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KOSOVO NEW OPPORTUNITIES FOR AGRICULTURE PROGRAM

FISCAL YEAR 2012 WORK PLAN

September 2011

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DISCLAIMER

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ACRONYMS AND ABBREVIATIONS

AgStrat	USAID's Agricultural Strategy dated 2009
AWP	Annual Work Plan
BSP	Business Service Provider
COP	Chief of Party
CTO	Chief Technical Officer
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
EPA	Environmental Protection Agency
EMMP	Environmental Mitigation and Monitoring Plan
FY	Fiscal Year
EU	European Union
FtF	Farmer to Farmer
GAP	Good Agricultural Practices
HACCP	Hazard Analysis and Critical Control Points
IIF	Innovation and Incentive Fund
IPAK	Investment Promotion Agency of Kosovo
IPM	Integrated Pest Management
IWM	Integrated Weed Management
LoP	Life of Program
MAFRD	Ministry of Agriculture, Forests and Rural Development
MAP	Medicinal and Aromatic Plants
MT	Metric Tonnes
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan
PPE	Personal Protection Equipment
RDC	Rural Development Center
RTK	Radio and Television Kosovo
SEED	Support for East European Democracy
SOE	State Owned Enterprise
STTA	Short-Term Technical Assistance
TA	Technical Assistance
USAID	United States Agency for International Development
VC	Value Chain

I.0 EXECUTIVE SUMMARY

The Program was launched in February 2011. During the eight months that constituted Year One of the Program, the team's focus was on improving production, developing new markets - supported by on-the-ground market studies - and on strengthening the value chain for known crops currently produced in Kosovo: apples, table grapes, cultivated berries, lettuce and cucumbers/gherkins. The Program established trial plots for new varieties of lettuce and gherkins, with the goal of extending the production season and increasing yields for both crops. The Program introduced two new high-value crops, saffron and asparagus; if production is successful, the Program will seek to build linkages for these crops with established buyers. The Program created a database of large landholders, particularly those who had invested in former SOE lands, and who declared an interest in developing fruit orchards and were seeking technical assistance. These investors will be a focus for the Program in Year Two. In all its activities, the Program gave high priority to improving safe growing and processing of produce so that the final product conformed to market requirements regarding food quality and safety.

In Year Two the Program will build on some of these activities. It will continue its work in introducing new varieties of lettuce in order to give the growers a year-round production cycle, and it will continue to introduce new varieties of cucumbers to increase yields and produce gherkins suitable for pickling. The Program will expand the introduction of the new crops, asparagus and saffron, by doubling up on the seed quantities imported in Year One.

The Program will import certified rootstocks of new varieties of apples and table grapes, primarily from the US, which prolong the growing season and introduce better quality product. The Program will import seedlings of new strawberry varieties, again to extend the growing season. These extended seasons should lead to a reduction in imports for all three crops. The Program will pursue a real opportunity identified by the market research conducted in Year One for exporting strawberries to Albania.

Although raspberries have been grown in Kosovo for a long time, the product is produced for the process market where the profit margin is small. The Program is introducing four new varieties particularly suited for the fresh market in which margins are considerably higher. The Program will also introduce four varieties of cultivated blueberries for both crop development and for planting in nurseries.

The Program will ensure satisfactory planting and maintenance of all these new crops/varieties by awarding grants to local technical service providers to supervise the growers. The supervising grantees will inspect sites for suitability, provide trainings in the field on correct soil preparation, bedding techniques, soil testing, growing practices, crop protection and irrigation, and shall ensure implementation of the same. In particular, the supervising grantee shall give repeated trainings in safe use of pesticides, integrated pest management and environmental protection.

Affordable access to finance remains a problem in Kosovo despite many attempts in the past decade to alleviate it. Should a targeted agricultural loan guarantee program with the commercial banks be established, the Program will assist its customers to avail themselves of the new financing opportunities. In the meantime, the Program will assist its customers in taking advantage of the many donor funding programs available in Kosovo. The Program will develop, through specialized trainings, a cadre of business consultants to provide project evaluation and investment planning for the agricultural sector leading to grant applications supported by sound, credible and well-presented business plans. Since few of its customers know in detail their costs of production, the Program will ensure this deficiency is corrected at all the farms which are recipients of funding through the Program's IIF.

At the MAFRD, the Senior Advisor to the Ministry will address improved donor coordination; institutional development, particularly the restructuring and strengthening of the Kosovo Plant and Animal Health Agency; and capacity building in policy formulation and implementation.

The Program will initiate trainings in GlobalGAP and HACCP, and will bring in international specialists to advise existing processors on processing equipment, food technology, food safety and security, and value chain linkage development. A study tour to Israel is planned for KVFA representatives to learn about plant protection and phyto-sanitary issues. The Program will extend the scope of the PERSUAP by including stone fruits and pears.

The Program's outreach activities will include expansion of the website, the introduction of a monthly newsletter, and cooperation with RTK in an extended agricultural program to which the Program will contribute presentations and discussions. The Senior Advisor to the MAFRD will coordinate activities where the Program can assist the Ministry in implementing its strategic plans

2.0 VALUE CHAINS DEVELOPMENT

2.1 APPLES

2.1.1 Introduction

In September 2011, the Program engaged short term technical assistance to assess and evaluate apple production, nurseries, postharvest handling and storage, processing, and overall competitiveness of the apple sector in Kosovo. The consultant provided recommendations towards increasing import substitution and, eventually, accessing export markets. The Program has used the findings and recommendations from this study to design its strategy for interventions in the apple sector in FY'12.

To improve the quality and quantity of apple production in Kosovo, the Program will intervene in three specific areas: variety diversification, improvement of cultural practices, and improvement of postharvest handling practices and storage facilities.

Although Kosovo has favorable agroclimatic conditions for quality apple production, domestic production is still very low. It is estimated that about 300 hectares of commercial apple orchards are presently cultivated in country. Average yields vary depending on the grower, the variety and the rootstock. On the other hand, the import of fresh apples is approximately 11,000 MT per year. Apple storing capacity is very low: only about 1000MT can be stored at existing refrigeration rooms and Controlled Atmosphere (CA) technology is not yet practiced in Kosovo. The nursery sector also needs to be improved in order to produce saplings that will meet established criteria for certification. Growers that have privatized former SOE lands are interested to cultivate new apple orchards but they lack the technical expertise and proper plant materials.

2.1.2 Inputs

The Program will extend the cultivation of five early, mid and late season apple varieties that are new to, or very uncommon in, Kosovo. The Program will purchase and import 12,000 certified young trees sufficient to establish 5 ha of high density apple orchards grown on a trellising system. New varieties to be introduced are Honeycrisp, Liberty, Ginger Gold, Auval Early Fuji, and Red Cameo. 2400 young trees of each variety will be imported. Saplings will be feathered trained and grafted on M9 dwarf rootstock. [ref. activity Ap-1-2012].

Grant applications will be solicited from farmers who will plant 1.0 ha or 480 saplings of each of the five varieties and have further capacity to expand their apple production in coming years. Grants will be awarded to these “growing” grantees to establish 5ha in total. [ref. activity Ap-2-2012].

2.1.3 Production

In addition to the above, commercial growers will be supported in their efforts to increase their production and improve the quality of their products by improving cultural and post-harvest handling practices. The Program will issue a request for grant applications to identify a “supervising grantee” that will oversee production at the apple orchards, provide technical support, and provide oversight of the Program’s apple production, post-harvest handling and storage activities. [ref. activity Ap-3-2012].

Prior to any grant award of new plants to the qualifying “grower” grant applicants, the “supervising” grantee will inspect the sites for suitability. There must be evidence that orchards are free of weeds, disease, insect and pests are effectively controlled, and that supplemental drip irrigation is installed and operational.

The supervising grantee will provide trainings in the field to the selected growing grantees and existing growers on correct soil testing and preparation, weeding, planting techniques, establishing high density apple orchard trellising systems, winter and summer pruning, fruit thinning, drip irrigation and fertigation, disease and insect/pest identification and management, crop protection, harvest techniques and postharvest handling and storage. The supervising grantee will also be required to produce an apple production guide/manual and other materials to support training instruction.

The supervising grantee will also facilitate communication between growers and input suppliers to make sure that required inputs and equipment to establish the recommended trellising systems are available in local markets. It will be required to produce an Integrated Pest Management Plan (IPM) specifically for apples and monitor chemical input applications to ensure growers are complying with the PERSUAP/IPM recommendations.

The supervising grantee will link grower grantees and other existing growers with BSPs referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop financial management skills. The BSP shall establish basic guides for accounting and budgeting purposes and the supervising grantee will follow up with growers to ensure that they keep financial records so that they know their costs of production at the end of the season.

In October 2011, the Program will send certain selected growers on a Study Tour to visit apple production sites in Italy. This Study Tour may be repeated later in FY'12 for the selected "growing" grantees and would include the "supervising" grantee. [ref. activity Ap-4-2012].

The Program will assist the supervising grantee in organizing open orchard days, workshops and study tours within the country to expand grower's knowledge base, identify best practices and encourage peer learning. To supplement technical assistance provided by the supervising grantee, the manual, and knowledge acquired through open days and study tours, the Program will engage an international STTA or a FTF volunteer to provide direction and assist in implementing production and postharvest activities. [ref. activity Ap-5-2012].

2.1.4 Harvest and Post-Harvest

Appropriate harvest and post-harvest handling strategies and techniques are essential to the quality and improved shelf-life of the product.

The supervising grantee shall provide trainings to enhance the apple growers' knowledge with respect to post-harvest technologies which, for the time being, are inadequate. Trainings will address the following topics: Maturity Indices (color, firmness, brix - sugar content, and starch content); proper harvesting practices (use cotton gloves, harvest when cool, keep fruit in the shade, cool apples quickly, harvest when fruit surface is completely dry, minimize handling, avoiding bruising, wounding, decay); field packing for fresh market; cold storage (cooling, humidity control, ethylene control, smart fresh application); grading sorting and packing.

In order to extend the apple marketing season, the Program will access IIF funds to purchase a pre-equipped, on-farm containerized cold room with a capacity of approximately 16 MT. This prototype container will have humidity control and ethylene absorption protection to increase the apple marketing season. Individuals having 1.0 ha or more of productive orchards but no access to cold storage will be eligible to apply as a potential grantee. [ref. activity Ap-6-2012].

Once the prototype has arrived in country, the Program will solicit grant applications from individuals or firms that have the capacity to reverse-engineer this technology and determine if local production of the pre-equipped storage container could constitute a profitable spin-off enterprise supporting the apple and other value chains. [ref. activity Ap-7-2012].

Finally, to further extend the shelf-life of apples, the Program will also access IIF funds to introduce an ethylene inhibitor, a new post-harvest technology branded “SmartFresh” used to extend the shelf-life of apples. SmartFresh technology successfully regulates fruit and vegetable ripening by controlling naturally occurring ethylene during storage and transport. Ethylene triggers ripening and spoilage in most fruits and vegetables; in some cases it is responsible for causing spoilage and waste of all product stored. SmartFresh reduces fruit waste and maintains texture, firmness, taste and appearance of apple fruits by warding off negative ethylene effects. [ref. activity Ap-8-2012].

2.1.5 Apple - Specific Marketing

There is great potential for Kosovo to increase apple production in view of supplying a greater portion of the domestic market (import substitution). Once good practices are in place and quality enhancements are achieved (two or more years), domestic production could off-set apple imports entirely. Once this occurs, Kosovo could then consider targeting additional, export markets. In FY’12, The Program will focus on improving standard apple packaging to fulfill local supermarkets demand, off-setting imports and increasing grower incomes.

To facilitate linkages between buyers and sellers within Kosovo, the Program will organize a meeting in early spring – end of March 2012. Market actors – processors, traders and supermarkets - will present their demand for raw material/products and requirements for the quality. Producers will present available varieties of apples and expected yields. The expected outcome of the meeting will be signed contracts or verbal agreements. A second meeting will be organized in late October 2012 to analyze the year and identify shortcomings – these meetings will help the program identify actions that need to be undertaken to improve yields and value development in the coming year. [ref. activity Ap-9-2012].

To expose growers and/or traders to eventual export opportunities, the Program will co-sponsor the participation of several individuals to Fruit Logistica trade show in Berlin – Germany. [ref. activity Ap-10-2012].

2.1.5 Conclusion

The main focus for the apple value chain will be on import substitution. To optimize quality and quantity of apple production the Program will work with existing growers in three intervention areas: variety diversification, improvement of cultural practices and improvement of postharvest handling and storage facilities. In addition, the Program will introduce new technologies such as advanced plantation management, and new post-harvest and storage technologies.

2.2 TABLE GRAPES

2.2.1 Introduction

In August 2011, the Program through an STTA conducted a detailed assessment to evaluate and assess the production and competitiveness of the table grape sector in Kosovo for import substitution, and export potential. The Program has used the findings and recommendations from this study to design its strategy for interventions in the table grape sector in FY 2012.

To increase quality and quantity of table grape produced in Kosovo, the Program will work with growers to introduce an improved trellising system and two new table grape varieties. In addition, the Program will provide technical assistance on production, pest management and post harvest handling and storage through training, field days, round table discussions and study tours.

In the short term, Kosovo table grape production has great potential for import substitution. Domestic production has the potential to significantly increase within the next few years. Presently, approximately 3064 ha of grape are in production in Kosovo, of which approximately 600 ha are classified as table grapes. The average yield varies from 9 – 12 tons/hectare. Annual table grape imports into Kosovo are recorded at approximately 3000 MT. At present, the country lacks late harvesting varieties, which are crucial in order to substitute imports entering Kosovo from August until December. Currently there is no sapling production certification in place and young plants imported from other countries within the region do not comply with phytosanitary standards.

2.2.2 Inputs

The Program will extend cultivation of table grapes by introducing late varieties which can be kept in cold storage and supplied to the consumer from August up until December. The program will purchase and import 15,000 plants sufficient to establish 3ha of new vineyards. Two varieties will be introduced: Red Globe (50%) and Crimson Seedless (50%). Plants will be delivered to three growers from two regions. [ref. activity TG-1-2012].

The program will also order new improved trellising – the initial order will be placed with an experienced Californian supplier. The trellising was a strong recommendation from the Table Grapes STTA who visited Kosovo in August; it will increase exposure to photosynthesis and subsequent crop yields. [ref. activity TG-2-2012].

Grant applications will be solicited from farmers who want to receive sufficient new plants to cover up to 1.0 ha each. Grants will be awarded to establish 3 ha in total. [ref. activity TG-3-2012].

2.2.3 Production

Commercial growers already producing for the market will be supported in their efforts to increase production and improve the quality of their products by introducing improved trellising systems and improving cultural practices. The Program will issue requests for grant applications for the supervision of the implementation of this initiative. Prior to any grant award of new plants to the qualifying “growing” grant applicants, the “supervising” grantee will inspect the sites for suitability. There must be evidence that weeds, disease, and insect pests are effectively controlled and that supplemental irrigation is available. The supervising grantee shall then provide trainings in the field to the selected growing grantees on correct soil testing and preparation, weeding, planting techniques, trellis system establishment, growing practices, crop protection and irrigation; it shall ensure implementation of the same. The supervising grantee shall provide training on adjusting existing trellis systems, designed for wine grapes, so that they are more appropriate for table grape cultivation. The supervising grantee shall be required to produce an Integrated Pest Management Plan (IPM)

specifically for table grapes, and it shall monitor chemical input applications to ensure growers are complying with the PERSUAP/IPM recommendations.

The supervising grantee will oversee production at the vineyards of the various growing grantees. It shall also coordinate the growing grantees with the BSP referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop traditional farm management and modern financial management skills. The BSP shall establish basic guides for accounting and budgeting purposes. The supervising grantee shall ensure that all grantees involved in production know their costs of production at the end of the season.

With assistance from the Program, the supervising grantee shall organize events to increase the knowledge base pertaining to table grapes, based on the crop calendar. This will be achieved through the implementation of field days, workshops, open days and study tours within the country. The supervising grantee will also be required to produce brochures to support the training instruction. [ref. activity TG-4-2012].

In addition to activities coordinated by the supervising grantee, the Program will consider sending the selected growers and supervising grantee on a Study Tour to visit one or more table grape production sites in Italy. [ref. activity TG-5-2012].

2.2.4 Harvest and Post-Harvest

Grape is one of the perishable fruits. As fresh fruit, grapes are very delicate and the loss at harvest and during transportation is very high. Appropriate harvest and post-harvest handling strategies and techniques are essential to improving the quality and extending the shelf-life of the product.

In the coming year, the Program will focus on increasing the knowledge of table grape growers on post-harvest technologies, which presently, is inadequate. The following topics will be addressed through targeted trainings, STTA and Farmer to Farmer support: Quality Standards for table grapes - minimum requirements and quality classification; Horticultural Maturity Indices; Grades, Sizes and Packaging; and Pre-cooling conditions.

When justifiable, IIF funds may be used to help growers improve post-harvest handling and packaging of table grapes. This may involve co-financing of harvesting equipment, packaging materials or the establishment of small scale cooling and storage facilities.

To address the harvest and post harvest technical needs, the Program will arrange for additional technical assistance to be provided by an international specialist. The TA will be provided to the table grape “supervising” grantee, “growing” grantees, collection centers and other stakeholders involved in the value chain, depending on the specific subject area to be addressed. [ref. activity TG-6-2012].

The “supervising” grantee will be required to produce brochures (for growers) to support training instruction on table grape harvest and post-harvest handling and storage. It shall also arrange farmer field visits to highlight good harvesting and post-harvest practices carried out by Kosovo growers themselves and to encourage peer education.

The above-mentioned study tour to Italy will also serve as an opportunity for Kosovo table grape growers to observe proper post-harvest handling and storage facilities that could be replicated in Kosovo.

2.2.5 Table grape - Specific Marketing

At present, the domestic table grape production should be increased for the domestic market. Once good practices are in place, the domestic production can increase enough to off-set the table grape imports during the table grape season. Moreover, only once this takes place can Kosovo then entertain the thought of targeting additional markets and move table grapes to export markets. The Program will support improved standard table grape packaging to fulfill supermarket demand and increase grower incomes.

The Program will facilitate the linkage between growers, traders and supermarkets to improve domestic sales and off-set imports. The Program will organize a meeting in May 2012. Market actors – processors, traders and supermarkets - will present their demand for raw material/products and requirements for the quality. Producers will present available varieties of grapes and expected yields. The expected outcome of the meeting will be signed contracts or verbal agreements. A second meeting will be organized in late October 2012 to analyze the year and identify shortcomings – these meetings will help the program identify actions that need to be undertaken to improve yields and value development in the coming year. [ref. activity TG-7-2012].

In addition to this the Program will promote a fresh market share through facilitation of participation of traders and producers to Fruit Logistics trade show in Berlin – Germany. [ref. activity TG-8-2012].

2.2.6 Conclusion

In December 2011, a Workshop on table grape cultivation will be organized. Growers and other stake holders will be invited to attend the workshop. Technical sessions and information will be provided by a STTA or FtF volunteer focusing on trellising system adjustment, technologies for new vineyard establishment, modification of spraying mechanization to meet criteria for more effective plant protection, and IPM. Through this venue, new technologies and new varieties will be introduced. [ref. activity TG-9-2012].

At the end of the 2012 growing season the “supervising” grantee shall hold a workshop at which all the “growing” grantees will report on their experiences and lessons learned. The supervising grantee shall invite to this workshop additional farmers who have expressed an interest in table grape production, applying new production technologies and growing new varieties, interested collection centers, input dealers, traders and supermarkets.

2.3 BERRIES

In July/August 2011, the Program conducted a detailed assessment to evaluate and assess the production and competitiveness of the berry fruit sector in Kosovo for fresh export, import substitution, and value added frozen and dried food processing. The Program has used the findings and recommendations from these studies to design its strategy for interventions in the berries sector in FY'12.

The Program will work with one existing crop to increase production [strawberries]; will change the focus of another existing crop [raspberries] from low value processing to higher value fresh sales; and will develop commercial production of a new cultivated crop [blueberries].

Regarding other berries mentioned in the AgStrat report, the Program has decided to provide limited Technical Assistance on an as requested basis to the few farmers who currently farm blackberries. There have been no requests to introduce new varieties and blackberries are the easiest berry crop to grow. They are a useful complement to raspberries when marketing fresh berries. The program will not engage in the development and promotion of currants, gooseberries and cranberries. The reasons for these decisions may be found in the STTA Report – Berry Sector Technical Assistance.

Since the activities associated with each of the crops on which we intend to work require different approaches, the crops will be addressed separately.

2.3.1 Strawberries

2.3.1.1 Introduction

Strawberries have the largest market of any berry crop in Kosovo, and it is growing each year. 180 tons are imported each year. Many of the plants are reaching the end of their productive lives, and new varieties need to be introduced to improve productivity. Seedlings are imported because there are no mother plants producing in Kosovo. Strawberry production in Kosovo can be much increased with the introduction of new varieties, improved production techniques, proper pest management, improved post harvest management techniques and improved chilling and cold storage facilities.

2.3.1.2 Inputs

The Program will extend cultivation of the variety, with high market potential, which can be grown in both greenhouse and the open field. The Program will also extend cultivation of, a late-producing variety that is little known in Kosovo but which produces strawberries that will be marketable in both domestic and regional markets. The Program will supply 300,000 new plants sufficient for planting 6 ha of short day, early varieties [50% Honeoye] and day neutral, later varieties [50% Albion]. [ref. activity St-1-2012]

Kosovo also needs to develop nurseries for production of seedlings so as to avoid importation of plants in the future. If we seed 10,000 mother plants in nurseries in the spring of 2012, by 2013 those nurseries will produce 500,000 seedlings. The Program will supply 10,000 new mother plants of Honeoye to two nurseries. [ref. activity St-1-2012].

Grant applications will be solicited from farmers who want to receive sufficient new plants to cover between 0.3 and 1.0 ha. Grants will be awarded to establish 10 ha in total. The larger growers, already producing for the fresh market, will be supported in their efforts to expand their production and improve the quality of their products. Preference in awarding the grants will be given to growers who are willing to participate in greenhouse planting. [ref. activity St-2-2012].

Grant applications will be solicited from nurseries who want to receive 5,000 mother plants each. Two such nurseries will be selected. [ref. activity St-3-2012]

2.3.1.3 Production

The Program will issue requests for grant applications for the supervision of the implementation of these two initiatives introducing new varieties and supporting nurseries to manage mother plants to produce seed plants. The first responsibilities of this “supervising” grantee will be to provide trainings in the field on correct soil preparation, bedding techniques, soil testing, growing practices, crop protection and irrigation, and to ensure implementation of the same. The grantee will be required, with assistance from the Program, to produce an Integrated Pest Management Plan (IPM) specifically for strawberries. The supervising grantee shall monitor chemical input applications and ensure they are complying with the PERSUAP/IPM recommendations. In addition, the grantee will be required to produce brochures to support the training instruction. [ref. activity St-4-2012]

The supervising grantee will oversee production at the farms of the various growing grantees. It shall also coordinate the growing grantees with the BSP referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop traditional farm management and modern financial management skills. The BSP shall establish basic guides for accounting and budgeting purposes. The supervising grantee shall ensure that all grantees involved in production know their costs of production at the end of the season.

2.3.1.4 Harvest and Post-Harvest

Appropriate harvest and post-harvest handling strategies and techniques are essential to the quality and improved shelf-life of the product. Attitudes and behaviors in the presently available work force need to change. There will be no production of strawberry from short day varieties in these new plantings in 2012, there will be some production in fall 2012 from day neutral varieties and activities carried out in fall of FY 2012 aim to help the growers prepare for post-harvest handling and packaging of their production.

Harvest must be timely, dry, and gentle. Berries must be picked and packed in the field. They should be packed in a market appropriate package. Berries should be immediately pre-cooled to check respiration, and kept humidified to avoid moisture loss. Fresh market berries must be stored, shipped, and displayed at optimum temperatures to prolong shelf-life. Once the “cold-chain” has been established, it must not be broken until purchased by the ultimate consumer.

The Program believes that knowledge available in Kosovo regarding harvesting, sorting and packaging of fresh strawberry production for the retail market is inadequate. To address this, the Program will arrange for technical assistance on these aspects. This assistance will be provided by an outside specialist- regional or from the US. [ref. activity St-4-2012].

As follow-up to this outside specialist, the supervising grantee shall provide in-field and on-farm training to ensure the growers are being prepared to handle the strawberry harvested in FY’12 in an appropriate manner. These essential requirements will be taught, in detail, to everyone in the value chain: growers, harvesters, shippers, distributors, and retailers. The Program will specify that the supervising grantee sets up a regular series of training programs to include presentations, field trips, and farm visits. Old habits will have to be broken, new methods and technologies adopted and careful attention must be given to detail.

2.3.1.5 Strawberry-Specific Marketing

New offseason day neutral and seasonal short day varieties will be promoted to local and regional supermarkets and wholesale marketers specifically in the Kosovo market. Promotion will focus on longer harvest season, larger size berries, better sweetness, firmness and favor compared to varieties that already exist in Kosovo strawberry production. A farmer field day will be organized by the supervising grantee during the harvest season for a special viewing of new varieties in the field promoted by the Program for farmers,

supermarkets, wholesalers, exporters, input suppliers. MAFRD and other interested parties will be invited to the field day. [ref. activity St-5-2012]

To further facilitate deals made between strawberry value chain actors, the Program will hold two round table meetings, one in March and another in September 2012. In March, producers will present their production expectations in terms of product grades, packaging and timing. The meeting is expected to result in the signing of contracts and/or the establishment of verbal sales agreements. A second meeting will be organized in September, after completion of the harvest season, to evaluate the progress. [ref. activity St-6-2012]

The Program will identify existing Kosovar traders who already buy or sell in Albania and who possess refrigerated trucks, and brief them about the potential to export strawberries to Albania. We will identify specific packing needs for Albania and organize a meeting with producers for two purposes: a) to introduce them to potential export traders and b) to obtain their commitment regarding production: quantity, type, timing/season, packing, post-harvest storage capacity, etc. The Program will facilitate a meeting between Albanian Importers and potential Kosovar Exporters. All these activities must be conducted in December-February in order to be ready for the export season. [ref. activity St-7-2012]

Strawberry lead farmers will be invited to attend the Fruit Logistica fresh produce trade show in Berlin, Germany to introduce them to new regional and EU produce strawberry buyers, new packaging, input suppliers, competitors and machinery dealers. [ref. activity St-8-2012]

2.3.1.6 Conclusion

At the end of the 2012 growing season the supervising grantee shall hold a workshop at which all the participants will report on their experiences; their lessons learned will be discussed. The grantee shall invite to this workshop as many of the stakeholders in the value chain in Kosovo as is practical, including all the grower grantees, other growers, processors, traders, and supermarkets. The Program believes that sufficient knowledge is available in Kosovo regarding strawberry production that no outside specialist input will be required for this phase; however, as pointed out in 2.3.1.4 above, outside specialist support will be provided for post-harvest and marketing improvements.

2.3.2 Raspberries

2.3.2.1 Introduction

The STTA's report said a priority for development was to transition Kosovo's existing berry production away from processing markets and into high-value fresh markets. That shift applied particularly to raspberries. The basic horticultural knowledge for producing raspberries for the process market is present in Kosovo, but fresh market raspberry production requires modern cultivars that offer spectacular size, color, flavor, and firmness for increased shelf-life. The best summer bearing (floracane bearing) raspberry for the fresh market is currently [Tulameen], the best fall bearing (primocane bearing) raspberry is Polka. Both are proven in Kosovo, and are rapidly being accepted by Kosovar growers. This trend must be reinforced by the Program.

2.3.2.2 Inputs

In FY'12, the Program will purchase some 40,000 bare root plants for the production of five hectares of these new raspberry cultivars which are more suitable for production for the fresh market. [15,000 canes each of Polka and Tulameen, 9000 of Autumn Bliss, and 1000 canes of Nova]. [ref. activity R-1-2012]. Nursery production of raspberries is not foreseen at this stage.

Grant applications will be solicited from farmers who want to receive sufficient new plants to establish (each) up to 1.0 hectare of new plantations. Farmers already producing appropriate cultivars would be eligible for plants sufficient to plant up to 1.0 hectare of additional production. Farms in the minority region of Strpce

and Leposavic, that are already producing for the process market and that are adjacent to the cold storage facilities will be given preferred consideration for material allotments. So too will other farmers located within 5 kilometers of a participating cold storage processor/distributor, or who are committed to developing on-farm pre-cooling, packing, and refrigerated storage. [ref. activity R-2-2012].

2.3.2.3 Production

The Program will issue requests for grant applications for the supervision of the implementation of this initiative. Prior to any grant award of rootstocks to the qualifying grant applicants, the “supervising” grantee will inspect the sites for suitability. There must be evidence that weeds, disease, and insect pests are effectively controlled; that supplemental irrigation is available; and that the grower is willing to introduce tunnel production to provide added protections or more profitable harvest “windows”. The supervising grantee shall then provide trainings in the field to the selected growing grantees on correct soil preparation, bedding techniques, weeding, soil testing, growing practices, crop protection and irrigation, and to ensure implementation of the same. The supervising grantee shall be required to produce an Integrated Pest Management Plan (IPM) specifically for raspberries. The supervising grantee shall monitor chemical input applications and ensure they are complying with the PERSUAP/IPM recommendations. The supervising grantee will also be required to produce brochures to support the training instruction. [ref. activity R-3-2012].

The supervising grantee will oversee production at the farms of the growing grantees. It shall also coordinate the growing grantees with the BSP referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop traditional farm management and modern financial management skills. The BSP shall establish basic guides for accounting and budgeting purposes. The supervising grantee shall ensure that all grantees involved in production know their costs of production at the end of the season.

However, there will be no commercial production of fresh raspberries in 2012. A second grant will need to be awarded in 2013 for the second year of growth to provide technical assistance with respect to production [grants are limited to one year duration].

2.3.2.4 Harvest and Post-Harvest

Appropriate harvest and post-harvest handling strategies and techniques are essential to the quality and improved shelf-life of the product. Attitudes and behaviors in the presently available work force need to change. Even though there will be no production of raspberries from these new plantings in 2012, there will be some activities carried out in FY 2012 aimed at helping the growers prepare for post-harvest handling and packaging of their eventual production.

Harvest must be timely, dry, and gentle. Berries must be picked and packed in the field. They should be packed in a market appropriate package. Berries should be immediately pre-cooled to check respiration, and kept humidified to avoid moisture loss. Fresh market berries must be stored, shipped, and displayed at optimum temperatures to prolong shelf-life. Once the “cold-chain” has been established, it must not be broken until purchased by the ultimate consumer.

The Program believes that knowledge available in Kosovo regarding harvesting, sorting and packaging of fresh raspberry production for the retail market is inadequate. To address this, the Program will arrange for technical assistance on these aspects. This assistance will be provided by an outside specialist- regional or from the US. [ref. activity R-4-2012].

As follow-up to this outside specialist, the supervising grantee shall provide in-field and on-farm training to ensure the growers are being prepared to handle the raspberries harvested in 2013 in an appropriate manner. These essential requirements will be taught, in detail, to everyone in the value chain: growers, harvesters, shippers, distributors, and retailers. The Program will specify that the supervising grantee sets up a regular series of training programs to include presentations, field trips, and farm visits. New methods and

technologies must be adopted and careful attention must be given to detail. The Program will continue to proclaim that prices paid to farmers can be expected to be increased in the fresh market compared to the frozen processed market. Fresh raspberries prices are much higher than those of frozen raspberries. Sometimes they can command five times the price of frozen raspberries.

2.3.2.5 Conclusion

At the end of the growing season the “supervising” grantee shall hold a workshop at which all the participants will report on their experiences; their lessons learned will be discussed. The grantee shall invite to this workshop as many of the stakeholders in the value chain in Kosovo as is practical, including all the grower grantees, new fresh raspberry growers, cold storage facilities, traders, and supermarkets. In particular, the workshop shall address the improvements and introductions to be made in the fall of 2012 and the winter of 2013 in order to ensure the post-harvest requirements are in place prior to harvesting in 2013.

2.3.3 Blueberries

2.3.3.1 Introduction

Cultivated blueberries are a new crop to Kosovo. Collection of wild blueberries has grown increasingly since the practice was resurrected by a previous USAID program from a zero base in 2006. Blueberries are a popular food worldwide because of the anti-oxidants they carry. Though wild blueberries are higher in content, cultivated blueberries are still a significant source, and since the climate and topology in Kosovo is suitable for their cultivation, it is a crop highly recommended in the AgStrat for introduction to Kosovo.

2.3.3.2 Inputs

The Program will purchase and import sufficient plants [11,200 bushes] to plant 4 ha of blueberries. The Program followed the recommendation of the SITTA to order a blend of early, middle, and late season highbush cultivars: [20% Duke, 40% Bluecrop, 20% Legacy, and 20% Elliott; but these distributions may change depending on availability]. Delivery of the plants has been scheduled for February, for planting in March. [ref. activity B-1-2012].

Kosovo needs to develop its own nurseries for this new berry production in Kosovo. The program will also order 2,800 plants of the four varieties mentioned above for planting 1 ha. in nurseries. [ref. activity B-1-2012].

Grant applications will be solicited from farmers who want to receive sufficient new plants to establish from 0.25ha up to 1ha of production (each). In addition, grant applications will be solicited specifically from farms in the minority regions, which are already established as a significant berry producing area, generally no bigger than 0.5 ha - and are adjacent to the cold storage facilities. [ref. activity B-2-2012].

Grant applications will be solicited from nurseries who want to receive 1,400 mother plants each. Two such nurseries will be selected. [ref. activity B-3-2012]

2.3.3.3 Production

The Program will issue requests for grant applications for the supervision of the implementation of this initiative. Prior to any grant award of cultivars to the qualifying grant applicants the “supervising” grantee will inspect the sites for suitability. There must be evidence that weeds, disease, and insect pests are effectively controlled; and that supplemental irrigation is available. The supervising grantee shall then provide trainings in the field to the selected growing grantees on correct site preparation and site selection such as, soil testing especially, important is soil and irrigation water Ph of 5.5 or less, weed control, bedding techniques, growing practices, crop protection and irrigation, and to ensure implementation of the same. The supervising grantee shall be required to produce an Integrated Pest Management Plan (IPM) specifically for blueberries. The

supervising grantee will also be required to produce brochures to support the training instruction. [ref. activity B-4-2012].

The supervising grantee conducting activity B-4-2012 will oversee production at the farms of the growing grantees. It shall also coordinate the growing grantees with the BSP referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop traditional farm management and modern financial management skills. The BSP shall establish basic guides for accounting and budgeting purposes. The supervising grantee shall ensure that all grantees involved in production know their costs of production at the end of the season. The supervising grantee shall monitor chemical input applications and ensure they are complying with the PERSUAP/IPM recommendations.

The Program will consider sending the selected nurseries on a Study Tour to visit a berry production in Poland or in the Netherlands. [ref. activity B-5-2012].

However, as this is a new crop to Kosovo, intensive technical assistance to both growers and the supervising grantee will be required on an on-going basis from experts. This will be provided by a well-trained Program specialist maintaining regular consultations with an international STTA consultant. [ref. activity B-6-2012].

A condition of the grants to growers will be that the farmers allow the Program to access their plots so it can conduct training sessions for other farmers interested in entering blueberry cultivation. These sessions would address:

Cultivar selection, Site selection; Soil preparation; Irrigation; Fertigation; Planting; Harvesting; Quality standards; Pruning, Weed Control, Pest control; and Pesticides safe use practices.

As this is a new crop to Kosovo, training manuals, rather than simpler brochures, will be prepared so that as each farmer enters blueberry cultivation, a manual library can be presented and explained to him.

Under the best of circumstances there will be no appreciable Kosovo crop entering the markets during FY'12. However a "show piece" development will result that could become the foundation for an exciting new industry for Kosovo inspiring future investments. Follow on grants, subcontracts or international consulting assignments will need to be awarded in successive years to provide further technical assistance with respect to production [grants/subcontracts are limited to one year duration].

2.3.3.4 Harvest and Post-Harvest

Due to the considerable delay prior to the first harvest, no work is anticipated in FY'12 associated with blueberry harvesting and post-harvest facilities. As the Program supports cold storage, sorting and packaging facilities while working with other berries (strawberries and raspberries), it will be in a good position to identify future opportunities to support the post-harvest blueberry storage, packaging, and marketing.

2.3.3.5 Conclusion

At the end of the growing season in 2012, the supervising grantee shall hold a workshop at which all the participants will report on their experiences; their lessons learned will be discussed. The grantee shall invite to this workshop any other farmers who have expressed an interest in moving into blueberry production.

2.4 LETTUCE

2.4.1 Introduction

In July 2011, the Program awarded a subcontract to RDC, a Kosovo consulting company, to manage field trials testing 12 new varieties of lettuce in eight sites spread over five municipalities. The purpose was to introduce new varieties of heat resistant lettuce cultivars and new production technologies to producers in Kosovo to enable year-round lettuce production. Lettuce production was promoted in open fields (spring, summer and autumn) and greenhouses (early spring and late autumn and winter). Transplanting of seedlings was done every seven days to enable staged harvesting and continuous availability of fresh lettuce on the market. It is expected that the demonstration plots will produce at least 100,000 heads, per hectare planted, of high quality lettuce. This will be sold directly by producers to green markets, restaurants and supermarkets.

The RDC subcontract completion date is 30 September 2011, by which date the subcontractor will *not* have been able to analyze the records and compare the performance of the varieties planted. This is due to late harvest. As such, in order to collect all the related data, complete the harvest estimated to finish on October 15, 2011 and present the final report, the RDC subcontract will be extended one month to October 31. [L-1-2012].

In July 2011, the Program engaged a Farmer to Farmer (FtF) volunteer from the United States to provide technical assistance to support lettuce production, assist with selection of heat resistant iceberg, romaine, and baby leaf lettuce varieties, establish demonstration plots, communicate modern field production technologies, and suggest strategies to achieve improved lettuce yields and quality. The FtF volunteer identified opportunities for at least three high value lettuce cultivars for the Kosovo market. These three new improved cultivars are iceberg, romaine and leaf baby lettuces. The Program has used the findings and recommendations from the report issued at the end of the FtF volunteer's assignment along with findings obtained from the trials conducted by RDC, to design its strategy for interventions in the lettuce sector in FY 2012.

2.4.2 Inputs

In FY'12, the Program will continue the trials of the first year. Based on the evaluation of the demo plots conducted this year, and recommendations emanating from the FtF volunteer's report, the Program will design the growing technologies most appropriate for lettuce production in Kosovo in FY 2012. Those varieties which have proved successful and productive will be continued, and those that have been less successful will be substituted by new improved hybrid seeds. The Program will plant four hectares of lettuce; two of these hectares will be planted in the winter and early spring season and two hectares will be planted from spring to late fall. Grant applications will be solicited from farmers who want to participate in the new trials. Grants will be awarded to establish 4 ha in total. The Program envisages working in the fall of 2011 in Mamusha and Suhareka regions, focusing on greenhouse lettuce production. In the spring of 2012, the Program will promote open field production of lettuce in Mamusha, Peja, Gjilan and Mitrovica. And in the fall of 2012, greenhouse production will be promoted in these regions. [ref. activity L-2-2012].

2.4.3 Production

In Year One, the Program subcontracted with a Kosovo technical service provider to oversee the lettuce trials. In the coming year, and in conformance with other initiatives, the Program will issue an RFA and select a supervising grantee to oversee lettuce production. The supervising grantee will oversee production at grower grantees' farms, develop and provide training on lettuce production and conduct soil testing for open field and greenhouse lettuce production. In addition, the supervising grantee will develop an IPM program and a plant protection schedule for lettuce production and monitor chemical input applications to ensure that

growers comply with PERSUAP and IPM program recommendations and with Good Agriculture Practices (GAP). [ref. activity L-3-2012].

The supervising grantee will encourage farmers to plant a number of good varieties that can be grown and/or harvested in the off-season so that they do not have to rely on just one variety for all of their production. They will encourage “staged planting” of the lettuce crop to prolong the harvest season and reduce production risks. For example, growers will be encouraged to plant 0.25 hectares every week to achieve a 1.0 hectare field that can provide an on-going supply of lettuce and respond to market demand over a longer period of time.

The supervising grantee will link “grower” grantees to BSPs referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop basic financial management skills. BSPs shall provide basic guides for accounting and budgeting purposes and the supervising grantee will follow up with growers to ensure they are keeping financial records so that they know their costs of production at the end of the season.

The growing grantees will participate in training activities and technical visits arranged and/or conducted by the supervising grantee and will permit open field days to be held on their farms in order to share the results of their lettuce production experience with stakeholders and other interested value chain actors. They will also receive direct technical assistance, training and advisory services from the supervising grantee.

The supervising grantee shall produce a lettuce production manual that will address topics including but not limited to variety selection, nursery establishment, plant density, irrigation, fertigation, disease control, greenhouse production, harvest techniques, crop rotation, plant protection, and weed control. The manual will be produced during FYQ1 and delivered to farmers in FYQ2. To support technical assistance provided by the supervising grantee and the lettuce production manual, a lettuce production specialist (consultant or possibly another FtF Volunteer) will be identified and brought to Kosovo in early spring to oversee and technically support early lettuce production activities. [ref. activity L-4-2012].

One study tour will be organized to bring Kosovo producers to Salinas, California where they will observe large lettuce production, pre-cooling, processing and packaging facilities. [ref. activity L-5-2012].

2.4.4 Harvest and Post-Harvest

Regarding post-harvest product handling, the Program plans to award an IIF grant to the main lettuce producer, trader or other stakeholder in Kosovo for the supply and installation of a vacuum pre-cooler to improve storage life of lettuce. [ref. activity L-6-2012].

To ensure that grantees fully understand how to operate and manage the lettuce post-harvest process, the Program will provide appropriate international STTA regarding vacuum pre-cooling, cold chain management, and the packaging of fresh cut and bagged salads, wrapped iceberg and romaine lettuces. [ref. activity L-7-2012].

2.4.5 Lettuce – Specific Marketing:

During the Market Entry Opportunities activity in August 2011, the Program found that in order to replace lettuce imports (into Kosovo) from Italy alone, Kosovo producers would need to supply 600,000 heads of lettuce of different varieties, year-round, to consumers in country. The potential markets for lettuce in Kosovo are primarily the wholesale market, lettuce trader Osman Fejza, ELKOS, food service, small Mom and Pop stores, and other supermarket chains stores. The Program will facilitate linkages between these buyers and producers, traders and collection centers. The primary focus for marketing lettuce will be on Kosovo import substitution with possible export trials to neighboring countries.

2.5 GHERKINS

2.5.1 Introduction

In July 2011, the Program awarded a subcontract to RDC, a Kosovo consulting company, to manage field trials testing new varieties of gherkins and a new trellising system. The purpose was to initiate open-field production in lieu of the current practice of producing gherkins in greenhouses. During the trials the subcontractor was charged with keeping complete and accurate records of all costs of the producers, both fixed and variable, as well as production data. The results of the demonstration plots will be shared with other interested value chain participants at the end of the harvest season. The subcontract completion date is 30 September 2011, by which date the subcontractor will have analyzed all records and compared the various varieties introduced and types of technologies utilized. The subcontractor will have also conducted a cost-benefit analysis of late season production.

In order to collect all relevant data, finish the harvest by October 15, 2011 and present the final report, the above-mentioned subcontract will be extended by one month, to October 31, 2011. [CG-1-2012].

In August 2011, the Program engaged a Farmer to Farmer volunteer from the United States to provide technical assistance in support of gherkin production, assist with variety demonstration plots, communicate modern field production technologies, suggest strategies to achieve improved cucumber yield and quality, and make recommendations to enhance the overall profitability (to the small farmer) of cucumber production in Kosovo. The Program has used the Volunteer's findings and recommendations along with findings obtained from the trials conducted by RDC, to design its strategy for intervention support to the gherkins sector in FY'12.

2.5.2 Inputs

In FY'12, the Program will continue the trials of the first year but on a larger scale. Based on the evaluation of the demo plots from year one, we will determine optimal production technologies that will be employed in FY'12. Those varieties which have proved successful and productive will be continued, and those that have been less successful will be substituted by new improved hybrid cucumber/gherkin varieties. Grant applications will be solicited from farmers who want to participate in the new trials and who are prepared to commit to at least one hectare. Grants will be awarded to establish 12 ha in total. Four hectares will be planted in the early season (May) and eight hectares will be planted in the main season (July). The Program envisages working in three main gherkin producing regions, centered on identified collection centers: "Agrocelina" in Rahovec, "Agro Sera" in Mamusha and MIB trade in Vushtrri. [ref. activity GC-2-2012].

2.5.3 Production

In Year One, the Program subcontracted with a Kosovo technical service provider to oversee the gherkin trial production. In the coming year, and in conformance with other initiatives, the Program will issue requests for grant applications for the supervision of the implementation of this initiative. Prior to any grant award of new plants to the qualifying "growing" grant applicants, the "supervising" grantee will develop and implement training on improved production techniques including cultivar selection, site selection, interpretation of soil and tissue analysis, soil preparation, irrigation, fertigation, planting, trellising, harvesting, quality standards, and crop rotation. In addition, the supervising grantee will develop an IPM program and plant protection schedule for cucumber production; it shall monitor chemical input applications, ensuring that growers are in compliance with the PERSUAP, IPM and good agriculture practices (GAP) recommendations. The "supervising" grantee will also encourage farmers to plant a portfolio of good cultivars rather than rely on only one and encourage "staged planting" of the gherkin crop to prolong the harvest period, reduce production risk and spread production activities across two seasons. [ref. activity GC-3-2012].

The supervising grantee will link the growing grantees with BSPs referred to in Section 3.5 of the Work Plan who will be engaged to help growing grantees develop appropriate financial management skills. The supervising grantee will follow up with growers to ensure that they keep financial records so that they know their costs of production at the end of the season.

The growing grantees will participate in training activities and technical visits arranged and/or conducted by the supervising grantee and will permit open field days to be held on their farms in order to share the results of their production efforts with other interested stakeholders working within the gherkin value chain.

The supervising grantee shall produce a manual that will address all aspects of gherkin production, from establishment of the nursery to post harvest storage. This manual will be produced during the first quarter of FY 2012, and delivered to farmers in the second quarter. To supplement the technical assistance provided by the supervising grantee and the manual, the same Farmer to Farmer (FtF) volunteer that assisted the Program in 2011 will be asked to return to Kosovo to support on-site technical assistance to growers during spring planting. The volunteer will also develop an educational video that will be used to facilitate farmer training and which may be aired on television to promote gherkins production. [ref. activity GC-4-2012].

The Program will organize and conduct a study tour to Bulgaria, a major processed gherkins supplier in the region, so that Kosovo producers and processors can observe and learn about improved growing and processing techniques. [ref. activity CG-5-2012].

2.5.4 Harvest and Post-Harvest

IIF funds will be used to support grant recipient(s) in Gjilan Region with a gherkin sizing machine to improve sorting and grading standards and expand capacity. Furthermore, IIF funds may be used to support gherkin processors that would benefit from new equipment that allows them to enhance food safety or expand/improve processing capacity. Gherkins processors and collection centers will receive technical assistance (training and advice) from both the supervising grantee and the Farmer to Farmer volunteer. [ref. activity CG-6-2012].

2.5.5 Gherkins – Specific Marketing

To further facilitate deals made between gherkins value chain actors, the Program will hold a round table meeting in December 2011. Processors will present their plans for year 2012, specifying their needs with respect to product grades, packaging and timing, and producers will present their production capacities. The meeting is expected to result in the signing of contracts and/or the establishment of verbal sales agreements. [ref. activity CG-7-2012].

During the Market Entry Opportunities research, the program identified a potential buyer (“Fragaria” in Zagreb) that is interested in buying 1000 tons of gherkins from producers in Kosovo. The Program has started working with large gherkin suppliers, assisting them to develop a relationship with “Fragaria” and we have begun to resolve logistical issues and help sellers acquire required documents to be able to sell to Croatia.

Other potential opportunities, also identified during the regional market research, will also be pursued with the larger gherkin suppliers and collection centers. Potential buyers of gherkins in Kosovo include ABI, EUROFOOD, FITIMI, MIB TRADE, KORAL, ETTLINGER and ASK FOODS. The Program will work directly with these entities to link them to gherkin producers and collection centers. The Program will facilitate a meeting between the Kosovo value chain actors and interested processors from Croatia and Montenegro, and other countries if interest is shown in coming months. [ref. activity CG-8-2012].

The Program will promote the export of gherkins/cucumbers to the fresh market through the participation of traders, collection centers and producers to the Fruit Logistica trade show in Berlin, Germany. [ref. activity CG-8-2012].

2.6 ASPARAGUS

2.6.1 Introduction

Asparagus is a new crop for Kosovo so the Program must fully analyze the feasibility of producing it in the country and determine if it can be a viable, sustainable and competitive advantage crop for Kosovo. The results of technical assistance provided to the asparagus value chain will be shared with all interested stakeholders as activities progress.

In Year One the Program supported asparagus production by purchasing improved variety, hybrid asparagus seed (UC 157 F1, Depaoli F1 and Jersey Giant F1) using IIF funds and importing into Kosovo. The seed was distributed to three greenhouse nurseries earlier this year. Germination and growth has been very satisfactory.

2.6.2 Input

Crowns produced by the three nurseries that have received assistance will be planted into open fields in the coming year. In April 2012, the seedlings will be planted into open fields by at least three different growers. Grant applications will be solicited from farmers who want to receive up to 30,000 transplanted seedlings to be planted in a field not greater than 1 ha. In May of 2013, in the initial crops' second year, we expect our first, small harvest of approximately 350 kilos per hectare. In May of 2014, growing year three, we should get a commercial harvest of 3,000 kilos per hectare. Thereafter, this level of production is expected to continue until year ten when production begins to decline (the expected "lifespan" life of an asparagus field is about ten years). [ref. activity AS-1-2012].

In May 2012, the Program will repeat the first year's activity, this time importing twice the quantity [180,000 seeds] and planting another six hectares of nursery seedling plugs at the same three nurseries to support crown production. However, instead of keeping the seedlings in the greenhouses through the winter, by ordering and planting the seeds earlier, the crowns will be planted at the nurseries in the fall using the "raised bed" technique. They will later be transplanted into open fields in Spring 2013. [ref. activity AS-2-2012].

2.6.3 Production

In September 2011, the Program brought in a Farmer to Farmer volunteer to support asparagus production. This volunteer will design and lay out the field plots and provide technical advice to selected nurseries that have been engaged in seedling production since August 2011.

The Program will issue requests for grant applications for the supervision of the implementation of this initiative of producing asparagus and oversee production at growing grantees' farms. The "supervising" grantee will develop and implement, or oversee implementation of, a training curriculum that includes topics such as proper irrigation and fertigation, nursery management, transplanting and other growing techniques. The supervising grantee will also ensure that soil analyses are conducted and fields are properly treated to prepare them for asparagus production. It shall establish an IPM program and plant protection schedule specific to asparagus production. It shall monitor chemical input applications to ensure growers are complying with the PERSUAP, IPM and good agriculture practices (GAP) recommendations. [ref. activity AS-3-2012].

The supervising grantee will also link growing grantees with BSPs referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop farm and financial management skills, and they will ensure that all growing grantees know their costs of production at the end of the season.

The growing grantees will participate in trainings organized by the supervising grantee and will conduct field days to promote the new crop and share the results of their experience in growing asparagus to other potential value chain stakeholders.

The “supervising” grantee shall produce a manual on asparagus production, from nursery to harvest. The manual will cover technical issues related to nursery establishment, transplanting into open fields, irrigation/fertigation, harvesting techniques, plant protection and weed control. In addition, the supervising grantee may be expected to develop supplementary training materials that would be used in collaboration with the manual produced. The manual and training materials will be produced during the first quarter of FY’12, and delivered to farmers in the second quarter of FY’12.

A farmer to farmer (FtF) volunteer (most likely the same person that is providing TA in September 2011) will return to Kosovo to provide technical advice to ensure that farmers have prepared their fields correctly and to oversee critical transplanting activities. The FtF volunteer will assist the Program in helping farmers develop links to, and relationships with, US seed suppliers and local input dealers to ensure that they have continuous access to seed and other inputs necessary for asparagus production. [ref. activity AS-4-2012].

The Program will organize and conduct a study tour to asparagus production centers in Spain for the grantees involved in asparagus production. This will provide inspiration as well as improve the participants’ knowledge of proper asparagus production techniques and farm management. [ref. activity AS-5-2012].

The supervising grantee will conduct asparagus open field days to promote and expand the production of asparagus. It shall invite other farmers, collection centers, buyers and other value chain actors to the events. To support this expansion, the Program will identify appropriate site locations for future asparagus production (based on altitude, soil quality and other considerations), and will solicit local farmers interested in experimenting with the new crop.

2.6.4 Harvest and Post-Harvest

Since there will be no harvest till 2013, there will be no formal activity to prepare for post-harvest operations. However, the Program will begin to prepare for 2013 by collecting information on good practices to be followed in post-harvest work.

2.6.5 Marketing – Asparagus Specific

Since there will be no harvest in 2012, the program will devote no activities to asparagus marketing in FY’12.

2.7 SAFFRON

2.7.1 Introduction

Saffron is a new crop, harvesting of which is labor intensive but suitable for women and families. There was a small group of four growers that had grown saffron in the past. The Program began supporting these same growers in July, 2011 when it purchased and imported 500,000 saffron corms (bulbs) for distribution to these Kosovo growers. The Program brought in an international consultant that designed the plot layouts, and provided technical advice to selected producers at the beginning of the production season. This consultant also developed a useful handbook for saffron producers.

Saffron production was promoted in four fields with four different growers each planting 0.25 hectare, thus, totaling one hectare. Planting began in August and the Program continues to provide direct technical support to the selected growers. The Program will continue to support the saffron sub-sector with technical and financial assistance to increase production, introduce harvest and post-harvest handling techniques and assess the quality of the first harvested crop.

2.7.2 Input

Interested growers, buyers and women's associations such as those in Kusha e Madhe adjacent to one of the current saffron grower's, will be invited to open field days directly organized by the Program, to promote and expand saffron production and facilitate producer-buyer linkages. [ref. activity Sa-1-2012].

The Program will seek and request the collaboration with the US Military, and the US Military Humanitarian funds currently available in Kosovo, to leverage the Program assets for planting up to an additional 5 ha of saffron with woman's associations, including widowed women associations, to increase cultivated surfaces. This would begin to generate economy of scale and build up stock/reserves of plant material for further expansion by other producers. [ref. activity Sa-2-2012].

However, if funding is not available through the US Military Humanitarian assistance then the Program will use IIF funds to buy an addition 500,000 saffron corms for planting another one hectare of production with interested farmers. [ref. activity Sa-3-2012].

Grant applications will be solicited from farmers who want to participate in the new trials and who are prepared to commit to at least 0.25 ha. [more if US Military Assistance is obtained]. The Program envisages working with new/different growers from those supplied in FY'11. [ref. activity Sa-4-2012].

2.7.3 Production

If the Program is successful in obtaining US Military Humanitarian funds for Widowed Women's Associations the Program will issue requests for grant applications for the supervision of the implementation of this initiative. The "supervising grantee" shall oversee production at growing grantees' farms. [ref. activity Sa-5-2012]. If funding is not available through the US Military Humanitarian assistance then the Program itself will oversee the additional one hectare of production with interested farmers. There will be no supervising grantee.

In the event a supervising grantee is appointed, it will develop standard production training in growing techniques. It will conduct soil analysis of the fields prepared for saffron production. The supervising grantee will conduct field days to share the result to the entire stakeholders that are related to the saffron value chain.

The supervising grantee shall also coordinate the growing grantees with the BSP referred to in Section 3.5 of the Work Plan who will be engaged to help producers develop traditional farm management and financial analysis and management skills for new crop introduction. The BSP shall establish basic guides for accounting

and budgeting purposes. The supervising grantee shall ensure that all grantees involved in production know their costs of production at the end of the season. The supervising grantee shall monitor chemical input applications and ensure they are complying with the PERSUAP, and good agriculture practices (GAP), recommendations.

New crop introduction will require education, structural changes and financial skills, essential to the success of saffron production in Kosovo. The challenges are numerous because it is a new value chain for Kosovo and the solutions are complex. Solutions involve the education of farmers and the cooperation of farmers, input suppliers, and all other stakeholders of the value chain.

The program will re-engage the STTA, Ms. Mounira Lage from Morocco, for a two-week assignment in November 2011 to provide technical assistance to producers on harvesting techniques, post-harvest handling and drying. Ms. Lage has identified saffron as primarily a women's crop and thinks women are most appropriate to grow and expand saffron production in Kosovo. Ms Lage will also advise local laboratories on assessing saffron quality, conducting quality testing and identifying factors influencing quality. Issues related to traceability may also be addressed. [ref. activity Sa-6-2012].

Ms. Lage will return to Kosovo for a third consulting assignment in June/July 2012 to provide technical assistance during the planting of new plots and follow up with local laboratories and testing facilities. [ref. activity Sa-7-2012].

In addition to all of the above, the program will organize a Study Tour to Spain, a major saffron producer and exporter, for actors involved in saffron production and promotion in Kosovo. [ref. activity Sa-8-2012].

2.7.4 Harvest and Post-harvest:

During her mission to Kosovo in November 2011, the international consultant will provide technical assistance to four grantees and other interested stakeholders on critical harvest practices and post-harvest handling techniques. This assistance will be crucial since the application of proper drying techniques is essential to ensuring the quality of the final saffron product. Based on Ms. Lage's findings and recommendations and depending on stakeholder interest, the IIF fund may also be used to support equipment upgrades at Kosovo laboratories to build their capacity to provide saffron quality testing. [ref. activity Sa-9-2012].

Finally, the Program may finance or co-finance the cost of quality testing in-country or abroad as part of the support to growers and/or local laboratories. [ref. activity Sa-10-2012].

2.7.5 Marketing – Saffron Specific

Growers need to be able to guarantee the availability of a regular quantity of high quality saffron to maintain the interest of serious saffron traders. If that is achieved, saffron could become a real source of income for small farmers in Kosovo. In Kosovo there are five Medicinal and Aromatic Plant (MAP) processors and exporters that have good linkages with markets in Western Europe - a market to which saffron is commonly sold. The Program will arrange for these processors to visit supported saffron producers and vice-versa and explore the possibility establishing contractual relationships between them for marketing/export of the saffron. The Program will also invite potential buyers that have already been identified and other potential buyers to visit saffron producers in Kosovo to begin to build linkages between these actors. [ref. activity Sa-11-2012].

2.8 LINKAGES ALONG THE VALUE CHAIN

2.8.1 Organization of the meetings of the actors of value chains

Collaboration between actors of the different value chains is very weak in Kosovo. One of the reasons is that there is no platform where dialogue involving all the actors can take place. In the past, there have been attempts to create working groups to address different issues, but they either failed due to poor management or fell apart when the specific issue or task for which they were created was resolved (often even before resolution).

At present, there is a need to create a platform for dialogue between actors of selected value chains, which will contribute to the identification of both domestic and export market opportunities and improve linkages between actors. We have seen during the discussion between the participants attending the Market Entry Opportunities presentations organized by the Program, that producers don't actually know many processors or traders and processors don't know where the best products can be accessed and from whom. Such forums or meetings can be beneficial to all but they must be organized by an entity that all actors trust. The Program, representing USAID which is a known and trusted partner, could effectively moderate these meetings. To contribute to the creation of such a platform, the Program will organize 2-3 meetings each year with actors of each of the selected value chains (in FY 2012 we will focus on apples, berries, table grapes and gherkins). The MAFRD will be invited to play a role in the organization of these meetings with the expectation that they will take over as the lead facilitator of them. The Program will moderate the meetings carried out in FY 2012 and will play the role of secretariat. Details of these Product-Specific meetings are given in the particular product section of the Work Plan.

2.8.2 Support for traders and supermarkets as key marketing actors

The marketing of locally produced fruits and vegetables is weak and disorganized. One reason is poor collaboration between markets actors and producers. Traders are very good at importing products and have good connections among other trader colleagues in regional countries but they do not necessarily have good downward linkages to domestic producers.

To identify and assess the capacities and potential of local traders and supermarkets, the Program will continuously update its information about products bought and sold, volumes and infrastructure (warehousing, storage capacity, etc.). As the inventory is developed, traders' and supermarkets' needs will be assessed.

In addition, the Program will facilitate linkages through exchange visits between producers, traders and owners of collection centers, bringing producers and traders to collection centers and vice-versa. These visits will help both parties to understand market demands and requirements.

To ensure that producers are responsive to trader demands, the Program will co-finance collection centers interested in procuring technical assistance for their producers/suppliers. The Program will co-finance part of the cost of advisers that will provide technical assistance to producers supplying the collection centers. This is an arrangement that various development projects have supported and which has produced good results when instituted by apple associations in particular. [ref. activity LVC-1-2012].

Supermarkets are increasing sales of fruits and vegetable. In the forefront is ETC (Elkos Trade Center), which is buying local products from different sources; one of them is the collection center in Mamusha Municipality. Large buyers like ETC are not always aware of existing collection centers, especially as new ones begin to establish themselves. The Program will link these large buyers/ supermarkets to collection centers by organizing exchange visits wherein the representatives of the supermarkets will tour the collection center facilities and learn about their capacity. This will also help to build producers' trust in the collection centers'

ability to attract major buyers. These visits will focus on discussion of demanded quantities, quality and packaging requirements. Such visits will be organized in April – May, before the harvest and in July – August during the harvest time. [ref. activity LVC-2-2012].

2.8.3 Work with Processors

Processors of fruits and vegetables are important actors engaged in the purchase and aggregation of, and adding value through processing of large quantities of fruits and vegetables. In recent years, the production capacity of many of these processors has been increased and the quality of the processed products has improved. However, the volumes of raw material purchases from the producers are still very low and the flow of information (regarding demand) from processors towards producers is very weak.

The Program will support the establishment of contracts between producers and processors. These contracts will be negotiated and signed based on known demand, prior to the planting season. As such, producers will already have a guaranteed buyer for much of the product they plan to grow. We will also encourage processors to credit the producers with seeds and fertilizers so that the producers have reliable access to needed inputs.

The Program will develop an inventory of the specific production capacities of individual processors and assess their needs for raw material. This information will be disseminated to producers and collection centers to help them identify processors to whom they could sell and understand their demand and specifications for each type of product. [ref. activity LVC-3-2012].

2.8.4 Support Organization of National (Product) Days

In recent years, Kosovo has started to organize various events focusing on specific products e.g. strawberry day, apple day. These events are good venues at which linkages can be made between various actors working across the particular value chain. However, events are being organized by different entities and several times a year for the same products. The Program, in coordination with the MAFRD will try to improve the coordination of such events. For example, pending interest, we may work with the MAFRD to organize National Strawberry, Gherkin and Apple Days (separately). The events should introduce the idea of “best farmer” competitions held during these National Days, arrange taste tests, organize exposition of the products and invite input dealers to display and demonstrate their products.

2.8.5 Participation in Fairs

Visiting international trade fairs is important for building contact with export markets. Fairs are also a good tool for the getting information about the overall development of the sector. The Program will support the selected clients – processors and the bigger producers - and staff for visits to several international trade fairs - “Fruit Logistica” in Berlin, Germany, “Pomurski fair” in Slovenia , GrowTech in Antalya, Turkey and others. These are discussed on other sections of the work plan.

2.9 MARKETING KOSOVO'S PRODUCTS

2.9.1 Marketing at Important Regional and International Trade Fairs

The Program will organize visits to the sector-targeted trade fairs for producers, processors and traders in order to expand market linkages and to provide Kosovo value chain representatives with access to the latest trends and technologies in this industry. Regarding Marketing activities that will be carried out during these events, the Program will advise and support Kosovar participants on stand presentation, branding and exposure, brochures and product exposition if applicable. As a precondition for the Program funding participation at such fairs, the Program will require funded participants to attend a Workshop prior to a particular fair at which the Program's specialists will set out the objectives for attending, and the means by which those objectives will best be achieved. [ref. activity MKP-1-2012]

There are a number of regional fairs of interest to Kosovo producers. The Program will assess the relative value of attending and will select a small number to attend in FY'12. Those to be considered include:

- Anuga, Cologne, Germany 8-12 October 2011 . Unlikely in FY'12, but on the radar for October 2012. Anuga is not only the largest food and beverage fair in the world it's also the sector's most important fair for new markets and target groups. It's the perfect venue for all the latest trends and themes - and a great place to make first-rate contacts and business deals.
- Fruit Logistica, Berlin, Germany 8-10 February 2012; The world's leading trade fair for the fresh fruit and vegetable business. Fruit Logistica is the leading international meeting place of the fresh produce trade, more than 2,400 companies from across the entire fresh produce value chain will be present in a single location – including global players as well as small and medium-sized suppliers from all around the world.
- FoodTech, Plovdiv, Bulgaria, Feb 2012
- GrowTech, Antalya, Turkey 1-4 December 2011; the leading agriculture exhibition of the Eurasian region
- AgroFood fair, Skopje 8-12 November 2011
- Novi Sad fair, Serbia – 14-21 May 2012
- Food fair – Budva Montenegro – March 2012
- Pomurski fair, Slovenia , August 2012
- Cesena –Italy , *Ortomac Horticultural, Seeds and Strawberries Exhibition*, April 2012

2.9.2 “Kosovo made” Product Promotion in Retail Outlets

The program will assist local retail chains or shops to organize proper “Kosovo made” or “Kosovo grown” product displays in their shops. This initiative will be coordinated with the media project of MAFRD, “From our land to our table” should it be implemented. In many shops there are very poor fruit and vegetable displays where the best quality products are not marketed properly or are stored in improper conditions. The Program will initially work on a one to one basis with store managers in order to improve product display and placement in the shops. Later in the year, the Program will engage a fresh F&V retail marketing specialist to organize a series of workshops tailored to the sector managers and/or to work individually with key supermarket chains on how to store and display products in order to optimize sales, particularly of products grown in Kosovo. [ref. activity MKP-2-2012]

The Program will also continue the work it initiated in FY'11 to persuade supermarkets to create dedicated shelves for domestic products to ensure better exposure. This activity is worthy only with supermarket chains

both large and medium. The shelf should be well organized and with good exposure. The list and type of local products to be exposed will be decided with producers/processors and supermarkets themselves. [ref. activity MKP-3-2012]

2.9.3 Open Air Promotion of Kosovo Products

The Program will organize direct promotions in frequented streets and at shopping centers in Pristina and other major cities, and at targeted institutions to promote locally-produced fruits and vegetables. The Program might also identify a sponsor who would pay/supply product and promotional material. Potential sponsors could include: MAFRD, Farmer Associations, The Chamber of Commerce or private businesses like MOEA or ASK FOODS. Apples, strawberries, table grapes and other products whose sales in Kosovo have a high imported content, will be promoted. [ref. activity MKP-4-2012]

3.0 INCREASED ACCESSIBLE AND AFFORDABLE FINANCE

3.1. Assisting MAFRD/USAID in creating a new DCA.

The financial sector in Kosovo offers a limited range of products to agricultural clients. Interest rates are higher than in neighboring countries and often higher than for other sectors within Kosovo, putting local firms and growers at a competitive disadvantage. Financial products and services to support agribusiness development in particular are few and underdeveloped.

MAFRD is now studying the possibility of creating a new guarantee program with a €5 million fund of its own. The program and USAID are assisting MAFRD in exploring alternatives for the structuring of such a program. One option would be for MAFRD to turn these funds over to USAID/DCA and for USAID/DCA to then establish a DCA similar to an earlier one with Raiffeisen. Other options may be viable.

A number of Kosovo commercial banks have recently expressed interest in being involved in such a loan guarantee program. All parties recognize that an effective agricultural lending support program will require technical support both to the lenders (to understand and implement agricultural lending) and to the borrowers (to better structure and present their needs).

At the time of writing this Work Plan, the Program is providing an SITTA to report on the feasibility of the DCA and on other options available. The consultant is reviewing background material on the Kosovo financial industry and operations, with particular respect to agriculture. He will review the work done to date in Kosovo by USAID/DCA, including the past guarantee program, the status of due diligence assessments of local commercial banks, and the planning for new DCA guarantees. The consultant will meet with representatives of commercial banks, the Ministry of Finance, MAFRD, USAID and other donors supporting the agriculture and finance sectors in Kosovo and with various agribusinesses and commercial growers, for the purpose of exploring the possibility of extending a loan guarantee program for Kosovo commercial banks and to establish the basic structural and operating parameters of such a loan guarantee program.

At the end of his assignment, the consultant will provide recommendations and steps to follow. We anticipate that his recommendations may include establishing/extending a targeted agricultural loan guarantee program with the commercial banks that will meet MAFRD's objectives; if so, he will identify a specific agenda for discussions between MAFRD and USAID/DCA to pursue a possible DCA, including a description of significant legal and institutional barriers that might be faced; and he will provide recommendations regarding technical support that may be required in parallel with a loan guarantee program for either/both lenders or borrowers.

3.2. Creating awareness of Donor Grants Programs

After ten years of trying to improve access to credit in Kosovo, the situation in Kosovo has barely improved. Banks still perceive agriculture as a more risky sector in which to lend and only marginally profitable because of higher administrative and maintenance costs; the borrowers still perceive the banks as charging too high an interest rate, and being reluctant to extend reasonable grace periods. A third reason is that Kosovo has been awash with donor funds. The agricultural community generally regard donor funding as the best source of finance. Banks have come to be regarded as a last resort.

Recognizing this fact of financial life, the Program intends to “rephrase” the objective of Component 4 to be one of increasing access to finance (rather than “credit”). This shall include finance provided by the donor community as well as loans provided by commercial bank and finance institutions. Using the Senior Advisor to MAFRD as the point man at the Ministry, the Program will assist the Ministry to organize a Workshop at which all donors will present their respective funding programs to the agricultural community at large. The presentation will also include the Ministry’s own grants programs. Information to be presented by a donor would include the focus of its grants program, the application procedure, criteria for selection, range of grant size, required/desired cost sharing, supporting documentation etc. [ref. activity AC-1-2012]

3.3. Assistance in accessing Donor Grants Programs.

From experience in recent years, there are only a few Kosovo consultants who have a record of writing successful grant applications for donor programs. One of the most successful has been the Program’s DCoP, Fatmir Selimi. Many grant proposals have been written by internationals, whom the applicant believes will automatically bring success, but this has not been the case. Kosovo will be receiving grant funding, especially from the EU for years to come. A small cadre of local consultants needs to be developed who specialize in accessing these funds which will benefit not only the grantees, but also the grantors as more professional and focused proposals are presented.

The Program intends to issue an RFA to solicit applications from financially astute individuals who wish to become part of such a cadre. The selected persons [max. 12] will be identified before the Workshop referred to in 2. above is held so they can attend it and later follow up with discussions facilitated by the Program. The Program will develop training materials addressing the most critical components to be included in grant applications. Training sessions will be organized by Mr. Selimi. Clients of the Program such as processing plants, collection centers, large scale farms, who are looking for donor funding will select a consultant to prepare their grant application. The Program will assist a client in selecting a suitable consultant who may be chosen either from the newly trained cadre or from other consultants previously certified in Kosovo under various donor programs. Mr. Selimi will maintain oversight on all such applications and will review all proposals before they are submitted. [ref. activity AC-2-2012]

3.4. Training of new entrants to agriculture

The Program has favorably reviewed a Concept Paper from the consulting company AFAS proposing a Pilot Project to train 25 of the best students from the Public Agricultural Faculty and place them as interns in both the banks and in private sector agribusinesses. The program has recently requested a full grant application from AFAS. [ref. activity AC-3-2012].

The AFAS course will be specifically designed in two phases:

Phase I: Three months classroom training in subjects of accounting and financial management. Five modules will be designed covering: Understanding Financial Statements, Analysing Financial Statements, Cash Management and Budgeting, Cost Accounting and Developing Project Proposals.

Phase II: Two months internships with Program clients; larger agribusinesses, processors or supermarkets. Interns will not be paid through the grant or by the Program for this Phase. The exact nature of the work to be performed during the internship will be mutually agreed between AFAS, the company and the student, but it will be defined to reinforce, or specifically use, the training received in Phase I.

The Program feels that to be successful in agricultural finance, whether as lenders or borrowers, the former economic students need a broader, practical exposure to the agricultural sector. Following the Program’s successful engagement of two interns this summer, we intend to offer, as a third phase, a continuing internship to five interns at a time in the Program’s office for a period of three months. They will be under

the direction of the Deputy CoP and will receive a modest stipend. They will be assigned activities such as establishing inventory of producers, costs of production, collection of pricing data, market analysis etc. [ref. activity AC-4-2012].

3.5 Modern Financial Management Skills for Farmers

Many activities described in Section 2.0 of the Work Plan refer to “supervising” grantees whose role will be to supervise the farmers to whom the project is donating new plant varieties, whether they are berries, apples or table grapes. The main responsibility of these grantees will be to ensure “growing” grantees follow best practices in respect of soil preparation, bedding techniques, crop protection and irrigation. However, another responsibility will be to coordinate the growing grantees with a local Business Service Provider [BSP] to whom the Program will issue a grant for helping producers develop traditional farm management and modern financial management skills. The goal of this activity is to ensure all the growing grantees know their costs of production by the end of the season. The BSP will identify the areas/line items for which cost data is required and the supervising grantee shall ensure it is obtained and collected so as to be available for each visit of the BSP. [ref. activity AC-5-2012].

3.6 Investment in Agriculture

Having invested heavily in land purchases, many entrepreneurs require access to credit to further invest in developing their land. In section 9.6, the Work Plan describes an Investment Promotion Meeting to communicate to potential investors, opportunities for agricultural development of their land and other opportunities in postharvest, trade and processing. Representatives of leading financial institutions will be invited to the meeting to explain their policies and procedures for lending to the agricultural sector. The Program will facilitate subsequent follow-up meetings between investors and lenders.

4.0 FOOD QUALITY AND SAFETY

4.1 Introduction

Improvements in food quality and safety may be made all along the value chain. In FY'12, the Program will be concentrating on production and processing activities. Improvements in production will be made through greater attention to pesticide controls and the introduction of good agricultural practices. These have been addressed in section 6.0 of the Work Plan under Environmental Compliance. Improvements in processing are the subject of this section.

The greatest opportunity for improving food quality and safety in the value chain is to develop the fruit and vegetable processing industry and the collection facilities where vegetables are sorted, cleaned, graded, packed and stored until ready for shipment or processing. In last few years at least five new companies have started to process fruits and vegetables all over Kosovo, and there are more of them coming to us for support from our Program. They recognize that they lack knowledge regarding food safety and security. They are often unaware of the regulations that must be observed and the safety standards that must be maintained if their products are to be regarded as safe for sale in modern markets. For sustainable development of this industry local processing industry must produce safe food products based on internationally recognized Food Safety Standards known as Hazard Critical Control Points (HACCP). Unfortunately there is still limited knowledge on HACCP standards implementation procedures and limited number of consultants to implement these standards.

In FY'12 the Program will support new initiatives for investment in food processing with information on Food Safety requirements and Standards. The Program expects that some of the companies will reach the level of competence to implement standards, particularly HACCP. The Program will provide technical assistance or grants for implementation of HACCP based on demand from processors involved in the sector.

4.2 HACCP Training

In FY'12, the Program will train and build capacities of new local consultants who will provide services in the future to collection centers and processing facilities on Food Safety Standards implementation procedures and requirements. After this training attendees will have the knowledge for basic HACCP requirements and be aware of its importance in implementing it in Kosovo's processing industry.

The Program will engage a Regional/International HACCP consultant prepare training materials, assess local food laboratory capabilities, deliver trainings to participants, introduce food safety standards used in global food industry to participants; and prepare a report on food safety standard requirements and recommendations. A maximum of 10 participants will be selected by the Program, and will include the Program's Post Harvest and Certification Specialist. The candidates will be preferably young motivated people interested in food technology and food standards with a college degree, preferably from agricultural departments. [ref. activity QS-1-2012]

4.3 Technical Support for Local Fruit and Vegetables processing Industry

A few industrial-scale processors are active; but they face difficulties in raw material supply and they work mainly in the internal market. Fruit processing in Kosovo has developed in recent years with companies such as MOEA, ASK Food, EuroFood and Koral entering the field, but with the exception of ABI (Progress), most processors are relatively inexperienced. Since most of the processors are new there is a need for

technical support their development. During our visits in FY'11 to these companies, we have noticed that there is a lack of technical knowledge especially in relation to food technology and correct use of equipment. Even though companies may understand some of the food safety and security issues there is lack of knowledge on best practices. Processors also need to form closer linkages with farmers and collection centers and understand the function of each in the value chain.

The Program will provide Technical Assistance to existing processors in Kosovo related to processing equipment, food technology, food safety and security and value chain linkage development. The Program will engage one International fruit processing consultant, and separately one International vegetable processing consultant, for each sector for a period of one month. The main work will be done with the large processors: ABI, EuroFood, ASK Food, MOEA and Koral. Small processing plants will be visited by the consultants and activities for future assistance will be proposed.

The consultants will work jointly with managers of processing companies to assess current equipment and food technology used in respective sectors. They will identify the main constraints within the existing processing facilities, and the plant infrastructure requirements based on HACCP standard; they will develop a processing equipment investment plan and assist companies in identification of required equipment for processing (used and new equipment); they will demonstrate, practically, best practices of food processing to food technologists within companies and will present food safety and security measures to each company.

The consultants will also be asked to develop a raw material collection plan, and assess Kosovo's food laboratory institutions and their capacities for testing. Finally, the consultants will identify training needs to develop food technologists for the future. [ref. activities QS-2-2012 & QS-3-2012].

4.4 Study Tour to Turkey to Assess Availability of Equipment

There are number of local processing companies interested in increasing their production and diversifying their product offerings, but their limited knowledge on new processing practices and availability of processing equipment is a barrier to their competing in the local and regional market.

The Program will guide a group of Kosovo fruit and vegetable processors to the food processing trade show in Turkey to gain new knowledge and ideas for their equipment and processing/investment needs. Information from this show will enable Kosovo processors to make new and reasonable equipment investment plans and improve processing technology in their plants. The participants will be the main processors in the fruit and vegetable sector, and will be limited to not more than 10 participants including the Program's Post Harvest and Certification Specialist. [ref. activity QS-4-2012].

4.5 Study Tour to Israel "Plant Protection and Phyto-sanitary requirements"

Kosovo Food and Veterinary Agency is in charge of Food Safety and Security issues. In relation to food of non-animal origin the responsibility is with Phytosanitary Inspection. There are two types of phytosanitary inspectors: within the country [11 total] and at the borders [18 total]. Other actors in the sector are: Institute in Peja, Plant Production and Protection Department in MAFRD, Faculty of Agriculture in Prishtina and private labs. All of them have an interest to learn more on phytosanitary issues and apply practically knowledge gained from other countries.

The Program will collaborate in FY'12 with the MASHAV - Israel's Agency for International Development and Cooperation, which supports international development through the provision of technical assistance pertaining to many different topics. The Program will arrange two [2] two-week Study Tours to Israel so that Kosovo phyto-sanitary inspectors can become acquainted with how Israel has set up and operates its successful phyto-sanitary controls. Program is proposing to send two groups of visitors, 2 x 20 participants, for two weeks. Each group will consist of half of inside phytosanitary inspectors (6), half of border inspectors

(9), and representatives from the Institute in Peja, MAFRD, Faculty of Agriculture and private labs. [ref. activity QS-5-2012].

The study tours will include trips to different facilities and inspection sites, the International Airport, and land border posts to familiarize the participants with import-export inspection and certification system/scheme. They will visit laboratories for quality control and pesticide residues control, observe work of inspectors within the country and visit farmers, traders, supermarkets, input dealer shops and processors. The groups will visit plant nurseries to see how healthy propagated materials are produced. After the return Program will organize follow up meeting with Phytosanitary Inspectors to assess the activities for the future that program can support to enforce food safety and security within the country.

5.0 IMPROVED COORDINATION WITHIN AGRICULTURAL SECTOR

5.1 Introduction

The role of the Senior Advisor to the Ministry of Agriculture, Forests and Rural Development [SAM] contains responsibilities that fall into four general categories: Donor Coordination, Institutional Development, Capacity Development and Support to the New Opportunities for Agriculture Program. The Senior Advisor took up his position full-time at MAFRD only in early September. In the last month of FY'11 the Program has identified priorities within each of these categories and these are outlined in this section.

5.2 Donor Coordination

The SAM will organize and attend quarterly liaison meetings with the officials responsible for agricultural donor coordination on behalf of the Ministry of EU Integration and key MAFRD technical personnel, along with key implementing staff. He will provide support to MAFRD on specific bilateral relations, as requested, with particular attention in support of: EU integration, Regional relations, and US/Kosovo relations. He will establish and chair semi-annual donor meetings with multilateral and bilateral donors, and will assist MAFRD in preparing and marketing Ministry programs to obtain additional donor funding.

5.3 Institutional Development

The SAM will advise MAFRD on the restructuring and strengthening of the MAFRD extension and technical services, once the law to restructure the advisory services is authorized. He will advocate strongly for the return of the Kosovo Plant and Animal Health Agency (AVUK) to MAFRD control, and will advise MAFRD on the restructuring and strengthening of the agency once it is returned. The SAM will support the development and execution of a grant program to fund the construction of up to three regional fresh fruit and vegetable collection and storage centers. The preparation of a Design Brief for these centers is currently in progress under a subcontract from the Program to a Kosovo consulting company. The SAM will also support the development of a DCA type agricultural credit guarantee program which is the subject of a current Program STTA assignment to be completed in early October.

5.4 Capacity Building

The SAM will assist MAFRD in the establishment of an internal economic analysis unit to support policy formulation and implementation. The Program will support the SAM in organizing at least one international/regional visit of key MAFRD technical and policy staff to at least one new EU entrant country to facilitate understanding of how EU integration and policy reform can be accomplished.

5.5 Support to the Program

The SAM will work with the Program's staff and with MAFRD units to support implementation of the Program's activities during FY'12, and improve coordination with regard to overlapping initiatives and activities, such as grants and the media campaign "From our land, to our table". The SAM will keep MAFRD informed concerning the Program's development and activities through organizing quarterly coordination meetings for staff from both.

6.0 ENVIRONMENTAL COMPLIANCE

6.1 Introduction

The activities proposed in FY'12 have been defined based on implementing the Pesticide Evaluation Report and Safe Use Action Plan [PERSUAP] issued by the Program in June 2011. The report included (in Section 4 of PERSUAP) an Action Plan Matrix to meet the objective of reducing risks from pesticides. A copy of the completed Action Plan is appended to this Work Plan as Annex C. The PERSUAP stresses the need for repeated trainings, as can be read in the table on Page 21 under recommendations for the “MAFRD, donors and projects”. In FY'12, the Program will initiate many of these trainings which will be repeated in the following Years Three and Four of the Program.

The Program has already had discussions with the Italian funded project “Kosagri”, one of whose two main objectives is to introduce “authorized plant protection products during the production period and to achieve minimum residue levels as reported in the EU list”. Among their foreseen activities, are establishing and rehabilitating laboratories for pest diagnoses and chemical analysis and strengthening the Plant Protection Service. During FY'12, the Program will collaborate with Kosagri in implementing measures to improve plant protection and pest management in Kosovo.

6.2 Introduction to GlobalGAP, and the basic principles of IPM and Safe Use of Pesticides.

The Program focuses on the fruit and vegetable sectors as the primary areas where Kosovo can be competitive, particularly in penetrating regional markets. To achieve this objective, the adoption of Good Agriculture Practices is essential. To enter markets within the European Union, meeting GlobalGAP standards will be essential. Currently there is very limited knowledge of GlobalGAP implementation procedures in Kosovo. To address this, the Program will provide capacity building on GlobalGAP training, implementation and certification procedures that are clearly needed in order to sell to profitable export markets like the European Union. This GlobalGAP training will be the first in a series of trainings on GlobalGAP conducted over the life of the program leading to GlobalGAP certification for a limited number of farmers. This initial course of training will focus on Good Agricultural Practices and on Safe Use Practice of pesticides standards in the fruit and vegetable sectors, thus complying with USAID environmental requirements.

Training will be held in four locations: Prizren, Vushtrri, Pristina and Gjilan. The objective of this activity is to create awareness and outline the steps that need to be taken to build the capacity of local producers, phytosanitary inspectors, local agricultural consultants, collection centers and traders on GlobalGAP pesticide safety standards, and safe use of pesticides applications requirements. [ref. activity EC-1-2012].

6.3 Development of Pest Management Plans for the Program's Crops

Pest Management Plans (PMP) will give Kosovo growers and pest control advisors the best information available to manage agricultural pests, specifically for the crops covered by the Program. The aims of PMPs are to reduce the risks to production from pests by using a combination of best practices, including Integrated Pest Management (IPM) and Integrated Weed Management (IWM). Current practice is to over-rely on pesticides instead of following best practices. Introducing IPM and IWM will maximize a crop's health and its

resilience to or tolerance of pests, and minimize the reliance on pesticides. The PMPs will be developed initially for apple, grapes, berries, gherkins, and lettuce.

The Program's Environmental Compliance Specialist, and representatives from MAFRD and Intercooperation, will form the core of a PMP drafting committee. As outlined in Section 2.0 of this Work Plan, supervision of many crop production activities will be the responsibility of a "supervising" grantee; this grantee will also provide a representative to the committee. The committee will develop the PMPs based on the PERSUAP requirements while also drawing on local farmer knowledge. [ref. activity EC-2-2012].

6.4 Train-the-Trainer Workshop on Safe Pesticide Use and Environmental Protection

The Program will engage an international consultant to plan, prepare materials for, and deliver a series of train-the-trainer workshops spread over the course of the year. The trainers will be drawn from the agricultural faculty, input dealers and MAFRD. Once trained, this group, which will always include the "supervising" grantees referred to above, will deliver many trainings to follow during the rest of FY'12 and in subsequent years of the Program. The train-the-trainer workshops will include theoretical and practical applications. EPA standards will be introduced as well. The Program will investigate whether the content of the course will justify issuing some type of certificate to those successfully completing the trainings. [ref. activity EC-3-2012].

6.5 Training on Safe Pesticides Use and Environmental Protection

The Program will develop training modules to increase farmers' knowledge through repeated trainings about pest monitoring, identification and IPM tools. These will address: pest identification – how to recognize common pests and diseases; monitoring - the importance of frequent crop monitoring for pests, diseases and weeds; and IPM concepts, tactics and tools that can reduce pesticide use and associated risks related to specific pests. [ref. activity EC-4-2012].

The Program will ensure the "supervising" grantees deliver, either directly or indirectly through a subcontractor, trainings in safe pesticide use and environmental protection to all the "growing" grantees whom they are responsible for supervising. Other training sessions may be conducted in different municipalities involving all the farmers of the main crops on which the Program is focused, and including other stakeholders such as MAFRD and municipality officials, agricultural institutions and faculty staff.

All classes will be designed to raise awareness about the safe use and handling of pesticides and the effects on human health and the environment if safe use is not practiced. The training will address the importance of Personal Protection Equipment (PPE); appropriate safety clothing and equipment to use during pesticide handling; knowing how to use pesticide application equipment safely; validation and calibration of equipment used to apply pesticides; application and disposal of unused pesticides and used pesticide containers; appropriate storage of pesticides; proper hygiene to keep safe and healthy when working with pesticides; and what to do in an emergency involving exposure to pesticides. [ref. activity EC-5-2012].

In Kosovo, agricultural input shops are equipped with limited and inadequate safety equipment. The Program will consider funding the provision of quality PPE to some of the program's clients. A source of funding might be the US Military's Humanitarian Funds.

6.6 Spraying service

Absence of proper crop protection, specifically proper spraying, is one of the major causes of poor marketable quality of product in the apple and grape value chains. The Program will promote the development of a contracted spraying and record keeping service, initially for farmer associations. Previous discussions with associations have revealed mistrust that such a shared service will be accepted by all members of an association; farmers prefer to be responsible for their own crop, even though a shared service would be

more economical. The Program will develop a capable, fully-trained service provider with strong linkages to input dealers to ensure the best spraying practices are employed. The service will lead to better protection of apple orchards and grape vineyards, higher quality, lower costs of production, and will minimize harmful effects on human health and environment. The Program will encourage and monitor the extent to which associations are receptive to this idea.

The Program will solicit grant applications for the provision of such a service at one apple association and at one vineyard. The grantee would be provided with modern, certified spraying equipment and with protective clothing so that the service would be fully equipped. [ref. activity EC-6-2012].

6.7 Additional Crops for PERSUAP

Following the submission of the PERSUAP report to USAID in June 2011, the Mission asked the Program to consider additional crops, particularly stone fruits – cherries, peaches, nectarines, apricots and plums. Since activities associated with these crops were not included in the FY'11 Work Plan, they had not been addressed in the PERSUAP report, yet USAID felt that at some stage during the life of the Program attention would be given to these crops. Pears, too, had not been included in the PERSUAP report. The Program responded to USAID by committing preparation of an addendum to the report in the fall of 2011. The Program intends to engage Dr. Alan Schroeder, the compiler of the PERSUAP report, to prepare this addendum in November 2011. [ref. activity EC-7-2012].

7.0 INNOVATION AND INCENTIVE FUND

7.1 Requests for Grant Applications

As has been stated in the foregoing sections, there are many requests for grant applications anticipated for FY'12. For activities involving the introduction of new varieties, or indeed new crops, there are typically three common stages. First the solicitation and analysis of bids for the seed or plant material – this will generally be performed by the ARD Home Office; second, the requests for grant applications covering the planting and growing of the new seeds or plant material - the awardees are referred to as “growing” grantees; and third, the requests for grant applications covering the supervision of, and technical training for, the growing grantees - the awardees are referred to as “supervising” grantees. By distributing the supervision functions across a number of awardees, the Program will develop capacity of BSPs in the agricultural sector.

The Program will also solicit grant applications from BSPs to help producers develop traditional farm management and modern financial management skills. One or more BSPs may be awarded a grant to implement this activity. Farmers have very little understanding of their true costs of production, and how to calculate them. Without this knowledge, commercial decisions about pricing and profitability, and the advisability of entering new markets, can only be subjective. The goal of this activity is to ensure all the growing grantees with whom the Program will work in FY'12 know their costs of production by the end of the season.

7.2 Application of Waivers

The Program will make every attempt to source both goods and services inside of Kosovo. If the project believes it will be unable to find the required equipment or technical expertise required within Kosovo, we will expand our search to the EU and the countries covered by the extension of the Source/Origin/Nationality Waiver for SEED countries, and to the US. In such cases RFQs and RFPs will be issued simultaneously to Kosovo companies and to companies in SEED countries and the US. The SEED waiver allows for the purchase of non-restricted commodities up to \$50,000 and services up to \$250,000. It is our understanding that the restricted agricultural commodities are: wheat, rice, corn, soybeans, sorghum, flour, meal, beans, peas, cotton, vegetable oils, and animal oils and fats. We do not anticipate a need to procure any of the restricted agricultural commodities. For all other agricultural commodities, the SEED waiver shall apply and we will seek no further approval from USAID. For goods and service that exceed the thresholds above, or are sourced from outside of Kosovo, non-SEED countries or the US, we shall seek waivers as appropriate.

It is noted here that the SEED waiver only runs through May 1, 2012, and that without a further extension, the lengthy process of obtaining waivers for all agricultural inputs that was encountered at the start of the Program will have to be followed.

7.3 Source of Funds

The Program will comply with the provisions of the IIF Manual in sourcing all materials, equipment and services, on which IIF funds will be spent, from Kosovo companies. Should procurement have to be made from companies outside of Kosovo, the expenses on such items will not be paid from the IIF but from the line-item Activities in the budget.

8.0 PERFORMANCE MONITORING

Tetra Tech ARD submitted the initial draft of the Performance Monitoring Plan (PMP) in March 2011, along with the initial work plan which covered the first eight months of the project, from contract award through September 30, 2011.

In the initial PMP, it was stated that projected targets were *preliminary* or *tentative* and may be subject to revision once baseline information had been confirmed and value chain analyses and market studies had been conducted which would enable the Program to set reasonable, informed targets. As these activities have now been completed, the Program is in a much better position to propose firm, graduated targets for all selected indicators, for each year of the Program. In addition, detailed elaboration of the FY'12 work plan has given us a clear idea of what can be achieved, in terms of targets, in Fiscal Year 2 and remaining years of the Program.

In September 2011, Program staff reviewed and made necessary revisions to the narrative chapters of the PMP and revised several of the targets so that they are more in line with opportunities and expectations identified over the course of the first eight months of the project. Program staff also added a few indicators to better enable us to capture and report on key results.

The Program has taken the opportunity in preparing the revised PMP to set targets corresponding to the fiscal calendar instead of the program calendar. Accordingly Year One results will be for the eight months ending September 30, 2011 and Year Two results will be for the work planned for FY'12.

The revised PMP will be presented to USAID shortly after submission of the FY'12 Work Plan due at the end of September. Thereafter, we expect that USAID may have questions and require some final revisions prior to final approval of the PMP.

9.0 OUTREACH AND COMMUNICATIONS

9.1 Introduction

This section presents the communications strategy and action plan for the Program in FY'12. It aims to integrate communications with the Program's activities, and to establish systems for fact-based, people-focused impact reporting to USAID and stakeholders.

The main purpose of the strategy is to raise awareness about the unfolding activities and technical achievements and results of the New Opportunities for Agriculture Program. The key target groups are the Program's customers (farmers, processors, and commercial traders), IIF grantees, donor organizations, business service providers, MAFRD, USAID, and the general public. The strategy is guided by the Work Plan and USAID's vision, goals, and objectives for the Program.

The Program will maintain sound, long-lasting relations with national and local media. Our staff will hold trainings, workshops, and field day activities which will be arranged by the Program. The Program will communicate with the target groups by such means as the Program's website, Program newsletters, Program reports and assessments, training materials, and success stories. All communication materials will be appropriately branded, in strict accordance with USAID branding and marking guidelines.

9.2 Communications Approach

Communication has a role to play at every stage of a project. At start-up, it helps align staff around a common vision and message. During implementation, it helps projects achieve their objectives, improves reporting, and builds awareness of issues. Throughout the project's life and at close-out, communication helps document impact for stakeholders and the public.

Our approach to communications rests on three principles: soliciting stakeholder input, disseminating messages to target audiences through the most influential communication channels, and inviting feedback.

USAID has provided the Program with its guidelines on (i) dealing with the press, (ii) official terminology, and (iii) public events planning. The Program will submit all its communications with the print and electronic media to USAID for review. The Outreach and Training Coordinator will handle submission of materials to USAID and liaison with the media. The Program will follow USAID's guidance on official terminology and will allow ample time to involve USAID in project events.

All members of the Program team will contribute to disseminating messages to target audiences by participating in, and giving presentations at, conferences, workshops, trainings, field visits, and networking opportunities. Since face to face information dissemination is highly effective it is important that everyone involved in the project has good general knowledge of all aspects of the Program, in order to be a good "ambassador" of the project.

General participant e-mailing lists have been created and are administered by the Fruit, Vegetable, Post-Harvest and Value Chain Linkages Specialists. These lists, which have been compiled according to value chain categories, contain names, telephone numbers and email addresses of Kosovo agriculture stakeholders and institutions relevant to the Program. These will also be used to reach out and communicate information to our stakeholders.

9.3 Outreach Releases

9.3.1 Program Website

The Program Website [<http://www.noakos.com>] was successfully launched at the end of April 2011 and has been set up to publicize the work and results produced by the Program. It presents one of the main methods by which we shall communicate with our potential and actual customers, and is a depository for the substantial amount of information that the Program is producing. The website presents information in all three official languages. In FY'12, the Program will continue to expand the website, and in addition to the segments already there, we shall add success stories, a newsletter, field visit reports, information on latest developments in sectors, and a video and photo gallery highlighting Program activities. Another novel development will be an interactive Map of Kosovo, whereby web surfers will be able to go to a particular region of Kosovo and see what activities the Program is involved in there. [ref. activity OR-1-2012]

9.3.2 Program Newsletter

In FY'12, the Program will produce a Newsletter, printed and disseminated monthly. The first Newsletter will be out in mid-January 2012. Each edition will contain three articles covering current news and activities of the Program. The Newsletters will, among other relevant issues, contain information on achievements of the Program, including field activities, introduction of new crop varieties and new technologies, interviews with successful customers and grantees, and business development projects. The Newsletter will also be published on the Project Website and distributed in hard copy. [ref. activity OR-2-2012]

9.3.3 Success Stories

The “success story” is an outreach tool aimed at capturing and acknowledging achievements of the Program and its customers, with the assistance of USAID, and support from the American People. Success stories will be published on the Program’s Website (<http://www.noakos.com>), and selected success stories will be written for posting on the USAID Kosovo webpage (<http://www.usaid.gov/kosovo/eng/>).

9.3.4 Reports, Assessments and Manuals

At the end of each STTA assignment, the technical advisor produces a report on his/her visit and concludes with a set of conclusions and recommendations for future activity. These reports will be posted on the website, and will include any Powerpoint presentations developed by the STTA. In general, the reports will be posted in English only; however, extracts from the report, and the presentations, may be translated into the other two official languages.

9.5 Use of the Media

Studies show that traditional media (television and newspapers) are the dominant sources of local news and information. Kosovo’s only national television station, Radio Television of Kosovo (RTK), produces a TV show, “Bujku”, devoted to agriculture. But in general the show does not provide much educational material to farmers and agribusinesses; it does not include information on markets nor information on MAFRD support to farmers and the Ministry’s related policies.

Television can reach the greatest number of farmers. With the aid of television the Program can reach out to tens of thousands of people who will be able to learn from good practices presented. In August, ‘Bujku’ covered the gherkins presentation given by our STTA, Bruce Williams, to over 40 farmers, followed by a plot demonstration in the field in Neperbisht. The success of this broadcast has led the Program to consider regularly contributing to an agriculture television program which will educate farmers on good/sound production, postharvest and processing practices and provide more information about new opportunities in agriculture, markets and existing support programs in agriculture. Through such contributions, the Program would receive direct exposure into the homes of farmers and other stakeholders, informing a wide range of

audience about the Program's most current activities and extending educational information on various agriculture subjects.

In FY'12, the Program will negotiate with RTK to grant the Program a slot on their show every two weeks. This is far more cost effective than creating a new show from scratch. If successful, the Program hopes to start its contributions in January, and participate in 20 shows during FY'12. For certain subjects, educational material from the region or the US which are already developed may be broadcasted after translation of narration. The impact on the agricultural community will be evaluated by systematic follow-up surveys. [ref. activity OR-3-2012]

The Program will seek a young journalist to oversee the production of the program and develop education material with the assistance of the Program, Advisory Services of MAFRD, Institute of Peja and Faculty of Agriculture in Prishtina. The Program might also recall the International STTA, Bruce Williams, to assist in program preparations and monitor its development. The Program will give Support to the RTK crew team to develop a better program, and will consider a Study Tour for the team in one of the regional countries – Croatia or Slovenia. Upon each airing of the show, DVDs of the show will be recorded, and televised clips will be posted on the Program website. [ref. activity OR-4-2012].

A possible structure, with typical subjects that could be discussed, might be:

Part one: - 15 minutes

Education for farmers (presenting production and postharvest techniques at different periods of production);
Education on best use of pesticides and environment production;
Promotion of new technology and diversification of crops;
Information on food safety and quality issues.

Part two: - 10 minutes

Collect and disseminate information on prices and product availability in Kosovo;
Information on main production areas and postharvest issues;
Information on regional market development prices and demand;
Information on fair visits and how to present products;
Information on access to finance.

Part three: - 5 minutes

Present support programs developed by Kosovo government and donors;
Present criteria for application for donor funds;
Answer frequently asked questions on documentation and procedures;
Provide contacts of the main departments of the Ministry of Agriculture;
Information on investment opportunities.

9.6 Annual Investment Promotion Meeting

Training efforts are an integral element of NOA's implementation strategy. The transfer of knowledge and information to farmers, processors, traders and others will require a heavy focus on training activities of multiple kinds. Trainings held so far by the Program include workshops held to present findings related to various value chains, field days, informational meetings and market entry assessment workshops.

In order to present opportunities in the agriculture sector and attract investment, an annual Investment Promotion Meeting related to agriculture will be organized by the Program in collaboration with MAFRD to attract more investments in the sector. The purpose of the meeting will be to communicate to potential investors, opportunities for agricultural development of their land and other opportunities in postharvest, trade and processing. The meeting will identify opportunities in the agriculture sector and present crops that

are suitable for growing in Kosovo, those which are in demand in Kosovo, and that have potential for post-harvest processing, which in the longer term could have export potential.

The first meeting will be held in early May in order to allow potential investors enough time to prepare for the autumn season when more intensive production activities begin. In March 2012 the Program will identify potential investors and initiate meetings with main stakeholders to facilitate information exchange via newspaper, radio, TV, embassies, business links, Investment Promotion Agency of Kosovo (IPAK). In April, we will prepare and send invitations to all parties, organize logistics, and prepare presentations and information materials - VC and sector profiles, lists of agribusinesses, SOE land owners, MAFRD activities, and government policies). Encouraging this type of dialogue will help large investors recognize new opportunities in agriculture and raise awareness of further assistance that might be required in order to capitalize on them most successfully. [ref. activity OR-5-2012]

Having invested heavily in land purchases, many entrepreneurs require access to credit to further invest in developing their land. For that reason, staff from a number of financial institutions will be present at the meeting to explain their policies and procedures for lending to the agricultural sector. Other donors who have particular programs in the sector will participate (EC, WB etc.), and of course, MAFRD which itself has several support programs to encourage investment in agriculture. Other governmental institutions that will be invited to the meeting are: Ministry of Trade and Industry – Investment Promotion Agency, Ministry of Economic Development, Ministry of Diaspora, Ministry of Foreign Affairs, Chamber of Commerce of Kosovo and Alliance of Kosovo Businesses representing Kosovo businesses. The main agricultural processors, agribusinesses and owners of big farms will also participate to share their experiences and their plans for future investment in the sector. The Program will invite business service providers like: TAM/BAS (EBRD), PUM – experts, Swiss Contact and Kosovo consulting companies to participate at the meeting and present their services.

9.7 “From our land to our table” – “Nga toka jone, për sofrën tone”

The Program has successfully coordinated its technical assistance efforts toward MAFRD by bringing in a Senior Advisor to the Minister who is engaged in providing strategic advice to the Minister and assisting in developing strategies and systems needed to better manage resources of the Ministry and discharge their leadership role. MAFRD has announced its next media project called “From our land, to our table”. The Minister himself has kicked off the campaign in various speeches and interviews, and has mentioned the initiative during visits to agriculture businesses around Kosovo. The plan presented by MAFRD’s PR Advisor consists of the campaign officially starting in January 2012 when the Ministry is able to allocate appropriate funds to support it.

The campaign put forth by the Ministry is embryonic and fanciful at this stage. However, the initiative is very worthwhile and our Program should work together with the Ministry on this particular project. A starting point for the Program’s involvement in the campaign should be an initial contribution of seed money in the amount of €10,000 for the first activities promoting Kosovo grown and produced agriculture products. The main target of the commercial would be Kosovo shoppers encouraged to buy local food products instead of imports. [ref. activity OR-6-2012]

This kind of support would give a direct head start to the campaign, making sure that it develops into a credible and plausible project. Based on the initial results of this promotional effort, next steps would be developed in collaboration with the Ministry.

ANNEX A: ACTIVITIES TABLE

Value Chain Development - Production, Post Harvest, Processing and Product-Specific Marketing

Activity #	Description	NOA Lead	Mechanism	RFARFP/ RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
Apples							
Ap-1-2012	Order 12,000 improved variety rootstocks for direct planting in 5 ha. and deliver to field.	MK	PO Home Office	RFQ	Supplier	11/15/11	2.1.2
Ap-2-2012	Award grants [5] to farmers with 1 ha. to plant - Growing Grantees	AS	Grant	RFA	Grantees	10/31/11	2.1.2
Ap-3-2012	Award grant to implement initiatives Ap-2 - Supervising Grantee	AS	Grant	RFA	Grantees	10/31/11	2.1.3
Ap-4a-2012	Organize Study Tours to visit apple production sites in Italy - October 2011.	MS	NOA field & Home office	SOW/LCA	Univ. of Bologna	10/31/11	2.1.3
Ap-4b-2012	Organize Study Tours to visit apple production sites in Italy - September 2012.	MS	NOA field & Home office	SOW/LCA	Univ. of Bologna	09/30/12	2.1.3
Ap-5-2012	Arrange for outside specialist to provide TA addressing production and post harvest technical needs	MK	STTA	SOW/ICA	Apple VC	09/30/12	2.1.3
Ap-6-2012	Purchase a pre-equipped, on-farm containerized cold room with a capacity of approximately 16 MT	MK	PO	RFQ	Supplier	05/31/12	2.1.4
Ap-7-2012	Solicit grant applications from individuals or firms that have the capacity to reverse-engineer container acquired in Ap-6	AS	Grant	RFA	Kosovo Eng. Co.	06/30/12	2.1.4
Ap-8-2012	Purchase and demonstrate use of an ethylene inhibitor, "SmartFresh", used to extend the shelf-life of apples.	MK	PO	RFQ	Apple Assn. Supplier	08/31/12	2.1.4
Ap-9-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the apple market.	FN	Internal	NOA Staff	Apple VC	06/30/12	2.1.5
Ap-10-2012	Organize and co-sponsor the participation of several individuals to Fruit Logistica trade show in Berlin.	FN	Internal	NOA Staff	Apple VC	02/28/12	2.1.5
Table grapes							
TG-1-2012	Order 15,000 improved variety plants for direct planting in 3 ha. and deliver to field.	MK	PO Home Office	RFQ	Supplier	11/15/11	2.2.2

Activity #	Description	NOA Lead	Mechanism	RFA/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
TG-2-2012	Order Vee Style trellising to support planting in 3 ha. and deliver to field.	MK	PO Home Office	RFQ	Supplier	11/15/11	2.2.2
TG-3-2012	Award grants [tbd] to farmers with 1 ha. to plant - Growing Grantees	AS	Grant	RFA	Grantees	10/31/11	2.2.2
TG-4-2012	Award grant to implement initiatives TG-2 - Supervising Grantee	AS	Grant	RFA	Grantees	10/31/11	2.2.3
TG-5-2012	Organize a Study Tour to visit one or more table grape production site(s) in Italy or Israel.	MS	NOA field & Home office	SOW/LCA	?	06/30/12	2.2.3
TG-6-2012	Arrange for outside specialist to provide TA addressing harvest and post harvest technical needs	MK	STTA	SOW/ICA	Table Grape VC	07/31/12	2.2.4
TG-7-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the table grape market.	FN	Internal	NOA Staff	Table Grape VC	09/30/12	2.2.5
TG-8-2012	Facilitate participation of traders and producers in Fruit Logistica trade show in Berlin	FN	Internal	NOA Staff	Table Grape VC	02/28/12	2.2.5
TG-9-2012	Organize a Seminar on table grape cultivation	MK	STTA	SOW/ICA	Table Grape VC	12/31/11	2.2.6
Strawberries							
St-1-2012	Order improved variety plants (for nursery and direct planting) and deliver to field.	MK	PO Home Office	RFQ	Supplier	10/31/11	2.3.1.2
St-2-2012	Award grants [tbd] to farmers with up to 1 ha. to plant amounting to 6 ha. in total - Growing Grantees .	AS	Grant	RFA	Grantees	11/15/11	2.3.1.2
St-3-2012	Award grants [2] to nurseries - Growing Grantees	AS	Grant	RFA	Grantees	12/31/11	2.3.1.2
St-4-2012	Award grant to implement initiative St-2 & St-3 - Supervising Grantee	AS	Grant	RFA	Grantees	11/15/11	2.3.1.3
St-5-2012	TA regarding harvesting, sorting and packaging of fresh strawberry production for the retail market	MK	STTA	SOW/ICA	Strawberry VC	05/31/12	2.3.1.4

Activity #	Description	NOA Lead	Mechanism	RFA/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
St-6-2012	Organized field day for viewing new varieties for farmers, supermarkets, wholesalers, exporters, input suppliers.	MS	Supervising Grantee	RFA	Strawberry VC	05/31/12	2.3.1.5
St-7-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the strawberry market.	FN	Internal	NOA Staff	Strawberry VC	05/31/12	2.3.1.5
St-8-2012	Organize meetings between Albanian Importers and potential Kosovar Exporters.	LM	Internal	NOA Staff	Strawberry VC	02/28/12	2.3.1.5
St-9-2012	Support for strawberry lead farmers to attend the Fruit Logistica fresh produce trade show in Berlin, Germany	FN	Internal	NOA Staff	Strawberry VC	02/28/12	2.3.1.5
Raspberries							
R-1-2012	Order improved variety plants for direct planting and deliver to field.	MK	PO Home Office	RFQ	Supplier	10/31/11	2.3.2.2
R-2-2012	Award grants [tbd] to farmers with up to 1 ha. to plant amounting to 5 ha. in total - Growing Grantees .	AS	Grant	RFA	Grantees	11/15/11	2.3.2.2
R-3-2012	Award grant to implement initiative R-2 - Supervising Grantee	AS	Grant	RFA	Grantees	11/15/11	2.3.2.3
R-4-2012	Provision of technical assistance from American or Regional expert	MK	STTA	SOW/ICA	Raspberry VC	08/31/12	2.3.2.4
Blueberries							
B-1-2012	Order improved variety plants (for nursery and direct planting) and deliver to field.	MK	PO Home Office	RFQ	Supplier	10/31/11	2.3.3.2
B-2-2012	Award grants [3] to farmers with 2 ha. to plant; and grants [4] to farmers with up to 0.5 ha. to plant - Growing Grantees	AS	Grant	RFA	Grantees	11/30/11	2.3.3.2
B-3-2012	Award grants [2] to nurseries - Growing Grantees	AS	Grant	RFA	Grantees	11/30/11	2.3.3.2
B-4-2012	Award grant to implement initiatives B-2 & B-3 - Supervising Grantee	AS	Grant	RFA	Grantees	11/30/11	2.3.3.3
B-5-2012	Study tour for nursery operators to Poland or Netherlands	MS	NOA field & Home office	SOW/LCA	?	06/30/12	2.3.3.3

Activity #	Description	NOA Lead	Mechanism	RF/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
B-6-2012	Provision of technical assistance from American expert	MK	STTA	SOW/ICA	Blueberry VC	07/31/12	2.3.3.3
Lettuce							
L-1-2012	Extend Period of Performance of RDC's subcontract through end Oct. to ensure all data is captured and analysed	AS	Subcontract	S/C ext.	RDC	09/30/11	2.4.1
L-2-2012	Modify RDC's subcontract to include supervision through end Sept. 2012	AS	Subcontract	S/C ext.	RDC	10/31/11	2.4.2
L-3-2012	FtF volunteer support with on-site technical assistance to growers during early lettuce production.	MK	STTA - FtF	SOW/ICA	Lettuce VC	03/31/12	2.4.3
L-4-2012	Organize Study Tour to Salinas, California for producers.	MK	NOA field & Home office	SOW/LCA	?	06/30/12	2.4.3
L-5-2012	Use of IIF to purchase new processing equipment for pre-cooling lettuce.	MK	PO, Field & Home Office	RFQ	Supplier	11/15/11	2.4.4
L-6-2012	Provide international TA for vacuum pre-cooling, cold chain management, and packaging of fresh lettuces.	MK	STTA	SOW/ICA	Lettuce VC	09/30/12	2.4.4
Cucumbers/Gherkins							
CG-1-2012	Extend Period of Performance of RDC's subcontract through end Oct. to ensure all data is captured and analysed	AS	Subcontract	S/C ext.	RDC	09/30/11	2.5.1
CG-2-2012	Modify RDC's subcontract to include supervision through end Sept. 2012	AS	Subcontract	S/C ext.	RDC	10/31/11	2.5.2
CG-3-2012	FtF volunteer support with on-site technical assistance to growers during spring planting.	MK	STTA - FtF	SOW/ICA	Gherkin VC	05/31/12	2.5.3
CG-4-2012	Organize Study Tour to Bulgaria, a major gherkins supplier in the region, for producers and processors.	IB	Internal	NOA Staff	?	07/30/12	2.5.3
CG-5-2012	Purchase a gherkin sizing machine to improve sorting and grading standards and expand capacity in Gijlan region.	FS	PO, Field & Home Office	RFQ	Supplier	05/31/12	2.5.4
CG-6-2012	Organize "linkages" workshop with producers, processors, collection centers and wholesale buyers.	FN	Internal	NOA Staff	Gherkin VC	12/31/11	2.5.5

Activity #	Description	NOA Lead	Mechanism	RFA/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
CG-7-2012	Organize "linkages" workshop with Kosovo's value chain actors and regional buyers.	FN	Internal	NOA Staff	Gherkin VC	02/28/12	2.5.5
CG-8-2012	Facilitate participation of traders and producers in Fruit Logistica trade show in Berlin	FN	Internal	NOA Staff	Gherkin VC	02/28/12	2.5.5
Asparagus							
AS-1-2012	Award grants [3] to farmers with up to 1 ha. to plant amounting to 3 ha. in total - Growing Grantees .	AS	Grant	RFA	Grantees	02/28/12	2.6.1
AS-2-2012	Order further 180,000 seeds for nurseries already determined and deliver to field.	MK	PO Home Office	RFQ	Supplier	02/28/12	2.6.1
AS-3-2012	Award grant to implement initiatives AS-1 & AS-2 - Supervising Grantee	AS	Grant	RFA	Grantees	02/28/12	2.6.2
As-4-2012	Provide technical assistance from a FtF volunteer	MK	STTA - FtF	SOW/ICA	Asparagus VC	05/31/12	2.6.2
As-5-2012	Organize Study Tour to asparagus production centers in Spain for nurserymen and growers.	IB	NOA field & Home office	SOW/LCA	?	03/31/12	2.6.2
Saffron							
Sa-1-2012	Organize open field day at a current grower for interested growers, buyers and women's associations.	FN	Internal	NOA Staff	Saffron VC	10/31/11	2.7.2
Sa-2-2012	Negotiate for US Military Humanitarian funds to leverage Program assets for planting up to an additional 5 ha.	MW	Internal	NOA Staff	US Military	10/31/11	2.7.2
Sa-3-2012	Order 500,000 corms for planting an additional 1 ha. and deliver to field. [only if Sa-2 does not materialize].	MK	PO Home Office	RFQ	Supplier	05/31/12	2.7.2
Sa-4-2012	Award grants [tbd] to farmers to plant new varieties amounting to either 1 ha or 5 ha in total - Growing Grantees .	AS	Grant	RFA	Grantees	05/31/12	2.7.3
Sa-5-2012	Award grant to implement initiative Sa-2 - Supervising Grantee [only if Sa-2 does materialize].	AS	Grant	RFA	Grantees	05/31/12	2.7.3

Activity #	Description	NOA Lead	Mechanism	RF/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
Sa-6-2012	Provide TA from Ms. Lage to producers on harvesting techniques, post-harvest handling and drying in Nov. 2011.	MK	STTA	SOW/ICA	Saffron VC	10/31/11	2.7.3
Sa-7-2012	Provide TA from Ms. Lage to producers and local laboratories during the planting of new plots - Jun/Jul 2012	MK	STTA	SOW/ICA	Saffron VC	06/30/12	2.7.3
Sa-8-2012	Organize Study Tour to saffron production centers in Spain for growers and traders.	FN	NOA field & Home office	SOW/LCA	?	09/30/12	2.7.4
Sa-9-2012	Identify equipment upgrades necessary at Kosovo laboratories to build capacity re saffron quality testing.	MK	Internal	NOA Staff	Local labs Peja Inst.	10/31/11	2.7.4
Sa-10-2012	Support the cost of quality testing in-country or abroad as part of the support to growers and/or local laboratories.	MK	PO, Field Office	RFQ	Saffron VC	10/31/11	2.7.4
Sa-11-2012	Build linkages between potential buyers and saffron producers in Kosovo	FN	Internal	NOA Staff	Saffron VC	02/28/12	2.7.5
Linkages along the Value Chain							
LVC-1-2012	Co-finance collection centers interested in procuring technical assistance for their producers/suppliers.	AS	Grant	RFA	Grantees	Ongoing	2.8.2
LVC-2-2012	Link large buyers/ supermarkets to collection centers by organizing exchange visits	FN	Internal	NOA Staff	All VCs	08/31/12	2.8.2
LVC-3-2012	Develop inventory of specific production capacities of individual processors and assess their needs for product.	FS/FN	Interns	Interns	Processors	04/30/12	2.8.3
Marketing Kosovo's Products							
MKP-1-2012	Advise and support Kosovar participants on pre-fair attendance preparation	FN	Internal	NOA Staff	All VCs	Ongoing	2.9.1
MKP-2-2012	Engage a fresh F&V retail marketing specialist to organize a series of workshops tailored to the retail sector managers	LM	STTA	SOW/ICA	Retail Outlets	06/30/12	2.9.2
MKP-3-2012	Work with supermarkets to give dedicated shelves for domestic products to ensure better exposure.	LM	Internal	NOA Staff	Retail Outlets	Ongoing	2.9.2

Activity #	Description	NOA Lead	Mechanism	RF/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
MKP-4-2012	Organize promotions in frequented streets and shopping centers, to promote locally-produced F&V	LM	Internal	NOA Staff	Retail Outlets	08/31/12	2.9.3
Increased Affordable and Accessible Credit							
AC-1-2012	Assist MAFRD to organize Workshop at which donors will present their funding programs to the ag. community.	GV	Internal	NOA Staff	MAFRD	12/31/11	3.2
AC-2-2012	Develop consultants specializing in writing large scale grant applications.	FS	IIF grant NOA Activity	RFA	Grantees	12/31/11	3.3
AC-3-2012	Train 25 of the best students from the Public Agricultural Faculty in basics of agricultural finance	FS	IIF grant	RFA	AFAS	03/31/12	3.3
AC-4-2012	Manage extended internship of AFAS-trained students working on NOA project.	FS	IIF grant	RFA	Grantee	09/30/12	3.4
AC-5-2012	Develop/implement a program for training farmers in modern financial management skills	AS	IIF grant	RFA	Grantee(s)	02/28/12	3.5
Improved Food Quality and Safety							
QS-1-2012	Engage a International HACCP consultant to deliver trainings and introduce food safety standards.	RA	STTA	SOW/ICA	Processors	11/30/11	4.2
QS-2-2012	Provide TA related to FRUIT processing equipment, food technology, safety and security and VC linkage develop't.	RA	STTA	SOW/ICA	Processors	11/30/11	4.3
QS-3-2012	Provide TA related to VEGETABLE processing equip't, food technology, safety and security and VC linkage develop't.	RA	STTA	SOW/ICA	Processors	04/30/12	4.3
QS-4-2012	Organize a Study Tour to a food processing trade show in Turkey to gain new knowledge on equipment needs.	RA	Internal	NOA Staff	Processors	02/28/12	4.4
QS-6-2012	Organize a Study Tour through MASHAV to Israel to study phytosanitary controls and monitoring.	RA	Internal	NOA Staff	MAFRD KVFA	09/30/12	4.5
Improved Coordination within the Agriculture Sector [detail activities still to be developed]							
IC-1-2012	Donor Coordination	GV	Internal		MAFRD Other Donors	Ongoing	5.2

Activity #	Description	NOA Lead	Mechanism	RFA/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
IC-2-2012	Institutional Development	GV	Internal		MAFRD	Ongoing	5.3
IC-3-2012	Capacity Building	GV	Internal		MAFRD	Ongoing	5.4
IC-4-2012	Support to NOA Program	GV	Internal		NOA MAFRD	Ongoing	5.5
Environmental Compliance							
EC-1-2012	Conduct training in four locations to create awareness and build capacities re GlobalGAP, IPM and SUP of pesticides	LK	Internal	LCA	All VCs	10/31/11	6.2
EC-2-2012	Set up an Environmental Committee and develop PMPs for crops with which the Program is working and providing TA.	LK	Internal	NOA, IC-K MAFRD	All VCs	01/31/12	6.3
EC-3-2012	Engage a STTA to plan, prepare materials for, and deliver a four day train-the-trainers workshop on SUP and EP	LK	STTA	SOW/ICA	Supervising Grantees +	04/30/11	6.4
EC-4-2012	Develop and conduct training modules to increase farmers' knowledge through repeated trainings on IPM tools.	LK	Internal	NOA, IC-K MAFRD	All VCs	03/31/12	6.5
EC-5-2012	Ensure "supervising" grantees deliver trainings in SUP, PPE and EP to "growing" grantees	LK	Internal	NOA Staff	Supervising Grantees	04/12/11	6.5
EC-6-2012	Award grant(s) to local service provider to provide a crop spraying service at an apple and a table grape association.	MK/AS	Grant	RFA	Grantee(s)	04/30/12	6.6
EC-7-2012	Engage Alan Schroeder/Fadil Musa to write an addendum to the PERSUAP addressing stone fruits and pears	LK	STTA	SOW/ICA LCA	Fruits VC	11/30/11	6.7
Outreach and General Training							
OR-1-2012	Continual development of Program website including success stories, reports, manuals etc.	JK	Internal	All Staff	General Public	Ongoing	9.3.1
OR-2-2012	Produce a monthly Newsletter with first issue in January 2012	JK	Internal	All Staff	General Public	01/31/12	9.3.2

Activity #	Description	NOA Lead	Mechanism	RFA/RFP/RFQ/LCA/ICA	Partner Organization	Timing	AWP Ref.
OR-3-2012	Award grant to RTK for extending the Bujku" ag program to include the Program's input every second week.	JK/AS	Grant	RFA	RTK	12/31/11	9.5
OR-4-2012	Recall the International FtF STTA, Bruce Williams, to help "Bujku"program preparations and monitor its development.	JK/MK	STTA	SOW/ICA	RTK	01/31/12	9.5
OR-5-2012	Organize an Investment Promotion Meeting related to agriculture in collaboration with MAFRD.	JK	Internal	NOA Staff	All VCs	03/31/12	9.6
OR-6-2012	Provide support and seed money to MAFRD's promotional campaign "From our land to our table".	JK/AS	Grant ?	RFA	MAFRD	11/30/11	9.7

ANNEX B: ACTIVITIES TABLE SCHEDULE FOR COMPLETION

New Opportunities for Agriculture Year 2 Work Plan - Schedule for Completion of Activities

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
Ap-2-2012	Award grants [5] to farmers with 1 ha. to plant - Growing Grantees	*											
Ap-3-2012	Award grant to implement initiatives Ap-2 - Supervising Grantee	*											
Ap-4a-2012	Organize Study Tours to visit apple production sites in Italy - October 2011.	*											
TG-3-2012	Award grants [tbd] to farmers with 1 ha. to plant - Growing Grantees	*											
TG-4-2012	Award grant to implement initiatives TG-2 - Supervising Grantee	*											
St-1-2012	Order improved variety plants (for nursery and direct planting) and deliver to field.	*											
R-1-2012	Order improved variety plants for direct planting and deliver to field.	*											
B-1-2012	Order improved variety plants (for nursery and direct planting) and deliver to field.	*											
L-2-2012	Modify RDC's subcontract to include supervision through end Sept. 2012	*											
CG-2-2012	Modify RDC's subcontract to include supervision through end Sept. 2012	*											
Sa-1-2012	Organize open field day at a current grower for interested growers, buyers and women's associations.	*											
Sa-2-2012	Negotiate for US Military Humanitarian funds to leverage Program assets for planting up to an additional 5 ha.	*											
Sa-6-2012	Provide TA from Ms. Lage to producers on harvesting techniques, post-harvest handling and drying in Nov. 2011.	*											
Sa-10-2012	Support the cost of quality testing in-country or abroad as part of the support to growers and/or local laboratories.	*											
Sa-9-2012	Identify equipment upgrades necessary at Kosovo laboratories to build capacity re saffron quality testing.	*											
EC-1-2012	Conduct training in four locations to create awareness and build capacities re GlobalGAP, IPM and SUP of pesticides	*											

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
Ap-1-2012	Order 12,000 improved variety rootstocks for direct planting in 5 ha. and deliver to field.		*										
TG-1-2012	Order 15,000 improved variety plants for direct planting in 3 ha. and deliver to field.		*										
TG-2-2012	Order Vee Style trellising to support planting in 3 ha. and deliver to field.		*										
St-2-2012	Award grants [tbd] to farmers with up to 1 ha. to plant amounting to 6 ha. in total - Growing Grantees .		*										
St-4-2012	Award grant to implement initiative St-2 & St-3 - Supervising Grantee		*										
R-2-2012	Award grants [tbd] to farmers with up to 1 ha. to plant amounting to 5 ha. in total - Growing Grantees .		*										
R-3-2012	Award grant to implement initiative R-2 - Supervising Grantee		*										
L-5-2012	Use of IIF to purchase new processing equipment for pre-cooling lettuce.		*										
B-2-2012	Award grants [3] to farmers with 2 ha. to plant; and grants [4] to farmers with up to 0.5 ha. to plant - Growing Grantees		*										
B-3-2012	Award grants [2] to nurseries - Growing Grantees		*										
B-4-2012	Award grant to implement initiatives B-2 & B-3 - Supervising Grantee		*										
QS-1-2012	Engage a International HACCP consultant to deliver trainings and introduce food safety standards.		*										
QS-2-2012	Provide TA related to FRUIT processing equipment, food technology, safety and security and VC linkage develop't.		*										
EC-7-2012	Engage Alan Schroeder/Fadil Musa to write an addendum to the PERSUAP addressing stone fruits and pears		*										
OR-6-2012	Provide support and seed money to MAFRD's promotional campaign "From our land to our table".		*										
TG-9-2012	Organize a Seminar on table grape cultivation			*									
St-3-2012	Award grants [2] to nurseries - Growing Grantees			*									

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
CG-6-2012	Organize "linkages" workshop with producers, processors, collection centers and wholesale buyers.			*									
AC-1-2012	Assist MAFRD to organize Workshop at which donors will present their funding programs to the ag. community.			*									
AC-2-2012	Develop consultants specializing in writing large scale grant applications.			*									
OR-3-2012	Award grant to RTK for extending the Bujku" ag program to include the Program's input every second week.			*									
EC-2-2012	Set up an Environmental Committee and develop PMPs for crops with which the Program is working and providing TA.				*								
OR-2-2012	Produce a monthly Newsletter with first issue in January 2012				*								
OR-4-2012	Recall the International FtF STTA, Bruce Williams, to help "Bujku"program preparations and monitor its development.				*								
Ap-10-2012	Organize and co-sponsor the participation of several individuals to Fruit Logistica trade show in Berlin.					*							
TG-8-2012	Facilitate participation of traders and producers in Fruit Logistica trade show in Berlin					*							
St-8-2012	Organize meetings between Albanian Importers and potential Kosovar Exporters.					*							
St-9-2012	Support for strawberry lead farmers to attend the Fruit Logistica fresh produce trade show in Berlin, Germany					*							
CG-7-2012	Organize "linkages" workshop with Kosovo's value chain actors and regional buyers.					*							
CG-8-2012	Facilitate participation of traders and producers in Fruit Logistica trade show in Berlin					*							
AS-1-2012	Award grants [3] to farmers with up to 1 ha. to plant amounting to 3 ha. in total - Growing Grantees .					*							
AS-2-2012	Order further 180,000 seeds for nurseries already determined and deliver to field.					*							
AS-3-2012	Award grant to implement initiatives AS-1 & AS-2 - Supervising Grantee					*							

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
Sa-11-2012	Build linkages between potential buyers and saffron producers in Kosovo					*							
AC-5-2012	Develop/implement a program for training farmers in modern financial management skills					*							
QS-4-2012	Organize a Study Tour to a food processing trade show in Turkey to gain new knowledge on equipment needs.					*							
EC-3-2012	Engage a STTA to plan, prepare materials for, and deliver a four day train-the-trainers workshop on SUP and EP					*							
L-3-2012	FiF volunteer support with on-site technical assistance to growers during early lettuce production.						*						
As-5-2012	Organize Study Tour to asparagus production centers in Spain for nurserymen and growers.						*						
AC-3-2012	Train 25 of the best students from the Public Agricultural Faculty in basics of agricultural finance						*						
EC-4-2012	Develop training modules to increase farmers' knowledge through repeated trainings on IPM tools.						*						
OR-5-2012	Organize an Investment Promotion Meeting related to agriculture in collaboration with MAFRD.						*						
LVC-1-2012	Develop inventory of specific production capacities of individual processors and assess their needs for product.							*					
QS-3-2012	Provide TA related to VEGETABLE processing equip't, food technology, safety and security and VC linkage develop't.							*					
EC-6-2012	Award grant(s) to local service provider to provide a crop spraying service at an apple and a table grape association.							*					
Ap-6-2012	Purchase a pre-equipped, on-farm containerized cold room with a capacity of approximately 16 MT								*				
St-5-2012	TA regarding harvesting, sorting and packaging of fresh strawberry production for the retail market								*				
St-6-2012	Organized field day for viewing new varieties for farmers, supermarkets, wholesalers, exporters, input suppliers.								*				
St-7-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the strawberry market.								*				

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
CG-3-2012	FtF volunteer support with on-site technical assistance to growers during spring planting.								*				
CG-5-2012	Purchase a gherkin sizing machine to improve sorting and grading standards and expand capacity in Gjilan region.								*				
As-4-2012	Provide technical assistance from a FtF volunteer								*				
Sa-3-2012	Order 500,000 corms for planting an additional 1 ha. and deliver to field. [only if Sa-2 does not materialize].								*				
Sa-4-2012	Award grants [tbd] to farmers to plant new varieties amounting to either 1 ha or 5 ha in total - Growing Grantees.								*				
Sa-5-2012	Award grant to implement initiative Sa-2 - Supervising Grantee [only if Sa-2 does materialize].								*				
Ap-7-2012	Solicit grant applications from individuals or firms that have the capacity to reverse-engineer container acquired in Ap-6									*			
Ap-9-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the apple market.									*			
TG-5-2012	Organize a Study Tour to visit one or more table grape production site(s) in Italy or Israel.									*			
B-5-2012	Study tour for nursery operators to Poland or Netherlands									*			
L-4-2012	Organize Study Tour to Salinas, California for producers.									*			
Sa-7-2012	Provide TA from Ms. Lage to producers and local laboratories during the planting of new plots - Jun/Jul 2012									*			
MKP-2-2012	Engage a fresh F&V retail marketing specialist to organize a series of workshops tailored to the retail sector managers									*			

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
CG-4-2012	Organize Study Tour to Bulgaria, a major gherkins supplier in the region, for producers and processors.										*		
TG-6-2012	Arrange for outside specialist to provide TA addressing harvest and post harvest technical needs										*		
B-6-2012	Provision of technical assistance from American expert										*		
Ap-8-2012	Purchase and demonstrate use of an ethylene inhibitor, "SmartFresh", used to extend the shelf-life of apples.										*		
R-4-2012	Provision of technical assistance from American or Regional expert											*	
LVC-1-2012	Link large buyers/ supermarkets to collection centers by organizing exchange visits											*	
MKP-4-2012	Organize promotions in frequented streets and shopping centers, to promote locally-produced F&V											*	
Ap-4b-2012	Organize Study Tours to visit apple production sites in Italy - September 2012.												*
Ap-5-2012	Arrange for outside specialist to provide TA addressing production and post harvest technical needs												*
TG-7-2012	Organize round table discussion inviting growers, traders and local supermarkets to discuss the table grape market.												*
L-6-2012	Provide international TA for vacuum pre-cooling, cold chain management, and packaging of fresh lettuces.												*
Sa-8-2012	Organize Study Tour to saffron production centers in Spain for growers and traders.												*
AC-4-2012	Manage extended internship of AFAS-trained students working on NOA project.												*
QS-6-2012	Organize a Study Tour through MASHAV to Israel to study phytosanitary controls and monitoring.												*
EC-5-2012	Ensure "supervising" grantees deliver trainings in SUP, PPE and EP to "growing" grantees												*
LVC-1-2012	Co-finance collection centers interested in procuring technical assistance for their producers/suppliers.	These Activities are either Ongoing or no dates have been set for their completion											
MKP-1-2012	Advise and support Kosovar participants on pre-fair attendance preparation												

Activity #	Description	10/11	11/11	12/11	1/12	2/12	3/12	4/12	5/12	6/12	7/12	8/12	9/12
MKP-3-2012	Work with supermarkets to give dedicated shelves for domestic products to ensure better exposure.	These Activities are either Ongoing or no dates have been set for their completion											
IC-1-2012	Donor Coordination												
IC-2-2012	Institutional Development												
IC-3-2012	Capacity Building												
IC-4-2012	Support to NOA Program												
OR-1-2012	Continual development of Program website including success stories, reports, manuals etc.												

ANNEX C: PERSUAP ACTION PLAN MATRIX

Pesticide Safe Use Action Plan (SUAP) for New Opportunities for Agriculture Program [NOA]

Actions to increase IPM, awareness, and mitigation of pesticide risks on Program sites

Action Plan Objective: Reduce risks from pesticides.

SG = Supervising Grantee

STTA = Short Term Technical Advisor

FtF = Farmer to Farmer Volunteer

IC-K = InterCooperation

Actions/Activities	Start Date	End Date	Who Does	Budget
Good Agriculture Practices/IPM				
Do repeated training on pest ID, preventive and curative IPM tactics and tools for beneficiary farmers growing NOA crops (use Annex 1)	October 2011	September 2012	NOA SGs IC-K	
Test IPM information in Annex 1 with beneficiary farmers on demonstration farms for validation, modification or adaptation	Ongoing	September 2012	NOA SGs STTA/FtF Farmers	
With MAFRD, produce crop-specific annual crop production and pest management plans (PMPs) for NOA crops (use Annex 1)	January 2012	April 2012	NOA MAFRD SGs	

Actions/Activities	Start Date	End Date	Who Does	Budget
Reiterating Pesticide Regulations and Restrictions				
Check with MAFRD regularly for new pesticide registrations and evaluate new pesticides for EPA registration and risk issues.	Ongoing	September 2012	NOA	
Make a list matching pesticide commercial product names with each of the Active Ingredients found in Annex 8	Ongoing	September 2012	NOA Subcontractor	
Ensure that beneficiaries do not, <i>with USAID resources</i> , use pesticide products containing active ingredients in Annex 8 (with noted exceptions permitted)	Ongoing	September 2012	NOA SGs Growing Grantees	
Pesticide Risk Awareness and Mitigation				
Provide annual training for project staff and beneficiaries using the pesticide safe use training topics in the list in Annex 9	October 2011	September 2012	NOA Train the Trainers SGs Subcontractor	
Promote the development and contracting of spraying and record keeping services that have and maintain quality spray equipment and PPE	January 2012	April 2012	SGs Subcontractor/ Grantee	
For beneficiary farmers that do not hire spraying and record-keeping services, explore ways to subsidize or cost-share PPE, or have farmer associations maintain and share such equipment among members	January 2012	September 2012	NOA Associations	
Promote GlobalGAP standards and website http://www.epa.gov/oppfead1/labeling/lrm/chap-13.htm for leftover pesticide and empty container disposal and pesticide record-keeping	October 2011	September 2012	NOA SGs Farmers Associations	

Actions/Activities	Start Date	End Date	Who Does	Budget
Project Management Responsibilities				
Translate into Albanian the most critical PERSUAP sections and Annexes.	Completed FY'11			
Make and keep copies of the current list of pesticide AIs analyzed by this PERSUAP at all project sites	Ongoing	September 2012	NOA SGs	
Collect and keep at all project sites copies of MSDSs for each commercial pesticide that beneficiaries commonly use.[Program will investigate obtaining Albanian Language MSDSs from Albanian Ag. Ministry]	Ongoing	September 2012	NOA MAFRD	
Introduce pest and pesticide record-keeping concepts and tools following GlobalGAP or other internationally-accepted Best Practices	October 2011	September 2012	NOA SGs IC-K Subcontractor	
Keep PERSUAP recommendation implementation records and report on them in Annual Reports, under a heading titled "Environmental Compliance and Best Practices"	October 2011	September 2012	NOA	

Action Plan Goals: Decrease the number of beneficiary farmers unaware of pesticide safety, environmental and natural resource protection, and IPM concepts

MJS Wood.

Action Plan Final Sign-off: COP

date: 26/09/11