



AgDynamics

Mid-Term Evaluation

*Improving the employment
and income generation
opportunities in rural area
in Kosovo*

(E-KOS-2020-0003)

Location: Kosovo

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List of Abbreviations

BftW / BfdW	Bread for the World / Brot für die Welt
DAC	Development Advisory Committee
IADK	Initiative for Agricultural Development in Kosovo
KAS	Kosovo Agency of Statistics
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MRM	Monitoring and Results Measurement
MSD	Market System Development
MTE	Mid-Term Evaluation
NQA	National Qualification Authority
OECD	Organisation for Economic Co-operation and Development
VfM	Value for Money

Executive Summary

Ag Dynamics were engaged to undertake the Mid-Term Evaluation of the project 'Improving the employment and income generation opportunities in rural area in Kosovo (E-KOS-2020-0003)'. The evaluation was conducted by Stuart Pettigrew (Lead Consultant) and Luan Hoti (Local Consultant). The field component of the work was conducted between the 19th and 28th May 2022.

The Project is being implemented across 6 municipalities, with the target of supporting marginalised people in rural areas.

The Project has been designed with the specific target of supporting rural and marginalised groups and improving their income and employment. The need for this support is highlighted by data from the Kosovo Agency of Statistics Labour Force Survey from 2020 and is also discussed in the World Bank's Kosovo Country Snapshot from 2020. The target of rural disadvantaged, and in particular women, also fits well with the strategy of Bread for the World. IADK has also focussed on those smallholders who do not qualify for other grants, due to their lack of formal activity, prior business or small size. This shows a high degree of coherence with other programmes across Kosovo.

IADK has managed to achieve most of the indicator targets set in the Project Document despite some of the challenges presented by the Covid-19 pandemic. Construction of the training facility was delayed but completed early enough to allow most of the training targets to be achieved. Although some concerns were raised during the evaluation about the measurement of income (namely, gross sales not net income) most of the grant beneficiaries are increasing their family income. The student/intern programme has led to at least 11 jobs, with the expectation that the target of 15 will be met by completion of the current project phase.

A future phase of this Project should look to include some more specific targets for women. Although there is a clear focus on including women in grants, there is no specific target for this. Similarly, for youth and minorities, there are overall percentage target for the Project, but not at each indicator level. Improving these sub-targets will help design interventions specific to each group. The other target group that is not properly defined and tracked are the indirect beneficiaries, and this should also be highlighted in future activities.

As with any direct intervention approach, the budget is heavily weighted towards grants and training. Excluding construction of the training facility, 62% of money spent to date is on grants and a further 12% on training. With some 20% of the overall budget still to be spent, the Project can focus on additional training and skills development, including internally for IADK. The evaluation team recommends that some of the remaining funds are directed towards strengthening the monitoring and results measurement functions as well as in supporting a gender specialist. These resources can be utilised across all IADK projects and programmes.

Both in the reporting from IADK and in our interviews during the field mission, it was clear that the Project is providing positive impacts for rural disadvantaged groups. The target of supporting women and youth is being achieved, and several good examples were identified. What needs to be the focus of the work to support women in rural areas is that it is the woman who benefits from the support. Unless the household is female headed, the context for support is often that it is the family unit that will ultimately benefit from the support, and not only the woman. There is nothing inherently wrong with such support, but it is the role of the Project to ensure that decision making still rests with the direct grantee (woman) and that they retain agency in their decision making. Our observations across a number of interviews was that the selection and grantee support provided by IADK was achieving this goal, but that it is an ongoing activity to ensure this is sustained.

Whilst positive results are clearly being achieved, the question of sustainability of these needs to be considered. The main question regarding sustainability is to do with profitability of some grants supported. IADK is capturing sales data from grantees, but this is not adequately assessing costs of production - and therefore profitability. Most of the beneficiaries interviewed said they have no problems selling their production, but as they increase and improve their business, will this remain the case? It is necessary for IADK to focus on this future expansion and ensure that the support is towards a profitable business, and that the skills development supports this future activity.

The structure of the IADK team involves sector specialists targeting the beneficiaries – for example livestock specialist, food processing specialist, horticulture specialist, etc. These skills are utilised across all IADK projects, and the structure is sound for an organisation of this size. What is missing in the team though is more skills in market system development (MSD) or acting as facilitators rather than sector specialists. It is not our recommendation to change the nature of the team members, but instead to focus on training and skills development for the team in market systems. Including more team members with experience in facilitation, results measurement and cross cutting themes such as gender will further strengthen what is already a successful organisation.

The Project could benefit from having a dedicated 'Coordinator', ensuring that all activities are targeted to achieve the project goals. This role does not need to necessarily manage the overall project, as this role can still rest with the Executive Director, but it would aim to increase efficiency and effectiveness of the project through coordinating all sector and cross-cutting specialists' work programmes.

A future project should build on the successful work of the current phase. For example, expanding the student/intern programme to more regions of Kosovo, and perhaps tailoring this to minority groups as well. The exposure visits were seen by many beneficiaries as a valuable learning experience and could be further expanded.

An area of investment that is strongly recommended is for IADK to develop a model or demonstration farm, preferably linked to the existing site of the training facility. The reliance on training at other farmers properties limits the ability to trial new and innovative ideas, and openly share data and information.

IADK has selected the regions and target sectors well in the current phase. It may be beneficial though to try and group beneficiaries into more geographically linked areas, rather than supporting individual farmers in separate villages/regions. Calls for grant support could be designed to support linked groups, through market interventions rather than just sector targets. For example, using a product aggregation model to focus on increasing small holder farmers access to markets as well as services.

The sectors for future interventions include those in the current programme (greenhouses, strawberries, tree fruits, beekeeping and milk) as well as possibly the inclusion of medicinal and aromatic plants (MAP). The support to livestock sectors should be carefully considered with animal welfare criteria used as part of the support assessments.

Climate change and environmental considerations need to be more prominent in future interventions. Helping beneficiaries deal with climate change can be undertaken in two ways: Resilience and Adaptation. Resilience refers to actions that allow people to cope with changes that occur and includes cash buffers (resulting from profits) as well as diversifying income. IADK has not addressed these actions in the current project phase, but they need to be discussed in future project design.

Adaptation includes several the actions already included in IADK interventions, such as greenhouses, irrigation, crop selection and implementing Integrated Production.

From an environmental perspective, IADK should be looking at waste management and impacts from the inputs supported (e.g., plastic mulches and greenhouse covers). Globally, an increasing focus on 'modern slavery' needs to be also taken into consideration when choosing interventions and sectors to support.

The evaluation team found the current Project phase to be providing strong results against the logframe targets, and many good examples of grant beneficiaries were observed. IADK should strengthen its results measurement, including the use of 'stories' (or mini case studies) to highlight these successes.

Building on these strong foundations to future projects should include a slight focus shift to market interventions that can trigger broader changes to the income and employment of target groups.

1 Introduction

Ag Dynamics have been engaged by IADK and Bread for the World (BftW) to undertake the Mid-Term Evaluation (MTE) of the project 'Improving the employment and income generation opportunities in the rural area in Kosovo (E-KOS-2020-0003)'.

The MTE provides an independent assessment of the Project's progress against its objectives, and as per the OECD DAC guidelines¹, this will focus on the relevance, coherence, effectiveness, efficiency and orientation to impact and sustainability of the Project.

1.1 The Project

'Improving the employment and income generation opportunities in rural area in Kosovo' ('the Project') began in 2020 as a continuation of a similar activity operating from 2017 to 2019. Both the previous activity and this Project are funded by Bread for the World (BftW) as well as resources from IADK, support by the target Municipalities and co-contributions from grant recipients.

The overall Development Goal is:

The socio-economic situation of marginalised people in rural areas of Kosovo is improved

Under this overall goal are three 'Project Goals', defined as:

- 1) *Marginalized people living in rural areas in Kosovo have an employment or improved their income.*
- 2) *The vocational training in agricultural sector in Kosovo is at a professional level.*
- 3) *Women in rural areas in Kosovo gain financial independence and social recognition.*

With the aim of supporting smallholder farmers and rural poor in the target municipalities, IADK focussed on selecting beneficiaries that are less likely to gain support from other projects and government initiatives. Often this is due to their small size and lack of prior activity, meaning they are ineligible for larger grants and support.

Learning from previous projects and from their experience in Kosovo, IADK designed interventions that focussed on training and skills development, followed by small grants for equipment and inputs to allow the beneficiaries to generate income. The target is to support 124 small grants as well as 5 larger processing units.

Under this Project, BftW also supported the construction of a training facility for food processing, built on the site of the IADK office. This was completed in 2021. In addition, IADK has sought accreditation through the National Qualification Authority (NQA) for the training curricula, and 2 of the 3 curricula developed have been accredited. In addition to this, part of the livestock training of beneficiaries is a recognised national certificate.

In addition to the training and grant programmes, IADK also has an activity that focusses on university students and matching them with intern opportunities. The target is for 45 students to undertake internships, with 15 of them receiving ongoing employment.

1.2 Mid-Term Evaluation Objectives

The Terms of Reference for this MTE list 5 specific objectives. These are:

¹ <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

1. Assess the implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives and corrective actions the project could takeover achieving systemic changes.
2. Analyse the implementation strategies of the project concerning their potential effectiveness in achieving the project outcomes and impacts; including expected results as per the logframe.
3. Assess the facilitative role of the project team towards project implementation.
4. Identify lessons and potential good practices for the key stakeholders in the market and political system.
5. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

The complete Terms of Reference are included in Appendix 1.

It is our understanding that IADK intends to apply to BftW for an extension of the Project, or a similar activity, and that this MTE will feed into the design the new project and application. Therefore, the focus on strategic recommendations is critical to the outcomes of the Evaluation.

The Evaluation included field visits to all 6 municipalities of Kosovo where the project is active, as well as to a selection of partners, service providers and other related projects located around Pristina. A full list of visits undertaken during the field mission is included as Appendix 2.

1.3 Methodology

The methodology for the MTE consisted of 2 main phases, Primary Research and Secondary Research.

Secondary Research

IADK provided a range of documentation prior to the field visits. This was reviewed as key background information and to act as the basis for more the in-country primary research. A list of the documentation reviewed is included in Appendix 3.

Primary Research

Primary Research for this Evaluation consisted of interviews with key people, stakeholders, partners and organisations in Kosovo. In total, 42 interviews were conducted with more than 50 individuals included (some group discussions).

Of the total number of interviews, 23 were with direct beneficiaries of grants, and 6 were student interns. Meetings were also held with all municipalities in which the project operated (6 in total), as well as a range of other actors such as MAFRD, related projects across the sector and service providers (7 meetings).

Interviews were kept brief and targeted, and wherever possible were conducted on the site of the actual intervention.

Interviews used the 'focussed interview' approach. Unlike structured (associated with questionnaires) and semi-structured interviews, the approach chosen for this study sought to explore key topics in a systematic and focussed way, but also allow respondents to raise issues they see as being important. In a focussed interview, interviewees can talk about the subject at hand in their own terms thereby providing us with a greater understanding of their point of view, and its genesis: not just what they think, but why. Moreover, the open-ended nature of focussed interviews means that they provide the potential for issues to be raised which we may not have identified before.

Further meetings were held with IADK staff and management.

Reporting

At the conclusion of the field mission, a feedback session was conducted with the IADK team, and this allowed for clarification of some points raised during the field work. A draft report and final report will be delivered in June 2022.

2 Overall Evaluation

The focus of the Project is to target marginalised, smallholder farmers and rural disadvantaged groups, with the intention of impacting on those who may not be able to access other forms of support. Grants from the Ministry of Agriculture, for example, are intended to target larger growers with a more commercial scale of production.

The Project is divided into 3 broad areas of intervention, referred to as 'Activity Clusters'. Activity Cluster 1 aims to improve the employment of different target groups, Activity Cluster 2 relates to grants for improving income, and Activity Cluster 3 is a range of training and skills development, referred to as Cross Cutting Activities.

By targeting more marginalised group, IADK has chosen to utilise a direct intervention approach, providing support in the form of training and small grants directly to the target beneficiary. This is a sound approach considering the target group, and the results have generally been good.

This approach is further strengthened by the interaction of the Project with other activities of IADK. As an organisation, IADK has a focus on rural areas and disadvantaged groups, and there have been synergies between several of the projects being implemented by IADK. This has been shown, for example, in the use of the training facility supported by BftW being used for training across other projects. The lessons learned from the Project and recommendations of the MTE can equally be used in assessing other projects of IADK.

The target group for the Project provides several challenges. Smallholder beneficiaries do not keep accurate records of their activities and incomes, making monitoring of impact difficult. IADK provide beneficiaries with a 'farmer book' which is designed to help record information, but this is not always completed due to lack of education or time. The low levels of resources of the beneficiaries means that the ability to co-finance projects on farm is limited, with a 10% co-contribution the level required. A smallholder often requires as much support as a larger grantee, and this makes for a personnel-strong intervention approach.

None of the project team are employed only in the BftW project, but instead they work across multiple projects. This allows for the employment of sector specialists and is a sound approach for a small organisation such as IADK. Even though the Executive director of IADK has overall responsibility for project implementation, it is worth considering having a dedicated Project Coordinator for the future project, allowing this person to manage the interventions with multiple inputs, and ensure project targets are being met. For example, we noted that some targets were not being measured (for example indirect beneficiaries) and this may be improved with a dedicated coordinator.

The technical training of beneficiaries was well regarded and appeared to meet the needs of the target groups. This is also likely a reflection of the skills that the sector specialists within IADK possess and is a positive for the Project. Where there appeared to be a gap in the Project was in more 'soft-skills' development, such as marketing and business management. There was a general lack of 'recall' from almost all beneficiaries interviewed regarding these soft skills.

A challenge in assessing the actual impact of the Project has been the limitations in the Monitoring data available. Whilst a considerable part of this limitation related to the target beneficiaries being marginalised, small rural landholders (lack of records, willingness to share information), the data collection of IADK also needs further investment.

Another issue to be reviewed relates to the assessment of 'income'. This is only measured as total sales made by the beneficiary, and does not include costs, and therefore nett income or profit is not clear. Many of the beneficiaries we met also had been undertaking similar activities prior to the Project support, and a comparison of prior income was not made.

Despite these concerns with some of the data collection, what was clear from all meetings was that the support provided by IADK had increased incomes and many of the earlier supported grantees from 2020 were continuing to invest in the same activity and generating further income. This indicated that IADK had been diligent in its selection of beneficiaries, and that technical training was generally adequate for the activity.

The support from BftW also included development of a training facility constructed on the site of the IADK offices. This has been used by more than 100 trainees already, and the quality of the facility was very good. Its key role in helping develop rural industries was also evident in that outside businesses had already approached IADK to help train existing and new staff for them.

Our overall findings are positive for the Project, in particular the Relevance and Coherence of the Project in the local context. IADK have focussed on groups that are under-supported by other projects and government agencies, as well as Municipalities that have a greater number of marginalised and rural poor.

Most of the Project Indicators have been met or are forecast to be met by the end of the Project. Considering some of the challenges related to delays from Covid, as well as the challenging target group and regions, this is a solid result for IADK.

The following sections of the Evaluation Report look in greater detail also at the Effectiveness, Efficiency, Impact and Sustainability of the Project.

3 Relevance & Coherence

**Is the project doing the right thing?
How well does the intervention fit in the local context?**

3.1 Project Goal

The overall Development Goal is:

The socio-economic situation of marginalised people in rural areas of Kosovo is improved

Under this overall goal are three 'Project Goals', defined as:

- 1) *Marginalized people living in rural areas in Kosovo have an employment or improved their income.*
- 2) *The vocational training in agricultural sector in Kosovo is at a professional level.*
- 3) *Women in rural areas in Kosovo gain financial independence and social recognition.*

IADK have a long tradition of supporting agricultural development in rural Kosovo, with a strong focus on pro-poor interventions and actively working in remote areas. This experience

shows in the design and implementation of the Project, and that it is well targeted to those regions that have potential to benefit from the Project support.

The Project was designed to target poorer rural populations that may be excluded from existing support programmes. Both the Ministry of Agriculture, Forestry and Rural Development (MAFRD) as well as various donor projects across Kosovo target SME businesses in similar regions but are often not designed to support the smallest of landholders and businesses. These groups are the primary target of IADK interventions under the BftW project.

The relevance of these interventions is clearly demonstrated by the support provided by each of the 6 municipalities in which the project operates. A cooperation agreement is signed with each of the municipalities, and these require all parties to contribute financially and logistically to the project. The municipalities assist in the identification and selection of beneficiaries and contribute 20% of the grant funding provided to each beneficiary (the Project supports 70% and beneficiary contributes 10%).

As a donor, BftW has a clear focus on women, poverty and disadvantaged groups² and IADK have reflected this in the selection of beneficiaries. During the field mission, the evaluators met with 29 direct beneficiaries, of which 12 were women, and 17 young farmers (defined as up to 34 year of age). Only 2 came from minorities within Kosovo. Although not all beneficiaries were considered disadvantaged, the targeting of more marginalised households was obvious in most of the selections.

3.2 Kosovo Context

According to the World Bank Snapshot Report³: *“Although Kosovo's economic growth has outperformed its neighbours in the past decade and has been largely inclusive, it has not been sufficient to provide enough formal jobs, particularly for women and youth, or to significantly reduce the high rates of unemployment”*.

According to the Kosovo Agency for Statistics (KAS), of the population aged 15-24 in the labour force, 49.1% were unemployed, and unemployment is higher among young females (57.2 %) than young males (45.2%). Further to this, the KAS Labour Force Survey showed that of the working age population, 61.7% are not economically active.⁴

Together, these statistics show that the focus on employment, as well as gender and youth targets, is not only sound, but an essential element of a rural and pro-poor projects.

With regards to income, the World Bank Macro Poverty Outlook (MPO) Report of April 2021 highlights remittances from diaspora dropped in 2020 by 51% because of the economic downturn triggered by the Covid pandemic. As a major source of rural income, this impact will be acute for the target groups of IADK. The MPO also notes that whilst formal employment was not seriously impacted in 2020 by the pandemic, the number of hours and security of this employment decreased. Increases in unemployment though suggest that the impacts were more felt by informal employment. Beyond the income challenges of low wages, low hours and high unemployment, these pandemic induced impacts highlight even more clearly why a focus on rural incomes is central to the Project's relevance.

² *‘For a life of dignity - Strategy 2021+’* (July 2021) Brot für die Welt, www.brot-fuer-die-welt.de

³ *‘Kosovo Country Snapshot’* (April 2020) World Bank, www.worldbank.org/kosovo

⁴ *‘Labour Force Survey 2020’* (July 2021) Kosovo Agency of Statistics (KAS), <http://ask.rks-gov.net/>

3.3 Project Interventions

As is clear from the information above, employment remains one of the most serious challenges for Kosovo, and in particular rural Kosovo. Further to this, youth unemployment and the very low participation rates of young females in the employment market show that the focus of IADK on these groups is essential.

Although several other programmes, both donor and government funded, focus on the rural sector, IADK have designed the interventions to focus on increasing employment and income in the more marginalised regions of Kosovo. Therefore, the coherence with these other sector wide activities is sound.

Similarly, the emphasis on skills development with a hands-on and practical focus is both relevant to the beneficiaries but also the broader sector. Engaging sector specialists from both within IADK and external consultants means this training is well targeted and fit-for-purpose to the target trainees.

A significant component of the project's interventions is centred around the awarding of grants to smallholder farmers and rural households. Linking these first to a training element is a strong element of the Project's approach and has shown to improve the likelihood of income generation and ongoing investment into inputs by the grantees.

Relevance and coherence of the interventions to the overall agricultural market system was less clear. IADK has not adequately focussed on embedding their activities into the market system or value chain. Whilst smallholder farmers all indicated they can sell their production relatively easily into local networks, the lack of links to both sales and inputs across the market system may limit the long-term impact achieved.

The intervention related to students and internships has been designed with universities and private sector, and the success of this programme is related to this collaborative design.

The development of a specialised training facility at IADK focussed on food processing is a strong addition to the overall training sector in Kosovo. The fact that the centre is already being utilised by external partners, and with the aim of increasing this client base, indicated its relevance. It is also suited to supporting other projects within the portfolio of IADK.

Expanding this facility to also include production (e.g., greenhouses, beekeeping, orchards etc) is strongly recommended for the future phase of this project.

3.4 Women in Rural Areas

IADK has correctly identified that women, and in particular young women, are often more marginalised in rural areas of Kosovo. Employment and participation rates for women bear this out. For this reason, the target of including women (and young women) in beneficiary grants is important.

What is missing in the overall project design though is specific targets for women, particularly in the internships for students and the small grants. The food processing units (target of 5 in total) are targeted at women, but there are no other specific targets included in other interventions. This is not to say that women are not included in the design and implementation of these interventions, but rather that there are not specific targets set for these.

It is the view of the evaluation team that this may be reducing the impact that can be achieved from the level of effort being deployed. For the final phase of this Project, as well as in the design of future projects (both for BftW but also other donors), the inclusion of a gender specialist is encouraged. Along with this additional skill set for IADK, the inclusion of more specific gender targets should be developed.

As is discussed further in the Effectiveness and Impact sections below, the evaluation team met with some very successful women grantees. The challenge for the Project (and in fact all donors) is ensuring that it is the woman within the household who is specifically benefitting. We know from experience across many development projects that often it is not only the female member of the household that benefits from grants and support, but also male members. The critical role for IADK, and a gender specialist, is to ensure that whilst the entire household may benefit from the intervention, the female members are given agency in decision making.

3.5 Project Management

It was observed that the Project did not have a dedicated manager, but rather this was part of the role of the IADK Executive Director. In a similar way, the Programme Coordinator for all IADK projects had a role which includes Monitoring and Evaluation. All the technical team were also dedicated to more than one project.

Whilst in an organisation the size of IADK it is sensible to use specialist resource across more than one project, some of the issues observed with regards to monitoring, as well as indicators in the Project Application not being measured, could be a result of a lack of coordination.

For future activities, to improve the coherence of the Project within the portfolio of IADK, as well as with other programmes around Kosovo, the inclusion of a Project Coordinator should be considered in the project design.

4 Effectiveness

Is the intervention achieving its objective?

4.1 Achievements

As with many projects and in fact the broader society, the Covid pandemic of 2020 to 2022 has also impacted on the ability of IADK to fully implement the project interventions in a timely manner.

Despite the limitations imposed by this, the project has been effective in finding and supporting beneficiaries who are able to most benefit from the support provided.

The Project design included a set of three 'Activity Clusters' which helped structure the work programmes for the implementation team. Results are reported against the three Project Goals, defined as:

- 1) Marginalized people living in rural areas in Kosovo have an employment or improved their income.
- 2) The vocational training in agricultural sector in Kosovo is at a professional level.
- 3) Women in rural areas in Kosovo gain financial independence and social recognition.

The following section reports Effectiveness under these 3 broad Goals.

4.2 Employment & Income

There is only one Project Indicator that directly relates to Employment. This is the number of students (as interns) that are employed because of the support of the Project.

Over the evaluation period (early-2020 to mid-2022) a total of 35 students have so far participated in the intern programme. The programme includes a training session preparing them for the placement. The Project Indicator related to this intervention area aims for 15 out of a total of 45 interns achieves ongoing employment.

The table below shows that to date 11 have achieved such employment. A final group of students are being placed into internships currently (to achieve the 45 total) and it is anticipated that the project target of 15 is likely to be reached by the conclusion of the Project (December 2022).

	Project Indicators	Achievement (May 2022)
1a	15 students (from 45 trained) achieve employment	11 (from 35 interns to date)

Table 1. Monitoring data related to Employment provided by IADK, May 2022

For income generation, 2 indicators are used to track progress, included in Table 2 below.

Data was provided by IADK that supported the achievement that 70% of beneficiaries from the 2020 round of grant received income of greater than €1,800 per annum. Indications from some grants from 2021 were that income generation would reach this value. Recipients of grants in 2022 are not yet able to show income generation due to the seasonal timing.

The MTE was not intended to audit results or assess all the data generated on income. Instead, we assessed a selection of beneficiaries through interviews, and when comparing the information provided to us during these interviews, our assessment was that this matched the data collected by IADK. We can therefore conclude that the target under Indicator 1b is likely to be achieved.

Indicator 1b focusses on the small grants provided to youth, existing farmers and women. The data presented below is mainly from 2020 beneficiaries and some information from those supported in 2021. More recent grants are yet to be assessed for income.

Whilst the monitoring data as well as information collected during our beneficiary interviews showed that grants had stimulated a significant increase in income for those supported, the focus on only income and not costs makes this difficult to assess for sustainability. A deeper understanding of the level of profit is required to assess how far the investments made are improving household income, and if this will be copied by the beneficiaries in subsequent seasons.

What is also missing from the data collection is a baseline income for the beneficiaries, which means a comparison of what was happening prior to the project support is not possible. Data provided by IADK is for sales from the supported activity, and not what was earned prior to the intervention. Most of the beneficiaries visited were undertaking some form of related activity prior to the support, and this baseline income needs to be subtracted from the new income to understand the change being stimulated.

The raw numbers of increased sales of products by almost all beneficiaries indicates that the target sectors and beneficiaries have been selected well, but more detail is required on what this means for the ongoing success of the support.

Indicator 3a relates to larger grants provided to individuals to construct food processing units. We visited 3 of these – a milk processor, cake manufacturing and vegetable processor. Of these, only the milk processing and the cake manufacturing unit had been operating, with the food processing unit under construction.

Data provided by IADK and verified with the processing units showed that the milk unit had produced income from January to May 2022 (5 months) of €1153 and for the cake unit over

the same period, income of €2,619. These numbers suggest that the target of €3,000 will be achieved through 2022, but only for two of the five units.

Our concern with both sets of data is that this is an assessment of gross income, and not net income (or profit). For the cake manufacturer in particular, inputs are purchased from the local market to prepare cakes, and this is not accounted for. It is also worth undertaking a comparison of income for the milk processor if she was to sell her milk directly to the market rather than processing to cheese and associated products.

The grants supported under Indicator 3a are larger in scale than smallholder grants and are closer to a 'market intervention'. For this reason, a greater focus on the financial and market success of these grants is required. Beneficiaries should have a higher requirement for providing accurate data on sales and costs to IADK - with the support of the IADK field team.

	Project Indicators	Achievement (May 2022)
1b	70% of beneficiaries achieve income >€1,800/annum	Achieved (2020 grant beneficiaries only)
3a	5 food production units >€3,000 income/annum	€1153 milk processing unit €2619 cake manufacturing Income January to May 2022 only

Table 2. Monitoring data related to Employment provided by IADK, May 2022

It is recognised by the evaluation team that accessing income for small farmers and processors is difficult. A lack of record keeping on sales and inputs, as well as sometimes an unwillingness to share this information, hinders a robust assessment of income. This can be overcome by investing in more training of staff on how best to collect data, as well as establishing a dedicated resource within IADK to undertake such monitoring. Another useful tool can be to develop a series of small case studies, or 'stories', that can be used in reporting and results assessment. This requires more time to be spent working with a smaller number of beneficiaries and not only extracting good data, but also using this as a learning process for the IADK team on what works best for smallholders.

An observation made when visiting the beneficiaries under Indicator 3a (food production units) was that these were not linked to the market system, but also not to other IADK activities.

For example, the milk processing unit was buying a very small amount of milk from one local producer, but indicated that due to quality concerns, was not planning to purchase additional milk from others. The food processing unit in Kamenica was being built but told us they were not yet sure where they would buy inputs.

With some improved design to the interventions, it may be possible to link these facilities to local producers. For example, in Kamenica, we visited at least 2 greenhouses producing the vegetables that would be required for the processing unit. There should be work done with these larger grantees to see how they can stimulate more impact locally, beyond their own personal business.

4.3 Training & Skills Development

The second Project Goal and area of measurement looks more closely at training and skills development. The Project Indicators look at the number of trainings (for women) and curricula that are developed. Under the cross-cutting themes section of the Project Document, several other indicators related to training and skills are also included. These are summarised in the table below.

	Project Indicators	Achievement (May 2022)
2a	240 women trained at IADK facilities	107 (75 BftW and 32 other IADK)
2b	2 of 3 curricula accredited by NQA	Achieved
Cross Cutting Themes		
	130 beneficiaries increase marketing skills	105
	190 beneficiaries in exchange visits	82

Table 3. Monitoring data related to training and skills development provided by IADK, May 2022

Under the agreement with BftW, a new facility for training has been established at the Vushtrri site of IADK. This was financed to the amount of €128,617 and completed in 2021. Due to Covid-related delays, the completion of the structure has meant that fewer trainings have been achieved to date. Indicator 2a includes the training undertaken in this facility, with 107 women undertaking food processing training. Further courses are being conducted during the second half of 2022, and although the target of 240 women is unlikely to be achieved, the number will be close to this.

To ensure that the training provided is of a standard that is recognised across Kosovo (and indeed the region), IADK have sought accreditation of course curricula. To date, 2 of these have been accredited, and it is anticipated that a 3rd course will also be accredited prior to completion of the Project.

Indicator 2a relates only to women beneficiaries, whilst the 2 cross cutting indicators relate to all participants in the grants portion of the programme. Each grantee is provided with some additional marketing training, and as of May 2022 a total of 105 beneficiaries had participated in this training (target 130). Based on the number of grantees, it is anticipated that this target will be achieved.

Due to a lack of 'recall' by many beneficiaries of this marketing training (namely, during interviews this training was not mentioned unless prompted), we have questioned the suitability of this training and if it is being targeted correctly for the type of beneficiary supported under this Project. As indicated by most small grantees, they do not have a problem selling current production, so marketing training focussed on selling may not be relevant at this early stage of development (it may become more useful if farmers begin to produce large volumes of primary production). Focussing training on business management and how to increase production (and therefore, future sales) may be a more appropriate training approach.

Exchange visits are also included in this set of indicators, and as of May 2022, 82 out of a target of 190 beneficiaries had undertaken visits. These were mentioned in multiple interviews as a valuable addition to training, and IADK is encouraged to focus on more of these visits with both the aim of increasing the knowledge of target groups, but also achieving this indicator target.

What is missing from the current data and reporting is a total number of technical trainings provided across all beneficiaries. Approximately 350 direct advice sessions have been provided to beneficiaries. In addition, training sessions were provided to a wider number of participants (not all trainees received grants), but the actual number of sessions has not been reported.

IADK reported that by December 2021, 26 out of 30 livestock beneficiaries (across 2020 and 2021) were certified for successful participation in the training sessions in vocational training,

with a validated certificate by National Qualification Authority (NQA). Similarly, it was reported that 24 of the 45 trainees in food processing (15 in each of 2020, 2021 and 2022) have so far received certification. A further 32 women from other projects utilised the IADK training facility to receive certification (21 a NQA certification and 11 with an IADK certificate). They were not included as a target specific to women.

These results show the success of the IADK training programmes but is another example of good results but not against a specific gender target included in the project document/log frame.

This higher-level skills development in key sectors for rural Kosovo is a strong achievement of IADK and the Project, and although this is reported in the 4th Narrative report, these trainings are not included in the Project Indicators. Such indicators reflect the breadth of activities of a Project, and consideration should be made to more inclusive indicators in a future phase of the Project.

4.4 Women in Rural Areas

BftW and IADK have a strong focus on women in the current Project, and this is tracked by 2 specific indicators.

The Project Goal for women is more inclusive than this though, stating that 'Women in rural Kosovo gain financial independence and social recognition'. Whilst the 2 specific indicators will capture some of this information, the focus of other training and grants for women should be specifically reported here.

Two indicators were identified as specific to women in rural areas, for food production units as well as case studies.

Indicator 3a aims for 5 production units to be achieving >€3,000 in annual income. At the time of this evaluation, 3 units had been supported and 2 were generating income at the anticipated level.

We have extracted data from the Narrative Report of December 2021 as well as updates provided by IADK during the evaluation mission (up to May 2022) to reflect on the impact to women across the Project and included this in the expanded table below.

	Project Indicators	Achievement
1a	15 students (from 45 trained) achieve employment	11
	To May 2022, 30 of the 45 students/interns (67%) are women	
1b	70% of beneficiaries achieve income >€1,800/annum	Achieved
	To May 2022, 36 out of a total of 124 (29%) of beneficiaries receiving a small grant are women. In addition, 90 out of 124 (73%) are youth (men and women). Of the women grantees, the majority were in the horticulture (vegetables, flowers & fruit) sector.	
2a	240 women trained at IADK facilities	107
	This is a specific indicator for women under the programme, but more emphasis on the number who achieved a NQA certification should be included.	
2b	2 of 3 curricula accredited by NQA	Achieved
	Although this is supporting women through accredited training, it is more broadly supportive of the whole agriculture sector.	

3a	5 food production units >€3,000 income/annum	€1153 milk processing unit €2619 cake manufacturing Income for January to May 2022
	These food processing units are targeted at women who have completed accredited training courses.	
3b	4 qualitative case studies	2 completed
	Two case studies have been completed. With only 3 processing units so far supported (with 2 achieving income) it is not clear what additional case studies will be completed. However, smaller grantees can be included.	

Table 4. Monitoring data related to women from data supplied by IADK during evaluation visit

Our evaluation interviews included some very successful grants targeted at women, including in the beekeeping, horticulture and livestock sectors. What was evident though is that these grantees do not act in isolation to the rest of the family. There is still a strong case to be made that support and grants should be targeted at the women members of the household, ensuring they retain agency and ownership of decision making, irrespective of how the results of the intervention are distributed through the family unit. Managing these challenges and in fact design of these interventions is an area where a dedicated gender specialist will be valuable for the IADK team.

Examples of these successful grants included Mirjeta Deliu (greenhouse) and Luljeta Gucati (beekeeping) in Skenderaj, as well as Nadire Maka (greenhouse) in Kamenica. In all three cases, it was clear that the woman beneficiary was leading the activity and benefiting from the support, but that the other family members were also involved. This is not a criticism of the Project, but rather a positive outcome that the support provided is impacting on the whole family unit.

Although strong results have been achieved for women beneficiaries, the lack of specific women targets for students (internships) and grants for small holder farmers may have reduced the specific impacts that could have been achieved. For the final stage of the Project, it is recommended to focus on separating results for women, with a particular emphasis on identifying what was successful in achieving good results, and how interventions can be improved for future Projects.

4.5 Indirect Beneficiaries

Included in the Project Document for this project phase was an indicator that a total of 1,220 Indirect Beneficiaries would be included in the Project impact. These were defined as 'family members, students, neighbouring farmers and reaching interested parties through information materials.'

Whilst this indicator has not been formally tracked, IADK suggested that with 127 beneficiaries directly supported by grants, and a further 45 students supported, there are 172 beneficiaries. If the average family size is 6 people, as many as 1,032 indirect beneficiaries may have been impacted.

This is not a true assessment of indirect beneficiaries. Whilst family members do benefit from the interventions and support of IADK, a more appropriate assessment of indirect beneficiaries are those outside the home, for example supply chain actors and other farmers.

The challenge with small farmers and a grant programme is that achieving any 'copying' from neighbouring landholders is unlikely. The fact that grants are used to stimulate individual farmers is indicative that other small farmers are unlikely to have the financial resources to copy the actions of the direct beneficiaries. During our field visits we did not find any

examples of direct copying to other farmers. We did see evidence of other farmers being stimulated to apply for grants, in greenhouses for example, but not using their own resources.

Despite these challenges, it would be valuable for IADK to undertake some surveys to ascertain if copying of training information has been occurring. Whilst investment copying may not be likely for the target groups, advice from trained farmers may be being disseminated at a village or extended family level.

During a visit to Shtime, an example of indirect beneficiaries was highlighted. Arbnore Aliu received support for some farm machinery to improve feed production for their dairy cows. The equipment include a slasher and tilling machine, and they had begun using these as a service for other small farmers in their village. Rather than these small farmers requiring their own equipment, Arbnore and her family were providing a cost-effective service to them. This would be a good example to use when looking to increase the market systems approach for future project phases.

This support contrasts with two small livestock farmers (Armend Luma and Skender Zeqiri) interviewed in Lipjan. Each of them received their own field equipment, allowing them to undertake work they previously outsourced to contractors. They reported the contractor charge €70 per hectare for tilling services. As smallholder farmers this would have only required a few days of work, which raises the question if the support from IADK to purchase their own equipment was good value for money. An improved monitoring system could explore these examples to better understand how to target support to marginalised people in rural areas.

4.6 Cross Cutting

IADK identified several 'cross-cutting' activities in the Project design. These are defined as activities that support direct interventions (grants) with farmers and processors. In essence, these are training and information services, and not cross cutting themes such as gender and youth engagement.

Eight indicators were identified to track these support activities, and they are summarised in the table below.

Cross Cutting Themes	Achievement (May 2022)
130 beneficiaries increase marketing skills	105
190 beneficiaries in exchange visits	82
10 information sessions	7 (241 attendees)
1000 information pamphlets	Achieved
Web page	Achieved
2 videos	1 prepared
IADK skills development	4 trainings
Evaluation report	

Table 5. Monitoring data for 'cross-cutting' activities of IADK, May 2022

As can be seen from this information, most of the indicators have been achieved or are likely to be by the completion of the programme.

The indicators related to marketing skills and exchange visits are behind schedule. These are important tools for both stimulating farmers to make changes to their production, as well as

increasing the likelihood of a sustainable change to their practices. For these reasons, a focus on ensuring these targets are met is important in the final stage of project implementation.

5 Efficiency

How well are resources being used?

Data was provided by the finance team of IADK during the visit and includes expenditures up to the end of April 2022. The table below summarises this information, with the full details included as Appendix 3.

	Jan'20 - Apr'22	Budget	(€) Diff.	(%) Diff.
Income				
Donation	€ 571,200	€ 760,000	-€ 188,800	
Own contributions	€ 114,309	€ 129,000	-€ 14,691	
Total Income	€ 685,509	€ 889,000	-€ 203,491	
Expenses				
1. Project Activities				
Improving Employability	€ 35,126	€ 43,713	-€ 8,587	-20%
Grants for income Generation	€ 356,707	€ 432,000	-€ 75,293	-17%
Cross Cutting Activities	€ 19,897	€ 39,795	-€ 19,898	-50%
Transport Costs	€ 10,197	€ 13,000	-€ 2,803	-22%
2. Personnel	€ 106,571	€ 165,125	-€ 58,554	
3. Administration	€ 31,236	€ 41,300	-€ 10,064	
4. Procurement	€ 11,143	€ 10,300	€ 843	
5. Construction	€ 128,683	€ 128,617	€ 66	
6. Evaluation	€ 0	€ 14,500	-€ 14,500	
7. Reserve	€ 0	€ 650	-€ 650	
Total Expenses	€ 699,559	€ 889,000	-€ 189,441	-21%

Table 6. Summary of Budget and Expenditure to April 2022 (Source: IADK Finance Administrator)

For any analysis of the Efficiency of the budget, the cost of construction of the training facility at IADK needs to be removed. Whilst there is a cost of using this that should be attributed to the Project, it remains more accurate to remove this from the overall expenditures to date.

With this removed, the total spend to April 2022 is €570,876.

Consistent with a direct intervention approach, a large amount of this has been spent on grants and direct support to beneficiaries, with 62% of the total spend going directly to grants. A further 12% has been spent on costs related to direct support to beneficiaries.

Personnel costs, including administration, accounts for only 19% of the total budget.

Another metric that can be used to assess the 'Value for Money', or efficiency of the program is to look at the cost per beneficiary. In a rural and pro-poor activity such as this Project, the cost per beneficiary is expected to be high. Although it is not in itself an overly

useful metric, it can be used by IADK (and donors) to compare different interventions and how cost effective they are, or to check across different projects.

Adding together the total number of beneficiaries, including grantees, trainees and students, there are 227 direct beneficiaries to the end of May 2022. With this total number, the cost per beneficiary from all funds (excluding construction) is €2,514 per beneficiary.

This figure will reduce as more trainings and support is provided through the final phase of the Project.

As at the time of preparing this report, a total of 127 grants had been provided, with a direct cost to the Project of €356,707. This is an average of €2,808 per grantee. With early grants showing income of over €1,800 per annum per beneficiary, the return on this direct investment will be positive within 2 years. This is a very blunt assessment tool, but one that could be further investigated by IADK. The need to assess the level of return on the grant investment is to ensure sustainability of the intervention. Namely, whether beneficiaries are likely to continue to invest in increasing production, new inputs or replacement equipment, rather than just letting the activity lapse through lack of funds or interest.

The difficulty with assessing this VfM of the grant component is that data collected from IADK on the income/profit of each beneficiary is limited. The ability to compare prior income for beneficiaries that received support to improve an existing enterprise compared with those starting from new is not available. Similarly, the comparison of profitability is not available, only total income generated. For IADK to be able to use financial efficiency metrics to measure their performance, a greater focus on quality data is required.

If a future phase of the Project is to focus more on market system development (MSD) through a more facilitative approach (see later discussion) then the heavy reliance on grants to trigger impact will be changed. MSD programmes tend to be personnel heavy to understand and impact on the market system/value chain.

Another tool that can be used is to increase the percentage co-contribution from grantees and other beneficiaries. Currently, grants are financed along the general principle of 70% from the Project, 20% from Municipalities and 10% from the grantee. There is no requirement for co-contribution to training and skills development from the beneficiaries, although support for training locations, selection of beneficiaries and administrative support is provided by Municipalities. Small changes to this ratio can increase the number of beneficiaries for a similar total investment.

Similarly, there is currently no co-contribution required from agencies and businesses engaging interns. The payment to interns to cover costs of transport, food etc. are provided comes from project funds. Further support from the partner towards the payment has the potential to provide opportunities to expand the activity.

Overall, our findings are that the level of detail to assess efficiency is limited. However, the evidence does show that grants are generating income that has the potential to exceed the grant value, which is the first step to sustainability. If the Project is to move to an MSD approach, a stronger focus on grant design (co-contributions, matching to market needs etc) is required, as is a more robust Monitoring and Results Measurement (MRM) system.

6 Impact

What difference does the intervention make?

As described above, under the overall goal of the Project, there are three specific goals to be met. These are defined as:

- 1) *Marginalized people living in rural areas in Kosovo have an employment or improved their income.*
- 2) *The vocational training in agricultural sector in Kosovo is at a professional level.*
- 3) *Women in rural areas in Kosovo gain financial independence and social recognition.*

IADK has taken a Direct Intervention approach with the aim of targeting these specific goals. Under such a direct strategy, the Impact of support should be quite clear, and the results reflect this.

Whilst the Project does not define 'marginalised' people, it is taken to mean poor women, youth and minorities. The number of women supported through direct grants is 36 out of 124 grants, and data on the shows that 90 of the 124 grants included up to May 2022 are for youth (men and women).⁵ Whilst these are positive results for a project of this size, the number of minority beneficiaries is only 2.

Further to this, the training of 107 women through the newly constructed food processing facility at IADK is another positive impact on rural women. Having the curricula being trained in the facility accredited through the NQA also adds strength to the quality of the training, allowing these beneficiary women to be more employable in the private sector. The engagement with private sector partners looking to use the training facility for their existing and new staff is further evidence of the potential impact of this advanced training facility.

It has already been mentioned that the quality of data collected by IADK on income needs to be a more accurate reflection of profit, but the evidence is clear that income is increasing as a direct result of project interventions. In many of the cases visited during the evaluation, this was providing clear benefits to the grantees. Income had increased, and there were many positive stories to be found amongst the beneficiaries.

The focus on women is important in the rural context, particularly in the regions where the Project is active, and rates of poor households is higher. An area where better data could also be collected is on the impact increased access to income of female beneficiaries is having on the wider household. In a smallholder farm family, separating the support from the woman farmer to the rest of the household is not always possible, but assessing the overall family level impact is important. A focus on good data collection under a revised MRM system should help understand if the grants are benefiting the women members of the household, as well or better than the non-target male members.

Support to one beneficiary having an impact on the household is not an unintended impact, rather it is the desired overall impact, but measuring and understanding this impact is important for the Project. If the move to a more facilitative approach in the next Phase of the Project is intended, then understanding these broader impacts becomes more important. The use of case studies and stories to illustrate this is valuable.

In the context of the broader impact of 'improving the socio-economic situation of marginalised people', IADK has clearly undertaken a sound process of beneficiary selection, and the good results are indicative of this process.

⁵ Data as of May 2022 provide by IADK

7 Sustainability

Will the benefits last?

Elements of the Project show strong evidence of sustainability, but other areas may require some further focus in the final 6 months of implementation to ensure the results are embedded into the rural system.

A strong result has been seen in the student/intern system. As of May 2022, 11 of the 35 students trained and included into the intern system had received ongoing employment. Examples such as LB Trade, a supplier of bakery inputs and the host of 2 interns, has engaged both interns full time and is considering more such placements in the future.

A recommendation for IADK in future phase of this project is to look at how such a system may be included as a permanent feature through universities or with support of government agencies, such as MAFRD.

Interviews with the 2 processing units (milk and cakes) suggested that each location was only supporting employment of the recipient of the grant and family members on a part time basis. Whilst this single employment is likely to be ongoing, there was little indication that this would extend beyond the recipient.

For the small farmer grants, many were functioning and showing that grants from 2020 and 2021 were inducing further investment by the recipients. However, the majority (18 of 23 visited) indicated that they are selling all production locally, either direct to known contacts or via roadside stands, and they were not looking to market further than this. Whilst this model can be sustained for very low levels of production, this also limits the total income that can be generated. The most common statement made across all interviews was "*S'ka problem me shitjet*" – "No problem with sales!"

A further risk to the sustainability of the small grants to farmers and youth was that all data collected was on gross income and not net income (profit). Without clear evidence of profitability, the potential and likelihood of future success is difficult to measure. Grants have provided a range of machinery and inputs to the beneficiaries, but how do they replace and maintain these items, or upgrade as production increases?

From a market system perspective, what was missing from the sustainability question was also linking beneficiaries into input suppliers. Advice was only indicated to come from IADK, and inputs supplied from them. A stronger focus on who will replace IADK as the support mechanism for growers needs to be built into each activity. It was not clear if IADK had an 'exit plan' from its main interventions.

The Evaluation identified the potential to work with existing beneficiaries to improve this situation, through targeted skills development and mentoring. IADK should invest time in the final 6 months of this project phase to better understand the profitability of various grantees. This will not only help identify risks for sustainability, but also inform future interventions of any extension phase of the BftW project, or other programmes within IADK.

8 Cross Cutting Themes

8.1 Women, Youth and Minorities

The role of the Project in supporting women has been discussed across this report. There is a defined project goal related specifically to supporting women to gain financial independence and social recognitions. Activities targeted specifically at women include training in food processing and grants to establish food production units and that overall, 60% of beneficiaries should be women⁶. The number of beneficiaries included in grants and training totalled 297 by the end of May 2022, of which 54% are women. With additional food proceeding training planned for second half of 2022 (and targeted at women), the 60% target should be achieved.

The selection of women beneficiaries has been done with the impact on the household in mind. IADK has identified challenges in ensuring that the woman is actually the beneficiary, rather than being used by male members of the household to access the grant. It is difficult for a project to eliminate such a situation, but countering this by identifying households where the family works as a 'unit', with the female members equally or more strongly engaged in the target activity, will help ensure equity in the grant support.

Targeting the training to the women members of households is also an important tool in achieving improved income and social recognition for the women. Other tools that could be considered is more follow up training, the establishment of women networks for sharing market opportunities and ideas, as well as the use of women trainers and visits to women run businesses (study visits) wherever possible.

What is missing from the support being provided to women is an adequate monitoring system to identify the impact being achieved. It is strongly recommended that IADK and the Project invest in a gender specialist to help drive the impact and evidence gathering for the impact being achieved for women beneficiaries.

A target of 105 'young job-seeking adults aged 18 – 40' is include in the Project Application but is not specifically tracked in the Narrative Reports. However, information provided by IADK to the evaluation team showed that 90 of the 124 grants and all 45 of the students/interns are in the youth category, showing that this indicator has been achieved.

There were several young farmers and households that were visited during the evaluation, and they were performing well, with clear signs of impact and sustainability being noted. Again, a focus on gathering sufficient data to understand the role of the youth in the household group is also important.

Again, in the Project Application, a target for minorities of 8% of the total number of beneficiaries was included but is not reported on. Only 2 of the 127 grantees to date have ben minorities, and 4 of the members of the trainings. If there is to be a target for support to minority groups, then this should be accompanied by a strategy and set of activities to achieve this.

8.2 Climate Change and ESG

Addressing issues related to climate change was not included in the current project phase but should be considered in future project design. This applies both to the intervention design but also to IADK itself.

⁶ This target was included in the Project Application (Section 4) but is not tracked in Narrative Reports.

What was noted is that the offices and training facility of IADK are powered with solar panels, and that the design of the building include greater insulation, better windows and shade design to increase energy efficiency. The latest vehicle they purchased is a hybrid version. This approach to environmental sustainability should be highlighted in future project applications and designs.

From an environmental perspective, IADK should be looking at the inputs they supply with consideration to future impacts. Examples are the plastic mulch and plastic covers for greenhouses, and how these will be dealt with at end-of-life.

Discussion on these issues, as well as other social agenda items are included in the recommendation section of the report.

8.3 Monitoring & Results Measurement

As discussed elsewhere, the Monitoring and Results Measurement (MRM) work within the project needs to be further resourced and implemented. Currently the monitoring component of this is undertaken by field officers, who also have a range of other responsibilities and tasks to complete. The M&E system is overseen by The Programme Coordinator of IADK, but this is only part of their overall responsibilities.

The evaluation team acknowledge that gathering data from smallholder farmers and beneficiaries is challenging. It is uncommon for these more rural and marginalised groups to keep detailed records, and they can also be less willing to share personal data on such things as income and family situations. These challenges are not unique to IADK and the BftW project though, and a range of tools can be used to improve data collection.

Our references to a lack of quality data from the Monitoring system should not be seen as a criticism of the IADK team, but rather that it is not being properly resourced from within the Project. Monitoring as an added responsibility for existing staff is not adequate.

One area that requires more attention is the assessment of income for each beneficiary. The lack of nett income or profitability data on interventions limits the ability to assess sustainability. Another issue that arises from this is also the inability to properly attribute impact of the Project work. For example, many of the beneficiaries we interviewed already undertook the activity they were being supported in, for example, vegetable production. The Project supported them to improve this, such as using improved inputs and constructing a greenhouse, but the change in income was not readily available, rather just a value of sales made.

If a future phase sees more of a shift towards a facilitative and market driven intervention approach, then an improved MRM system is essential. Collecting data from a direct intervention approach is easier than a market system approach. Identifying the impact of a direct support package is easier than tracking the impact and attribution of a more 'hands off' market intervention.

The resource used for MRM can also support collection of data on climate change and other environmental, social and governance indicators to be included in future projects.

9 Recommendations

9.1 Current Project Phase

The budget shows that to the end of April 2022, approximately 20% of the budget remained unspent. This was split across Project activities and indicated that some further work can be done on direct activities with beneficiaries.

It is our recommendation that this be applied to the following activities:

9.1.1 *Income Assessment*

- Developing a better definition of 'income' for the Project, and then developing tools to gather this information from beneficiaries. This is a critical step to be able to assess the sustainability of the activities, namely if grantees are generating enough profit, then they will continue to invest in the activity.
- It is not necessary to change the reporting for this phase of the Project, but a better understanding of income will help define activities for future projects as well.

9.1.2 *Gender*

- Define within IADK (and with the donors) how impact for rural women can be measured. Whilst the project goals states that women 'gain... social recognition' what this means in practice is not defined.
- Defining how to measure the improved income of women within family groups is a challenge that needs to be better defined. There is nothing wrong with a support package applied to the female members of the household being used by all members, but this needs to be adequately tracked and assessed to ensure equity is being achieved. Women's agency in decision making around income generation and employment is fundamental to this social recognition.
- It is recommended that IADK look to use some of the remaining personnel budget of the Project to engage a gender specialist, who can then support the new Project design and implementation, and to undertake training of all staff in this area of activity.

9.1.3 *Monitoring*

- Improvements are required in collecting other data specified in the Project Documentation, with an example being the information on indirect beneficiaries.
- The use of case studies is a valuable tool to communicate the project's work outside of the donor and IADK group, but the use of 'stories' is a valuable tool to communicate to a wider audience. Such stories can be seen as a mini-case study, detailing the impact an activity had on the individuals involved. These are a widely used tool and are relatively easy to prepare.
- As part of the overall improvement in data collection, look to not only engage a specialist MRM person in IADK to service all projects, but also provide additional training to the entire team

9.1.4 *Skills Development for Beneficiaries*

- Follow-up skills development for existing beneficiaries. The lack of 'recall' by beneficiaries on the soft skills provided by the project indicates that this activity may need to be reviewed and revised.

- For example, the marketing training may not be valuable to a smallholder farmer who can currently sell all the produce locally - but connecting them with other market actors such as input suppliers could be valuable. A training focussed on quality inputs may therefore have more impact on their business. Exchange visits within Kosovo were mentioned as valuable by beneficiaries, and more such visits could be useful.
- There is no 'one-size-fits-all' approach to skills development, which again requires time spent in the field by IADK staff, and use of tools such as the Rapid Market Appraisal (RMA) could be valuable to achieve further impact prior to the closure of the current project phase.

9.2 Future Projects

It has been indicated by IADK that a third phase of the Project supported by BftW is possible. If this eventuates, then the following recommendations can be considered in the design of this future activity.

9.2.1 *Intervention Approaches*

- The current phase of the Project utilised a direct intervention approach. Whilst this can be a useful tool for stimulating change at a local level, it is recommended to use this as part of a group of tools to achieve more systemic change.
- As an example, the current phase of the Project used larger grants (up to €12,000) to develop food production units with individual businesses. These were new entries to the market, trained by IADK and supported as a start-up. However, there was no requirement of these units to support local input suppliers or employ local labour. There was a contractual requirement that employment should prioritise women also involved in training, but this was not part of the project plans. For example, the vegetable processors being developed in Kamenica was not sure where she would buy her vegetable inputs. If this had been linked instead to a small group of local producers (there were several supported locally by IADK with greenhouses and inputs) then a small market system may have been stimulated.
- More details on the potential of a market system approach to impact on marginalised groups is discussed below.

9.2.2 *Additional IADK Resources*

- It is recommended that a gender specialist and MRM resource are both added during the final phase of the current project. If this is not possible in the time and budget remaining, then they need to be included in the new project phase. It should be noted that these are not resources dedicated to the BftW project only but can be utilised across all IADK activities.
- It is also recommended that one person is committed 100% to the Project. It is their role to coordinate the sector specialists, including gender and MRM support, and ensuring that all project activities are planned according to available resources. This 'Coordinator' role does not need to be the overall Project Manager, as this role can still sit with the IADK Executive Director, but day to day management needs to rest with a dedicated member of the project team.

9.2.3 *Interventions & Indicators*

The range of interventions used in the current phase of the Project have been successful. The following recommendations are based on our evaluation work but can be adapted based on the intervention approach agreed on for future phases of the project.

- The intervention with students and internships was successful and can be expanded into the next Phase of the project. Ideas to be considered are expanding this beyond the target municipalities to cover all of Kosovo. Another approach that could be used to target more marginalised groups, such as minorities, is to expand the programme to include students who have completed secondary education, rather than only university level education.
- Training programmes that not only target technical skills but also a range of business and market skills can be expanded on. In general, the training work of the current phase of the project was sound, but the further development of skills rather than just training could be revised.
- Several interviewees mentioned the exposure and study visits within Kosovo as being valuable. Expansion of these is also recommended and could include a range of actors rather than just other primary producers. Visiting input suppliers and market outlets could also increase the knowledge of beneficiaries on what is possible for their own businesses.
- As already mentioned, and expanded on below, using an approach to adopt a more market-based approach to designing interventions is important. This does not discount the use of small grants but can be complimentary to this small grant programme by linking more beneficiaries to each other and to the larger market within and outside of Kosovo.
- Designing gender specific activities will help in improving the impact across this important sub-sector of rural Kosovo. If minorities are to be included in a future phase of the Project, then designing specific interventions for this group is also required.
- Partially linked to the market approach, but also from a sustainability perspective, the inclusion of machinery and equipment in some grants could be questioned. The example was seen in Lipjan where at least 2 farmers were provided with equipment to till their paddocks prior to sowing feed. Whilst this was said to save them on paying a contractor €70 per hectare, was it a sustainable investment? As small farmers, this may have only saved them a few days of work, which would not cover the cost of the equipment if they did not receive a grant. Conversely, we met a beneficiary in Shtime that received equipment and was now also providing this as a service to local smaller farmers. The second example is more likely to be a sustainable intervention and provide an efficient use of project resources.

9.2.4 Target Sectors & Regions

The current selection of regions and sectors to be supported has been good, but we recommend some small changes based on our evaluation work

- The sectors identified with the most likely success for future interventions include those in the current programme (greenhouses, strawberries, tree fruits, beekeeping and milk) as well as possibly the inclusion of medicinal and aromatic plants (MAP).
- It is recommended though that the livestock component for meat production is reviewed. A visit to one producer in Shtime Municipality showed poor animal welfare conditions, and support from IADK could be seen as support for poor animal treatment. If support to livestock is to continue, it should be based on improving animal care and not only a cost saving or income activity.
- Aiming to target more support to beneficiaries in smaller local area should be considered. Whilst the current approach of being open to applications from all rural poor in an area has merit, this makes for an inefficient system of managing grants and linking markets. Whilst a component of the Project could still be open call, a focus targeting small regions and specific sectors may increase not only the impact but also the

effectiveness, efficiency and importantly, the sustainability of the interventions. Such targeted work can then lead to further benefits such as product aggregation/collection centres being established.

9.2.5 Training Facilities

- The current training facility for food processing is an excellent addition to the overall VET/skills development sector in Kosovo and is highly commendable.
- Expanding this facility to include agricultural production is the next logical step to further developing a skills centre located around IADK. Funding should be sought to include at least fruit and vegetable production, Medicinal and Aromatic Plants (MAP), bedding plants, berry crops and beekeeping and if possible, a livestock component as well.
- Looking to further expand the clients using the training facility is also part of the current plan and should be included in all future projects. Identifying private sector actors who could train more existing and future staff at the facility is a good value add for the sector and for IADK.

9.2.6 Climate Change

- Helping beneficiaries deal with climate change can be undertaken in two ways: Resilience and Adaptation.
- Resilience refers to actions that allow people to cope with changes that occur and include cash buffers (resulting from profits) as well as diversifying income. IADK has not addressed these actions in the current project phase, but they need to be discussed in future project design.
- Adaptation includes several the actions already included in IADK interventions, but they are not highlighted as such. Dealing with climate extremes can be improved with the use of greenhouses, irrigation, crop selection and implementing Integrated Production. All but the last of these is central to many of the grant and training programmes of IADK but focussing more strongly on the skills side of this (namely, Integrated Production, could be a valuable addition.

9.2.7 Environmental and Social Considerations

- Designing future activities with a stronger environmental focus may not yet be required by donors, but it will become more central to all activities. Examples are the use and disposal of inputs such as plastic mulch and plastic greenhouse covers. Ensuring inputs such as fertilisers and chemicals are the correct ones and used properly is a responsibility that IADK needs to build into the market system – for example by working with input suppliers.
- The social aspects of the work being undertaken by IADK are strong, for example support to Minorities, Gender, Youth. This can be further enhanced by designing specific interventions to improve the sustainability of project impacts.
- An emerging item relevant to Pro-Poor Interventions such as those supported by IADK is dealing with 'Modern Slavery'. Germany, where BftW are based, already has a modern slavery legislation, and this may impact on IADK⁷. Discussions with the donor during project development is recommended to address any requirements for this in advance.

⁷ <https://www.csr-in-deutschland.de/EN/Business-Human-Rights/Supply-Chain-Act/supply-chain-act.html> also for background information is this report: https://www.antislavery.org/wp-content/uploads/2020/05/ASI_SupplyChainReport_2020.pdf

- The concepts of Modern Slavery are still new to many donor programmes. Whilst this may not be an issue for IADK or BfdW directly, it needs to be understood and considered in project design. A good resource to look at for development projects is the 'Developing Freedom'⁸ report that also has recommendations and case studies.
- Animal welfare also needs to be considered as one of the criteria for any grants and support provide to the livestock sector. A poor example of animal welfare was seen at the site of one beneficiary. Not only is it unacceptable as part of meat production, but it is also a risk to the project reputation and that of IADK. Care in partner selection in not only environmental but also ethical standards should be built into future projects.
- A way of supporting changes to animal husbandry is to develop an example farm. We are aware this was done by IADK in 2010, but as it was on the site of a commercial farmer, access for training was not guaranteed. It is worth IADK considering as part of its future development, owning a small animal production unit to use for such training.

9.3 Facilitation & Market System Development (MSD)

Much has been said through this report on a change of approach for IADK and BftW that will focus more on a facilitation role for project staff, and to also look to make more use of market system development tools.

To ensure this is achieved, then considerable work is required with the IADK team to ensure they understand and can use this revised approach. Elements of the current direct intervention approach can be used in a MSD approach, but a change in thinking is required. It is not the intention of this report to fully describe the MSD approach, but rather to recommend that a change of approach is sensible.

Designing interventions that are pro-poor and can be targeted at marginalised groups has been successfully implemented in a wide range of projects globally, but there are also examples within Kosovo that can be used as guide for the BftW Project.

What is fundamental to understanding how to intervene in a market system to have the greatest impact is to commit personnel resources early in the project phase to a sound market assessment. IADK is already in a very strong position to do this, as the team of sector specialists know the market and many of the market actors, and this will provide the foundation for future intervention design.

To begin capturing this information, the following schematic is one way to look at this change. The project already has several beneficiaries producing more and better-quality production. Future project activities will also create more of these actors. IADK needs to design interventions that can work across these beneficiaries to find what can stimulate growth, or consolidate gains made to income and employment.

⁸ <https://www.developingfreedom.org/>

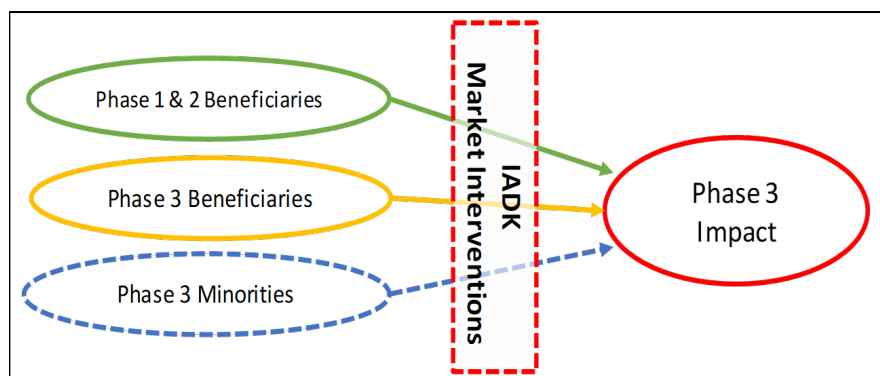


Figure 1: Representation of how IADK can intervene with market activities to support rural poor.

What is key to understanding this approach is that the market system includes the entire value chain, plus external services and actors. Supporting rural poor could be access to market but is just as likely to involve input suppliers or information services such as production advice.

If the donor is looking to take a more facilitative and market driven approach to the next phase of this Project, IADK will need to explore successful examples of MSD programmes from the region. Training will also be required for the IADK team, and the possible engagement of external support services.

Appendices

Appendix 1: Terms of Reference

Mid-Term Evaluation (MTE)
Terms of Reference
Improving the employment and income generation opportunities in rural areas in Kosovo
Initiative for Agricultural Development of Kosovo (IADK)

▪ General information

Job Title:	International and local evaluation specialists for the mid-term evaluation of the project “Improving the employment and income generation opportunities in rural areas in Kosovo”
Donor contract no:	E-KOS-2020-0003
Donor:	Bread for the World (BftW)
Project Country:	Kosovo

▪ About Initiative for Agricultural Development of Kosovo (IADK)

Initiative for Agricultural Development of Kosovo (IADK) is a non-profit, non-governmental organization that was established officially in 2005 in Kosovo. IADK’s mission is to promote socio-economic development of rural areas, reduce unemployment and create income-generating opportunities to contribute on reducing migration to urban areas and to support farmers and agricultural activities. Taking into account gender equality, the involvement of minorities and increasing awareness of environmental protection in Kosovo are also important concerns of IADK’s mission.

To fulfil its mission and vision IADK implements strategies to support its target groups improving the quality and quantity of agricultural production, increasing knowledge and competitiveness of farmers and strengthening their role, and empowering rural women, agriculture students and youth, including returnees and ethnic minorities. IADK cooperates closely with farmers in Kosovo and their associations, public and private agricultural advisory specialists, other non-governmental organizations, municipalities and government authorities such as MAFRD⁹. IADK is currently composed of a team of 20 professional staff which is covering different agricultural areas (but not limited to).

IADK has developed and implemented three strategies, the first one for the period of 2005-2011, the second one from 2012-2018, and the third one for the period 2020-2027.

IADK is mainly funded by different international donors through funding of projects in fulfilment of the IADK mission. Over the last 15 years, IADK has implemented 116 funding contracts. Funding partners include the European Union (EU), Bread for the World (BftW), Finn Church Aid (FCA), Church of Sweden (CoS), UNDP, USAID, Swiss Agency for Development and Cooperation (SDC), GIZ, DRC, CFD and MAFRD. IADK also provides paid professional advisory services to clients throughout Kosovo in different sectors of agriculture.

Since February 2013, the internal management and control system for the provision of services is certified according to ISO 9001 to assure also in future a high standard of IADK’s services. IADK is accredited by The National Authority of Qualification for vocational training in the agriculture sector. Also, the other validated sectors within the IADK include the livestock, processing of fruit, vegetable and milk. IADK is licensed by MAFRD for agriculture advisory services with certified experts who provide advice and professional training in different sectors. To promote its activities, IADK uses its Professional Web Page, Facebook and other marketing tools which are updated regularly.

▪ Project Context and Background

Field of activity:	Agriculture and economic development
Project duration:	01.01.2020 - 31.12.2022

⁹ Ministry of Agriculture, Forestry and Rural Development

Project area:	The Republic of Kosovo with focus on Municipalities: Vushtrri, Skenderaj, Lipjan, Shtime, Vitia and Kamenica
Implementing partners:	N/A
Target groups:	Youth, students, women and farmers
Funded by:	Bread for the World – Protestant Development Service and local municipalities

Kosovo has a population of 1.8 million where the majority of the population are from the Albanian community (above 92%), followed by Serbian and other communities. Being a small state impose several challenges to growth, such as a small internal market, narrow production base, limited scope for diversification and vulnerability to an economic shock. The majority of the population in Kosovo or 60% of them live in rural parts of the country, where almost all of them depend on agriculture activities. 54% of the total area of the country is dedicated to agriculture. According to the data, 22% of all jobs created are in agriculture, the contribution of the agriculture sector to the GDP is only 10%, and Kosovo's trade balance shows an extraordinary deficit, where the imports correspond to around 10% of exports which equal approximate 1 billion euro. It's worth mentioning that 10% of exports come about from prepared foodstuff, beverages and tobacco.

There is plenty of reason why we have this data, where one of the reasons is that most the agricultural supply chains were broken down during the 1990s and were never re-activated due to widespread market failures. Another constraint is land fragmentation, which results in the fact that 80% of farmers are between 0.5 and 2.010 ha size. Nevertheless, these smallholders are very important, as they provide a significant social safety net for many farmers. Usually, farmers are not organized, and they operate with little technical expertise, poor use of modern inputs and limited access to credit for investment and growth. The majority of the farmers, communities living in the rural/remote area also have limited access to extension services, use outdated technologies and farm management practices. Those capacities are significantly missing also in the processing. All factors mentioned account for low productivity and weak supply of agricultural products and high dependence on food imports.

Furthermore, agricultural production is challenged by environmental and climate risks, such as widespread land degradation and a high climate vulnerability. Smallholder farmers lack the technology and adequate extension services, only 17% of agricultural land is irrigated and fluctuations in rainfall leave regions without irrigation exposed to drought or flood conditions¹¹. Half of the farms in Kosovo are active in livestock production, especially dairy cows. Also, soil and water pollution are widespread, often due to bad agricultural practices, since animal manure is not adequately stored, thus leaching into the soil¹². Women are underrepresented in the formal agriculture sector, especially formally, comprising 5% of licensed farmers. Lack of property ownership, low educational attainment, unregistered labour, poor access to information about subsidies and socialized gender roles undermine their official participation¹³.

One of the current challenges in Kosovo is that the affirmative measures supporting women of the Agricultural and Rural Development (ARD) Program are often misused by women's male relatives. For example, based on the report "budgeting for better agriculture and rural development (2017) by KWN (Kosovo Women's Network), they may put the family farm in the name of the women applicant, so that she may become the legal beneficiary. However, in reality, she does not have decision-making power concerning the business. As result, the statistics produced about women grant beneficiaries are not entirely accurate, according to officials¹⁴. Despite research showing that addressing gender gaps in agriculture can increase sustainability by 16%, traditional cultural norms and institutional obstacles ensure that farmer's organisation, a constituency key to agricultural capacity building, remain dominated by men.

Ethnic minorities – such as Roma, Ashkali and Egyptians, face severe challenges; they face the highest level of social exclusion, precarious livelihood conditions and have very limited economic opportunities.

To improve the situation, one of the main priority areas of the IADK is economic development focusing on rural areas. It aims to foster productivity and employment in selected rural areas through the promotion of capacity development, enhancement of local production, diversified value/supply chain and employment opportunities.

¹⁰ Statistical office of Kosovo (2014) agricultural census

¹¹ USAID (2017): climate change risk profile Kosovo

¹² The World Bank estimates that in Kosovo, from livestock alone, about 19,000 tons of nitrogen is produced each year, much of it leaching into soil and local water bodies.

¹³ <https://womensnetwork.org/wp-content/uploads/2018/10/womens-network.pdf>

¹⁴ <https://womensnetwork.org/wp-content/uploads/2018/10/20171010144621382.pdf>

▪ Purpose and Objectives of the Mid-Term Evaluation

The main purpose of this mid-term evaluation is to provide an independent assessment of the progress to date, through an analysis of relevance, coherence, effectiveness, efficiency, and orientation to impact and sustainability of the project. The specific objectives of the evaluation are the following:

- a) Assess the implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives and corrective actions the project could take over achieving systemic changes.
- b) Analyse the implementation strategies of the project concerning their potential effectiveness in achieving the project outcomes and impacts; including expected results as per the logframe.
- c) Assess the facilitative role of the project team towards project implementation
- d) Identify lessons and potential good practices for the key stakeholders in the market and political system.
- e) Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

▪ Scope

The mid-term evaluation of the project is part of the accountability obligations towards the funding partner Bread for the World. The MTE evaluation will cover the project implementation period, this is from 01.01.2020 - 31.05.2022. The evaluation will analyse the whole scope of the project and its results framework, which comprises all elements of the intervention logic. The main focus will be on the project achievements and its sustainability.

The MTE is an important learning experience that provides the project team with an opportunity to critically reflect on PCM processes, including implementation tools and methods, intervention design, management techniques and communication practices. As such, the evaluation team will apply a participatory approach to ensure that the project team will be closely involved in the entire evaluation, so that achievements, as well as challenges, will be discussed openly and earnestly, providing a shared understanding of how further improvements to the project can be made.

The findings of this evaluation will also assist the project to steer the project interventions towards reaching the expected results and to make timely adaptations in close cooperation with beneficiaries, partners and donors. The MTE will seek to assess:

- The approach of the project in terms of implementation arrangements (management structure, operational strategies, monitoring system and procedures).
- Identify any constraints, internal or external to achieving progress.
- Identify challenges and obstacles faced during the implementation of the project.
- Identify the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances

The MTE will cover the project implementation period from **01.01.2020 - 31.05.2022** in project target municipalities: Vushtrri, Skenderaj, Lipjan, Shtime, Vitia and Kamenica. The mid-term evaluation will integrate gender equality and social inclusion, specifically considering the involvement of women and youth in agriculture and rural economic development, throughout its deliverables and process.

The aim of the project “Improving the employment and income generation opportunities in rural areas in Kosovo” is to create conditions for agricultural or business activities, which enable income generation and improve the socio-economic situation, through support activities for farmers, youth, women in rural areas, students of agriculture and food technology profile. of the population, especially in rural areas of Kosovo, where the project will be extended.

The target groups are excluded from all assistance schemes from the MAFRD, MLSW and the employment opportunities of these groups are low. It covers the municipalities where the unemployment rate is the highest in Kosovo, mass migration is high, municipalities that have favourable conditions for agricultural and rural development. The project is implemented in municipalities of Vushtrri, Skenderaj, Lipjan, Shtime, Vitia and Kamenica. The results of this evaluation will provide important input for project steering towards the achievement of the expected outcomes and impact, and it will give directions for the development of follow-up project proposals. Finally, it will be important for the BftW and other organizations, which support IADK or could be supporting it in future.

▪ Other stakeholders relevant to the evaluation

IADK implements the project in close and daily relationship with the following main stakeholders: relevant Municipalities, MAFRD, Government Agencies, Associations, and Private Companies. IADK signed the

Memorandum of Understanding with Municipalities (as the main partner) with a clear division of the responsibilities of each party to implement the project as seamlessly as it is foreseen in the plan. By signing the MoU's IADK ensures projects sustainability and support.

▪ **Evaluation Questions**

The evaluation should be conducted according to the OEDC/DAC criteria for evaluations and should provide information about the relevance, coherence, effectiveness, efficiency, impact and sustainability of the project in concrete as well as in a broader context. The external mid-term evaluation team is asked to pay particular attention to the following issues:

Relevance and Coherence of the Project

- What are the needs and the interests of the target groups and in how far do the project and the work of IADK meet them?
- Which specific groups are considered particularly marginalized and vulnerable and in how far is the support of the project and IADK adequately meet the specific needs and interests of these groups?
- How well are gender-specific needs and potentials considered in the project and IADK activities (including the specific needs of young women and young men)?
- What are the implicit and explicit aspects of women's empowerment in Kosova that are relevant for the project?
- To what extent has the project taken into consideration the changing context in Kosovo during project implementation, project objective and/or approach accordingly in response to the COVID 19 situation?
- What is the relevance of national and regional policies and strategies to IADK's strategy and how should they be considered in future?
- Is the project coherent with other interventions (projects) in the relevant market system, if this is, then what are the synergies in achieving better results?

Effectiveness of the Project

- To what extent will the objectives and the indicators of the project probably be achieved?
- What concrete intended outcomes have been achieved for whom and to what extent?
- What are the main factors enhancing and hindering the achievements of objectives?
- Are the project objectives and the indicators realistic, taking into account the social and economic situation in the working field?
- In how far did the project activities contribute to women's empowerment and furthering gender equality?
- To what extent does the project reach the selected target group? In how far are the measures appropriate to support them?
- Was the project effective in responding to the needs of the beneficiaries, and what results can we show?

Efficiency of the Project implementation

- Were the objectives reached in a cost-effective and cost-efficient way?
- Do the project team members have a clear and comprehensive understanding of the facilitator role?
- Have the financial and human resources within the IADK (team, management, administration) been efficiently allocated and does it enable learning, knowledge exchange and synergies between the staff members and the different structure units?
- What potentials for improvement of the efficiency of the project can be identified?
- Is there an established results-oriented monitoring system in place and to what extent does the system utilized by IADK ensure effective, efficient and adaptive project management?
- What are the strengths, weaknesses, opportunities and threats of the project implementation process?

Impact

- In how far do project activities contribute to the achievement of the project goal?
- What further outcomes and impacts (intended and unintended, positive and negative) have been reached?
- In how far do the project activities contribute to creating better perspectives for young people and women to live and work in Kosovo?

- In how far does the project contribute to changes at the policy level and the influencing of frame conditions?

☑ Sustainability

- Are the achievements within the target groups sustainable from a mid/long term perspective? To what extent can activities, results and effects be expected to continue after donor's support has ended? In how far is it likely that the target group can ensure improved quality of agricultural production and food processing in a sustainable manner?
- What potentials for strengthening the sustainability at the target group level could be identified, and what are the implications for future project implementation?

▪ Last Evaluation

The last evaluation was conducted in 2019, both for IADK as an organisation as well as for the project "Enabling self-employment of youth and marginalized groups in rural areas in Kosovo" a project which was implemented between 2017 and 2019. It was conducted by an international external expert (company with the group of experts) with the consultation of beneficiaries, stakeholders, farmer organizations, food facility businesses and the project team. The report generated from the evaluation produced findings and provide recommendations, context analysis and some reflections were made on possible future core activities of IADK and its project.

▪ Design and Approach

The methodology should be based on the combination of quantitative and qualitative methods, including the assessment of documents as well as qualitative inputs gained through interviews and group discussions. The statement above is an example, but the team of evaluators can come up with different methods to approach the evaluation process, but always taking into consideration that the objectives of the evaluation remain the same.

During the mission, the Consultants will have access to a variety of sources for information and different stakeholders and beneficiaries: from Ministries of Agriculture Forestry and Rural Development of Kosovo (MAFRD), Agriculture Department of Municipalities in Mitrovica region, GIZ, Farmers Association, small farmers, women groups already trained etc.

IADK staff will provide the logistic needs of the evaluation team as well as any information, and documentation required by the evaluator. There will be a mix of staff group meetings, individual interviews, field visits to target groups as well as to relevant local institutions and projects from other NGOs or bilateral co-operation. If time allows a stakeholder consultation (minimum: IADK staff, some representatives from Municipalities, universities, and different target groups) will be held to include these in reflection of future Mid Term Review (MTR) of IADK. A conclusive meeting with representatives of Governing Body of IADK should be placed at the end of the mission.

IADK will provide the following written sources (hard or electronic versions as required):

- IADK strategy development 2020-2027
- Project documents
- Project reports (semestral reports), annual reports
- Reports from external auditors related to the project and IADK
- Previous project evaluation report, 2019.
- IADK database of beneficiaries

IADK will also provide hard copies of farmer files, datasheets, minutes of staff meetings and publications available in the organization as relevant. In addition to the analysis of the written documentation, the evaluation team will make interviews with stakeholders about their perception of the IADK ongoing program. The information will be collected via a semi-structured interview with individuals or small groups. Findings of the evaluation team will be shared with IADK staff on a workshop. This workshop will also be used for feedback on the preliminary impressions of the consultants for comments and /or corrections. By the end of the mission additionally, a one-day workshop will be organized to present the findings and recommendations including strategic approaches for the long-term sustainability of the organization/project and to support IADK in its learning process.

The evaluation consists of several phases:

- **Kick-off and Clarification meeting:** the contract is signed, and clarification of the TOR and the assignment takes place. First documents including available data, as well as logistical and other necessary support plus content-related, methodological are provided to the evaluation team, and eventual proposed changes to TOR and approaches have to propose at this stage.

- **Inception report:** the inception report will serve as a roadmap for the evaluation that will ensure shared understanding between the evaluator(s), IADK team and the BftW program concerning work plan, deliverables, and timeframes. Importantly, it will further outline the evaluation design and present the data collection and analysis methods, tools to be used and identify potential risks and limitations along with adequate mitigation strategies.
- **Debriefing/Presentation of the results:** at the end of the field visits, the evaluators present the collated data and preliminary results to the target group. The results and recommendations are presented to the commissioning organization and potentially other stakeholders and interested parties (representatives of the target group, state actors etc.) at this stage.
- **Assessment of the Final Report:** at this stage, it is required to review the draft report and request any corrections, as well as approve the final report.

■ Proposed Methods

For the different phases, it is expected that data and information will be obtained through different methods such as analysis of documents, structured interviews, semi-structured interviews face-to-face or by phone meetings, key informant interviews, group discussions, surveys, observation and others. All data collected needs to be disaggregated by sex, ethnicity and where feasible in terms of disability. It is expected that the evaluation team will present concrete recommendations that are addressed to the specific stakeholders. In addition, all research questions should be addressed paying attention to gender, social and environmental issues.

Developing the evaluation matrix is the first task and the integral part when it comes to preparing the inception report. When developing the evaluation matrix, the evaluator(s) should follow the following elements:

- Evaluation criteria
- Evaluation questions
- Indicators
- Sources
- Methods for data collection

The Guidelines for Project and Program Evaluations developed by the Bread for the World and OECD DAC norms need to be considered throughout the entire evaluation process (attached document).

■ Workplan/Time frame

20 working days are currently estimated for this assignment, including preparation, fieldwork and reporting phase. The mid-term evaluation is foreseen to start by the beginning of **March 2022** and to be completed by **May 2022**. The submission of the final report is by mid of June 2022. A tentative work planning is suggested:

Period/Date by consultants	Tentative Activities	Days
	Preparations and study of documents	3
	Meeting with IADK staff, confirm methodology design	2
	Meeting with project beneficiaries	4
	Regional Visits and meetings with stakeholders (municipalities, CSO's)	2
	Meeting with national stakeholders (donors, ministries)	1
	Preparation and Debriefing workshop	2
	Drafting the evaluation document	4
	Addressing the comments and finalizing reports	2
	Total	20

Depending on the evaluation design proposed by the evaluator's allocation of time during fact-finding might be adjusted within the overall framework of total agreed days.

■ Expected outputs and deliverables/Report

- a. Inception report (approximately **10 pages**) containing appropriate methodology to be applied during the mid-term evaluation, as well as the work plan to be used during the assignment is drafted, submitted and then endorsed by IADK.
- b. A final draft evaluation report (about **25-30 pages** without annexes), including a draft executive summary and the results-assessment form. The draft report will be submitted within **15 days** after the final meeting with IADK and departure from Vushtri.

- c. The final evaluation report¹⁵ (**30 pages** without annexes), will be submitted to IADK **10** days after comments and feedback received by IADK and BftW.
- d. Written Report consisting of the following elements:
1. *Cover page*
 2. *Table of contents*
 3. *An executive summary can be used as a document in its own right. It should include the major findings of the evaluation and summaries conclusions and recommendations*
 4. *The objectives of the evaluation*
 5. *The main question or central research question and derived sub-questions*
 6. *A justification of the methods and techniques used (including relevant underlying values and assumptions, theories) with a justification of the selections made (of persons interviewed, villages or projects visited)*
 7. *Eventual limitations of the evaluation*
 8. *A presentation of the findings and the analysis thereof (including unexpected, relevant findings). All research questions should be addressed paying attention to gender issues*
 9. *Conclusions, which will analyze the various research questions. Conclusions have to be derived from findings and analysis thereof*
 10. *Recommendations should be related to conclusions but presented separately. Recommendations should be practical and if necessary, divided up for various actors or stakeholders*
 11. *Report appendices that include:*
 - *The Terms of Reference*
 - *The technique used for data collection (including the people interviewed and locations visited; the list of questions used or 'interview guide' or topic list (also for possible group discussions)*
 - *The program adhered to (data and main features of the activities carried out)*
 - *Concepts and list of abbreviations*
 - *List of documents and bibliography*
 - *Composition evaluation team (names, nationality, expertise, current occupation, task in the evaluation team)*

The reporting style should be clear and accessible. References to sources used, such as interviews, literature, reports, etc., must be given.

▪ **Evaluation Management Arrangements/ Key Qualifications of the Evaluators**

There could be one evaluator or an evaluation team. If an evaluation team is chosen, it is likely to be made up of an international evaluation specialist (who is leading the evaluation team and is the lead author of the evaluation) and a local evaluation specialist (Kosovo) who will work jointly to achieve the expected results, under the direct supervision of the IADK PME Coordinator, while the project team will provide administrative and logistical support as needed. The local consultant will also take a role in translation during the mission in Kosovo.

The evaluation specialist or team, are expected to have the following skills and key qualifications:

- At least master's degree in agriculture, rural development and international Development, or any other relevant university degree related to the evaluation.
- Significant experience with evaluation processes of international development projects (according to the OECD/DAC criteria).
- Significant experience in the field of rural development, agriculture sector development, and working with farmers.
- Excellent communication skills in English (for both consultants) and Albanian (for the local consultant), while the Serbian (recommended) language skills are required in addition for the local consultant.
- Sound presentation skills.

Additionally, skills are expected from the evaluators:

International Expert

- At least 5 years professional experience in the field of international development, agriculture, and economic developments.

¹⁵ For a sample structure see "Sample structure of final report" at the end of guide "6. Kick-off and clarification meeting." https://www.brot-fuer-diewelt.de/fileadmin/mediapool/2_Downloads/Fachinformationen/Sonstiges/guideline_evaluation_complete.pdf

- At least 3 years of experience in working with evaluation according to the OECD/DAC criteria.
- Working experience in Kosovo or South-Eastern Europe.
- Technical expertise and knowledge in the field of rural development, agriculture sectors and business development.

Local Expert

- At least 3 years professional experience in the field of agriculture and economic development.
- The expertise of local as well as national agriculture market.
- Experience in result-based evaluation, data collection and interpretation.

▪ **Request for tender dossier and specification for the Submission of Offers Application Process**

Interested candidates/companies are requested to submit an electronic copy of their expression of interest/proposal by **14th of February 2022**, at 16:00 (GMT+1) in local time in Kosovo with the subject: **“BftW Mid-term evaluation”** to prokurimi@iadc.org cc: basri.pulaj@iadc.org

The tender dossier can be requested in writing via e-mail from economic operators to the contracting authority (to prokurimi@iadc.org cc: basri.pulaj@iadc.org), no later than 28.01.2022 .

Last date for clarifications 04.02.2022 via e-mail (to prokurimi@iadc.org cc: basri.pulaj@iadc.org).

Applicants must submit:

- Professional profile of the evaluating team/company (CVs of all individuals included in the evaluation team), indicating all experience from similar evaluations, contact details (email and telephone number):
 - Three reference letters for specific tasks performed, one of them must be with agriculture evaluation and for the international actor.
 - Composition and clear division of work between team members (international and local).
 - Technical/specific proposal with short explanation and justification of the methods to be deployed.
 - Financial proposal (complete cost estimate that includes both, the fee as well as any ancillary costs to be incurred, such as transport, accommodation, taxes, fees and costs of workshops in the scope of the evaluation etc.).
 - TOR document (signed and stamped)

Bidders have to offer the price per unit and have authorized signatures and stamps in the proper place. The price should be offered in gross, following the Kosovo laws in force.

▪ **Selection criteria**

The offer will be evaluated by using the best value for money approach (combined scoring method). Technical proposal will be evaluated on 70%. Whereas the financial one will be evaluated on 30%.

Technical evaluation of bids: the evaluation committee will evaluate the bids based on their responsiveness to the Terms of Reference. Each responsive bid will receive a technical score. The bid will be rejected if it does not meet the important aspects of the Terms of Reference or if it fails to reach the minimum technical note. Only tenderers with an average score of at least 60 points, qualify for the financial evaluation. The technical score will be calculated as follows:

Technical score = final score of the technical offer in question / final score of the best technical offer) x 100.

Below is the breakdown of the technical proposal on 100% which will be brought to 70%:

Technical Criteria	Maximum Points
At least master’s degree in agriculture, rural development and international Development, or any other relevant university degree related to the evaluation	5
Significant experience with evaluation processes of international development projects (according to the OECD/DAC criteria)	25
Significant experience in the field of rural development, agriculture sector development, and working with farmers	30
Overall Methodology	30
Excellent communication skills in English (for both consultants) and Albanian (for the local consultant), while the Serbian (recommended) language skills are required in addition for the local consultant	5

Sound presentation skills	5
TOTAL	100

If the technical proposal achieves the minimum of 60 points, the competitiveness of the financial proposal will be taken into account in the following manner:

Financial score = lowest financial bid/bid being considered x 100 (The lowest financial bid will have a financial score of 100 points). Tenders will be ranked according to their combined technical and financial scores using the following formula:

Final score = (technical score x [70] %) + (financial score x [30] %)

The bid that achieves the highest combined score will be the selected bid and the service provider (experts) will be invited to execute the contract.

▪ **Additional Information**

- International traveling, accommodation (can be at IADK premises), traveling within Kosovo will be paid by IADK to the consultant as per invoices presented to IADK.
- The payment for consultancy days will be made through bank transfer, IADK will cover the expenditures for bank transactions.
- The final payment for consultancy days will be paid (through bank transfer) after the final report is delivered which includes all annexes and approved by IADK.
- IADK will not cover the expenses for insurance and any other expenses such might be per diems.
- IADK will respect the legislation in place, therefore as per laws in force for ever services engagement for the companies/individuals which are resident and non-resident, income tax will be counted.

Signature of CA representative	Signature of Consultant
Signature:	Signature:
Date:	Date:
Stamp:	Stamp (if applicable):

Appendix 2: Mission Itinerary

Thursday, 19 May 2022 – Briefing and meeting with partners

Time	Topic	Who	Partner
11:40	Arrival – Airport, Prishtina,	SP	
13:00 – 13:45	Introductory meeting with IADK	SP, LH	
14:00 - 15:00	Meeting with Mr. Ergin Sungur,	SP, LH, SB	Director of the department for agriculture, Vushtrri municipality
15:30 - 16:30	Visit to Shpetim Zymberi from village Pasoma, Vushtrri	SP, LH, SB	Youth beneficiary beekeeping
16:45 – 17:30	Visit to Vesel Imeri from village Liqej, Vushtrri	SP, LH, SB	Beneficiary with strawberry orchard

Friday, 20 June 2022 - Visit to Skenderaj municipality and meetings with project partners - beneficiaries

Time	Topic	Who	Partner
09:00 - 10:00	Meeting with Behxhet Maliqi	SP, LH, HC	Director of the department for agriculture Vushtrri municipality
10:30 - 11:30	Visit to Ejup Musliu and Mirjeta Deliu, village Kopliq	SP, LH, HC	Youth beneficiaries with strawberry orchards
12:00 – 13:00	Visit to Petrit Kadriu and Myrvete Kadriu village Likovc	SP, LH, HC	Beneficiaries of the 20 ari of strawberry orchard and Greenhouse.
14:00 - 15:00	Visit to Luljeta Gucati – Islami	SP, LH, HC	Youth beneficiary beekeeping
16:00 - 16:30	Visit to Mihrije Mehmeti	SP, LH, HC	Beneficiary engaged in bedding plants

Saturday, 21 May 2022 – Visit to Shtime municipality and meetings with project partners - beneficiaries

Time	Topic	Who	Partner
11:30	Traveling to Shtime Municipality	SP, LH, SB	
12:00 – 13:00	Meeting with Ejup Ismaili	SP, LH, SB	Agricultural officer for agriculture in Shtime municipality
13:30 - 14:30	Visit to Sahit Sahiti, from village Zborc	SP, LH, SB	Beneficiary of a greenhouse, and agricultural equipment
15:00 - 16:00	Visit to Driton Ilazi, from village Carraleve	SP, LH, SB	Beneficiary of livestock food equipment
16:30 – 17:15	Visit to Ylldrit Mehmeti from village Vojnoc	SP, LH, SB	Youth beneficiary of beekeeping equipment

17:30 - 18:00	Visit to Arbnora Aliu and Arber Aliu from village Vojnoc	SP, LH, SB	Beneficiary of livestock food equipment
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Monday, 22 June 2022 – Meeting with partners, institutions in Prishtina

Time	Topic	Who	Purpose
08:30 – 09:30	Meeting with Astrit Musa and Armend Osaj	SP, LH,	Discussion about work of Service Providers with IADK project
13:00 - 13:45	Zoom meeting with Besnik Cecelia Lead facilitator at USAID/Compete project	SP, LH,	Discussion about the USAID project interventions and interaction with IADK project
14:00 – 14:45	Meeting with Isuf Ciakqi – Director for agricultural policies at MAFRD	SP, LH,	Discussion about compliance of the IADK project with MAFRD strategy
15:00 – 16:00	Meeting with Veton Rruka – Caritas Switzerland	SP, LH,	Discussion about the collaboration between IADK and Caritas, in project implementation
16:30 - 18:00	Meeting with Fatos Krasniqi, professor of Livestock at Prishtina Agricultural and Veterinary faculty.	SP, LH,	Role of the service provider within the project, support and benefits received by the project partners.

Tuesday, 23 June 2022 – Visit to Viti municipality and meetings with project partners - beneficiaries

Time	Topic	Who	Partner
08:30 - 10:00	Traveling to Viti municipality	SP, LH, SB	
10:00 - 11:00	Meeting with Naim Piraj, director of the agricultural department and Fadile Demelezi head of LAG Viti	SP, LH, SB	Director of the agricultural department and head of LAG, discussion about Collaboration/partnership
11:00 - 12:00	Meeting with Dorentina Krasniqi and Edon Rexhepi	SP, LH, SB	Engagement of the interns to Viti municipality
12:00 - 13:00	Visit to Alba Zejnullahu from Ramjan village	SP, LH, SB	Beneficiary of the equipment for cake production
13:00 - 14:00	Visit to Aferdita Ademi from Lubisht village	SP, LH, SB	Beneficiary of the equipment for milk processing
15:30 - 16:30	Visit to Qerim Qerimi from village of Remnik	SP, LH, SB	Beneficiary of the greenhouse for demonstration of the indoor strawberry production

Wednesday, 24 June 2022 - Preparation of the debriefing and debriefing with the team

Time	Topic	Who	Partner
08:30 – 09:30	Visit of LB group – Lipjan	SP, LH, SB	Meeting with 2 interns (Blerta Nishori and Fitore Ukshini) engaged in cake production, also discussion with Labeat Bajraktari owner of the training center – non-formal education center
10:00 – 12:00	Meeting with group of famers from Lipjan municipality: <ul style="list-style-type: none"> • Armend Luma – Kraishte • Rexhep Sllamniku – Toplican I vjeter • Skender Zeqiri – Hallaq I Madh • Behxhet Drenica – Shale • Xhevat Krasniqi – Akllap village 	SP, LH, SB	Joint meeting with 5 farmers from Lipjan municipality beneficiaries of Livestock and greenhouse equipment
14:00 – 15:00	Meeting with Avni Ramadani – lead facilitator PPSE project, Swisscontact	SP, LH	Discussion about the collaboration between IADK and Caritas, in project implementation
15:00-16:00	Working session of the consultants, hotel Parlament, Prishtina	SP, LH, SB	Discussion about main finding so far and preparation of the presentation

Thursday, 25 June 2022 – Visit to Kamenica municipality and meetings with project partners - beneficiaries

Time	Topic	Who	Partner
09:00 – 09:30	Meeting with Mirand Rrudhani	SP, LH, HC	Intern employed by KABI diary
10:00-11:00	Meeting with Almedina Kryeziu and Qendrim Dermaku	SP, LH, HC	Officer for Agriculture and officer for Veterinary at Kamenica municipality
11:00-11:30	Meeting with Elmira Lipovica	SP, LH, HC	Engagement of the interns to Kamenica municipality
12:00-13:00	Visit to Ibadete Sadiku from Kamenica	SP, LH, HC	Beneficiary of the equipment for vegetable processing
13:00-14:00	Visit to Mladjan Nacic, from Berivojce village	SP, LH, HC	Beneficiary of the greenhouse
15:30-16:30	Visit to Nadire Maka from village Koretin	SP, LH, HC	Beneficiary of the greenhouse for demonstration of the

			vegetable seedling production
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Friday, 26 June 2022 - Preparation of the debriefing and debriefing with the IADK team

Time	Topic	Who	Purpose
09:00 – 10:00	Meeting with Zenel Bunjaku Executive Director of IADK and Basri Pulaj – programme coordinator – IADK	SP, LH,	Debriefing and presentation of the main findings
10:00 – 11:00	Meeting with Head of Department for Food Processing Mrs. Hafize Veseli (IADK)	SP, LH,	Introduction of the processing facility at IADK center used for non – formal education
11:00 – 12:00	Meeting with Arlinde Hyseni – Head of Finance at IADK	SP, LH	Discussion about the expenditures of the project
13:00 – 16:00	Debriefing to the team of IADK	SP, LH	Presentation of the main findings

Abbreviation:

SP – Stuart Pettigrew – International consultant

LH – Luan Hoti – Local consultant

SB – Sylejman Bunjaku - IADK

HC – Hasan Cena - IADK

Appendix 3: Documentation Reviewed as part of Secondary Research

1. Project Document-BftW, No; E-KOS-2020-003
2. Strategy of IADK 2020 2027
3. 1st Narrative report, No; E-KOS-2020-003
4. 2nd Narrative report, No; E-KOS-2020-003
5. 3rd Narrative report, No; E-KOS-2020-003
6. 4th Narrative report, No; E-KOS-2020-003
7. IADK Annual Report 2021
8. Evaluation Report IADK 2019
9. For a life of dignity Strategy 2021+ BfdW
10. Various income generation spreadsheets provided by IADK
- 11.

Appendix 4: Financial Statement to April 2022

Përmirësimi i mundësive për punësim				
	Jan'20 - Apr'22	Est. Cost	(\$ Diff.	(%) Diff.
Income				
Donation	571,200.00	760,000.00	-188,800.00	-24.84%
Own contributions	114,308.85	129,000.00	-14,691.15	-11.39%
Total Income	685,508.85	889,000.00	-203,491.15	-22.89%
1. Project Activities				
1.1. Improvement of the Employability of Different Target Groups				
1.1.1. Research: Skills Gap and Job Market Analysis for Youth	2,688.32	2,688.00	0.32	0.01%
1.1.2. 45 Three-Months Internships, incl. Preparation Training	21,716.10	28,125.00	-6,408.90	-22.79%
1.1.3. Agricultural Trainings for Young People (4 Groups x 15p	4,621.00	4,650.00	-29.00	-0.62%
1.1.4. Vocational Trainings for livestock sector (2 groupsx15p	3,887.60	4,500.00	-612.40	-13.61%
1.1.5. Vocational Training on food processing for Women (5gr	2,212.70	3,750.00	-1,537.30	-41.0%
Total 1.1. Improvement of the Employability of Different Target Gr	35,125.72	43,713.00	-8,587.28	-19.65%
1.2. Grants for Incomes Generating				
1.2.1. Grants (in form of agricultural materials and equipment	321,761.23	372,000.00	-50,238.77	-13.51%
1.2.2. Grants (in form of working materials and equipment) fo	34,945.77	60,000.00	-25,054.23	-41.76%
Total 1.2. Grants for Incomes Generating	356,707.00	432,000.00	-75,293.00	-17.43%
1.3. Cross Cutting Activities				
1.3.1. Marketingtrainings for Grants Receivers (130 Participan	2,805.00	1,300.00	1,505.00	115.77%
1.3.2. Study Visits in Kosovo for 190 Participants	1,711.73	2,850.00	-1,138.27	-39.94%
1.3.3. Validation of Three Vocational Training Courses	3,000.16	7,000.00	-3,999.84	-57.14%
1.3.4. PR and Outreach (Information Materials and Sessions,	7,351.26	10,880.00	-3,528.74	-32.43%
1.3.5. Capacity Building for Staff Members	2,531.20	12,965.00	-10,433.80	-80.48%
1.3.6. Cooperation with Local Experts in the Trainings and Acc	2,497.40	4,800.00	-2,302.60	-47.97%
Total 1.3. Cross Cutting Activities	19,896.75	39,795.00	-19,898.25	-50.0%
1.4. Transport Costs (related to several above mentioned project activities)				
Total 1.4. Transport Costs (related to several above mentioned	10,196.87	13,000.00	-2,803.13	-21.56%
2. Personnel				
2.1 Personnel Programme				
2.1.1. Head of Horticulture Department -Vegetable Engineer (f	18,393.85	23,839.00	-5,445.15	-22.84%
2.1.2. 2 Fruit Trees Engineer (2 x 25% of monthly salary of 1,0	2,442.39	19,334.00	-16,891.61	-87.37%
2.1.3. Livestock Engineer (30% of the monthly salary of 997,15	11,810.92	10,769.00	1,041.92	9.68%
2.1.4. Head of Food Processing Department (40% of monthly	10,511.25	18,517.00	-8,005.75	-43.24%
2.1.5. Food processing and agricultural assistant (40% of 646	13,720.98	21,372.00	-7,651.02	-35.8%
2.1.6. PME Expert (30% of the monthly salary of 1.343,65 EUR	10,460.08	14,539.00	-4,078.92	-28.06%
2.1.8. Procurement officer (30% of the monthly salary of 1,108	7,701.95	11,975.00	-4,273.05	-35.68%
Total 2.1 Personnel Programme	75,041.42	120,345.00	-45,303.58	-37.65%
2.2 Personnel Administration				
2.2.1. Executive director (30% of the monthly salary of 2,425.3	19,516.35	25,094.00	-5,577.65	-22.23%
2.2.2. Finance manager (30% of the monthly salary of 1,428.3	7,890.94	13,251.00	-5,360.06	-40.45%
2.2.3. Finance assistance (30% of the monthly salary of 669.9	4,121.95	6,435.00	-2,313.05	-35.95%
Total 2.2 Personnel Administration	31,529.24	44,780.00	-13,250.76	-29.59%
3. Administration				
3.1. Audits	3,466.68	5,200.00	-1,733.32	-33.33%
Total 3.2. Project related running costs (bank charges, office st	19,883.43	21,500.00	-1,616.57	-7.52%
3.3. Insurance for assets (up to 50% pro rata of total costs of IA	383.37	1,050.00	-666.63	-63.49%
3.6. Project Related IT Services (up to 50% pro rata of total cos	2,350.00	4,550.00	-2,200.00	-48.35%
3.7. Maintenance for building and year (up to 50% pro rata of to	5,152.04	9,000.00	-3,847.96	-42.76%
Total 3. Administration	31,235.52	41,300.00	-10,064.48	-24.37%

4. Procurement				
4.1. Software Update QuickBooks 2019/2020	3,690.00	3,800.00	-110.00	-2.9%
4.2. 6 iPads for Data Collection from the Field	3,112.97	3,000.00	112.97	3.77%
4.3. Office equipment (1 Professional Printer/Scanner)	720.34	1,100.00	-379.66	-34.52%
4.4. Conditioners for Office	3,620.00	2,400.00	1,220.00	50.83%
Total 4. Procurement	11,143.31	10,300.00	843.31	8.19%
5. Construction				
5.1. Construction Costs				
5.1.1. One Floor Building Construction (Preparation, Excavation)	29,964.58	29,965.00	-0.42	-0.0%
5.1.2. Roof Works (Roof, Llamarine and Roof Drainage)	12,904.16	12,904.00	0.16	0.0%
5.1.3. Plastering Works	6,189.30	6,189.00	0.30	0.01%
5.1.4. Doors and Windows and Flooring Works	18,397.93	18,398.00	-0.07	0.0%
5.1.. Eletrical Installation, Sanitary Facilities, Central Heating I	23,120.85	23,121.00	-0.15	-0.0%
Total 5.1. Construction Costs	90,576.82	90,577.00	-0.18	0.0%
5.2. Site Works (Pavement and Entrance Works)	3,344.21	3,344.00	0.21	0.01%
5.3 Equipment				
5.3.1. Professional Oven, 1 cake mixer, Laboratory equipment	15,204.64	15,205.00	-0.36	-0.0%
5.3.2. Cooling comor compressor, 4 x ventilation system, 2 wc	10,787.00	10,787.00	0.00	0.0%
Total 5.3 Equipment	25,991.64	25,992.00	-0.36	-0.0%
5.4. Professional Fees				
5.4.1. Technical Supervision	7,959.50	7,893.00	66.50	0.84%
5.4.2. Administrative Fees (Legalization, Registration, Technic	811.00	811.00	0.00	0.0%
Total 5.4. Professional Fees	8,770.50	8,704.00	66.50	0.76%
Total 5. Construction	128,683.17	128,617.00	66.17	0.05%
6. Evaluation	0.00	14,500.00	-14,500.00	-100.0%
7. Reserve	0.00	650.00	-650.00	-100.0%
	699,559.00	889,000.00	-189,441.00	-21.31%

Mission Photos



Photo 1: Intern (background) working on land titles project at Vushtri Municipality



Photo 2: Woman beneficiary in Skenderaj municipality (Mirjeta Deliu).



Photo 3: Roadside stall in Viti municipality selling strawberry production (Qerim Qerimi)



Photo 4: Milk processing unit of Aferdita Ademi in Viti municipality



Photo 5: Cake manufacturing facility in Viti Municipality



Photo 6: Demonstration greenhouse for protected strawberry production