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# USAID KOSOVO PRIVATE ENTERPRISE PROGRAM (KPEP)

## Association Management and Leadership for Associations in Kosovo

**BOB STAPP**

Implemented by  
Booz Allen Hamilton

Contract No. EEM-I-07-00007-00  
Task Order No. 2

DECEMBER 3, 2009

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

# Association Management and Leadership for Associations in Kosovo

A REPORT ON MULTI-SECTOR TRAINING AND INDIVIDUAL WORKING SESSIONS WITH KEY ASSOCIATIONS

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Kosovo Private Enterprise Program, Project: "Association Management and Leadership for Associations in Kosovo".  
Contract No. EEM-I-07-00007-00, TO #2

This report submitted by Booz Allen Hamilton / December 3, 2009

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## PURPOSE OF ASSIGNMENT

### **Multi-Sector Training**

The scope of work required the STTA to be in Kosovo for 10 working days. During that time, he was tasked to deliver a multi-sector training for associations in order to build their internal capacity to fulfill their full role in Kosovo. This training was to place in Pristina over a period of 2 days. The training was designed to focus on key issues that were identified as gaps by Kosovo associations. The training was to be constructed to offer detail in the following areas:

- Building an effective strategy for membership, advocacy and financial sustainability
- Assessing, understanding and delivering products and services to meet member needs
- Raising revenue from products and services
- Communicating effectively with members
- Engaging in effective public relations and advocacy activities<sup>1</sup>

The training was to be designed to be highly interactive so that the participants would be actively engaged and would develop action plans to apply techniques from the workshop in current work projects within their associations.

### **Working Sessions with Associations**

The second component of the STTA was focused on working one-on-one with associations, which have been prioritized by KPEP as critical sectors. This was to include the following sectors: Agriculture, Road Construction, Banking, ICT, Tourism and Wood Processing. The expert was to be scheduled to spend a half a day with the lead association for each of these sectors. The sessions were to be scheduled in advance so that associations had time to prepare for the session, prioritizing issues for discussion with the expert.

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<sup>1</sup> The component on advocacy will be informed by an analysis of the legislative process in Kosovo, which will be completed by a consultant from Booz Allen Hamilton in advance of the training.

## BACKGROUND

KPEP's work with associations is meant to build their capacity to fulfill their full role within Kosovo's developing economy. In January 2009, a KPEP consultant conducted an assessment of 16 primary associations, identifying areas of strength and weakness. While Kosovo's associations are at different stages of development, consistent gaps identified included fundraising, providing member services, and market analysis.

While many of the existing associations have received previous donor-funded training on the fundamentals of association building, they still have specific gaps in their capabilities and are not yet viable as independent entities. Most of them face challenges in attracting and maintaining members. They offer very few products and services and need assistance in learning how to develop and communicate the value they can offer members.

## EXECUTIVE SUMMARY

The multi-sector training was conducted on 10 and 11 November. (See Annex 1, Association Management and Leadership Training Agenda and Annex II, Association Management and Leadership Training Materials. *Note: Annex II is contained on a CD.*) The training offered an excellent opportunity to observe first-hand the general state of evolution of the Associations in attendance. The Executive Directors and/or Board Chairs/Presidents of twenty-five associations were invited to attend. Twenty associations responded affirmatively. On the first day of the training (10 November 2009), twenty participants registered, eighteen of whom were Association Executive Directors. On the second day of the training (11 November 2009), eleven participants returned from the first day. It was clear that the participants who returned on the second day were not only motivated to be there but had made the decision to get as much value as possible from the session. (See Annex III, Attendance List, and Annex IV, Participant Evaluations.)

Subsequent working sessions with seven of the associations who attended the training confirmed the initial observation that, with a single exception, they are vital and engaged organizations. These sessions added a number of insights about their operations and activities that have been both positive and unanticipated. Six associations demonstrated value-added, seriously thoughtful and well-presented activities, programs and member services - databases, company assessments, etc. - that have been most encouraging not only because of their existence but also due to their sophistication.

The working sessions also produced a number of possibilities for strengthening the strategic focus and impact of several associations well beyond what had been foreseen as the likely substance of such discussions.

An additional activity added to the consultant's scope involved one afternoon devoted to a facilitated session on options for dealing with the issue of subsidized, imported dairy products attended by two dairy associations and assorted staff from Kosovo government ministries.

Several strategic recommendations emerged from the consultant's work. These are detailed on page 7.

## FIELD ACTIVITIES TO ACHIEVE PURPOSES

### Multi-Sector Training

Preparation for the training and development of the training materials was accomplished during October and November as a collaborative effort between the consultant and the KPEP Business Services Support Specialist, Artan Adviu, with the assistance of the KPEP Association Lead, Sarah Ezzy. The training was conducted by the consultant and co-facilitated by Mr. Adviu on November 10 and 11 at the Hotel Prishtina. The attendance breakdown is as follows.

50 people, 25 associations invited: 25 Board Chairs, 25 Executive Directors  
40 people, 20 associations confirmed  
20 people, 15 associations, 9 Executive Directors attended the first day  
11 people, 10 associations, 5 Executive Directors attended the second day

The training agenda was constructed with a focus on membership services, advocacy, financial sustainability, effective governance and leadership, and building a targeted, focused strategy. Expectations for the training were solicited from the participants at the beginning of the training and uniformly validated the focus of the agenda.

Of the 20 individuals in attendance the first day and the 11 in attendance the second day, 7 could be categorized as motivated, dedicated and, to all appearances, competent. Those individuals actively participated and shared their knowledge and wisdom with fellow participants. Through words and behaviors, they demonstrated that they were individuals who continuously pursue individual professional development, that they apply that development to their respective associations, and that they continue that pursuit regardless of obstacles. They further indicated that they intended to immediately apply the learning gained in the training.

Participant evaluations of the training gathered at the end of the second day were uniformly positive. (See Annex IV, Association Management and Leadership Training Participant Evaluations.)

### Working Sessions with Associations

Seven Associations were visited over 5 days, November 12 - 18. At least two hours were spent with each Association and over eighteen hours was spent in total. The Associations visited were: AWPK (Wood Processors), RCAF (Road Construction), AKA (Agro-Products), KBA (Banking), ASAK (Architects), STIKK (Information and Communication Technology), and KOTAS (Tourism).

Consultation was provided to the Associations on the following topics: membership services, membership fees, board structure and governance, advocacy, financial sustainability, industry sector structure and leadership, association structure and management, strategic planning, regional activity both internal and external to Kosovo, and local alliances.

Examples of specific elements discussed under each topic are as follows.

#### Advocacy

- Develop advocacy strategy from membership needs assessment (AKA, KOTAS)
- Declaration of import tax holiday on raw material to coincide with trade fair (AWPK)
- Establishment of Kosovo top-level domain server (STIKK)

- Develop and implement standards for the disposal of electronic waste (STIKK)
- Exercise donor leverage to mitigate actions of Ministry Department (KOTAS)

#### **Membership Fees, Revenue Generation, Financial Sustainability**

- Scaled fees for additional/premium services (AWPK, RCAF)
- Cost-based general membership fees for basic services (AWPK, RCAF)
- Unpaid membership fee strategy (AWPK, KOTAS)
- High-margin fees for services to non-members (AWPK, RCAF, KBA)
- Events for both members and the general public (KBA, KOTAS)
- Commission-based product promotion (KOTAS)

#### **Association, Board, Regional and/or Sub-sector Structure**

- Board Executive Committees (KOTAS)
- Chartering and strategic planning for Board, Staff, Regions, Subsectors (AKA, KBA, STIKK, KOTAS)
- Assembly selects Board which selects Executive Director (ASAK)
- Regional (Kosovo), Subsector leadership teams, action planning and membership forums (AKA, KOTAS)
- Regional (Balkans) liaison and resource sharing (KBA, STIKK)

#### **Subsidized Dairy Imports Discussion**

While not included in the Scope of Work, the consultant, pursuant to a special request by the KPEP Competitiveness Director/Agricultural Sector Lead, agreed to facilitate a meeting of the Executive Directors of two Kosovo dairy associations, KAMP and KDPA, with staff from the Ministry of Agriculture, Forestry and Rural Development, and the Ministry of Trade and Industry to discuss the issue of subsidized dairy imports. (See Annex V, Subsidized Dairy Imports Discussion Agenda.) The group reviewed and discussed options for responding to these subsidized imports, achieved consensus in support of one of the options, and determined next steps for formally moving that option forward.

## TASK FINDINGS

The emphasis placed by numerous international donor organizations has resulted in a proliferation of industry and professional associations in Kosovo. Some of these associations have grasped the purpose and role of an association and are struggling to bring added value to their members, the industry and/or the profession. A smaller number have not only grasped their purpose and role but have also managed to find ways to offer strategic services. An even smaller number are close to achieving financial and/or organizational sustainability. These associations are excellent candidates for strategic, targeted support in activities that serve to leverage the effectiveness and economic performance of their respective sectors. Unfortunately there are also those that appear to be rudderless, apathetic, and/or misguided, and any requests for assistance from this latter category should be carefully reviewed prior to granting support.

The following are examples of constructive efforts and activities currently being planned or conducted by AWOK, RCAF, AKA, KBA, STIKK, and KOTAS.

- A well-orchestrated and carefully strategized advocacy plan for AWPK (Wood Processors) designed to achieve an import tax holiday on veneer that dovetails with the annual AWPK furniture trade fair.
- An expansion and segmentation of the tender offer and contract award database that has been developed and maintained by RCAF (Road Construction) into a customizable product available on a fee schedule to members and non-members alike.
- A strategy for AKA (Agro Products) to help the Association work directly with grain millers to reduce the current post-harvest milling cycle time from three months to two weeks.
- A comprehensive training strategy for KBA (Bank Association) with strategic options presented to the KBA Board that will address a number of issues which have evolved over the past year, issues, ironically, that have arisen principally as a result of the success of the KBA training function.
- STIKK (Information and Communication Technology) is conducting an in-depth, comprehensive, supply-demand survey of the entire Kosovo ICT sector
- KOTAS is in the process of hiring an Executive Director and preparing a comprehensive strategic plan for Board review.

On the negative side, it was learned that the ASAK statute requires the general ASAK membership to elect a Board Chair/President who then appoints the members of the Board, a clear violation of accepted transparency and governance standards. This aberration is further compounded by the fact that the ASAK Board President is also an employee of KPEP.

KACP (Concrete), KAMP (Dairy) and KDPA (Dairy) were unable to keep their individual working session appointments due to schedule conflicts.

# CONCLUSIONS AND RECOMMENDATIONS

## General Observations and Recommendations

During the two weeks of the consultant's engagement, the KPEP Chief of Party adjusted the project nomenclature for KPEP industry sector-focused associations to "Tier 1" Associations instead of "Tier 2" Associations and determined that those Associations should hold a priority for receiving KPEP's targeted, strategic, pro-active support. This shift aligns with the consultant's principal recommendations which are listed below.

- In cooperation with KPEP sector leads, the KPEP Chief of Party, the KPEP Association Lead, and the consultant, the KPEP Business Support Specialist should review the strategic, targeted initiatives of Tier 1 Associations and in particular the six associations jointly visited by the consultant and Business Support Specialist to determine what appropriate Business Support resources should be allocated or applied to each to help insure success.
- KPEP should withdraw support for ASAK until the Board selection issue is resolved and the potential conflict of interest issue is reviewed and resolved.
- Support for all other associations should be evaluated by KPEP on a case-by-case basis.
- In cooperation with other donors (e.g., DFID), KPEP should explore the best means to support cross-association interaction in addition to what "umbrella" association support would be most appropriate.
- The KPEP Business Support Specialist in cooperation with the KPEP Competitiveness Director/Agricultural Sector Lead should take the principal role in providing KAMP and KDPA with the appropriate assistance and resources necessary for them to follow through with their agreed-upon role in advancing the ad hoc group's chosen option for addressing dairy import subsidies.

When considering on-going KPEP efforts in the area of association capacity building and development, the consultant has observed - in a view corroborated by the KPEP Chief of Party - that Kosovo associations are generally weak in the area of governance. This weakness manifests in several ways: lack of understanding of the legal status, role, responsibility and authority of Boards of Directors; unfamiliarity with the use, role and structure of Board Executive Committees; lack of clarity on the distinct role, responsibility and authority of a Board President/Chair vis a vis that of an Executive Director/CEO; lack of alignment on the part of Board members, Board Chairs, Board Executive Committees and Executive Directors on Association purpose, mission, vision and strategic plan; lack of Board member accountability; and lack of discernible performance management processes between and among Board Chairs, Board Executive Committees, Board members and Executive Directors. The consultant recommends that these elements, in addition to the specific items listed above, be the principal focus for general KPEP Association capacity building and development over the next six to twelve months.

In a discussion with the KPEP Chief of Party, the consultant offered the view that, from an organization development and effectiveness standpoint, USAID contractor-led industry sector development efforts are often hampered by a lack of solid alignment of the key stakeholders. While accomplishing such an alignment is, admittedly, an enormous task and often outside the mandate of a particular project, it nevertheless should be pursued as an ideal even if it cannot be pursued as a practical reality. Obviously, the individual businesses and industry/professional associations that KPEP is principally tasked to support play a key role in sector development, but, especially in the Kosovo environment, so do government ministries, NGOs, CBOs, foreign defense and peacekeeping forces, the U.N., the EU, and

other donors. Therefore, even though such a recommendation is outside the assigned scope, the consultant recommends that, insofar as resources and boundaries allow, KPEP should develop and execute a plan that helps to coordinate the activities of all Tier 1 industry sector stakeholders.

### **Association-Specific Recommendations**

The following recommendations follow from the examples of constructive efforts and activities currently being planned or conducted by AWPK, RCAF, AKA, KBA, STIKK, and KOTAS as outlined on Page 6. Where the consultant feels additional assistance can and should be provided, those recommendations are presented as well.

#### **AWPK**

- KPEP should provide expert and in-depth assistance for AWPK in its planning for an advocacy strategy that would result in an import tax holiday on veneer. Such planning must commence immediately and parallel the planning already underway for the annual AWPK furniture trade fair.
- AWPK needs assistance in the preparation of a plan to reduce the 60% of AWPK members currently carried on the rolls with unpaid dues. This level of unpaid membership, while it is understandable given the as yet unfamiliar role of associations in Kosovo and the length of time needed for an association to build credibility and effective member services, nonetheless carries serious risk for the future financial sustainability of the association.
- As a donor, GTZ offers expert assistance for AWPK members by conducting comprehensive company assessments. This is not only a valuable service for members, it also provides AWPK with member needs assessment data. AWPK members are only charged per diem and lodging expenses for the consultant over what it typically a five-day process. With an eye toward financial sustainability, AWPK should consider establishing a nominal fee for the assessments in addition to the cost of expenses. Consideration should also be given to using the availability of such assessments as a recruiting tool for new members. Finally, it is also recommended that AWPK, in the course of participating in these assessments, build the capacity within the association to conduct these assessments itself either through internal staff or paid consultancies as a means of long-term income as well as eliminating the dependency on the donor.

#### **RCAF**

- The database maintained by RCAF on road construction tender offers and awards is an exceptionally valuable resource for RCAF members. KPEP should consider providing assistance to RCAF in expanding that database to include all construction tender offers and awards. This expanded database could then be offered to non-members for a fee. The database should also be segmented by level of detail with summary detail offered at a fixed fee with in-depth detail and customized would priced at appropriately higher fees. The summaries of the road construction data would be offered to members as part of their membership fee but, as with non-members, in-depth detail and customized datasets would be offered at higher but still preferential fees.
- Assistance should be provided to RCAF to help the association develop standards and certification processes for road construction in line with EU standards. This could also be a fee-based service to members.

**AKA**

- AKA is led by an agricultural specialist who, though obviously competent in his field is not strong either in the skills necessary to lead an association or in the skills necessary to intervene and remedy some of the long-standing business practices of AKA members. To his credit, he has recognized that the current cycle time of almost three months from grain harvest to completion of milling is unacceptable and has seriously eroded the ability of producers to compete in the domestic market. AKA needs concerted and focused KPEP assistance in reaching out to the communities and municipalities where grain milling is conducted, contacting the millers, AKA members and non-members alike, and building awareness of the absolute necessity for reducing the milling cycle time, and working collaboratively with the millers to develop a plan to make that happen. A successful effort in this area would not only help to build competitiveness for the domestic market, it would also allow the association to build regional presence and, quite likely, to recruit an expanded membership base.

**KBA**

- From a strict financial sustainability perspective, the Bank Association is a success story. The heads of all the major banks constitute the KBA Board and they are very supportive of the association. Over the past few years, the KBA has consistently provided high quality training and support for its member banks, an activity that has not only been self-supporting, but has also supported administrative and staff expenses.

The KBA is now dealing with the challenges of success. As the knowledge base at the banks has grown, the training needs have become ever more sophisticated, requiring the KBA to expand its pool of qualified instructors throughout the EU which, in turn, necessitates higher tuition fees. This in itself might not pose a problem if it wasn't exacerbated by the HR departments of the banks. The bank HR departments have adopted a "gatekeeper" role between the KBA and the departments within the banks that are the training end-users. This has effectively created a "filter" that prevents the KBA from directly and accurately assessing training needs. Further complicating matters, since the HR departments see training as a legitimate part of their role, there has been a trend for HR departments to set up their own training classes and, to make matters still more complicated, have begun "poaching" KBA instructors for their own classes. This has led to a significant drop in enrollment for KBA training classes and a commensurate fall-off in revenue.

The KBA needs KPEP assistance in the development of a comprehensive training strategic plan that can be presented to the KBA Board calling for a complete re-thinking of the KBA training effort. This plan would propose a methodology for conducting end-user needs assessments that mitigates the HR "filter" but still respects the HR role within the banks; that proposed a training curriculum and calendar that the Board agrees addresses the real training needs of the member banks; that establishes a fee structure agreeable to the banks and that maintains the financial health of the KBA; that respects the integrity of the KBA instructor pool and the hard work it has taken to build it; and that re-affirms the commitment of the KBA Board to the training role of the KBA.

- It is also recommended that the KBA explore the possibility of collaborating with the American University of Kosovo or Pristina University in the development of the curriculum for a banking certificate program. This would be an effective use of the extensive introductory banking training already developed by the KBA, could be a significant source of additional revenue and would also meet the banks' increasing needs for qualified entry-level employees. A potential curriculum resource for online textbook, reference and resource material is the electronic library available through the British Council.

### STIKK

- STIKK is currently conducting an in-depth, comprehensive, supply-demand survey of the entire Kosovo ICT sector. This survey is expected to produce an enormous amount of useful information. KPEP should monitor the progress and results of that survey and be prepared to provide assistance as requested and/or appropriate.
- In collaboration with the Kosovo Ministry of Transportation and Telecommunications, KPEP should expediently and strategically place its influence and leverage behind STIKK's efforts to 1) establish a Kosovo top-level domain server/exchange point (internet traffic is currently routed through domain servers in Macedonia and Serbia), 2) assist in the establishment of data/ISP privacy standards, and 3) assist in the establishment of security standards for data disposal. Particularly in the IT age, these three areas are critical for the credibility of Kosovo as a sovereign nation.
- STIKK should explore the feasibility of an MOU between the IT faculty at Pristina University and STIKK which would allow STIKK to assist in the development of an IT curriculum capable of producing graduates qualified for entry-level employment in the IT sector.

### KOTAS

- KOTAS has been operating at a surprising level of effectiveness given that the President of the KOTAS Board has been performing many of the duties of an Executive Director on a volunteer basis in addition to the demanding responsibilities of running his own business. The Board has recently given approval to hire an Executive Director and the Board President will be turning over the day-to-day running of the association to that individual. KPEP's assistance is required in three areas.
  - With the Board President, the Board members and the new Executive Director, leading the group through the chartering process so that all concerned are clear on roles, responsibilities, purpose, mission, vision, stakeholder needs, and performance expectations. This would include the development of an association strategic plan.
  - With the Board President and the Board members, forming a Board Executive Committee with clear roles, responsibilities and authority to work on a day-to-day basis with the new Executive Director.
  - With the Board President and the Board Executive Committee, establish initial, probationary, six-month performance goals and for the new Executive Director objectives based on the strategic plan; develop a performance review process to be conducted at the end of the period; based on the performance during the probationary period, reformulate the goals and objectives – again based on the strategic plan – for a one-year period.

## ANNEXES

- Annex I Association Management and Leadership Training Agenda
- Annex II Association Management and Leadership Training Participant Materials  
**Note: These materials are contained on a CD.**
- Annex III Association Management and Leadership Training Attendance List
- Annex IV Association Management and Leadership Training Participant Evaluations
- Annex V Subsidized Dairy Imports Discussion Agenda



Kosovo Private Enterprise Program (KPEP)  
Programi për Ndërmarrjet Private të Kosovës  
Program za Privatna Preduzeća Kosova

Implemented by USAID Contractor  
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Association Management and Leadership  
USAID Kosovo Private Enterprise Program (KPEP)  
November 10 & 11, 2009

**A G E N D A**

**Day 1**

09:00	Welcome, Introductions, Expectations, Agenda
09:15	Objectives, Concepts, Behavioral Expectations
09:40	Association Development Index Results
10:00	Fundamentals of Association Leadership & Management
10:20	Break
10:35	Why Does the Association Exist?
11:15	Organizational Design
12:00	Lunch
13:00	Organizational Behavior
14:30	Strategic Planning
15:00	Break
15:15	Stakeholders--Overview
15:45	Assessing Member Needs
16:15	Providing Member Services
16:45	Review/Preview
17:00	Adjourn

**Day 2**

09:00	Review/Preview
09:15	Providing Member Services: Exercise
10:00	Break
10:15	Achieving Financial Sustainability: Overview
11:00	Achieving Financial Sustainability: Exercise
12:00	Lunch
13:00	Decision Making and Coordination
13:30	Roles and Responsibilities
14:00	Performance Management
14:15	Small Group Work on Action Planning
15:00	Break
15:15	Presentation of Action Plans
16:00	Peer and Instructor Feedback
16:15	Workshop Evaluation
16:30	Adjourn

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<b>Topic</b>	<b>Association Management and Leadership Training</b>	<b>Conducted by</b>	<b>Bob Stapp</b>	<b>Duration</b>	<b>2 Days</b>
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Date:	10 Nov 2009
Specialist	Artan Avdiu – BSS Specialist
Sector/Component	BSS

FOR KPEP USE ONLY/Summary				
Type of training	Certification earned (Yes/No, if yes, the number)	Gender (M/F)	Age (<25)	Minority ( Yes/No, if yes, the number)

<b>Topic</b>	Association Management and Leadership Training	<b>Conducted by</b>	Bob Stapp	<b>Duration</b>	2 Days
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11	Agim Rexhepi	Executive Dir.	KAMP	Prishtina	044171 780	<a href="mailto:kampassociation@yahoo.com">kampassociation@yahoo.com</a>	
12							

Date:	11 Nov 2009
Specialist	Artan Avdiu – BSS Specialist
Sector/Component	BSS

FOR KPEP USE ONLY/Summary				
Type of training	Certification earned (Yes/No, if yes, the number)	Gender (M/F)	Age (<25)	Minority ( Yes/No, if yes, the number)

## Evalutaion Forms(Strategic Management and Leadership Training Date:10-11 Nov 2009)

### 11 Participants

1		2		3				
1	<b>Training Topics</b>	<b>Score</b>	1	<b>Training Topics</b>	<b>Score</b>	1	<b>Training Topics</b>	<b>Score</b>
	Strategic Planning	5		Strategic Planning	5		Strategic Planning	4
	Financial Sustainability	5		Advocacy	5		Stakeholders	5
	Structure and the internal Association Organization	5		Stakeholders	4		Members need assessment	5
	Advocacy	5		Sustainability	4			
		Action Planning	5					
2	<b>Instructions Methods</b>	<b>Score</b>	2	<b>Instructions Methods</b>	<b>Score</b>	2	<b>Instructions Methods</b>	<b>Score</b>
	Presentations of instructors/trainers	5		Presentations of instructors/trainers	5		Presentations of instructors/trainers	4
	Group Discussions	4		Group Discussions	5		Group Discussions	5
	Questions & Answers (Formal and Informal)	4		Questions & Answers (Formal and Informal)	5		Questions & Answers (Formal and Informal)	5
	Training Materials	5		Training Materials	5		Training Materials	5
<b>What were your learning objectives from this training?</b>		<b>What were your learning objectives from this training?</b>		<b>What were your learning objectives from this training?</b>				
Learn from the trainers experience Learn to structure the activities and fields to do the performance management		To learn more about advocacy and lobbying strategy for the common interesting matters to our Association members		Refresh course, and gain new management knowledge.				
<b>Were you learning objectives met from this training? If yes please explain how?</b>		<b>Were you learning objectives met from this training? If yes please explain how?</b>		<b>Were you learning objectives met from this training? If yes please explain how?</b>				
In general yes, in addition to this I would like to add that I wanted more to discuss and treat the subject of performance management		Clear idea, a good level of presentation and interactivity between participants made it very useful		Considering the daily work load that we got during, this training was very useful because it can help to be more efficient on your daily work activities				
<b>You gained a new skills or knowledge from this training? If yes please explain how?</b>		<b>You gained a new skills or knowledge from this training? If yes please explain how?</b>		<b>You gained a new skills or knowledge from this training? If yes please explain how?</b>				
Yes, definitely. The structure analysis of the stakeholders is very important, through this we could identify the common points of interest from which we could establish the forms of cooperation.		What it really helped me most that each future planned activity should be planned in cooperation with others.		Strengthening my knowlege on decision making process and reminding us to not forget the basics for association, especially why the Association exists.				
<b>Will you be able to use the learning and put into practice, on your current job function? If yes please explain how?</b>		<b>Will you be able to use the learning and put into practice, on your current job function? If yes please explain how?</b>		<b>Will you be able to use the learning and put into practice, on your current job function? If yes please explain how?</b>				
Yes, I'll use especially the legal advocacy part, on the draft law and the approval process, and the advocacy part that we worked on groups, communications with members and needs assessment.		All these will be very useful to prepare my new strategic plan for advocacy.		Interactivity.				
<b>What was the most useful part of the training? Please describe it?</b>		<b>What was the most useful part of the training? Please describe it?</b>		<b>What was the most useful part of the training? Please describe it?</b>				
All training parts were linked with each other. I think that the trainers were very cooperative and seem to be as one, and as facilitators that they have directed the group conversation or debate.		Interactive type of training at any part of the training.		That participants should be more cooperative and interactive.				
<b>Can you suggest some improvements for other future trainings? Please describe it?</b>		<b>Can you suggest some improvements for other future trainings? Please describe it?</b>		<b>Can you suggest some improvements for other future trainings? Please describe it?</b>				
Yes, I would like to suggest to bring a world successful Association Leader and be taught more on negotiation part.								
<b>4</b>		<b>5</b>		<b>6</b>				

	Training Topics	Score
1	Stakeholders	5
	Sustainability	5
	Action Planning	4
	Group Discussions	5

	Instructions Methods	Score
2	Presentations of instructors/trainers	4
	Group Discussions	4
	Questions & Answers (Formal and Informal)	4
	Training Materials	4

**What were your learning objectives from this training?**  
To refresh my knowledge for Associations, my duties and obligations of the Association, and decision making structure for an Association.

**Were your learning objectives met from this training?  
If yes please explain how?**

Yes

**You gained a new skills or knowledge from this training?  
If yes please explain how?**

Yes

**Will you be able to use the learning and put into practice, on your current job function?**

Yes, from this training I got motivated for more efficient work and to change the current organizational structure. To change and hire only competent people on associations.

**What was the most useful part of the training?  
Please describe it?**

Sustainability for an association, strategy and advocacy.

**Can you suggest some improvements for other future trainings?  
Please describe it?**

Yes, I would like if possible to bring the Association succesful leaders and learn more from his daily work practice

	Training Topics	Score
1	Strategic Planning	4
	Advocacy	5
	Stakeholders	5
	Sustainability	3

	Instructions Methods	Score
2	Presentations of instructors/trainers	4
	Group Discussions	4
	Questions & Answers (Formal and Informal)	5
	Training Materials	5

**What were your learning objectives from this training?**  
I am satisfied with this training, because there were a lot of useful items.

**Were your learning objectives met from this training?  
If yes please explain how?**

Partially are met.

**You gained a new skills or knowledge from this training?  
If yes please explain how?**

I have strengthen my beliefs from this training

**Will you be able to use the learning and put into practice, on your current job function?**

Maybe not entirely, but to the certain high percentage, yes.

**What was the most useful part of the training?  
Please describe it?**

It is the general knowledge from this two days training

**Can you suggest some improvements for other future trainings?**

To visit U.S. and see in practice this matters. I am waiting from you to invite us in U.S. and visit U.S. and learn from real practices.

	Training Topics	Score
1	Strategic Planning	4
	Advocacy	5
	Stakeholders	4
	Sustainability	4
	Action Planning	4

	Instructions Methods	Score
2	Presentations of instructors/trainers	4
	Group Discussions	5
	Questions & Answers (Formal and Informal)	3
	Training Materials	4

**What were your learning objectives from this training?**  
To increase my professional capacity knowledge on the management fields, to be aware from other association participants on their practices and raise out other important matters.

**Were your learning objectives met from this training?  
If yes please explain how?**

Yes

**You gained a new skills or knowledge from this training?  
If yes please explain how?**

Decision making process, the delegation process, and how manage activities, how to measure the achievements.

**Will you be able to use the learning and put into practice, on your current job function?**

I will pass to the BoD members and the other Association members all the learning and consultations that we gained during this training.

**What was the most useful part of the training?  
Please describe it?**

Can you suggest some improvements for other future trainings?

7		8		9		
1	<b>Training Topics</b>	<b>Score</b>	<b>Training Topics</b>	<b>Score</b>	<b>Training Topics</b>	<b>Score</b>
	Strategic Planning	4	Strategic Planning	4	Strategic Planning	4
	Advocacy	5	Advocacy	4	Financial Sustainability	3
	Performance Management	4	Stakeholders	5	Decision making process	4
					Needs Assessment	4
2	<b>Instructions Methods</b>	<b>Score</b>	<b>Instructions Methods</b>	<b>Score</b>	<b>Instructions Methods</b>	<b>Score</b>
	Presentations of instructors/trainers	5	Presentations of instructors/trainers	5	Presentations of instructors/trainers	5
	Group Discussions	3	Group Discussions	5	Group Discussions	5
	Questions & Answers (Formal and Informal)	3	Questions & Answers (Formal and Informal)	4	Questions & Answers (Formal and Informal)	2
	Training Materials	4	Training Materials	5	Training Materials	5
<b>What were your learning objectives from this trainig?</b>		<b>What were your learning objectives from this trainig?</b>		<b>What were your learning objectives from this trainig?</b>		
To apply on my daily work, in other words I gained some		Gaining information related to how an association functions		Update with Association leadership		
<b>Were you learning objectives met from this training?</b>		<b>Were you learning objectives met from this training?</b>		<b>Were you learning objectives met from this training?</b>		
<b>If yes please explain how?</b>		<b>If yes please explain how?</b>		<b>If yes please explain how?</b>		
Yes, and I am very pleased and satisfied.		Yes, I learned how an association should function.		Yes		
<b>You gained a new skills or knowledge from this training?</b>		<b>You gained a new skills or knowledge from this training?</b>		<b>You gained a new skills or knowledge from this training?</b>		
<b>If yes please explain how?</b>		<b>If yes please explain how?</b>		<b>If yes please explain how?</b>		
Yes because I learned from a lot from trainers work experience		I've gained some communications skills		Trainer brought to us some new ideas related to the Association problem solving issues.		
<b>Will you be able to use the learning and put into practice, on your current job function?</b>		<b>Will you be able to use the learning and put into practice, on your current job function?</b>		<b>Will you be able to use the learning and put into practice, on your current job function?</b>		
In practice		I'll be able to use not only what I learned from trainer but also from the works that we did on groups.		On fundraising in particular, and establishing a financial sustainability		
<b>what was the most usefui part of the training?</b>		<b>what was the most usefui part of the training?</b>		<b>what was the most usefui part of the training?</b>		
<b>Please describe it?</b>		<b>Please describe it?</b>		<b>Please describe it?</b>		
Roles and responsibilities		Storytelling of work experience and exchange of information.		Group Works, team cooperation and training spirit		
<b>Can you suggest some improvments for other future trainings?</b>		<b>Can you suggest some improvments for other future trainings?</b>		<b>Can you suggest some improvments for other future trainings?</b>		
<b>Please describe it?</b>		<b>Please describe it?</b>		<b>Please describe it?</b>		
No		To shorten the training days, because 2 days of training it is too much.		Shorter training days if possible.		

10			11		
1	<b>Training Topics s</b>	<b>Score</b>	1	<b>Training Topics s</b>	<b>Score</b>
	Strategic planning	4		Strategic planning	4
	Advocacy strategy	4		Advocacy	5
	Strategy on Sustainability	4		Strategy on Sustainability	5
	Group Interactivity work	4			
	Individual Clarifications	4			
2	<b>Instructions Methods</b>	<b>Score</b>	2	<b>Instructions Methods</b>	<b>Score</b>
	Presentations of instructors/trainers	4		Presentations of instructors/trainers	5
	Group Discussions	4		Group Discussions	5
	Questions & Answers (Formal and Informal)	4		Questions & Answers (Formal and Informal)	4
	Training Materials	4		Training Materials	5
<b>What were your learning objectives from this training?</b>			<b>What were your learning objectives from this training?</b>		
Gain more knowledge and new understanding, and exchange the ideas with other Association representatives.			Improving the profitable services.		
<b>Were your learning objectives met from this training? If yes please explain how?</b>			<b>Were your learning objectives met from this training? If yes please explain how?</b>		
Yes			Yes		
<b>You gained a new skills or knowledge from this training? If yes please explain how?</b>			<b>You gained a new skills or knowledge from this training? If yes please explain how?</b>		
Yes			Advocacy Strategy		
<b>Will you be able to use the learning and put into practice, on your current job function? If yes please explain how?</b>			<b>Will you be able to use the learning and put into practice, on your current job function? If yes please explain how?</b>		
Yes			Design an advocacy strategic plan		
<b>What was the most useful part of the training? Please describe it?</b>			<b>What was the most useful part of the training? Please describe it?</b>		
			Advocacy Strategy		
<b>Can you suggest some improvements for other future trainings? Please describe it?</b>			<b>Can you suggest some improvements for other future trainings? Please describe it?</b>		





**Subsidized Dairy Imports**  
(A Facilitated Discussion among Key Stakeholders)

**USAID Kosovo Private Enterprise Program**

**A G E N D A**

**Invitees: Ministry of Agriculture, Forestry and Rural Development**

- Frymezim Isufaj
- Xhevat Lushi
- Hysen Bytyqi
- Arsim Memaj

**Ministry of Trade and Industry**

- Igballe Rexha
- Petrit Gashi (CDF Advisor)

**Kosovo Association of Milk Producers (KAMP)**

- Agim Rexhepi

**Kosovo Dairy Processors Association (KDPA)**

- Nexhemedin Salihu

**Resources: KPEP**

- David Cowles, Chief of Party
- John MacKillop, Competitiveness Director, Agricultural Sector Lead

**USAID Kosovo**

- Flora Arifi, Development Program Specialist

**Facilitators: KPEP**

- Bob Stapp, Association Management and Leadership Expert (Facilitator)
- Artan Adviu, Business Services Support Specialist (Facilitator)

**Thursday, 19 November 2009**

13:30	Welcome, Introductions, Purpose of Meeting	John
13:35	Agenda; Expectations (Facilitator & Participants)	Bob/Artan
13:45	Christ Report Options (Discussion by each participant of their option preferences, in priority order, with justification; 10 minutes per participant)	Participants
15:00	Proposals and Agreements for Next Steps (A facilitated consensus decision-making process)	Bob/Participants
15:20	Summary; Plus/Delta	Bob
15:30	Adjourn	