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POLICY BRIEFING KOSOVO

Proposal for the composition of the Agency for Support of the Enterprises in the Republic of Kosovo (ASEK)

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3. Proposed organisational structure
4. Proposed duties and responsibilities of divisions
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1. Introduction

Based on the Draft Law on Sustainable Investments, this briefing outlines a proposal for the composition and functions of the planned Agency for Support of the Enterprises in the Republic of Kosovo (ASEK)

- » Various countries have recently restructured their institutional framework for investment and export promotion, innovation, SME and zone development
- » The Government of the Republic of Kosovo is also planning an institutional reform. The draft Law on Sustainable Investments foresees the establishment of two agencies – one for export and investment promotion (KIAA) and one for mandates related to innovation, tourism, SME and park development (ASEK)
- » To support the drafting of sub-legal acts, this briefing outlines a proposal for the composition of ASEK reflecting:
 - the mentioned Draft Law on Sustainable Investments
 - consultations with key stakeholders
 - previous work in Kosovo such as the policy briefing “Institutional reform paths for KIESA across related mandates” (PB 2021/02)
 - international experience in designing relevant institutional reforms

2. Success factors for the design of the organisation

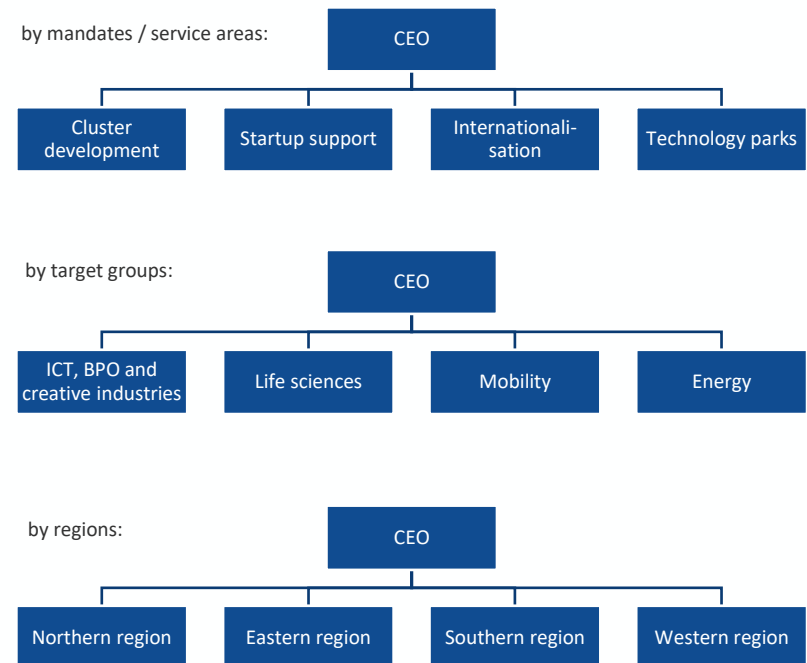
Considering international experience, the organisational structure – such as the number and tasks of units and how they are divided up – of agencies with similar mandates can take various forms

» An effective organisational structure...

- reflects the core tasks, processes and strategic approach of the agency
- clearly allocates responsibilities and is transparent for customers, staff and stakeholders alike
- facilitates the use of synergies and avoids the duplication of competencies
- consistently adheres to guiding organisational principles

» Common are organisational structures, where the focus is on specialisation by target groups or mandates

Different types of structures of agencies



Source: Own research

2. Success factors for the design of the organisation

The alignment of the organisational structure with the main processes and related competencies plays a critical role for the operational efficiency

Exemplary main processes of agencies

Management and planning processes:

Strategic planning

Monitoring & reporting

Partner relationship management

Core processes:

SME development / startup support

Organising tailored training programmes (e.g. business planning, export)

Identifying potential suppliers and promoting linkages with investors

Management of grant programmes

Designing guidelines, processes and forms for grant programmes

Announcing calls and collecting, reviewing and shortlisting applications

Preparing and documenting meetings of selection committees

Concluding grant agreements, distributing funding and ensuring compliance

Park development and administration

Reviewing applications and feasibility studies for new parks

Selecting economic operators for development and construction tasks

Keeping a public register for industrial and technology parks

Tourism

Assessing the potential and designing touristic routes and products

Promotion and events – cross-cutting

Organising and attending B2B, G2B, G2G events and forums

Participations in trade fairs

Maintaining a social media presence

Support processes:

Market research

Marketing materials

Database management

Source: Own research

2. Success factors for the design of the organisation

The alignment of the organisational structure with the main processes and the related competencies plays a critical role for the operational efficiency (cont.)

Exemplary linkage promotion process (identifying potential suppliers & facilitating meetings)



Source: Own research

3. Proposed organisational structure

Taking into account international experience as well as the research carried out on the local context, the following organisational structure with the depicted departments and divisions* is proposed

Proposed organisational structure for ASEK



* It is assumed that general support services such as HR or procurement will be provided by Ministry of Industry, Trade and Entrepreneurship. If this is not possible, a further divisions for internal services could be added

3. Proposed organisational structure

The proposed organisational structure reflects the wide scope of mandates, which differ with respect to target groups and necessary skills / competencies

- » Related mandates are combined in the three departments allowing to generate synergies, e.g. between:
 - support services and financial assistance in the “Department Innovation and SME Development”
 - park development and administration in the “Department Industrial and Technological Parks”
 - tourism destination marketing and further (cross-cutting) promotion tasks in the “Department Promotion”
- » The delineation of divisions allows to:
 - reap the benefits of specialisation – e.g. for grant management
 - pool cross-cutting competencies – e.g. for communication and events
- » The structure avoids the duplication of expertise and interruption of processes
- » It is transparent and easy to understand for employees, customers and stakeholders facilitating efficient cross-organisational coordination

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division:

Unit	Duties and responsibilities
Division SME and Startup Support Services	<ul style="list-style-type: none"> • Gathering information on relevant trends with respect to SME development, innovation and startup dynamics • Organising events such as the “Small Business Days” in close collaboration with the “Division Communication and Events” and further partners to identify challenges of SMEs and startups, inform on support services and promote networking • Providing matchmaking services to initiate and facilitate collaborative innovation projects and linkages between local suppliers and investors • Organising competitions and similar formats to stimulate innovation and entrepreneurship • Establishing and maintaining the Export Market Information Centre foreseen in the draft Strategy for Industrial Development and Business Support • Sharing export information, providing individual advisory services and organising tailored export training programmes with partners • Designing and implementing complementary advisory services and capacity building measures to strengthen the competitiveness of SMEs and startups addressing amongst others the green and digital transition • Establishing and maintaining a network of service partners (e.g. other agencies, chambers, associations, incubators and accelerators) to offer a comprehensive portfolio of support services for startups and SMEs • Providing guidance and content to the “Division Communication and Events” for the design and implementation of communication measures to promote entrepreneurship, the relevant ecosystems and services of the agency • Implementing national programmes and international projects supporting the development of SMEs, startups and relevant ecosystems

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division (cont.):

Unit	Duties and responsibilities
Division Management of Grant Programmes	<ul style="list-style-type: none"> • Managing the Innovation Fund and further grant programmes (e.g. for export-oriented production capacities, for machinery / support for startups, internships, certification and standardisation) incl.: <ul style="list-style-type: none"> – Drafting guidelines and manuals defining amongst others the purpose and objectives, eligibility and selection criteria, terms and conditions, reporting requirements and timelines – Designing application forms and processes integrating appropriate grant management software – Announcing the programmes and calls inviting applications – Collecting, reviewing and shortlisting applications – Presenting shortlisted applications to selection committees integrating external expertise in relevant areas – Preparing and documenting the meetings and decisions of the selection committees – Notifying selected beneficiaries and concluding grant agreements – Distributing funding – Ensuring compliance with grant agreement, tracking milestones and reviewing reports of beneficiaries – Regular monitoring and reporting on the results of the programmes and assisting the “Division Communication and Events” in preparing monitoring reports for the agency • Providing guidance and content to the “Division Communication and Events” for the design and implementation of communication measures to promote financial support programmes for startups and SMEs • Participating in events in close collaboration with the “Division Communication and Events” and further partners to promote financial support programmes for startups and SMEs • Offering information to SMEs and startups on financial support programmes and alternative funding sources • Providing policy advice regarding the need for additional financing instruments • Implementation of further national programmes and international projects entailing financial support

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division (cont.):

Unit	Duties and responsibilities
Division Park Development	<ul style="list-style-type: none"> • Assisting the Ministry of Industry, Trade and Entrepreneurship in designing strategies for the development of parks including new types – such as specialised and green industrial parks – and overseeing the implementation • Reviewing applications for the establishment of industrial and technological parks including the evaluation of feasibility studies • Participating in processes related to zoning and land use planning and the drafting of master plans • Designing the off-site infrastructure and selecting economic operators for development and construction tasks • Allocating resources to zones / parks • Ensuring close collaboration with municipalities, private operators and further partners throughout the entire development process providing necessary advisory services • Implementing national programmes and international projects in the area of park development

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division (cont.):

Unit	Duties and responsibilities
Division Park Administration	<ul style="list-style-type: none"> • Administrating industrial and technological parks and performing secretariat services according to the provisions of the Law on Industrial Parks and Business Incubators • Overseeing, coordinating and supporting the provision of on-site facility management, one-stop-shop and business development services • Providing investors with information on the site-specific characteristics of industrial and technology parks • Assisting investors in park-related registration and administrative processes • Providing guidance and content to the “Division Communication and Events” for the design and implementation of communication tools and measures to promote industrial and technological parks • Participating in events, trade fairs and missions in close collaboration with the “Division Communication and Events” and further activities to promote industrial and technological parks • Keeping a public register for industrial and technological parks • Monitoring the performance and impact of industrial and technological parks and assisting the “Division Communication and Events” in preparing monitoring reports for the agency • Establishing and maintaining an inter-institutional platform facilitating coordination and transfer of experience between the agency, municipalities, private service providers and further partners in the area of park development, administration and promotion • Implementing national programmes and international projects supporting the administration and promotion of industrial and technological parks

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division (cont.):

Unit	Duties and responsibilities
Division Tourism Development and Promotion	<ul style="list-style-type: none"> • Gathering up-to-date information on key tourism market trends and identifying promising segments for promotional and support measures • Contributing to product development (e.g. touristic routes) • Planning and implementing tailored capacity building programmes with other divisions and partners • Providing guidance and content to the “Division Communication and Events” for the design and implementation of destination marketing campaigns and further promotional measures • Participating in events, trade fairs and missions in close collaboration with the “Division Communication and Events” and further partners to promote Kosovo as tourism destination and find partners for local tourism companies and service providers • Cooperating with embassies and further partners at the international level providing them with the necessary information to promote Kosovo as tourism destination • Identifying challenges for the development of the tourism destination and industry and providing policy advice • Implementing national programmes and international projects fostering the competitiveness of tourism products and services and their promotion

4. Proposed duties and responsibilities of divisions

Reflecting the provisions in the Draft Law on Sustainable Investments, the table below details the proposed duties and responsibilities for each division (cont.):

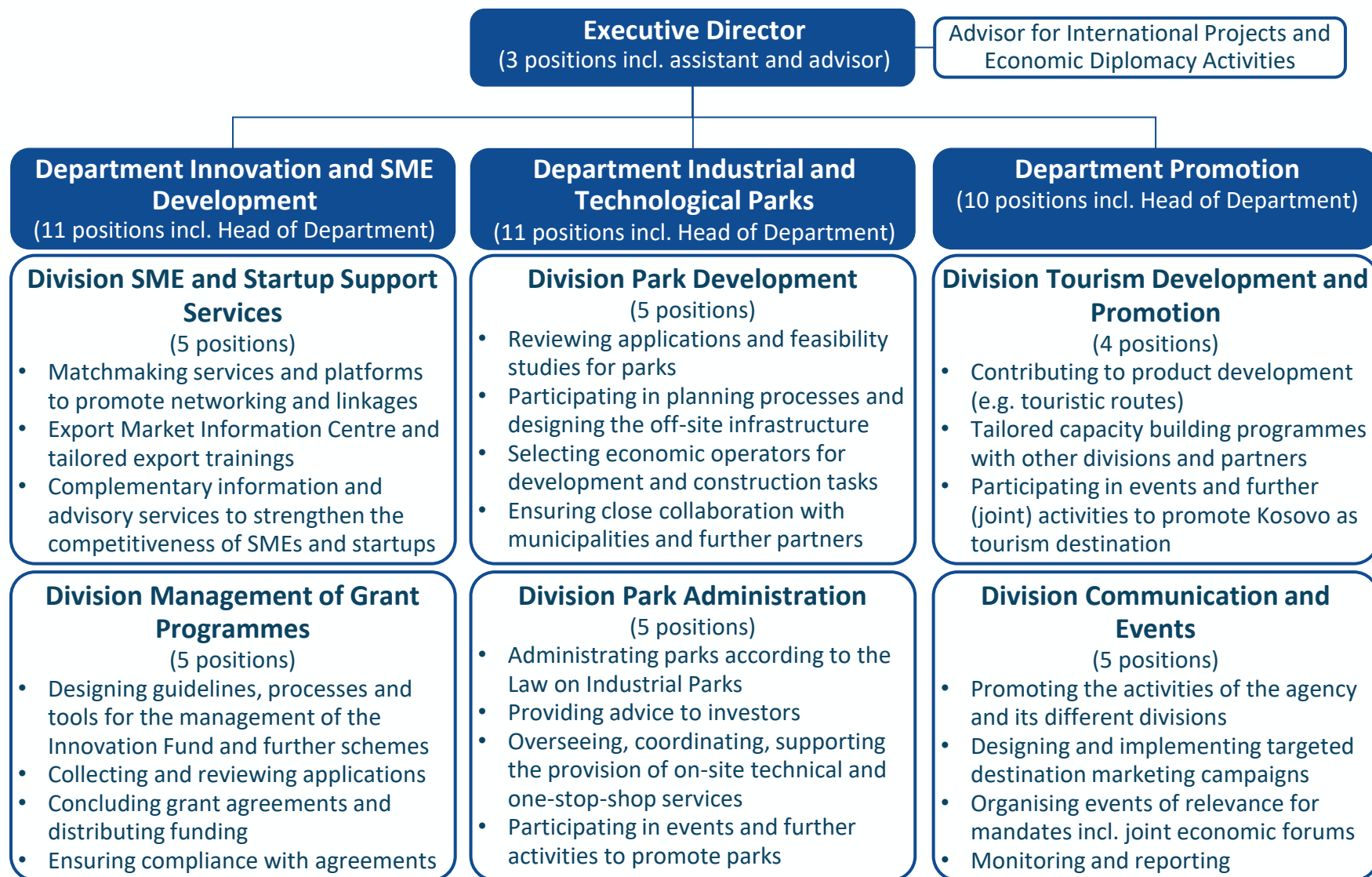
Unit	Duties and responsibilities
Division Communication and Events	<ul style="list-style-type: none"> • Maintaining the agency's website and social media presence creating target-group-oriented content in close collaboration with other divisions • Developing and updating further marketing tools (e.g. destination guides, fact-sheets featuring the innovation and startup ecosystem or industrial and technological parks) • Organising / supporting the organisation of and participation in events and trade fairs of relevance for the target groups and mandates of the agency – such as tourism trade fairs, events to promote linkages, parks the startup and innovation ecosystem, or joint economic forums contributing to the conclusion and implementation of bi-/ multi-lateral agreements – in close collaboration with other divisions and partners • Designing and implementing destination marketing campaigns in close collaboration with the “Division Tourism Development and Promotion” and partners • Providing further support to other divisions to promote their measures and activities including assistance with presentations and further materials ensuring brand consistency • Designing and implementing complementary PR activities • Maintaining a network of partners to generate synergies with communication activities of other institutions and stakeholders • Monitoring the results and impact of communication activities • Preparing regular monitoring reports for the different tasks of the agency

5. Proposed number of positions

From today's perspective, for the identified duties and responsibilities in total 35 positions are needed, which can be divided up as follows:

Unit	Positions	Total
Management	1 Executive Director 1 Assistant to the Executive Director 1 Advisor for international projects and economic diplomacy activities 3 Heads of Department	6
Division SME and Startup Support Services	1 Head of Division 4 Specialists for SME development and startup support	5
Division Management of Grant Programmes	1 Head of Division 4 Grant management specialists	5
Division Park Development	1 Head of Division 4 Park development specialists (e.g. legal, urban planning, engineering)	5
Division Park Administration	1 Head of Division 4 Park administration and promotion specialists (e.g. facility management, one-stop-shop services)	5
Division Tourism Development and Promotion	1 Head of Division 3 Tourism specialists	4
Division Communication and Events	1 Head of Division 3 Specialists for events and communication (e.g. online marketing and social media, PR) 1 Monitoring and reporting specialist	5
Total		35

6. Overview of the composition and functions*



* It is assumed that general support services such as HR or procurement will be provided by Ministry of Industry, Trade and Entrepreneurship. If this is not possible, a further divisions for internal services could be added

About the German Economic Team

Financed by the Federal Ministry for Economic Affairs and Climate Action, the German Economic Team (GET) advises the governments of Ukraine, Belarus*, Moldova, Kosovo, Armenia, Georgia and Uzbekistan on economic policy matters. Berlin Economics has been commissioned with the implementation of the consultancy.

**Advisory activities in Belarus are currently suspended.*

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