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IMPLEMENTATING RECOMMENDATIONS IN THE DAIRY CLUSTER

KOSOVO CLUSTER AND BUSINESS SUPPORT PROJECT



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IMPLEMENTATING RECOMMENDATIONS IN THE DAIRY CLUSTER

PREVIOUS RECOMMENDATIONS FROM KCBS SHORT TERM TECHNICAL ADVISORS HAVE BEEN MADE TO A LIMITED SELECTION OF KOSOVO FARMERS. THIS REPORT OUTLINES A PROGRAM TO BE FOLLOWED IN IMPARTING THESE RECOMMENDATIONS TO A WIDER SELECTION OF FARMERS AND THE MEASURES TO BE TAKEN TO ENSURE THE CHANGES ARE MADE ON A SUSTAINABLE BASIS.

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PURPOSE OF ASSIGNMENT

KCBS has recently awarded a subcontract to the Regional Enterprise Agency (REA) to maintain two Agricultural Specialists – one Albanian and one Serbian - who will implement changes, which have been recommended, and will continue to be recommended, by KCBS short-term technical advisors (STTAs) until the Kosovo Association of Milk Producers (KAMP) builds the capacity to create and manage these programs on its own. The key to the success of this subcontract lies in organization and coordination; organization of farmers, of information and of logistics, and coordination between the REA's Agricultural Specialists, the KCBS specialists, and the KAMP members. The purpose of this assignment is to mentor the REA consultants in their initial activities, and ensure these are efficiently planned, established and coordinated.

BACKGROUND

KCBS has committed itself to promoting KAMP's mission by providing the association and its members with technical assistance from world-class dairy specialists. These experts spend three to six weeks in Kosovo examining existing farming practices, farm conditions, products, and inputs into the dairy production and processing sectors and propose fundamental and often profound changes in dairy farm management, husbandry, and product handling from "turf to retail shelf."

As development experts have witnessed around the world, even the very best and most profitable advice is worthless if it is not enacted *and maintained*. This is especially true in dairy farming where most of the changes are in nutrition, genetics, and farm environment, which, by definition, must be sustained over long periods to be effective.

While KCBS works with its association partners to develop such skills, KCBS has subcontracted with REA to maintain an Agricultural Specialist to:

- Work with STTAs to understand what changes must be made
- Interact with KAMP and KCBS association development team to create sustainable programs and strategies to introduce the STTA's recommendations.
- Work with KCBS Livestock cluster specialists to measure the benefits of the innovations that are adopted.

The specialist will work closely with KAMP staff to assure that all of the STTA recommendations and resulting programs them become part of KAMP's "institutional memory."

In the temporary absence of a Livestock Cluster Long Term Advisor (Peter Dickrell has recently left the project) KCBS has identified an Agribusiness Management Consultant who could oversee the initial establishment of this service by the subcontractor and serve as a Dairy Cluster Implementation Adviser. The consultant has been working in Kosovo for 18 months with the EAR's "Strengthening Advisory Support Services [SASS], providing training and support to a newly established national advisory service in the agricultural and rural sector. This experience would be extremely useful to KCBS in the next few weeks.

EXECUTIVE SUMMARY

This report lays out a strategy for implementing KCBS project based information and innovations developed within the Dairy Cluster. One of the primary objectives is to spread KCBS generated information and innovations recommended in various dairy STTA reports to a broader spectrum of commercially orientated dairy farmers across the whole of Kosovo, including minority areas. Of equal importance, is a requirement to strengthen the capacity of KAMP to competently manage such activities in the future, either as a function it performs in-house or through an external organization. Either way, it is envisaged that KAMP is instrumental in this process and becomes an association which is focused on improving commercial awareness and profitability of its members.

The provision of targeted dairy management advice along with instigating profound changes needed to improve dairy efficiency is considered a priority for KAMP. If KAMP is able to successfully manage these challenges, active membership will increase and the association will be in demand. However, members will want to see a tangible benefit from being part of the association. Furthermore, many of the recommendations identified by KCBS STTAs do not require substantial financial outlay, but are related to changing inappropriate management practices and improving on-farm efficiencies, for example improved (balanced) nutrition, milk hygiene, record keeping etc. These innovations should become second nature to progressive dairy farmers and introduce set principles to dairy management.

The report recommends implementing a system for delivering advice and innovations to farmers predominately in a group format, as many of the problems and solutions are common at most farms. This approach is a cost effective use of limited human resources. It also recommends that from the farming community KAMP / REA is able to persuade individuals to manage each individual group. These individuals will not be responsible for delivering advice or training but will organize group meetings in response to REA / KAMP's initiatives.

An essential part of the whole process is the implementation of a simple monitoring and evaluation system, which is capable of identifying key indicators, such as: who has received information / training and innovations; is the advice being followed by the recipients, and if not why; and what is the impact of the advice and lessons learnt. It is vitally important to identify farmers who are applying the recommendations to good effect and who can encourage the recommendations to be assimilated by other farmers.

The initial stage of this process (phase I) recommends the establishment of a network for delivering KCBS information / innovations already identified by STTAs, and which includes a schedule of events for imparting advice/innovations. It recommends that this take a period of 3 months after which phase II, the implementation of specific programs which strengthens these innovations based on feedback and analysis from the initial process, will begin. In the longer term, once the system is proven and capable of handling an increasing demand, additional information from KCBS and external sources can be introduced.

FIELD ACTIVITIES TO ACHIEVE PURPOSES

The consultant has engaged all interested parties in the discussion process of identifying a mechanism and making recommendations for a program that will introduce KCBS STTA innovations to a wider cross section of commercially orientated dairy farmers. The research has concentrated primarily on: (i) the implementation of measures that enhance sustainability of the program and raises KAMP awareness within the dairy industry, and (ii) discussing the proposed program with stakeholders.

Field activities undertaken include the following:

- Regular (daily) meetings with REA consultants tasked with assisting KAMP in the dissemination of KCBS information. These meetings have included instigation of a simple survey to identify potential client base (farmers with 5 or more cows). REA consultants were given responsibility to undertake this survey for completion by 2 December 2005.
- Group discussions with influential KAMP members, outlining proposed program and schedule of delivery to ascertain viability within the proposed timeframe.
- Accompanied REA consultants on field visits to collect data for the survey to identify potential recipient farmers, including those in minority areas.
- Meeting with KAMP board members to propose ideas and gain insight into their commitment towards distribution of information and sustaining innovations.
- Together with the KCBS Dairy Specialist delivered a presentation to the KAMP board of the proposed program for disseminating information, including responsibilities of each party, monitoring results and instigating sustainable innovations.
- Review of STTA recommendations and compiled list for the first phase of disseminating information.

TASK FINDINGS AND RECOMMENDATIONS

Before reviewing the dissemination of information generated by the KCBS project and looking at the mechanism for delivery of technical and management advice to commercial dairy farmers, it is useful to consider the agricultural environment in which these farms operate.

In terms of natural physical resources, there are no intrinsic reasons for dairy farms in Kosovo not to be competitive with those in neighbouring countries of the European Union. Climatic conditions, topography and soil types are all similar in much of the region and in some aspects there should be a real competitive advantage in livestock production, such as, large available labour at a relatively low cost and an absence of cumbersome tax requirements as common in some neighbouring countries. In practice, however, dairy farmers in Kosovo are experiencing difficulty in becoming competitive because of:

- Lack of knowledge on the part of farmers and, to an extent, farm advisers about modern production techniques and particularly farm business management skills.
- Maintenance of inappropriate dairy husbandry and apparent contentment with low levels of productivity and efficiency per unit of production.
- A lack of adequate credit facilities is often stated as being a major problem, and to some degree this is true; but of far greater significance is the fact that lending institutions encounter problems with on-farm record keeping and internal financial control which significantly inhibits increased lending. This situation represents an on-farm management problem that is often overlooked by managers so blame is often directed at the lenders' lack of willingness to increase lending. It is also true that many farms have inadequate collateral to match their perceived level of borrowing requirements.
- All types of farming require management to pay close attention to detail, but livestock enterprises demand high management standards if reasonable returns are to be achieved and sustained.
- Inadequate support from government ministries is another reason often quoted for a lack of progress and opportunities in the agricultural industry. Obviously this has an impact on the farmers, but this cannot be blamed for management deficiencies.

As highlighted in the KCBS report by Mr. Lindell Whitelock (World Wide Sires Ltd) in February 2005, the following summaries are included as they are highly pertinent to the objectives of KAMP and steps that require action.

The Kosovo Association of Milk Producers (KAMP) can fill many roles in the improvement of the dairy industry. The association should work with the regulatory agencies to help develop the standards and work to educate the producers. The association should be a representative arm for the farmers as the standards are developed. The association is in its developmental stage and requires mentoring during the growing process. There are many roles the association could fill in the future to assist in the development of the dairy industry in Kosovo, such as:

1. Promotion of improved milk quality through educational and demonstration programs for its farming members. The aim should not be restricted to increased quantities but should also include improved quality. The association on the other hand, should be working towards assuring consumers they are getting a quality, good value product.

2. The association should be actively engaged in the promotion of Kosovo dairy products. In addition to market promotion, the association could be the avenue to deliver other services to farmers in their effort to become efficient milk producers.
3. The association should consider establishing a milk recording service for dairy farmers. Such a service would be a subscription service that offers production data on the cows in the herd, management data such as health information, reproduction efficiency, and other data as desired by the farmer.
4. The service could also offer a milk testing laboratory that would have the capability of culturing milk to determine the micro organisms causing mastitis problem cows in the herd.
5. In time, the service may provide consultancy advice in areas of dairy production and forage testing which may become an integral part of the service in the future as farmers' profit margins narrow.
6. By keeping the milk production records in a central location, the association could identify the top performing cows in the country. If such cows had desirable traits they could be identified as the "bull mothers" whose bull calves could be used as sires in breeding programs.

A key area identified in the above report was the introduction of steps to improve milk quality, without substantial financial outlay at farm level. Fundamentally these steps concentrate on changing the way milk is produced and harvested, its storage and handling on-farm or improving conditions at farm level.

The key to getting higher quality milk is to establish standards and for buyers to make premium payments for improved raw milk. It is recognized that some basic standards have been proposed, but are insufficient as they do not include important issues such as somatic cell counts or bacteria counts. These two items are the key to improved milk quality and are imperative in producing a saleable product, particularly future exports. The conclusion is that the earlier appropriate standards are imposed, the quicker the results will start to be seen.

The sequence of events is summarized as follows:

Step 1: create an awareness of the problem at KAMP, its members and milk receivers.

Step 2: educate on how to correct the problem and ensure that all stakeholders are delivering the same message i.e. the farmer should not be receiving conflicting information.

Step 3: implement recommendations and approved practices - implementation will be accomplished once farmers start to see the economic benefits of producing higher quality products. Any implementation will require an associated need for quality control to ensure the farmer is following the procedures and to offer positive reinforcement for adopting the new practices. An important part of this function is to provide follow up visits to encourage the farmer, answer his questions, and provide him with the reassurance that he is taking the correct steps.

Step 4: recognition of those individuals who have achieved higher levels of production and milk quality is very important.

Task 1: Review existing recommendations for farmers made by STTA in the first year.

A large quantity of information has been generated by the STTA's that have visited the project. This review is not to question the content of the material but rather to condense this information into a 'user friendly' format, suitable for dissemination to the end user (i.e. dairy farmers). These reports can be summarized as follows:

1. Improving the Quality of Raw Milk & Processed Dairy Products in Kosovo, Mr. Lindell Whitelock (February 2005).
2. Raw Milk Quality, Veterinary and Animal Health Services, Mr, Dragi Gjorgjievski and Mr. Vladimir Kokarev (August 2005)
3. Improving Good Manufacturing Processes (GMP) within the Kosovo Dairy Industry, Mr. Arturo Inda Cunningham (Sept 2005)
4. Artificial Insemination, Mr. Thomas E. Dobler (August 2005)
5. Compendium of Dairy Rations for Kosovo, Dr. Roy E. Chapin (April 2005)
6. Dairy Herd Reproductive Health and Management Guide Commercial Dairy Herds >10 to >200Cows, Dr. Jim Dickey, May 2005
7. Dairy Sub-sector, Dr. Paul A. Savello (KBS Dec 2002)
8. Forages and Dairy Cattle, Dr. Dan Undersander, May 2005
9. Miscellaneous materials collected by the project.

Findings and Recommendation for Task 1

The material identified for dissemination should be considered as priority and presented in a straightforward format to ease understanding by end users. The reports highlighted above also contain additional information which could be further modified and introduced at a later stage, in response to identified needs.

Over the next 3 months additional inputs from other STTA is planned and this in itself will generate more technical/management information recommendations for dissemination purposes. From an ease of understanding at end user level, it is important that this information contains specific practical advice and steps to be taken; bearing in mind the conditions encountered at most dairy farms in Kosovo.

- A list of the materials identified for dissemination is in the KCBS office in both hard and electronic files and relates to the schedule. The information has been coded for ease of identification.
- A schedule for dissemination of this material is included in Annex III. This schedule is designed for appropriate distribution of the project information after the identification and deployment of convening agents for farmer groups.
- The list should not be considered as definitive, as once the system is initially tested more information can be added, on an as needed basis. This may also include information from external sources such as MAFRD, other USAID, EAR and other donor projects.
- The KCBS Dairy Specialist should have responsibility for collecting and reviewing external information, but at the same time involving REA and KAMP Dairy Cluster Implementation Coordinators (DCICords).
- Responsibility for review and validating the authenticity of all information lies with KCBS prior to distribution.

Task 2: Identify the priorities for selecting farmers to whom this knowledge will be communicated.

It was quickly decided that the base data supplied by KAMP was insufficient, as it contained substantial inaccuracies and was considered inappropriate to be used as reliable data. The consultant and the KCBS Dairy Specialist drafted a simple questionnaire for circulation to KAMP members who were included in the generic list and additional dairy farmers who were identified externally from the list. The questionnaire is included in Annex V and includes basic information such as, (i) name of farmers; (ii) total number of cows; (iii) contact details and; (iv) sources of information etc. As of 2 December 2005 the list included a total of 347 farmers of which 45 come from minority areas. It was decided to keep the questionnaire very simple to allow the rapid completion, and it was made clear to farmers that its purpose was to identify dairy farmers who wished to receive information from KCBS.

The Regional Enterprise Agency (REA) Dairy Cluster Implementation Coordinators (DCICords) were tasked with distribution of the questionnaire to all KAMP listed members and other interested dairy farmers. The general criteria for circulation of this questionnaire were to willing dairy farmers with more than 5 cows. The primary objective was to identify around 200-250 farmers by 1 December 2005 who fulfill these requirements.

As shown later in this report it is proposed that these farmers are divided into groups for dissemination and training purposes and that each group has a “convening agent” who is tasked with the distribution of information to all group members.

Findings and Recommendation for Task 2:

Selection criteria were deliberately kept simple, as all commercial and potential commercial dairy farmers are considered target members of KAMP and potential recipients of advice/information and innovations. A willingness by farmers to cooperate and interested in receiving information was considered paramount to inclusion in the list. Although a deadline was imposed for the collection of information the process remains on-going and dairy farmers who were not identified at the initial survey stage will still be able to join information groups at a later date.

It is foreseen that some farmers who were initially interested in being included in the circle of information may lose interest and drop out of active involvement. The challenge for REA/KAMP is to retain and stimulate the interested farmers as they begin to further recognize the value of the information. However, in practice, there will always be some which do not prevail or do not want help and in these cases such farmers should nit be persuaded to stay.

- The project has performed checks on this information by randomly contacting farmers who have provided information to verify its accuracy, and the results show that the survey was undertaken properly and the information appears to be fundamentally accurate.
- The identification process is on-going and the number of farmers is expected to increase. However, it is recommended that active identification of recipient farmers is concluded before the end of the year without excluding any new farmer interest.
- The quality of information to be distributed to the groups will ultimately determine the farmers' interest.

Task 3: Determine a schedule for imparting this information to farmers.

The following gives an explanation as to how to record the distribution of information and a schedule for distribution to farmers. The consultant has worked closely with both REA

DCICords and KCBS Dairy Specialist in drafting a manageable schedule for conveying information to end users. For ease of management, each individual piece of KCBS information has been allocated a code. When the information is distributed it is this code which is recorded. For example, if the Barn Sheet has the code A1 then this code is entered against the farmer's name along with the date he receives it.

A main log has been created to record the distribution of information to farmers. The log is divided into separate sheets for each individual municipality, and then subdivided into farmer groups within each municipality respectively. It is recognized that farmers in some groups will not all be from the same municipality as some may be either side of a boundary. In this case and for recording purposes, allocation will be to the most convenient municipality. For analysis purposes, data from individual municipality logs is accumulated into a master log that permits distribution identification across the whole of Kosovo. The monitoring and evaluation of disseminated information is included later in this report (see task 8).

As each piece of information is disseminated a relevant code is applied to the appropriate farmer within his/her respective group from the municipality log. As some information will require an element of training, the codes include a reference to what is required. For example an information sheet on the problems of metritis does not necessarily require any training as it is purely for information. However, the Dairy Barn Sheet will require explanation and practical demonstration. In this case, recording distribution of information should only take place if both activities have been undertaken. An example of the log for recording information and future innovations disseminated to farmers either individually or in groups is included in Annex I.

A schedule for the distribution of KCBS information is included in Annex III. The schedule does not propose any active dissemination of information in the first month as it is foreseen that this time is required to get the convening agents in place and for REA / KCBS to provide them with simple training on procedures for informing farmers of training events, recording events and monitoring feedback from end users. Convening agents will not be directly responsible for any farmer training but obviously will require a good understanding of the information, and REA has responsibility for this task.

In the above context, the schedule relies on the fact that an appropriate number of convening agents are in place to make this process possible. From discussion with influential KAMP members, REA consultants and KCBS project staff the initial conclusion is that there will be a sufficient number of suitable convening agents in place within two months. If this proves problematic an adjustment to the schedule may be required. Furthermore, the schedule is so designed that it does not put an excessive burden on the system initially, and is meant to build up confidence in the process at both coordinator and convening agent levels.

Findings and Recommendation for Task 3:

A manageable schedule for imparting the information is proposed that should not unduly burden the system over the next 3-4 months. It is more important that the process is followed correctly rather than purely trying to get information out as fast as possible.

- Over the first month REA and KCBS will have to make sure sufficient convening agents are in place and they undergo appropriate training to organize their respective groups.
- REA must use the proposed schedule or have good justification for any amendments.
- REA must use the log of events and monitoring forms provided in order to assess progress and results.

- It is recommended that new (selected) information generated by KCBS should also be coded for dissemination purposes.
- After successful introduction of initial KCBS information, additional information can be introduced into the system from KCBS and external sources; this should be limited so that the system can be properly managed.
- The distribution of information and specific innovations should not be held up if after the first month there are insufficient convening agents to manage all the farmers. The process of identifying agents is a priority in the establishment phase.
- At least for the first six months KCBS is solely responsible for approval of information for dissemination, but is not necessary the only source of information.
- KAMP / REA must not distribute information without KCBS approval. This is required not only for ensuring the validity of information but also to prevent (at the initial stage) KAMP from pushing private commercial interest on potential members.

Task 4: Recommend the most effective means for communicating the knowledge, oral presentations and in written form.

As detailed later in this report, it is proposed that information which is to be given to farmers that does not require any specific training or explanation can be disseminated in the form of information sheets. On most occasions, when information dissemination requires an element of training, additional explanation or a fundamental innovation the group delivery methods should be adopted. This must be supported by REA DCICord and the KCBS Dairy Specialist and STTA where appropriate, particularly if practical on-farm demonstration is a requirement. Imparting advice and information to farmers in groups is very effective and efficient if it is well organized and implemented. Moreover, group dynamics can work to the advantage of all members as there is a transfer of knowledge amongst the group at the same time the group may become a regular point of contact between farmers.

Although we usually think of groups as essentially ‘discussion’, ‘producer marketing’, ‘input procurement’, or ‘machinery sharing’, groups can broadly be used in any situation in which advice is provided and information, knowledge and sustainable skills are introduced. This is most apparent during demonstrations, field days, seminars and training courses etc. Although the group situation is an important method for spreading a message quickly to a wider audience it would be a mistake to conclude that all advice can be given exclusively on the basis of group work even if assisted by other media penetration. It is also a mistake to think that it is easy to organize and operate groups, as successful group work requires a lot of preparation. However, if KAMP is to reach an initial target of at least 200 members and KCBS service their needs for information, it cannot possibly achieve this by individual farm visits as there are insufficient resources.

Findings and Recommendation for Task 4:

The main focus for imparting advice/ information is via the group approach (based around a convening agent) where written material is supported by verbal explanation, if required. When practical demonstration is required to support the information it is recommended that this is applied to each group separately. However, if group numbers are small the option of merging groups for individual training activities should be considered on an ‘as needed’ basis. Practical on-farm demonstrations are important as they can apply the theory into practical context. It is also good practice to use a range of member farms for practical demonstrations as this helps to engage members in active participation.

The main recommendations include:

- Farmer groups used as the main conduit for imparting innovations, information and demonstration (ideal group size from ten to fifteen members)
- It should be recognized that group presentation cannot be used for all situations.
- Information for dissemination is coded and the code states what is required for effective delivery i.e. purely an information sheet, requires explanation, a need for practical demonstration (group training) or individual training etc.
- The use of pictures and diagrams is often an important method for getting across a message and should be encouraged where applicable in STTA reports.

Task 5: Advise on the materials needed for presentations, workshops, or other public events needed to convey the STTAs' observations, findings, and recommendations.

It is not envisaged that there is a requirement for a substantial amount of equipment for conveying the recommendations, but access to a multi media projector and screen along with a notebook computer is required when public events require delivery with visual aids.

As much of the delivery of recommendations and innovations is designed to be farm based perhaps when written information is handed the inclusion of a stiff plastic folder should be considered to prevent spoilage of the information, particularly if conditions are wet.

A sufficient volume of consumables stationary would be appropriate for a target number of farmers in the region of 250. When information sheets (i.e. Golden Rules etc) are handed out perhaps these could be laminated for protection and farmers encouraged to keep them in an accessible place for reference purposes, such as fixed to a wall or door in the barn, but out of the reach of livestock.

The use of digital cameras and video cameras for highlighting good practices can be a useful stimulant to farmers, particularly if the examples are from within Kosovo.

Task 6: Evaluate the REA advisor's communication skills, particularly in delivering presentations and conducting workshops and seminars.

REA has contracted two consultants to undertake the work of supporting KAMP with the dissemination of KCBS diary information. Mr. Agim Rexhepi is DCICord for ethnic Albanian farmers and Mr. Dejan Artonovic for the minority areas. Both of these local consultants are well known to the International Dairy Cluster implementation Advisor as Mr. Rexhepi worked on a European Agency for Reconstruction (EAR) Complementary Services Contract (SASS II) to the Strengthening of Advisory and Support Services (SASS) and Mr. Artonovic worked with the Rural Advisory and Support Services in the Ministry of Agriculture, Forestry and Rural Development (MAFRD).

At the start of the mission there were some problems with Mr. Rexhepi as it became apparent that he was trying to undertake two jobs at the same time, i.e. he was continuing his work on the SASS II project. He was asked to submit his resignation from the SASS II project immediately to which he complied.

Assessment of Mr. Rexhepi skills: He has good experience in co-coordinating training activities, as was demonstrated on the SASS II project which the International consultant was well informed about within his duties on the SASS project. The SASS II training program was well coordinated and completed within the timeframe proposed. The technical content of KCBS information to be disseminated does not appear to be difficult for Mr. Rexhepi to understand and he is capable of transferring this to the end user. An area which causes concern is his personal motivation for the tasks in hand; initially he was quite negative about the chances of completing his tasks in the allotted timeframe. However, there was a change

in his attitude over the 3 weeks of this assignment and he appears now to be more motivated, but it remains to be seen if this continues.

Assessment of Mr. Artonovic: He has had extensive exposure to the methodology of transferring information to farmers in his job at the Rural Advisory and Support Services (RASS) at MAFRD. He has established good contacts with the farmers in ethnic areas and should be capable of identifying suitable dairy farmers for inclusion. His presentation skills may require a little strengthening and it is possible he may require some time to digest the technical/management content in the dairy information. But he is intelligent and should be able to adapt to his new position and will greatly benefit from close support from KCBS to encourage him that he is working in the right direction.

Findings and Recommendation for Task 6:

Both the consultants have sufficient base skills to be able to fulfill their respective duties, but will require close support by KCSB dairy cluster staff if they are to effectively provide group training in the different subject matters. Both have good experience in organizing workshops and group training activities. However, this statement assumes that their enthusiasm and commitment to the tasks in hand remains high.

The consultant recommends that both are closely supported and monitored to ensure that they can properly manage their activities. This includes appropriate coordination of the distribution of information and also monitoring and evaluation of results at the group level and well as individual farmers. There is a danger that if either consultant feels they are not being properly supported and monitored they may slip into a 'comfort zone' and not put in sufficient effort.

- To effectively work with a KAMP coordinator(s) and coordinate the activities of the convening agents will require good planning of their respective time and extensive field visits to initiate distribution of information and monitoring progress and impact of advice. The logs and monitoring forms are an important part of this process and the consultant has fully explained the methodology and use of these tools.
- If either DCICord fails to fully commit themselves to the tasks or become distracted by other activities not directly related to REA agreement with KCBS an alternative candidate should be appointed as soon as possible.
- Both consultants are now fully aware that this is a full-time position that requires their full attention.
- It is recommended that in addition to their routine requirements both consultants should present to KCBS in advance a monthly plan that outlines their specific activities for the next month i.e. they have a cycle of visits to the convening agents, to avoid some being seen a lot and others hardly at all.
- In the start up phase (months 1-3) weekly progress reports for information distribution and monitoring require weekly submission.
- Mr. Artonovic does not speak Albanian very well and also has poor English. It is important to make sure he does not feel isolated from the process and that REA and particularly KAMP, are willing to openly accept and be instrumental in the distribution of information and innovations to minority farmers.

Task 7: Assist the REA advisor to design programs to be administered by KAMP to introduce and sustain the innovations proposed by STTAs.

A simple program of introducing initial innovations is proposed (see task 3) but to some degree to suggest that these are potentially sustainable is a little premature. The longer-term program (phase II) is designed to ensure sustainability and is reliant on the information generated from the results of the 'feedback' as part of the monitoring and evaluation function as described in the following task (task 8). In conjunction with the KCBS Dairy Specialist and the REA DCICords an initial program of material for dissemination has been compiled but at this time the uptake and effectiveness of this information is unknown. It is foreseen that the introduction of specific innovation (that will require) continuous support takes place once the system functions well and individuals are familiar and competent in their respective role and represents the start of phase II.

Any future program will build on the decisive factors identified by the monitoring and evaluation of the initial disseminated information. However, it should also ensure that the previously identified primary requirements are addressed, such as; (i) production of quality conserved forage and dairy nutrition; (ii) general dairy hygiene and particularly milk quality and control of pathogens. Various STTA reports conclude that if solutions to these two major issues can be instigated at farm level the chance of sustainable farm improvement is substantially enhanced. However, the two areas mentioned above cover a wide range of interrelated technical and management topics, but should be considered as a target area in a follow-on program design. In this case, after completion of the first phase of information dissemination that is projected to last two to three months after training of convening agents is completed.

Findings and Recommendation for Task 7:

A program for the next 2-3 months is proposed and the sustainability of the measures and innovation suggested will require assessment of the impact and uptake of recommendations at a farm level, as currently this is not common practice.

- REA/KAMP will require additional support for analysis of the findings to assist the implementation of additional advice or additional material to further develop key themes.
- The process can be supported by identifying farmers who are successfully implementing the measures/innovations and identifying the reasons why it works at such farms. This is a well proven method of transferring skills and knowledge to a wider audience as a practical example tends to have more impact than attending a seminar or discussion only.
- An important part of REA's task will be the identification of farmers who are implementing the recommendation appropriately which relies heavily on sufficient and timely monitoring.

Task 8: Assist the REA advisor to design the means to measure the effectiveness of these innovations.

The consultant spent a significant amount of time working with the REA DCICords and KCBS Dairy Specialist on the issue of measuring the effectiveness of introducing new innovations. The functions of monitoring and evaluation (M&E) were discussed with all parties concerned, particularly as this forms an essential part of dissemination process as it identifies whether the information is understood and if it has been implemented. A monitoring system should have an objective that ensures the right people get the right information at the right time. Evaluation of the impact of the advice or innovation is achieved by simple 'feedback' from the farmers from each respective group and positive results in the field,

followed by careful analysis of the results. This includes a reference check between what the farmer has said and the actual results at the farm, as sometimes these are not the same. The DCICords will be responsible for simple analysis of this feedback data. A simple monitoring system schedule is presented in Annex II.

To aid understanding of the M&E process the following is included to highlight its function and importance.

Monitoring and Evaluation

Monitoring activities means quantifying the activities implemented, including participation levels by farmers. Evaluation goes a step further and examines the results of the activities.

Monitoring is an essential management tool, both for self-management of the individual information providers and for team management. Its main uses are:

- ensuring implementation of planned activities
- ensuring achievement of planned client participation levels
- deciding remedial and follow-up actions
- informing partners, funding agencies, and other stakeholders of the achievements
- controlling the use and allocation of resources

To be useful, monitoring must be undertaken quickly, regularly and at the right time. For example, some monitoring results may need to be available immediately after an event is held to assess the success i.e. if a group's training event is only attended by 5 people when the normal group size is 20 then the reasons why must be known quickly. Whereas, monitoring a change of hygiene regime at a group of farms requires a longer period, but must be performed.

Informal monitoring reports at weekly meetings form the basis for monthly reporting and are essential in making decisions on necessary adjustments. Monitoring should be kept as simple as possible and should only include information that is relevant to review progress, make decisions and inform stakeholder (KAMP & KCBS) of achievements. Any information collected should be clear and not open to misinterpretation. Deciding what information to collect requires careful examination of the uses to which the information will be put. The most common mistakes in the design of monitoring systems are collecting excessive amounts of information and, often as a result of this, inappropriate or no analysis of the information taking place. Such an 'information overload' occurs when excessive information is collected which is not necessarily relevant and the person(s) undertaking analysis becomes swamped with data and spends too much time trying to sort out data as opposed to enough time implementing the program. A good monitoring system must prevent this occurrence if it is to be effective.

The formal method includes using population and agricultural census and rapid rural appraisal but is not considered suitable in the context of KCBS project innovations and information. However, in due course MAFRD agricultural census is planned to cover a wider area (in the 2005 the plan was to survey 450-500 farmers¹) some of which will be KAMP members. This can be used as a future source of base statistical data but is not a substitute for M&E of any KCBS / KAMP program.

The main stakeholders in monitoring efforts include, KCBS and KAMP and commercial farmers so their interests need to be taken into consideration when designing a monitoring system. Broadly defined the objective of KCBS is to ensure project generated information is disseminated to as many commercially orientated dairy farmers as possible, an innovation are adopted by those farmers. KAMP's objective is to increase its membership and introduce

¹ ASPAUK – Results from 2004 survey held at the Grand Hotel (September 2005)

a membership fee or charge to cover the costs of its activities. The provision of appropriate dairy management advice and innovations represent a significant opportunity to gain farmers' trust and potential willingness to pay a (modest) membership fee or a charge for the service itself.

Monitoring is an ongoing, continual exercise. Data collection and feed-back from the end user should be routinely undertaken in response to the type of advice delivered, e.g. delivery of advice for an acute problem will require immediate monitoring to evaluate how appropriate the advice proved. At an early stage this is not necessarily seen as critical as the information disseminated will be largely generated from the outputs of KCBS. However, in due course KAMP will need to respond to the information demands from its client members.

Principles of Monitoring

In light of past experience in monitoring and its designated role, it is possible to lay down the following ten principles of monitoring:²

1. *Monitoring must be simple.* A complex or complicated monitoring system is self-defeating. The basic task of monitoring is to simplify the field-level complexity, sifting the more important concerns from the less important.
2. *Monitoring must be timely.* Timeliness is of the essence in monitoring. Management requires input from the monitoring system so that timely action may be taken. Also, timeliness is closely related to the credibility of monitoring itself.
3. *Monitoring must be relevant.* It must concern itself only with parameters which are relevant to program objectives. This also ensures that monitoring does not generate information that is not used or is not usable by management.
4. *Information provided through monitoring should be dependable.* Management will rely on monitoring findings only if the information is believed to be reasonably accurate.
5. *Monitoring efforts should be participatory.* Effort should be made to ensure participation by all concerned with extension, be they field-level personnel, subject-matter specialists, or extension's clients (the farmers).
6. *Monitoring must be flexible.* It is iterative in nature. It also gets routine with the passage of time. These two features should not, however, lead to rigidity.
7. *Monitoring should be action oriented.* Monitoring often leads to action. Consequently, it should follow pragmatic approaches, keeping the requirements of extension's clients uppermost in view. Generating information for which there is no intended use should be assiduously avoided.
8. *Monitoring must be cost-effective.* Monitoring efforts cost money and time. It is therefore essential to make it cost-effective. While principles of simplicity, time-lines, relevance, and accuracy will lead to cost-effectiveness, computerization also can help to make monitoring more cost-effective by reducing staff hours in data processing.
9. *Monitoring efforts should be top management oriented.* Monitoring units should keep in mind the requirements of top management when designing and operating a monitoring system. Yet at the same time, monitoring must take into account the fact that those who provide information to the system also must benefit or the quality of the information provided will decline.
10. *Monitoring units represent specialized undertakings.* Monitoring is not merely concerned with the collection and analysis of data, but with diagnosing problems and suggesting alternative practical solutions.

² *Improving Agricultural Extension: A Reference Manual* July 30, 1996 (FAO)

Evaluation

Evaluation of activities means examining the effects of activities on the end user. It may range in depth from examining client perceptions (how useful did they consider the information or training) to examining client outcomes including farm / business results, physical and financial outcomes, i.e. was there an increase in milk yields within the groups or individual farms as a result of a specific recommendation i.e. nutritional advice.

Ascertaining client perceptions and client satisfaction is a valuable and easy first step. It can be undertaken for individual activities or for a complete program of activities. At the end of a farm visit or a group consultation it can be achieved verbally. For field days, seminars or courses a simple questionnaire can be used. Whilst, for a whole program of activities a more detailed survey can be used that also obtains information on further farm needs.

While it is important to ascertain client perceptions every opportunity should be used to go deeper than mere perceptions. On visits to farms REA DCICords and where applicable, convening agents can observe whether certain key recommendations given on an earlier visit or during a seminar/training event have been implemented. If the recommendations are not adopted it is important to find out reasons why and this type of evaluation is informal but very valuable.

Group meetings with clients are a more structured means of ascertaining both client satisfaction and future needs. While formal evaluation surveys can be undertaken to ascertain adoption of key recommendations. REA DCICords can conduct such random surveys among clients in the groups and keep the survey short so only a small number of key practices are checked. However, these should be carefully selected for their relevance to improve the situation of the groups i.e. a representative cross section.

The uses of evaluation can be broadly defined as follows:

- Deciding remedial and follow-up actions
- Deciding whether to continue or expand an activity
- Deciding deployment of resources
- Informing partners, funding agencies, state representatives and the public of advisory achievements

Findings and Recommendation for Task 8:

Regular and systematic monitoring provides timely information to management of the information service for the purposes of ensuring targets are met (whatever level those targets are set), essential for identifying problems and taking corrective action when necessary. It can also provide tangible indicators for justification of investment of in this case the provision of advice and management improvements.

If delivery of information is to form the basis of a membership subscription the M&E function provides indicators as to the value for money the service offers. It can also provide inducement to personnel in the service to perform their designated tasks. Care must be taken to ensure that the monitoring does not become a routine, mechanical exercise which is addressing the needs of the service but losing sight of the wider objectives of the clients, in this case potential KAMP members.

- The recommendation is that at this stage a very simple monitoring system is adopted which starts with convening agents recording data in a standard paper format.
- All information disseminated or innovation implemented must be recorded by convening agents in the distribution log and supported by REA DCICords.
- An appropriate assessment of the impact and practical use of any advice / innovation is included in the regular monitoring report undertaken by REA DCICords.

- REA DCICords are responsible for analyzing information from convening agents and their own farm / group visits, accumulating the results and making recommendations to KCBS.
- KCBS must cross-reference the results of the analysis by REA DCICords to ensure accuracy.
- There is a strong argument to support additional training to the convening agents so that they are able to record information at the appropriate time and in a suitable manner (however, convening agents should not be tasked with too many activities). This is also the case with REA DCICords and the KAMP Coordinator (if applicable) in methods of impact analysis and recommendations for change.

An example of a simple method of monitoring the results of disseminated information is included in Annex II.

CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE ACTIVITY

The primary objective of the visit was to recommend a program for introducing the STTA recommendation and innovation to a wider network of farmers, which in the long term becomes a sustainable output by KAMP to its members. It is a well recognized fact that once farmers realize the benefits of advice and information the demand for more knowledge increases. However, this will only happen if the advice/information or innovation leads to positive benefits at farm level, and most importantly, farmers recognize the vital importance of appropriate information for solving common problems. In this context, Kosovar farmers should be no different to those from other countries.

It quickly became apparent that although KAMP membership was stated as being around 250+ farmers, in practice none of the members actually pay a membership fee or charge members for services provided, albeit they are at a very early stage of development. This issue of funding KAMP or its services, in the minds of KAMP board members imposes a significant constraint on its ability to organize basic services to its members. Funding is always a problem in start-up organizations and KAMP must realize that it has to be able to offer positive improvements and benefits to its members before they are willing to accept charging or a membership fee. The advice and innovations generated by KCBS provides an ideal opportunity to establish a foundation for a consulting service.

The mechanism and resources used for the implementation of this program was presented to the KAMP board in the last week of the mission. The methodology received general approval and support but there were concerns that those tasked as convening agents should receive some form of financial compensation. A general consensus was that it was appropriate for farmers who have received extensive support by donor organizations in the past could put a little amount of their own time or that of a competent employee into assisting the process. Diagram 1 shows the proposed structure for imparting information/innovations.

The next challenge is making this system work, to ensure that it follows appropriate procedures and follows a path that leads it to becoming an embedded institutional part of the outputs from KAMP to its members.

The delivery of good information has the potential to strengthen KAMP'S membership and gain the trust of commercial dairy farmers. The nominal fee for KAMP membership was quoted as €2 /cow /annum, which in the context of belonging to a professional body which gives good support to its members is a small amount. However, if the members' perceptions are that they gain no benefit from membership, then €2 per cow is a high figure. In terms of milk yield €2 is the same as selling around 7-8 liters of milk. It is important here to make a distinction between a membership fee and fee charged for services as they are not the same.

The information provided to KCBS by KAMP on its members and their respective cow numbers appeared to be out of date and contained obvious inaccuracies. As a result a dairy farm survey was undertaken by REA to obtain more reliable data and widen the survey to include farmers with more than 5 cows. So far the survey has identified around 350 farmers with a total of over 4,200 cows (12 per farm) from the Albanian and minority community. These are future potential KAMP members and recipients of KCBS information. It is anticipated that this number will increase as more information becomes available, but the system must be kept at a manageable level particularly in the startup phase. These figures do not suggest that all these farmers will want to join KAMP but it does indicate the potential target market. The identification from the minority areas shows that their numbers are approaching 50 farmers.

The philosophy applied is that if KAMP can deliver good information (initially sourced from the KCBS project and later with the inclusion of externally sourced information), it will not only be able support its current members but attract new as well. Once this information is proven at a farm level the willingness of the farmers to pay a membership fee or charge will be substantially enhanced. However, it is proposed that no membership fee is applied until the flow of information has become routine and feedback from the farmers indicates recognition of the benefits of being a member and their wish to retain membership. It is considered unlikely that within the first 12 months sufficient impetus will be achieved to start applying a fee, but this must be monitored carefully. Furthermore, the option for offering farmers free membership for a defined period should be considered by the KAMP board. This could be for a period of say, 6-12 months, but should be carefully calculated and must be applicable to all members, not only selected individuals.

Recommendations for Imparting KCBS Information and Innovations and the Development of a Program of Sustainable Activities

As there is currently a lack of an appropriate operational information delivery system it is recommended that the process be divided into two phases as follows:

Phase I

This phase started with the identification survey of farmers with more than 5 cows who are willing to receive information / advice and innovations via KAMP, and this phase can be summarized as follows:

1. Identification survey of farmers and cow numbers from across the whole country (by 7th Dec 2005).
2. Identification of a KAMP member to act as a Coordinator to work alongside REA (to be decided if necessary and completed by 15th Dec 2005)
3. Identify and conclude agreement with an appropriate number of convening agents (by 28th Dec 2005)
4. Train convening agents in the principles of organizing groups (by 6th Jan 2006). Agents must not be given the task of providing training on the technical or management content of the information.
5. Implement the schedule for imparting KCBS information already identified (between 9th Jan -17th March).
6. REA DCICords undertake monitoring and evaluation of the distribution of information, including the take up of recommendations at farm level. The monitoring should include simple analysis of the impact of the recommendations and any problems identified.
7. Identification of farmers with positive examples of instigating measures proposed.
8. Monitoring is a continuous process and should include weekly reports from REA to KCBS

The timetable outlined above may be a little optimistic in terms of identifying convening agents and giving them simple training, but it is important that the process is fast moving or else momentum is lost and people lose interest.

The fundamental principle of the system is that information can be applied across a wide representation of commercial dairy farmers and that delivery of information or innovations and training is recorded. The second stage of the first phase is the delivery of KCBS project advice and innovations (as per schedule in Annex III). The inclusion of a monitoring mechanism to record the distribution of information and end user feedback for evaluation and analysis of the results is essential and must be undertaken effectively.

Phase II

From the results generated by the monitoring and evaluation in phase I the implementation of phase II becomes possible, which is: the implementation of sustainable programs to ensure that the key elements of the innovations are actively used in the field and adopted as routine dairy management practice.

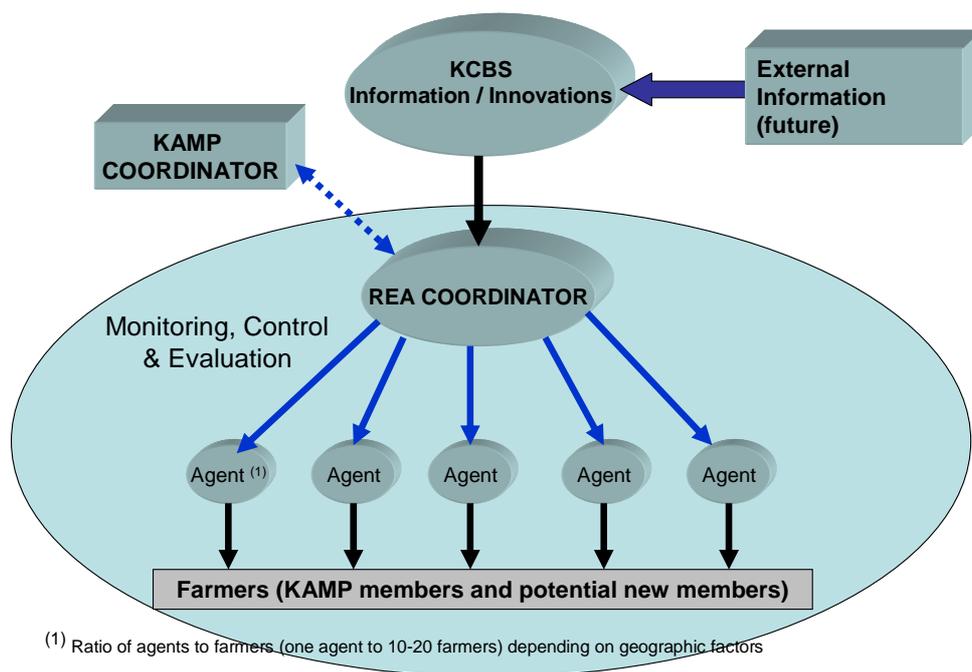
It is proposed that once again the most frequently used method of information delivery is to groups of farmers as this represents the most cost effective use of limited time and human resources at REA and KCBS. Furthermore, it has an emphasis on using groups when a generic message or practical demonstration is required alongside written or verbal methods of communication. However, this does not imply that there will not be any one-one contact with farmers when it is appropriate. It is also proposed that each group continues to be organized by a convening agent³. At this point there will still be a lack of funds to compensate convening agents and their time will remain free of charge until a point when revenue is generated. As and when a membership fee or service charge is applied, the convening agents should then start to receive reimbursement for their time and efforts.

The delivery of targeted advice and innovations should be considered as a priority for KAMP as it represents the most likely mechanism for potential future revenue and making membership attractive. At this stage, it is only possible to guess when this will be a reality, but it is considered unlikely that reimbursement will be possible within the first 12 months or quite possibly longer. A lot will depend on factors such as, the extent of outreach to progressive farmers, practical adaptation of the innovations introduced, how appropriately the system is managed and how supportive KAMP is in promoting the process.

Diagram 1 below shows the proposed method of imparting information. The introduction of a KAMP coordinator(s) is for that person or persons to work closely alongside the REA DCICords, to strengthen the capacity of KAMP to undertake these functions on their own once the contract between KCBS and REA expires. This is only an option and it may be more desirable to retain an external organization such as REA to fulfill this function in the future. At this stage, the option for the KAMP board to identify a suitable and willing candidate remains open. As with the convening agents, at present there is no available financial resource to make this a paid position.

³ A convening agent is responsible for coordinating their group and some distribution of information. They are not tasked with any training but should receive one-one coaching on the material to be disseminated to make sure they understand the content.

Diagram 1: Proposed Structure of System and Information Flow



The number of convening agents required will depend on two factors; the total number of farmers identified and local geographic and logistical problems. Ideally a ratio of around one agent to 10-15 farmers is preferred, but in reality this is likely to show a wide variation, particularly during the start-up phase.

As there is little experience at managing information it was deliberately proposed that the system of information delivery was designed to be as simple as possible, but with appropriate procedures in place.

Future (external) information sources could include MAFRD, (statistical data, Rural Advisory Services support, policy and regulations etc), veterinary service and the EAR SPUVESEK project, NGO's, research and commercial agricultural companies. However, such information should not be considered as a priority until the system is capable of handling KCBS information, but over time the information demand should become driven by the end user.

The following is a summary of the specific conclusions and outputs of the mission:

(i) Conclusions

- 1) There must be good justification by REA for any deviation from the proposed schedule.
- 2) Where at all possible, STTA recommendation should include specific practical advice of the steps to be taken to rectify a problem. The use of pictures and diagrams is often a good method for getting across a message.
- 3) The KCBS Dairy Specialist is responsible for collecting, reviewing and approving any external information for dissemination.
- 4) REA and KAMP must seek approval for any information to be disseminated i.e. it must not put out information in isolation or attempt to distribute information for personal (commercial) gain.
- 5) Farmer groups to be used as the main conduit for dissemination and demonstration (ideal group size from ten to fifteen members). However it should be recognized that group presentation cannot be used for all situations.
- 6) REA DCICords should submit weekly progress reports of information distribution and monitoring results.
- 7) REA needs to identify farmers who are successfully implementing the measures/innovation recommended by KCBS and identifying the reasons why, to aid replication to other farmers (part of the monitoring function).
- 8) After completion of the first phase a program for sustaining innovations is implemented i.e. phase II.
- 9) There must be fully accountability for any monies received from membership fees or charges for the service in the future.

(ii) Outputs

- 1) To date, the farm survey includes a total of 350 farmers with around 4,200 or an average of 12 per farm. KCBS has performed checks of the validity of the dairy farmer survey information and concludes that it is primarily accurate and the number is expected to increase as all the data is accumulated, but checks are to continue.
- 2) KCBS information is identified for dissemination (allocated a code) and a schedule for distribution has been drafted and agreed with REA. The schedule is included in Annex III and is accompanied by a log frame of activities with verifiable indicators and responsibilities.
- 3) A log has been designed for recording the distribution of information to individual farmers within their respective groups (Annex I)
- 4) A simple monitoring form is completed and must be adopted. The form should include all relevant information for analysis and recommendation for improving

the effectiveness of advice and identification of farmers who are successfully applying recommendations

Recommendations for Future Activities

The establishment of the system (phase I) is critical as it attempts to embed a network of convening agents into a system for reaching a reasonable number of dairy farmers and measuring the impact of these recommendations by changes at farm level. Any major disruptions or failings to establish the network or inadequate monitoring of the influence of this information will cause a general degradation of the overall objectives. With this in mind the following are specific recommendations for future activities particularly relating to phase I:

1. The activity schedule must be followed by REA or there must be compelling reasons why this is not possible.
2. The process of identifying convening agents must not be delayed and the momentum of establishing the network remains a priority. Considerable effort from REA DCICords and KCBS Dairy Specialist is required to ensure phase I stays on track.
3. The REA DCICords will require sustained support from the project to provide guidance, encouragement and most importantly ensure that appropriate M&E is adopted and produces reliable information.
4. Appropriate monitoring is essential to the whole process as it measures the impact and progression at farm level. The REA DCICords require additional support in this process, particularly methods of compiling monitoring information, analysis and pinpointing conclusions and recommendations.
5. The KCBS Dairy Specialist currently has many other project tasks and it is considered unlikely that he is able to commit sufficient time to the above tasks, if this continues.
6. Farmers who show little interest in adopting recommendation and innovations, or do not attend training events or participate in the activities should not be encouraged to remain a part of the group, but only after reasonable efforts have been made to encourage the farmer.
7. New farmers should be allowed to join a group, but must receive backdated information and training, which must be properly coordinated, managed and recorded by REA DCICords.

The success of phase I will ultimately determine what follow on innovations need to be introduced in phase II. Some risks which should be considered are included below and are not laid out in any particular priority order:

Risks	Means of Verifying
KAMP are not fully engaged in the process	REA reports, KCBS reports, KAMP Board meetings
KAMP uses the system for the promotion of individuals own commercial interest	KCBS reviews of information prior to distribution and REA reports
It proves impossible to identify sufficient number of convening agents, and/or are not willing to undertake the role free of charge	REA / KCBS report
Human resources are insufficient for the demands	KCBS reports
An excessive number of farmers are identified and the system is unable to cope with the demand.	Number will have to be restricted. REA and KCBS reports

ANNEXES

Annex I Example of a Log for Recording Receipt of Information / Training

Annex II Example of a Monitoring Report

Annex III Schedule for Distribution of KCBS Information and Log frame

Annex IV Presentation to KAMP Board (30th November 2005)

Annex V Questionnaire used in Rapid Survey

ANNEX I: Example of a Log for Recording Receipt of Information / Training and Codes

Year: 2005

Municipality: FERIZAJ

Convening Agents:

Group I

Group II

Group III etc

INSERT NAME

Insert name

INSERT NAME

Insert name

Telephone:

insert number

Telephone:

insert number

		Name of Farmer	Codes						Information distributed (code indicates the specific information)						
			A1	Date	A2	Date	A3	Date		Date		Date		Date	
Group I	1	Labinot Murati	√	01-Dec	√	15-Dec	√	15-Dec							
	2	Adem Reqica	√	01-Dec	√	15-Dec	√	15-Dec							
	3	Bajram Rudari	√	04-Dec	√	15-Dec	√	15-Dec							
	4	Fetah Zhinipotoku	√	04-Dec											
	5	Gursel Nebihu	√	01-Dec											
	6	Hyzer Sejdiu	√	01-Dec	√	15-Dec									
	7	Elmi Halili	√	01-Dec	√	15-Dec									
	8	Isa Ademi	√	04-Dec											
Group II	9	Add name													
	10	Add name													
	11	Add name													
	12														
	13														
	14														
	15														
	16														
	17														
	18														
	19														
	20														

Proposed codes and Information Format

Codes (for example)		Information Format				
		Literature	Training Session	Electronic	Software	Equipment
A1	Barn sheet (with notes) and milk recording sheet	√	√			
A2	Golden rules for quality milk production	√	√			
A3	Dairy Calendars	√	√			
A4	Procedures for good cow milking	√	√			
A5	Recommendation for general dairy Hygiene	√	√			
A6	Proper Udder Preparation and Milking Procedures	√	√			
A7	Metritis and Endometritis Control	√				
A8	Production of Forage Silage	√				
A9	Quality Forage	√				
A10	Corn Silage Production	√				
A11	Reproduction & Artificial Insemination	√				

ANNEX II: Example of a Monitoring Report

Convening Agent	enter name
Group	enter
Municipality	enter
Region	enter
Date	enter

No.	Name of farmer	Information Received (enter code) and date received	Is the farmer implementing advice or innovation?				Observations and Comments (these should relate specifically to whether the farmer is using the advice, as recorded in third column and if not, what are the reasons why? Also, what are the results of positive development. Identify farmers who are instigating the recommendations with an aim to use them as demonstrations)
			Fully	Most	Some	Not at all	
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Notes:

A monitoring record should be maintained for all groups (one for each coded item) and information generated is used by REA Coordinators for analysis and reporting to KCBS.

ANNEX III: Schedule for Distribution of KCBS Information and Log Frame

Schedule for Distribution of KCBS Dairy Information

ID	Task Name	CODES	Duration	Schedule																																	
				December 2005							January 2006							February 2006							March 2006							April 2006					
				21 Nov '05	28 Nov '05	05 Dec '05	12 Dec '05	19 Dec '05	26 Dec '05	02 Jan '06	09 Jan '06	16 Jan '06	23 Jan '06	30 Jan '06	06 Feb '06	13 Feb '06	20 Feb '06	27 Feb '06	06 Mar '06	13 Mar '06	20 Mar '06	27 Mar '06	03 Apr '06	10 Apr '06	17 Apr '06												
M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M	M									
1	PHASE I		76 days																																		
2	Identify a KAMP member(s) to act as Coordinator		15 days																																		
3	Identification of Convening Agents		20 days																																		
4	Train KAMP Coordinator and Convening Agents		20 days																																		
5	Barn Sheets & Milk Recording	A1	15 days																																		
6	Golden Rules for Quality Milk Production	A2	10 days																																		
7	Dairy Calendars	A3	15 days																																		
8	Procedures for Good Cow Milking	A4	10 days																																		
9	Recommendation for General Dairy Hygiene	A5	10 days																																		
10	Proper Udder Preparation and Milking procedures	A6	10 days																																		
11	Mastitis - A Farmers Guide to Mastitis Control	A7	10 days																																		
12	Metritis and Endometritis Control	A8	10 days																																		
13	Production of Forage Silage	A9	10 days																																		
14	Quality Forage	A10	10 days																																		
15	Corn Silage Production & Management	A11	10 days																																		
16	Reproduction & Artificial Insemination	A12	10 days																																		
17	Monitoring and Evaluation		77 days																																		
18	PHASE II		27 days																																		
19	Introduction of new project information and specific innovations (including externally sourced information when appropriate)		27 days																																		

Log Frame (Phase I) – Establishment of a Network and the Distribution of KCBS Information and Innovations to Dairy Farmers

Activity Description	Objectively Verifiable Indicator	Means of Verification	Responsibility
PHASE I			
Objective 1. Recruit KAMP Coordinator(s)			
Activities: 1.1 Identify a KAMP member(s) to act as a coordinator for dissemination of information (to be confirmed if required)	By mid December 2005 a person(s) is identified and appointed to the position	Conformation by KAMP Board	REA and KAMP
Objective 2: Appoint Convening Agents			
Activities: 2.1 Identify convening agents from the agricultural community	By 28 December 2005 convening agents are identified (ratio of one agent to 10-20 farmers, depending on geography and logistics in each group)	REA monthly report and confirmation by KAMP Board	REA and KAMP
Objective 3: Training of KAMP Coordinator(s) and Convening Agents			
Activities: 3.1 Training in the requirements of information distribution and monitoring	By 9 January 2006 coordinator(s) and agents receive training in the methodology and mechanism for organizing groups. This should include the use of the simple logs provided which record distribution of information/training.	REA monthly reports & KCBS Dairy Specialist weekly report	KCBS and REA
Objective 4: Implementation of information dissemination program and assessment of uptake and results			
Activities: 4.1 Active distribution of KCBS information	From 9 January 2006 KCBS information starts to be distributed.	REA reports and KCBS Specialists	REA & KAMP coordinator, KCBS

Activity Description	Objectively Verifiable Indicator	Means of Verification	Responsibility
4.2 Complete distribution of initial information identified by KCBS	By 10 March all (initial) recommendations and innovations are disseminated	REA reports	REA & KAMP Coordinator
Objective 5: Monitoring and evaluation of the program			
Activities: 5.1 Monitoring of information distribution and end user feedback	From the start of information distribution, recording logs for each group and the monitoring system is implemented. This will run continuously through the program	REA weekly/monthly reports and KCBS Dairy Specialist report	REA / KCBS
5.2 Implementing improvements identified from the monitoring function	As information is fed back into the system corrective measures are taken when necessary. Identification of farmers successfully implementing measures.	End User feedback, REA and KCBS reports	KCBS
5.3 Action taken to rectify any problems	By the end of March an action plan is prepared which deals with problems encountered and in the first phase and solutions.	REA and KCBS Dairy Specialist weekly reports	REA / KCBS
5.4 Drafting of programs for the sustained introduction of innovation based on feedback from monitoring	After initial feedback and review/analysis of the effectiveness of distribution an uptake of the initial recommendations, a program is designed to assist suitability of the innovation (by mid March 2006)	KCBS Dairy Specialist reports	KCBS / REA
PHASE II			
Objective 6: Implementation of additional KCBS information from STTAs			
6.1 Introduction of new STTA information and specific innovations (based on results from monitoring phase I). introduction of externally sourced information (verified by KCBS)	At the end of the first phase (mid to late March 2006) and assuming there are no major problems additional information / innovations are introduced	KCBS Dairy Specialist Report Conclusions	KCBS

ANNEX IV: Presentation to KAMP Board (30th November 2005)



Proposed Requirements for Imparting Information
Generated by the KCBS Project to Commercial Dairy
Farmers and Members of KAMP, and the Implementation
of these Innovations

Arben Musliu and Tim Hammond

1



Rationale

KCBS is committed to promoting KAMP's mission by providing the association and its members with technical assistance (TA) from dairy specialists.

The results generated from the TA often identifies the requirement for fundamental and profound changes in dairy farm management practices.

KCBS has contracted REA to support the process of disseminating project information to the end users (i.e. current and future KAMP members) and implementing sustainable programs to instigate change.

The following lays out what is required by each respective party to ensure that the process of delivering effective information / recommendations is achievable, and remains a sustainable on-going function of KAMP.

The process starts at the initial establishment of dissemination network for project based information (Phase I).

2



Objectives

- To disseminate information generated by KCBS to the end user (i.e. current and future members of KAMP).
- To enable KAMP to facilitate effective management of information and innovations generated by KCBS activities and adoption of appropriate procedures for delivery to end users, after a defined period.
- In the future, to introduce relevant information and management practices from other (external) sources.
- By the end of REA assistance KAMP becomes self-sufficient in the process of identifying information requirements and information delivery to its members. (The provision of good information to improve dairy management should considerably increase KAMP's ability to retain and attract new members).

3



Objectives

- Increase KAMP membership, primarily as a result of farmers recognising the benefits of good technical and management advice.
- After a reasonable period members are willing to pay a membership fee or service charges for appropriate information / advice and innovations .
- KAMP is recognised as a pro-active 'leading' authority in the dairy sector of Kosovo and the wider region.
- The installation of a simple practical system of procedures for delivering and monitoring project based information/advice and its associated recommendations.
- Implementation of programs which sustain the innovation suggested by KCBS STTAs

4



What is required?

- 1) KCBS has already contracted REA to assist with this process.
- 2) Base survey of farmers is underway (identification of commercial farmers with more than 5 cows) and is to be completed by 2nd December.
- 3) Optional: identification of KAMP member(s) who are capable and willing to undertake a coordination role and work closely with REA.
- 4) Identifications of pro-active KAMP members and other individuals to act as 'Convening Agents' (approximately ratio of one agent to 10-20 farmers). An Agent is someone who is responsible for organising farmer groups to receive information and innovations from REA Coordinators. As well as, informing groups about training events and collecting end user feedback information relating to the results and improvements generated from the advice/information and training delivered.

5



What is required (cont)

Identification of farmer groups (based around the agents) with an emphasis on local geographic groupings.

- 6) Recommendations and the implementation of a simple recording method for ensuring information/innovations is provided to interested (relevant) farmers
- 7) Recommendations and implementation of a simple monitoring and evaluation system.
- 8) Implementation of programs that sustain innovations (Phase II)

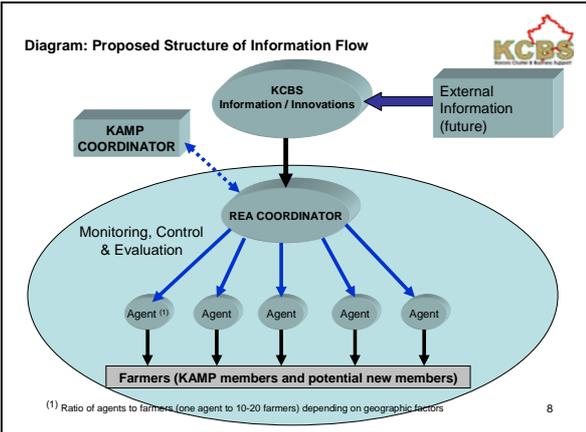
6



Who is Responsible?

Action	Responsible
Point 1	KCBS
Point 2	REA assisted by KCBS
Point 3	KAMP / REA and KCBS (Dairy Specialist)
Point 4	KAMP / REA and KCBS
Point 5	REA assisted by KAMP
Point 6	KCBS
Point 7	KCBS
Point 8	KCBS

7



ANNEX V: Questionnaire for Simple farm Survey

CONTACT INFORMATION FOR DAIRY FARMERS

Criteria: Farmer with five or more cows and have shown willingness to receive information / innovations from KCBS via KAMP.

1. Name of Farmers: _____
2. Name of Village and Municipality: _____
3. Number of Cows: _____ Calves: _____ Heifers: _____ Dry Cows: _____
4. Telephone number: _____
5. Where is our milk sold and/or used consumed on-farm: _____
6. Source of the above information: _____