steps for you and your organization in achieving your own or organization's mission, following-up the outcomes of the Project?**

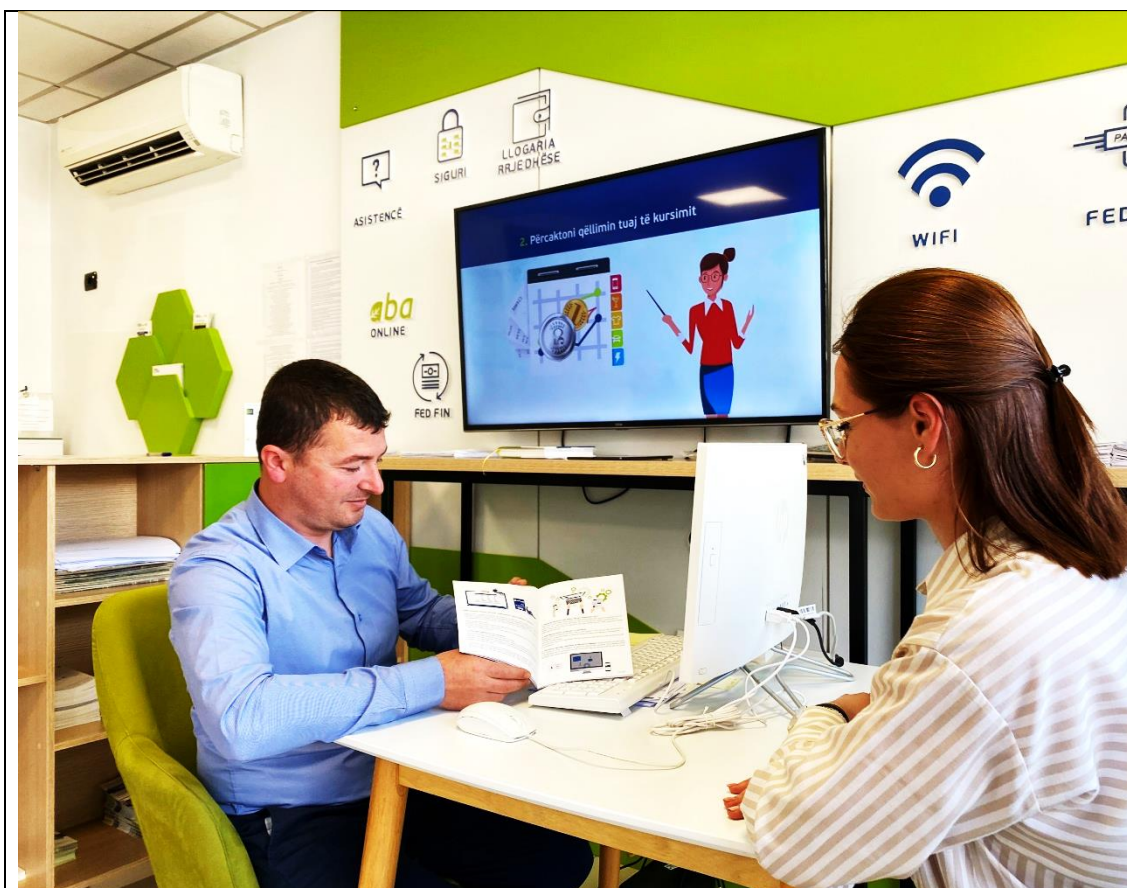
- Digital literacy of the customers is very low.

**Other comments and feedbacks (if any)**

- He feels it's difficult to carry on marketing activities if there is no new service or products.

- He is a member of farmer family and practicing farming during weekend. He provide advice on agriculture to other branch staff when necessary.
- He himself sometimes uses ABA Online, ask expert function. He asked question what kind of chemical he should use, and got answer, and satisfied.

Photo



### End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |   |
|--|---|
| Name of Interviewer                              | Mr. Sabah Guxha                           |
| Date & Time of Interview                         | 28/03/2022, 13:50 – 14:50                 |
| Place of Interview (including online interviews) | A restaurant near FED invest Kukës Branch |
| Name of Interviewee                              | Kokdai (note taker)                       |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- The branch was opened three years ago. It started as FED invest from the beginning.

- They have 350 members. Because the branch was recently opened, they can say that most of the members are active. 80% of them are rural and 20% are urban members.
- They have a loan portfolio of 76,000,000 lek, which is increasing by 20,000,000 lek per year. 60% of the loan portfolio is composed of Mikro 1 loans. Their deposit portfolio is 500,000 lek.
- The main agricultural products of the area are potatoes (no.1 in the country), wheat, corn and orchard such as apple and vineyard.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- Current account service started in Kukes in August 2021. Only 5 or 6 out of 175 loan borrowers puts their money in the current account and automatically repay their loan from the current account. Those 5 or 6 members run guesthouse or hair dresser business.
- The branch manager tells his members that live in far areas (such as Has and Tropoje) to open a current account at Raiffeisen Bank from which they send money to FED's Raiffeisen account for repaying a loan from FED invest because it costs less than sending cash every time with a commission of 200-300 lek/time.
- Long ago, in the northern part of Albania, the old government declared that citizens didn't have to pay for electricity, so people haven't paid for electricity for many years. However, in 2013, the new government took a reform and demanded the people to pay for electricity including unpaid fees for the previous years. Therefore, almost 100% of the people in the north area need to pay their monthly fees together with the unpaid fees. Because FED system does not support payment of unpaid fees, no members pay electricity bills at FED invest because it just duplicates their efforts. The same story is applicable in other FED branches in the northern area such as Shkoder.
- There were several Krediz4 applications, and some of them were approved.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- N/A

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- They distributed the materials to members who came to the branch. The cashier explained how to use Kakeibo and FED Online to members.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- The branch staff downloaded ABA Online app for all the members, but there is no such a system to collect feedbacks from users, so the branch staff does not know whether their members actually use ABA Online or not.

- Many of their members are from old generation so not good at using digital tools.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- N/A

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- There were 25 beneficiaries in Kukes Branch. 20 went to Mr. Ilmy Sylja's shop in Kukes, while 5 went to another trader's shop in Has.
- Out of 25, 15 or 16 were new members.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- It is necessary to strengthen collaboration with MARD for promoting ABA. He met with MARD extension officers in Kukes last week together with Ornela and Eldi. He hopes to gain new members from ABA.
- It is their daily task to increase the no. of members. There are not too many things that can be done. They just keep contacting people by phone call. It is also important to extend a reputation on fast procedures from application to disbursement.

**Q10. Other Comments and Feedbacks (if any)**

- Competition with other financial institutions such as NOA, BESA and Agrocredit is harsh. Agrocredit is a governmental institution that was reformed recently and now starting to do a good business.

**Quotations from the interview**

- "Input support scheme was a skillful weapon that helped us to gain new members. Echo of the scheme is still there and bring farmers to knock the door of FED invest."

**Photo**



Mr. Sabah on the left.

### End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Ms. Suela Bilali          |
| Date & Time of Interview                         | 28/03/2022, 15:00 – 15:30 |
| Place of Interview (including online interviews) | FED invest Kukes Branch   |
| Name of Interviewee                              | Kodai (note taker)        |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- N/A

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- N/A

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- N/A

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- FED needs to look at the applicant's financial record when s/he applies for a loan of more than 300,000 lek. In this sense, having a financial record on Kakeibo can help FED invest's business.
- She learned how to use Kakeibo from the cashier of the branch, who had participated in one of FED invest's regular staff training sessions that include general topics such as ABA Online, etc.
- She thinks Mr. Driton, who actually uses Kekeibo, is not a typical Albanian farmer because he asks his wife to take care of the household's financial matters.
- More leaflets / booklets are required as they have already run out.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- N/A

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- The old system, which was called "Branchless Banking (BB)" had limited functions. With introduction of Flexcube, new services such as current account and payment were made possible.
- Flexcube can also host more customer information (such as monthly income) that requires more efforts for data entry at the first loan application but less efforts at the second loan application and after. By having more information on the system, a loan officer can have a clearer view of their members that helps him/her to collect and foresee repayments.
- The system creates a model repayment schedule. Customer information is sent to an economist at the headquarters. At the same time, the member's credit history is obtained from the credit bureau. After all this, repayment schedule is finalized.
- With Flexcube loan approval process is much faster.

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- N/A

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- N/A

**End-line Survey In-Depth Interview Sheet (Branch Officer)**

|  |   |
|--|---|
| Name of Interviewer                              | Honda(note taker) and Kodai   |
| Date & Time of Interview                         | 30/03/2022, 12:00 – 13:00   |
| Place of Interview (including online interviews) | FED invest Lac Branch   |
| Name of Interviewee                              | Mr. Kastriot Pirori, Branch Manager<br>Ms. Brisilda Preci, Loan Officer |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- The branch was established in March 2019. There are three staff members at the branch. (Branch manager, Loan Officer, Cashier)
- Loan portfolio of the branch is about 100 million lek with about 200 loan, and deposit portfolio is about 60 million lek, as of today. For deposit, there are only 10 members, but one customer deposits 12 million lek who received insurance payout by Greek company as he got accident.
- The total no. of members at the branch is 407, and about 200 are active.
- Members: 70% is rural and 30% is urban.
- The most typical business of the members in the area is livestock, small agriculture (mostly for self-consumption) and orchard .
- 60% of members is below 40 years old.
- Mr. Kastriot has worked at Reiffeisen bank and NOA for long time, and many customers come to the branch due to his personal connection. Other 2 staff also has many personal connection from their previous job (Ms. Brisilda was working as finance at a private company), so customers come through such connections.
- When Mr. Karriot was working with NOA, he was known for reducing PAR 16% to 0.02%.When FED invest was searching staff for opening a new branch as Lac, they head-hunted Mr. Kartiriot as many local people mentioned his name.
- There are many banks in the town, but a main competitor is UniFin, who provide very low interest rate loan. (6% for 1000Euro)

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- Lac branch is one of the pilot branches for utility payment service since last May, but not good turnout. 10% of population in Albania mainly in northern part don't pay utility and have over-due balance. Unless they complete the over-due payment, they cannot pay other than electricity office. There are many such people in this area, not many people are eligible to pay utility at the branch.



- Total transaction is 68 from Jan to March this year. Most of them are non-members, pay at the branch in cash.
- Only advantage of FED invest utility payment service is low commission comparing to other places. (They only need one-time membership fee).
- Current account is used for loan repayment. Almost all members are put a certain amount in the account and use automatically deduction from the account. (He does not know the reason for higher rate of using the service comparing to other branches.)
- He thinks FED invest should consider to introduce cash in-out function, as he thinks there is enough security at this branch. (As the office was ProCREDIT branch before, security measures are already established.)
- Krediz4 is being sold well. There are 7 loan approved last month. All of them are new customers.
- 

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A
- As most of customers are through their personal connection, it does not much affect relationship with customers.

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- N/A

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- Ms. Brisilda got some training by HQs, but not in details, due to internet connectivity problem. She used materials for explaining FED Online, as it is practical and understandable for the customers.
- They don't know detail about other materials, but Mr. Kastriot highlighted the importance for book-keeping based on his experience. One of his customers who is running a mid-size business applied 4 million loan but he didn't have any financial record, so Mr. Kastriot instructed him to do book-keeping for 6 months and come back with the record. Only after 2 months, he came back as he found there is 7 million turnover which he never realized until he keeps record. Mr. Kastriot said there is very few people even who run business keep financial record properly, so this kind of practice is really in need and important.
- 

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- Some customers are using services such as ask expert, and it resulted in new loan. (the story is noted by Sylvja for the success story)
- Middle-large size farmers (who are Micro2 – 1.5 million loan customers) are using ABA Online because they have needs, but small farmers are not, as they don't see necessity (their produce is too small and no need to check price etc...). but majority of farmers in the area is small farmers

- Digital literacy of the customers is very low, and very few customers are using it even though it's very simple.
- They don't know any information if customer use it or not, as there is no system to get feedback.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- After new CBS implementation, there are more information and variety of service. Process got faster. Having more customer information made it safer to provide loan. (Default rate has been decreased but it's mainly related to health issues not related to CBS...)
- SMS reminder for loan repayment is sent out from HQs based on the information on the system. Some customers are bothered by frequent message, but some customers appreciate reminder, it depends. Mr. Kastriot believes F2F interaction is most important, so they directly contact customers at least once a month.

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- There were about 6 beneficiaries. All of them except 1 are new customers.
- The number is low because they started late. It was difficult to convince input traders to participate in the scheme, as most of them prefer cash payment and they don't believe it will be really materialized. Only 1 trader who has long relationship with Mr. Kastriot agreed due to the trust with him.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- TV promotion

**Photo**



### End-line Survey In-Depth Interview Sheet (Branch Officer)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Ms. Bujar Chembo          |
| Date & Time of Interview                         | 02/04/2022, 10:00 – 11:00 |
| Place of Interview (including online interviews) | FED invest Berat Branch   |
| Name of Interviewee                              | Honda (note taker)        |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- The branch was established in 2009, consists of 3 offices. (Ura Vajgurore and ?? They started in 2016 and 2017) Mr. Bujar is supervising 3 offices. Total staff # of 3 offices is 13. Total # of members is about 3000, 1700 are active. 85% of members is rural and 15% is urban. 65% is male and 35% is female.
- Total loan portfolio is 147 million lek, total deposit portfolio is almost same, 142 million lek.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED**

**online, youth loan, summer deposit, etc.)**

- The number of users for utility payment service is increasing. It is not a pilot branch, and started service 3-4 months ago. In the first month, # of users is about 40 as it was difficult to promote in the first phase, but it is increasing around 40 every month, and it is 160 this month (March).
- Many users are non-members, who just drop by the office and pay. This is good promotional tools for cross selling and acquiring new customers, as it is commission free. There are many competitors in the areas, so it is good to offer different service.
- They faced difficulty in opening current account in the first stage as there are many documentation were required. It is in high demand by traders, but they requested ATM service. Demand is increasing.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- N/A

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- Mr. Bujar thinks record keeping is necessary and important, and staff members got training and information of the contents. They deliver the contents through daily interaction with customers. Not many customers are interested. He thinks they need to approach to young generation.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- He got feedback from customers that field training and core experts advice are very helpful.
- Many customers are checking price, but they requested to update the data more frequently. There are also many requests to post market price of the wholesale market in this area, as it is the main area for greenhouse vegetable for export, and there is a main wholesale market.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- During 8 years Mr. Bujar's career with FED invest, there were 3 times changes of the system. Flexcube is flexible and it speed up process.
- Old systems had less information of customers, so it was easy to input data, but there is no archive function, so it took long time to search the data. (He used to search old folders) In flexcube, it is easy and fast to find the customer information.
- It enabled them to offer new service such as utility payment which is very helpful for business.

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- # of beneficiaries first round 38, second round 41. (3 offices total) 80% is existing members and 20% is new customers.
- It is very helpful to support for farmers who were in difficult conditions due to the pandemic. It was simple and easy process. It benefited a lot for small size loan takers.
- It helped to spread good image of FED invest all over the area.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- N/A

**Q10. Other Comments and Feedbacks (if any)**

- The number of staff of this branch has been increased recently, and business (# of loan) is expanding steadily even under the COVID pandemics.

**Quotations from the interview**

- N/A

**Photo**



**End-line Survey In-Depth Interview Sheet (Branch Officer)**

|  |                                 |
|--|---------------------------------|
| Name of Interviewer                              | Mr. Hysen Lilaj                 |
| Date & Time of Interview                         | 01/04/2022, 12:00 – 13:00       |
| Place of Interview (including online interviews) | FED invest Ura Valgurore Branch |
| Name of Interviewee                              | Honda (note taker)              |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- The branch was opened in 2015. Mr. Hysen has been working with FED invest for 7 years. Before that, he was working for the governmental micro finance agency for 22 years. This office is under supervision of Berat branch. (So they call it 'office' not 'branch')
- They have 907 members. About 600 members are active. 96% of their customers are farmers. Main products are olive, fruits (orchard), and greenhouse vegetables.
- Average loan size is 300-350k, and most of them are Micro1 customers.
- The number of customers is increasing every year, but they are leaving to graduate to commercial banks.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- Usage of utility payment service is low, because majority of customers in this branch is small loan takers and repayment timing is varied (not only once a month), so the timing usually doesn't match with the date for utility payment service. About 15-20 per month service users. It is increase though.
- All staff (2 loan officers) and cashier didn't know that non-member can pay by cash. They said they didn't get enough training.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- N/A

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- They didn't know anything, as there is no material distributed to this office.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- Since there is good promoter in this area (Mr. Vizhoti?), there are many good users of ABA online. Mr. Hysen observes that about 100 his customers are using it, especially they see market price.
- Input Support Scheme was good push to further promote usage of ABA online. Members started to learn each other and it helps expansion.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest**

operation? etc.)

- Before he was using much simpler and easier system, so it was very difficult for him to operate in the beginning, since he needs to put more information, and there are much more data in the system. Also, main menu is in Albanian language, but many other domains are still in English, thus difficult for him to explore.
- Since it is very small town, and he basically knows about customer data very well already in his head (so no need CBS), but he thinks this kind of system will help organization in long run, as he will not stay forever, and all the information can be handed over to new staff.

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- There were 30 beneficiaries in this branch. 20 are existing members, and 10 are new members.
- New members were very skeptical in the beginning, but started to believe by seeing the success of existing members. They got information by words spread by mouth.
- It was dealt by 2 traders. All the procedures went smooth in general. Only problem was since there were only 2 traders, customers complained that they wanted to purchase by other traders who sell the products much cheaper. They had problem that the contracted traders put some extra prices.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- TV promotion at national television.

Photo



**End-line Survey In-Depth Interview Sheet (Branch Officer)**

|  |  |
|--|--|
| Name of Interviewer                              | Honda (record)   |
| Date & Time of Interview                         | 04/04/2022, 11:00 – 12:00  |
| Place of Interview (including online interviews) | FED invest Belsh branch  |
| Name of Interviewee                              | Mr. Beli Dervish, branch manager of Belsh<br>Mr. Dritan Qosja, loan officer of Elbasan |

|                                   |
|-----------------------------------|
| (They sit together for interview) |
|-----------------------------------|

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

<Elbasan>

- It is the oldest branch of FED invest. Mr. Dritan has been working for FED invest for 10 years.
- # of total members is about 2300, active member is about 45%.
- Total loan portfolio is about 100 million lek, total deposit is about 207 million lek.

<Belsh>

- It was established 2002. Office location has been changed 4 times, and the current office is very new. Mr. Beli has been working for FED invest for 11 years.
- # of total members is about 1200, and about 500 are active.
- Most are rural customers.
- Total loan portfolio is about 130 million lek, and total deposit is 500 million lek. It is one of the best sales branch of FED invest. He doesn't know why deposit amount is so higher than other branches, but he assumes that the area was very productive and rich at the communism time, and after that so many people went migrated to overseas. Those migrants make saving here, as interest rate is high.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- 90% of active members has current account, but not so much used. He strongly feels that more proactive promotion is necessary to explain them about benefit of the service, as most of customers don't know about it. It should be easier to customers to repay loan automatically (or just telephone call) by the current account, rather than they come to the branch office. About 15% of the total customers are currently using such service.
- FED invest is new player for utility payment service in the market, and there are lots of other means, so it is difficult to disseminate. In Belsh, it is small town with 33000 population and most people are senior and they get pension, so they pay utility to the post office when they receive pension. There was 44 cases in March, and aiming to 50 next month. In Elbasan, it is located in the city, the number is a bit higher, about 90 cases per month. Most of them are members. (Based on the contract with OSHEE, payment should be accepted only by members. Non members can pay only through member's account. There is no case so far that non-member become member for utility service.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- N/A

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- FiAS project has started right after the transformation of FED invest from ASC, so there has been so much change, not only because of the project. But the project has helped a lot for the transformation period, especially for the aspect of digital transformation of the



organization. It is very meaningful to appeal to young customer segment. Mr. Dritan values particularly the impact of ABA, since most of the customer of this area are rural and difficult to contact directly so frequently.

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- They are using the materials as friendly tools to promote service when they communicate with customers and they find it very effective. It is a bit difficult to promote to senior customers, so they put more focus on young generation and those who return from migration.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- There are so many customers who are using it and it is very helpful. Especially experts' advice is very helpful. Also field demonstrations have been conducted and it was very much appreciated by customers. He wishes that kind of activities will continue even after the project finishes. Demonstration videos are also useful and easy to understand with simple message, and showing practical technique. It is adjusted to the understanding level of farmers. Concrete advice for quality input is also appreciated by farmers.
- There are many voices that market price is helpful, as before they were exploited by traders as they didn't know the prices. Now they can check the price, and negotiate with traders.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- They are very proud to have such state of art technology which is usually used by top commercial banks. It made easier and safer their work. (They heard that Oracle has highest security system, so they feel comfort to use the customer data.)
- When they input data and if they make mistake, the system has function to correct it automatically, so it is very helpful.
- Comparing with the previous system, they need to register data twice for security reason, so it takes more time for registration in the first place, but once data is input, it is faster and easier to retrieve as it has archive function.

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- Elbasan has 60 beneficiaries for the first round. There were much more needs, but it was stopped as it was instructed by HQs that it should be distributed to new branches. Belsh has 9 beneficiaries for the first round and 44 for the 2<sup>nd</sup> round. About 30% was new customers. Mr. Beli is happy as they will be continuously FED invest customer.
- There was a successful case of peach farmer who use a new trader with good agronomical advice, and increase his produce. He keeps relationship with this trader. (Please refer to the success story)
- It has helped greatly to achieve loan portfolio target of the both branches, as it was very good tool for them to promote new loan. At the time of pandemic, risk for agriculture investment was very high and members were hesitant to take new loan. Thanks for the scheme, risk has been reduced.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- ABA online is very good tool for farmers, so it should continue, but focus on the following most used 3 functions; 1. Ask Expert, 2. Market price, 3. Online market.
- For farmers, improvement of product quality is very much needed, and information of newly introduced fertilizer in the market, how to use it, how it's effective, is very required and beneficial.

**Q10. Other Comments and Feedbacks (if any)**

- # of active members is not increasing in the past 2 years, but it is largely due to COVID, and they think it is great success of FED invest that the number did not decrease despite such difficult circumstance. They have good hope for future expansion.



**End-line Survey In-Depth Interview Sheet (Branch Officer)**

|  |  |
|--|--|
| Name of Interviewer                              | Honda (record)   |
| Date & Time of Interview                         | 06/04/2022, 12:00 – 13:00  |
| Place of Interview (including online interviews) | FED invest Petrele branch  |
| Name of Interviewee                              | Mr. Besnik Merko, Regional manager (Tirana Rural)<br>Ms. Aferdita Mulgeci, Branch manager, Petrele |

**Q1. Branch Profile (Establishment year, no. of members, member composition (urban-rural, male-female, old-young), typical business of members, loan and deposit portfolio, staff members, etc.)**

- This is one of the oldest branch of FED invest. It started from the beginning, and in 2002, 5

small offices of ASC has merged. The branch has 2 staff (manager and cashier)

- Ms. Aferdita has been working with FED invest for 12 years, started as a cashier, transferred to Vlore branch for 4 years. FED invest is like a second family for her.
- It has 754 members and about 200 are active. 80% of the members are farmers, remaining 20% are also somehow engaging in agriculture even though it's not main income source.
- Total loan portfolio is 64.619 million, and deposit is 38 million.
- Mr. Besnik is supervising rural Tirana region which has 8 branch offices.

**Q2. New Financial Service Introduced by Project (Current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- Usage of utility payment service in this branch is slow, she said it will take time for people to understand and trust to start to use it. It was about 10 cases per month, but they had 25 cases in March, so the number is increasing gradually. There has been only 1 case in this branch to pay utility and loan repayment from their current account.
- Most customers are still using cash. There are about 15 members who put extra amount in their current account.
- There was only 1 application so far for Kredi Express. The applicant was very young, and he was required family members authorization (and they didn't approve), so the application was declined.

**Q3. Marketing and Customer Centricity Training (Have you participated the events? How did it change your work and FED invest? etc.)**

- She participated in the marketing training in 2019. It was very effective through conducting games and practical exercises. It is beneficial for her daily task, especially she is practicing how to communicate and approach to customers. (behavior, smile etc.) When she communicates with customers, now she tries not only listen to their problem, but she tries to 'feel' their problem together.

**Q4. FED invest Changes during the Project Years (Service conditions, communication with officers, customer-centric culture, etc.)**

- They appreciate very much there are many good materials are provided.

**Q5. Financial Education (Leaflets, digital window, does it help your business? Any improvements required? etc.)**

- She is introducing the contents and distributing materials to the customers when they come to the branch. She is also distributing materials at the bars, because there are only a few bars where all senior people get together. They are not very much interested in reading thick brochure with lots of explanation, so simple 2 page leaflets are more acceptable for them.
- It is difficult to promote digital materials because most of the customers in this area are senior people and there is no internet connection in mountain areas. She tries to promote it to young generation.

**Q6. ABA (ABA Online, ABA training events, ABA promo contests round 1 & 2, does ABA help your business? any improvements required? etc.)**

- In this branch, there are more than 100 registrations. She doesn't check how many members are using and how often they are using, but at least 50 members are using it regularly based on conversation she had with customers.
- Most customers appreciate technical information on agriculture and livestock such as disease control and vaccination information. Less people are interested in market price, since most of them are very small scale and producing mainly for self-consumption, and it is near to Tirana and there are many restaurants in the area, their main buyers are those restaurants in the area and they don't sell it to traders, so not so much in need to check market price.

**Q7. CBS and Hardware Introduction (How did it change your work and FED invest operation? etc.)**

- They are very happy to have such an advanced software which is used by big commercial banks. They needed to work more to input data in the first stage, but now it gave them convenience as they can check customers' financial history very easy and quick. It made speed up the process. It is also good to enable to introduce new products and services.
- 

**Q8. Input Support Scheme (COVID19 impact in the area, did it help your business? etc.)**

- Mr. Besnik said that at least in his area, negative impact by COVID was not that serious. At the first stage, financial activities have been slow down due to the future uncertainty and people are worried, so there are many request for loan restructuring. There were about 250 cases, and about 30% were approved, but once they can foresee the situation, after May 2020, everything got back normal, and request has stopped.
- # of applicants for the scheme in this area. 5-6 beneficiaries in round 1 and 20 in round 2 in Tirana rural total. They faced lots of difficulties to identify input traders who can collaborate with them, as they didn't accept but immediately cash payment. But after they started to see the result, they started to keen to collaborate, but the scheme has been closed till then.

**Q9. Next Actions for the Sustainability of FiAS / FED invest Activities (Financial and ABA service, etc.)**

- In order to expand the business, they feel they need to promote it to young people. There is only about 45 members who are under 35. When it started in 1996, most members were young, but now they are aging and no need to get loan. Whenever the old members get loan, co-signer should be their children, and try to pass it over to their children's generation. If members are over 60 years old, they provide the loan to their children.
- Even though the number of active members and new members are not so much increasing, loan portfolio and frequency of service use are increasing.
- Board members in the area are proactively promoting in the area. Personal connection is the most important. They are distributing brochures and leaflet, but real experience stories are most effective. (So ABA center success story is good promotion.)
- Mentality of the people here is not trust new things easily, so it is difficult to acquire new customers, but once they trust, it will continue long time.

**Photo**



Mr. Besnik, Casher, Board member, Ms. Afredita, Board member

## End-line Survey In-Depth Interview Sheet (Input Trader)

|  |  |
|--|--|
| Name of Interviewer                              | Honda and Kodai (note taker)             |
| Date & Time of Interview                         | 25/03/2022, 9:30 – 10:20                 |
| Place of Interview (including online interviews) | FED invest Gjirokaster Branch            |
| Name of Interviewee                              | Mr. Kristofor Jovani (In his early 50s?) |

### Q1. Profile (Business, FED invest membership status, etc.)

- He has his shop in Jorgucat, which is a town 20km away from Gjirokaster and close to the boarder with Greece.
- He sells a variety of agricultural inputs such as olive trees, beekeeping materials and animal feed (although his town is a difficult area for livestock business). He thinks that his customer only care about the price not the quality of products.
- Apart from his trader business, he himself also is a beekeeper although he is too busy to take care of bees by himself.
- He has been a member at FED invest since before participating in the support scheme. He had a deposit at FED invest. For payment, he uses Alpha Bank.

### Q2. Input Support Scheme Experience (How did they get involved? no. of beneficiaries, products sold, benefits for their business, challenges throughout the process, etc.)

- FED invest contacted him to ask him to participate in the scheme.
- 5 or 6 beneficiaries visited his shop and purchased olive trees or else. All of them were new to his shop but none of them has returned to his shop after that (They might possibly come back when the new season starts).
- He thinks that it was a helpful support for farmers because of its fast procedures (beneficiaries benefited from the scheme immediately in the form of "cash").
- He himself thinks that the payment process (FiAS to his shop) was quick, fast and super.

### Q3. ABA (Use of ABA Online, etc.)

- He himself has used ABA Online for promoting his product (beekeeping boxes of a high quality imported from Poland). He posted information of the product on ABA Forum, and actually received several inquiries from ABA Online users (mainly about the price but also from other regions). However, there has never happened an actual deal. One farmer purchased this product, not via ABA Online, and is likely to purchase more in the future.
- Himself being a beekeeper, he sees ABA Online videos useful.
- He has never used ABA Online information when marketing or selling his products. However, after interviewers suggested him to use ABA information for his business, he showed his interest in becoming a promoter of ABA Online and selling all his products.
- He participated in an ABA promotion event held in Fier in October 2021 because he wanted to learn something new from the event.

### Q4. Use of Current Account and Other Financial Service

- He right now uses his current account only for payment of electricity bills. He wishes to use it for bigger transactions in future.

- He thinks that he can also receive payment from his customers at his current account but most of his customers are poor farmers that cannot afford to buy his quality but relatively expensive products quite often, so there will not be so many opportunities for such transactions to happen.
- In such cases where his customers purchase high-price products, he accepts late payment without any interests.

**Q5. Relationship with FED invest (Did it become stronger? Will you continue to collaborate with them? etc.)**

- After participating into the scheme, he now has more trust with FED invest and wishes to develop a win-win relationship between each other.

**Photo**



|  |   |
|--|---|
| Name of Interviewer                              | Mr. Ilmy Syla                           |
| Date & Time of Interview                         | 28/03/2022, 11:40 – 12:10               |
| Place of Interview (including online interviews) | At his shop which is in the city center |
| Name of Interviewee                              | Kodai (note taker)                      |

**Q1. Profile (Business, FED invest membership status, etc.)**

- He sells various products. His monthly turnover is 4,000 euro in a high season while 800-1,000 euro in a low season (It is now a season for potato and then corn). He employs four workers apart from his family members.
- Some of his customers purchase seeds and pay later.

**Q2. Input Support Scheme Experience (How did they get involved? no. of beneficiaries, products sold, benefits for their business, challenges throughout the process, etc.)**

- There were 20 beneficiaries of the scheme at his shop, 12 among which were new members. Some of them came back to his shop because of a variety and a quality of products he sells.

**Q3. ABA (Use of ABA Online, etc.)**

- He participated in ABA Promotion Meeting held in Fushe Kruje last October, but he hasn't used ABA until now.
- He doesn't think that online market function benefits his business because he cooperates with other traders from Peshkopi, etc. to jointly purchase products from the Netherland or Germany. It is not wise that he alone tries to be benefited from online market.

**Q4. Use of Current Account and Other Financial Service**

- He does not use FED invest current account. However, he wishes to use it for tax payment, etc. if the FED account offers a service of payment to other banks. He has actually asked FED invest the possibility for that before.
- Instead, he uses current accounts at BKT or Raiffeisen (mainly BKT because of less charges) when purchasing products. He uses his BKT account for automatic payment of several utility bills.

**Q5. Relationship with FED invest (Did it become stronger? Will you continue to collaborate with them? etc.)**

- He requested an SME loan at FED invest before but didn't get it because XXXXX.
- He and FED Invest Branch Manager know each other since years ago. They have been introducing customers between each other.

**End-line Survey In-Depth Interview Sheet (Input Trader)**

|                     |                              |
|---------------------|------------------------------|
| Name of Interviewer | Honda and Kodai (note taker) |
|---------------------|------------------------------|



|  |  |
|--|--|
| Date & Time of Interview                         | 30/03/2022, 10:20 – 11:00                              |
| Place of Interview (including online interviews) | His shop which is 3 km away from FED invest Lac Branch |
| Name of Interviewee                              | Mr. Artur Gjonaj                                       |

**Q1. Profile (Business, FED invest membership status, etc.)**

- He sells different kinds of animals (cow, mule, horse, etc.) and feed for animals. He deals with 6,000 heads of sheep and 600 cows per year. He also sells meat to shops in Tirana.
- He does his business together with his wife, his son (who is still a student) and (a) driver(s).
- He goes to every part of Albania (Sarande, etc.) to collect baby animals and sells them to his customers. When he is not able to physically go to collect animals, he uses his smartphone to communicate with his driver, who shows him a video of animals.
- He prefers to pay and receive cash and always do so. He has a debt of 15,000,000 lek that is uncollected from his customers. However, he is sure that he will get this amount back when his customers have profits.
- He has been a member at FED invest for four years. He has been a friend of the Lac Branch Manager since many years, so he moved to FED invest when the branch manager moved from NOA to FED. He has once received a loan of 4,000,000 lek.

**Q2. Input Support Scheme Experience (How did they get involved? no. of beneficiaries, products sold, benefits for their business, challenges throughout the process, etc.)**

- Since he prefers business with cash, he first didn't want to participate into the scheme because he can lose his trust if he chooses to go for bank transfer. However, he was persuaded by the branch manager and decided to join the scheme.
- There were two or three beneficiaries at his shop (Kodai: There were actually five according to the record. He was the only one in Lac). He found no difficulties throughout the scheme.

**Q3. ABA (Use of ABA Online, etc.)**

- He downloaded ABA app but never used it before because he is too busy with his daily work.
- He is interested in the online market function if that is made available in future.

**Q4. Use of Current Account and Other Financial Service**

- He has never used his current account at FED invest for other purpose than input support scheme.

**Q5. Relationship with FED invest (Did it become stronger? Will you continue to collaborate with them? etc.)**

- He will get a new loan from FED invest when needed.
- There is no need for "value chain finance" (FED invest finances farmers for purchasing inputs from his shop) because he is sure he can get back the debt.

**End-line Survey In-Depth Interview Sheet (Input Trader)**

|  |  |
|--|--|
| Name of Interviewer                              | Honda (note taker)   |
| Date & Time of Interview                         | 01/04/2022, 13:00 – 14:00  |
| Place of Interview (including online interviews) | His shop which is 5 min drive from FED invest Ura Valgurore Office |
| Name of Interviewee                              | Mr. Sotiraq Vizhoti  |

#### **Q1. Profile (Business, FED invest membership status, etc.)**

- He sells different kinds of inputs (pesticide, fertilizer, seedlings etc), conducting business with his sons. He is also a Opinion Team member.
- 

#### **Q2. Input Support Scheme Experience (How did they get involved? no. of beneficiaries, products sold, benefits for their business, challenges throughout the process, etc.)**

- 22 beneficiaries purchased inputs from his shop. (2 purchased seeds, and others purchased fertilizers and chemical). Most of them are the clients he already knew.
- All of them usually use cash to payment, but it become good incentive for them to start using formal financial service.
- Information has been spread by mouth by farmers.
- There were several very successful cases. One of his customers sent information of the scheme to his relative who is small farmer living in remote area. He got good quality inputs using this scheme and now he god good produces and income.
- The quality of inputs he is selling is not different from other traders, but it is government certified product, so farmers can buy them safely. There are so many vendors who are selling fabricated inputs, and farmers get loss.

#### **Q3. ABA (Use of ABA Online, etc.)**

- He has promoted ABA online and 220 registration has been achieved so far. He contacted each of his customers and explain it by showing video etc.
- It is difficult as most people are not familiar with new technology, and it's new product.
- It is recommended to conduct more F2F activities (training etc) in order to further expand ABA. Also he recommended to more closely collaborate with agriculture extension officers.
- He continue to promote ABA online as far as it exists, even though the project ends.

#### **Q4. Use of Current Account and Other Financial Service**

- He put some amount in the current account and use it for loan repayment. No customer use current account payment so far, but he has no problem to receive payment through current account if customer wish to do so.

#### **Q5. Relationship with FED invest (Did it become stronger? Will you continue to collaborate with them? etc.)**

- He has been a FED invest member since the beginning. Participating in the scheme further strengthen the relationship with FED invest.
- FED invest should reduce commission for loan, as it is difficult for small farmers.

**Q6. Other Comments and Feedbacks (if any)**

- In this area, 70% of farmers are growing vegetables for export purpose, so they were severely affected by COVID due to lock down. Price was drastically dropped, and no buyers, so there were exploitation by bad traders. Farmers know the retail price by watching it online, so the government intervention for price regulation is really necessary in such case.

**Photo**



**End-line Survey In-Depth Interview Sheet (Member)**

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Honda, Kodai (note taker) |
| Date & Time of Interview                         | 24/03/2022, 13:30 – 14:00 |
| Place of Interview (including online interviews) | FED invest Përmet Branch  |
| Name of Interviewee                              | Ms. Fidie Bregu           |
| Questionnaire Sheet No.                          | 007                       |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- There are four members in her family.
- She rears sheep and goats and sells meat, which is her main source of income. She rears her animals for a certain period of months and then sell the animals. She also does a small agriculture business.
- She joined FED in 2019 at Tepelenë Branch (the branch 30 mins away from Përmet Branch)

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- She has ever received two loans from FED invest. With the first loan in 2019 she borrowed 200,000 lek to purchase animals. With the second loan in 2021, which was associated with application to input support scheme, she borrowed 600,000 lek to purchase more animals to expand her business. The repayment period is four years. She has paid back an amount of one year until today.
- She does not use any other FED invest service. Her husband downloaded FED Online app but never used it.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- She thinks that FED invest service, such as communication and the way they provide service, has improved between 2019 and today. FED invest is not so strict and tolerant enough accept late payment.
- She used to use FONDI BESA before she joined FED invest, but BESA offered higher interest rate and more penalty fees.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- She has never read FiAS financial education material (The branch was not provided with hard copies of the materials).

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- She has downloaded ABA Online app but deleted because of the data capacity of her smartphone.
- Her husband has downloaded ABA Online app but never used it before.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- COVID19 decreased her sales in 2020 and 2021 because there was less demand from local market as a result of movement restrictions and closure of restaurants. She does not have business relationship with traders from other cities.
- She purchased animal feed with the input support scheme. She went to the same trader she used to buy from (Artan Naque) and purchased the same feed. However, she was able to purchase a larger quantity of nutritious feed (corn) than usual, so she was able to grow her animals heavier, which increased her profit by 8-10%.

- That was the first time for her to receive this kind of support.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- She is interested in paying electricity bills at FED invest branch.

**Q8. Other Comments and Feedbacks (if any)**

- N/A

**Quotations from the interview**

- "With the support of 40,000 lek under the COVID19 pandemic, I was able to purchase more nutritious feed for my animals and to grow them bigger, so I gained more profit than usual years.

**Photo**



**End-line Survey In-Depth Interview Sheet (Member)**

|  |                               |
|--|-------------------------------|
| Name of Interviewer                              | Honda and Kodai (note taker)  |
| Date & Time of Interview                         | 25/03/2022, 10:20 – 11:10     |
| Place of Interview (including online interviews) | FED invest Gjirokaster Branch |
| Name of Interviewee                              | Mr. Dervish Dervishi (53 y/o) |
| Questionnaire Sheet No.                          | 002                           |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- He has six members in his family (himself, his wife and four children). One of the children works with him; one goes to university; and the other two daughters live with him/his wife.
- He has 800 sheep and sells milk and meat as registered business. He goes up and down in mountains together with his sheep throughout the year. He does not do anything else as a

source of income. other than his sheep business.

- He is now a member at Gjirokaster Branch but will move to newly-opened Tepelene Branch, which is nearer from his own village (Tepelene is 40km away from Gjirokaster).

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He became a member at FED invest in 2019 when he needed his first loan in his life to purchase feed for his sheep. The amount was 500,000 lek, which has been already repaid. His second loan was with the input support scheme, the amount of which was 200,000 lek again for purchase of feed. He is now repaying his second loan. He is thinking of borrowing his third loan if there is not enough rain in the coming season.
- His family uses electricity bill payment service instead of him when he is up on a mountain for taking care of his sheep.
- He puts some money in his current account, from which his loan is automatically being repaid on fixed days of each month. He sees benefits in this service because he stays most of his time living up on a mountain, taking care of sheep, which requires a 3-hour drive from his village and even more from the center of Gjirokaster city.
- There is no electricity on top of the mountain so he does not bring a smartphone with him but uses a transceiver-like phone, the battery of which can last for 8 days. That is why he does not look at FED Online platform.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He has never tried any other financial institution before. He thinks FED invest as a serious, trustful institution with better rates. He chose FED invest after visiting several institutions.
- Ms. Katie, a loan officer at Gjirokaster Branch, mentioned that he had benefitted from faster loan approval process in his second application because FED invest had already had his first loan history.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He participated in a financial education event in Fier organized by FiAS (Edvald and Silvja?) in October 2021, in which he learned how to use FED Online and ABA Online. He was not forced to participate in the event but was eager to learn something from this event.
- He has ever looked at and read FiAS financial education materials, but he has never practiced something new after that. He has been keeping note of income and expenditure of his business since before that.
- He has never talked with a digital advisor of the branch.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He does not use ABA Online but his wife uses it to see training videos, which is useful for his business. He has never participated a face-to-face ABA event. He or his wife does not use any other function because, for example, there is no market price of milk shown on ABA Online.
- He answered to Honda's question that it would be a good idea if he could receive the same information by SMS or voice message.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He usually sells his milk to a small factory in his village and his meat to traders in Tirana. However, during the COVID19 pandemic, his sales decreases because of closure of restaurants and other business activities.
- With the input support scheme, he went to the same input trader in Tepelene and purchased the same feed that he usually purchases. The price of the feed increased during the pandemic, but with the support he was able to procure the same quantity of feed as that of usual years.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- He will appreciate it if interest rates go down.

**Q8. Other Comments and Feedbacks (if any)**

- N/A

**Quotations from the interview**

- Input support scheme helped my business because it was a donation from a financial institution.

**Photo**



### End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Mr. Dritan Muja           |
| Date & Time of Interview                         | 28/03/2022, 10:50 – 11:30 |
| Place of Interview (including online interviews) | FED invest Kukes Branch   |
| Name of Interviewee                              | Kodai (note taker)        |
| Questionnaire Sheet No.                          | 040                       |

#### Q1. Profile (Family, Business, FED invest membership status, etc.)

- He has five members in his family (himself, wife and three children).
- He grows corn, wheat and some vegetables. Corn brings him the most of his income. He also does livestock, vehicle, and processing business.

#### Q2. Use of Financial Service (Loan with input support scheme, current account, utility



**payment, FED online, youth loan, summer deposit, etc.)**

- With the loan for the input support scheme, he purchased a cow but unfortunately the cow died.
- He does not use any other service at FED. He is exempted from paying electricity bills by the government because he had to move from his old house due to construction of the dam.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He likes FED because of low interest rate.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He uses a Kakeibo booklet to record his expenditures. It was a new thing for him, so it was difficult at the beginning but now he finds it easy. He keeps a record of monthly expenditures of both his household and business. He and his wife together use the Kakeibo.
- There is no expenditure that can be reduced. However, after using the Kakeibo, he newly learned that the input price had been doubled compared to the previous year.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He downloaded the app but never used it before. His child looks at the app but doesn't share the information with him.
- He has participated in an ABA demonstration event that was arranged by Edvald and Silvja, and learned how to use it.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- The support brought him more productivity because he was able to purchase all the necessary quantity of inputs thanks to the support. There was no governmental support.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- N/A.

**Q8. Other Comments and Feedbacks (if any)**

- N/A.

**Quotations from the interview**

- "After I started to record my expenditures on Kakeibo, I realized that agricultural input price has been doubled compared to last year."

**Photo**



### End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Mr. Hilmi Elezi           |
| Date & Time of Interview                         | 28/03/2022, 12:50 – 13:20 |
| Place of Interview (including online interviews) | At his own bar            |
| Name of Interviewee                              | Kodai (note taker)        |
| Questionnaire Sheet No.                          | 041                       |

#### Q1. Profile (Family, Business, FED invest membership status, etc.)

- He is 64 y/o and has six family members in his family, but two daughters live in London and Tirana, so he lives with his wife and two other children.
- He owns a bar, a construction material shop and a tailor shop. The bar is his main source of income. Apart from these activities, he also does agriculture and livestock activities to support his life. He grows 40 to 80 chicken, 2 cows and bees.
- He has been a member (urban member) at FED invest since the start of Kukes Branch, which was 3 years ago. He is one of the first members in Kukes Branch. He knew the branch manager since the time when he worked for NOA.

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He borrowed two times of loan from FED invest. The first one was 400,000 lek in 2019 for repairing his tailor shop. The second one was 150,000 lek in 2021 with the input support scheme for purchasing chicken, cows and two beehives.
- He uses no other service at FED invest.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- For his second loan application, the procedures were faster, and he got the loan on the same day with lower interest rates because FED invest had his previous loan record.
- FED can offer a 1% less interest rate, less application fees, and less insurance fees for good customers.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He has seen but never read the leaflets.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He downloaded the ABA Online app. He checks the prices just only for fun when he has time because agriculture/livestock is not his main business.
- He is planning to plant wheat, so he might "Ask Experts" to seek for advice.
- He has participated an ABA session in May 2021 which was arranged by Edvald and Silvja.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- With the support he went to Mr. Ilmy Sylva's shop and purchased feed for chicken and cows (approximately 800kg). It was his first time to use Mr. Sylva's shop.
- He found the support useful because even after five or six months there still remain feed that he purchased with the support.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- He wishes to have the same support in future.

**Q8. Other Comments and Feedbacks (if any)**

- N/A

**Quotations from the interview**

- "The support was very good for feeding my animals and adding chicken. The support diversified my economic activities because I would not have purchased new animals without

the support.”

## End-line Survey In-Depth Interview Sheet (Member)

|  |                              |
|--|------------------------------|
| Name of Interviewer                              | Mr. Dionis Sokoli            |
| Date & Time of Interview                         | 30/03/2022, 11:10 – 11:40    |
| Place of Interview (including online interviews) | FED invest Lac Branch        |
| Name of Interviewee                              | Honda and Kodai (note taker) |
| Questionnaire Sheet No.                          | 102                          |

### Q1. Profile (Family, Business, FED invest membership status, etc.)

- He is 30 y/o and has three members at his family (himself and his parents).
- He works as a full-time employee at a water supply company, but he also does livestock activities to support his life. He has two cows and sheep and sells milk and meat.
- He joined FED invest in 2021 to get his first-in-his-life loan for purchasing the second cow to increase his milk production. He was then recommended to apply for the input support scheme by the branch manager.
- He receives his water company salary in his account at Raiffeisen Bank, but he doesn't use the account for other purpose.

### Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)

- His loan amount was 200,000 lek. He compared the service between Raiffeisen and FED, and then chose FED. He thinks that FED invest is an institution of good behavior because they offer better conditions, their approval process is quick, and their staff members are friendly.
- He does not use any other service at FED. He wanted to register himself with FED Online but because of a technical issue, he was not able to do that.

### Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)

- N/A

### Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)

- He has seen the leaflets, especially Kakeibo, but didn't bring them to his house.

### Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)

- He doesn't use ABA Online because he personally doesn't like digital devices. He thinks it a waste of time to use SNS.
- His major problem about his livestock activity is lower milk price compared to the prices of the same quality milk. However, milk price is well known by farmers so there is no need to look for the information on ABA Online.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He purchased feed and hired (or purchased?) land processing machineries with the support. He usually produces feed by himself, so it was the first time for him to visit the input trader (Mr. Artur Gjonaj).
- He benefited from the scheme because he was able to purchase his second cow with the loan and to increase milk production.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- N/A

### End-line Survey In-Depth Interview Sheet (Member)

|  |  |
|--|--|
| Name of Interviewer                              | Honda (record)                                     |
| Date & Time of Interview                         | 01/04/2022, 14:00 – 15:00                          |
| Place of Interview (including online interviews) | Mr. Rika's farm near FED invest Ura Velgore office |
| Name of Interviewee                              | Mr. Altin Rika                                     |
| Questionnaire Sheet No.                          | 085  |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- He is 55 years old, 5 members family. His children are university students, and basically he and his wife taking care of the farm. In high season, he hires some labors. He cultivates pear orchard with 10-15 dunam.
- He migrated to Greece long time ago, and started the current farming business with the saving he made. He gradually expanded it with saving he made. Last year he expanded the café space (in his house) as income from farming was decreased due to COVID.
- His produces are manly for export to Kosovo and Serbia.
- He has been a FED invest member for 4-5 years. He became member as he knows the loan officer (Mr. Hysen).

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He does not use utility payment service, as there is a post office very close to his house, and since it is located in remote village, there is no que and very easy.
- He takes small loan from FED invest. It is very flexible, easy and quick, so he is very satisfied with the service. He has also used overdraft service. He uses current account for loan repayment. He puts certain amount in the account, when he has extra fund, but usually he invests immediately for expansion of the business if he has extra money.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He has good trust in FED invest, as he is using the service based on the personal trust with the loan officer. He is going to use FED invest continuously. There are many FED invest members in this area, as there are many greenhouse farmers. Generally, reputation of FED invest is good.
- Before, it takes long time for loan approval process (about 1 month) and required lots of documentation, but these days, processing speed is much improved and become to take only a few days, it is very good.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He has seen the contents on ABA online, but not so much in detail. He wants to get more practical information useful for his business operation.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He frequently accesses to ABA online, and get technical related information, especially disease information for this pear orchard. He has also used 'ask expert' function, and reply comes immediately, but it was rather general answer and thus he was not so much satisfied. Before hi was focusing on increasing production volume, but nowadays, he is concentrating to upgrade quality of the products because there is high demand in quality fruits. If quality is good, there is no problem to find good buyers. He has searched information for such information for quality improvement, but it is difficult, and he assumes there might not be such good expertise in the country. He wishes to acquire good technical information.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He purchased pesticide for pear orchard. It was small but quick and flexible support so it was very much helpful. He got the information of the scheme through ABA online, and got explanation at the branch office.
- He uses the trader he often use for the scheme. (Mr. Vizholi) He is dealing with many other traders, and he is just one of them. He sometimes buy imported inputs from Germany.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- More technical information and update of ABA online.
- He is going to continue to use small loan.

**Q8. Other Comments and Feedbacks (if any)**

- He is a beneficiary of IPARD scheme. He has invested in purchase a tractor, branch shredder, and plastic cover net for preventing hail damage, He needed to invest all amount by his own account first, and if it is approved, 65% of the investment was reimbursed by the scheme. It is a bit risky as there is a possibility that the application is not approved. He failed when he

purchased a refrigerator at his first trial, and then he learnt how to prepare proper documentation. For this scheme, he is dealing with BKT bank and ProCredit Bank.

#### Quotations from the interview

- N/A

#### Photo





### End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Mr. Flamur Agaj           |
| Date & Time of Interview                         | 02/04/2022, 11:10 – 11:40 |
| Place of Interview (including online interviews) | FED invest Berat Branch   |
| Name of Interviewee                              | Honda (note taker)        |
| Questionnaire Sheet No.                          | 008                       |

#### Q1. Profile (Family, Business, FED invest membership status, etc.)

- He is 52 y/o and has four members at his family (himself, father and 2 sons, wife has passed. 2 sons are univ students and not farmer).
- He is cultivating olive and vineyard.
- He is long time FED invest members. He likes it as it does not require collateral and fill his financial needs.

#### Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)

- He uses utility payment service. Before he used to pay at the post office when he receive



father's pension, but there was long que. Now he put some amount in the current account and it is deducted automatically. It is useful as there is no charge and fast.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- No, it is always helpful.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He has seen the leaflets, introduced by loan officers, but didn't look in details.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He doesn't use ABA Online as he is not familiar with technology. (not use smartphone)
- 

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He got 500,000lek loan before, but he got another 100,000 lek loan for getting this scheme support. He purchased fertilizer (Uria) for his vineyard from the same trader, same quality. The procedure was very simple and easy, and helpful.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- Low interest rate, expect more input support scheme

## End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Honda (record)            |
| Date & Time of Interview                         | 04/04/2022, 10:00 – 10:40 |
| Place of Interview (including online interviews) | FED invest Belsh Branch   |
| Name of Interviewee                              | Mr. Luftar Ghoshi         |
| Questionnaire Sheet No.                          | 020                       |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- His family has 8 members. He has 2 sons who are also engaging in the farming activity. His elder son (Mr. Luftar Ghoshi) is long-term FED invest member and got loan 4 times. He and his younger son together applied to the loan first time for the input support scheme.

- He is growing olive and vineyard. Also producing corn for livestock feed.
- He does not use any other financial institution.

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He took 500,000 lek loan for the input support scheme. It was the first loan. His elder son also is taking 500,000 lek loan, but not applied to the scheme.
- He does not use any new service at FED invest. (only loan) Because he is getting pension, and post office staff come to his door step, he pays utility at the same time, so no need to use FED service.
- He himself is not tech person, and even don't have smartphone, so no use ABA and FED Online.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He doesn't know as he is relatively new member.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He hasn't seen any financial education materials.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He doesn't use ABA Online as he is not familiar with technology. (not use smartphone)

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He came to know about the scheme when he visited the branch office to inquire about loan, and loan officer explained about it. He purchased fertilizer for olive orchard. He uses same trader.
- If there is no pandemic, he didn't need loan. At the time of pandemic, the government banned to operate service for those who don't have tax registration. Due to this restriction, he couldn't operate service to rent tractor and income has decreased.
- It was very helpful as the input price has drastically raised after the pandemic broke out.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- He would like to apply to larger size (800,000lek) loan.

**End-line Survey In-Depth Interview Sheet (Member)**

|  |                                       |
|--|---------------------------------------|
| Name of Interviewer                              | Honda (record)                        |
| Date & Time of Interview                         | 04/04/2022, 12:00 – 12:40             |
| Place of Interview (including online interviews) | His farm near FED invest Belsh Branch |
| Name of Interviewee                              | Mr. Ndricim Tafani                    |
| Questionnaire Sheet No.                          | 022                                   |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- His family has 5 members, 3 small children at school. He and his wife are farming. He is cultivating greenhouse vegetables, cucumber, tomato, green leaf etc. Greenhouse is 1.5 dunam.
- He usually sells products to traders by himself or brings it to the collection point nearby. Trader will sell it domestically or for export. Last month, he started to sell green leaf to Ukraine buyers, but the war started right after, and stopped...
- He got 2 loans from FED invest. First one was 200,000 lek for investing green house facility, and second one was 100,000 lek for fertilizer. He gets loan only from FED invest, but uses Raiffeisen bank and BKT for receiving payment from traders. If FED invest start the payment service through the current account, he is willing to use it.
- 

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He does not use utility payment service as he pays it at post office which is very nearby.
- He opened current account for getting loan, but not using it. He does not use FED online, no need.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He likes FED invest as it is transparent, and the staff have proper behavior. He uses the service because he has good trust in the people working there.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He got some brochure and instruction of the materials at the branch office, but not so much interested. He find Kakeibo is most useful, but he has already his own traditional methodology for book keeping, so didn't use the material.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He regularly checks market price, especially during harvest season. Belsh is in the middle of production area, and accessible to Lushnje and Elbasan, so it is very helpful to check the Tirana price and compare it to the local price.
- He has used 'Ask Expert' once when he had a disease problem of flower. It was very helpful, even though they are farmer and know about farming very well, they need some expert help

time to time.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He didn't have any negative impact by COVID. In the first stage, due to lock-down he worried a lot, but everything went normal after that.
- He applied 2<sup>nd</sup> loan of 100,000lek, when he applied to the scheme. He purchased fertilizer. He always use same trader as he trust him and quality is ensured.
- It was helpful though it's small amount, as he needs to use big volume of fertilizer. He has good impression of FED invest, but it became even better due to the scheme.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- Lower interest rate. Very much satisfied, please just keep on what they are doing by now.

**Photo**



### **End-line Survey In-Depth Interview Sheet (Member)**

Name of Interviewer

Honda (record)

|  |                                       |
|--|---------------------------------------|
| Date & Time of Interview                         | 04/04/2022, 13:30 – 14:30             |
| Place of Interview (including online interviews) | His farm near FED invest Belsh Branch |
| Name of Interviewee                              | Mr. Viktor Bodurri                    |
| Questionnaire Sheet No.                          | 073                                   |

**Q1. Profile (Family, Business, FED invest membership status, etc.)**

- His family has 4 members. He has 2 daughters, but only he and his wife are farming. His wife is managing beauty parlor. He is cultivating olive, and planted 100 trees last year. Farm size is 6.6 dunam.
- He has been a FED invest members for 7 years.

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- He has been expanding his farm in the last several years as business is doing good. So his usage of FED invest financial service has been growing in the past several years.
- He pays utility at the post office nearby, as he needs to pay tax, social welfare or other payment together. If all these payment can be done at FED invest, it is very helpful. (no commission)
- He doesn't use current account. Payment to traders is always made by cash, as all of his buyers are small scale so cash payment is more convenient. He understands that safety of wire transaction, so if he can find good scale buyers, he will use payment through current account. Now he is searching middle scale buyers.
- He doesn't use other financial service, and other financial institution, as he doesn't have any needs for it.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He feels that the loan process has been improved in past several years. When he got loan first time 7 years ago, it was much difficult and took more time comparing to the current process.
- Staff behavior has been changed a lot, they are very welcoming with smile when he walks into the office. He has built strong trust with loan officer of FED invest.

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He has seen financial education material at the branch (digital window), but not so much interested. He keeps record by himself.
- He is more interested in having agriculture technique information to improve quality at branch office. Also he would like to apply for government subsidy, but it is very difficult to fill many documents and no information, so if branch office will distribute such information and instruction, it will be very helpful.

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He doesn't use ABA online very often, as he is not good at new technology. Market price is not very useful for olive farmers because price of olive is varied depending on quality, volume, variety etc.. and he needs to check the price by himself at the market and negotiation is necessary. It is not single price.
- (As he said he is searching buyers, we recommended to use market place) He is interested, but not very familiar with using smartphone. He will get instruction by FED invest staff.
- 

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- He came to know about the input support scheme when he visited the branch office to apply loan, and then saw a brochure.
- He took 130,000 loan at that time, it was smaller loan then before as he faced difficulty due to COVID.
- He had severe impact by COVID, since transportation has stopped he couldn't travel to sell the products, and the market also has been shrunk especially for olive oil.
- He has purchased various kinds of inputs to treat his olive trees (chemical, fertilizers, spray etc.)
- He uses a same trader as usual as he has trust in this trader.
- The scheme was very helpful and strengthen his trust with FED invest.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- He would like to further expand his farm business. FED invest is good partner of his business and he will continue to use FED invest service. He wishes FED invest keeps to be trustful organization as it has been so.

**Photo**



### End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Honda (record)            |
| Date & Time of Interview                         | 06/04/2022, 11:15 – 12:00 |
| Place of Interview (including online interviews) | FED invest Petrele Branch |
| Name of Interviewee                              | Mr. Dritan Kukuli         |
| Questionnaire Sheet No.                          | 104                       |

#### Q1. Profile (Family, Business, FED invest membership status, etc.)

- His family has 4 members, he and his wife are engaging in farming and there are 2 children in school. They have livestock and selling chickens.
- He gets loan and also has deposit. He has been a FED invest member for about 3 years.
- He has selected FED invest as its' interest rate is low and it has good reputation and less bureaucracy. Process is smooth.

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- About utility payment, he has a contract with a company for automatic payment to OSHEE, so once the contract will be finished next year, he wants to use FED invest service. He thinks it might be more convenient as he uses FED invest service regularly.
- He is working for a company and receives salary (besides his farming business) and for receiving salary he has an account at Credins Bank. He uses current account at Credins Bank for the utility payment above with the contract. When he made the contract with the company, FED invest didn't have current account service, so there was no such choice. He gets loan only from FED invest though.
- He does not use FED online, but he sometimes uses internet banking of Credins Bank.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- He feels that it has been improving day by day. Facility got new (the branch office is newly built), and staff has been refreshed with younger staff.
- 

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- He has received many materials by loan officer and read it. All of the information in the material is very helpful as it's all related to his actual business. He particularly likes ABA online brochures as it is very practical. He download and use it based on the instruction on the leaflet.
- 

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- He regularly uses ABA online, watching technical information for livestock (disease for chicken, which vaccination is good etc.) and also watching demonstration video. It is very helpful and he assumes it is effective because there is no disease so far, by following the advice.

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- His livestock business got severe impact by COVID, as his main buyers are restaurants, and all of them closed business, his sales went down to zero.
- He had on-going loan at that time, but he added some amount up to 150,000 lek to get input support scheme. (It is 2 year loan). He purchased feed for chicken from the same trader. Quality and quantity he purchased were same as usual, but it helped a lot for his financial situation.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- He would like to continue good relationship with FED invest. As far as they will provide good



service comparing to other financial organizations, he is going to use FED invest.

#### Photo



### End-line Survey In-Depth Interview Sheet (Member)

|  |                           |
|--|---------------------------|
| Name of Interviewer                              | Honda (record)            |
| Date & Time of Interview                         | 06/04/2022, 10:30 – 11:10 |
| Place of Interview (including online interviews) | FED invest Petrele Branch |
| Name of Interviewee                              | Ms. Kimete Holldani       |
| Questionnaire Sheet No.                          | 105                       |

#### Q1. Profile (Family, Business, FED invest membership status, etc.)

- Her family is 4 members, she and husband and 2 sons in school. She and husband are working on olive farming. They have 250 trees.
- She is a new member registered to FED invest last year. She is expanding her farm and need to buy some more trees, so visited FED invest for getting loan.
- She is not using any other financial institution. She visited FED invest because her sister is a member and she recommended. She likes FED invest as interest rate is lower than other organizations and staff members are friendly with smiles.

**Q2. Use of Financial Service (Loan with input support scheme, current account, utility payment, FED online, youth loan, summer deposit, etc.)**

- She opened current account when she got loan, but not using it, as not so much necessary.
- She is using utility payment service (She is the first user of the service with the Petrele branch), she found it very convenient, as she comes to repay loan every month and she can pay at same time without commission.

**Q3. FED invest Changes over the Past Years (Service conditions, communication with officers, do they cater to your needs better? etc.)**

- N/A she is a new member
- 

**Q4. Financial Education (Leaflets, digital window? did it lead to use of the new service / the change of behaviors? etc.)**

- She didn't have chance to see it. She is more interested to see about agriculture technique information for olive tree, to improve quality and quantity.
- 

**Q5. ABA (ABA Online, ABA training events, did it lead to the use of financial service? etc.)**

- She sometimes uses 'market price' function of ABA online. She doesn't need to check regularly as price information is needed only at the harvest timing. (When I asked about technical information) She is interested to see the contents, but she does not know about it.
- She got instruction how to download and how to use ABA by the loan officer.
- 

**Q6. Input Support Scheme (COVID19 impact, what did you purchase with 40,000 lek? did you change your trader shop? did you purchase new input? did the increase your production / income? etc.)**

- Her business has not been affected by COVID so much. She got 100,000 lek loan for the scheme and purchased pesticides for olive tree.
- Even though COVID has not impacted too much, the support was a great help as she didn't have fund to buy enough inputs and couldn't keep the same quality.
- She uses the same input trader as usual.

**Q7. Future Aspirations / Suggestion to FED invest (Financial and ABA service needs, etc.)**

- She feels FED invest is very helpful and wants to continue to use their service. She would like to continue to expand her orchard, and use loan for that purpose. She also would like to recommend FED invest to her friends.

**Photo**

