



INITIATIVE FOR AGRICULTURAL DEVELOPMENT OF KOSOVO
INICIATIVA PËR ZHVILLIMIN E BUJQËSISË SË KOSOVËS
INICIATIVA ZA POLJOPRIVREDNI RAZVOJ KOSOVA

STRATEGY

2020 - 2027

The strategy 2020 – 2027, has been prepared by IADK staff with the support of the donor Brot für di Welf (BfdW), with the expertise offered by Ms. Ursel Kroog and Ms. Ariane Gruszczynski. The strategy has been evaluated and approved by the Board of Directors of IADK in September of 2020.

IADK is thankful and grateful to all who have contributed in the preparation and finalization of the strategy.

THE TEAM DURING PREPARATION OF THE STRATEGY

ZENEL BUNJAKU
URSEL KROOG
ARIANE GRUSZCZYNSKI
ESMA KËPUZI
ARIANA PECI
ELHEME SHALA
MAGBULE HYSENI
HAFIZE VESELI SYLEJMANI
HANUMSHAHE ZENELI
SYLEJMAN BUNJAKU
NOVICA MARKOVIC
EGZON GËRXHALIU
FIDAN SKERAJ
ARBER HASANI
ARGJEND GJINOVCI

SHERIF MEHMETI
EGZONA HAJRA
ARTA IBRANI ZHUBI
BASRI PULAJ
ALBINA TAHIRI
HALIT GASHI
GËZIM MURSELI
EMA KURSHUMLIJA
EDITA MAHMUTI MULA
FJOLLA ZUÇAKU
LEART KAMBERI
BEHARE MLINAKU
BESARTA HAJRIZI
HASAN CENA
SHKURTE BUNJAKU



STRATEGY

2020 - 2027



INITIATIVE FOR AGRICULTURAL DEVELOPMENT OF KOSOVO
INICIATIVA PËR ZHVILLIMIN E BUJQËSISË SË KOSOVËS
INICIATIVA ZA POLJOPRIVREDNI RAZVOJ KOSOVA

ACRONYMS

| | |
|--------------|---|
| IADK | Initiative for Agricultural Development of Kosovo |
| C-VET | Centre for Vocational Education and Training |
| EU | European Union |
| LWF | Lutheran World Federation |
| BfdW | Brot für die Welt |
| NGO | Non-Governmental Organisation |
| MAFRD | Ministry of Agriculture, Forestry and Rural Development |
| MLSW | Ministry of Labour and Social Welfare |
| MF | Ministry of Finance |
| FA | Food Agency |
| AF | Agriculture Faculty |
| NQA | National Qualification Authority |
| VET | Vocational Education Training |
| GDP | Gross Domestic Product |

IADK PROFILE AND NEW STRATEGY

Initiative for Agricultural Development of Kosovo IADK is a non-governmental, non-profit organization established of 2004, emerging out of LWF Program. For 15 years, since its establishment the organization has implemented above 125 projects, aiming to advance small farmers, women and youth in agriculture. IADK continues to become stronger as by learning and developing along the way, which currently is one of the major players in agriculture development in Kosovo, one of the largest NGO in the sector that provides different agriculture services. IADK closely cooperates with relevant institutions, ministry/policy makers, those that have high valued sector expertise.

Agriculture is growing and changing significantly, therefore considering this fact, IADK will explore new opportunities and challenges and as result of it the new strategy which covers the period of 2020 to 2027 will be in place.

The development of the new strategy was in the participatory approach, meaning the consultation and involvement of different stakeholders, team of IADK and with facilitation of the international consultant supported by the BfdW. Although the new strategy will form the backbone of IADK's work for the coming years, it is a dynamic instrument that will be reviewed and up-dated to accommodate the changes in the institutional, economic and physical environment.

The implementation of IADK's strategy will mainly take place through projects, activities and services with their own objectives, action plans and budgets, which are designed in accordance to the strategic framework and contribute to the achievement of the IADK vision.

VISION

Our vision is development of modern agriculture for rural livelihoods, inclusive development and sustainable environment in Kosovo. IADK strives to create a peaceful and just society, in which all men and women determine the course of their lives in dignity and security, where everybody can participate and evolve without any discrimination with regard to religion and ethnicity.

MISSION

Our mission is to promote socio-economic development of rural areas, reduce unemployment and create income generating opportunities for people living in rural area. We do contribute on reducing migration to urban areas, and support farmers and agricultural activities, taking into account gender equality, involvement of youth and minorities, integration and inclusion of returnees and increasing awareness of environmental protection.

GOAL

Farmers, women and youth increase their income and employment in agriculture in rural and remote areas of Kosovo

VALUES AND PRINCIPLES OF IADK

IADK's work is guided by professionalism and teamwork, demonstrated by the highly committed and motivated staff, as well as transparency, non-discrimination and gender balance and inclusion of youth, minority groups and marginalized societies.

We support, facilitate and guide small and medium farmers through promoting the best practices mainly from EU countries which enables them to advance and produce better quality and high quantity.

IADK tries to balance the social and economic aspects, as well as including the environmental issues. IADK tries new and innovative ideas, by looking for what could work properly for rural communities or specifically for the target groups. We remain flexible as much as we are adaptive towards changing and improving agriculture.

THE CONTEXT OF AGRICULTURE DEVELOPMENT IN KOSOVO

Our economy grew consistently above the Western Balkan average in the post-global financial crisis period. Agriculture in Kosovo is a very important sector with a significant economic activity for our country, participating with above 10% in the GDP and second after wholesale and retail trade. Beyond economic consideration, Kosovo's reliance on agriculture is social matter: agriculture activity is pervasive in Kosovo as a safety net for much of the population.

Even though it has a fairly high participation in the GDP, agriculture is characterized by the structural problems which results in low labour efficiency and high cost production. Nevertheless, there are few sectors which continue to be demanded, due to the economic importance and potential for further development. In this context, dairy/livestock, fruit and vegetable are sectors to be further considered.





Kosovo currently is facing a significant misbalance between the proper educations and poverty. Job opportunities are very limited, more visible in the rural area, therefore resulting in high migration from rural areas to urban parts of Kosovo. Difficult labour market conditions have been especially severe for the youth, women and minority groups. In this context, agriculture, especially cultivation of fruit, vegetables, aromatic and medical plants will lead them towards economic activities, since the weather and soil conditions are favourable.

Horticulture accounts for around 50% of the total crop output, but Kosovo is still a great importer of fruits, vegetables and decorative plants. Nevertheless, has an increase potential of import substitution and export of fruits and vegetables in neighbouring countries based on cheap labour and agro-climatic conditions that favour the production of high quality fruits and vegetables. The most important vegetables are tomato, pepper, cucumber and potato etc, followed by fruits such as apples, plums, strawberry etc. Livestock production is seen as a backbone of Kosovo's agriculture, considered as an activity with considerable social and economic importance. Beside the sectors mentioned above, the processing of fruits, vegetable and milk remains highly important for income generation and women inclusion in employment.

Despite the potential that exists, agriculture continues to be characterised by constraints such as land fragmentation, make the majority of the farms small between sizes of 0.5 to 2.0 ha.

Professional training level in agriculture is still struggling to offer the high quality training; such an issue has limited the employment opportunities, making it difficult for young people to have access to their desired job. Additionally, due to the lack of agricultural programs in education/training level, the youth group are not treated properly,

local and national authorities are not offering agriculture opportunities within their programs (access to grants) for youth involvement in agriculture. Therefore, the new graduated youth are not well equipped with skills and as such they are not prepared for job market.

Usually, farmers are not organized and they operate with little technical expertise, poor use of modern inputs and limited access to loans for investment and growth. Majority of the farmers, community living in the rural/remote area also have limited access to extension services, use out-dated technologies and farm management practices.

Furthermore, agricultural production is challenged by environmental and climatic changes, land degradation is one of them, but also the inadequate technology and services could have higher impact on the climatic changes.

Women remain one of the disadvantage target group, where the affirmative measures aiming to support women by national programs often are misused by their relatives. Also the social norms that exist in rural/remote area create limitations and barriers for social and economic inclusion. Furthermore, property rights, decision making and involvement in the society for agriculture development, hamper the development and inclusion of women into the economic agriculture and rural activities.

Considering some of the limitations, challenges and potential mentioned above, the organisation foresees to tackle them by addressing different strategies and intervention in next coming years. As such the strategic plan for next eight years provides a good material to deal with limitations as well as to strive the interventions more in strategic and sustainable way.



WHO WE WORK WITH

• Communities – farmers

We work with communities, those who are interested to look after their interests, who aim to increase income generation and employment opportunity through agriculture activities.

- The target group are from remote-rural areas (farmers), those who have low level of income and bad economic situation;
 - The target group includes youth and students from university of agriculture and food processing and graduated students;
 - The target group includes women, marginalized groups and minorities in rural area, those who are unemployed and living in difficult economic conditions.
- However, IADK remains flexible to work with other potential group during entire strategy implementation.

• National and International partners

We work with an extensive range of international as well as local partners, whose work touches on ours, and whose expertise, skills or investment can help further our work. At local level, we work with municipalities, respective departments, specifically with department for agriculture, economic development and gender, farmer's organisation also with NGOs.

While, in the national level we work with Ministry of Agriculture (MAFRD), Ministry of Finance (MF), Food Agency, Agriculture Faculty and National. Qualification Authority (NQA) etc. However, their influence in terms of economic development might not be the same with each of the partners

• National and International supporters

IADK's number of supporters is growing significantly, which enables us to operate successfully as well as to support community in needs. Yearly, we are growing with the range of international donors, mainly from EU countries, as well to local businesses and also to individuals.

WHERE WE WORK – GEOGRAPHIC AREA

The head office and Centre for Vocation Education Training (C-VET) is in Vushtrri, we do work with an extensive range of communities, where most of them are located in rural area, covering all part of Kosovo.

COMPARATIVE ADVANTAGE AND STAKEHOLDER EXPECTATIONS

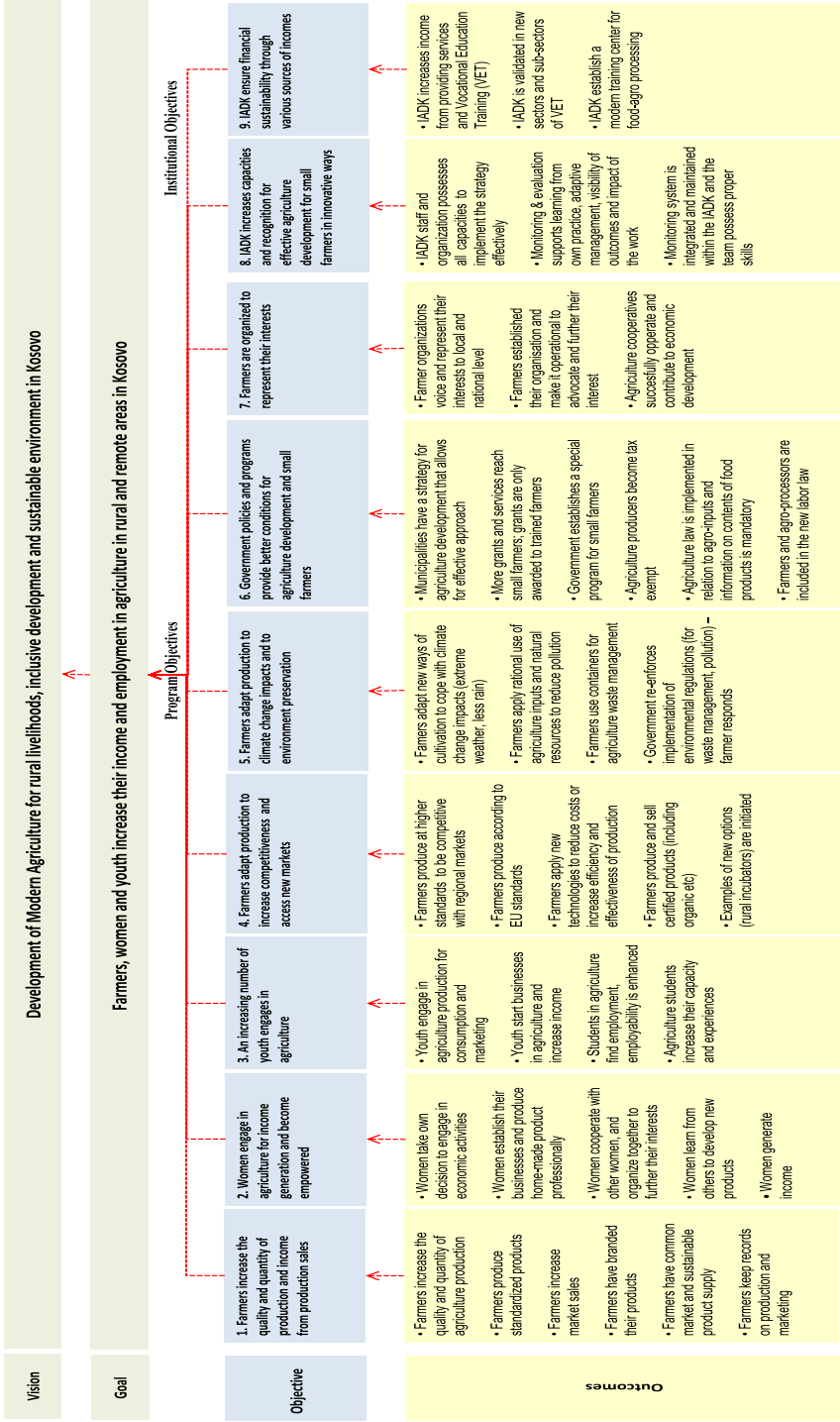
Since its establishment, IADK has served as a model of an organization with commitment and transparency, as such by increasing the number of partners and beneficiaries, thus enlarging its scope of work and number of professional staff. IADK is recognized as a professional and credible agricultural organization that works closely with its clients, stakeholders, partners and donor organizations.

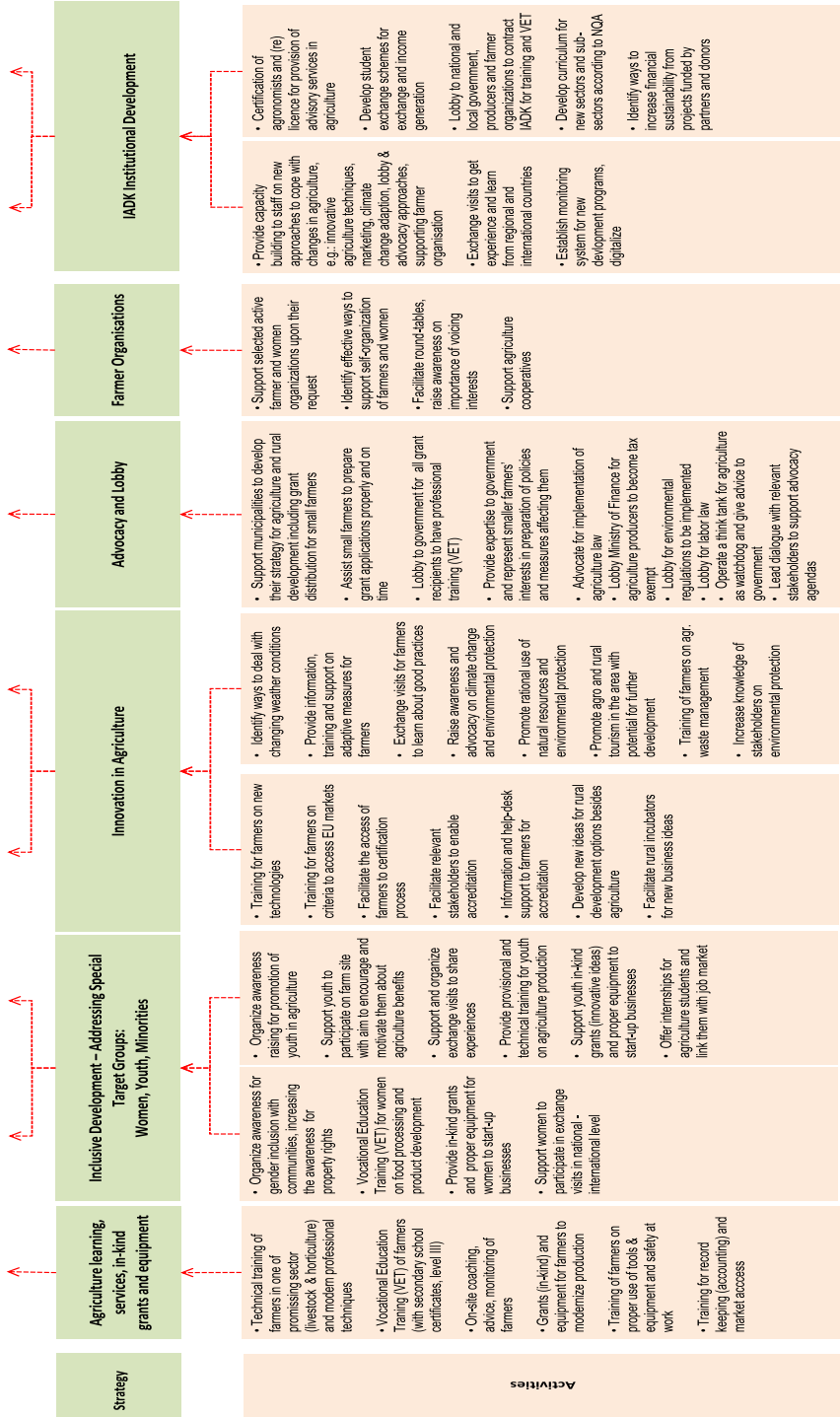


The stakeholders and partners expect IADK to act as:

- an organization for development of agriculture through bringing new agriculture techniques which fits to the demands of supply and demand side;
- a professional organization where the farmers without distinction by gender, age and ethnicity could obtain information about agriculture problems;
- an organization which is up to the new trends of development of agriculture and transfer them to the farmers;
- an important contributor in preparation and implementation of laws and strategies;
- an organization which provides advisory services, VET for farmers;
- promotion and implementation of on job training as an approach for professional capacity;
- a credible local partner for project implementation for international agencies, which dedicates funds for the right cases and is not impacted by political issues and individual interests.

THEORY OF CHANGE





STRATEGIC APPROACH AND PROGRAM OBJECTIVES

STRATEGY: Agriculture Learning, Services, In-Kind Grants and Equipment

OBJECTIVE 1: Farmers increase the quality and quantity of production and income from production sales.

Increasing the capacity of production for farmers, ensure the sustainable income generation from selling of high quality of production with market demand.

OUTCOMES

With this program we intend to reach the following outcomes:

- a) Farmers increase the quality and quantity of agriculture products;
- b) Farmers produce standardized products;
- c) Farmers increase their market sales;
- d) Farmers have branded their products;
- e) Farmers have common market and sustainable product supply;
- f) Farmers keep records on production and marketing.

STRATEGY: Professional Agriculture Training, on-site coaching and advice as well as in-kind grants and equipment support remains a core strategy to increase the quality and quantity of production. Training will be tailor made for the agriculture sectors and specific needs of target groups and will include training on market access.

The program will take several activities:

- Technical training for farmers in most promising sector (livestock & horticulture) and modern professional techniques;
- Vocational education training (VET) for farmers (with secondary school certificate, level III);
- One site advice, coaching and monitoring for farmers;
- Grants (in kind) and equipment for farmers to modernize production;
- Training for farmers on proper use of tools and equipment and safety at work;
- Training on record keeping book and easy market access.

STRATEGY: Inclusive development, Addressing Special Target Groups: Women, Youth and Minorities

Inclusive development requires specific approaches to give equal changes to those who are marginalized in particular ways; therefore IADK has designed specific strategies to encourage participation of women and youth in agriculture considering their specific limitations. IADK strives to include minorities in all strategies.

OBJECTIVE 2: Women engage in agriculture for income generation and become empowered

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Women take their own decision to engage in economic activities;
- b) Women establish their business and produce home made products professionally;
- c) Women cooperate with each-other, and are organized together to further their interests;
- d) Women learn from others to develop new products;
- e) Women generate income.

STRATEGY: Social norms that hinder economic participation of women and lack of confidence of women are major challenges to overcome. Economic participation and success builds confidence and empowerment of women beyond economic aspects. The program offers particular professional training and in kind – grants and equipment for women, promotes collaboration and exchange among women, and conducts gender awareness and advocacy to increase community acceptance for economic engagement of women.

The program will take several activities:

- Organize awareness for women inclusion in community, increasing the awareness for property rights;
- Vocational Education Training (VET) for women on food processing and product development;
- Provide in-kind grants and proper equipment for women to start-up businesses;
- Support women to participate in exchange visits in national/international level.

OBJECTIVE 3: An increasing number of youth engages in agriculture

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Youth engage in agriculture production for consumption and marketing;
- b) Youth start businesses in agriculture and increase income;
- c) Students in agriculture find employment, employability is enhanced;
- d) Agriculture students increase their capacity and experiences.

STRATEGY: Very few youth see agriculture as an option for themselves. The program promotes awareness raising, exposures and peer learning to raise and maintain their interest in addition to professional training and in kind grants and equipment support for innovative business ideas.

The program will take several activities:

- Organize awareness raising for promotion of youth in agriculture;
- Support youth to participate on farm with aim to encourage and motivate them about agriculture benefits;
- Support and organize exchange visits to share experiences;
- Provide provisional and technical training for youth on agriculture production;
- Support youth with in-kind grants (innovative ideas) and proper equipment to start-up businesses;
- Offer internships for agriculture students and link them with job market.

STRATEGY: Innovation in Agriculture

OBJECTIVE 4: Farmers adapt production to increase competitiveness and access new markets

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Farmers produce at higher standards to be competitive with regional markets;
- b) Farmers produce according to EU standards;

- c) Farmers apply new technologies and reduce costs or increase efficiency and effectiveness of production;
- d) Farmers produce and sell certified products (including organic);
- e) Examples of new options (rural incubators) are initiated;

STRATEGY: The program provides support to farmers to produce according to higher standards and develop innovative product options to increase competitiveness and market access.

The program will take several activities:

- Training for farmers on new technologies;
- Training for farmers on criteria to access EU markets;
- Facilitate the access of farmers to certification process;
- Facilitate relevant stakeholders to enable accreditation;
- Information and help-desk support to farmers for accreditation;
- Develop new ideas for rural development options besides agriculture;
- Facilitate rural incubators for new business ideas.

OBJECTIVE 5: Farmers adapt production to climate change impacts and to environment preservation

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Farmers adapt new ways of cultivation to cope with climate change impacts (extreme weather, less rain);
- b) Farmers apply rational use of agriculture inputs and natural resources to reduce pollution;
- c) Farmers use containers for agriculture waste management;
- d) Government re-enforces implementation of environmental regulations (for waste management, pollution) – farmer responds.

STRATEGY: Changing weather conditions requires new practices and more careful use of natural resources and adherence to environmental standards.

The program researches and provides information and training on climate change conditions and adaptive measures, rational use of natural resources and environmental protection as well as agricultural waste management. It explores innovative ideas for environmentally safe products.

The program will take several activities:

- Identify ways to deal with changing weather conditions;
- Provide information, training and support on adaptive measures for farmers;
- Exchange visits for farmers to learn about good practices;
- Raise awareness and advocacy on climate change and environmental protection;
- Promote rational use of natural resources and environmental protection;
- Promote agro and rural tourism in the area with potential for further development
- Training of farmers on agricultural waste management;
- Increase knowledge of stakeholders on environmental protection.

STRATEGY: Advocacy and Lobby

OBJECTIVE 6: Government policies and programs provide better conditions for agriculture development and small farmers

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Municipalities have a strategy for agriculture development that allows for effective approach;
- b) More grants and services reach small farmers, grants are only awarded to trained farmers;
- c) Government establishes a special program for supporting small farmers;
- d) Agriculture producers become tax exempt;
- e) Agriculture law is implemented in relation to agro-inputs and information on contents of food products is mandatory;
- f) Farmers and agro-processors are included in the new labour law.

STRATEGY: the programs works together with local and national authorities for a more targeted approach towards agriculture development and support for small farmers, at the level of municipal strategies for agriculture development as well as national laws and regulations that support farmers and marketing of agricultural products.

The program will take several activities:

- Support municipalities and national level to develop their strategy for agriculture and rural development including grant distribution for small farmers;
- Assist small farmers to prepare grant applications properly and on time;
- Lobby to government for all grant recipients to have professional training (VET);
- Provide expertise to government and represent smaller farmers' interests in preparation of policies and measures affecting them;
- Advocate for implementation of agriculture law;
- Lobby Ministry of Finance for agriculture producers to become tax exempt;
- Lobby for environmental regulations to be implemented
- Lobby MLSW for labour law, enabling farmers to be included into it;
- Initiate the establishment of a think tank for agriculture as watchdog and give advice to government;
- Lead dialogue with relevant stakeholders to support advocacy agendas.

STRATEGY: Farmer Organisations

OBJECTIVE 7: Farmers are organized to represent their interests

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) Farmer organizations voice and represent their interests to local and national level;
- b) Farmers established their organisation and make it operational to advocate and further their interest;
- c) Agriculture cooperatives successfully cooperate and contribute to economic development.

STRATEGY: The program will explore effective ways to strengthen farmer self-organizing sustainable, raise awareness and provide opportunities for farmers to voice interests and support active farmer and women organizations upon request.

The program will take several activities:

- Support selected active farmer and women organizations upon their request;
- Identify effective ways to support self-organization of farmers and women;
- Facilitate round-tables; raise awareness on importance of voicing interests;
- Support agriculture cooperatives.

STRATEGY: IADK Institutional Development

OBJECTIVE 8: IADK increases capacities and recognition for effective agriculture development for small farmers in innovative ways

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) IADK staff and organization possesses all capacities to implement the strategy effectively;
- b) Monitoring & evaluation supports learning from own practice, adaptive management, visibility of outcomes and impact of the work;
- c) Monitoring system is integrated and maintained within the IADK and the team possess proper skills;

STRATEGY: IADK strategy requires staff with the capacity to lead towards innovation and effectiveness. Staff management and capacity development will be designed accordingly. The establishment of a monitoring system that enables internal learning and adaptive management for visibility of achievement as well as continuous improvement is another main strategy.

The program will take several activities:

- Provide capacity building to staff on new approaches to cope with changes in agriculture, e.g.: innovative agriculture techniques, marketing, climate change adaption, lobby & advocacy approaches, supporting farmer organisation;
- Exchange visits to get experience and learn from regional and international countries;
- Establish monitoring system for new development program, digitalize.

OBJECTIVE 9: IADK ensure financial sustainability through various sources of income

OUTCOMES

With this program we intend to bring about the following outcomes:

- a) IADK increases income from providing services and Vocational Education Training (VET);
- b) IADK is validated in new sectors and sub-sectors of VET;
- c) IADK establish a modern training centre – professional training in agro processing.

STRATEGY: IADK aims to substantially enlarge its function, as a training provider as a main strategy to increase own income and thus financial sustainability for easier operation on a daily-basis coverage of various costs that occur.

The program will take several activities:

- Certification of agronomists and (re) licence for provision of advisory services in agriculture;
- Develop student exchange schemes for exchange and income generation;
- Lobby national and local government, producers and farmer organizations to contract IADK for training and VET;
- Develop curriculum for new sectors and sub-sectors according to NQA;
- Identify ways to increase financial sustainability from projects funded by partners and donors.

CONTENT

| | |
|---|----|
| IADK PROFILE AND NEW STRATEGY..... | 5 |
| VISION..... | 6 |
| MISSION..... | 6 |
| GOAL..... | 6 |
| VALUES AND PRINCIPLES OF IADK..... | 7 |
| THE CONTEXT OF AGRICULTURE DEVELOPMENT IN KOSOVO..... | 7 |
| WHO WE WORK WITH..... | 10 |
| WHERE WE WORK – GEOGRAPHIC AREA..... | 11 |
| COMPARATIVE ADVANTAGE AND STAKEHOLDER EXPECTATIONS..... | 11 |
| THEORY OF CHANGE..... | 12 |
| STRATEGIC APPROACH AND PROGRAM OBJECTIVES..... | 14 |



Let us live from our land and work!

Address: Sfaraçak i Ulët, No.11
42,000 Vushtrri, Kosovo

E-mail: info@iadk.org
Tel: +383 (0) 44 777 036
+383 (0) 49 777 046
Web: www.iadk.org