




Annex 1

ISMAFRD action plan, disaggregated by project components, specific tasks, activities, documentation, measurable results and current status of work




- Component 1A** Functioning MAFRD EU Integration Unit that is able to implement the European Partnership programme being coordinated by the Office of European Integration Process in the Prime Minister's Office
- Component 1B** Laws relevant to the agricultural sector approximated and harmonized with the *acquis communautaire*, including the identification of all necessary implementation and enforcement conditions
- Component 2** Improved MAFRD operational efficiency in the European Partnership through identification and start-up of a 7 year HRD and training programme
- Component 3A** Strengthened and functioning MAFRD policy and statistic departments, particularly policy formulation and implementation
- Component 3B** Strengthened and functioning MAFRD policy and statistic departments, particularly agri-environmental policy
- Component 3C** Strengthened and functioning MAFRD policy and statistic departments, particularly Kosovo-wide FADN system
- Component 4** Budget management skills matching EU standard, particularly to maximise access to IPA resources





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Comp	Focus	MAFRD person(s) responsible	ISMAFRD staff	Specific tasks	Activities and documentation	Measurable results	Current status of work
1A	Functioning MAFRD EU Integration Unit that is able to implement the European Partnership programme being coordinated by the Office of European Integration Process in the Prime Minister's Office	Idriz Vehapi (Minister) Shefki Zeqiri Faton Osmani	Ross Bull Peter Baumann Sophia Davidova	<ol style="list-style-type: none"> 1. Hold a series of monthly high level meetings with Minister, Political Advisers, PS and EIU 2. Support EIU on day-to-day basis 	<ul style="list-style-type: none"> • 10-11 and 17 July 2008: ISMAFRD workshop for senior MAFRD staff to help them to look at the EI linkages between: <ul style="list-style-type: none"> ○ ARDP 2007-13; ○ the new DRAFT Law on Agriculture and Rural Development; ○ the creation of the National Paying Agency and its operation at central and municipal levels; ○ the need for the ministry to deal with agro-environmental and land utilization issues; ○ the re-organization of the ministry to accommodate Points 1-4; ○ the HRD/training implications of Points 1-5; and ○ the consequent MAFRD Next Steps for 2009-13. • 19 November 2008: MAFRD Workshop to review the EC's 5 November 2008 Progress 	EIU functioning more efficiently Pre-accession process fully understood by senior management in MAFRD	Under implementation Monthly meetings with Minister taken place 19 November 2008 MAFRD Workshop took place




					Report  <ul style="list-style-type: none"> Draft IPA 2009 document prepared 		
1B	Laws relevant to the agricultural sector approximated and harmonized with the acquis communautaire, including the identification of all necessary implementation and enforcement conditions	Shefki Zeqiri	<p>Ross Bull</p> <p>Peter Baumann</p> <p>Jernej Stritih</p> <p>Tony Wheale</p> <p>ISMAFRD long term junior experts:</p> <ul style="list-style-type: none"> Nora Azemi Xhevdet Shala Ardian Kryeziu Selvete Dibrani <p>ISMAFRD short term junior experts:</p> <ul style="list-style-type: none"> Xhevat Azemi Murat Meha Veton Hajdini 	<p>Update the administrative and legislative consequences of ARDP 2007-13 http://www.ampkosovo.com/Annex_5.pdf</p> <p>Develop a Legal Approximation Strategy for MAFRD for 2009-13 and at local level including plans, priority setting and sequencing of activities and recommendations for structures and resources which provides the MAFRD with a comprehensive strategy to achieve gradual approximation to EC legislation.</p> <p>Prepare plans including time schedule for legal gap analysis for each law, impact assessment, transposition, implementation, capacity building and training.</p> <p>Review existing legislation and establish priorities for approximation process</p> <p>Analyse the MAFRD approximation concordance procedure, and finalise the procedural proposals</p> <p>Prepare practical guidelines for drafting by-laws and subsidiary legislation</p> <p>Recommend the appropriate organisational structure and capacity required for MAFRD Legal Department, Working Groups and at regional and local level to undertake effectively and efficiently the legal approximation process</p> <p>Recommend formal and on-the-job training for MAFRD staff and others and at local, regional level during the course of the Project</p> <p>Develop a plan and conduct a series of Project Legal Workshops aimed at MAFRD and at regional and local level</p> <p>Support and strengthen the priority legal</p>	<ol style="list-style-type: none"> 9 July 2008: ISMAFRD on-the-job training to review Tables of Concordance 10 July 2008: ISMAFRD Workshop to review Draft Law on Agriculture and Rural Development, ARDP 2007-13  and the role of the National Paying Agency 15 October 2008: ISMAFRD National Workshop on Food Safety, Standards, Quality and Organic Paper on Organic Agriculture updated Paper on Food Safety and Quality updated Draft NEW law on organic agriculture and associated administrative instructions prepared  	<p>2008 law approx. programme implemented</p> <p>2009 law approx. programme identified</p> <p>Legal Department able to operate in English</p>	<p>Under implementation</p> <p>1 x long term junior experts (legal) appointed and operational: implementing work programme set out by Peter Baumann</p> <p>Discussions held with EIA legal team to agree presentation of Tables of Concordance</p> <p>15 October 2008 Food Safety workshop completed</p> <p>Legal Department still not able to operate in English</p>




				approximation activities of the MAFRD Legal Department, as required			
				Provide the EU law data base (Celex), and training in how to use it			
2	Improved MAFRD operational efficiency in the European Partnership through identification and start-up of a 7 year HRD and training programme	Shefki Zeqiri	<p>Ross Bull</p> <p>Peter Baumann</p> <p>Sophia Davidova</p> <p>ISMAFRD long term junior expert:</p> <ul style="list-style-type: none"> Fatmir Selimi <p>Contracted companies</p> <ul style="list-style-type: none"> Riinvest Cambridge English Kosovo Education Centre 	<p>Hold study trip to Bulgaria, Slovenia, Montenegro, Albania and Macedonia, or EU member states, if opportunities become available</p> <p>Arrange internships in Bulgaria, Slovenia, Montenegro, Albania and Macedonia, or EU member states, if opportunities become available</p> <p>Hold English language training</p> <p>Hold computer training</p> <p>Hold PCM training</p> <p>Undertake training course in Pristina on HRD/training and agro-environmental policy issues</p> <p>Design and hold SAp simulation exercise</p> <p>Conduct institutional analysis and make recommendations regarding the appropriate organisational structure and capacity required for MAFRD and at regional and local level to address effectively and efficiently the challenges of EU integration as a potential candidate country</p> <p>Evaluate the needs for specific training in order to advance in the process of integration in EU and to implement ARDP</p> <p>Recommend formal and on-the-job training for MAFRD staff and others, and identify a diversified training programme within the duration of the project including: formal training in Kosovo; workshops; internships; study visits; and scholarships/European country training courses</p> <p>Develop a plan and conduct a series of Project Human Resources and Training</p>	<ul style="list-style-type: none"> 27 May 2008 and subsequently: Ongoing training for MAFRD staff in: <ul style="list-style-type: none"> English; computer skills; and project cycle management. 16-27 June 2008: Two internships to Wye College, UK 23/27 June 2008: Report on Study Trip to Bulgaria I 10-11 and 17 July 2008: Training in Human Resource Development 26 September-21 November 2008: International scholarships for selected MAFRD staff Macedonia (organic agriculture): 7-10 October 2008 Implementation of SPP/NPA, Bulgaria (7 people): 19-25 October 2008 Albania (mountain area development): 4-8 May 2009 Slovenia (agro-environment): 27 April -1 May 2009 Montenegro (SME development) 25-29 May 2009 13/14 May 2009: Simulation training exercise 7 MAFRD scholars at University of Kent Business School during 24 September-21 November 2008 	<p>Study trips held</p> <p>Internship exchange programme completed</p> <p>All training courses and simulations completed</p> <p>Scholarships awarded and completed</p>	<p>Under implementation</p> <p>All training courses completed</p> <p>Study trip to Bulgaria I and II completed</p> <p>Study trip to Macedonia completed</p> <p>Human resource development training and review of alternative organisational models for MAFRD completed</p> <p>Simulation exercise in final design stage: delivery May 2009</p> <p>Two internships to Wye College completed</p> <p>7 MAFRD scholars at University of Kent Business School during 24 September-21 November 2008 completed</p> <p>HRD training matrix completed</p>

				Workshops aimed at MAFRD and at regional and local level			
3A	Strengthened and functioning MAFRD policy and statistic departments, particularly policy formulation and implementation						
	1. Develop a Strategy to strengthen MAFRD Policy formulation and implementation in line with EU requirements - plans, priority setting and sequencing of activities and recommendations for structures and resources which provides the MAFRD with a comprehensive strategy to achieve progressive alignment with EU agricultural policy	Shqipe Dema	Ross Bull Sophia Davidova (mentor) Jernej Stritih Tony Wheale Rutger Kuiper ISMAFRD long term junior experts: <ul style="list-style-type: none"> Menderes Ibra Shkipe Deda Nysrete Doda Basri Hyseni 	<p>Focus on EU Common Agriculture Policy (including twin pillars of Rural Development and Agri-Environment)</p> <p>Support a sub-set of MAFRD's 14 sub-sector task groups (set up under Tom Morrison)</p> <p>Recommend appropriate policy strategy based on review of policy departments in Bulgaria, Slovenia, Montenegro, Albania and Macedonia, and other EU countries, where possible</p> <p>Assist municipalities to provide information for the stakeholder data base</p> <p>Update commodity, domestic resource cost and best farmer data</p> <p>Move forward implementation of land consolidation strategy</p> <p>Strengthen land consolidation activities and related collateral/credit issues</p> <p>Agree policy towards agro-environment, food safety, quality and standards, as well as organic agriculture</p> <p>Conduct a gap analysis on existing MAFRD policy and implementation and identify priority actions including awareness raising</p> <p>Review MAFRD policy options towards gender and ethnicity</p>	<ul style="list-style-type: none"> 10-11 July 2008 onwards: ISMAFRD Training for Land Consolidation Committees July 2008 onwards: On-the-job and seminar-based knowledge transfer to MAFRD policy and other professional staff of details contained in 20 ISMAFRD Papers (see left hand side of the ISMAFRD website) 9-11 December 2008: ISMAFRD National Workshop on Agricultural Land Utilization  ISMAFRD Workshop to review policy details that will build up institutional capacity, in order to access pre-accession funds, by: <ol style="list-style-type: none"> completing the pre-accession questionnaire establishing an agriculture census strengthening the Statistics Department creating a Rural Development Directorate creating an IPARD Agency to manage rural development programmes improving coordinating mechanisms with national development plan priorities, as well as with NGOs and producers' associations improving budget planning and public financial management, in order to provide matching funds from the national budget for a new expenditure category – rural development implementing a twinning programme of institutional support (already under review by MAFRD and ECLO) 15 January 2009: ISMAFRD National ISMAFRD Workshop to review MAFRD policy for 2009-13.  The ISMAFRD project is producing a series of 20 Policy Papers  that will be an input to the Workshop: <ol style="list-style-type: none"> Update of Agriculture and Rural Development Plan (ARDP) to 2009-13 Common Agriculture Policy (CAP) health check: current debate and outcome Agro-environment: policy schemes and 	<p>Study trips undertaken</p> <p>Strategy delivered in 20 ISMAFRD papers</p> <p>Data bases and empirical information updated</p> <p>Updated ARDP 2009-13</p>	<p>Under implementation</p> <p>Twin pillars analysed</p> <p>Policy strategy under review</p> <p>MOU between MAFRD and Municipalities concerning land consolidation prepared</p> <p>Policy related to renewable energy options in rural areas reviewed</p> <p>Data bases and empirical information being updated</p> <p>Updated ARDP 2009-13 under preparation</p>

					<p>success stories</p> <ol style="list-style-type: none"> 4. Organic farming: a growing trend 5. Farm Accounting Data Network (FADN) 6. Food safety and quality, including border controls for goods of plant/animal origin 7. Land privatization, land consolidation and land market 8. Integrated Administration and Control System (IACS): role and best practice 9. National Paying Agency 10. Acquis communautaire: what is its role in the accession process? 11. Organisational structure, staffing and method of operation of Ministries of Agriculture and related agencies in New Member States 12. Instrument for Pre- Accession (IPA) 2007-13 13. Central European Free Trade Agreement (CEFTA): a precursor to the single market 14. Use of migrant remittances for investment in rural areas 15. Preparing for the Stabilisation and Association Process in agriculture 16. Gender and Ethnicity: ensuring policy is inclusive 17. Renewal energy policy in rural areas 18. Programming and budgeting for 2009-13 19. Cross-border cooperation possibilities 20. Operation of a pilot project to learn how to disburse funds according to EC procedures (using Measure 5 – Agro-environment: sub-measures manure storage and organic agriculture)  		
2.	Review ARDP and develop an action plan with identification and sequencing of ARDP priorities for 2009-13 including identification of MAFRD budget measures and donor support required to support plan implementation	Afrim Frrokaj Shqipe Dema	Ross Bull Rutger Kuiper ISMAFRD long term junior experts: <ul style="list-style-type: none"> • Nysrete Doda • Menderes Ibra • Xhevat Azemi • Murat Meha • Veton Hajdini 	Update key elements of ARDP 2007-13 for 2009-13 (revised, but shortened version) Revisit implementation of the 8 Measures Ensure ARDP Implementation Unit is functioning Identify all sources and terms of finance – IPA, EFSE, KCB, bilateral, multilateral, NGOs, private	<ul style="list-style-type: none"> • On-the-job training for MAFRD staff during the Plan updating process • Series of ISMAFRD MAFRD workshops to introduce ARDP 2009-13 to MAFRD staff and the ARDP Implementation Unit • Updated ARDP 2007-9 Policy Matrix  • Best practice paper prepared  • Next Steps Action Programme  	ARDP 2009-13 produced Financing options reviewed Ensure ARDP Implementation Unit is functioning	Under implementation ARDP 2009-13 being updated ARDP implementation under review Next Steps Action Programme started following conclusions to the 15 January 2009 Agriculture Policy 2009-13 workshop

	3. Make recommendations regarding the appropriate organisational structure and capacity required for MAFRD Policy/Statistics Department, and at regional and local levels, to meet effectively and efficiently the challenges of EU requirements as a potential candidate country	Shefki Zeqiri Shqipe Dema	Ross Bull Peter Baumann ISMAFRD long term junior expert: • Fatmir Selimi	Hold study trips to Bulgaria, Slovenia, Montenegro, Albania and Macedonia, or EU member states, if opportunities become available Recommend appropriate organisational structure and capacity required for MAFRD Policy/Statistics Department based on review of policy departments in selected countries	<ul style="list-style-type: none"> • Organisational structure  • Organisational options for MAFRD produced, circulated and discussed with Minister's Adviser and the PS  • Additional paper on Organisational structure  	Study trips undertaken Organisational proposals delivered	Under implementation MAFRD to establish a ministry working group to finalise organisation recommendations Study trips to Bulgaria I and II and Macedonia completed
	4. Develop a plan and conduct a series of Project Policy and ARDP Workshops aimed at MAFRD and at regional and local level	Shqipe Dema	Ross Bull ISMAFRD long term junior experts: • Nysrete Doda • Fatmir Selimi	Conduct a series of Project Policy and ARDP Workshops at MAFRD, regional and local levels	<ul style="list-style-type: none"> • Project Cycle Management (PCM) courses delivered at local level by MAFRD staff trained under the ISMAFRD project 	Plan and workshops delivered Contents of ARDP 2009-13, and its meaning for local populations, are fully understood at municipality and local level	Under implementation Regional workshop programme: postponed to 2009
	5. Recommend formal and on-the-job training for MAFRD Policy staff and at local and regional levels to be held during the course of the Project	Shqipe Dema	Ross Bull ISMAFRD long term junior experts: • Nysrete Doda • Fatmir Selimi	Recommend courses, including simulation exercise Hold measure-specific simulation exercise	<ul style="list-style-type: none"> • May 2009: simulation exercise 	Courses delivered Measure-specific simulation exercise held	Under implementation On-the-job training programme under implementation
	6. Support and strengthen the priority Policy activities of the MAFRD Policy/Statistics Department	Shqipe Dema Hakile Xhaferi	Ross Bull ISMAFRD long term junior expert: • Visar Berisha	Prepare briefing materials required for the 29 May 2008 STM meeting, as well as next CEFTA meeting Develop and implement Communications Strategy in line with EU Dissemination Guidelines and Project objectives Promote the ISMAFRD project and its activities through the organisation of appropriate meetings and public awareness events and preparation of technical and promotional materials	<ul style="list-style-type: none"> • 6 June 2008: Completion of CEFTA policy paper   • STM briefing materials for the Minister for 29 May 2008  • STM briefing materials for 27-28 October 2008  • Preparation of IPA 2009 DRAFT paper • Website operational (www.ismafrd.org) 	Good performance by MAFRD at the next STM and CEFTA meetings Updated stakeholder data base managed by Department of Statistics and developed further in consultation with the LDS project Website	Under implementation Prepared briefing materials for the 29 May 2008 STM meeting in Pristina Prepared briefing materials for the 27/28 October 2008 STM meeting in Brussels Prepared briefing

				<p>Prepare Project newsletter, press releases and deal with the media as well as stakeholders in relation to project information and promotion</p> <p>Liaise with Project stakeholders: research, gather and present relevant news and information</p> <p>Disseminate project outputs (workshops, case studies, reports, technical brochures, etc.) as appropriate and by utilising suitable channels of communication</p> <p>Develop a user friendly website that reflects the communications strategy of the Project and provision of ongoing content for the website</p>	<ul style="list-style-type: none"> • Preparation of IPA 2009 DRAFT paper completed  	operational	<p>materials for the 2 December 2008 STM meeting in Pristina</p> <p>CEFTA issues under review, and paper prepared</p>
3B	Strengthened and functioning MAFRD policy and statistic departments, particularly agri-environmental policy	Shefki Zeqiri Shqipe Dema	<p>Ross Bull</p> <p>Jernej Stritih</p> <p>Sophia Davidova</p> <p>ISMAFRD long term junior expert:</p> <ul style="list-style-type: none"> • Shkipe Deda 	<p>Develop strategy to strengthen MAFRD policy and implementation in line with the EU CAP agri-environmental strategy.</p> <p>Review and make recommendations for coherent organisational structure, roles and responsibilities and capacity required for MAFRD and at regional and local level to meet effectively and efficiently the challenges of the EU CAP agri-environmental strategy</p> <p>Make recommendations to ensure environmental considerations meet EU standards in all MAFRD submissions for IPA financed activities</p> <p>Elaborate Measure 5 in ARDP 2009-13 concerning Improving Natural Resource Management, to include the preparation of Guidelines linked to "Good Agricultural Practices"</p> <p>Develop a plan and conduct a series of Project Agri-environmental Workshops aimed at raising awareness of agri-environment issues for MAFRD and at regional and local level</p> <p>Recommend formal and on-the-job training on relevant agri-environmental</p>	<ul style="list-style-type: none"> • 2/11 September 2008: ISMAFRD Workshop in European Agri-environmental Policy  <p>Agri-environmental paper completed on website</p> <p>Balkans Green Trail completed: see http://www.ismafrd.org/Balkans_Green_TRAIL.html</p> <p>Action Plan for development of organic agriculture prepared </p>	<p>Euromontana contacted</p> <p>Recommendations accepted for coherent organisational structure, roles and responsibilities and capacity required for MAFRD and at regional and local level to meet effectively and efficiently the challenges of the EU CAP agri-environmental strategy</p>	<p>Under implementation</p> <p>Agri-environmental policy and implementation under review, including related training programme</p>

				<p>issues for MAFRD staff and others and at local, regional level during the course of the Project</p> <p>Agri-environmental policy developed, including indicators, and administrative arrangements developed</p> <p>Make link with Euromontana</p>			
3C	Strengthened and functioning MAFRD policy and statistics departments, particularly Kosovo-wide FADN system	Statistics Department	<p>Ross Bull</p> <p>Sophia Davidova</p> <p>Wilhelm Kruse</p> <p>ISMAFRD short term junior expert:</p> <ul style="list-style-type: none"> Naim Hoxha <p>ISMAFRD long term junior expert:</p> <ul style="list-style-type: none"> Basri Hyseni 	<p>FADN data for 2008 collected, processed and analysed</p> <p>Stakeholder data base updated</p>	<ul style="list-style-type: none"> 22/23 May 2008 and subsequently: Ongoing training in 2008 for FADN Agents and FADN Farmers 2009: Preparation of farm handbook 	<p>FADN data reported</p> <p>Stakeholder data base used by MAFRD staff, and integrated with other data bases</p>	<p>Under implementation</p> <p>2008 FADN training of agents and farmers completed</p> <p>2008 data collected</p> <p>Kosovo's FADN software development under construction</p>
4	Budget management skills matching EU standard, particularly to maximise access to IPA resources	<p>Shefki Zeqiri</p> <p>Shqipe Dema</p> <p>Budget Department</p> <p>EIU</p>	<p>Ross Bull</p> <p>ISMAFRD long term junior expert:</p> <ul style="list-style-type: none"> Menderes Ibra <p>ISMAFRD short term junior expert:</p> <ul style="list-style-type: none"> Muhedin Nushi 	<p>Check the maximum that is available to MAFRD under IPA 2007-13</p> <p>Propose pilot project based on earlier Special Preparatory Programme projects, funded through IPA and using selected LDS municipalities</p> <p>Strengthen strategic management capacity of the MAFRD Budget Department, including planning, priority setting and activity planning</p> <p>Strengthen capacity to facilitate access to IPA financial resources</p> <p>Undertake preliminary studies as to the main EU Integrated Administrative and Control System (IACS) components</p> <p>Recommend the appropriate organisational structure and capacity required for MAFRD Budget Department</p>	<ul style="list-style-type: none"> Draft outline of Special Preparatory Programme for Kosovo prepared and circulated  Drafted IPA 2009 programme  SPP pilot programme detailed  	<p>Identify IPA resources for 2007-13</p> <p>Design pilot project based on earlier Special Preparatory Programme</p> <p>Prepare IPA 2009 programme</p>	<p>Under implementation</p> <p>Strategy for accessing available IPA 2009 and subsequent funds under review</p> <p>SPP pilot project Technical Measure Sheet (TMS 5) drafted</p> <p>Other TMSs under preparation (1-4 and 6-8)</p> <p>Kosovo's stakeholder data base being developed to provide an input into the selection of</p>

				<p>Develop a plan and conduct a series of Project Budget and Programming Workshops aimed at MAFRD and at regional and local level</p> <p>Recommend formal and on-the-job training for MAFRD Budget staff</p>			<p>projects under the SPP pilot project</p>
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