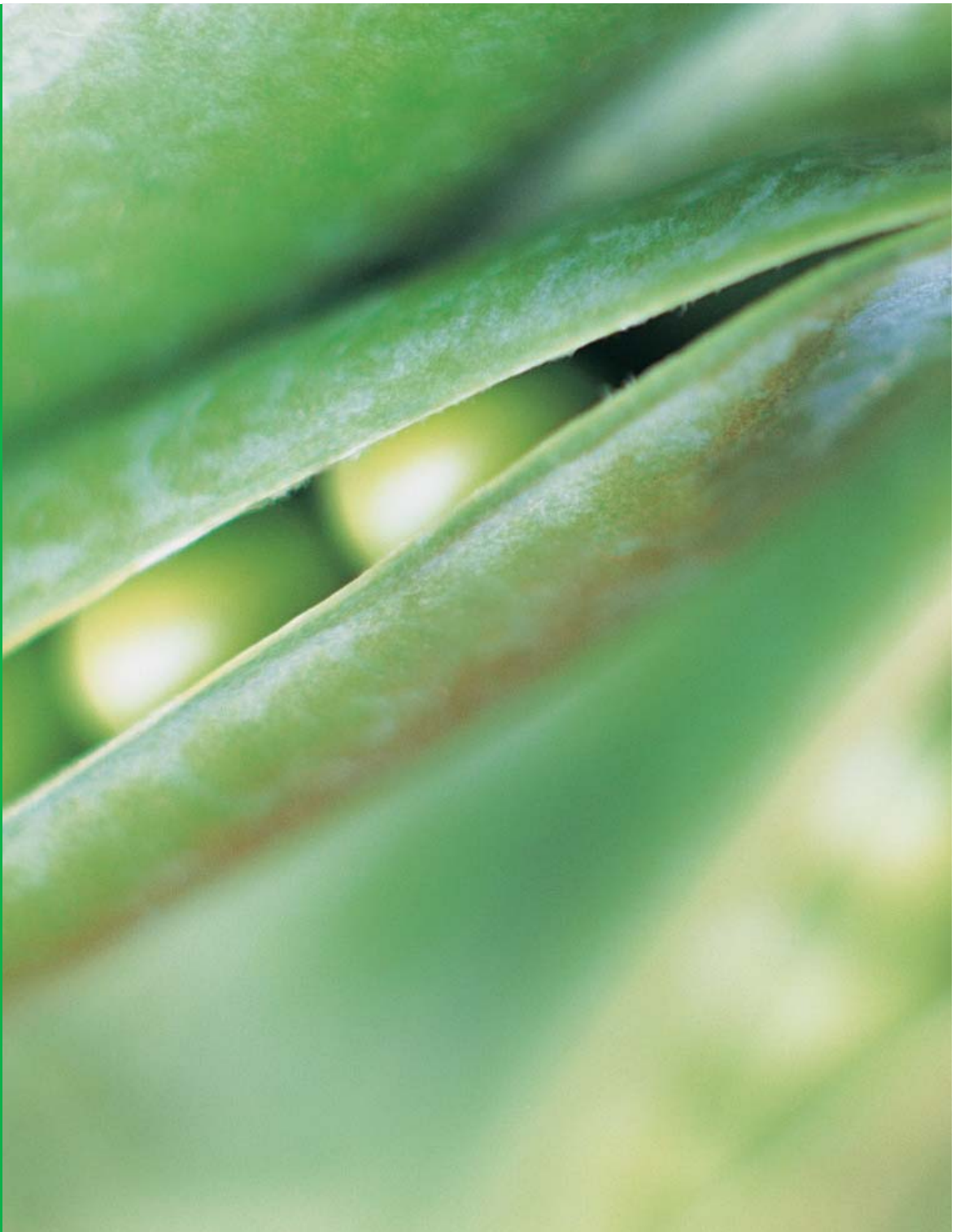


# REVIEW OF NORGES VEL'S AGRICULTURAL PROJECTS IN KOSOVO AND MACEDONIA 2002-2006

FINANCED BY THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS  
FINAL REPORT

BY JØRN HOLM-HANSEN, MENSUR VEGARA, THOR S. LARSEN,  
SRETEN ANDONOV, DANE BOŠEV AND FATMIR SELIMI

NORAGRIC REPORT NO. 34  
DEPARTMENT OF INTERNATIONAL ENVIRONMENT AND DEVELOPMENT STUDIES  
NORAGRIC



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Noragric Report No. 34  
September 2006

**Noragric  
Norwegian University of Life Sciences (UMB)**

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This Noragric Report was commissioned by the Norwegian Ministry of Foreign Affairs (MFA) to Noragric (*UD saksnr. 06/01190 og prosjektnr. 2060175 & UMB/NOR saksnr.: 06/586-2. Ark: 074.4.og prosjektnr. 332966*).

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ISSN: 1502-8127

Photo credits: Digital Vision

Cover design: Åslaug Borgan/UMB

Printed at: Rotator, Ås

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## SUMMARY

Since 2002/2003 Norges Vel has run projects in Kosovo and Macedonia, funded by the Norwegian Ministry of Foreign Affairs (MFA). In accordance with the aim of stabilising the West Balkan region, the projects have contributed to improving living conditions among rural dwellers. In Kosovo the projects have been carried out in close co-operation with the educational sector, whereas the Macedonian projects are based on local farmers' associations in two towns.

In both Kosovo and Macedonia Norges Vel's projects consist in a combination of hardware (buildings, machinery, equipment) and training. Norges Vel draws on its background as the main provider of popularised agronomy and supporter of farmers' co-operatives in Norway. The projects make use of experts from the Head Quarters as well as from closely related and specialised organisations in Norway, like GENO for Cattle Breeding and NOPO/Bioforsk for potato growing.

The projects are managed by resident representatives, one in Lipjan/Lipljan (Kosovo) and one in Kriva Palanka (Macedonia). Altogether 19 local people are employed by the project in Kosovo, whereas the resident representative in Macedonia is assisted by one secretary/translator/project assistant. The two offices work efficiently.

The approach applied by Norges Vel is case-oriented intervention. The scope of the project activities is primarily limited to Lipjan/Lipljan, Delčevo and Kriva Palanka. Impacts, nonetheless, are envisaged on a more general scale in Kosovo and Macedonia.

In Kosovo, the projects are focused on agricultural education, primarily among adults. The projects take place at one of Kosovo's four secondary schools with an agricultural direction. The school is located in Lipjan/Lipljan in Central Kosovo, where the Norwegian KFOR used to stay. Also, most of the ethnic Albanians who came to Norway under the rules of temporary collective asylum in 1999 came from Central Kosovo. Norwegian authorities wanted to concentrate efforts to a region with Norwegian links, and build new projects on already existing ones.

The secondary school in Lipjan/Lipljan has received assistance since 1999, at first from the Norwegian Red Cross, then from CARE Norway, before Norges Vel took over in 2002. This project was called Agricultural Support Kosovo (ASK) and lasted until 2005. Much of the activities were centred on providing the educational facilities needed for vocational, agricultural training. Among the facilities, now ship-shape thanks to the project, are a livestock department with all husbandry, a veterinary's lab, a green house, an abattoir, department for meat processing, a dairy, department for processing fruit and vegetables, mechanical workshop, student lab and other. The potentials for income-raising are large, which also adds to the potential sustainability of the project activities, since they might become self-financing.

On the other hand, the possible economic benefit makes it necessary to make sure that the facilities are going to be used in line with the objective of strengthening agricultural education, and not simply converted into an agro-firm. So far, Norges Vel keeps most of the property in its own hands, although the livestock department was handed over to the municipality in 2005. All the facilities are centred on one small area close to the secondary school and overlooked by Norges Vel's offices.

The facilities have enabled efficient training of students at the secondary school's agricultural division. Much because of the excellent facilities provided by Norges Vel, the agricultural direction has grown very popular. For adults a lot of training course has been arranged, on subjects like

insemination of milk cows, tiling, and use of chemicals in vegetable production. Several hundred students have made use of the facilities and 208 adults have attended courses.

The co-operation between Norges Vel and its partners has not been smooth. In particular at local level there have been problems. Although the relations with the municipality and the secondary school have improved lately, these latter apparently do not consider themselves accepted as equal partners with Norges Vel. Among others, Norges Vel's activities were hampered when the municipality suddenly withdrew the right to use a particular piece of land for educational purposes.

The ASK project received altogether 5.332.789 Norwegian kroner (667.000 euro). In addition, a smaller and purely technical project activity on water supply, drainage and electrical installation at the secondary school was granted altogether 345.723 Norwegian kroner (43.200 euro).

ASK was followed up by a project on Lifelong Learning (LLL). Experiences from the adult education elements of ASK, which were informal, are now taken into the well-regulated, standardised, and European-level system of LLL that Kosovo wants to introduce. Norges Vel's project is the only LLL project in Kosovo focusing on agricultural education. It is based on modules that correspond to subjects taught in secondary school, and leading to the same exams. The team of trainers working with Norges Vel has prepared the modules in co-operation with the relevant ministry.

Due to the special circumstances in Kosovo throughout the 1990's, and a generally low level of education, there is a substantial need for educational up-dating, not least at the countryside. Most probably the first students will gather for their first modules in July 2006. That is more than one year late, the reason being ministerial slowness on the part of the Ministry of Education Science and Technology (MEST) - in signing an MoU on the LLL project. The efforts made throughout the ASK project now means that the LLL project have all the hardware needed to be efficient. Unlike the informal educational activities in the ASK project, LLL will undergo strict quality control. From now on Norges Vel's contributions will have to be less focused on physical infrastructure, and more on pedagogical and agronomical aspects. So far, the LLL project has received 2.613.793 Norwegian kroner (327.000 euro).

Inter-ethnic co-operation and understand is among Norges Vel's objectives. Lipjan (Albanian)/Lipljan (Serbian) has got a significant minority of remaining Serbs. They tend to concentrate more and more in mono-ethnic villages, and relate to Serbian institutions under the government in Belgrade. Nevertheless, Norges Vel has managed to attract quite a few Serbs to their training courses for adults, and its staff includes four Serbs. So far it has proven difficult to make Serbian secondary school students come and use the educational facilities set up by Norges Vel. If they came, they would find an ethnically relaxed atmosphere. Norges Vel has taken this point seriously.

In Macedonia, Norges Vel has two projects, both of them supporting a local farmers' association (FA). The FA's were set up in the mid-1990 under heavy financial support by the World Bank and other donors. Their underpinnings proved to be very weak, and by 2002 when Norges Vel prepared its project, they were almost non-existing as operative entities. The two FA's chosen by the Macedonian ministry of agriculture and Norges Vel, however, were quite viable. Both were located in North East Macedonia, one of the country's least affluent regions. Due to the region's lack of ethnic conflicts, the international community at the time tended to neglect its needs for projects. Norges Vel's projects contributed to a more even distribution of foreign funds between East and West Macedonia.



In the town of Delčevo, a cattle-breeding association, the ZOG Simental, and Norges Vel entered into co-operation. The aim was to increase the members' incomes from milk production. Several developmental objectives would help earn money on milk, among them strengthening the association. Most of the measures, however, consisted in improving methods. This certainly was needed since most of the members had gone into farming recently after having lost their jobs due to the closing down of local enterprises.

According to the law the FA's are local NGO's and have to stick to a non-profit profile. Therefore ZOG Simental set up its own dairy, Mlekarnitsa Golak. Norges Vel's contribution has consisted in providing basic machinery and equipment for the FA. The machinery used by the members at reduced prices. A demo farm is about to be built. Also, Norges Vel has contributed significantly with advice and training. Most of the immediate objectives have been attained. The project in Delčevo has received 4.5 million Norwegian kroner (562.000 euro).

Nevertheless, ZOG Simental is not thriving. Rivalries over the control of the machinery combined with the dairy's problems paying the farmers (in fact its owners) on time for a period, has created serious internal problems for the association. Members have left in large numbers. From a 180 membership in 2003, now only around 70 members remain.

In the town of Kriva Palanka, Norges Vel and the ZPK Palanački Kompir co-operate. Palanački Kompir produces potatoes, seed as well as consumes varieties. Four Norwegian varieties have been introduced, Rut, Peik, Troll and Laila. The sale of seed potatoes has been a success, not least because the price is one third of what the agents used to charge for the Dutch seed potatoes dominating hitherto.

Also in Kriva Palanka, Norges Vel has contributed with machinery and equipment, but first of all with a brand new state-of-the-art potato storage up in the hills at 1500 metres above sea level. Just like in Delčevo, the FA is undergoing a period of rivalries. In fact, in Kriva Palanka there is a group that claims it is the lawful board. The case is pending in court. The rivalry has to do with the wish to control the machinery, equipment and storage. The project in Kriva Palanka has received altogether 5.8 million Norwegian kroner (725.000 euro)

In Delčevo and Kriva Palanka alike, Norges Vel soon found that they would have to work more on organisational matters than they had expected at the outset. The FA's were not very impressive in their capacities as organisations or mouth-pieces of the farmers. In order to create the preconditions for ownership of the FA among the farmers, training in basic organisational skills would be needed. In both towns all hardware brought in through Norges Vel, is still in the hands of Norges Vel, and will probably remain there until the FA's become considerably stronger than they are today.

All in all, Norges Vel has reached most of its immediate objectives. So far the project managers have emphasised the work on providing hardware needed for the activities promoted through the projects. In order not only to provide the buildings, machinery and equipment, but also their intended effects, more time is needed. Norges Vel's main objectives – increasing rural living standards – can only be achieved on a long-term, and against developments over which neither Norges Vel nor its partners have much influence. Therefore, the Review Report recommends that the projects are continued for another three years, but that the set of immediate objectives undergoes an overhaul. In the next phases of the project activities, the objectives should be less technical and less practical. In order to direct project activities towards their main objective, the immediate goals should be educational (in Kosovo) and organisational (in Macedonia).

Norges Vel is not going to stay in the three towns for a very long time, and an exit strategy is required. Since the projects involve considerable assets which are still owned by Norges Vel, hand-over must be prepared. The assets are well suited not only for activities in agreement with Norges Vel's aims, but also for commercial production with no links to adult agricultural education or farmers' associations. Therefore, it is important to secure subsequent use of the installations in line with the original educational and associational objectives. For this purpose, a continuation of the institution of resident representatives will be useful.

In Kosovo, the LLL project is going to make strict demands on the project leader's ability to cope with pedagogical issues in combination with being updated on EU standards within agriculture. In Macedonia, the projects will have to relate actively to the process of establishing co-operatives within the framework of preparation for EU membership as well as the principles laid down by the International Co-Operative Alliance. This process has just started, and the project leader in the next phase must be able to work assertively on co-operational issues.



## 1. INTRODUCTION

### Background

Norway is committed to supporting the peaceful development of the Western Balkans. Norwegian support is given to a wide range of projects aiming at stabilisation, democratisation and integration into Euro-Atlantic structures of co-operation (Stortingsmelding nr. 13 1999-2000 Hovedtrekk i fremtidig norsk bistand til landene i Sørøst-Europa).

Economic prosperity is a crucial element for stabilisation to take place, but unfortunately most of the Western Balkans suffers from poor economic conditions. Most of the population lives in crisis-ridden rural areas. Therefore in 2002, the Norwegian MFA asked Norges Vel to develop a targeted effort to help rural people in Macedonia and Kosovo increase their incomes from agriculture.

Norges Vel has a reputation of long standing for supporting farmers to achieve self-reliance. In fact, Norges Vel is Norway's oldest NGO. Since 1807 the organisation has pushed for co-operation among farmers. It is also known for popularising agronomy with the aim of improving agricultural methods.

Norges Vel's profile is mainly based on its Norwegian activities, but during the last few decades the organisation has established itself as an actor within developmental aid, primarily in Africa and Central America. Based on Norges Vel's experience from Norway its focus abroad is on economic development based on agriculture.

### History

Norges Vel has been involved in Kosovo and Macedonia since 2002.

*Kosovo:* Norges Vel has two predecessors in Lipjan/Lipljan, the Norwegian Red Cross and Care Norway. The Red Cross started up its support to Lipjan municipality in 1999 through development of machine rings for the repair and use of agricultural machines. They withdrew and Care Norway took over. Norges Vel was invited in to contribute with their agricultural competence, and in 2002 Norges Vel took over the ASK project from CARE Norway, and continued their activities in Secondary Agricultural School 'Adem Gllavica' in Lipjan.

Norges Vel has finalised two projects in Kosovo:

- Agricultural Support Kosovo (ASK) from 2002 until 2005
- Support to improvement of water supply, drainage and electrical installation at Lipjan Secondary School (WDE) from 2004 - 2006

One project is ongoing:

- Life Long Learning - Agricultural Education and Advisory Service in Symbiosis with Ordinary Secondary Education (LLL) since 2004

At the beginning the secondary school was in a deep need of improving its facilities for practical training and to develop human resources. The first project (ASK) started in 2002 and finished in 2004. It managed to improve the training facilities and raised capacities among teachers as well as adult farmers. To improve the school's infrastructure a project on water supply, drainage and electrical installations (WDE) was carried out separately, but nevertheless integrated with the ASK project.

As a follow-up Norges Vel signed an agreement with MEST to start an LLL project from 2005. This project will offer formalised adult education at the level of secondary vocational school (direction of agriculture).

The Norwegian government wanted to support activities in Central Kosovo, where Lipjan/Lipljan is situated, among others because this is where the Norway's KFOR contingent used to be deployed. It was also the home region of the major part of Kosovo Albanians who came to Norway in 1999 under the rules of temporary collective asylum. The idea was that improving conditions in places like Lipjan would make return easier.

*Macedonia:* Norges Vel established its two projects in Macedonia in 2003 after an appraisal visit organised by the Macedonian Ministry of Agriculture, Forestry and Water Economy in 2002. At that time most of the international projects were located in Western Macedonia because of the region's tense relations between ethnic Albanians and Macedonians. The much poorer, and purely Macedonian, Eastern Macedonia saw much less of the foreign assistance. In order to contribute to regional balance, and thereby to alleviate frustration among Macedonians, the Eastern Macedonian towns of Delčevo and Kriva Palanka were chosen for Norges Vel's projects.

Norges Vel's two projects in Macedonia aim at:

- Growing potatoes for seed production, consumption and processing, Kriva Palanka since 2003
- Improving the conditions for milk production, Delčevo since 2003

### **Review objectives and expected results**

Reviews of projects financed by the MFA are made as a matter of standard procedure to secure proper and transparent use of funding. The review's terms-of-reference lists the following objectives:

The overall goals of the review are:

- (i) To examine whether project objectives have been achieved. The review shall consider relevance of the projects, expected and realized outcome, efficiency, whether methods used by Norges Vel are relevant, efficient, transparent and adequate, sustainability of the projects as well as administrative routines of Norges Vel and cost-efficiency of the projects.
- (ii) To examine Norges Vel's cooperation and interaction with local and central authorities as well as other relevant stakeholders in the recipient countries to ascertain whether it is adequate and efficient.
- (iii) To examine the quality of Norges Vel's interaction with local partners, whether it is satisfactory and value adding. Division of tasks between Norges Vel and local partners shall be included. The capacity and capability building elements in the projects as regards transfer of knowledge to local partners shall be assessed – to ascertain whether they are satisfactory and adequate.
- (iv) To examine whether Norges Vel's local offices in Macedonia and Kosovo are functioning well and contribute in a satisfactory manner to achieving the project goals.
- (v) Where relevant, to examine whether the projects have contributed to inter-ethnic cooperation and understanding.

The review is written with the aim of ascertaining if Norwegian project funding has been used in a proper and transparent way and that the stated project objectives have been achieved. Further – the result may be used for possible improvements in on-going projects.

### **Methodology applied in the review**

The methods applied are those of an extensive case study. Case study methodology is well-suited for investigations of how actual policies, programmes and projects pull through in their contexts. Seeing Norges Vel's projects in their Western Balkan contexts is exactly what the terms-of-reference calls for. This context must be treated as inseparable part of the explanation or interpretation of how the projects have fared.

A review is a limited version a fully-fledged evaluation and the repertoire of research techniques applied must be adjusted to that fact. This review follows the terms-of-reference in primarily relying upon perusal of relevant project documents and interviews with relevant actors broadly defined.

The interviews have been semi-structured in the sense that a fixed set of questions have been asked in interviews with “similar” interviewees and conversation partners, like the two project managers, Norges Vel's local partners, the three mayors, and the relevant ministerial staff. In addition these interviewees were asked individual questions developed by the Review Team on the basis of reading project documents, talking with other interviewees or from the Review Team's knowledge of contextual conditions. The Review Team has been prepared to develop additional questions during interviews, thus making interviews open-ended when considered useful. In some cases the interviews have had a conversational character. Follow-up interviews have been conducted when new information has made it appropriate.

### **The structure of the review**

The first chapter of the review gives a brief background on Norges Vel's projects in Kosovo and Macedonia, the aims of the review and the methods it applies.

Chapter 2 places the projects within the overall priorities in Kosovo and Macedonia as well as the local contexts in the towns where the projects are carried out. Likewise, the projects are placed within the framework of Norwegian and international development priorities for Kosovo and Macedonia.

Chapter 3 describes and analyses the projects' organisation, administration and implementation. This as well as the subsequent chapters are divided in two, one part for the projects in Kosovo and one for those in Macedonia.

Chapter 4 addresses the crucial questions of embeddedness and sustainability. Chapter 5 gives an overview of results, outputs and achievements so far. Inter-ethnic co-existence is one of the issues addressed in this chapter. Chapter 6 concludes, and chapter 7 presents a set of recommendations.

## **2. STRATEGIES, POLICY AND DEVELOPMENT PRIORITIES**

This chapter presents strategies and policy priorities with relevance for agricultural education (Kosovo) and farmers associations (Macedonia). Also local strategies and priorities in Lipjan/Lipljan, Kriva Palanka and Delčevo will be presented. Finally, the projects' relevance for Norwegian and international development priorities for Kosovo and Macedonia will be discussed.

### **2.1 KOSOVO**

#### **2.1.1. Agricultural and educational strategies, policies and development priorities**

Norges Vel co-operates closely with the Ministry of Education, Science and Technology (MEST) and the Ministry of Agriculture, Forestry and Rural Development (MAFRD). Lately it has entered into co-operation with the Ministry of Labour and Social Welfare (MLSW) as well. Adult education and LLL for rural people form part of the strategies of all three ministries.

After some years of preparatory work, involving among others UNESCO and FAO, Kosovo passed the Law on Adult Education and Training in 2005. In 2006, a Law on Vocational Education and Training was also passed.

Kosovo is committed to the European movement towards a coherent strategy for LLL based on adult learning and training. The "Strategy for the Development of Vocational Education in Kosovo" from April 2003 suggested a system of modular educational units to make up Lifelong Learning. In 2003 the South East European ministers of education gathered in Skopje to sign a declaration on LLL. Kosovo was represented by UNMIK and MEST. The document committed the signatories to strengthen adult education building on existing European and international documents. UNESCO is involved in helping develop LLL in Kosovo, in particular in the field of setting up a system of assessment and accreditation.

Adult education is relevant for Kosovo because of its generally low level of education. This problem is first of all evident in the countryside and among women. According to a study made for the Statistical Office of Kosovo, 69 percent of males in urban areas have secondary education, whereas only 20 percent of women in rural districts have (Andersson 2003). Their level of education also differs according to ethnicity. Whereas 61 percent of remaining Serbs in Kosovo have secondary education, only 40 percent of ethnic Albanians have (Andersson 2003). Among ethnic Albanians in rural districts 20 percent of women are illiterate, according to UNESCO.

Processes of improving the level of education were hampered by the repression during the Milošević regime and the war that followed. The youngest cohort 15-24 years have on average one year less education than the cohort 25-34 years (Andersson 2003). Today only about one of two Albanian girls 15-18 years attends school at all, according to the Statistical office of Kosovo. The Prishtina-based Institute for Development Research, Riinvest, and the World Bank published findings in 2004 showing that only half Kosovo's women had finished even primary education.

In other words, making up for lost education is needed. LLL is being introduced in various fields, but so far Norges Vel is the only foreign organisation targeting the needs of people making a living from agriculture. Doing this Norges Vel conforms well to elements of the future Agricultural Master Plan for Kosovo (2007-2013). Norges Vel's LLL project is of relevance to a number of measures mentioned in this plan:

1. Professional training to cover the needs in rural areas

2. Restructuring the physical potential in the agro-rural sector
3. Management of human resources in agriculture
4. Improvement of food processing and marketing of agricultural products
5. Improving management of natural resources
6. Diversification of farms and rural activities in rural zones
7. Improving rural infrastructure and maintenance of agricultural heritage
8. Support the strategy of local community development

### **2.1.2. Local strategies and priorities in Lipjan/Lipljan**

The town of Lipjan/Lipljan reflects the realities of Kosovo in general. Unemployment is high, and former industries are at a stand. There used to be mines, but they are not working. Several enterprises, like a paper mill, a coca-cola bottling and a metal work never resumed production after 1999 (Strategy for Local Economic Development for 2005-2007, Lipjan/Lipljan).

In 2004 the UMNİK local administrator in Lipjan/Lipljan called on the EAR to make a rural development plan. The plan was made, but the municipal leaders have done little to follow up. According to the administrator rural issues are not their priority. The Strategy for Local Economic Development for 2005-2007 includes several projects, but none on agriculture. In an interview with the Review Team, the mayor confirms that the municipal focus is more on industry than agriculture because the town lacks food processing capacity.

### **2.1.3. The projects' relevance for Norwegian and international development priorities**

The ASK project as well as the LLL projects go the core of the priorities set by Norway and the international community for Kosovo and the rest of the Western Balkans. Stability is the key word here. Through capacity-building the two projects contribute to socio-economic stabilisation. The projects aim at making people more capable of earning a living from agriculture, which is an obvious source of potential income in Central Kosovo.

Moreover, the LLL project has the additional merit of contributing to the integration of Kosovo in the European mainstream in one important field. Kosovo's LLL system is harmonised with the European standards, and Norges Vel's project aims at contributing to European standards in the field of agricultural adult education and supplementary education.

The educational level suffered from the Milošević regime and the war. LLL will, if successful, contribute to heal the wounds from the destructive 1990's in Kosovo and be a contribution to the post-conflict normalisation supported by Norway and the rest of international community.

Likewise, the projects are ambitious as to what they can achieve in the field of inter-ethnic reconciliation, which is another priority for Norway and the international community.

## **2.2 MACEDONIA**

### **2.2.1. Agricultural strategies, policies and development priorities**

Norges Vel co-operates with the Ministry of Agriculture Forestry and Water Economy (MAFWE) since 2002.

In 2002 the MAFWE suggested that Norges Vel focus on potato production in Kriva Palanka and milk and dairy production in Delčevo. However, the ministry has no specific strategy for potatoes, milk or any other single agricultural product. Its support to farmers is general and does not



distinguish between different products. Potato production is mainly perceived as a local activity with beneficial effects on employment and family households. The same holds true for milk. Wheat, grapes and tobacco are considered strategic cultures for the export incomes they generate.

The focus of Norges Vel's projects is, however, not only on potato growing and milk production, but primarily on farmers' co-operation. Norges Vel supports two farmers' associations (FA's). FA's were established in the mid-1990 to develop closer co-operation between small farmers without establishing fully-fledged co-operatives. All FA's in Macedonia were established within the activities of the Land O'Lakes and ACDI-VOCA projects, supported by USAID in the mid 1990's. One had to organise in an FA to be eligible to funds from the World Bank project called Private Farmer Support Project (PFSP). PFSP provided legal support and delivered training and essential equipment. Although, a lot of training and seminars were delivered, the outcome was very limited. Most interviewees attribute the failure to the fact that the associations were formed top down, and not bottom up. Moreover, funds were distributed with little prior preparation. Moreover, the FA's were established on the basis of the Law on Associations of Citizens and Foundations of 1998, which meant that they were NGO's, non-profit and not allowed to enter into economic activities.

After the termination of the PFSP in 2002, most of the FA's exist only on paper. Most of the activates are concentrated in the farmers' federation that is surviving thanks to a project supported by Swedish SIDA through the agricultural aid organisation SFARM.

Interviewees in the MAFWE describe the FA's as a "transitional phenomenon", never meant to last. Consequently, the Law on Agriculture, currently under preparation, fully-fledged co-operatives along EU guidelines are envisaged. FA's will form the basis for the establishment of these co-operatives. Unlike the non-profit FA's, co-operatives will be profit-making.

### **2.2.2. Local strategies and priorities in Delčevo**

Delčevo suffers from high unemployment due to de-industrialisation. The local agro-kombinat has been an important employer and economic motor locally with a capacity of 15,000 pigs a year. For the time being there are no activities in the pig farm.

In Delčevo, like in Kriva Palanka, people who used to work in industry or administration have gone back to small-scale farming. The Delčevo region is well-known in Macedonia for horticulture and milk. Some parts of the former textile industry are still operating through foreign investments, but wages are low, even for provincial, Macedonian standards, and the work-force is mainly female. The municipality therefore gives priority to male employment, and cattle-breeding is one activity singled out to be prioritised. A "Study for local economic development" was written in 2001. A "Strategy for Development" is being developed. This strategy is going to emphasise agriculture, especially fruit farming and cattle-breeding since these have long and strong traditions in the region.

Delčevo has got an NGO centre financed by the European Agency for Reconstruction and the Open Society Fund. Supporting FA's and helping them co-operate is one of the centre's tasks.

### **2.2.3. Local strategies and priorities in Kriva Palanka**

Kriva Palanka has been hit hard by the deindustrialisation following the dissolution of federal Yugoslavia. People used to be employed by a local mine, a textile factory and a big agricultural kombinat, but today 60 percent are unemployed. Industrialisation on a mass scale came late to Kriva Palanka, in fact as late as the 1970's. People, despite having been industrial workers, still live in agricultural or semi-agricultural neighbourhoods. Therefore, going back to farming – first of all growing potatoes – is one survival strategy chosen by many. The Kriva Palanka district is famous for its potatoes. Palanački Kompir (Potato from Palanka) is known as a "brand" all over Macedonia.

Kriva Palanka has got a "Strategic Plan for Local Economic Development" from May 2003, in which potato production is emphasised. Kriva Palanka benefits from altogether 14 foreign projects through UNDP, Caritas, SIDA, USAID and others, but the project with Norges Vel is the only project on agricultural development.

### **2.3. THE PROJECTS' RELEVANCE FOR NORWEGIAN AND INTERNATIONAL DEVELOPMENT PRIORITIES**

Norges Vel's two projects were initiated as the massive World Bank support to FA's came to an end. The very concept of FA's in Macedonia had not struck roots and the Norwegian support to two viable FA's in Eastern Macedonia aimed at making FA's robust. In that sense, the projects were well harmonised with what used to be one of the international community's priorities for Macedonian rural development. Moreover, the projects targeted the poorest districts of Macedonia.

Norges Vel came to Macedonia in a critical period for the country. In March-June 2001 a short war was fought in the Western parts of the country between the government and ethnic Albanian rebels. Even before the armed conflict most foreign assistance was given to the tense West Macedonian districts. Supporting FA's in peaceful Eastern Macedonia formed part of the Norwegian policy of stabilisation in Macedonia because it improved the geographical balance of foreign contribution in the country. Foreign support limited to the regions of conflict could create new and destabilising imbalances in the country.

### **2.4. SUMMING UP**

All the projects reviewed refer to concrete plans and strategies of central authorities in Kosovo and Macedonia. Norges Vel's projects are welcomed at local level in Kosovo and Macedonia, although agriculture features to a varying degree in municipal plans. The project are in agreement with core priorities of Norwegian and international support to the Western Balkans, like economic development, education, democratic participation democracy and inter-ethnic cooperation and understanding.

### **3. ORGANISATION, ADMINISTRATION AND PROJECT IMPLEMENTATION OF NORGES VEL'S ACTIVITIES IN KOSOVO AND MACEDONIA**

#### **3.1. KOSOVO**

##### **3.1.1. Background on Norges Vel's projects in Kosovo**

Norges Vel's two projects, ASK and LLL, are contributions to the development of agricultural education in Kosovo. The two projects are continuous, overlapping, and have their roots in prior project activities in Kosovo. The ASK (Agricultural Support Kosovo) project (2002-2005) was a follow-up of activities initiated in Lipjan/Lipljan by the Red Cross and continued by CARE. In 2002 Norges Vel was responsible for the agricultural training and educational aspects of the CARE project. In 2003 CARE Norway withdrew from Kosovo. Since then, Norges Vel has been responsible for the project.

Norges Vel's resident representative in Kosovo used to work for the Red Cross in Lipjan/Lipljan, which underscores the continuity of the project activities. The ASK project was conceived as a three-year pilot project as a model for Lifelong Learning (LLL). Core elements of the ASK project is being continued by the LLL project.

The LLL project ("Life Long Learning – Agriculture education and advisory service in symbiosis with ordinary secondary education") grew naturally out of the ASK programme, and overlapped this latter for a short period of time. The final phase of ASK overlaps with the first phase of LLL, which is reflected in a 50/50 share of personnel costs between ASK III and LLL I for 2004-2005, when the two projects ran in parallel. Remaining tasks as well and funding from the ASK from its final year were transferred to the LLL (phase II). The composition of Norges Vel's local staff did not change as a result of phasing out ASK, introducing LLL.

Whereas ASK offered informal training LLL also offer formalised training leading to secondary school exams.

The WDE (water supply, drainage and electrical installations) project (2004-2005), forming part of the ASK, was a support project in the technical field to support water supply, drainage and electrical installations at Adem Gllavica School.

#### **3.2. ASK (AND WDE): ORGANISATION, ADMINISTRATION AND PROJECT IMPLEMENTATION**

##### **3.2.1. Objectives**

The overall aims of the ASK project has been to improve living conditions of those in Kosovo primarily gaining their livelihood from agriculture. In order to contribute to its main goal Norges Vel has supported the development of agricultural education and capacity-building. The target group was the "female and male agricultural students and farmers of all ethnic origins" (Phase II) and "the rural population of Kosovo of all ethnic groups and both genders" (phase III).

### 3.2.2. Contribution to counterpart

Norges Vel has received NOK 5.332.789 million Norwegian kroner (667.000 euro) for its ASK project. The WDE project, considered a part of the ASK project cost altogether 345.723 Norwegian kroner (43.200 euro),

Norges Vel's co-operating partners are the Ministry of Education, Science and Technology (MEST) and the municipality in Lipjan/Lipljan (department of education) and the Adem Gllavica secondary school's agricultural direction of studies. The school's curriculum is under the MEST, and the school premises are owned by the municipality. Norges Vel, Lipjan municipality and Adem Gllavica school co-operate according to a MoU about organisation and responsibilities. According to this agreement the municipality shall take over the facilities and make sure the operation is continued when Norges Vel withdraws.

Norges Vel also co-operates closely with the Ministry of Agriculture, Forestry and Rural Development (MAFRD) and the Ministry of Labour and Social Welfare (MLSW), which both are responsible for certain aspects of vocational education within agriculture. Norges Vel has aimed at making these two ministries and MEST cooperate on the ASK and LLL activities, but this has proved difficult.

The education and capacity-building provided by Norges Vel consisted in the construction of physical infrastructure and laying out test and demonstration fields on one hand, and practical as well as theoretical training on the other.

In order to facilitate the pedagogical activities Norges Vel has made heavy infrastructural investments to provide the Adem Gllavica school with training facilities. Training takes place in a mechanical workshop and in a farm/livestock department. A brand-new building furnished with high quality equipment is going to enable training in processing agricultural raw materials (milk, meat and fruits/vegetables). This is the first education centre in Kosovo for small-scale food processing. The training facilities are located next to Norges Vel's offices in an area immediately bordering the school premises. It should be noticed that all infrastructure is still owned by Norges Vel, apart from the farm that was handed over to the municipality and secondary school in 2005.

The facilities open up for practical co-operation with other international and local projects, like the Food Safety Control Kosovo, the Marketing Support Project, the Kosovo Cluster Business Services, the Kosovo Swiss Dairy Project and Swiss InterCooperation.

#### *Physical infrastructure*

Norges Vel's project is characterised by its strong emphasis on infrastructure.

**Table 1. Infrastructure set up as part of the ASK project**

- |  |
|--|
| <ul style="list-style-type: none"><li>• Administrative department (including ten office desks, a meeting room, bathroom and storage room for office supplies)</li><li>• Student lab (including class room, storage room, showers and toilet)</li><li>• Mechanical workshop (including class room, parts and accessories department, office, showers and toilets)</li><li>• Fuel storage with electrical pump (capacity 5000 litres)</li><li>• Storage room for agricultural machinery</li><li>• Carpenter's workshop</li></ul> |
|--|

- Car wash for agricultural machinery
- Machine workshop
- Hobby room for employees (including showers and toilet)
- Livestock department (farm), including piggery with room and shower for the tender, cowshed with milking room, sheep cote, goat cote, stable and hay storage
- Greenhouse
- Veterinary laboratory for the control of hygiene and quality in the processing units
- Small abattoir
- Department for meat processing
- Department for processing fruit and vegetables
- Dairy (including a water cooler and water heater for the dairy department)
- Cold storage
- Machine room (including showers and toilet)
- Shop and café (with tv, computer, internet, a kitchen and two toilets on the outside)
- Demo field for testing of various types of grass (including three “Norwegian” varieties)

### *Training activities*

The training courses offered cover a wide field of agricultural activities.

**Table 2. The subjects of seminars and courses**

- carpentry for farmers
- construction of shed roofs in tree
- gardening
- tiling
- general farming
- building of plastic greenhouses
- cooperation within farming
- use of tractors and farm machinery
- getting to know the tractor gear box
- insemination of milk cows
- use of chemicals in vegetable production
- correct placement of greenhouses
- exterior assessment of milk
- the position of farmers in the strategies for agricultural development
- overview of the market for processed agricultural products
- breeding of milk cows
- vegetable production in greenhouses
- facts about agricultural production
- cooking
- growing strawberries
- establishing an orchard for apples
- growing soy
- making silage

- |  |
|--|
| <ul style="list-style-type: none"> <li>- growing potatoes</li> <li>- the importance of growing Alfa Alfa</li> <li>- growing wheat</li> <li>- growing of blackberry</li> <li>- growing pepper</li> <li>- growing salad</li> <li>- plant protection (level 1 and 2)</li> <li>- classifying food</li> <li>- growing tomatoes</li> <li>- growing sunflowers</li> <li>- feeding cattle</li> </ul> |
|--|

Also an 18-month course for agricultural advisors has been carried out in cooperation with the European Agency for Reconstruction (EAR).

Course manuals have been prepared for 18 subjects, and are available in the school's library.

*Personnel resources*

Well aware of the high costs of establishing itself with a permanent resident, this is what Norges Vel chose to do in Kosovo. The assumption was that operating in Kosovo would be so complicated that a hand-on, permanent project management would be required. For Norges Vel this is a new model. Outside Kosovo Norges Vel has a permanent resident only in Macedonia and Central America). The project manager is an engineer by profession, and stays in Kosovo on full-time. The local staff consists of employees in Norges Vel's offices, some teaching staff and technical/ farm workers (see 4.1.3). Among the local staff are both Serbs and Albanians.

The table below gives an idea of the amount of work invested in the ASK project.

**Table 3. Personnel use in man months**

	Phase II 2003-2004	Phase III 2004-2005
Resident representative	12	17
Norwegian consultants	4	8
Secretary	12	17
Farm workers	36	51
Cattle men	24	34
Clerks	24	34
Veterinarian	12	6
Translator		12
Workers (construction, maintenance, mechanic)	36	54
Assistant project managers	24	36

managers		
Local lecturers, teachers	42	42
<i>Sum</i>	232	317

Sources: Figures provided by Norges Vel's administration in Lipjan on request

### 3.2.3. Norges Vel's counterparts and division of tasks

MEST is responsible for the education part and MAFRD for the strategy of agriculture development and requirements for the quality of human resources. The local municipality has been involved in its capacity as a major authority granting permissions.

The immediate counterpart, however, has been the Adem Gllavica secondary professional school, agricultural branch. Together with the Adem Gllavica school Norges Vel has developed a plan for flexible and at the same time officially recognised agricultural courses for adults. In working with the plan there have been close contacts with MEST and the educational department in the municipality.

Until 2004 the school's name was Ulpijana secondary school. It used to be Serbian-language and the biggest secondary school in Yugoslavia, with more than 3000 students, of which 1500 attending the agricultural direction.

The school was damaged during the 1999 war. Afterwards, the school became Albanian-language. The Red Cross, CARE and Norges Vel have been the main contributors to its reconstruction. In 2003 MEST gave the school's agricultural direction the status as a pilot school for agricultural education in tenth and eleventh forms. When ASK started out there were no more than four students at the school's agricultural direction. In 2005-2006 they have been about 240. Every second student is a girl, which is noteworthy within agricultural education, which has traditionally been very male dominated. The young students benefit from the educational facilities provided through Norges Vel's projects. (The Review Team paid a short visit to see the facilities of the agricultural secondary school in Prishtina, and in comparison the agro-educational facilities in Lipjan stand out, although in Prishtina the main school building is in a far better shape thanks to a generous French donation).

During Phase III of the ASK project the livestock department/farm was transferred to the municipality, and then organised as a part of the Adem Gllavica school's agricultural direction.

### 3.2.4. Norges Vel's Norwegian partners

Norwegian and local expertise is hired when needed. In fact, Norwegian expertise is made use of to a relatively large degree. Phase II made use of four man months of Norwegian expertise, whereas Phase III consumed eight man months.

The breeding association Geno of Norway has been represented by its experts at seminars. The University of Life Sciences and Mære Agricultural School have provided links to Norwegian academic and pedagogical life. The ASK project was administered from the premises of Norges Vel, which are located at the Adem Gllavica professional school. The personnel consist of the Project Manager (from Norges Vel) and local staff. The table below gives an overview of the use of the different types of project manpower in terms of man months.

**Table 4. The use of Norwegian man hours ASK (Norges Vel excl. project staff and external consultants)**

2002	420
2003	670
2005	95

*In 2004 no man hours were invoiced.* Source: Norges Vel

### **3.2.5. Other experts**

Local lecturers and experts are hired when needed, among others from the Serbian secondary agricultural school in Lipjan/Lipljan. For a period Norges Vel co-operated closely with the Faculty of Agriculture in Prishtina in organising courses and seminars at the school.

Also experts from German, Swiss and US organisations present in Kosovo have given lectures.

Concerning issues related to professional issues and applied science (especially plant tests), Norges Vel and Adem Gllavica secondary school have co-operated with the Faculty of Agriculture in Prishtina. This co-operation went well for a time at an early stage of the ASK project. The Faculty and the school shared facilities for their husbandry at the centre, and the Faculty brought food to the school's animals as well as its own. Later the climate between Adem Gllavica secondary school and the Faculty deteriorated. There has been no contact with FA during the LLL phase. In fact, the Faculty has set up its own farm for educational and experimental purposes only a few kilometres from Lipjan. Also this farm is financed by foreign funds.

## **3.3. LIFE LONG LEARNING**

The LLL project is manned by the same staff that carried out the ASK project (see table above), and the project is administered from Norges Vel's offices at Adem Gllavica secondary school's agricultural unit. Because of the continuity and overlap regarding objectives, methods and staff, several aspects of the LLL have been addressed in the first parts of this chapter. The following section will concentrate on aspects specific to the LLL project.

### **3.3.1. Objectives**

The main objective of the LLL project is identical to that of the ASK, according to project reports. The main focus of the LLL project, however, is on formalised adult education on secondary professional level. The LLL is the first time adult education takes place at a secondary school in Kosovo.

The Project Description (May 2005) defines the target group as "adult people in Kosovo, both genders and all ethnic groups, who have finished compulsory school (eight or nine years)". Moreover, "applicants with experience from practical work on farms or in gardens will have priority". In other words, the activities aim at supplementary education. People from all over Kosovo, not only Lipjan/Lipljan may apply.

### **3.3.2. Contribution to counterpart**

For LLL phase I Norges Vel has received 2.613.793 Norwegian kroner (including administrative costs), or 327.000 euro.

In the LLL project Norges Vel's partners are:

- Adem Gllavica secondary professional school
- Lipjan/Lipljan municipality
- Ministry of Education, Science and Technology (MEST)



- UNMIK
- Faculty of Agriculture
- University of Life Sciences, Norway
- Mære Agricultural College, Norway
- Gušterica Agricultural Professional School (Serbian), Lipljan

The planned contribution consists of five parts:

1. Formal agriculture education for adults in symbiosis with ordinary professional secondary education. A pilot project in cooperation with the Ministry of Education, Science and Technology (MEST)
2. Post-graduate courses for teaching personnel
3. Continuation of informal courses and advisory service within agriculture
4. Continuation of physical improvements of the secondary vocational school Adem Gllavica, Direction of Agriculture, Lipjan

For the application for funding of LLL phase II, Norges Vel included LLL has been extended with a part E, and now consist of five parts:

5. Courses in cooperation with the Ministry of Labour and Social Welfare (MLSW)

There will be three types of courses (A, B and C), all of them open for anyone older than 18 years old. The so-called A courses will offer formal education. Here, priority will be given to applicants with some background from agriculture and gardening.

### **3.3.3. Division of tasks**

LLL within agriculture was an idea initiated by Norges Vel. The idea was discussed and developed in co-operation with MEST and UNMIK. The school and the municipality were informed and invited to make comments in the process. The educational specialist at Norges Vel's HQ played an important role in representing state of the art in LLL within agriculture.

The LLL project requires an even closer co-operation with Kosovo authorities than did the ASK project because LLL is partly is about *formalising* education. Norges Vel's LLL courses have to be recognised in MEST as being modules within a standardised vocational education of agriculture at secondary school level. The activities will have to be in accordance with the recent Law on Adult Education.

MEST has been Norges Vel's main partner in developing the LLL concept, but Norges Vel has gradually drawn more and more on UNMIK. The reason is that the transfer of authority to MEST was proved to be more complicated than expected. One example of this is the fact that it took no less than one year to get MEST's signature on the MoU between Norges Vel, MEST and UNMIK.

In the case of the LLL project there is a MoU regulating the co-operation between Norges Vel, MEST and UNMIK. UNMIK has been involved as a formal partner to give the project more impetus. It took more than one year to get the MoU signed, a fact that delayed the LLL project considerably. Norges Vel's project manager reports that MEST has been slow in taking over real authority from UNMIK.

The Ministry of Labour and Social Welfare (MLSW) offers vocational courses for unemployed people. The Ministry would like to arrange their agricultural courses at the Adem Gllavica school in co-operation with Norges Vel. Norges Vel welcomes this initiative.

Just like in the case of ASK, in the LLL project the co-operation between Norges Vel the municipality and Adem Gllavica school is formalised in an MoU. Involving a secondary school in adult education and LLL is unique in Kosovo.

The division of tasks is clear: Norges Vel is “creator of ideas, advisor, and facilitator of various activities, like experiments, demonstrations, courses and practical training” whereas the school is responsible for the practical implementation”, according to the final report for LLL phase I (only in Norwegian, as “Sluttrapport for LLL fase I-prosjektet, Kosovo 2004-5”). According to the rector this is “how it should be”, but the realities are that Norges Vel implements most of the activities.

Norges Vel would like to make use of local expertise, and has all the way through the ASK project and into the LLL project tried to involve the Faculty of Agriculture in Prishtina. For some time the co-operation seemed promising, but internal controversies at the Faculty has slowed down the co-operation. For Norges Vel it has been unclear with whom to co-operate at the Faculty since the formal right to sign agreements there has been disputed.

For the LLL project an advisory group has been set up. The group is made up of representatives from the school, the municipality, the farming community, MEST and Norges Vel.. Being newly established, the advisory group has had only one meeting by May 2006.

#### 3.3.4. Norges Vel's Norwegian partners

The project is going to make use of the competence in the following Norwegian institutions: Mære Agricultural College (exchange visits of students and teachers).

**Table 5. The use of Norwegian man hours LLL (Norges Vel excl. project staff and external consultants)**

2005	117
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Source: Norges Vel

#### 3.3.5. Other experts

The project is planning to co-operate with the Swiss InterCooperation on cultivation of strawberries, and with International Rescue Committee on fruits, but so far there are no written agreements with any of them. Norges Vel keeps in touch with CARE and other NGO's informally.

### 3.4. MACEDONIA

#### 3.4.1. Background on Norges Vel's projects in Macedonia

Norges Vel's two projects in Macedonia are administered from the project office in Kriva Palanka with a Norwegian project manager/resident representative (agronomist by profession) as a local project secretary/ co-ordinator/translator (customs officer by education). Both work full time on the project. The resident representative works half the time in Macedonia, half the time at the Norges Vel HQ at Hellerud outside Oslo.

Norges Vel and the cattle-breeders association ZOG Simental entered into co-operation through a letter of intent of 6 February 2003. ZOG Simental, named after the cattle race Simmental, is an association 100 percent owned by the farmers. It was established in April 1999 during the World Bank-initiated wave of FA establishment. In June 2002 the association set up its own - the dairy milk plant Golak.

Norges Vel and Palanački Kompir signed a letter of intent on 6 February 2003. The association was established in 2000.

### **3.5. ZOG SIMENTAL IN DELČEVO - ORGANISATION, ADMINISTRATION AND PROJECT IMPLEMENTATION**

#### **3.5.1. Objectives**

Norges Vel provides assistance to the members of the association of cattle-breeders, and through the association also the dairy owned by the association, the d.o.o.l. Mlekarnitsa Golak. The overall objective has been *to increase the association members' income from milk and milk products*. Moreover, the project aims at milk production in an ecologically clean environment.

In order to improve the members' earning power several development objectives were set up:

- A stronger ZOG Simental
- More competent producers of milk and milk products
- Improved breeding methods, including crossing with other breeds
- Small-scale industry on family farms
- More efficient sale and marketing
- Better use of local resources through ecological crop management
- Improved roughage production

A very specified set of expected impacts was identified:

- The association becomes a mouthpiece for its members
- Higher income per farm
- Improved recruitment of young farmers
- Better animal health, including lower calf mortality
- Improved grazing methods
- Better and more economical winter forage
- Higher quality milk yield per cow

At the outset Norges Vel believed local needs first of all consisted in receiving up-dated training in agricultural methods, but it soon discovered that needs were just as much in the field of organisational skills. Therefore, much more efforts than expected have been devoted to organisational problems.

The target group is the members of ZOG Simental.

#### **3.5.2. Norges Vel's contribution to ZOG Simental**

The total amount received for the project in Delčevo is 4.5 million Norwegian kroner (562.000 euro).

The assistance consists in three main elements:

1. providing agricultural equipment
2. increasing the agricultural competence of the members
3. support in farmer association management

The project manager provides advice and information at a general level to the association and to each individual farmer as well.

The project draws on Norwegian expertise, among others from the breeding association, Geno.

Lately, the idea of building a demo farm has been developed. The demo farm will function as a training unit. Likewise, a micro-credit system is under elaboration.

A demo-farm is being planned. The Golak dairy has got 45 ha land for lease on a 30 year's contract for the purpose of the demo-farm.

In 2005 Norges Vel helped the dairy by giving a substantial credit. This credit was necessary to help the dairy survive while waiting for a bank loan applied for.

### **3.5.3. The organisational structure of Norges Vel's partner, the ZOG Simental**

The cattle-breeding association, ZOG Simental, was formed according to the Law on Association of Citizens and Foundations of 1998. Therefore it is a non-profit, ideal organisation. It has, however, made use of the opportunity offered associations to found a company. The Golak dairy is owned by the association, i.e. it is a farmers' owned company. It is in principle for everyone who can contribute with milk from cow, sheep or goat.

The ZOG Simental is managed by a board with a president. The managing board (five members) is elected by the Annual Assembly consisting of 21 delegates from the villages in which the association has got members. The internal democracy in the association is based on the principle of one farmer – one vote, i.e. irrespective of the amount of milk delivered by the farmer. The membership fee is 100 denars (1.5 euro) per year.

The managing board decides on the use of the profits of Golak dairy. Unlike the situation in Palanački Kompir, the association and company are not chaired by the same person.

### **3.5.4. Characteristics of ZOG Simental and the Golak dairy**

ZOG Simental has its roots in informal co-operation among local farmers who went together in the mid-1990's to arrange cross-breeding. Each year one of the farmers committed himself to buy an ox to cover his cows and those of his fellow farmers. These farmers produced milk for delivery on the doors in the neighbourhood. They tried to get dairies buy their milk but did not succeed. On the background of that, eight farmers established the ZOG Simental association in 1999. At that time there was huge financial support for farmers' associations, among other through the World Bank Private Farmers' Support Project.

At an early stage, before Norges Vel came to Macedonia, ZOG Simental got support from SFARM I, the Swedish support scheme for Macedonian farmers. The association's dairy manager got training and was a member of its advisory council.

When the MAFWE opened a tender supported by the World Bank in 2001 the association applied for money to start a dairy, and won. A building in Delčevo was adapted for the purpose and production started on a very small scale (100 litres per day). The president entered into contact with Norges Vel during its visit to Delčevo in 2002 when he was brought in as translator

The establishment of the Golak dairy was remarkable because it re-introduced mildly co-operative ways of working in the dairy sector. Usually, dairies in Macedonia are privately owned companies without their own dairy farms. They buy milk from farmers on terms that are widely held to be in the farmers' disfavour.

The members of ZOG Simental wanted to own a dairy in order to secure sales and stable prices. Prices are fixed twice a year by the association (per May at 16.5 denars per litre, which is 1.5 denars more than offered by private purchasers). In addition to a certain control of the conditions under which the sale of milk takes place, the association offers access to agricultural equipment and machinery at a reduced price. The machinery has been placed at the association's disposal by Norges Vel. Of no less importance, according to members spoken with by the review team, is the training offered by Norges Vel and its Norwegian partners.

Despite the apparently obvious advantages of going together in a farmers' association to set up a farmers' owned dairy, and not least of making use of the member benefits offered through the co-operation with Norges Vel, the experiences in Delčevo are not unambiguous. The decrease in the number of members, illustrated in the table below, is one striking indicator of problems.

**Table 6. Paying members of ZOG Simental**

1999	2000	2001	2002	2003	2004	2005	2006
8	30	53	97	180 <sup>3</sup>	116	75	67 <sup>4</sup>

Source: ZOG Simental

The general profile of the members is another indicator of problems. Most members are retired workers and employees in the secondary and tertiary sectors. A poll conducted by Norges Vel's project manager in 2003 shows that each member was an owner of an average 2.99 cows. Today they own just below two cows in average because some larger farmers withdrew their membership. In the review team's interview with the association's board it was informed that approximately 70 percent of the members used to work in enterprises that are now bankrupt. They do not have a job, but have land. Therefore they have reverted to backyard farming as a survival strategy, or most often, to add to the families' total incomes.

With such farmers it is difficult to achieve substantial progress since they are not able to invest and grow to the sustainable farm size, which is ten cows or more. Here, the demonstration farm can be a solution, as a model how the farmers can organised joint farms of 30 dairy cows, with rational use of labour force, and shared investments. Those farmers who will express interest to become market oriented should follow this model, by mobilising additional resources.

The background of the association's members explains why Norges Vel's training often consists in repeating agronomic truisms (not to plant potatoes in the same field year after year; not to let the cloven hooves of the cows grow). It should, however, be mentioned that the association is aware of the problem with its membership profile and declares that it aims at recruiting younger farmers who are ready to concentrate on farming as a main income source.

### **3.5.5. Division of tasks between Norges Vel and ZOG Simental**

The project manager and project secretary follow ZOG Simental and the Golak dairy closely. The driving distance between the two towns is two and a half hour, which allows for frequent visits, at times several times a week.

Although the project manager is very close to the association and its individual members, he keeps at a distance from the association's internal affairs.

<sup>3</sup> This year the association did not collect membership fees because of a nation-wide crisis in the dairy business, which made ZOG Simental decided to buy milk even from non-members.

<sup>4</sup> By May 2006. (At the beginning of the year the association had 59 members).

Norges Vel's relations to ZOG Simental are regulated in the project co-operation agreement dated 4 June 2003.

### 3.5.6. Norges Vel's Norwegian partners/consultants

Norges Vel makes use of external, Norwegian experts to advise members of the association on animal breeding and animal husbandry. The internationally renowned breeding association, Geno (part of the Norwegian co-operative movement), has been chosen for this job. Representatives from Geno visit Delčevo for training courses and individual advice. The full use of Geno's expertise was delayed due to the problems getting semen for Norwegian red cattle (NRF) through the control system run the Faculty of Veterinary Medicine at the Ss. Cyril and Methodius University, which is in charge of controlling the import of reproductive material. Geno has been training farmers in methods of inseminating cows although most members are conservative and prefer their cows to be covered the "natural" way, a practice that has increased dramatically since 1990 (from 30 to 80 percent). A young inseminator and member of the association co-operates closely with Geno and has spent two weeks at a study tour to their headquarters in Hamar, Norway.

The benefits of sticking to simple methods have been a recurrent theme in Geno's training of the farmers. For instance, oestrus can be discovered without ultra-sound, by simply checking the ovaries by hand. In addition, this method can be used to stimulate oestrus. The demonstration of these simple techniques by a veterinary professor from Geno (not using gloves) made a strong impression on the local farmers, and is often referred to.

**Table 7. The use of Norwegian man hours Delčevo (Norges Vel excl. project staff and external consultants)**

2003	323
2005	20

*No man hours invoiced in 2004.* Source: Norges Vel

## 3.6. PALANAČKI KOMPIR IN KRIVA PALANKA

### 3.6.1. Objectives

Norges Vel's objective is put simply: To grow industrial plants and produce seed from these plants. The expected impact is a developed potato production, and on a longer term, potato processing in Kriva Palanka.

The immediate objectives identified are: Increased yields of eating as well as seed potatoes, better crop management, better prices, and introduction of new varieties. As stated in the Progress Report the target group is defined as the members of the Palanački Kompir.

### 3.6.2. Norges Vel's contribution to Palanački Kompir

Norges Vel has received altogether 5.8 million Norwegian kroner (725.000 euro) for the project.

Just like in Delčevo, Norges Vel's contribution to Palanački Kompir consist in a) providing agricultural equipment, b) increasing the agricultural competence of the members, and c) support in farmer association management.

The basic idea behind the project cooperation between Norges Vel and Palanački Kompir was growing of potatoes for seed, consumption and production. In order to achieve this, Norges Vel contributes with:

- Introduction of new Norwegian high yield potatoes sorts
- Provision of equipment for production of potatoes seed
- Farmers training for proper production of sound and high quality potatoes seed
- Construction of warehouse for storage of potatoes seed Sveta Voda
- Education of farmers for proper cropping, storage, sorting, stocking, packing and selling of the potatoes seed
- Marketing and increasing production

The agricultural equipment is owned by Norges Vel – and consist of, among others two tractors, one fork lift, two ploughs, one box dumping machine, one aggregate, one set of tools, 250 potato boxes, one Lada Niva and two computers. Everything is on the inventory list, which includes the assumed value of the items.

For a prompt and efficient storage of the potatoes seed without long transport when the seed would loose of its quality, Norges Vel have constructed a modern warehouse for storing the seed potatoes seed in Sveta Voda, which has ideal conditions for production of seed potatoes not only because of its altitude (1500 m above sea level) but because of the fact that those fields had previously been used for production of potatoes seed by the Kriva Reka Collective. Due to that, an irrigation system was constructed. The system still exists and can be used. In addition, there is asphalt road almost to the same location. The warehouse is constructed with funds budgeted in the project. This is the only warehouse in Macedonia as well as the broader region with a similarly high quality.

The warehouse is built in two floors, where the lower floor is used for storing the potatoes in controlled conditions. The temperature is constantly being monitored and regulated through a ventilation system. This is of great importance to avoid loss of potato quality. This lower floor of the warehouse has the capacity of storing 300 tons of potatoes seed.

Upon delivery of the potato seed, the potatoes are stored in the warehouse in special wooden pallets manufactured with funds provided by Norges Vel. After the storage the potatoes are calibrated and packed by sorts and size. For implementation of these operations Norges Vel has provided a special calibrator that can automatically lift the pallets with potatoes and perform calibration.

The upper part of the warehouse is used for storing the equipment during the period when they are not used. A meeting room and other facilities for local representatives of associations of potatoes growers of all over Macedonia are located in the upper floor of this warehouse.

Adjoining the upper side of the warehouse, there are accommodation facilities comprising three apartments with bathrooms, during room and kitchen. The members of the Palanački Kompir built these facilities with their own means to facilitate the accommodation of the members who during the period of intensive work have to stay longer period in the warehouse. The members of the association are plan to rent the three apartments to tourists and to use the income for completion of the asphalt road of one hundred meters to the warehouse in Sveta Voda.

The potato store is considered Norges Vel's most significant contribution in Kriva Palanka.

### **3.6.3. The organisational structure of Norges Vel's partner, Palanački Kompir**

The FA Palanački Kompir is organised on the basis of the Law on Associations of Citizens and Foundations of 1998 (i.e. non-profit and with democratic statutes). The decision-making bodies of the association are Assembly, Managing Board and President of the Managing Board.

The assembly elects the members of the Managing Board and the President and sets the policy of the association. The Assembly gathers at least once a year when the activities of the previous period have been discussed and the final financial statement for that period is passed and accepted.

The Managing Board implements the decisions of the Assembly and decides for all issues in the period between two Assemblies.

The President represents the association, manages the Managing Board and chairs the meeting of the Assembly and reports to the Managing Board for all decisions.

#### **3.6.4. The characteristics of Norges Vel's partner**

The FA was established in 2000 by ten local inhabitants, some of whom used to work in now defunct mines and other industrial enterprises, like the huge Kriva Reka agricultural kombinat. On request from the World Bank the local office of the MAFWE was the main initiator of the FA's. The members of the association used land inherited from parents or grandparents to set up potato production. The establishment of Palanački Kompir took place in the town hall to secure transparency. The establishment was warmly welcomed by the town hall. In fact, the FA's first premises were within the town hall. Later, there have been some problems in delimiting the fields of competence between the municipal administration and the FA itself.

Before Norges Vel, the ZPK Palanački Kompir has benefited from support from FAO, ACIDI-VOCA, USAID, Scanagri. It received a 5000 USD donation in equipment from ACIDI VOCA, and 80.000 USD from USAID. The latter donation consisted in a tractor, potatoes calibrator with weigh, two potatoes seeders, two tractor cultivators, two tractors ploughs, one leveller and two potatoes ploughs. From FAO ZPK Palanački Kompir have received certain amount of potatoes seeds, distributed to their members.

Although it is argued elsewhere in this Review Report that associational and co-operative elements are weakly developed, they nevertheless are present. The members of the FA must work three days voluntarily per year either during planting in May or harvesting in October. In addition only members can work for money, e.g. calibrating the potatoes. To become a member one has to apply to the managing board and the final decision is made by the annual assembly. Members pay 20 percent less when hiring the agricultural equipment and machinery owned by Norges Vel and disposed by the association. They also receive free training and seminars, and not least professional advice from the association's agronomist. The annual assembly, a practice that contributes to securing predictable working conditions for the farmers, sets the prices of seed potato.

The members of the FA cultivate on an average 1-2 ha. In other words, they are small farmers. In the FA it is considered a problem that the association got many members who were not involved in potato production, but who would like to be where "donations were distributed" (more on internal problems, see chapter 4.2.2).

Palanački Kompir's membership figures are not impressive. In mid-May 2006 the association had approximately 65 members as compared to 230 in 2003. Among the present members only one is a graduated agronomic engineer, one of the pillars of the FA, and the rest are regular farmers.

#### **3.6.5. Division of tasks between Norges Vel and Palanački Kompir**

The organization of the project is thoroughly planned and tasks have been clearly assigned between Norges Vel and the local partner. Norges Vel is responsible for training, site supervision and suggestions, while Palanački Kompir is responsible for implementation of the agreed activities. Furthermore, Norges Vel assists the project by giving suggestions to facilitate more efficient completion of the project tasks, not being involved in the organizational set up and the democratic decision making process of the association.



All ideas that would come up from the members of the association are seriously considered by the project manager and the local representative in the local project office, but only constructive ideas and ideas that would contribute to the enhancement of the project activities are being accepted.

A very significant moment in the project is the fact that the equipment and the warehouse are in owned by Norges Vel and will not be transferred to the association until the sustainability of project activities is secured and maintained.

### 3.6.6. Norges Vel's Norwegian partners/consultants

One of the most important activities of the project is the transfer of the technology and know-how from Norway to Macedonia. For that purpose Graminor and NOPO/Bioforsk are also involved in the project.

The role of Graminor is mainly introduction of new high yield sorts of potatoes in the potatoes production in Macedonia, and transfer of the technology of production and storing of potatoes.

On the other hand, NOPO/Bioforsk is in general responsible for transfer of know-how through seminars and lectures for potatoes growers and other interested individuals.

**Table 8. The use of Norwegian man hours Delčevo (Norges Vel excl. project staff and external consultants)**

2003	707
2005	507

*No man hours invoiced in 2004.* Source: Norges Vel

### 3.7. SUMMING UP

The projects' contributions consist very much in providing hardware, like buildings, machinery and equipment. Apart from the livestock department at Adem Gllavica secondary school in Kosovo, all hardware is still owned by Norges Vel. The projects are managed by one resident representative in Lipjan/Lipljan (Kosovo), and one in Kriva Palanka (Macedonia). The projects in Kosovo are characterised by their extensive use of personnel (man months).

The relations with the partners are regulated in MoU's. The central partners (ministries) are to secure conformity with strategies and plans. The local partners (the secondary school and the two FA's) are implementing partners. Norges Vel's role is to give ideas and advice. The projects draw on Norwegian expertise, both from Norges Vel's HQ and its Norwegian partner organisation, like GENO and NOPO/Bioforsk.

## **4. EMBEDDEDNESS AND SUSTAINABILITY**

This chapter describes and analyses the adequacy and efficiency of Norges Vel's interaction with local and central authorities as well as other relevant stakeholders and international programmes in Kosovo and Macedonia. Among the aspects considered is the value-adding of Norges Vel's interaction with its local partners. Do capacity and capability building take place? Is there transfer of knowledge to local partners? How are tasks divided between Norges Vel and local partners?

Norges Vel has chosen to work through local offices headed by resident representatives. Are the local offices efficient? How do they contribute to the objectives of the projects?

### **4.1. KOSOVO**

#### **4.1.1. Adequacy and efficiency of Norges Vel's interaction with local and central authorities as well as other relevant stakeholders in the recipient countries**

Norges Vel has entered into contact with the most relevant authorities and professional environments related to agriculture and education in Kosovo and at local level in Lipjan/Lipljan. It seems clear that Norges Vel has made efforts to adapt its activities to local needs. In spite of this, on the whole Norges Vel has operated with no strong allies in the agricultural sector, nor in the educational sector.

Although everything with Norges Vel's projects conform with strategies of central authorities in Kosovo, as noted in chapter 2, not much priority is given in reality to education in the countryside. According to Norges Vel itself, Kosovo's own authorities do not give priority to agriculture despite the fact that most studies conclude that 60 percent of the province's population is economically dependent upon agriculture. In the Final Report (only in Norwegian as "Sluttrapport for ASK-prosjektet" (2006)) it is said that the authorities in Kosovo do not focus on agriculture. This also applies to the authorities in Lipjan/Lipljan. Probably, the "Sluttrapport" says, if the total number of applications to the Adem Gllavica school exceeds its capacity, the agricultural course of study will probably not be given priority.

The problems encountered by Norges Vel in the ASK project concerning its relations with public authorities in Kosovo, are no less prevalent in the LLL project since this project requires even closer co-operation than the previous one.

Norges Vel is not primarily an educational NGO. Nevertheless training of farmers, transferral of new methods and practical demonstrations with the aim of economic development in rural areas certainly are core areas for the organisation. In Kosovo Norges Vel's day-to-day counterparts are the municipality's educational department and the secondary school, whose main concerns are directed towards schools and young people's education. Although endorsed by the MEST, the idea of adult vocational education seems to be somewhat on the side of the local counterparts' main focus.

Moreover, despite the population's mainly rural character, Kosovo's own authorities do not give priority to agriculture. The budget of the Ministry of Agriculture, Forestry and Rural Development is very small. In Lipjan's municipal Development Plan 2005-2007 agriculture is almost non-existent. These factors make for a challenging starting position for Norges Vel. Neither has vocational education been prioritised. Until 2006 all funding of vocational education has been made by foreign sources.

Norges Vel complains that, at times, it has proven very difficult to co-operate with the three relevant ministerial structures (covering education, agriculture and labour). And the Faculty of Agriculture in

Prishtina has not embraced Norges Vel's activities. In fact, Norges Vel has therefore put its co-operation with the Faculty on ice. Neither have the local self-government structures in Lipjan/Lipljan been very co-operative. There have been difficulties in the co-operation with the director of the municipal department of education in Lipjan/Lipljan. Not even with the director of the Adem Gllavica school co-operation has run smoothly. However, in 2005/2006 there are clear tendencies towards better co-operation between Norges Vel and Adem Gllavica school and the municipality's departments of education, whose representatives at times defend Norges Vel in front of the municipal authorities. The head of the UNMIK office in Lipjan told the Review Team that he considers this to be a major achievement.

Why has it been difficult for Norges Vel to establish efficient co-operation with the provincial and local counterparts? Several reasons have been identified by the Norges Vel itself, among others in the "Sluttrapport for ASK-prosjektet" (2006):

- poor co-ordination between the various branches of municipal administration
- poor continuity in the co-operation with municipal authorities (Norges Vel must bring with itself copies of documents and letters to each meeting, as stated resignedly in the 2006 Sluttrapport: "*They never re-find documents*").
- difficulties in getting the Ministry of Agriculture, Forestry and Rural Development; the Ministry of Labour and Social Welfare; and the Ministry of Education, Science and Technology co-operate on the professional activities at the centre.
- a lot of new legislation, in all fields at the same time (municipal and ministerial officers need time to get acquainted with it)
- many newly employed officers in municipalities and ministries
- decision-making based on personality rather than formal structures

In some cases Norges Vel co-operation partners act in ways that may raise question about their commitment to the joint undertaking. For instance, the MEST delayed its approval of the LLL for one year, causing serious problems for Norges Vel. In 2006, the incomplete-land consolidation made Norges Vel loose its access to land it used for demonstration purposes. This use was founded on an agreement between Norges Vel and the municipality, but was neglected by the latter. The land simply was rented to private individuals and companies. In this latter case Norges Vel informed the Norwegian MFA. The West Balkan section of the MFA and the Norwegian embassy in Belgrade rendered assistance promptly, and Norges Vel received good compensation, i.e. the right to use land another place.

The resident representative concludes that it is highly important to be able to communicate with the counterparts not only formally, but even on a private level. Trust seems to be a result of personal contact rather than formal practices.

#### **4.1.2. The quality (value-adding) of Norges Vel's interaction with local partners, including the capacity and capability building elements in the projects as regards transfer of knowledge to local partners**

Did Norges Vel's activities and approaches within the ASK project lead to strengthened capacities among local partners making them able to run adult agricultural education on their own?

What characterises Norges Vel's interaction with the partners in Kosovo? "If they do not want to go with us, we go alone", seems to be the somewhat impatient strategy. Very much of what has been achieved in the far and the agricultural centre has happened without close participation by Norges

Vel's partners. On the other hand, the infrastructural improvements on the site clearly are considered impressive by the municipal leaders and the school leadership. It should also be noticed that Norges Vel has conveyed knowledge to the school's staff through the co-operation on the construction of the agricultural premises (centre) at the school. Teachers have also been trained.

As a part of the termination of ASK, Norges Vel handed over the task of managing the farm to the Adem Gllavica school (the farm all the time being owned by the municipality). It turned out that the co-operation between the actual farm workers and the school did not work, and the conditions at the farm deteriorated rapidly. Norges Vel took over again for half a year. In early 2006 an agronomist was employed as a farm manager. Since then the farm is well kept. There are still close contacts between the farm and Norges Vel.

#### **4.1.3. Norges Vel's local offices, are they efficient, how do they contribute to the objectives of the projects?**

Norges Vel has chosen to operate through a relatively large staff. Nevertheless, the Review Team saw no indices of inefficient use of man-hours. The working style of the project manager is focused on efficiency. Jobs are clearly defined and everybody is followed up. The premises under Norges Vel's control look neat and tidy.

The office has been efficient in a period of refurbishing and construction. The LLL is going to demand much in the pedagogical field.

At the finalisation of the ASK project (and by May 2006) Norges Vel had a local staff of no less than 19 people, of which 12 full-time employees (of which three female), seven part-time employees (50 percent).

All employees have a job description. The job descriptions are clear-cut. An Administration Manual clarifies the routines and rules of the workplace as well as obligations and rights of the employees. The Manual is adapted from a Norwegian standard.

The project manager performs his leadership function in a clear way, leaving no doubt about each co-worker's tasks. He performs leadership on all aspects of the project, even those concerning seemingly minor technical details.

The project manager's closest co-workers are the operation manager, who is in charge of all operational activities within ASK and LLL on a daily basis, and the administrative manager, responsible for all administrative routines of the two projects. The two leaders give a solid impression, and have a very good grasp of the project details and technicalities both for the ASK and the LLL projects. The two young managers both have long experience working with foreign projects.

The training co-ordinator holds a crucial position, being responsible for the educational activities at the centre. He is a teacher. There are altogether five teachers (named "teaching assistants") in the staff. After having performed a group interview and talked with most of them at a later occasion, the Review Team is convinced Norges Vel has found an excellent team of teachers. They are calm, friendly, humorous, including and open to work with people of all ethnicities. The teachers are well-suited for working with Norges Vel's target group of grown-up people, and are aware of the special pedagogical methods needed in this respect. Among the members of the staff, the training co-ordinator and the teachers are the ones most directly working with the project's objective, which they share.

It will be increasingly important for the LLL project that the group of local teachers have Norwegian counterparts within Norges Vel with a professional proficiency in pedagogies. There are two language assistants, one of them covering secretarial functions as well. The remaining staff is working with practical and technical aspects of Norges Vel's infrastructure.

The Review Team has got the impression that the staff is working efficiently, and that learning and training is taking place constantly either through seminars with Norwegian lecturers or through more informal, on-the-spot instructions in between staff members. The project manager shares his experiences and skills with the staff.

#### **4.1.4. Coordination with similar programmes**

The project is very open to collaboration with all international projects in Kosovo and until now it has a very close collaboration with international NGO's like CARE International, InterCooperation, IRC, FAO forestry project, than EAR projects like SASS 1. There are lot of other EAR and USAID projects that are interested in collaborating with the school and project and currently RAS (Rural Advisory Services) project is using the facilities to train the trainers. The project manager and local partners are very open to the collaboration and coordination with other interested parties.

On a regular basis the MAFRD's department for co-ordination with NGO's arranges seminars in which relevant local and international organisations are invited. The aim is to make organisations more knowledgeable about each others capacities and activities. Norges Vel attended the seminar earlier, even arranging one on the premises in Lipjan, but later came to the conclusion that little came out of these meetings. The seminars were not enough focused on relevant and urgent issues. Instead they were arenas for NGO's self-presentation.

Norges Vel's intention has been to build up infrastructure and facilities at the Adem Gllavica school to serve as a center for practical training, inviting in other actors in the field. The MAFRD makes use of Norges Vel's premises for courses and seminars. The center's training facilities and opportunities to see good agriculture in practice are among the reasons why the ministry chose Lipjan for some of their seminars. Other agricultural programmes and projects have used the seminar facilities as well.

#### **4.1.5. Sustainability**

The ASK project. As a result of the ASK project the school farm has been refurbished in a thorough manner, now offering opportunities for education in animal husbandry for cows, sheep, goats, pigs and horses.

The school has been managing the farm since 2005. As long as the present farm manager is there, and Norges Vel is present, this model is sustainable. It should be noticed that the "transfer of responsibility at the time was somewhat premature. Some complications arose. Two cattle died from wrong dairying, and Norges Vel had to take over for half a year. A similar pattern applies for the account system. Software for accounting was bought by Norges Vel as a help for the school to take over the book-keeping. This did not work well, and Norges Vel took back the task of accounting. The school management was displeased by this. Being a measure to secure sustainability the book-keeping software was interpreted as an act of suspicion on the part of Norges Vel towards the school administration.

The fact that the farm creates incomes for the school, and the processing unit probably will do so even more, makes Norges Vel's achievements less threatened by future neglect than if they were purely educational and "non-profit". On the other hand, the fact that one has to do with valuable assets make the achievements exposed to possible take-overs by non-pedagogical actors. At least this

is what people talk about in Lipjan when they address the future of the infrastructure set up by Norges Vel. From a formal point of view, however, everything is clear: School premises belong to the municipality, and the municipality is the institution that will take over everything left after Norges Vel as it did with the farm/livestock department.

The LLL project. The LLL has the advantage of having been developed on the basis of a prior project (ASK). ASK gradually developed into LLL. While Norges Vel and its partners developed the LLL project, experiences from ASK were taken into consideration. This way, it is expected that the LLL project will be even more robust than the ASK. Among others, the project partners MEST, Lipjan/Lipljan municipality and Norges Vel have gradually strengthened reciprocal trust throughout the ASK, which will make LLL more sustainable. Moreover, LLL is an activity taken care of by MEST and firmly embedded in Kosovo's commitment to common European educational policies. This contributes to making the project sustainable.

The team of teachers already has a record of proven sustainability. Throughout the 1990's they ran the school farm on their own with limited means and have stayed on the premises since then.

## **4.2. MACEDONIA**

### **4.2.1 Adequacy and efficiency of Norges Vel's interaction with local and central authorities as well as other relevant stakeholders in the recipient countries**

#### **Central authorities**

The MAFWE took part in the appraisal mission in 2002 and helped find suitable localities for Norges Vel's project plans. Since then there has been close co-operation with the ministerial officers who are working with seed, among others in the process of getting the Norwegian varieties approved. With the department for international co-operation within the MAFWE contacts have been less frequent, and Norges Vel's projects are not well known there. There have been serious problems getting the Norwegian cattle semen through the border. The case was brought twice to a ministerial level by Norges Vel. Better contacts in the MAFWE might have helped. Assistance from the Norwegian MFA, the embassy and the European Integration Office, however, solved this problem efficiently. Also in the issue of tax exemption for NGO's the MFA and the embassy rendered efficient assistance. Here, the Macedonian Secretariat for European Affairs was helpful. The bilateral agreement between Macedonia and Norway that was signed in the middle of the project period made co-operation with central authorities easier, Norges Vel reports.

#### **Delčevo**

Norges Vel and its local partner in Delčevo have a good relationship with the local self-government authorities. The municipality's strategies emphasise Delčevo's comparative advantages in agriculture, and the mayor wants to see Norges Vel expand its local activities to fruit production and potato growing. He also endorses the idea of micro-credits, or micro-financing, but he would like to see applications go through the municipal authorities since they know who people are and their creditworthiness. Another idea presented by the mayor was to set up a "cattle fund" that provide farmers with two or three cows. The payment for the cow could be in kind, i.e. in milk. In a later phase the Norges Vel could, according to the mayor's suggestions, renew a local breed (in addition to introducing the NRF).

The local branch office of the MAFWE is perhaps the closest ally of Norges Vel in day-to-day work. Being a field office of the Ministry, it is strong enough to stand up against local pressure when needed.

Norges Vel is less connected with the municipal Department of Economic Development although the department is well aware of the Golak dairy. This department and Norges Vel have overlapping objectives in promoting local economic development.

Norges Vel is not the only foreign actor in Delčevo. Parts of the crisis-ridden textile industry are still running thanks to two joint ventures (Polish-Macedonian and Austrian-Macedonian). The former agro-kombinat “Rudine” has entered into co-operation with a Spanish firm to develop swine farming.

The NGO sector in Delčevo and surrounding municipalities has established a centre financed by the EU and the Soros Foundation. The centre has practically no contact with Norges Vel and its partners, although the manager of the Golak dairy was there once to inform about ZOG Simental. The centre operates along rather traditional lines for a centre of this type, among other by paying transport for representatives of local NGO’s if they want to visit the centre – or each other. Questioned why the farmers’ association has not been a great success, the spokesman of the centre told that “*donations have been too small.*”

To sum up, Norges Vel co-operates well with the most adequate actors in Delčevo, but could, if time allows, relate more closely with the municipal department of economic development. Norges Vel’s interaction with local authorities and other stakeholders is efficient in the sense that no more time than needed is spent on contacts.

#### **Kriva Palanka**

No less than 14 international projects have been implemented in Kriva Palanka (Palanački Kompir has received donations from several sources before Norges Vel). Norges Vel’s relations with the town hall of Kriva Palanka have been strained at times, much because a rival group claiming to be the legitimate board of ZPK Palanački Kompir has got strong allies in the municipal administration. The present mayor does not interfere in the struggle over Palanački Kompir. He welcomes Norges Vel project, and has made sure that it is included in the inter-municipal strategy of the Osogovi region in North-East Macedonia.

#### **4.2.2 The quality (value-adding) of Norges Vel’s interaction with local partners, including the capacity and capability building elements in the projects as regards transfer of knowledge to local partners**

This sub-chapter addresses the capacities needed to be sustainable and self-going, whereas the chapter on output and achievements below gives a detailed overview of Norges Vel’s results concerning the specific objectives on agricultural, organisational and managerial capacity-building.

To what extent does Norges Vel’s interaction with its local partners result in skills and capacities needed for the local partners to run their own associations and businesses without external support? This is a recurrent theme in all foreign aid projects, in developing as well as in transitional countries. For many beneficiaries the foreign aid is exactly what postpones - or even destroys the prospects of - their potential sustainability. Instead of doing what is needed to succeed and survive as an organisation or enterprise, beneficiaries do what is required for them to receive additional aid. Norges Vel’s local representatives in Macedonia and Kosovo are struggling with this problem. In their reports, and even more in their statements during interviews and conversations, they show a thoughtful and analytical approach to the problem.

#### **ZOG Simental in Delčevo**

As described above, the farmers’ associations in Macedonia are weak. Most of them exist only on paper, or merely as potential or real receivers of aid assistance. In Delčevo, the situation is better than the average according to most, even critical, interviewees. ZOG Simental is more than a paper tiger because it has succeeded in establishing a commercial branch. The Golak dairy makes the

overall goal of Norges Vel (increased income from milk) an attainable goal. This again strengthens the association's prospects of reaching sustainability.

However, a closer look shows that the association suffers from one serious weakness: Its associational and co-operative character is not very well developed. A large number of members have left ZOG Simental because of dissatisfaction with its dairy. The dissatisfaction is mostly due to delayed payment for milk, followed up by fears that the managing board and the chairman of the dairy are planning to break away and make the dairy privately owned (i.e. with themselves as owners). The dissatisfaction has not been channelled into the association. The possibilities of changing the association's policies through the use of membership democracy have not been exploited. The membership democracy has not been taken into use. The members have been unaware or distrustful of the opportunities offered in this respect. They simply did not seem to perceive the association as their own. Ownership feeling through the application of membership rights has not developed.

Lack of transparency is another symptom of ZOG Simental's associational and co-operative weakness. It is not possible for members and other to get a picture of who makes use of the association's assets, it is claimed by local critics and former members.

The problems encountered by ZOG Simental and its dairy can be divided into three main categories, and Norges Vel's success hinges on its ability to reduce these problems.

1) One set of problems is related to the general economic situation and to the challenges faced by a small and weak firm like the Golak dairy and the small and weak farmers who are members of the association and owning it. The dairy is not in a good bargaining position with the supermarket chains it supplies. Prices offered for the dairy's products are low. Besides, many buyers do not pay promptly, a fact that can be proved by looking into the dairy's invoices. An overdue payment from the buyers is one reason why it has been impossible for the Golak dairy to pay the farmers in time.

2) The second set of problems is one which often accompanies aid projects. Assets brought in through aid do not only stimulate development, but also rivalry that may, in some cases, paralyse processes that could have enabled development. The belief that "donations" are easily available, providing a faster track to prosperity for the recipient than hard and entrepreneurial work has proven to have negative effects. As explained above, the establishment of farmers' associations is a typical example of impatient, short-term and donor-driven aid. To set up an FA, or to enter one, has been motivated not primarily by a wish to become more efficient in *earning* money through co-operation, but on a wish to position oneself in order to *receive* money from donors.

The fact that much of the assistance given to farmers' association by the World Bank and others in the mid-1990s have disappeared or been "auto-privatised" by the now defunct associations' former presidents make many members in surviving associations, like ZOG Simental, inclined to fear that the assets of their own association easily might be stolen by the board and president. Very weakly developed organisational skills lead to feelings of powerlessness which further stimulates such fears. In the case of ZOG Simental a former president does not acknowledge the present leadership of the association for reasons he has explained to the review team. Previously the dairy was located on his premises, and he still keeps some of the equipment brought in (and which is still owned) by Norges Vel, among others a lactofreeze milk tank and some pipes.

3) The third set of problems is caused by deeper and more structural factors, which may be summed up to be lack of "social capital" to use a concept much favoured in social science literature and evaluations lately. In Macedonia, like elsewhere in the Western Balkans, what local citizens widely



refer to as “balkanski mentalitet” comes very close to “lack of social capital”, i.e. “trust, norms, and networks» on a generalised level, not only personalised. Social capital can improve the efficiency of society by facilitating co-ordinated actions, according to Putnam (1993:167). ‘Social capital’ facilitates spontaneous co-operation because it increases the feeling of predictability.

The lack of trust, the unwillingness to believe that others do not cheat, and consequently a tendency to cheat, is prevalent here. For co-operation as anticipated and expected by Norges Vel and ZOG Simental, a lack of social capital is detrimental. Some members of ZOG Simental members have cheated by adding water into the milk they deliver, leading the association to impose threats. The first time water is detected in the milk delivered; a 30 percent reduction in payment is introduced, and lasts for a month. The second time, half the payment is withdrawn. If the same occurs a third time, the transgressor’s agreement on delivery is cancelled.

To become sustainable ZOG Simental has to overcome, at least to a certain extent, all the three types of problems identified here. In what ways have Norges Vel’s capacity and capability building measures been of use in this respect? Norges Vel’s capacity building is two-fold, with one agricultural and one organisational element.

As for the economic set of problems, Norges Vel has contributed with training in farming methods (more on outputs below). The ways knowledge has been conveyed has impressed the members of the association by being down-to-earth and farmer-to-farmer. Reportedly, in Macedonian many highly qualified experts in agriculture do communicate top-down with farmers.

The second set of problems, those caused by the weakly embedded appreciation of setting up functional FA’s, are difficult to come to grips with. The same holds true for the third type of problems caused by lack of social capital. Both sets of problems create weak feelings of ownership of the association. Members may feel that the association is a tool for improving incomes from farming, but may be even more important because of the proximity to donations that can be obtained through membership. Norges Vel provides support, but that is meant to go to member-driven FA’s. Norges Vel’s project manager tells that he has had to change his initial plans. He thought training in agricultural capacities and capabilities would be the dominant element in the project, but soon realised that organisational training was very much needed. Knowledge on how to run an association with timely annual reports, minutes from the meetings, rules of procedure and the like are considered by Norges Vel to lead to increased membership control and more involvement in the association. These are prerequisites for overcoming donor-focus and mistrust among fellow members.

Norges Vel’s trainer in organisational matters has visited Macedonia several times and is arranging seminars for the members of ZOG Simental and Palanački Kompir. These have been appreciated by members who have participated. It should be noticed, however, that while asked what they have learnt from Norges Vel, no association members have mentioned organisational matters. This is most likely not because organisational seminars have been sub-optimal, but because the whole idea of making use of the organisation for more than receiving immediate benefits (sale of milk, use of machinery, attending trainings) is still unfamiliar.

In its interactions with its partner in Delčevo Norges Vel applies a hands-off-policy regarding the association’s inner life. When conflicts occur, Norges Vel relates to paying members of the ZOG Simental and its legally elected bodies, not with its contenders. The philosophy is to let the association cope with its internal problems without interventions from the Norges Vel. The hands-off-approach is reflected in Norges Vel’s wait-and-see policy regarding its property still in the hand of the ex-president of the association. The project manager has spoken to the ex-president only once

after the dismissal. Retrieving the lactofreeze milk tank and pipes currently with the ex-president is a job to be undertaken by the association and the dairy chairman. Seemingly risky, this approach is nevertheless probably conducive to sustainability.

### **Palanački Kompir in Kriva Palanka**

Just like in Delčevo, in Kriva Palanka the process of transferring skills and knowledge has been far from smooth. The concept of FA has not been easy to introduce. Also here the associational and co-operative principles are encountered with practical resistance. The problems are very similar to those in Delčevo. There is a strong presence of “*balkanski mentalitet*” (i.e. “lack of social capital”), which makes foreign aid difficult both for the donor and the recipient.

Norges Vel is not the first organisation to support Palanački Kompir. The US Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance and USAID donated equipment before Norges Vel came to Macedonia. Equipment from USAID worth 80.000 USD (tractor, potatoes calibrator with weigh, two potatoes seeders, two tractor cultivators, two tractors ploughs, one leveller and two potatoes ploughs) still cause paralysing conflicts between two groups that claim to be the legal “Palanački Kompir”, one of which has the formal legal rights and is co-operating with Norges Vel. The conflict has lasted since 2003 and the case is currently pending in court. Norges Vel's conclusion, in Kriva Palanka like in Delčevo, is that their counterparts need organisational training.

If Norges Vel succeeds in transferring some of the organisational skills it has developed and practised in countries where small farmers have been organised, like in Norway, Italy and France, much would be gained. It could stimulate a sense of ownership of the FA among its members. As of today, the association's statutes are based on a template from the hasty establishment of FA's in the late 1990's, and “*has probably never been read*”, as one interviewee put it.

#### **4.2.3. Norges Vel's local offices, are they efficient, how do they contribute to the objectives of the projects?**

Norges Vel's office in Macedonia is located in Kriva Palanka, and is manned by the project manager/resident representative and the project assistant/translator/secretary. The project manager works full time on the project. He spends about half the time in Macedonia and the remaining half is spent at Norges Vel head quarters at Hellerud outside Oslo. The project assistant/translator/secretary is not employed by Norges Vel, but works full time as a consultant. This reduces paper work, and is a model widely used by international and foreign organisations in Macedonia.

Unlike Norges Vel office in Kosovo, the office in Macedonia does not operate with job descriptions. Job description for only two employees would probably lead to rigidity rather than efficiency. The project manager and the project assistant work together in a close team. Although the project manager makes the final decisions, the relationship between the two is marked by openness and lack of hierarchy.

Local permanent presence contributes to reaching the project objectives. The mere task of explaining over and over again that the project overall objective is not about acquiring expensive equipment requires someone to be present. Also for the purpose of giving advice in agricultural and organisational matter, an office and a resident representative contributes to efficiency because it makes it possible to give guidance when needed, and at once. The project manager in Norges Vel's office in Kriva Palanka is respected as a professional. He is also respected as an individual, which is very important in a region where trust and loyalty are more a question of individual qualifications than institutional links.

The project assistant does her job in an energetic and assertive way, especially when bureaucratic hindrances have to be overcome. In the local community she has a difficult task. When Norges Vel's projects are criticised locally, she is usually the target. Although the project manager understands basic, everyday Macedonian, much of what the project manager gets to know about complicated aspects of local conditions is conveyed via the project assistant. Likewise, local people who would like to communicate with the project manager prefer to use the project assistant as translator. Some interviewees told the Review Team that they believed she did not translate correctly, and that she was filtering the content of the messages. In order to avoid such feelings and accusations, important meetings involving some possible conflicts should therefore use a "neutral" interpreter.

Norges Vel is using an accounting firm with offices in Kriva Palanka. In addition to tidy book keeping this firm assists Norges Vel in understanding and handling the details of relevant Macedonian requirements.

#### **4.2.4. Coordination with similar programmes**

Norges Vel continued to support Palanački Kompir where USAID stopped in 2002. Moreover, Norges Vel has close contacts with Swedish SFARM.

#### **4.2.5. Sustainability**

Although their commercial entities are quite viable on the market, the two FA's supported by Norges Vel are not sustainable yet. Much of the problems have their roots in the rash establishment of FA's in the 1990. At that time contextual factors were not taken sufficiently into consideration. The process was top-down. Today, Norges Vel in Macedonia struggles with long-term effects of weak foundations of FA's. In very concrete terms, this manifests itself in the destructive local conflict in Kriva Palanka over the rights to machinery brought by USAID at the FA's initial stage.

One interviewee put it this way: *"Everybody has learnt here to get something easy from foreign donors. But when they realise this is not the case, they react negatively. They did not believe Norges Vel would stay here, and control everything. When some of the members saw that things went well, their appetite grew."*

The main challenge in Kriva Palanka as well as in Delčevo is to prepare for the local FA take-over of all the hardware (buildings, machinery and equipment) brought in by Norges Vel. The problem is that "everybody" believes that "someone" will steal everything, set up a private firm and then make sure that he owns it himself. Critical voices accuse the dairy manager and the head of the potato company of harbouring this kind of plans. The relatively dynamic way the two run the two firms is taken as evidence.

The danger of toning down the co-operative and associational character of the activities should be taken seriously. The only way to secure that farmers' owned companies survive as such is to strengthen the FA's. This is also what Norges Vel is doing.

### **4.3. SUMMING UP**

Although the projects in Kosovo differ greatly from those in Macedonia, Norges Vel has to deal with very much the same problems both places. One of the problems is caused by the expectations that the projects would primarily consist in providing hardware. In reality, much of Norges Vel's efforts

have consisted in making the partners share the objectives of the projects (increased living standards through education and farmers' self-organisation).

## **5. OUTPUT AND ACHIEVEMENTS**

This chapter looks closer into what Norges Vel's projects have achieved so far. The projects are ambitious and their real impact can only be assessed after some more years. It is, however, already possible to get a clear picture of Norges Vel's success in reaching short-term goals when preparing the ground for future impacts. The chapter is divided into one part for Kosovo and one for Macedonia. The projects are treated separately when possible, but much of what Norges Vel does in Kosovo and Macedonia applies for all projects in the given territory/state.

The chapter will address the projects' relevance, expected and realized outcome, efficiency, whether methods used by Norges Vel are relevant, efficient, transparent and adequate, sustainability, cost-efficiency as well as administrative routines of Norges Vel. For the projects in Kosovo, the projects' contribution to inter-ethnic cooperation and understanding has also been addressed.

### **5.1. KOSOVO - ASK**

#### **5.1.1. Relevance of the project**

Agricultural education and training of farmers is needed in Kosovo. Kosovo has a very low level of education (illiteracy rate at 20-25 percent). Besides, a large proportion of the population is rural (two-thirds live in villages) and farms are very small. Farming is to a large extent for family use. There are only 3-4 commercial farms in Kosovo. The level of knowledge on farming methods is very low, especially in the ethnic Albanian part of the population. Small-scale farming furnishing neighbouring urban centres with vegetables, fruits, berries and flowers is one of the more realistic ways to secure future means of support for rural people in Kosovo. This, however, they will have to do in fierce competition with subsidised products from the EU and Croatia and low-cost products from neighbouring countries and Turkey. Therefore, cost-efficiency and quality are keys to survival. In this context, the training offered through Norges Vel in the ASK project is highly relevant.

#### **5.1.2. Expected and realized outcome**

Unlike Norges Vel's projects in Macedonia, the ASK project is not guided by a fixed set of (more or less) quantifiable immediate objectives (although the Project Document for Phase II presented four very general fields of activity as "immediate goals"). These were skipped in the Project Document for Phase III (where the immediate objectives consisted in a very detailed list of planned construction works) and did not re-emerge in the Final Report (Sluttrapport for ASK-prosjektet (2006)). This may be a wise way of doing it given the unpredictable circumstances locally, where getting caught up in reaching rigidly quantified proximate goals may be counter productive. The actual reporting in the ASK project did actually include proximate goals, but they were identified on the way. Moreover, they were mainly about acquiring equipment and finalising construction works.

For a project like ASK, identifying outcomes after only three years could lead to disappointing conclusions. In fact, no more than 208 farmers have participated in their trainings. That may be seen as problematic since the ambitious objective of the project is to improve living conditions of the rural population in Kosovo. The fact that some hundreds of school students have made use of the brand-new facilities improves the picture, however.

Success in improving rural living standards is, of course, mainly dependent upon other factors than Norges Vel. That holds true also for the farmers who have received training from Norges Vel. Therefore, to be operational it is necessary to measure the achievement of results on carrying out the activities that were believed to lead to the overall objective, i.e. the training. In the case of ASK it is necessary also to assess Norges Vel's achievements in providing the material and infrastructural

preconditions for good training. Emphasising the infrastructural aspects is anyhow what Norges Vel chooses to do while presenting its results.

As a result of the ASK project the school farm has been refurbished in a thorough manner, now offering opportunities for education in animal husbandry for cows, sheep, goats, pigs and horses. Moreover, the farm has been handed over to the municipality, and is run by the Adem Gllavica school. As long as the present farm manager is there, and Norges Vel is present, this model is sustainable.

The newly built processing unit is a major milestone, and still to be taken over by the municipality. When taken into use it will increase the efficiency in agricultural education considerably, which is one of the contributions needed to improve living conditions of those in Kosovo primarily gaining their livelihood from agriculture.

Norges Vel has paved the way for future increases in rural incomes from farming.

### **5.1.3. Relevance, efficiency, transparency and adequacy of methods used by Norges Vel**

Norges Vel's objective is to improve living conditions among rural inhabitants of Kosovo through strengthening agricultural education. The methods applied to strengthen agricultural education consist of several elements:

- focus on basic training and secondary vocational education
- focus on one school, rather than the overall educational system
- linking adult education and LLL to a secondary vocational school
- massive modernisation, upgrading and construction of training facilities
- considerable use of man-hours
- presence of a resident representative

The methods and approaches listed above are well connected to each other and constitute a logical framework. As it has already been argued, agricultural education is relevant in Kosovo. In a situation with low interest for agriculture among young people, giving the secondary school's agricultural direction a boost through an infrastructural up-grading is a very relevant approach. The focus on processing forms a useful link between agriculture and incomes.

Norges Vel carries out its project on one of the four Albanian-language secondary schools in Kosovo with an agricultural vocational direction. The core feature of Norges Vel's method thus consists in stimulating improvements through one case, not by directly addressing the overall system of agricultural education in Kosovo. The effects on the overall system are expected to follow from a successful case in Lipjan/Lipljan. This approach will be termed "*case-oriented support*" in the following (the method forms the basis for Norges Vel's activities in Macedonia as well).

Keeping project activities in one location has contributed to efficiency because control and follow-up has been made possible this way. The fact that Norges Vel has employed a resident representative has given additional effects on efficiency through continuous and hands-on management of the projects.

The extensive use of man months may seem problematic, but as argued above, it has been useful for the project. The staff has been trained during the project periods which may prove to be of importance when Norges Vel withdraws.

As the activities have developed into an LLL project for formalised adult education, the foundation in the Adem Gllavica secondary school has been retained. This way pedagogical and infrastructural resources at the school can be used for LLL purposes. In other words, the introduction of LLL in Lipjan will be made with a minimum of extra costs and institutional rearrangements.

To sum up, methods applied in the two projects are *relevant* and *efficient*. Performance related to *transparency*, however, is less satisfactory. Despite the intentions to co-operate, it seems that there are problems. Although local authorities in Lipjan appreciate the ASK and LLL projects, they complain about what they see as Norges Vel's lack of transparency. They claim they have not been consulted, nor informed about what is going on at the agricultural centre. This complaint mainly applies to Norges Vel's construction works, the costs of which the municipal authorities only were informed during the Kosovo president's visit to the centre in mid-April 2006. The leaders of Adem Gllavica school, who are regularly updated on the pedagogical activities at the centre, also complain that everything related to construction remains solely in the hands of Norges Vel. Neither was the school informed about the technical quality of the buildings. Since the municipal Building Inspection has not been informed either, the school has no formal knowledge about the quality of the infrastructure they make use of.

Transparency in tenders for construction work at the centre is clearly the issue most often brought up in interviews with representatives of municipal authorities. For instance, the director of Adem Gllavica school told he had never been involved in, nor informed about, the investments and tender processes regarding the constructions.

Norges Vel's representative, on the other hand, complains that it has been very difficult to reach a *modus operandi* with the school director, among others on how to convey information on the construction project from the school further on to the municipal authorities.

Norges Vel's project manager has kept information about tenders close to the chest. This is partly in order to avoid nepotism, i.e. requests for making use of relatives' firms and the like. The problem with procurement is that many actors would like to earn fast money on foreign NGO's. Usually, Norges Vel invites tenders from three firms picked from the local register of companies. This is according to the rules and guidelines for procurements in Norges Vel's Administrative Manual calling for a minimum of three offers for procurement contracts at a value of more than one thousand euro. Moreover, Norges Vel has applied to the municipality for licence and approval for construction. Municipal inspectors have been called for inspection according to the ordinary requirements.

Firms are chosen on the background on the price of their offer, but a thorough checking of quality aspects is also needed. Another aspect checked, is the firm's capability in coping with multi-ethnicity and carry out "on-the-job" training courses for farmers.

There are good reasons for Norges Vel to keep a tight control of procurement procedures through closed tenders. There are also reasons for not presenting the budgets for a wider public. Nevertheless, secrecy incites rumours. One rumour has it that three million euro have been spent on the new processing unit, which means that a lot of money has ended up in the pockets of the contractors. Arche-typical Balkan rumours like these ones, can probably only be fought through transparency and openness.

To sum up, there is clearly a lack of transparency in Norges Vel's communication with its local partners. This has been motivated by Norges Vel's need to engage suitable contractors without too

many delays. An unintended effect, however, is that Norges Vel by neglecting transparency deprives itself of an efficient means to reject accusations of hidden agendas and favouritism. It should be noticed that there is no indication that wrong firms have been chosen.

The official reporting to the MFA could also have been more transparent. For instance the Final Report for ASK and for LLL phase I are so far only in Norwegian. Moreover, the reports are not very well structured. Neither do they provide continuity in the presentation of the subsequent project phases. For the ASK project, objectives and target groups as well as immediate goals change from phase II to phase III without explanation. In the Final Report of LLL phase I (2006) it is not stated anywhere what the actual target group is (people who have missed the opportunity of passing exams at secondary school). Without the help of interviews and conversations with the involved staff of Norges Vel it would be impossible to get a picture of the project activities. On the other hand, the reports also have strong sides. They do not exaggerate the projects' achievements. In fact, they are modest on Norges Vel's behalf, bring problems to the fore and in a thoughtful and reflective way discuss day-to-day challenges for a Norwegian NGO in Kosovo.

The methods used by Norges Vel in the ASK project have been clearly adequate. According to local standards, a massive investment in buildings and equipment enables efficient training and education. All the time throughout the investing and refurbishing the project has focused on training and development of training methods.

## **5.2. KOSOVO - LLL**

### **5.2.1. Relevance of the project**

The LLL is relevant for the same reasons as ASK was (see 5.1.1). In addition LLL has the merit of forming part of an all-European system of standardised and formalised adult education. Moreover, being a post-conflict region Kosovo is in need of supplementary education more than most other parts of Europe.

### **5.2.2. Expected and realized outcome**

The LLL project start has been postponed, and will hopefully take place by mid-July 2006. Looking for outcomes per May 2006 is therefore premature. The delay is caused by the late signature in MEST and the problems related to land use in early 2006. Nevertheless, in the meantime Norges Vel's training co-ordinator has prepared the modules, got the teachers approved by MEST, carried out training for the teachers with Norwegian experts, created a system on how to inform the farmers about the LLL project, and handed out application forms.

Whereas the ASK project aimed at supporting secondary school students and farmers alike, the LLL project is focused on a narrower target group. It is expected that participants will take single exams and receive a certificate, or take all exams needed to graduate from secondary vocational school. Thus, it will be relatively easy to "measure" the achievements. The Project Description quantifies the expected results after three years with 500 adult students to have participated in the courses and upgraded their formal education as well as their general skills and knowledge. In addition to this, a more clear-cut indicator could be applied, e.g. the number of exams passed.

Norges Vel also expects:

- Agricultural LLL to be made available for other secondary schools in Kosovo
- A network of LLL teachers to be developed
- Economic contributions from relevant ministries to LLL
- Economic contributions from the schools farm to agricultural LLL



- Increased incomes from farming among the LLL students

These are all “measurable” objectives. Furthermore, Norges Vel expects that the school-farm is upgraded and that the infrastructure at Adem Gllavica school develop into a meeting-place.

### **5.2.3. Relevance, efficiency, transparency and adequacy of methods used by Norges Vel**

Due to the overlapping character of ASK and LLL projects, please see 5.1.3.

## **5.3. THE ASK AND LLL PROJECTS’ CONTRIBUTION TO INTER-ETHNIC COOPERATION AND UNDERSTANDING**

There are altogether 9,800 Serbs in Lipjan/Lipljan, which is 10-12 percent of the total population of the municipality (OSCE 2005). In the 1991 census they were 14.1 percent. In other words, Serbs have remained in Lipjan/Lipljan. Internally, within the municipality, however, since 1999 Serbs have moved from the town to mono-ethnic villages. During the Albanian nationalist riots in March 2004, no less than 35 Serbian-owned houses were burnt down and altogether 268 local Serbs were displaced from their homes in Lipjan/Lipljan town to Serbian villages in the municipality, or to the down town area around the Orthodox church (OSCE 2005).

The municipality of Lipjan/Lipljan consists of 71 villages in addition to the small town itself. Serbs live in parts of the town and in 19 villages, of which six are exclusively Serbian. Among most local Serbs, the interpretation of UN Resolution’s 1244 is that Kosovo is a part of Serbia although under UN administration. Based on this view, the Serbs have retained their Serbian political and administrative structures. For instance, schools are under the Ministry of Education and Sports in Belgrade, responsible for curricula and teachers’ salaries. Within the Serbian community in Kosovo there are varying positions on how to relate to non-Serb authorities and administrative structures in Kosovo. One uncompromising point of view is that the present Albanian schools are illegal.

The divergence also manifests itself in different degrees of willingness to co-operate with foreign institutions and NGO’s involved in reconstruction and stabilisation in Kosovo. This issue forms part of the political life in Serbia proper too.

Norges Vel has taken measures to make sure local Serbs are integrated in the project activities. Norges Vel’s staff consists of four Serbs and 14 Albanians. The Review Team has got a clear impression that the project staff has created a work-place environment with good inter-ethnic relations, and as such it serves as a good example. Apart from KFOR and UNMIK Norges Vel is most likely the only employer in Lipjan/Lipljan to include both Albanians and Serbs. There is, however, an ethnically based imbalance in the type of positions held within the project. The four Serbs are all technical-practical staff (green house technician; caretaker of livestock; assistant mechanic; cleaner) whereas all the managerial, clerical and pedagogical staff is ethnic Albanians.

Norges Vel has made great efforts to include people of all ethnic groups represented locally among its seminar participants. For instance, manuals for adult training have been prepared in both Albanian and Serbian.

**Table 9. Participants in ASK seminars according to ethnicity**

Ethnic affiliation	Number of participants
Albanian	140
Serbian	48
Ashkali*	6
Gorani**	4
Bosnian	5
Croatian	5
Total	208

(Source: Norges Vel, Lipjan)

\* Albanised Roma; \*\* Muslim Slavs;

Although the participants come from all major ethnic groups, there has been a clear tendency that each seminar is mono-ethnic.

The scepticism among local Serbs has been noticeable, but the green house and the piggery (demonstration unit) have attracted seminar participants and visitors. The seminars in gardening have been conducted by a local Serb specialist in Norges Vel's staff. The piggery has been visited by Serbs and other Christians who buy the piglets produced there.

Norges Vel has reached out to the students at Lipjan's/Lipljan's Serbian secondary agricultural school. This has proved to be difficult despite the attractive training facilities offered by Norges Vel. Students at the Serbian school have practical training in private farms locally. Their school used to be in the localities of today's Adem Gllavica school until 1999. Today, the school is located together with the primary schools of two Serbian villages, Lepine and Gornja Gušterica. The project manager interprets the reluctance to co-operation as being the result of political pressure from hard-liners locally as well as in Belgrade. The rector, himself, refers to the security situation which makes Serbs unwilling to enter into Albanian-populated areas as they would have to in order to visit the agricultural centre. Whatever the reason for the reluctance may be, Norges Vel has done a good job in preparing for co-operation between the two secondary school's agricultural branches of study in a possibly less tense future. Norges Vel's project manager and the rector of the Serbian secondary school know each other, and Norges Vel has taken its Norwegian consultants to the school. Teachers from the Serbian secondary school have taken part in the establishment of the demonstration unit for pig farming.

When inviting tenders Norges Vel makes sure there is an ethnic balance. Moreover, when choosing a firm to do a job Norges Vel gives priority to firms that operate ethnically relaxed. Only firms that are able and willing to work in a multi-ethnic environment are eligible.

The overall picture is that Norges Vel in Kosovo takes the principle of inter-ethnic co-existence seriously. The principle guides the day-to-day working of the organisation internally as well as in its relations to the local community surrounding it.

## **5.4 MACEDONIA – ZOG SIMENTAL**

### **5.4.1. Relevance of the project**

As explained in chapter 4, support to FA's is well rooted in the development strategies of national authorities and international institutions. Self-organisation of farmers, increasing incomes from rural production and making use of local comparative advantages for developmental purposes are among the aims which makes Norges Vel's project relevant. Upon its establishment, the project in Delčevo

helped creating a more balanced distribution of foreign project funding between Eastern and Western parts of Macedonia.

#### **5.4.2. Expected and realized outcome**

No less than nine immediate objectives have been identified by Norges Vel. They were all set by the appraisal mission that visited Macedonia in 2002 (Norges Vel 2002a).

Objective 1 – Higher quality milk yield per cow: The expected result was quantified to a 3000 litres/lactation period per herd (the Norwegian average is 7000 litres). The objective was to be achieved through trainings and demonstrations. The target was a realistic one, but still most of the farmers' yield is below 3000 litres. Norges Vel has given advice on forage and on milk. Members of the association who have followed up the advice reportedly have increased their yield. Geno has been involved in seminars. On a longer run the score on this indicator will most likely improve as a result of the insemination programme.

Objective 2 – Lower calf mortality and improved animal health: The expected result is five percent calf mortality per herd or lower. Training is the method envisaged to reach this objective, but before the first Norwegian Red Cattle crossings are born, early 2007 any assessment of objective 2 is premature. In the meantime calf mortality has been a subject in seminars on insemination and others.

Objective 3 – Improved grazing methods: Through fencing, strip grazing and cultivated pastures it is expected that pastures will be improved and grazing controlled. This objective will be pursued by extension and demonstration plots. Real results of these efforts can be measured when the planned demo-farm is in operation. So far the subject of improved grazing methods has been addressed at seminars, for instance by encouraging the members to clean old springs which provide water to the cows. Cows should have access to water throughout the day, not only before and after grazing as the habit has been among small farmers in Delčevo.

Objective 4 – Less repeated inseminations per pregnancy: By training the farmers and through the work of insemination technicians and veterinarians a more cost-efficient insemination system is expected to be developed. No more than 2.5 inseminations per conception is the goal, which is considered to be ambitious. The delays in the import of semen have made it too early to assess the results of this objective.

Objective 5 – The association develops into an effective instrument for milk producers: Through seminars on organisational skills the association will become an instrument in defending the rights of its members. As discussed above, this is a very ambitious undertaking. It has to be pursued against the detrimental impacts of “donation-hunger” and lack of social capital. The objective is quite different from the rest of objectives, which are very down-to-earth with specific local and quantifiable effects envisaged. The association has some capacity in supporting its members through the dairy chairman's close relationship to SFARM and the FFRM. Both ZOG Simental and the Golak dairy are members of the FFRM Assembly. As of now, the FFRM is, however, not considered a strong institution by the farmers. Nevertheless, for a small FA being to be connected to the SFARM/FFRM milieu gives a potential access to “the internationals”. The problem, however, is that this access is understood as an asset merely because it gives information on potential “donations”.

Objective 6 – Improved and increased winter forage and less loss: Through training and demonstrations more silage and roots are expected to be used in the winter diet for the cows. This objective will be more relevant when the demo-farm is established and more cows are concentrated in one place. Silage is generally considered better for larger units than the two or three cows that are usually owned among ZOG Simental's members. Good quality hay may be more cost-efficient, and

during seminars it has been demonstrated how to use hay in an efficient way. It is a well-known fact among dairymen that the quality of the hay eaten by the cows influences on the quality of the cheese produced. Members of the association mentioned chemical-free production of forage as one of the most useful things Norges Vel taught them.

**Objective 7 – Higher income per farm and more young farmers:** The project aims to encourage more young people to take over their parents' farms. Optimistically, a 100 percent increase in farm income is expected from these activities. This goal also includes increased incomes via training and including demonstrations. Courses in economy for milk products run by SFARM are considered by participants to have been useful. In addition, some of the advice given by Norges Vel and their Norwegian partners reduce farmers' costs. One farmer mentioned the practice of making use of the cows' urine as liquid manure, hitherto not known among Delčevo's milk farmers. One of the association's members, who owned more cows than the average, told he saved 500 euro per season because of his access to hardware from Norges Vel. Higher incomes for the farmers are very much dependent upon how the dairy pull through in the difficult market situation.

In some cases younger members connected to the project have taken over the farms. There is reason to believe that the improved framework for milk farming offered through Norges Vel's project has been conducive to their decisions. Representatives of the municipality tell the Norges Vel that less people move out of the villages where ZOG Simental has members.

**Objective 8 – Increased delivery of quality milk to the dairy:** Training on demonstration herds is the approach here, but also here one has to wait for the full capacity until after the demo-farm has become operative. The goal is set at 3000 litres per day, which is realistic under normal conditions. The internal crisis in the association has reduced the delivery of milk considerably, however, and the dairy has run at one third of its capacity. Deliveries from farmers in neighbouring Berovo started in the spring 2006, which made prospects better.

**Objective 9 – Better sale of dairy products:** In order to sell more, training in marketing and business techniques is offered by Norges Vel, for the dairy staff and the board members. International and national experts have identified marketing and sale to be a weak point in members-owned agricultural enterprises. The chairman of the Golak dairy is fully aware of this and spends much time in negotiating with supermarket chains in Skopje. For this objective as for objective 7, a business plan could have been an important tool.

**The demo-farm:** A complicated process of securing the right to use land for the demo-farm has been completed. In May 2006 the work of the building committee was initiated. Winter crops have been sown for 2006.

The demo farm will make systematic training much easier than it is today. Moreover, a demo-farm could help Norges Vel's activities to reach a far wider audience than it does today. This is, of course, provided that ZOG Simental and the dairy do not treat the farm's infrastructure to be used exclusively for their own commercial interest.

#### **5.4.3. Relevance, efficiency, transparency and adequacy of methods used by Norges Vel**

Like in Kosovo, Norges Vel has applied a case-oriented method of support in Macedonia. Whereas most other support to the Macedonian FA's has been general in the sense that it targets a large number of associations, Norges Vel's support is specific. It supports two FA's in particular, ZOG Simental being one of them. This way Norges Vel helps demonstrate the potentials of FA's. This is a

relevant approach given the fact that there is a strong feeling of disillusion in Macedonia when it comes to FA's.

The method of supporting one or two FA's intensely instead of supporting them on a systemic level may be criticised. If impacts do not reach beyond the town in question, it is questionable whether the projects have been worth the efforts and expenses. This is a valid objection not least because most of the immediate objectives are only applicable for ZOG Simental. However, Norges Vel and its local partners are communicating well with other FA's, among others through the Federation of Farmers in the Republic of Macedonia. This way knowledge, skills and experiences are conveyed to a wider category of farmers.

A natural follow-up of what Norges Vel and its partners in Macedonia have achieved so far would be a wide dissemination of knowledge and skills (agricultural as well as organisational) based on experiences gained from Delčevo and Kriva Palanka. Dissemination of new agricultural techniques and knowledge is one of Norges Vel's main pillars of work, in fact Norges Vel's core method.

The case-oriented method of support is well suited when the beneficiaries belong to a homogenous group with mutual interests, or if the support consists in capacity-building that will lead to spill-over for the benefit of others. In other words, the case-oriented method is unproblematic when supporting local NGO's, like FA's, because FA's will willingly share its knowledge with fellow FA's. This method is, however, more problematic when the FA enter into a "zero-sum game" with other FA's, e.g. if they compete in the market. This is exactly what the commercial off-spring of ZOG Simental, i.e. the Golak dairy, does. In such cases, case-oriented support could become counter productive. This is the case when the commercial "arm" of the FA, which is supported by Norges Vel, gains market shares thanks to the external support, and even ousts farmers'-owned enterprises which are without or with less such support. The efficiency and adequacy of Norges Vel's activities in Macedonia will be largely dependent upon the ability to cope with this dilemma.

The project is transparent in the sense that the reports are well-written and informative, and in particular the final report which is structured by a template developed by the MFA for the purpose. At local level, however, some interviewees and conversation partners who had fallen out with the association and the dairy, complained that even as members they were not informed about who used the machine park (Norges Vel's property) and benefited from other facilities. The Review Team heard rumours that could easily have been countered if the FA and the dairy were more transparent about how they manage Norges Vel's inputs and how they make use of the support in general. Norges Vel's project manager is fully aware of this problem and works on it by training the FA in organisational procedures. Among others, he recommends the use of organisational techniques, such as writing and approving minutes would increase intra-FA transparency considerably.

Norges Vel's procurements in Delčevo as well as Kriva Palanka follows rules and guidelines for procurements in Norges Vel's Administrative Manual calling for a minimum of three tender offers for procurement contracts at a value of more than one thousand euro.

## **5.5. MACEDONIA – PALANAČKI KOMPIR**

### **5.5.1. Relevance of the project**

Norges Vel's project with Palanački Kompir in Kriva Palanka is relevant for the same reasons as the project in Delčevo (see 5.3.1).

### **5.5.2. Expected and realized outcome**

Six immediate objectives were identified as a result of the appraisal mission in 2002 (Rapport fra forundersøkelse 2002).

Objective 1 – Increased yield of high quality seed potatoes: The goal was quantified to 15 tonnes seed potatoes per ha for sale after grading. Educational methods have been applied. A Norwegian specialist from NOPO has conducted seminars. Seminars have been held in the town hall of Kriva Palanka (50 participants) and in local villages. The aim of 15 tonnes was reached easily, almost touching the threshold of 30 tonnes. More than that would be of little use since seed potatoes have to be stopped growing while small.

Objective 2 – Higher yields of eating potatoes per farm: Quantified to ten percent increase per year to 35 tonnes per ha/farm. Knowing that an average farm in the region produces two tonnes potato per ha, this was a very ambitious goal. The activities to reach the goal are identical to those under objective 1. Norges Vel reports that farmers with whom they work have increased their production.

Objective 3 – Improved crop management in the seed potato growing and on the farms. Better quality and less loss during storage, less potato diseases, blights and less weed are the indicators here. The activities consist in travelling around in the region to give advice. Farmers who have bought seed potatoes have been followed up by a team of Palanački Kompir's agronomist, the Norwegian potato consultant and the project manager. The results are already promising. Altogether 300 tonnes seed potatoes per year are within reach, not only according to Norges Vel, but also to Skopje-based potato scientists.

Objective 4 – Better prices for seed as well as eating potatoes. The goal was quantified in prices, 35 and 15 denars per kilo in ten kilo packs for seed and eating potatoes respectively. Marketing and improved presentation of the products are the remedies to reach this goal. Seminars for farmers and office holders in the association have been arranged in this respect. In 2004 a comprehensive market study was made by a consultancy firm, which optimistically concluded about the need for seed potatoes and eating potatoes for processing in Macedonia. In practise, it has turned out that it is difficult to obtain 35 denars/ten denars per kilo, but prices have increased. Besides, Palanački Kompir has sold its potatoes to neighbouring countries, which is an indicator of marketing success although not a primary goal at this stage.

Objective 5 – Introduction of new varieties, "Troll", "Peik", "Laila" (and lately "Rut"), all of them with more dry matter than competing varieties have been introduced. These potato sorts have been tested and approved by Macedonian authorities, and are produced on licence from the Norwegian firm Graminor at 0.5 Norwegian krone (0.0625 eurocent) per kilo sold seed potato, of which 50 percent goes to Graminor and 50 percent to Palanački Kompir. The sale of seed potatoes has been a success, not least because the price is one third of what the agents used to charge for the Dutch seed potatoes dominating hitherto.

The license held by Palanački Kompir covers several neighbouring countries, like Albania and Serbia. Making the Norwegian dark-skinned varieties popular has proved somewhat difficult because of Balkan preferences for light skin potatoes. Likewise, the belief that seed potatoes should be small makes it difficult to sell the scientifically more adequate big ones. Nevertheless, the demand is increasing and a potato FA in Western Macedonian Jegunovce is now co-operating with Palanački Kompir and Norges Vel to introduce the varieties there as well.

To sum up, although operating with some very optimistic objectives at the outset, Norges Vel and its partner has nevertheless achieved much of what they intended to do. Applying what Norges Vel has a proven record for – training and dissemination of new methods and techniques – the immediate goals have been reached to a satisfactory degree.

**5.5.3. Relevance, efficiency, transparency and adequacy of methods used by Norges Vel**

Given the fact that Norges Vel applies the same methods in both of their Macedonian projects, what was said in chapter 5.3.4 on Delčevo, is valid also for Kriva Palanka

## **6. CONCLUSIONS**

Norges Vel's projects in Kosovo and Macedonia aim at improving living conditions for small farmers. In Kosovo the sector of education forms the institutional basis of the projects, whereas the platform in Macedonia is Farmers' Associations.

To what extent have the objectives been achieved? In Kosovo the ASK project defined its goal as improving living conditions of those in Kosovo (both genders and all ethnic groups) who primarily gain their livelihood from agriculture. After no more than three years of project activities, this means assessing the achievements on preparing the ground for an education-based increase in individual, agricultural incomes. The results for ASK is that some hundreds of secondary vocational school students have benefited from the educational facilities provided by Norges Vel. Also 208 adult farmers have attended seminars and trainings. Norges Vel has reached its objectives related to reconstruction and construction as well as instalment of updated equipment.

Also when it comes to ethnic re-conciliation, the project has succeeded in including people from all ethnicities and notably Serbs, both in its staff and among seminar participants. Due to the tense situation in Kosovo and the widely held feeling of physical insecurity among local Serbs, Serbs mainly attend seminars led by Serbs. If the general situation normalises in Kosovo, Norges Vel has prepared the ground for multi-ethnic co-existence in the area where it operates.

The LLL project in Kosovo has been delayed due to the protracted process of getting the MoU signed in the MEST and the land use problems in early 2006. Therefore, it is too early to identify impacts (by June 2006). There is, however, reason to look at the preparatory achievements reached while waiting for the up-start (training, preparation of modules). The teaching team is well prepared for the task.

The Macedonian projects aim at increasing incomes from milk and potato production. The target group is defined as the members of the two FA's. In Macedonia, Norges Vel operates with a set of immediate and quantifiable objectives for its two projects. For the milk project in Delčevo no less than nine immediate objectives are identified. For most of them results are good, and when not, the reasons are external to the project, caused by bureaucratic delays. Eight of the nine objectives are quite technical and practical, whereas one of them stands out: Making the FA a mouthpiece of the farmers. The objectives were set at a very early stage of the project, but it soon became evident that organisational aspects need more attention than was originally expected. Norges Vel is working on making the association a mouthpiece of its members primarily through capacity-building in the field of organisational practices.

The potato project in Kriva Palanka has got five immediate objectives, all of them down-to-earth, but there is no mention of organisational goals for this project. The immediate objectives have been reached to a satisfactory degree.

Thanks to Norges Vel's project the association model has survived in Delčevo and Kriva Palanka despite the model's poor showing elsewhere in Macedonia. The associations (NGOs) were meant to be transitional with a limited life-span until co-operatives were established along EU lines. Such co-operatives will be encouraged. This makes the experiences of Norges Vel's partners in Macedonia valuable.



The results are mainly physical. Buildings have been erected and equipped adequately. The aspects related to human capital, not very clearly defined in the objectives, have less impressive results. This problem is fully acknowledged by the two project managers.

The achievements can be attributed to the methods applied by Norges Vel, which basically are case-oriented and local. Moreover, it consists of massive investments in buildings, machinery and equipment, extensive use of Norwegian and other experts for training and the presence of a project manager who at the same time is a resident representative. The idea is that improvements on a systemic level will follow from successful case examples.

In Kosovo, Norges Vel works through one of the four secondary vocational schools with an agricultural direction. This school's facilities for agricultural education have been massively upgraded, and are now on a level which enables commercial production and processing. In Macedonia, the project focus is on two of the country's 200-300 local Farmers' Associations. Norges Vel has invested in buildings, machinery and equipment, which is placed at the two associations' disposal.

In Macedonia as in Kosovo the investments are still owned by Norges Vel. The case-oriented method combined with expensive investments in production facilities requires close follow-up, which is enabled by the fact that the projects are managed by resident representatives. In Kosovo there is a numerous staff of employees. The methods applied constitute a logical whole and are conducive to reaching the stated goals of the projects. The investments in infrastructure make strict demands on transparency and impartiality. According to the rules and guidelines for procurements in Norges Vel's Administrative Manual, there must be a minimum of three tender offers for procurement contracts at a value of more than one thousand euro. Norges Vel is practicing this in Macedonia and Kosovo.

To sum up, Norges Vel's methods and approaches lead to results. But are the activities cost-efficient? The MFA has granted 5.332.789 million Norwegian kroner (667.000 euro) for the ASK project, whereas LLL phase I has got 2.613.793 Norwegian kroner (about 327.000 euro). The project in Delčevo has got 4.5 million Norwegian kroner (562.000 euro). The sum for the potato project Kriva Palanka is 5.8 million Norwegian kroner (725.000 euro). These are large sums, and the immediate beneficiaries are few in numbers. In Kosovo, only some hundreds of school students have made use of the infrastructure offered through Norges Vel, and no more than 208 farmers have attended the seminars. In Macedonia the projects' target groups have been defined as "the members of the two FA's involved". These are around 65 in Kriva Palanka and 70 in Delčevo. Despite Norges Vel's support to the two associations, the number of members has decreased steadily the last three years.

After only three years of operation it is too early to criticise the projects for being cost-inefficient. As long as the preparations for their achievement are being taken care of, this is not necessarily a problem. In the future, however, the viability of the case-oriented approach depends on the projects' ability to attract more beneficiaries (LLL students and FA members).

The local offices in Lipjan/Lipljan, Delčevo and Kriva Palanka are well-organised and directed towards achieving the project objectives. The books are well kept, and the financial statements are being approved by well-renowned auditing firms. Project reporting could, however, be better structured, more focused on project objectives and present changes from year to year in a systematic way.

In 2002, Norges Vel was asked by the MFA to develop projects to support small farmers in Kosovo and Macedonia. Norges Vel's projects are all in harmony with plans and strategies of the central authorities in Kosovo and Macedonia. Both the Macedonian projects and ASK are in fact follow-up projects of processes initiated by other foreign NGO's. The projects fit in well with the Norwegian strategies of supporting stabilisation in the Western Balkans.

Thanks to Norges Vel's projects in Kosovo, agricultural LLL can be introduced. Likewise, thanks to Norges Vel's project in Macedonia the association model has survived in two towns despite its general collapse in most other towns. The associations (NGOs) were meant to be transitional with a limited life-span until co-operatives were established along EU lines. Such co-operatives will be encouraged. This makes the experiences of Norges Vel's partners in Macedonia valuable.

Norges Vel's co-operation with central authorities in Kosovo and Macedonia has been good, and there has been close co-operation with the lower-ranking specialists in the ministries, e.g. in Kosovo's MEST on LLL and Macedonia's MAFWE on potatoes. Nevertheless, the project implementation has been hampered by ministerial tardiness, like in the LLL project and regarding the introduction of Norwegian Red Cattle.

The interaction between Norges Vel and the local partners is partly easy, partly difficult. The fact that the projects involve valuable assets, such as production facilities, makes Norges Vel cautious. Cautiousness is a virtue of necessity in places where "donations" more often than not are treated as gifts to be taken by the most impudent. There is no obvious reason to believe that this is the case for Norges Vel's partners (the municipality of Lipjan/Lipljan; ZOG Simental and Palanački Kompir), but the fact that "everybody" believes this will happen, create problems. In Lipjan/Lipljan, the municipality and the secondary school complain that they are not involved as partners, but are informed about Norges Vel's local dispositions only ex post. The reason why Norges Vel's local office keeps information for itself during e.g. tenders is to avoid undue pressure to use firms connected to the local counterparts. In Macedonia, rivalries over the assets and future lucrative businesses in dairy products and potatoes have weakened Norges Vel's local counterparts.

Norges Vel clearly presupposed that there would be competent inheritors of the assets developed through the project. Realities were different. The very existence of valuable assets created internal rivalries among the local counterparts, reducing their credibility as future inheritors. Although measures have been taken to ensure sustainability, everything hinges on the capacities and willingness of the local partners in continuing agricultural education and farmers' co-operation.

The projects can draw on the dynamics of European integration to get sustainable. Lifelong Learning is going to stay because of its place within European harmonisation processes within education. This makes the concept robust. MEST and the municipality are likely to take LLL more seriously than they would take a less formalised project without a European level importance.

Similarly, in Macedonia, the fact that co-operatives are going to be established along EU lines is going to give a new impetus to the development of farmers' co-operation.

In the everyday activities Norges Vel adds value to the local counterparts, making their activities more successful than they would have been otherwise. The physical infrastructure brought by Norges Vel is a case in point, but the advice and instructions given by the project managers throughout the project development, should also be mentioned.

Norges Vel's international activities got rough treatment in a review made by a consultancy firm in 2005 (Norad 2005). The projects in the Western Balkans did not form part of that review. Norges Vel was criticised for a "lack of willingness to genuinely participate in the project activities". This does not apply for Kosovo and Macedonia, where - unlike the projects reviewed in 2005 (with the exception of Central America) - there was no permanent presence of Norges Vel locally. This led to a lot of fly-in-fly-out ad hoc "fire fighting". In Kosovo and Macedonia the resident representatives deal with problems as they appear. In the Third World projects all expenses related to visiting projects or the regional office have been charged as additional project expenses using consultancy levels. In the Western Balkan project, consultancy rates are being used (approximately 600 Norwegian kroner per hour), but within the limits given by approved budgets.

Likewise, the review criticised Norges Vel for lacking "willingness to assume real and serious responsibilities for ensuring results of the projects". This does certainly not apply for Norges Vel in the Western Balkans, again much because Norwegian project managers are placed in the field. The effect of "out of sight, out of mind" is not allowed to take place. The 2005 review found slow reporting systems and prime focus on registering and monitoring activities. This is not the case in the Western Balkans. Here, on the contrary, Norges Vel should report more meticulously to enhance external transparency. The 2005 review criticises Norges Vel Third World activities for being too scattered and for consisting of very small projects. In Kosovo and Macedonia they are very concentrated.

In general the impression from the 2005 review is that Norges Vel tries to hide problems. This is not the case in Kosovo and Macedonia. Norges Vel's project managers in Lipjan/Lipljan and Kriva Palanka could not be accused of not bringing problems to the fore in an open and reflexive way.

To sum up, in Kosovo and Macedonia, Norges Vel keeps clear of the criticism directed at its activities in the Third World.

In all, Norges Vel has done a good job in Kosovo and Macedonia. In Kosovo, the ground has been prepared for standardised and certified adult education in conformity with the European state of art for LLL. In Macedonia, the ground has been prepared for efficient milk and potato production in two small companies owned by the farmers. Norges Vel has engaged itself in a long term project where impacts depend on continuation of the activities.

## **7. RECOMMENDATIONS**

- Norges Vel should continue its activities in Kosovo and Macedonia for another three years. In this period focus should be on sustainability, and more precisely on clarification of the take-over procedures.
- An exit strategy must be developed as soon as possible. The municipality in Lipjan/Lipljan and the two FA's in Macedonia must be prepared for a take-over that secures continuation of core elements of the original projects (i.e. support to agricultural adult education and farmers' co-operative associations).
- As suggested by the project manager himself, in Macedonia, the associational and co-operative element of the projects in Macedonia should be strengthened through further training and consciousness-raising in the field of organisational practices. This is needed to enable control and insight from below as well as transparency. The seminars conducted by Norges Vel's senior advisor on co-operation and organisation should be continued. The buildings, machinery and equipment brought by Norges Vel can only be handed over when the local FA's are strong.
- Local rumours and accusations have had a detrimental effect on project implementation in Kosovo as well as in Macedonia. Therefore, there is a huge need for local transparency in the ways Norges Vel supports its partners, and not least in the ways "donations" are used within the secondary school in Lipjan/Lipljan, and by the FA's in Delčevo and Kriva Palanka. Lists showing who used the equipment when, how long and for what price should be made public.
- In order to keep up the hand-on method of working, not least needed in a period of planned exit, the positions as resident representatives should be retained in the next phases of the project.
- In order to make the local results in Lipjan/Lipljan, Delčevo and Kriva Palanka available to a wider audience of small farmers, a dissemination strategy should be developed.
- Hitherto Norges Vel has believed that, unlike FA's, co-operatives would be politically inappropriate in the Macedonian setting, but co-operatives are precisely what the EU adaptation will bring. Macedonian agricultural authorities now consider FA's a transitional phenomenon. Norges Vel must as soon as possible clarify what this means for the future of the FA's. Norges Vel has a solid record in developing co-operative methods for agriculture, and should develop a proactive strategy to cope with the introduction of EU style co-operatives in Macedonia.
- Norges Vel's activities with LLL in Lipjan/Lipljan must develop a stronger educational component than hitherto. It is important that Norges Vel takes this into account when assigning positions and tasks within the project. For Norges Vel's counterparts updated knowledge of the state of the arts within adult education and LLL within agriculture will be very useful in its efforts to cope with EU standards. Knowing EU's agricultural standards is needed to make the LLL education applicable in the future competition on a European market.
- The immediate project objectives were identified at a very early stage and need a major overhaul. In order to direct project activities towards their main objective, Norges Vel's

revised objectives should be educational (in Kosovo) and organisational (in Macedonia). The technical and practical objectives of the projects' first years are still relevant, but should from now on be the responsibility of the local partners, not Norges Vel.

- Project reporting must be improved and should be easier to compare from year to year. When changes are made as to formulations on target groups, objectives and others from one year to another, the reasons should also be presented. The final reports from Macedonia follow a template, which forms a good starting point for the development of standardised reporting. The template should not be too rigid, and it should leave space for data, reflection and comments from the project staff. More efforts should be made to explain the relationship between the project activities and the results.
- The relation between “case-oriented support” and support to commercial business should be clarified to avoid accusations that Norges Vel in Macedonia mainly supports two enterprises in their competition with other enterprises.
- Identify issues of controversy and issues where ideas diverge between a) the Lipjan/Lipljan municipality and the secondary school on one hand, and Norges Vel on the other, and b) the two FA's and Norges Vel in Macedonia. The partners should set up an extensive list together, and have a systematic and thorough discussion. Divergences should be treated as “different opinions” (not as “understanding” vs. “misunderstanding” or the like).
- It is recommended that Norges Vel and its project manager in Macedonia continue to keep at a distance from the associations' internal affairs even when clear dictates would have been respected. Coping with internal disputes, break-away and harsh accusations forms part of the preparation for sustainability.
- All LLL modules should be offered in both Albanian and Serbian. Otherwise very few non-Albanians will take part.
- The inter-ethnic profile of Norges Vel's activities in Kosovo could be further improved by recruiting local Serbs not only to technical-practical jobs, but also to pedagogical and managerial positions.
- The demo farm in Delčevo should be used, if the FA members are interested, to “pool” cows in order to overcome the inefficiency of having two or three cows each. A joint farm of 30 dairy cows with rational use of labour force, and shared investments could be a solution, and in a somewhat longer perspective there could be more than one demo farm. This will be of help to those farmers who would like to become market oriented.

## 8. ABBREVIATIONS

ACDI-VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
ASK	Agricultural Support Kosovo
EAR	European Agency for Reconstruction
EAR	European Agency for Reconstruction
EU	European Union
FA	Farmers' Association
FAO	Food and Agriculture Organisation
FFRM	Federation of Farmers in the Republic of Macedonia
Geno	Breeding association (Norway)
Graminor	Plant breeding company (Norway)
IRC	International Rescue Committee
KFOR	Kosovo Force
LLL	Lifelong Learning
MAFRD	Ministry of Agriculture, Forestry and Rural Development (Kosovo)
MAFWE	Ministry of Agriculture, Forestry and Water Economy (Macedonia)
MEST	Ministry of Education, Science and Technology (Kosovo)
MFA	Ministry of Foreign Affairs
MLSW	Ministry of Labour and Social Welfare (Kosovo)
MoU	Memorandum of Understanding
NGO	Non Governmental Organisation
NOPO	Norwegian Potato Industries
NRF	"Norsk Rødt Fe" (Norwegian Red Cattle)
OSCE	Organisation of Co-Operation and Security in Europe
PFSP	Private Farmer Support Project
RAS	Rural Advisory Services
SASS	Strengthening Agricultural Support Services (Kosovo)
SFARM	Support to Farmers' Association in the Republic of Macedonia
SIDA	Swedish International Development Agency
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNMIK	United Nations Interim Administration Mission in Kosovo
USAID	United States Agency for Development Cooperation
WDE project	Support project for ASK (2004-2005) in the technical field to support water supply, drainage and electrical installations
ZOG	Cattle-breeding association
ZPK	Združenie na Proizvoditeli na Kompir (Association of potato producers)

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## **10. APPENDICES**

### **Appendix 1. Terms of References (ToR)**

#### **Review of Norges Vel's agricultural projects in Kosovo and Macedonia during the period 2002 - 2006, financed by the Norwegian Ministry of Foreign Affairs**

##### 1. Introduction

During the period 2002 – 2005 Norges Vel have been implementing several agricultural projects in Kosovo and Macedonia, funded by the Ministry of Foreign Affairs (MFA) in Oslo.

As a tool to secure proper and transparent use of project funding, MFA on a regular basis conducts reviews of projects, especially those projects that have received considerable funding over a period of several years. This is now the case as regards the agricultural projects carried out by Norges Vel in Kosovo and Macedonia. Hence the MFA has decided to carry out a review of the following projects:

##### Kosovo:

- Agricultural Support, (ASK) from 2002 until 2005
- Life Long Learning - Agricultural Education and Advisory Service in Symbiosis with Ordinary Secondary Education (LLL) from 2004 until today
- Support to improvement of water supply, drainage and electrical installation at Lipjan Secondary School (WDE) from 2004 until today

##### Macedonia:

- Growing potatoes for seed production, consumption and processing, Kriva Palanka, from 2002 until today
- Improving the conditions for milk production, Delčevo, from 2002 until today

##### 2. Background

##### Kosovo:

The ASK project was initiated by the Red Cross and continued by CARE. In 2002 Norges Vel was responsible for the agricultural training and education part of the project. In 2003 CARE Norway withdrew from Kosovo and Norges Vel has since been responsible for the project. The ASK project was finished in 2005.

The LLL project was initiated by Norges Vel in 2003. The aim is to provide up to date agricultural training and education. The buildings and equipment contributed by the ASK project facilitates the LLL project at the Adem Gllavica Sec. School, Agricultural Division. Necessary formalities with UNMIK and the Ministry of Education, Science and Technology (MEST) have been both time and resource consuming and the final documentation has not yet been signed. Phase II of the project has received funding from the Ministry, but has not yet started.

The WDE project is an ongoing support project in the technical field to support water supply, drainage and electrical installations at Adem Gllavica School.

##### Macedonia:

A fact finding mission to Macedonia was carried out in 2002. Five selected project areas were visited by Norwegian experts together with representatives of central and local authorities. Two areas, Kriva Palanka and Delčevo, were chosen for further investigation. During 2002 project surveys were carried out by experts from the Norwegian potato and milk sector.

The surveys were implemented by Norges Vel and financed by the MFA. Project documents were prepared and sent to the MFA in February 2003. Both projects were approved. Finance for Year 2 and 3 were secured for both projects. Norges Vel operates legally as a registered NGO in Macedonia. The Resident Representative is also the project manager. The headquarters in Macedonia is in Kriva Palanka. The Secretary/interpreter/coordinator is a local employee.

### 3. Purpose of the review

The overall goals of the review are:

- (vi) To examine whether project objectives have been achieved. The review shall consider relevance of the projects, expected and realized outcome, efficiency, whether methods used by Norges Vel are relevant, efficient, transparent and adequate, sustainability of the projects as well as administrative routines of Norges Vel and cost-efficiency of the projects.
- (vii) To examine Norges Vel's cooperation and interaction with local and central authorities as well as other relevant stakeholders in the recipient countries to ascertain whether it is adequate and efficient.
- (viii) To examine the quality of Norges Vel's interaction with local partners, whether it is satisfactory and value adding. Division of tasks between Norges Vel and local partners shall be included. The capacity and capability building elements in the projects as regards transfer of knowledge to local partners shall be assessed – to ascertain whether they are satisfactory and adequate.
- (ix) To examine whether Norges Vel's local offices in Macedonia and Kosovo are functioning well and contribute in a satisfactory manner to achieving the project goals.
- (x) Where relevant, to examine whether the projects have contributed to inter-ethnic cooperation and understanding.
- (xi) Assess how Norges Vel has handled the political and administrative systems in Macedonia and Kosovo in order to meet the objectives of the projects.

The consultants carrying out the review shall also go through the Review of the International Department of Norges Vel, done by NCG A/S (Skaaland/Andersen) in October to ascertain if issues raised as problematic in that review are relevant also as regards the mentioned projects in Macedonia and Kosovo.

### 4. Intended use of the results

To inform the MFA about the findings in order to ascertain if Norwegian project funding has been used in a proper and transparent way and that the stated project objectives have been achieved. Further – the result may be used for possible improvements in on-going projects.

### 5. Selection of consultants

The review shall be carried out by external and independent consultants to be selected by the MFA. The fee of the consultants shall be within the rates stipulated in the Norwegian guidelines for purchase of consultancy services. The review team shall consist of two persons, one international and one local representative. Both must speak English fluently and one of them must speak at least one of the languages (Albanian, Macedonian, Serbian) in the recipient countries. Their combined

expertise shall include: Knowledge about the recipient countries, agriculture, institutional development, strategic and organizational analysis and result-based reviews.

## 6. Methodology

The review shall comprise:

1. Review of existing documentation (project proposals and budgets, funding decisions and justifications, status reports, final reports and accounts), to be supplied by Norges Vel on a CD Rom.
2. Interviews with relevant staff at Norges Vel in Norway and in local offices in the recipient countries
3. Interviews with local partners as well as representatives of relevant local and central authorities
4. Interviews with other relevant local stakeholders as the consultants who conduct the review see fit
5. Interviews with relevant staff in the MFA and the embassies in the recipient countries.
6. Field visits, a minimum of one week and a maximum of two weeks in Kosovo and a minimum of two weeks and a maximum of three weeks in Macedonia.

The review shall start on 15 February at the latest, and the field work shall be finished by 15 April at the latest.

## 7. Responsibilities of Norges Vel

Norges Vel shall be responsible for supplying the selected consultants with all information and assistance necessary in order to carry out a satisfactory review.

## 8. Reporting

A concise and well documented inception report, in English, with a summary of approximately 4 – 5 pages as well as a list of selected recommendations for possible improvements in the projects shall be submitted to the MFA two weeks after the completion of the fieldwork. MFA shall forward the report to Norges Vel and allow two weeks for comments from Norges Vel, to be sent to the consultants carrying out the review with a copy to the MFA. The consultants carrying out the review shall within two weeks after having received comments from Norges Vel prepare the first draft final report and present it to the MFA and Norges Vel. Approximately two weeks after the consultants have presented the first draft final report, a meeting shall be arranged in the MFA with participation from the MFA, Norges Vel and the consultants carrying out the review. Two weeks after the mentioned meeting, the final report shall be presented to the MFA with a copy to Norges Vel.

**Appendix 2. List of meetings at Norges Vel, Hellerud 23.03-7.06.06**

**Visit and work at Norges Vel, Hellerud, 23.03 - 07.06.06. By Dr. Mensur Vegara and Dr. Jørn Holm-Hansen**

Primary contact: M. Vegara, Phone + 47 64 96 53 16; Mob. + 47 906 38 884 and/or e-mail:

[mensur.vegara@umb.no](mailto:mensur.vegara@umb.no)

Jørn Holm-Hansen, Phone + 47 22 95 89 38; Mob. + 47 932 66 043 and/or e-mail: [jorn.holm-hansen@nibr.no](mailto:jorn.holm-hansen@nibr.no)

**List of people met during the visit Norges Vel, Hellerud, Oslo:**

**Visit 23.03.06, 09:30-13:00,**

**The Royal Norwegian Society for Development, Oslo, Hellerud, Norway, (Det Kgl. Selskap for Norges Vel)**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Torger Dahl	torger.dahl@norgesvel.no	+47 906 17 978	P +47 64 83 20 91
2	Jan Borsheim	jan.borsheim@norgesvel.no	+47 951 19 471	P +47 64 83 20 96
3	Maria Bjune	maria.bjune@norgesvel.no	+47 414 79 067	P +47 64 83 20 65

**Telephone interview 04. 04. 06,**

**The Royal Norwegian Society for Development, Oslo, Hellerud, Norway, (Det Kgl. Selskap for Norges Vel)**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Torger Dahl	torger.dahl@norgesvel.no	+47 906 17 978	P +47 64 83 20 91

**Visit 07.06.06,**

**The Royal Norwegian Society for Development, Oslo, Hellerud, Norway, (Det Kgl. Selskap for Norges Vel)**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Torger Dahl	torger.dahl@norgesvel.no	+47 906 17 978	P +47 64 83 20 91
2	Ole Hvamstad			P +47 64 83 20 00
3	Maria Bjune	maria.bjune@norgesvel.no	+47 414 79 067	P +47 64 83 20 65
4	Asbjørn Garnes	novemak@mt.net.mk	Brebåmd tlf.	DEDO 2006

**Appendix 3. List of meetings, visited counterparts and organisations in Macedonia, 17-27.04.06**

**Visit and work in Macedonia 17.04 - 27.04.06. By Dr. Mensur Vegara and Dr. Jørn Holm-Hansen**

Primary contact: M. Vegara, Phone + 47 64 96 53 16; Mob. + 47 906 38 884 and/or e-mail:

[mensur.vegara@umb.no](mailto:mensur.vegara@umb.no)

Jørn Holm-Hansen, Phone + 47 22 95 89 38; Mob. + 47 932 66 043 and/or e-mail: [jorn.holm-hansen@nibr.no](mailto:jorn.holm-hansen@nibr.no)

**17.04.06: Departure at 07:05 from Oslo and arriving to Skopje at 15:30 by Austrian airlines.**

**List of people met during the visit Macedonia:**

**Institution: Faculty of Agriculture and Food, University of Skopje, Macedonia, 17.04.06, 18:00-19:30**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Sreten Andonov</i>	sandonov@zf.ukim.edu.mk sreten_andonov@yahoo.com	+389 70248911	+389 23115277 +389 23078961

**Project: Growing potatoes for seed production, consumption and processing, Kriva Palanka, from 2002-2006**

**18.04.06: Departure at 09:00 from Skopje and arriving to Kriva Palanka at 10:30**

**Institution: Faculty of Agriculture and Food, University of Skopje, Macedonia**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Dane Bosev</i>	dbosev@yahoo.com dbosev@zf.ukim.edu.mk	+389 70344448	+389 23115277

**Institution: Norges Vel, office in Kriva Palanka, Macedonia, 18.04.06; Meeting: 10:30-12:30**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Daniela Ristovska</i>	novemak@mt.net.mk	+389 75415072	+389 31377230

**Institution: Office of local economic development in Kriva Palanka, Macedonia**

**18.04.06: Meeting: 12:30-14:30, with the coordinator of local economic development**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Dusko Arsovski</i>		+389 70797453	+389 31372130
2	<i>Ms. Daniela Ristovska</i>	novemak@mt.net.mk	+389 75415072	+389 31377230

**Institution: Potato store Sveta Voda, Kriva Palanka, Macedonia**

**18.04.06: Visit and meeting: 15:00-19:30, with the president of the association ZPK "Palanački kompir"**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Nase Velickovski, president</i>		+389 75441688	+389 31376770
2	<i>Ms. Oliver Mitovski, agronom</i>	olimiovski@mt.net.mk	+389 75441685	+389 31374026

3	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230
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**Institution: Municipality of Kriva Palanka, Macedonia**

**19.04.06; Meeting: 10:00-11:30, with the mayor of the municipality of Kriva Palanka**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Dragi Trajceovski,</i>	<i>gradonacalnik@krivapalanka.gov.mk</i>	+389 75258011	+389 31375035
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: Local office of Ministry of Agriculture, Forestry and Water supply (MAFWS), Macedonia**

**19.04.06; Meeting: 12:00-13:20, with the local representative of MAFWS, Kriva Palanka**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Stefan Dimitrievski</i>			+389 31377320
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: Association ZPK “Palanacki kompir”, Kriva Palanka, Macedonia**

**18.04.06; Meeting: 13:30-15:45, with the managing board of the association ZPK “Palanački kompir”**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Nase Velickovski, president</i>		+389 75441688	+389 31376770
2	<i>Mr. Oliver Mitovski, agronom</i>	<i>olimiovski@mt.net.mk</i>	+389 75441685	+389 31374026
3	<i>Mr. Goran Tasevski</i>	<i>kisko@mt.net.mk</i>	+389 75441686	+389 31375842
4	<i>Mr. Boris Pavlovski</i>			+389 31375305
5	<i>Ms. Valentina Nikolovska</i>		+389 70708434	
6	<i>Ms. Biljana Ristovska</i>		+389 75781473	
7	<i>Mr. Mite Atanasov</i>			+389 31374235
8	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: Second association ZPK “Palanacki kompir”, Kriva Palanka, Macedonia**

**18.04.06; Meeting: 15:45-17:00, with the representatives of the second association ZPK “Palanački Palanački kompir”**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Djoko Cekovski, president</i>		+389 71701572	
2	<i>Mr. Stojco Dimcevski</i>		+389 70267730	
3	<i>Mr. Ace Mitrovski</i>		+389 75458459	
4	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Project: Improving the conditions for milk production, Delčevo, from 2002 until today**

**20.04.06; Departure at 08:30 from Kriva Planka and arriving to Delčevo at 11:15**

**Institution: Municipality of Delčevo, Macedonia**

**20.04.06; Meeting: 12:30-14:00, with the mayor of the municipality of Delčevo**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Mirko Ivanov, mayor</i>		+389 75388977	+389 33411550
2	<i>Mr. Goran Vuckovski, "Golak"</i>	<i>simental@freemail.org.mk</i>		+389 33800415
3	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230
4	<i>Dr Sreten Andonov</i>	<i>sandonov@zf.ukim.edu.mk</i> <i>sreten_andonov@yahoo.com</i>	+389 70248911	+389 23115277 +389 23078961

**Institution: Dairy "Golak" Delčevo, Macedonia**

**20.04.06; Meeting: 14:15-17:00, with the manager of the dairy "Golak"**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Goran Vuckovski, manager</i>	<i>simental@freemail.org.mk</i>		+389 33800415
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: ZOG "Simental" Delčevo, Macedonia**

**20.04.06; Visit two dairy farms in Delčevo: 17:10-17:45**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: Office of local economic development in Delčevo, Macedonia**

**21.04.06; Meeting: 09:00-10:00, with the local representative of economic development**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Vesna Ilievska</i>			
2	<i>Mr. Goran Vuckovski, "Golak"</i>	<i>simental@freemail.org.mk</i>		+389 33800415
3	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230

**Institution: Local office of Ministry of Agriculture, Forestry and Water supply (MAFWS), Macedonia**

**21.04.06; Meeting: 10:00-11:00, with the local representative of MAFWS, Delčevo**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Orce Angelov, agronom</i>			
2	<i>Mr. Goran Vuckovski, "Golak"</i>	<i>simental@freemail.org.mk</i>		+389 33800415
3	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+389 31377230



**Institution: ZOG “Simental” Delčevo, Macedonia**

**21.04.06; Meeting: 11:30-14:00, with the members of the board of the ZOG “Simental”, Delčevo**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Ivan Markovski</i>			
2	<i>Mr. Pavle Saltirov, president</i>			
3	<i>Mr. Mirko Vasev</i>			
4	<i>Mr. Najden Aleksov</i>			
5	<i>Mr. Ilija Vuckovski</i>			
6	<i>Mr. Goran Vuckovski, “Golak”</i>	<i>simental@freemail.org.mk</i>		<i>+389 33800415</i>
7	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	<i>+389 75415072</i>	<i>+389 31377230</i>

**Institution: ZOG “Simental” Delčevo, Macedonia**

**21.04.06; Visit dairy farm in Delčevo: 14:00-15:30**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Ivan Markovski, farmer</i>			
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	<i>+389 75415072</i>	<i>+389 31377230</i>

**21.04.06; Departure at 15:30 from Delčevo, Macedonia and arriving at 18:00 to Pristina, Kosovo**

**Institution: Det Kgl. Selskap for Norges Vel, resident in Kriva Palanka, Macedonia**

**25.04.06, 17:00-21:30, Meeting in Skopje with Asbjørn Johan Garnes, resident representative in Kriva Palanka**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Asbjørn Johan Garnes</i>	<i>novemak@mt.net.mk</i>	<i>+389 75 415 073</i>	<i>P +389 31 377 230</i>
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	<i>+389 75415072</i>	<i>+389 31377230</i>
3	<i>Dr Sreten Andonov</i>	<i>sandonov@zf.ukim.edu.mk</i> <i>sreten_andonov@yahoo.com</i>	<i>+389 70248911</i>	<i>+389 23115277</i> <i>+389 23078961</i>
4	<i>Dr Dane Bosev</i>	<i>dbosev@yahoo.com</i> <i>dbosev@zf.ukim.edu.mk</i>	<i>+389 70344448</i>	<i>+389 2315277</i>

**Institution: Ministry of Agriculture, Forestry and Water supply (MAFWS), Skopje, Macedonia**

**26.04.06; Meeting: 09:00-10:00, with the representative of MAFWS, Skopje**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Pance Nikolov, agronom</i>	<i>pance_mkd@yahoo.com</i>		<i>+389 23134477</i>
2	<i>Mr. Zivko Brajkovski</i>	<i>zivko.brajkovski@avis.gov.mk</i>		<i>+389 23298162</i>
3	<i>Dr Sreten Andonov</i>	<i>sandonov@zf.ukim.edu.</i>	<i>+389</i>	<i>+389 23115277</i>

		mk sreten_andonov@yahoo.com	70248911	+389 23078961
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**Institution: Ministry of Agriculture, Forestry and Water Economy (MAFWS), Skopje, Macedonia**

**26.04.06; Meeting: 11:00-12:30, with the representatives of MAFWS, Directorate for Seed Seedings, Skopje**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Ismet Limani, director</i>		+389 70392603	+389 23134477
2	<i>Mr. Hristo Ajanovski, MSc</i>			+389 23134477/133
3	<i>Ms. Irena Kamenjarska, MSc</i>	<i>Irena.kamenjarska@nesv.gov.mk</i>	+389 70646631	+389 23134477/133
4	<i>Dr Dane Bosev</i>	<a href="mailto:dbosev@yahoo.com">dbosev@yahoo.com</a> <a href="mailto:dbosev@zf.ukim.edu.mk">dbosev@zf.ukim.edu.mk</a>	+389 70344448	+389 23115277

**Appendix 4. List of meetings, visited counterparts and organisations in Kosovo, 21-25.04.06**

**Visit and work in Kosovo 21.04 - 25.04.06. By Dr. Mensur Vegara and Dr. Jørn Holm-Hansen**

Primary contact: M. Vegara, Phone + 47 64 96 53 16; Mob. + 47 906 38 884 and/or e-mail: [mensur.vegara@umb.no](mailto:mensur.vegara@umb.no)

Jørn Holm-Hansen, Phone + 47 22 95 89 38; Mob. + 47 932 66 043 and/or e-mail: [jorn.holm-hansen@nibr.no](mailto:jorn.holm-hansen@nibr.no)

21.04.06; Arriving at Pristina at 18:00 from Delčevo by car of the Faculty of Agriculture and Food, Skopje and Norges Vel.

**List of people met during the visit Kosovo:**

**Institution: Det Kgl. Selskap for Norges Vel, resident in Kosovo**

**21.04.06, 16:30-18:00, Vidar Anzjøn, resident representative**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Vidar Anzjøn</i>	<a href="mailto:vidar.anzjoen@inbox.as">vidar.anzjoen@inbox.as</a>	+377 44182469	P +381 38 581021

**Institution: Institute for Agricultural Research "X" – Prishtina, Kosovo**

**21.04.06, 18:00-21:30, Fatmir Selimi, local consultant**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobiel	Phone/Fax
1	<i>Mr Fatmir Selimi</i>	<a href="mailto:iksi15@yahoo.com">iksi15@yahoo.com</a> , <a href="mailto:iksi15@hotmail.com">iksi15@hotmail.com</a>	+377 44 193 278	

**Institution: “Adem Gllavica” secondary school, Division of Agriculture, Lipjan, Kosovo**  
**22.04.06, 13:00-17:00, Visit secondary school with Fatmir Selimi, local consultant**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Fatmir Selimi</i>	<a href="mailto:iksi15@yahoo.com">iksi15@yahoo.com</a> , <a href="mailto:iksi15@hotmail.com">iksi15@hotmail.com</a>	+377 44 193 278	
2	<i>Mr Vidar Anzjøn</i>	<a href="mailto:vidar.anzjoen@inbox.as">vidar.anzjoen@inbox.as</a>	+377 44182469	P +381 38 581021

**Institution: Faculty of Agriculture, University of Pristina, Kosovo**  
**23.04.06, 10:00-17:30, Visit Faculty of Agriculture**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Prof.dr. Shukri Fetahu, Dean</i>		+377 44 341093	P +381 38 540846
2	<i>Prof.dr. Hairip Memeti</i>		+377 44 131403	P +381 38 540846
3	<i>MSc Hysen Bytyqi</i>		+377 44 196235	P +381 38 540846

**Projects in Lipjan, Kosovo:**

- Agricultural Support, (ASK) from 2002 until 2005
- Life Long Learning - Agricultural Education and Advisory Service in Symbiosis with Ordinary Secondary Education (LLL) from 2004 until today
- Support to improvement of water supply, drainage and electrical installation at Lipjan Secondary School (WDE) from 2004 until today

**Institution: “Adem Gllavica” secondary school, Division of Agriculture, Lipjan, Kosovo**  
**24.04.06, 09:00-11:00, Meeting with Vidar Anzjøn, resident representative of Det Kgl. Selskap for Norges Vel, Kosovo**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Vidar Anzjøn</i>	<a href="mailto:vidar.anzjoen@inbox.as">vidar.anzjoen@inbox.as</a>	+377 44182469	P +381 38 581021

**Institution: “Adem Gllavica” secondary school, Division of Agriculture, Lipjan, Kosovo**  
**24.04.06, 11:00-12:20, Meeting with Prof. Hayrush Stubla, Director of Adem Gllavica Secondary School**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Prof. Hayrush Stubla, director</i>		+377 44 184827	
2	<i>Prof. Ferzi Rephepi, pedagogic</i>			P +381 38 581023
3	<i>Prof. Bedrija Marevci, d. director</i>			P +381 38 581023

**Institution: Lipjan Municipality, Lipjan, Kosovo**  
**24.04.06, 13:00-14:00, Meeting with Mr. Muja Prekupi, Director of Education Dept., Lipjan Municipality**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Muja Prekupi</i>		+377 44 184813	P +381 38 582265

**Institution: UMNİK, Lipljan Municipality, Lipjan, Kosovo**

**24.04.06, 14:00-15:00, Meeting with Mr. Xavier Blais, UNMIK – administrator in Lipjan Municipality**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Mr. Xavier Blais			

**Institution: Lipljan Municipality, Lipljan, Kosovo**

**24.04.06, 15:00-16:15, Meeting with Mr. Xavier Blais, mayor of Lipjan Municipality**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Mr. Xhevat Olluri		+377 44 504103	P +381 38 582265
2	Mr. Shemsi Recica		+377 44 175587	P +381 38 581076

**Institution: “Adem Gllavica” secondary school, Division of Agriculture, Lipjan, Kosovo**

**24.04.06, 11:00-12:20, Meeting with the staff of the Adem Gllavica Secondary School**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Mr. Peti Krasniqi	petikrasniqi@hotmail.com	+377 44 345142	
2	Mr. Esad Rtecica	esadreqica@hotmail.com	+377 44 251129	
3	Mr. Syzejman Shabani		+377 44 206754	
4	Mr. Bajram Marevci	bajrammarevci@hotmail.com	+377 44 206715	
5	Mr. Ismail Mustafa			
6	Mr. Bekim Bahtiri, veterinar	Bekim.bahtiri@hotmail.com	+ 06 37718483	
7	Mr. Ismet Rexhepi		+ 06 37718483	

**Institution: Faculty of Agriculture, University of Pristina, Kosovo**

**25.04.06, 09:00-10:00, Meeting with Prof.dr. Xhevdet Elezi former dean of Faculty of Agriculture**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Prof.dr. Xhevdet Elezi	xhelezi@hotmail.com	+377 44 112752	P +381 38 535777

**Institution: Ministry of Education, Science and Technology, Division of Vocational Education, Pristina,**

**25.04.06, 10:00-11:00, Meeting at MEST, DVE, Pristina**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Shukri Maxhuni	shumax4@hotmail.com	+377 44 148434	P +381 38 540949
2	Afrodita Jaha			

**Institution: Ministry of Education, Science and Technology, Division of Vocational Education, Pristina,**

**25.04.06, 11:00-12:00, Meeting with head of Vocational Education, at MEST, DVE, Pristina**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Luljeta Belegu Demjaha	<i>luljeta.demjaha@gtmail.com</i>	+377 44 157931	

**Institution: Ministry of Education, Science and Technology, Division of Vocational Education, Pristina,**

**25.04.06, 13:00-14:30, Meeting with Minister's adviser for curriculum and economic issues, MEST, DVE, Pristina**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	Prof.Esat Dauti	<i>esat.dauti@ks-gov-net</i>	+377 44 506049	P +381 38 211251
2	Osman Ejupi	<i>Osman.ejupi@ks-gov-net</i>	+377 44 211931	P +381 38 211931

25.04.06: Departure at 15:00 from Pristina and arriving to Skopje at 16:45 by taxi.

**Appendix 5. List of meetings, visited counterparts and organisations in Macedonia, 10-20.05.06**

***Visit and work in Macedonia 10.05 - 20.05.06. By Dr. Jørn Holm-Hansen***

Primary contact: M. Vegara, Phone + 47 64 96 53 16; Mob. + 47 906 38 884 and/or e-mail:

[mensur.vegara@umb.no](mailto:mensur.vegara@umb.no)

Jørn Holm-Hansen, Phone + 47 22 95 89 38; Mob. + 47 932 66 043 and/or e-mail: [jorn.holm-hansen@nibr.no](mailto:jorn.holm-hansen@nibr.no)

**10.05.06: Departure at 07:05 from Oslo and arriving to Skopje at 15:30 by Austrian airlines.**

**List of people met during the visit in Macedonia:**

**Institution, Geno – Norway, 10.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Bjørn Gulbrandsen</i>	<i>bg.@geno.no</i>	+47 90 77 65 74	+47 62 57 48 05

**Institution: Faculty of Agriculture and Food, University of Skopje, Macedonia, 10.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Sreten Andonov</i>	<i>sandonov@zf.ukim.edu.mk</i> <i>sreten_andonov@yahoo.com</i>	+389 70248911	+389 23115277 +389 23078961

**Institution: Faculty of Agriculture and Food, University of Skopje, Macedonia, 11.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Dane Bosev</i>	<a href="mailto:dbosev@yahoo.com">dbosev@yahoo.com</a> <a href="mailto:dbosev@zf.ukim.edu.mk">dbosev@zf.ukim.edu.mk</a>	+389 70344448	+389 23115277

**Institution: Stopanska Banka, manager of the accounts (on phone), Skopje, 11.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Olivea Angelovska</i>			+389 023115088

**Institution: FAO, Skopje, 11.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Župan Martinovski</i>	<a href="mailto:Zupan.martinovski@fao.org.mk">Zupan.martinovski@fao.org.mk</a>	+389 075 323494	+389 2 3179065

**Institution: ZOG Zimental, inseminator, member of ZOG Simental, Delčevo, 12.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Florian Bošev,</i>		+389 075 354 681	
2	<i>Goran Vučkovski, "Golak"</i>	<a href="mailto:simental@freemail.org.mk">simental@freemail.org.mk</a>		+389 33800415

**Institution: Individual farmer-, ex-president of ZOG Zimental, Delčevo , 12.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Liupčo Arsovski</i>			

**Institution: Local office of Ministry of Agriculture, Forestry and Water supply (MAFWS), Macedonia, 15.05.06 Delčevo**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Orce Angelov, agronom, local representative of MAFWS,</i>			
2	<i>Mr. Sašo Rakočević, national inspector for agriculture</i>			

**Institution: NGO Support Centre, Delčevo, 15.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Tereza Filibok</i>	<a href="mailto:tfilibok@sonet.com.mk">tfilibok@sonet.com.mk</a>		+389 33 411 727
2	<i>Mr. Toni Stoimenovski</i>	<a href="mailto:tstoimensovski@sonet.com.mk">tstoimensovski@sonet.com.mk</a>		+389 33 411 727

**Institution: individual farmer, former member of ZOG Simental, 15.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Slobodan Bogdanovski</i>			

**Institution: UNDP, local office, Berovo , 15.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Jasminka Pasaliska Andonovska</i>	<i>Jasminka.psalisk@undp.org</i>		+389 33 470 287
2	<i>Mr. Gorgi Peovski</i>	<i>Gorgi.pevski@undp.org</i>		+389 33 470 287
3	<i>Mr. Darko Šumanski</i>	<i>darkoshumanski@yahoo.com</i>		+389 33 470 287

**Institution: Norges Vel, Kriva Palanka, 15.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Asbjørn Johan Garnes</i>	<i>novemak@mt.net.mk</i>	+389 75 415 073	P +389 31 377 230
2	<i>Ms. Daniela Ristovska</i>	<i>novemak@mt.net.mk</i>	+389 75415072	+ 389 31 377 230

**Institution: ZPK Palanački Kompir, Kriva Palanka, 16.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Nase Velickovski, president</i>		+389 75441688	+389 31376770
2	<i>Mr. Goran Tasevski</i>	<i>kisko@mt.net.mk</i>	+389 75441686	+389 31375842

**Institution: Peace Corps, Kriva Palanka, 16.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Ms. Darci Eswain, volunteer</i>			

**Institution: Accountancy firm "SIA 2000", 16.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Igor Angelovski</i>			

**Institution: Local office of MAFWS (local representative), Kriva Palanka, 17.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<b>Mr. Stefan Dimitrievski</b>			+389 31377320

**Institution: Norges Vel, Kriva Palanka, 17.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr Asbjørn Johan Garnes</i>	<i>novemak@mt.net.mk</i>	+377 44182469	P +381 38 581021

**Institution: Federation of Farmers in the Republic of Macedonia, Skopje, 17.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Eftim Šakalev, chairman</i>		+389 070 569 135	

**Institution: GTZ – German Technical Cooperation, Skopje, 18.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Kiro Dokuzovski, senior advisor</i>	<i>kirogtz@mt.net.mk</i>		+389 2 3109 586

**Institution: SFARM, Skopje, 18.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Sven Lundin, project director</i>	<i>Sten-rune.lundin@sfarm.org.mk</i>		+389 2 31 28 224

**Institution: Royal Norwegian Embassy, Skopje, 18.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Carl S. Wibye, ambassador</i>	<i>embskp@mfa.no</i>		+389 2 31 29 165
2	<i>Roger Bruland, trainee</i>	<i>rsbr@mfa.no</i>		+389 2 31 29 165

**Institution: Royal Norwegian Embassy, Belgrade, *minister councillor*, (on phone), 19.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mr. Sverre Johan Kvale</i>			

**Institution: Faculty of Agriculture and Food, University of Skopje, Macedonia, 19.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Dr Sreten Andonov</i>	<i>sandonov@zf.ukim.edu.mk</i>	+389 70248911	+389 23115277

**Appendix 6. List of meetings, visited counterparts and organisations in Kosovo, 22-24.05.06**

**Visit and work in Kosovo 22.05 - 24.05.06 by Dr. Jørn Holm-Hansen**

Primary contact: M. Vegara, Phone + 47 64 96 53 16; Mob. + 47 906 38 884 and/or e-mail: [mensur.vegara@umb.no](mailto:mensur.vegara@umb.no)

Jørn Holm-Hansen, Phone + 47 22 95 89 38; Mob.+ 47 932 66 043 and/or e-mail: [jorn.holm-hansen@nibr.no](mailto:jorn.holm-hansen@nibr.no)

**Institution: Institute for Agricultural Research “X” – Prishtina, Kosovo, 22.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Fatmir Selimi</i>	<i>Iksi15@hotmail.com</i>		+381 044 193 278

**Institution: Norges Vel trainer in Lipjan/Lipljan (flower specialist) and husbandry, 22.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Mirjana Tokić</i>			+381 38 581 021
2	<i>Tomislav Tokić</i>			



**Institution: Norges Vel in Lipjan/Lipljan (cleaner) 22.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Slavica Miletić</i>			+381 38 581 021
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**Institution: Norges Vel in Lipjan/Lipljan (mechanic), 22.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Goran Momčilović</i>			+381 38 581 021
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**Institution: Norges Vel in Lipjan/Lipljan (respectively operations' manager and \*), 22.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Lirak Kelmendi</i>	<i>Inork30@gmail.com</i>		+381 38 581 021
2	<i>Valon *</i>			+381 38 581 021

**Institution: Norges Vel (training manager), 23.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Feti Krasniqi</i>	<i>fetikrasniqi@gmail.com</i>		+381 38 581 021
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**Institution: Agricultural department of Lipjan municipality (director and vice director respectively), 23.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Radmila Simijonović</i>	<i>radmilasimeunovic@hotmail.com</i>		+381 38 581 536
2	<i>Afrim Sadiku</i>			+381 38 581 536

**Institution: Serbian secondary vocational school (director), 23.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Radojica Mitrović</i>			+381 63 88 90 146
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**Institution: Norges Vel, 23.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Lirak Kelmendi</i>	<i>Inork30@gmail.com</i>		+381 38 581 021
2	<i>Valon *</i>			+381 38 581 021

**Institution: Ministry of Agriculture, director advisory service department, 24.05.06**

No. Person (s) / Participant(s) Contact address: E-mail Mobile Phone/Fax

1	<i>Shaban Dreshaj</i>	<i>shabandreshaj@yahoo.com</i>		+ 381 38 200 38635
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**Institution: Adem Gllavica secondary school, director, 24.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Prof. Hayrush Stublla</i>		+377 44 184827	

**Institution: UNMIK, municipal administrator in Lipjan/Lipljan, 24.05.06**

No.	Person (s) / Participant(s)	Contact address: E-mail	Mobile	Phone/Fax
1	<i>Xavier Blais</i>			+381 38 581 027