

# Proposals for the Regulation on the Internal Organisation and Systematisation of Jobs for the Agency for Support of the Enterprises in the Republic of Kosovo (ASEK)

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## 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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## Introduction

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 Investment Attraction Agency in the Republic of Kosovo) and one for mandates related to innovation, tourism, SME and park development (ASEK Agency for Support of the Enterprises in the Republic of Kosovo).

To assist the Government of the Republic of Kosovo in preparing and implementing the planned institutional reform, the German Economic Team has outlined a proposal for the composition of ASEK (PB 2023/03) drawing on:

- » 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.

Reflecting the recommendations derived, in this technical note, we collect our comments and proposals for the planned Regulation on the Internal Organisation and Systematisation of Jobs for ASEK.

## 1. Proposed mission and organisational structure for ASEK

The following mission for ASEK is proposed: The Agency has the mission to implement state policies, laws and programmes as well as international projects in the areas of activity entrusted to it and contribute to the sustainable development and transformation of the country’s economy by providing tailored support to startups and SMEs, developing and administrating needs-oriented industrial and technological parks and promoting the tourism potential based on a targeted approach.

The organisational structure should be composed of:

1. Office of the Executive Director – consisting of the Executive Director, Assistant to the Executive Director and Advisor for international projects and economic diplomacy activities
2. Department Innovation and SME Development
  - 2.1 Division SME and Startup Support Services
  - 2.2 Division Management of Grant Programmes
3. Department Industrial and Technological Parks
  - 3.1 Division Park Development
  - 3.2 Division Park Administration
4. Department Promotion
  - 4.1 Division Tourism Development and Promotion

## 4.2 Division Communication and Events

The total number of employees of ASEK should be thirty-five (35).

## 2. Department Innovation and SME Development

The following mission is proposed: The mission of the Department Innovation and SME Development is to unlock entrepreneurship and innovation potentials with a comprehensive approach, which combines financial assistance with advisory services and training support for startups and SMEs complemented by measures to promote linkages and strengthen the entrepreneurial and innovation ecosystem jointly with key stakeholders.

The number of employees in this department should be eleven (11).

### 2.1. Division SME and Startup Support Services

Duties and responsibilities of the Division SME and Startup Support Services should comprise:

- » 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.

The number of employees in this division should be five (5).

## 2.2. Division Management of Grant Programmes

Duties and responsibilities of the Division Management of Grant Programmes should comprise:

- » Managing the Innovation Fund and further grant programmes (e.g. for export-oriented production capacities, for machinery / support for startups, internships, certification and standardisation) including:
  - 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 agreements, 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
- » Implementing further national programmes and international projects entailing financial support.

The number of employees in this division should be five (5).

## 3. Department Industrial and Technological Parks

The following mission is proposed: The mission of the Department Industrial and Technological Parks is to develop, administrate and promote industrial and technological parks in close collaboration with municipalities and further public and private partners based on a dynamic approach, which adapts the portfolio of parks and their infrastructure and services to the development of the country’s economy and the park tenants supporting a continuous upgrading process.

The number of employees in this department should be eleven (11).

### 3.1. Division Park Development

Duties and responsibilities of the Division Park Development should comprise:

- » 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.

The number of employees in this division should be five (5).

### 3.2. Division Park Administration

Duties and responsibilities of the Division Park Administration should comprise:

- » 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 technological 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.

The number of employees in this division should be five (5).

## 4. Department Promotion

The following mission is proposed: The mission of the Department Promotion is to ensure an effective and target-group-oriented marketing of the Agency's services, activities and instruments as well as ecosystems related to the Agency's mandates across all available channels. This includes promoting Kosovo domestically and internationally as an attractive tourism destination and fostering the development and competitiveness of tourism products and services.

The number of employees in this department should be ten (10).

### 4.1. Division Tourism Development and Promotion

Duties and responsibilities of the Division Tourism Development and Promotion should comprise:

- » 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.

The number of employees in this division should be four (4).



## 4.2. Division Communication and Events

Duties and responsibilities of the Division Communication and Events should comprise:

- » 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.

The number of employees in this division should be five (5).

## 5. Proposed organigram

The organigram below depicts the proposed organisational structure for ASEK.

Figure 1: Proposed organigram



## 6. Overview of proposed positions

The table below provides an overview of the proposed positions in the different units of ASEK.

Table 1: Proposed positions

Units / Positions	Number
<b>1. Office of the Executive Director</b>	<b>Total: 3</b>
– Executive Director	1
– Assistant to the Executive Director	1
– Advisor for international projects and economic diplomacy activities	1
<b>2. Department Innovation and SME Development</b>	<b>Total: 11</b>
– Head of Department	1
2.1 Division SME and Startup Support Services	Total: 5
– Head of Division	1
– Specialists for SME development and startup support	4
2.2 Division Management of Grant Programmes	Total: 5
– Head of Division	1
– Grant management specialists	4
<b>3. Department Industrial and Technological Parks</b>	<b>Total: 11</b>
– Head of Department	1
3.1 Division Park Development	Total: 5
– Head of Division	1
– Park development specialists	4
3.2 Division Park Administration	Total: 5
– Head of Division	1
– Park administration and promotion specialists	4
<b>4. Department Promotion</b>	<b>Total: 10</b>
– Head of Department	1
4.1 Division Tourism Development and Promotion	Total: 4
– Head of Division	1
– Tourism specialists	3
4.2 Division Communication and Events	Total: 5
– Head of Division	1
– Specialists for events and communication	3
– Monitoring and reporting specialist	1