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STTA REPORT ROZETA HAJDARI BASELINE REPORT: **Association Development Index as Applied to Selected Business Associations in Kosovo**

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Association Development Index as Applied to Selected Business Associations in Kosovo

Submitted to Kosovo Private Enterprise Project

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1. Executive Summary

The USAID Kosovo Private Enterprise Program (KPEP) was launched in October 2008 to simulate the private sector competitiveness of Kosovo's economy. The \$ 17.8 million program is being implemented by Booz Allen Hamilton, a global strategy and technology firm. The KPEP has four objectives as follows.

- Private sector support in targeted sectors with potential for growth and competitiveness
- Identify demand driven development for business services
- Improve business enabling environment
- Workforce development and training to advance modernization, entrepreneurship and innovation

One of the components of the objective "identify demand driven development for business services" is to build capacity of the business support service sector and associations to ensure they provide high quality professional services that are not only accessible in Kosovo but in demand. This component like KPEP other components is a performance based management program and measures from a starting point or baseline performance evaluation.

This report titled "Association Development Index as Applied to Selected Associations in Kosovo" is based on the Association Development Index evaluation tool (Appendix I), which attempts to quantify the progress made by associations on eight elements that are necessary for an association to be effective. Using this tool, the report aims at providing objective insights into the institutional capacities of selected existing business associations in Kosovo and establishing a numeric overall baseline for the work of Kosovo Private Enterprise Program (KPEP) with associations. Progress in future years can be measured against this baseline performance evaluation.

Evaluations of the individual associations were used to create the overall recommended baseline. That baseline was developed using statistical averages of mean, median and mode. However, at KPEP's direction, baselines for individual associations were not provided because KPEP will focus collectively on associations as part of the business support services sector and not individually. **The recommended baseline is 1.59, which is the median score;** the recommendation is based on the statistical analysis described in the methodology. The report also recommends developing a structured training program on strategic planning, budgeting, human resource management, data gathering and market research, advocating, and importantly on monitoring and evaluation. This will allow the associations to realistically plan and implement the improvement program in association performance.

2. Research Methodology

The “Association Development Index as Applied to Selected Associations in Kosovo” assessment was for associations of various businesses in the Republic of Kosovo. Sixteen business associations (Appendix 2) were chosen purposively, of which nine were from the predecessor program of USAID KCBS. The data was collected using an evaluation tool/questionnaire, i.e. the Association Development Index, provided by USAID KPEP. The Index identified eight elements key to effective association management and was supplemented with questions to enhance understanding of each element.

The 16 business associations used the Index in a self-assessment that they completed on Dec. 29, 2008, after a presentation by KPEP staff on the Index and its purpose. This served not only as a pre- test of the evaluation tool but also ensured the reliability and understanding of the assessment. The consultant subsequently held interviews and discussions with the “executives¹” of these select business associations explaining carefully the tools, score and the questions; and independently scored each association on the same eight elements/variables on field visits on Jan. 1-15, 2009.

Anecdotal data was also compiled from the minutes of interview meetings and discussions on historic background, roles and responsibility and strategic plan and secondary resources, such as association brochures, reports, websites, etc. On average, the consultant spent 2 hours in field to assess an association and an hour in field to write the observations and completing the development index questionnaire for each association (the development index questionnaire was not completed in front of the client interviewed, but after the meeting the scores were put in each element of the questionnaire) .

The scores/data based on a rank-order scale of 0 to 5² for all 16 associations were tabulated (on MS Excel) for the eight variables/ elements to determine the different capacities of the associations based on statistical averages. Because of the small sample size, four techniques were used to analyze the scores.

(1) The data were aggregated, and the “mean”³ was determined. This mean average determined the baseline score of each individual association.

¹ Interviewees’ were mostly paid or honorary executive directors of associations while others were not.

² An ordinal level scaling technique to measure individual extraversion or perceived quality. The description of the rating scale of eight elements in the questionnaire is the following: 0-non existent. No evidence association has undertaken any activity in this element; 1- activity is taking place in element but no clear evidence of effectiveness; 2- activity is taking place in element and meets minimal standard of effectiveness; 3- activity is taking place in element and is fully effective; 4- activity is taking place in element and has begun to expand in scope to meet highest standard; 5- activity in element is broad, fully integrated into association and operating at an international standard.

³ The arithmetic average or sum of all the numbers divided by the number of numbers.

(2) The mean average data was listed in numerical order (i.e. sorted in ascending order, rewritten from first list) and the "mode"⁴ This statistical average determined the capacity of most of the associations skewed in the defined rank- order scale.

(3) The third statistical average computed was the "median"⁵ This differentiates the below average from the above average scores and helps to categorize the scores for specific inferences or recommendations.

4) Lastly, the "range"⁶ determines the performance of all the associations in the defined rank- order scale.

All the association representatives interviewed from the consultant were very much cooperative and transparent to share all the association documents required from the consultant. They all showed up in time for their scheduled meeting with the consultant and gave as much as time needed for the discussion related to their respective association.

3. Limitations of the Assessment

The major limitations were the paucity of time. With holidays and festivities for the New Year and the orthodox Christmas, it was difficult to make appointments and most of the times led to postponement of meetings. There were constraints of time as well to follow up with the associations. The associations had limited understanding of the self evaluation tool and their efforts to fill the questionnaire led to errors. The association self-evaluations also have a perception biases as any other self evaluation tool.

4. Key Findings

There is sufficient evidence of capacity building needs and organizational challenges facing the existing Kosovo business associations surveyed. The mean average of the scores of the 16 associations was 1.75. The range of scores was between 0.25 for Peja Business Forum (PBF) the lowest; and 3.5 for Society of Certified Accountants & Auditors in Kosovo (SCAAK)⁷ ; the highest. These results are in a wide range of 3.25 in a rank order scale of 0 to 5. The scores of most of the associations are also skewed towards the lower end of the rank order scale (mode = 1.5). Under such circumstances the most middle (overall median = 1.59)⁸ is the most appropriate and logical statistical average. Half of the associations fall below and above this number, thus the number is less skewed than the mean.

The associations' aim to synergize their respective industry efforts to create a favorable business environment and further their development has not been effective due to low capacities.

⁴ The value of the score that appears with the greatest frequency or the value that occurs most often than any.

⁵ The middle value of the list of scores

⁶ The difference between the largest and smallest values

⁷ By definition, this means that SCAAK is functioning at a level above the average

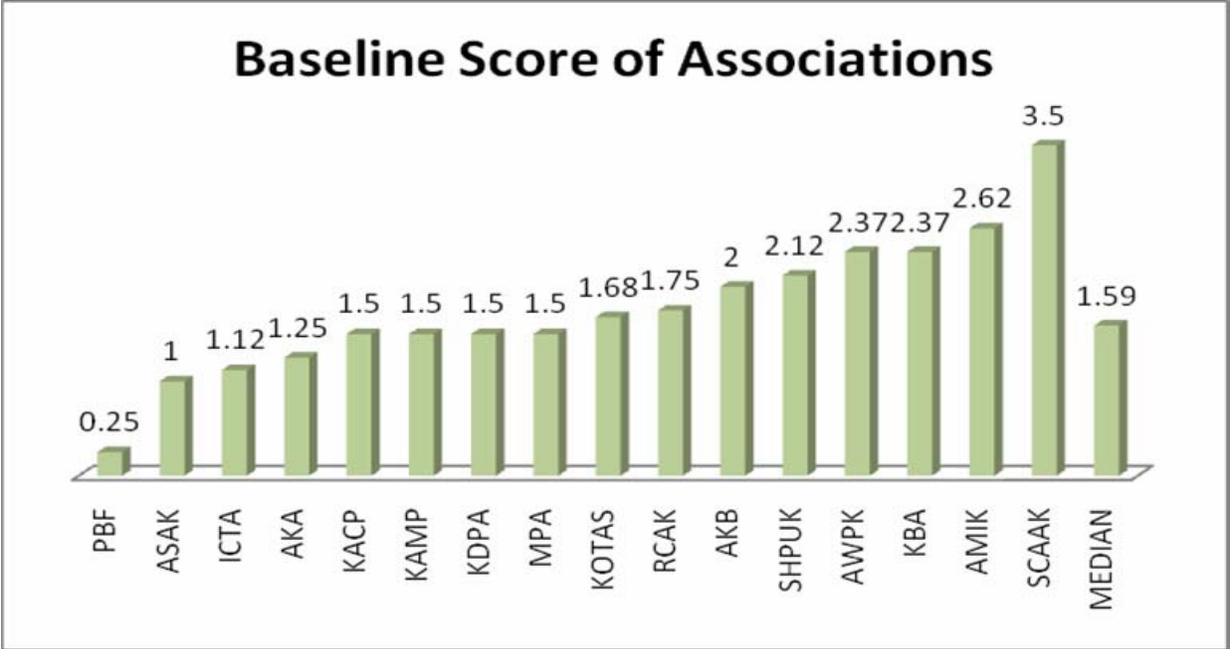
⁸ The median value is more accurate as the scores are in a wide range and skewed towards the lower end of the rank order scale.

43% of the business associations i.e. 7 of 16 have low institutional capacity (median = 1.5) and are understaffed with minimal financial resources to achieve their potentials. The administrative and management capacities are limited mostly due to one staff person, i.e. an executive director, to deliver all the functions of the association. 62.5% of the associations' financial management capacities i.e. 10 of 16 also have a dismal score (median = 2). The associations are unable to raise funds and thus rely heavily on membership dues and donor funding. Only a few of the business associations generate income from member services.

9 of the 16 associations were supported by KCBS for building for institutional viz. administrative and financial capacities. Workshops and training for hands on experience, resource centre or library to refer to, technical knowhow like general tools for accounting and other specific tools for business development, B2B trade fair to network and find markets were some of the activities under the program.

80% of the associations have a strategic plan in place but do not have the capacities (median=2) or an implementation road map to take these plans forward. The technical knowhow services needed for the association members of various industries were rather based on external experts funded by donor projects. This hampered the association in its member service activities (median=2) and led to low revenues and sustainability.

The associations' lack of organizational capacity for data processing, i.e. gathering and analysis has affected critical evidence-based advocacy to all stakeholders. They rely too heavily on third party data such as customs, statistical office and respective sectoral ministries. 62.5% of the associations fared poorly (median=1) for data processing and advocacy compared to all the other elements assessed. Members are not sensitized to their association's role and responsibility for advocating and working together on mutual interests. The associations are also not proactive either on their marketing or their brand images.



Overall the performance can be clearly summed by the statistical average (median= 1.59) as dismal. The general trend of the associations self evaluation showed a higher statistical average (median= 2.77). This unexpected high statistical average can be attributed to biases in perception or illusion of self evaluations and may also be attributed to the fact that some may not know what international standards for associations are.

5. Recommendations

Assessing the existing level of the capacities of the business association and KPEP program objectives as mentioned in the executive summary, the following recommendations are for KPEP considerations to achieve a 10 percentage point target (1.59+10%) which is the recommended target for 2009 (1.75):

1. To develop a structured training program for the new and existing associations in the areas of strategic planning, financial as well as human resource management, and importantly, monitoring and evaluation. This will allow the associations to realistically plan and implement the improvement program in association performance
2. To support business association activities of the trade fair organization in different industry sectors which results in increase in sales, exposure to quality standards, and improved competitiveness.
3. To develop a training module for sectoral analysis and market strategies which will lead to better performance of the business associations on public relations and evidence based advocacy.

4. To develop a training module for new associations. This will lead to addressing their needs on reduce initial hiccups in business processes. The manual for new association should help them understand their role on management and advocacy functions for their sector industries.

Considering the additional needs for improving the performance of these business associations, and which may not correspond with the key objectives of the KPEP programme, the following recommendations are for consideration of respective partners, donors and other stakeholders interested to support the Kosovo private sector development:

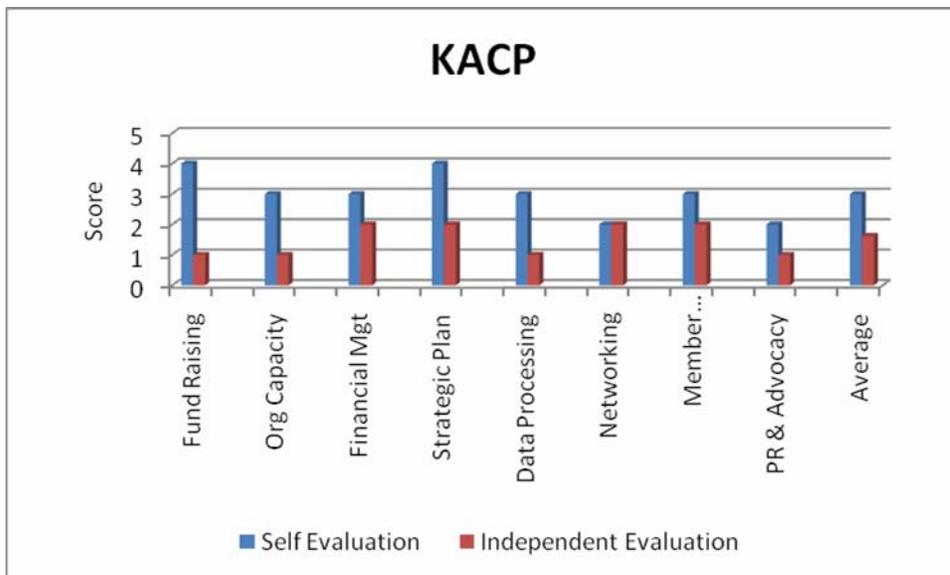
- a. In consultation with the business associations, to embed capacity building animators in each association below statistical median average association development score as they will provide on job training for a year. The animators may be absorbed into the associations at the end of one year or return to a resource pool for the associations to access as and when required.
- b. To develop promising practice centers for the business associations and industry in Kosovo so as to learn from the expertise and experiences of the promising practices centers. These centers may later train members and associates in the industry
- c. To create resource centers with local expertise for each business associations, the resource centers may help the industry technology and training till the associations are able to manage by themselves
- d. To encourage interns and students to be exposed to the functioning of business associations, as they will contribute to management, data processing, market research and public relations for the associations and the industry.

6. Analysis and Interpretation for Selected Business Associations

6.1 Kosovo Association of Concrete Producers (KACP)

Introduction

KACP was established in 2006, to bring the Kosovo cement, pre-mixed concrete, pre-cast concrete, concrete element producers, and extractive (quarrying) industries under the aegis of a single association to advocate and assure property buyers of quality product and workmanship; and ensure the use of quality raw materials to protect public confidence. With USAID financial and technical assistance through Kosovo Cluster Business Support project (KCBS), and industry expertise from its Slovenian TKK member association/partner, KACP has organized different seminars, conferences and trainings with library and reference books donated by KCBS.



Observation

At present, the KACP lacks organizational capacity. It has no executive director since August 2008 to give strategic direction to the association. Its management team includes only the board of directors nominated from its assembly members, i.e. 17 cement producers representing 60% of market share. KACP is not representative of the 80 cement and concrete actual producers in Kosovo, and other stakeholders associated with the industry, nor are they attracting new members. Its annual financial revenues are only from its membership dues from the 17 local companies and Slovenian partner TKK. KACP financial management records are being well maintained in MS Excel software which was developed with KCBS technical support. The strategic plan for 2007-2009 articulates clearly the association's vision and its role in the industry, its updating and implementation is rather weak due to scarce institutional capacities. KACP efforts on data gathering and analyses are not systematic, in this case representing the data from only its own 17 regular members, thus the association is unable to

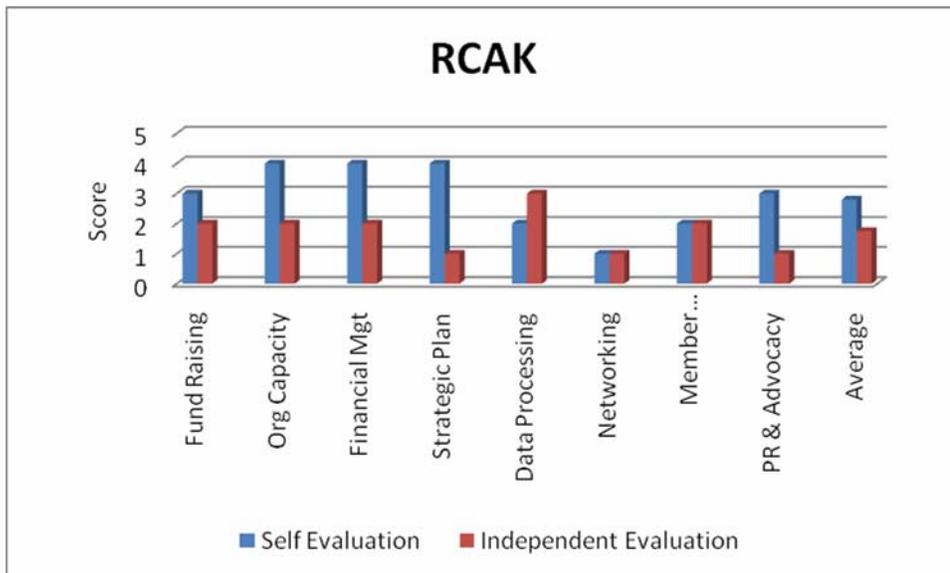
reflect on policy making to create a favorable regulatory and fiscal environment for the concrete industry. Its public relations and advocacy are not proactive, its members do not have enough knowledge of their industry, even though with respective library in place, nor are they sensitized to the benefits of working together through their business association.

“There are only four member associations (20% of market share) which are performing in a professional level complying to the laboratory tests and standards; and adding the quality cement additives provided from the TKK partner, while the rest of members are neither interested in complying to the laboratory tests and standards nor improve the quality with additional additives” said Mr. Sefer Susuri, president of the association board management and owner of the member association “Vellezerit e Bashkuar”.

6.2 Road Construction Association of Kosovo (RCAK)

Introduction

RCAK was established in the year 2003, with the purpose to synergize the efforts of road construction companies, quarries and asphalt producers to develop the road infrastructure. The objective was to improve the quality of products and workmanship, comply with EU and international standards and improve collaboration between the private sector and government. The major activity of RCAK is advocating with member companies and building capacities, i.e. training and skills to improve quality of road. RCAK’s efforts were supported by KCBS with short term technical assistance for trainings of asphalt producers, and other key project activities.



Observations

RCAK has only an executive director and is severely understaffed for its ambitious strategic plan. Its policy-making structure (board of seven members responsible for the overall development of RCAK policies) has not contributed to its cause either. Its efforts on strategic planning, data processing and analyzing and further advocating with evidence with the government for the road construction industry has resulted in reduction of taxes by 50% for the quarries. Other major issues advocated for have been reflected in the policy positions in 2007. RCAK sustainability, i.e. regular revenue streams, is presently based on membership fee payments. Out of 47 members, 20 percent are defaulters.

“ Our budget is not sustainable, nor our members are regular to pay the membership dues” said Mr. Eljez Surdulli the executive director of RCAK.

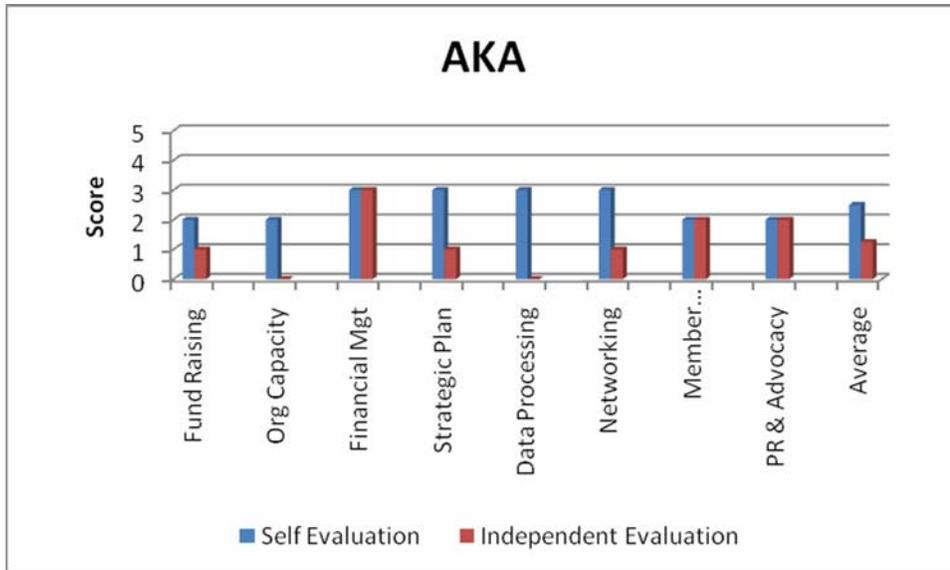
This affected RCAK’s financial sustainability and has meant their strategic plan 2005-2009 cannot be fully implemented. Further, weak fundraising and minimal organizational capacities compound its problems. RCAK’s lack of authority and resources to provide member services, network and communicate to sensitize and increase awareness of private and public sector stakeholders for the road construction industry needs to achieve compliance with international standards are its drawbacks.

“ I have many plans on member services, and also advocating for opening a industrial school which would contribute to quality improvement of this industry, and put more pressure on the government for better positioning of this industry, but I can not take these steps if the association members are just interested in getting the construction work/ in winning the governments tenders for road construction” added Mr. Eljez Surdulli.

6.3 Alliance of Kosovo Agribusiness (AKA)

Introduction

AKA was established in the year 2002 to promote and strengthen the private agro-businesses and integrate the Kosovo agro-businesses with the global market. The founding members were Kosovo Poultry Producers /Feed Millers Association (SHPUK), Kosovo Flour Millers Association (SHMK), Kosovo Agro-Input Dealers Association, (KODDA), League of Kosovo Beekeepers (LBK) and Horticulture Producers and Processors Association (Anadrini). Currently, these five member associations of AKA constitute over 90 % of the viable poultry/feed, fertilizer, and flour millers in the country, and a very high percentage of beekeepers and horticultural traders. AKA has a unique feature of concerted coordination for the sector, but at the same time it is independent in decision making from each member association.



AKA board of directors constitutes the presidents of five member associations. This helps to synergize the various activities and services for member associations, as well as the opportunity to diversify to non-agricultural sector to offer services.

Through financial and technical support from International Fertilizer Development Centre (IFDC) and USAID project of Kosovo Business Cluster Project (KCBS), AKA has organized different business-to-business events, trade fairs, workshops and trainings on quality assurance for production, marketing and quality control of agricultural products. In addition, the AKA's five member associations are providing expertise in improving the quality of agriculture and horticulture products.

Observation

In the past couple of years AKA has been challenged with weak management and organizational capacities. Presently, it comprises of only two staff, one of whom is temporarily in the key position of executive director. With decreasing financial resources/revenues from membership associations and trade fair organization, there is no evidence of any activities to strengthen the AKA organizational and fundraising capabilities. There is also no campaign to attract new members. The Board of Directors of AKA member associations do not meet regularly, and the direct communication and dialogue with governmental and private sector individual agro-businesses happen randomly.

“ Our executive director left in the end of 2008, and nowadays we are reorganizing the AKA management structure and redesigning our strategic plan which was not fully implemented, neither updated in time” said Ms. Blerta Tahiri acting head of the AKA.

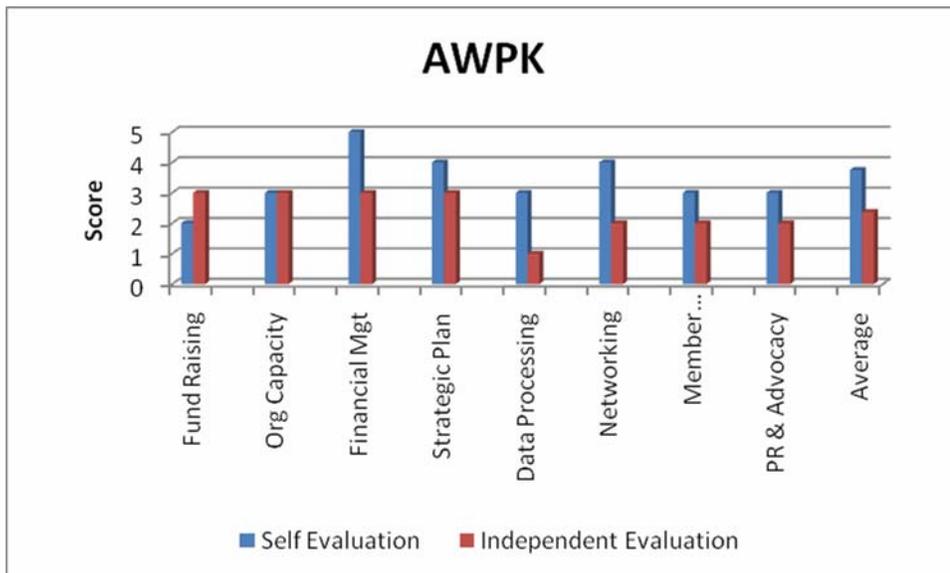
The non-implementation of 2005-2009 strategic goals and objectives of the AKA has not only led to failure of business development but also an inability to improve the competitiveness of the sector or create favorable regulatory and fiscal environment of the agro-business sector

“The Board of Directors of AKA member associations were not happy with so far performance and leadership of AKA, they do feel they did not benefit from AKA umbrella, for their respective association members of agriculture and horticulture sectors” added Ms Blerta Tahiri.

6.4 Association of Wood Processors of Kosovo (AWPK)

Introduction

AWPK was established in 2004 to bring together Kosovo wood processors to pursue common objectives of the industry and promote their products in the international market which would jump start the economy and the industry in terms of employment and exports.



Observations

Today, AWPK has an adequate management team constituting of the general assembly, board of directors, executive director, and office assistance and planned/potentially with a research officer, while the financial management activities are with the help of external accounting expert. Staff has good administrative skills and fair knowledge of wood processing technical know-how, research, strategic planning, monitoring & evaluation.

The AWPK current fundraising capacities increased 20%, both from the annual membership and other range of service fees.

With GTZ and KCBS financial and technical support, AWPK has offered to its members a wide variety of exclusive products and services that help them become more competitive. These products and services

include: discounts for specialized industry and business practices training programs, participation in trade missions exclusively for AWPK members, reduced rates for exhibit space at annual wood fairs, advocacy on behalf of Kosovo wood industry, technical support for its members, online advertising , quarterly newsletter for members and exclusive access to industry database and market intelligence.

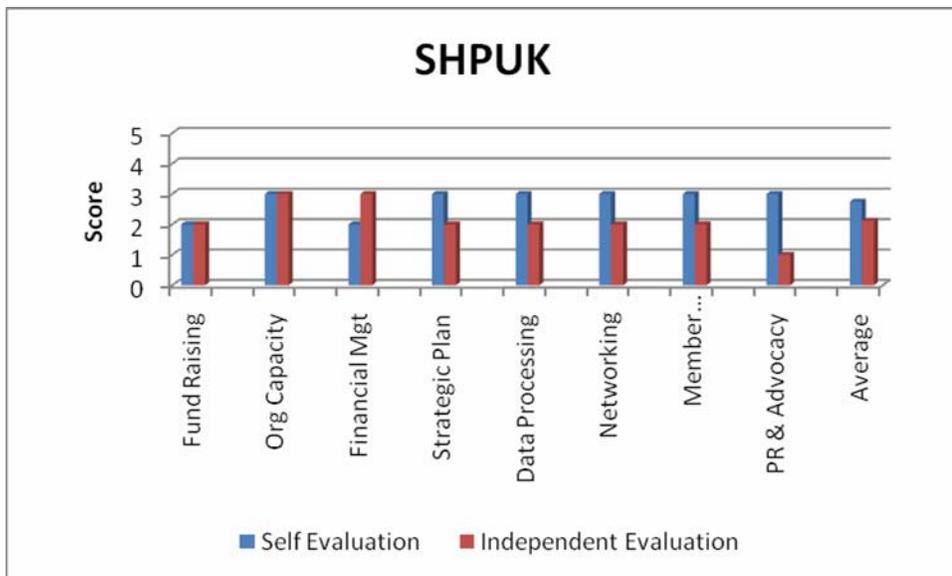
The AWPK strategic planning 2008-2010 states to achieve financial sustainability which would augment their quality standards training and certifications beneficial for its members. The main weakness of the AWPK is the marketing and public relation activities.

'If we would have additional human resource on market analysis of the wood processing industry sector, we would be today in a stronger position to advocate with the government and bringing about favorable government policies for the wood processing industry. We are already member in the government commission for the forestry sector'' said Ms. Arieta Vula, the executive director of AWPK.

6.5 Kosovo Poultry Producers and Feed Millers Association, SHPUK

Introduction

SHPUK was established in 2000 to complement poultry producers, feed millers, and veterinarians and feed ingredient suppliers to pursue, promote and increase quality of their products, improve the competitiveness in the economy and create a favorable environment of the poultry industry.



Observations

With the KCBS financial and technical support, SHPUK has organized different trainings and workshops on quality control and standards of breeding operations, marketing and poultry products. In addition, through KCBS financial support, SHPUK has introduced new technology, machinery, equipment and knowhow for breeding operations on poultry industry.

SHPUK has one full time staff executive director, and the board of directors meets regularly and makes policy decisions. Its financial revenues are only from the membership fees from 100 poultries and feed millers. Its efforts on data gathering and analysis, strategic planning and further advocating for poultry industry as facilitated a the dialogue between the government and private sector, and led to the establishment of a commission for quality control and monitoring import of the poultry products.

SHPUK efforts to improve competitiveness includes setting up of mobile Egg Analyzer TM Labs for consistent, accurate, objective egg quality testing which leads to better positioning of the local poultries from the regional imported eggs in high competition market.

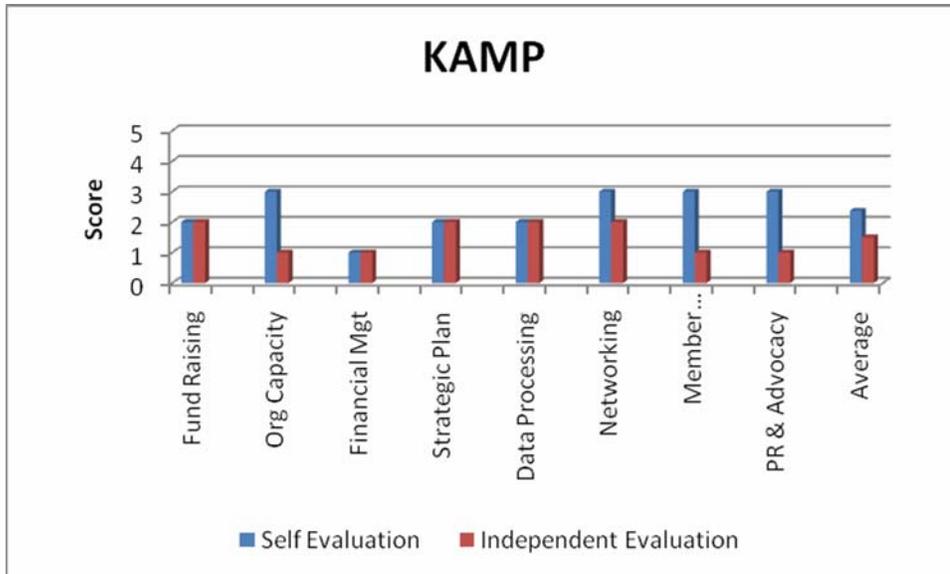
“ The imported eggs are older than 120 days, than the fresh eggs of the kosovar producers, however the customers are not aware of the quality and still buy the imported eggs since they are cheaper” said Mr. Bashkim Pllana, executive director of SHPUK.

The main weaknesses of SHPUK are the effectiveness of member services, marketing and public relations activities.

6.6 Kosovo Association of Milk Producers (KAMP)

Introduction

KAMP was established in the year 2005 to bring together milk producers to advocate for improving quality of Kosovar milk production and to meet the demand of the Kosovo dairy processors. With KCBS financial and technical assistance, KAMP provided member services for improving quality and competitiveness of Kosovo milk production industry on cow reproduction, breeding recipes preparation, hoof maintenance and testing methods to increase disease control and prevention of udder infection.



Observation

The organizational and financial management capacity of KAMP is weak. It has limited human resources with one executive director who performs both administrative and financial duties. The board of directors meets regularly for decision making of KAMP policies. The annual revenues of KAMP come only from the membership dues of its 100-150 members of the potential 400 milk producers. Due to adverse business environment of milk producers in Kosovo, KAMP is voluntarily providing technical assistance to strengthen the business planning, management and knowhow to some of its members.

“ Besides my full time work as executive director of the association, I provide free consultancies and services to member associations. Milk producers are really in a difficult position, their budget is very small and I can’t ask them to pay additional service fee” said Mr. Agim Rexhepi, executive director of KAMP.

There is no effort on policy/campaign to attract new members and/ or expand financial resources from its services or other potential sources. The data processing and marketing activities of KAMP has no evidence of effectiveness.

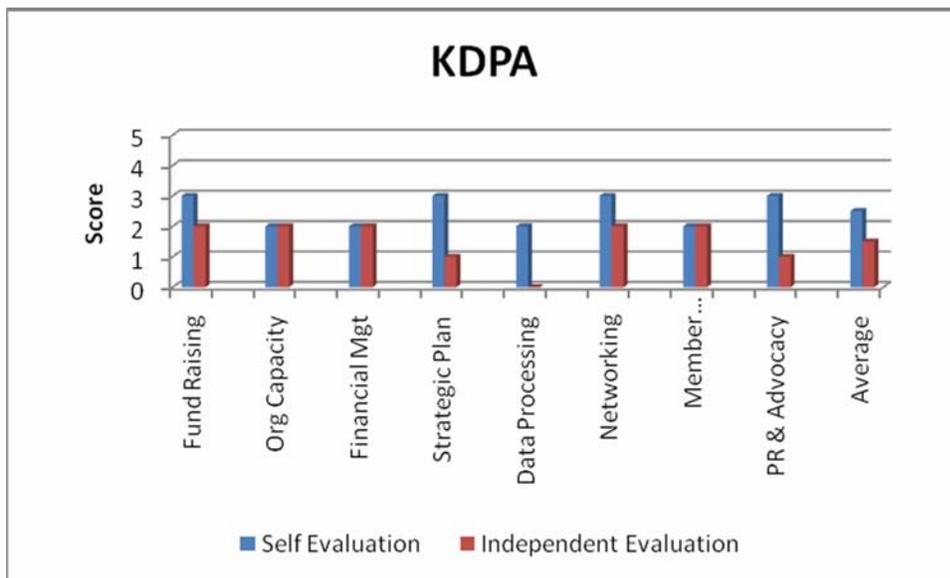
KAMP is involved in the Government committee for milk industry issues. However, it is not in the committee for milk industry issues, yet it is still in a strong position to bring about effective change in government laws and policies to improve competitiveness and create a favorable business environment for Kosovar milk producers. The marketing and public relations efforts of KAMP are not performing as well.

“ I’m not convinced that much in marketing function of the association to put us in a better positioning” said Mr. Agim Rexhepi.

6.7 Kosovo Dairy Processors Associations, KDPA

Introduction

KDPA was established in 2005, with its purpose to bring together Kosovar milk processors in areas of mutual interest e.g. ensuring quality of raw milk and to foster healthy business environment in the competitive milk market and its products. Simultaneously, it also protected the interests of its members and Kosovar consumers. The industry is severely challenged by the import of cheap milk products. This import is seen as an unfair competition or trade practice against an industry that is trying to rebuild itself after the 1999 war.



Observation

The organizational capacity of KDPA is similar to KAMP with one executive director and a board of directors. Since 2005, KDPA has received financial and technical assistance from the Swiss Development Cooperation (SDC) and KCBS and has carried out different activities on product testing and quality improvement/ assurance of dairy industry. In addition, further activities were with cooperation of the Government towards establishment of quality controls and assurance of dairy consumer products. The KDPA efforts to expand financial resources include current revenues from its membership annual dues and other project activities supported by donors and Government. The KDPA campaign to improve marketing and promotion of the local dairy products includes the annual tasting platforms for awards and recognition of the best dairy products.

The KDPA greatest drawbacks are lack of human resources, data processing, i.e. collecting credible data, advocating with the government and implementation of strategic plan.

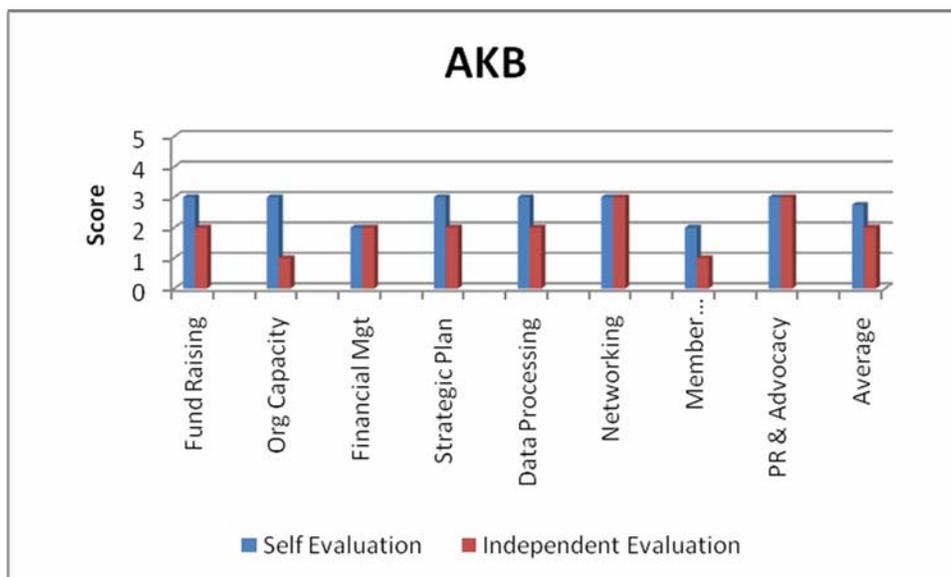
” Due to lack of financial resource we do not carry out the data collection and market research. Our plan is not updated, neither fully implemented, but in reality we have carried many other unpredicted

activities through different donor projects such as Swiss Development Cooperation (SDC) and others. ” said Mr. Nexhmendin Salihu, executive director of KDPA.

6.8 Alliance of Kosovo Businesses (AKB)

Introduction

AKB was established in 2002 with the objective to bring together private sector industrial and agricultural associations to enhance the competitiveness of Kosovo associations and businesses. AKB’s mission is to promote business and trade practices that improves the operational and financial viability of AKB members, provide outreach services to its members to access domestic and global capital market and product and advocate for public policies conducive to business development.



Observations

AKB has 23 business associations as members representing 5200 private businesses and another 300 individual business firms registered directly. This membership represents 9.6% of the total number of private businesses. The AKB management structure comprises of a general assembly, board of directors and three executive staff with clear roles and responsibilities and working in accordance with AKB governing statutes.

AKB organizational capacity includes event management, trainings and workshops. Apart from these, the AKB’s other activities includes promotion of local products from various private industries in an attempt to reduce imports and positive balance of trade. It also networks b2b event organizations with regional business alliances. To further the cause of the association, it aims to recruitment new members, associations and businesses and shifting to a sustainable financial model based on firms’ revenues, besides financial assistance from donors for specific activities. Its present annual revenues which come from its membership dues (92%) and donor assistance (8%) have increased by 5% compared to last year.

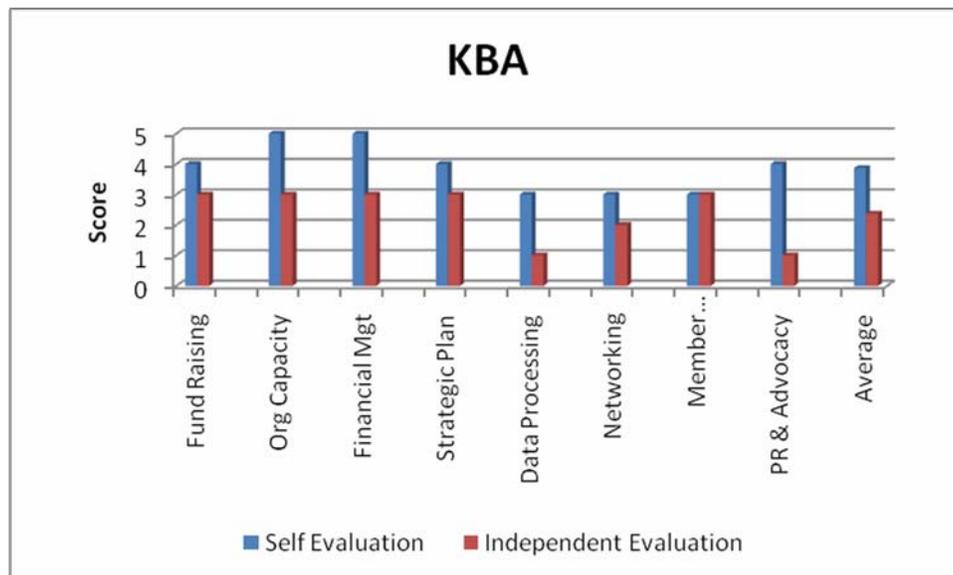
The AKB efforts on data gathering and analysis and advocacy to public policies conducive to business development show no clear evidence of effectiveness.

” We thought we are doing well, but in comparison to regional practices we do very little, we are quiet impressed by the Montenegrin business alliance activities, which they presented in the regional meeting of 2008” said Ms. Lumnije Ajdini the management officer of AKB.

6.9 Kosovo Bankers Association (KBA)

Introduction

KBA was established in 2003 with the initiative of seven commercial banks operating in Kosovo. Its mission is to represent and protect the mutual interests of its members by creating a positive and trustworthy image of the banks and development of the banking sector, thereby leading to the economic development of Kosovo.



Observation

KBA has an adequate management team with clearly defined roles and responsibilities. Its organizational structure includes the general assembly of six commercial banks, board of directors, secretariat staff, auditor, consultative committees and training department. KBA's robust financial revenues come from the membership fees and banking and financial training fees for different areas of banking and finance, management, marketing, customer services and sales. It also received financial and technical assistance from the EU and World Bank to improve corporate governance, professional performance, and development of the banking and finance system. It plans to double its financial revenues from new membership fees and training services in 2009. KBA's strategic plan defines clearly the association's vision and its role in the industry. However, none of its executive staff are from banking or finance background.

“ It is interesting that none of us from the executive staff comes from the financial background, hence we think we need to increase expertise on this issue” said Ms. Diturie Hoxha the executive director of KBA.

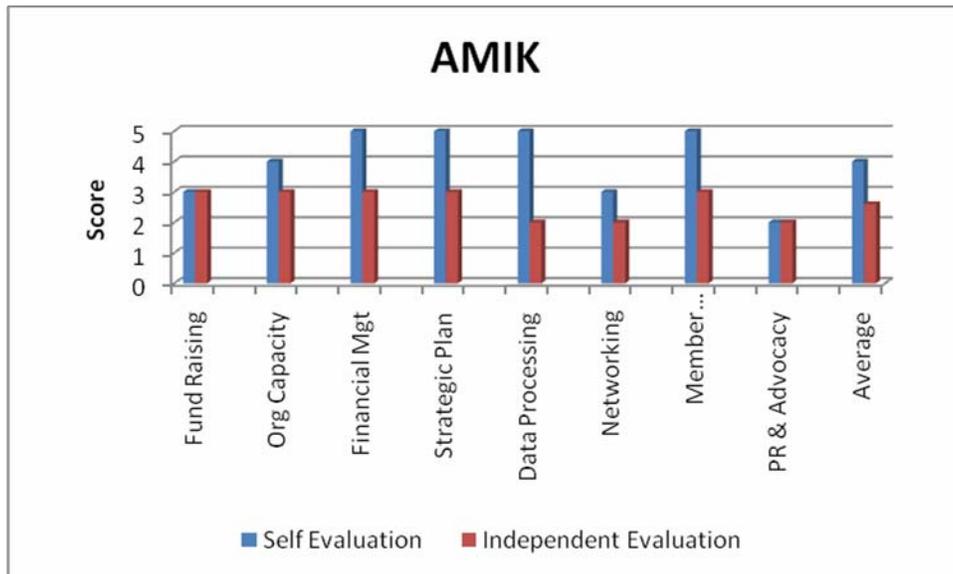
The KBA networks with its public and private sector stakeholders in Kosovo, as well as with its international partners, e.g. Belgian Bank Academy, Carl Bro, Kosovo Micro Finance Institution, Albanian Telecommunication and Computer Networking etc.

KBA’s performance on public relations and advocacy is weak; it lacks capacities on data gathering and analysis to reflect their policy positions and depends on sectoral data from third parties, viz. central bank, statistical office etc.

6.10 Association of Microfinance Institutions of Kosovo (AMIK)

Introduction

AMIK was established in the year 2002, in an effort to enable microfinance institutions to support the needs of Kosovo’s small and micro businesses sector, and to facilitate growth in the industry. Its main goal is to facilitate sustainable economic development and employment generation by supporting the microfinance sector in Kosovo.



Observation

AMIK has an adequate management. Its organizational structure includes the general assembly, board of directors, executive staff, consultative committees and training staff. Its financial revenues come from the membership and training fees, and recent financial support from the World Bank. It has doubled its revenues in the past year.

AMIK has focused in the areas of advocacy on policy, promising practices and coordination.

“ Our board management meets in a monthly basis with our association members and discuss current issues of each member in an attempt to bring as much as coordination and transparency among our members” said Ms. Blerta Qerimi, executive director of AMIK.

It promotes awareness and commitment to promising practices among donors and government stakeholders and microfinance practitioners in Kosovo. AMIK facilitates the exchange of promising practices emphasis on technical and financial transparency among its members. It is developing a code of promising practices, which will be critical for long-term sustainability, and stability of the microfinance sector in Kosovo. It further coordinates activities such as trainings, exchange visits between established MFIs in the region, trade fairs, and other activities as requested by the member institutions. AMIK’s networks with different government and private sector; and civil society stakeholders who are interested in its members. Its close cooperation with microfinance centre in Polony has contributed in promotion of the promising practices and lessons learned within microfinance sector.

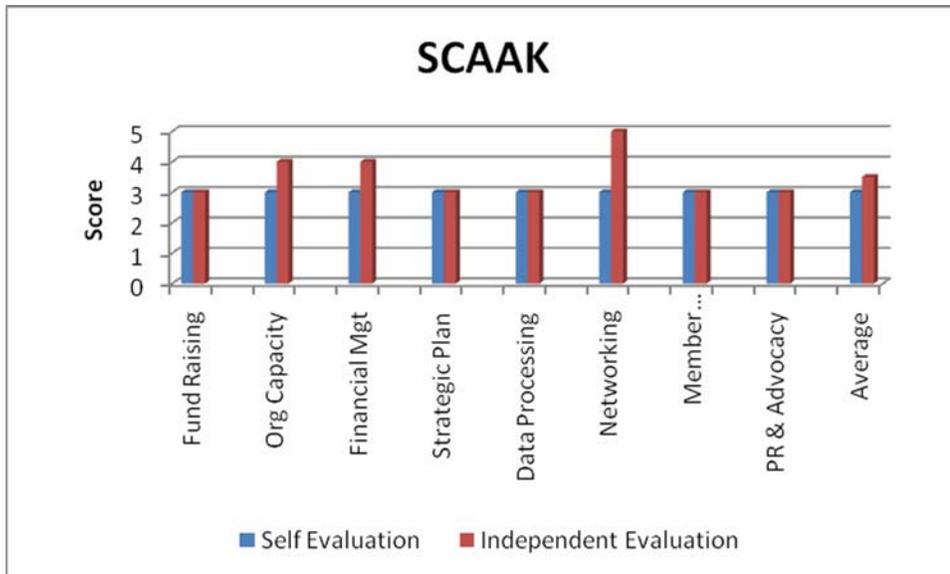
Besides ongoing activities of promoting itself through newsletters, mailing, trade fair participation and different event organizations, AMIK does not clearly articulate its position to reflect on policies that might benefit its members or itself.

“ Our main weakness is that we do not have expertise on microfinance laws and regulations, we need to improve on that besides public relation and market analysis on microfinance” added Ms. Blerta Qerimi.

6.11 Society of Certified Accountants and Auditors of Kosovo (SCAAK)

Introduction

SCAAK was established in the year 2001 with support of USAID and World Bank under the leadership of American and European experts with the objective to develop an accredited accounting and auditing work force. Its mission is to train and educate in accordance with international standards and practices, thereby not only contributing to employment and standard financial applications and practices, but to good corporate governance and a vibrant economy for Kosovo.



Observation

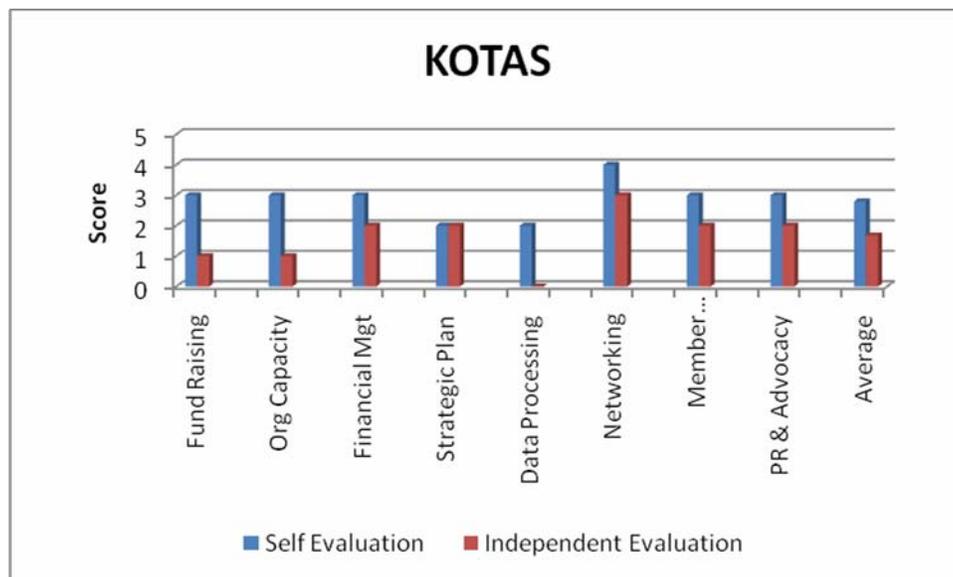
SCAAK has a management team with professionals in accounting and auditing, fully integrated into the association and maintains international standards. Its organizational structure includes the assembly, steering committee, disciplinary committees, and the executive directorate with respective departments of administration, finance, legal, marketing and professional education. SCAAK's organizational capacity to expand its financial resources and attract new members is fully effective. 41% of its annual revenues are from its membership dues while the rest are from training and other service fees, donor funded project etc. In last two years SCAAK has been supported with technical assistance from various donor and partner development cooperation projects. Its professional services include an accredited education program designed in joint cooperation with the EU experts who provide technical expertise and education materials of international standards.

" Besides our reporting to SCAAK Assembly and Board management, we report in regular basis also to the International Federation of the Accountants (IFAC) and to Mediterranean Federation of Accounting Experts (FCM) " said Ms. Ardiana Bunjaka, executive director of SCAAK.

SCAAK efforts on data processing, strategic planning, and networking are the most efficient I saw among different business associations. Its networking and partnerships are expanding in scope to meet highest standard, and include various local and international stakeholders from public and private sector as well as civil society. Partners worth a mention are the British Institute for Public Finance and Accounting (CIPFA), Centre for Excellency in Finance (CEF), Federation of European Accounting Experts (FEE), and Dutch Institute for Certified Accountants (ROYAL NIVRA), Arizona State University (ASU), University of Prishtina (UP), Kosovo Ministry of Finance (MEF) and USAID. SCAAK is a member of the International Federation of the Accountants (IFAC) and Mediterranean Federation of Accounting Experts (FCM).

6.12 Kosovo Tourism Association (KOTAS)

KOTAS was established in year 2007, for supporting and mutually benefiting the development of tourism and allied sectors, programs and initiatives at various levels in Kosovo. Its purpose is also to support and promote initiatives in allied sectors of hotels and restaurants, tourist agencies, cultural heritage, transport and other crosscutting activities of suppliers and service providers to these sectors.



Observation

The management structure of KOTAS includes an assembly which should meet every three years, and a board that is represented by the members of related sectors of tourism. The board president is honorary, and acts also on behalf of the executive body of KOTAS which is not constituted accordingly to its by-laws. Due to insufficient financial resources, KOTAS has only one administrative staff paid by its financial resources. 80% of its budget is provided by GTZ and 20% from the membership dues received. There is no clear evidence of efforts to expand its financial resources from new membership and services. Its plans to increase revenues focus on development projects through donor support. Regardless of its clear role in the tourism industry, KOTAS has no capacity for data gathering and analysis to advocate for policy change in the tourism sector. However, the board president of KOTAS has been individually active in designing the National Tourism Strategy together with the governmental and civil society working group of tourism sector.

“We have also established the coordination committee on tourism with representation of 5 ministries responsible for trade and industry, agriculture, culture and transport” said Mr. Zeke Qeku, president of the board management of KOTAS.

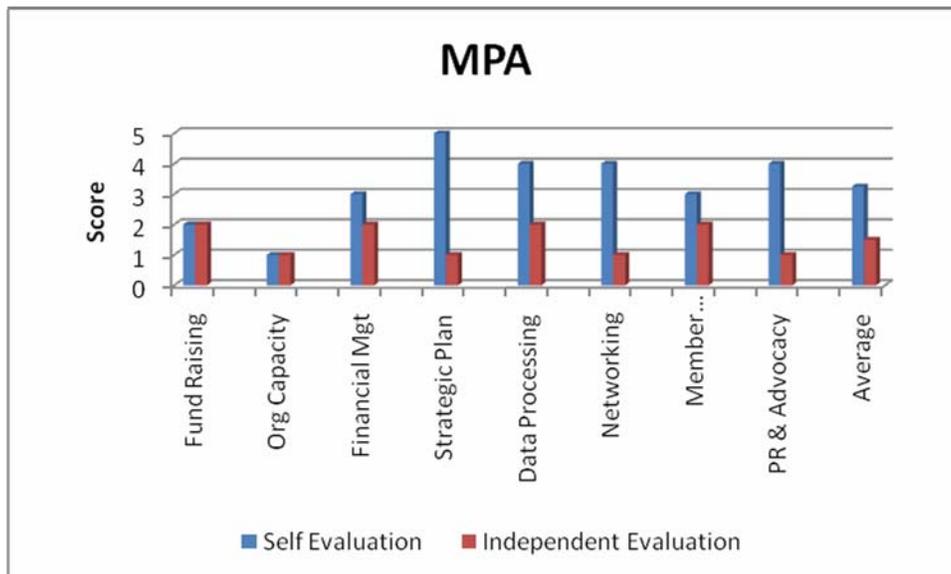
With GTZ financial and technical support, KOTAS has organized different trainings, workshops, debates on tourism and is jointly preparing a package guide for hoteliers and gastronomy, as well as tour operators already in the tourism sector. KOTAS is also collaborating with various tourism associations in the region and with GTZ support have gotten its membership to the International Hotel and Restaurant Association (IHRA).

The promotional activities of KOTAS include information through newsletter and website and regular mailing information to its members. Its relationship with news media and capacities to research and analyze policy positions are at minimal standard of effectiveness." Medias are not interested in issues of tourism, even though we invited them in different events we organized" added Mr. Zeke Qeku

6.13 Metal Processing Association (MPA)

Introduction

MPA was established in the year 2006 under the umbrella of Kosovo Chamber of Commerce. MPA's mission is to promote the metal processing industry and improve output performance of its member entrepreneurs in this industry.



Observation

The MPA management structure includes an assembly, board of directors and the executive staff from the Kosovo Chamber of Commerce (KCC) who facilitates MPA initiatives and activities towards promotion and advocacy efforts of the metal processing industry. The MPA has in its disposal office space and professional capacities of KCC to carry out its administrative and executive activities. The Euro Info Centre within the Chamber of Commerce offers the advantage to MPA of direct contact with around 350 different respective centers in different cities of Europe.

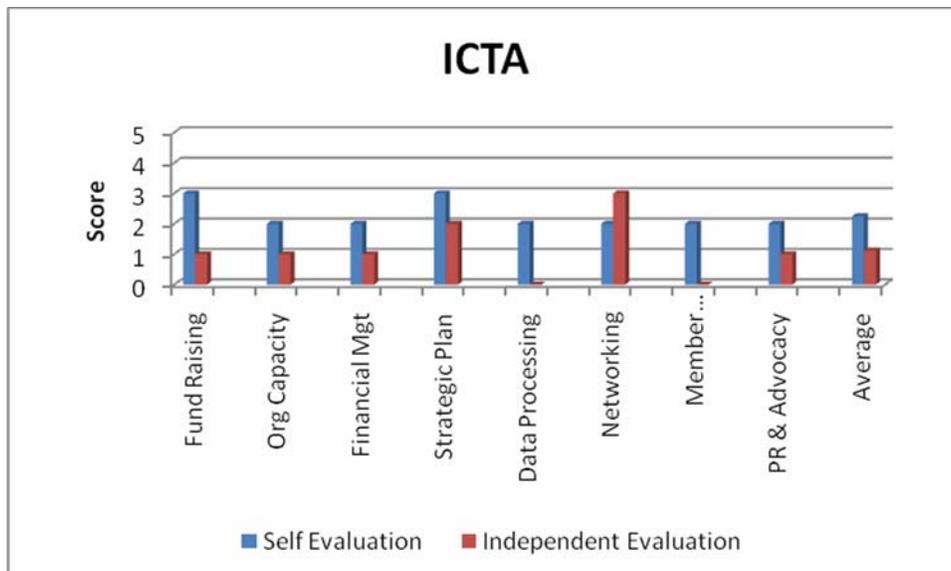
The MPA revenue flow is only from the membership dues. Of the 124 metal processing companies, only 39 regularly pay their membership dues. The MPA is not proactive in its efforts to conduct campaigns to attract new members and expand financial resources. Its organizational capacity is low with just one staff-desk officer and an accountant, on deputation from KCC to MPA, besides other respective professional activities for the KCC.

With facilitation of KCC and with GTZ technical support, MPA has organized different regional and international business-to-business meetings, trade fairs. This has resulted in establishment of different business contacts and linkages beneficial for Kosovar metal processors. The MPA strategic plan 2006-2009 is partially implemented and not evaluated annually. Besides the MPA initiatives to establish working groups/committees on different metal processing issues, there is no evidence that of data processing or advocacy on metal processing industry sector. In general, MPA’s functioning capacities are heavily reliant on the professional staff of KCC. “ Besides our lack of executive staff, we do also lack the expertise on improving sector competitiveness” said Mr. Argon Zhubi, president of the board of directors of MPA.

6.14 Information and Communication Technology Association, ICTA

Introduction

ICTA is a new association registered during the last quarter of the year 2008. Its objective is to advocate and lobby for its members to address emerging issues of the ICT sector and increase the positive exposure of the ICT industry to the public and private sector.



Observation

ICTA is currently focused on setting up the association: recruiting its executive staff, securing office space, and conducting initial market research. After establishing itself, the association plans to broaden its horizon, membership and activities by the end of year 2009.

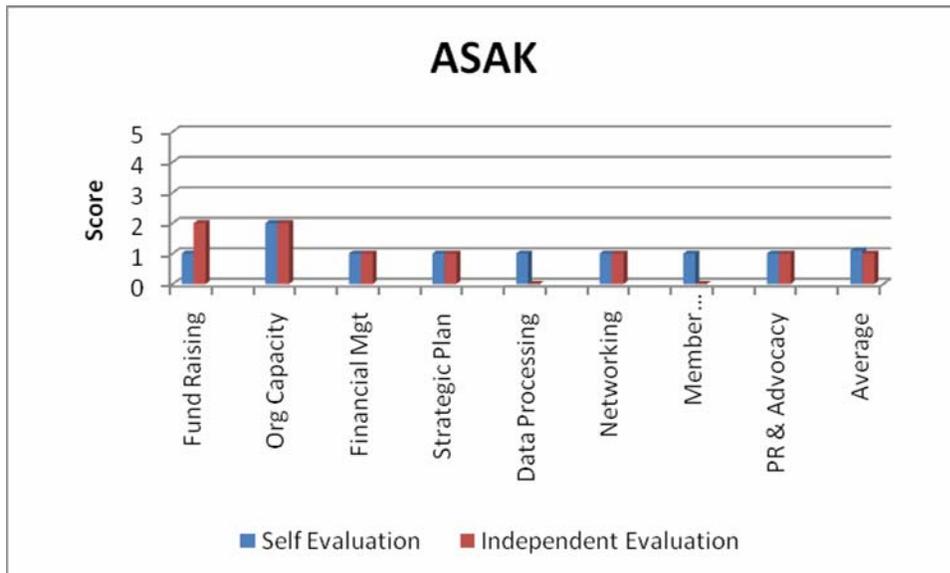
The ICTA management board was recently constituted, while the executive director is to be hired in early 2009. The ICTA has already forged some good collaboration with associations in the Balkans viz. MASIT in Macedonia, and has initiated its strategic planning process. Its initial operational costs for 2009 and 2010 are to be borne by its partner Crimson Capital.

” Besides many plans in consideration, we are thinking how to strategize the fundraising capacities “said Mr. Driton Hapciu, who is the board president of ICTA.

6.15 Association of Architects of Kosovo (ASAK)

Introduction

ASAK was established in the year 2008, with the objective to bring all Kosovar architects together for mutual benefit and recognition of their professional contribution towards progress in architectural and structural designs , urban planning and environment protection in compliance with respective standards of construction.



Observation

Since the year 2000, ASAK activities have been performed in an informal and voluntary basis without office space and no clear mandate in place. Besides its status, there is no clear historic evidence of its performance effectiveness on the development index elements.

“ The ASAK activities were taken rather in an informal and uncoordinated way with no clear evidence of effectiveness” said Mr. Valdet Osmani, board president for ASAK.

At present, ASAK is in a restructuring process. Its management board was reconstituted and the association is being revitalized. Its executive staff is newly appointed and research is being conducted to identify potential members from the architecture and construction service industries. Under the new leadership of the board chair and association director, ASAK is strategizing to attract new members and create a self-reliant financial resource base for its operations.

“ Through certification, member promotion, and public debates on the existing issues on building infrastructure we will attract new members” added Mr. Osmani.

Its membership now includes only 16 regular members which bring to ASAK modest revenues to operate. ASAK’s current plans are to conduct campaigns to attract new members, organize public debates and events, build public relations with various stakeholders from public and private sector, civil society, media and the donor community.

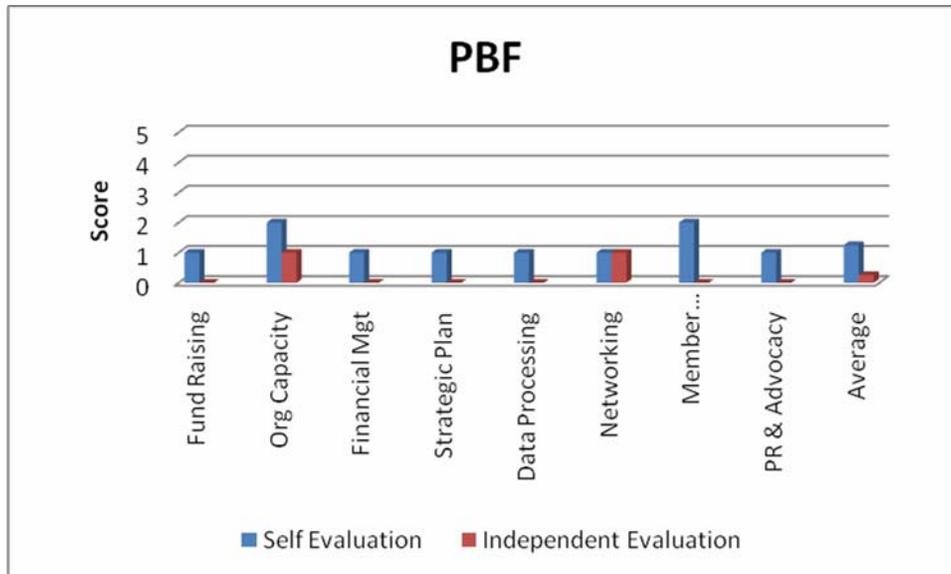
6.16 Peja Business Forum (PBF)

Introduction

PBF was established in autumn of year 2008, with the objective to bring together the entrepreneurship efforts of different Peja businesses, including the producers, processors, artisan and traders.

PBF is currently focused on setting up the association, appointing its executive staff, securing office space, and introducing the association/forum to its potential members in the Peja business community. So far, it has 95 businesses under its aegis, and is currently raising financial support to start operations.

“ We are struggling a lot with lack of financial revenues, hence we look forward for a donor to support our initial activities until our members are well enough sensitized” said Mr. Brahim Selimaj, president of board management of PBF.



Conclusion

The above individual assessments of all the sixteen associations clearly indicates the low organizational capacities (mean = 1.75) of 50% of the associations except for SCAAK which has adequate capacities (mean 3.5) in a rank order scale of 0 to 5. These 50 % of the associations are also skewed below the statistical average It's clear that the associations are unable to achieve a level of competitiveness due to poor management skills and lack financial resources.

The three associations at the perpetually at the bottom of the scale are PBF, ASAK and ICTA which are rather in start-up phase; and the three on the top are SCAAK, AMIK and KBA. The associations with the score 0 or no organizational capacities is AKA, followed by KAMP, AKB, KOTAS, MPA, and ICTA with a score of 1 compared to SCAAK with a score of 4, The financial management and fund raising capacity of PBF also score 0 followed by ICTA and ASAK compared to SCAAK of 4. Data collection, analysis and advocacy also show a similar trend for PBF, ICTA and ASAK with scores of 0 and 1 compared to SCAAK, AMIK and KBA with scales of 2, 3 and 4. The associations PBF, ASAK and ICTA will have a long way to go to achieve a level of competency of SCAAK, AMIK and KBA; and will be a challenge not only for the associations but the capacity building organization. As a matter of fact, all the 8 association below the median of 1.59 will have to supported and closely monitored to achieve a level of competitiveness and substantiality.

The Association Development Index

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
1) Efforts to expand the financial resource base	<ul style="list-style-type: none"> • Has revenue increased over the previous year? • Has revenue been diversified beyond member dues? • What percentage of members pays dues fully? • How much of the association budget comes from donor grants? 			
2) Organizational capacity	<ul style="list-style-type: none"> • Does the association conduct campaigns to attract new members? • Are their ways for members to provide input into association policy and positions? • Does a Board exist and does it meet at least 4 times a year? • Do the Board chair and Association director meet at least once a month? • Are the roles of the board and director clearly defined in writing? 			
3) Financial management	<ul style="list-style-type: none"> • Does the association have an accountant or bookkeeper? • Are the association's financial records audited annually? • Does the association have an annual budget? • Are monthly bank statements reconciled? 			
4) Strategic plan	<ul style="list-style-type: none"> • Does the association have a strategic plan? • Was it updated within the last two years? • Does the strategic plan define the association's vision and its role in the industry? 			

The Association Development Index

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
5) Data and analysis	<ul style="list-style-type: none"> • Does the association have the capacity to gather data for management decision making? • Is data collected by the association analyzed and used to inform policy positions and management decision making? • 			
6) Networking	<ul style="list-style-type: none"> • Does the association have any partnerships with other organizations that benefit both parties? • Does the association provide opportunities for members to network with each other and with other private enterprises (for example, organize local trade fair)? • 			
7) Member services	<ul style="list-style-type: none"> • Does the association provide market or sector data to members? • Does the association maintain and provide useful information to members – for example, where to get services, media contacts, vendors)? • Does the association take the lead in identifying how to make the sector more competitive? • Does the association provide training and other business support services to members? • Does the association assist members going to trade fairs in KS or internationally? 			

The Association Development Index

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
8) Public relations and advocacy	<ul style="list-style-type: none"> • Has the association developed a relationship with the news media? • Does the association research and analyze policy positions? • Does the association clearly articulate positions on policies that might affect the association or its members? • Does the association promote itself to members through newsletters, mailings etc.? • Does the association seek opportunities to promote itself, the sector and/or its members in the news media? 			
TOTALS	Sum of all baseline ratings.			
OVERALL AVERAGE	TOTALS divided by 8 (# of elements)			

Rating Scale	Definition
0	Non-existent. No evidence association has undertaken any activity in this element.
1	Activity is taking place in element but no clear evidence of effectiveness.
2	Activity is taking place in element and meets minimal standard of effectiveness.
3	Activity is taking place in element and is fully effective.
4	Activity is taking place in element and has begun to expand in scope to meet highest standard.
5	Activity in element is broad, fully integrated into association and operating at an international standard.

List of Associations with Contact Details

Nr.	Name of Association	Acronym	First Name	Surname	Designation	Phone number	Email Address
1	Kosovo Association of Concrete Producers	KACP	Sefer	Susuri	Board President	044 160 376	info@betoni.org
2	Road Construction Association of Kosovo	RCAK	Eljez	Surdulli	Executive Director	049 113 626	info@rruga.org
3	Alliance of Kosovo Agribusiness	AKA	Blerta	Tahiri	Acting Director	044 111 263	beta_tahiri@hotmail.com
4	Association of Wood Processors of Kosovo	AWPK	Arieta	Vula	Executive Director	044 122 697	kosovawood@yahoo.com
5	Kosovo Poultry and Feed Millers Association	SHPUK	Bashkim	Pllana	Executive Director	044 157 764	pllana bashkim@yahoo.com
6	Kosovo Association of Milk Producers	KAMP	Agim	Rexhepi	Executive Director	044 171 780	agimrexhepi@yahoo.com
7	Kosovo Dairy Processors Associations	KDPA	Nexhmedin	Salihu	Executive Director	044 115 501	nexhisalihu@hotmail.com
8	Alliance of Kosovo Businesses	AKB	Lumnije	Ajdini	Executive Officer	044 665 857	aleancakosovarebizneseve@gmail.com
9	Kosovo Bankers Association	KBA	Diturie	Hoxha	Executive Director	044 178 448	dituriehoxha@yahoo.com
10	Association of Microfinance Institutions of Kosovo	AMIK	Blerta	Qerimi	Executive Director	044 164 095	blerta.qerimi@amik.org
11	Society of Certified Accountants and Auditors	SCAAK	Ardiana	Bunjaku	Executive Director	049 503 698	ardiana.bunjaku@scaak.org
12	Kosovo Tourism Association	KOTAS	Zeke	Ceku	Board President	044 800 325	kotas_pr@yahoo.com
13	Metal Processing Association	MPA	Agron	Zhubi	Board President	044 133 690	agronzhubi@yahoo.com
14	Information and Communication Technology Association	ICTA	Driton	Hapciu	Board President	044 502 484	dritonh@cactus.com
15	Association of Architects of Kosovo	ASAK	Valdet	Osmani	Board President	044 122 331	aarkitekt.k@gmail.com
16	Peja Business Forum	PBF	Brahim	Selimaj	Board President	044 139 505	isa_granit@yahoo.com

Appendix IV

Independent Evaluation									
Associations	Fundraising	Organization Capacity	Financial Management	Strategic Plan	Data Processing	Networking	Member Services	PR & Advocacy	Mean Average
KACP	1	2	2	2	1	2	2	1	1.5
RCAK	2	2	2	1	3	1	2	1	1.75
AKA	1	0	3	1	0	1	2	2	1.25
AWPK	3	3	3	3	1	2	2	2	2.37
SHPUK	2	3	3	2	2	2	2	1	2.12
KAMP	2	1	1	2	2	2	1	1	1.5
KDPA	2	2	2	1	0	2	2	1	1.5
AKB	2	1	2	2	2	3	1	3	2
KBA	3	3	3	3	1	2	3	1	2.37
AMIK	3	3	3	3	2	2	3	2	2.62
SCAAK	3	4	4	3	3	5	3	3	3.5
KOTAS	1	1	2	2	0	3	2	2	1.68
MPA	2	1	2	1	2	1	2	1	1.5
ICTA	1	1	1	2	0	3	0	1	1.12
ASAK	2	2	1	1	0	1	0	1	1
PBF	0	1	0	0	0	1	0	0	0.25
Mean Average	1.87	1.87	2.12	1.81	1.18	2.06	1.68	1.43	1.75
Median Average	2	1.5	2	2	1	2	2	1	1.59

Rozeta Hajdari

Bill Clinton Boulevard , B1/4 n.16 Prishtina, Kosove
Tel: + 377 44 219 957, Email: rozetah@gmail.com

Profile

Development consultant with 12 years of hands on experience in public, private and donor environments.

Demonstrable experience in strategic management in public administration as well as private sector development planning, implementation and management

Leadership and managerial abilities in supervision, capacity building, negotiation and mediation.

Policy advocacy on aid coordination at the national level

Presentations made to multicultural (local, national and international) and diverse audiences (public and private) relating to development policies, strategies and programs, assessments, and implementations.

Organizational, analytical and Creativity skills with of knowledge of standard computer programs

Strongly committed to alleviating poverty and economic growth of the Republic of Kosovo

Self motivated and a team player in a dynamic high pressure environment with ability to work independently and multi- task.

Well traveled and fluent in English, Albanian and Serbian.

Present Occupation

Independent Consultant in Business Development and Public Administration, through R&V Consulting own firm in Prishtina.

Past Experience

Head of the Donor Coordination Centre 09/2006- 09/2008

Office of the Prime Minister of Republic of Kosovo, Prishtina

- Established and managed the aid coordination centre for effective use of development assistance in Kosovo
 - Facilitated the development dialogue with donors and key local stakeholders for better donor coordination
 - Served as a focal point for communication between Government and Donor community
 - Managed OECD/ DAC survey on monitoring Indicators of Paris Declaration
 - Prepared Aid Policy and Operational Guideline for Kosovo
 - Built capacity of ministries, through joint elaboration of more effective and collaborative aid management practices
 - Analyzed, reported and recommended on aid management issues at macro, sectorial and project level
 - Drafted MOUs, Action Plans on Aid Effectiveness with outcome indicators
 - Fostered joint collaborative approach on development assistance delivery, such as SWAP, basket funding, MDTF.
 -
- Support to Government preparation for the Post Status Donors conference 2008

- Task Force member for the Elaboration of the Priority Statement and Policies reported into the MTEF 2009-2011;
- Prepared a Government-Donor Statement on Principles and Policies for effective development assistance in Kosovo in agreement with Kosovo Donors Conference, Brussels July 2008.

National Programme Officer 08/2005- 09/2006
Swedish International Development Agency, Prishtina

- Portfolio management, project support and quality assurance of development programmes in public administration and economic development
 - Assessment and elaboration of project proposals, locally requested in within public administration and private sector
 - Support and facilitate Kosovo Government in designing the national development strategy (KDSP) in close consultation with civil society
 - Follow-up designing of monitoring and evaluation of respective targets and expected outcome of Swedish development support in Kosovo
 - Supporting projects to strengthen their results frameworks and enhancing their alignment to the Kosovo development priorities
 - Portfolio monitoring-regular disbursements for Kosovo projects

Privatization Officer 02/2004- 08/2005
Kosovo Trust Agency/ EU Pillar IV, Prishtina

- Prepare state owned companies (SOE's) profiles for tendering /privatization process
 - Assessment Memorandum Preparation for individual state owned companies
 - Marketing Policy (' selling point')Paper for individual state owned companies
 - Follow-up monitoring process of the privatized state owned companies

Lecturer in Faculty of Business Science in Peja city (Part –Time) 05/2004- 09/2006
University of Prishtina

- Lecturing in Basic Marketing and Marketing in practice- Case study elaboration on Small and Medium Enterprises

Business Advisor, 07/2001- 02/2004

Kosovo Business Support Project (KBS) /Chemonics International/ Supported by USAID,

- Delivery of consulting services for development of Small and Medium Enterprise (SME)
 - Develop a package of services to portfolio SME's
 - Develop capacity building programs for women business network
 - Identify new business services needed by targeted SME's and assist expatriate business specialists to develop and market these services;
 - Follow up measuring results from action plans prepared for SME market development

Country Representative to GTN Platform for Trade and Investment (Additional Responsibility)

- Business Linkages between SME's

- organized B2B regional roundtables
- organized trade fairs for Kosovo small and medium enterprise
- managed the GTN country platform for trade and investment to Kosovo SME's
- Strengthened communication and public relations of kosovar SME's with different local and international stakeholders.

National Project Officer, Central Fiscal Authority of Kosovo, Prishtina 10/1999 -07/2000

Barents Group LLC/ KPMG supported by USAID,

- Established and built capacity of central fiscal authorities of Kosovo
- Organized training in budgetary and treasury systems
- Facilitated consolidation process of new banking and payment system of Kosovo
- Contributed to other fiscal issues in Kosovo

Economic Researcher, Arberia, Prishtina 05/1996 -10/1999

- Analyzed Data and Reported on Economic Development Trends in Kosovo

Educational Qualifications

Master Degree of Science in Business Studies and Economics 08/ 2000-06/ 2001

University of Vaxjo, Sweden

Specialized in Strategic Management and Dynamic Organization

Bachelor Degree in Economics 09/ 1994- 03/ 1999

Prishtina University, Kosovo

Specialized in Management and Informatics

Additional Skills

1. Trained on Logical Framework Approach by SIDA, Stockholm, Sweden
2. Trained on Project Cycle Management by SIDA Stockholm, Sweden
3. Principles on Paris Declaration towards more effective Development Assistance, SIDA, Stockholm, Sweden
4. Trained on Strategic Planning and Budgeting by ILO, Turin, Italy
5. Introduced to Macroeconomics by Staffordshire University, England
6. Trained on Budgetary and Treasury processes of Central Fiscal Authorities of Kosovo, by KPMG Barents Group
7. Trained on Business Planning Framework ,Marketing and Accounting Planning by USAID for project of Kosovo business support
8. Certified Business Premier Advisor, through Booz Allen Hamilton Programe of Kosovo Private Enterprise

References

1. Ranjit Nayak, Head of World Bank Office in Prishtina, email: rmayak@worldbank.org, tel:+ 381 38 249 459, mob: +386 49 876 543
2. Gunnel Unge, Kosovo Desk Officer, Sida Stockholm, email: gunnel.unge@sida.se
2. Proffesor Emeritus, Harald Niklasson, Vaxjo University, Sweden, email: harald.niklasson@vxu.se, tel: + 46706988427

STATEMENT OF WORK

TBD

Association Development Index Administrator Kosovo Private Enterprise Program

Contract Number: EEM-I-00-07-00007-00 Task Order Number 02

I. General Background

In September 2008, USAID awarded the Private Enterprise Program (PEP) to Booz Allen Hamilton. USAID designed PEP to build on the successes achieved to date and elevate impact by catalyzing transformational change for Kosovo's economy through lasting improvements in private sector competitiveness.

PEP includes four main components: 1) private sector support in targeted sectors with potential for growth and competitiveness; 2) identify demand driven development for business support services; 3) improve business enabling environment; and 4) workforce development. The Private Enterprise Program will also address several cross-cutting areas including gender, youth and minority development. Finally, the program will manage a Strategic Activities Fund (SAF) valued at \$3,760,000.

II. Component or Sector Objectives

Component 2, the BSP (Business Service Provider) Component, will build the capacity of the business support services sector and associations to ensure they provide high quality, professional services that are demanded by their markets. The focus will primarily rest on services that are not available or are only available in limited quantities in Kosovo.

The BSP Component, like all of KPEP, participates in a Performance-Based Management Program (PBMP) that starts with a baseline from which performance is measured. In the area of association development, one of the key evaluation tools is an Association Development Index which attempts to quantify the progress made by associations on eight (8) elements. To establish the baseline, KPEP will use the nine associations established under its predecessor program since they are the baseline of associations we expect to assist. The Administrator of the Association Development Index (referred to as Consultant hereafter) will be collect baseline data from those associations, assess the associations him/herself using the Index and assist the Component Lead and KPEP Monitoring & Evaluation (M&E) Specialist in setting baselines and targets. Based on results of assessment, the Consultant will also recommend capacity building activities that KPEP can consider undertaking to assist association development.

Associations that must be included in the assessment are: Alliance of Kosovo Agribusiness, Alliance of Kosovo Business, Associations, Association of Micro Finance Institutions, Association of Wood Processors of Kosovo, Kosovo Association of Concrete Products, Kosovo Association of Milk Producers, Kosovo Bankers Association, Kosovo Dairy Products Association, Road Construction Association of Kosovo, Kosovo Association of Poultry Producers, Kosovo Association of Concrete Producers, ICT Association, Kosovo Tourism Association, Kosovo Metal Processing Association, and Kosovo Association of Architects and Engineers.

III. Assignment Objectives

The Consultant shall be primarily responsible for administering the Association Development Index and making recommendations on the baseline and annual targets. He/she will have the following main objectives:

1. Help ensure data quality by assisting association staff to better understand the various elements of the Association Development Index as he/she assesses own association
2. Provide an independent, objective evaluation of each association based on his/her assessment using the Association Development Index
3. Recommend baseline for Association Development Index indicator based on the Consultant's evaluations
4. Recommend annual targets for improvement for each association and aggregate indicator
5. Based on results of assessment, recommend capacity building activities that KPEP can consider undertaking to assist association development.

IV. Scope of Work

To achieve these objectives, the Consultant shall be responsible for administering "self assessment" of each association, evaluating each association him/herself, and recommending baseline and annual targets for associations. Specifically, the Consultant will have, but not be limited to, the following main tasks:

1. Meet with Component Lead and M&E Specialist to ensure understanding of objectives of baseline and target development, definitions on Association Development Index, timeline for assignment and other details. In addition to the association's listed, the Consultant may recommend and justify inclusion of others for KPEP's consideration.
2. Meet with "association executive" for each of the nine associations identified above and collect his/her "self assessments" process. The Consultant's role will be to guide the staff member in completion of the assessment form, reiterating the questions on the form and others that will help the staff member make a more objective assessment.
3. Assess each association using the Association Development Index
4. Compare and contrast results (Consultant's and self-assessment) for each association and recommend baseline score for each element for each association
5. Prepare draft report with recommendations and justifications of individual association baselines and annual targets and recommendation for capacity building activities that KPEP can consider undertaking to assist association development, and submit to Component Lead and M&E Specialist
6. Discuss draft report with Component Lead and M&E Specialist and gain their agreement on baseline and annual targets
7. Prepare final report that incorporates any changes agreed with Component Lead and M&E Specialist. Main body of final report should include (but may not be limited to)
 - Recommended baseline and annual targets on the Association Development Index for each of the nine associations
 - Analysis and justification of the recommendations
 - Description of methodology and process, and recommendation for capacity building activities for KPEP's consideration.Appendix should include (but may not be limited to)
 - Originals of two completed Association Development Index forms (one completed by Consultant's and one completed by association staff's) for each association
 - Contact list of associations assessed
 - Background/CV of Consultant.
8. Submission of final report of assignment including recommendations for capacity building

V. Deliverables

The POSITION will be responsible for the following deliverables:

1. Draft Association Development Assessment report with recommendations and justifications of individual association baselines and annual targets and recommendation for capacity building activities that KPEP can consider undertaking to assist association development

2. Final Association Development Assessment that incorporates any changes agreed with Component Lead and M&E Specialist and is accepted by them.
Main body of final report should include (but may not be limited to)
 - Recommended baseline and annual targets for each element on the Association Development Index for each association assessed
 - Analysis and justification of the recommendations
 - Description of methodology and process
 - Recommendation for association capacity building activities for KPEP's consideration.Appendix should include (but may not be limited to):
 - Originals of two completed Association Development Index forms for each association
 - Contact list of associations assessed (one form completed by Consultant and one completed by association staff)
 - Brief background/CV of Consultant
3. A final report of the Consultant's work within 15 days of completing the assignment. The final report shall include recommendations and suggested "next steps" where appropriate.

VI. Period of Performance and Level of Effort (LOE)

The period of performance for this assignment is from 29 December 2008 to 20 January 2009. The **expected total LOE shall not exceed 10 days** (eight hours each day). This total LOE includes field work, report drafting and writing, and associated travel within Kosovo.

VII. Reporting

The Consultant will report directly to the BSP component lead but work closely as needed with the M&E Specialist.

VIII. Qualifications required

- Three to five years professional work experience
- Familiarity with associations in Kosovo
- Good interpersonal communications skills
- Professional approach and appearance
- Unquestionable honesty, integrity and ethical conduct in all matters
- Good observation and analytic skills
- Good report writing skills in English
- Fluency in Albanian and English

Association Development Index

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
1) Efforts to expand the financial resource base	<ul style="list-style-type: none"> • Has revenue increased over the previous year? • Has revenue been diversified beyond member dues? • What percentage of members pays dues fully? • How much of the association budget comes from donor grants? 			
2) Organizational capacity	<ul style="list-style-type: none"> • Does the association conduct campaigns to attract new members? • Are their ways for members to provide input int association policy and positions? • Does a Board exist and does it meet at least 4 times a year? • Do the Board chair and Association director meet at least once a month? • Are the roles of the board and director clearly defined in writing? 			
3) Financial management	<ul style="list-style-type: none"> • Does the association have an accountant? • Are the association's financial records audited annually? • Does the association have an annual budget? • Are monthly bank statements reconciled? 			
4) Strategic plan	<ul style="list-style-type: none"> • Does the association have a strategic plan? • Was it updated within the last two years? • Does the strategic plan define the association's vision and its role in the industry? 			

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
5) Data and analysis	<ul style="list-style-type: none"> • Does the association have the capacity to gather data for management decision making? • Is data collected by the association analyzed and used to inform policy positions and management decision making? • 			
6) Networking	<ul style="list-style-type: none"> • Does the association have any partnerships with other organizations that benefit both parties? • Does the association provide opportunities for members to network with each other and with other private enterprises (for example, organize local trade fair)? • 			
7) Member services	<ul style="list-style-type: none"> • Does the association provide market or sector data to members? • Does the association maintain and provide useful information to members – for example, where to get services, media contacts, vendors)? • Does the association take the lead in identifying how to make the sector more competitive? • Does the association provide training and other business support services to members? • Does the association assist members going to trade fairs in KS or internationally? 			

Element	Considerations in Rating	Baseline Rating (See below) 1 to 5	Target Rating	Comments
8) Public relations and advocacy	<ul style="list-style-type: none"> • Has the association developed a relationship with the news media? • Does the association research and analyze policy positions? • Does the association clearly articulate positions on policies that might affect the association or its members? • Does the association promote itself to members through newsletters, mailings etc.? • Does the association seek opportunities to promote itself, the sector and/or its members in the news media? 			
<p style="text-align: center;">TOTALS</p> <p>OVERALL AVERAGE</p>	<p>Sum of all baseline ratings.</p> <p>TOTALS divided by 8 (# of elements)</p>			

Rating Scale	Definition
0	Non-existent. No evidence association has undertaken any activity in this element.
1	Activity is taking place in element but no clear evidence of effectiveness.
2	Activity is taking place in element and meets minimal standard of effectiveness.
3	Activity is taking place in element and is fully effective.
4	Activity is taking place in element and has begun to expand in scope to meet highest standard.
5	Activity in element is broad, fully integrated into association and operating at an international standard.