

**TWINNING CONTRACT**

**Support to the Statistics**

**Kosovo**



**MISSION REPORT**

**on**

**Continued overall Assessment of Business Statistics  
and Prioritization of Actions**

**Component no 3.1.2**

Mission carried out by  
Søren Netterstrøm, Statistics Denmark  
Peter Ottosen, Statistics Denmark  
12 – 15 May 2014


*Author's name, address, e-mail (keep the relevant information)*

*Søren Netterstrøm  
Statistics Denmark  
Farverstræde 6  
DK-4850 Stubbekøbing  
Denmark  
Tel: +45 5444 0475  
Email: sne@viv.dk*

*Peter Ottosen  
Statistics Denmark  
Sejrøgade 11  
DK-2100 Copenhagen Ø  
Denmark  
Tel: +45 39 17 30 25  
Email: pot@dst.dk*

## Table of contents

1. General comments .....	4
2. Assessment and results .....	4
3. Conclusions and recommendations.....	4
Annex 1. Terms of Reference .....	6
Annex 2. Persons met .....	10
Annex 3. Road map .....	11

## List of Abbreviations

GSBPM	Generic Statistical Business Process Model
KAS	Kosovo Agency for Statistics
KBRA	Kosovo Business Registration Agency
NACE	Statistical Classification of Economic Activities, latest version revision 2
SBR	Statistical Business Register
SBS	Structural Business Statistics
SIDA	Swedish International Development Cooperation Agency
SQL	Structured Query Language
STS	Short Term Statistics
TAX	Kosovo Tax Authorities
ToR	Terms of Reference
VAT	Value Added Tax

## 1. General comments

This mission report was prepared within the Twinning Project „Support to Statistics”. It was the second mission to be devoted to the overall assessment on and road map for business statistics within Component 3 of the project. The mission was aimed at defining a strategic plan forming the base of the further implementation of the project in this statistical area.

The concrete objectives of the mission were:

- To create road map and implementation plan for further interventions designed to improve the quality and timeliness of business statistics

The consultants would like to express their thanks to all officials and individuals met for the kind support and valuable information which they received during the stay in Kosovo, and which highly facilitated the work of the consultants.

**This views and observations stated in this report are those of the consultants and do not necessarily correspond to the views of EU, KAS or Statistics Denmark.**

## 2. Assessment and results

In the first mission within the component, the consultants had identified the status of the selected statistics. Furthermore missions had been undertaken in the area of SBS and Industrial Production Indices given more detailed information on the status in these statistics.

On the basis of previous missions and in cooperation with KAS staff the consultants identified the main objectives within each statistics and drew up a draft road map for the remaining work of the project.

Based on the findings of this and previous missions the consultants explored the level and organisation of statistical methodology qualifications in KAS.

The consultants introduced the Generic Statistical Business Process Model (GSBPM) to KAS staff to provide a structured approach to the development of statistics.

## 3. Conclusions and recommendations

### Road map

A draft road map has been agreed upon between KAS and the experts.

The road map does not deal with details and within each component short term experts and KAS staff must agree on the specifics based on the ToR drafted by KAS.

The road map must be finalised within a fortnight after comments from KAS and all involved short term experts to be input at the June Steering Committee Meeting.

Based on the road map the consultants conclude that the specified goals are achievable with the available resources.

### Structured development

KAS can benefit from a more structured approach to the development of statistics and the GSBPM was introduced as a tool for this. It is recommended that KAS tries to apply GSBPM in the development of statistics.

### **Statistical methodology**

The experts are concerned with the level of knowledge of statistical methodology regarding indices, imputation and sampling.

In the short term, a strengthening of the capabilities in index calculations and in imputation is needed. In the view of the consultants sufficiently knowledge of this is not available in KAS.

The most cost efficient way of achieving this would be to provide specific training to selected members of staff that will act as internal consultants in the development phase of statistics. The tasks should preferably be based in the central methodology unit. A supporting mission on this could also include organisational issues regarding a central methodology unit.

To undertake a consultative role of statistical methodology within KAS, the central methodology unit in the department of IT and methodology must be strengthened and access should be transparent. It is important that the role of the unit is limited to the development phase. Regular production is a task for the statistical departments.

### **Training in SQL**

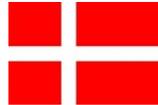
SIDA have set up a training course in basic SQL databases and coding that will be attended by three person from each department and IT staff. The course will be held in the end of May.

The participation of those involved in SBR development is a prerequisite for the success of the SBR development in the project.

### *Follow-up actions*

<b>Action</b>	<b>Deadline</b>	<b>Responsible person</b>
Distribute draft road map between relevant STEs, KAS business statistics staff and other relevant persons in order to reach a final road map	19 May 2014	Peter Ottosen
Process changes to the road map and reach agreement on a final road map	29 May 2014	Peter Ottosen

## Annex 1. Terms of Reference



### EU Twinning Project KS12 IB ST 01 Support to Statistics

#### Terms of Reference:

**Component 3: Business Statistics**  
**Activity 3.1.2: Continued overall Assessment of Business Statistics and Prioritization of Actions**

#### Scheduling:

ToR –ready date: 25 April 2014  
 Start / end of activity: 12 May 2014  
 Reporting time: 15 May 2014

#### Mandatory result of the component:

Mandatory Result	Intervention logic	Benchmarks	Sources of information	Assumptions
<b>Mandatory Result 3.1.2</b>	<b>Overall Assessment of Business Statistics and prioritization of Actions</b>	<ul style="list-style-type: none"> <li>• Mission reports describing the status of Business Statistics in Kosovo uploaded on project homepage</li> <li>• Road map / implementation plan for further interventions designed to improve the quality and timeliness of business statistics developed</li> </ul>	<ul style="list-style-type: none"> <li>• Twinning Quarterly reports</li> <li>• Mission reports</li> <li>• Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient absorption capacity</li> <li>• Low turn-over of staff involved in implementation</li> <li>• Staff works on project related tasks in between missions</li> <li>• A detailed Terms of Reference is developed in a timely manner detailing tasks (input), expected output, participants of the activity and agenda</li> </ul>

**Subject / purpose of activity: 3.1.2 activity**

Continued assessment of current status of Business Statistics in Kosovo in order to identify the most fruitful areas of improvements.

**Expected output of activity 3.1.2:**

Mission report – describing the overall state of play regarding Business Statistics in Kosovo. Including road map and implementation plan for further interventions designed to improve the quality and timeliness of business statistics. Suggestions for Terms of reference for other activities in Component 3.

**KAS resources:**

Mr. Ismail Sahiti, Head of Division, [ismail.sahiti@rks-gov.net](mailto:ismail.sahiti@rks-gov.net)

Mr. Hysni Elshani, Haed of sector, [hysni.elshani@rks-gov.net](mailto:hysni.elshani@rks-gov.net)

Mr. Muhamet Kastrati, Manager of database, [muhamet.kastrati@rks-gov.net](mailto:muhamet.kastrati@rks-gov.net)

Ms. Valdete Navakazi, high officer for STS, [valdete.navakazi@rks-gov.net](mailto:valdete.navakazi@rks-gov.net)

Ms. Luljeta Krasniqi, high officer for SBS, [luljeta.krasniqi@rks-gov.net](mailto:luljeta.krasniqi@rks-gov.net)

Ms. Nazmije Belegu, high officer for transport statistics, [naska1@hotmail.com](mailto:naska1@hotmail.com)

Mr. Bekim Bojku, high officer for energy statistics, [bekim.bojku@rks-gov.net](mailto:bekim.bojku@rks-gov.net)

Ms. Sulltane Gashi, high officer for tourism statistics, [sulltanegashi@hotmail.com](mailto:sulltanegashi@hotmail.com)

Ms. Violeta Sylja, new staff, [violeta.sylja@rks-gov.net](mailto:violeta.sylja@rks-gov.net)

Ms. Saranda Berisha, new staff, [saranda.h.berisha@rks-gov.net](mailto:saranda.h.berisha@rks-gov.net)

**KAS Twinning team:**

Project Leader Mr. Ilir T. Berisha, Director of Economic Statistics and National Accounts, [Ilir.T.Berisha@rks-gov.net](mailto:Ilir.T.Berisha@rks-gov.net)

RTA Counterpart Ms.Teuta Zyberi, International Relations Officer, [teuta.zyberi@rks-gov.net](mailto:teuta.zyberi@rks-gov.net)

**Member state resources:**

Mr. Peter Ottosen, Business Statistics Expert, Statistics Denmark, [pot@dst.dk](mailto:pot@dst.dk)

Mr. Søren Netterstrøm, , Business Statistics Expert, Statistics Denmark, [sne@viv.dk](mailto:sne@viv.dk)

**Twinning resources:**

Mr Per Knudsen, RTA, [pkn@dst.dk](mailto:pkn@dst.dk)

Ms Nora Zogaj, RTA Assistent, [nzogaj@yahoo.com](mailto:nzogaj@yahoo.com)

### **Description of the background for the activity**

In January 2014 the consultants found that KAS has a relatively good foundation for business statistics in terms of good administrative registers covering the business community and good relationship and cooperation. Structural Business Statistics (annual structural statistics of non-agricultural enterprises) have been compiled by KAS since 2005.

Three missions has until now been accomplished in Component 3.

3.1.1 Overall Assessment of Business Statistics and Prioritization of Actions

3.2.1.3 Aligning SBS Questionnaires with needs for National Accounts

3.3.2A Introduction of the Industrial Production Index in Kosovo – Introduction of EU Methodology and Requirements

### **Activities to be undertaken in preparation for the mission:**

- Report 3.1.1 Overall Assessment of Business Statistics and Prioritization of Actions (Otosen & Netterstrøm)
- Report 3.2.1.3 Aligning SBS Questionnaires with needs for National Accounts (Balea. This report will be forwarded as soon as it is ready)
- Report 3.3.2A Introduction of the Industrial Production Index in Kosovo – Introduction of EU Methodology and Requirements (Kristensen & Vind)

### **The expected activities are:**

- Further overall assessment of Business Statistics in Kosovo
- Consultations with SIDA on IT courses for employees of KAS working with the SBR
- Development of detailed plan for actions on Business Statistics by the twinning program for the rest of the two years project implementation

### **Expected output:**

- Mission report – according to template
- Detailed plan for further activities to be completed in component 3 by the twinning program

## Annex 1. Program, - May 2014

Day	Place	Time	Event
<b>1</b>	KAS	09:00	KAS: Overview of what has been accomplished since the last mission in January
		10:30	Coffee break
		11:00	Planning the week
		12:00	Lunch break
		13:30-15:30	Detailed plan for further development of Business Statistics Planning day 2 and 3
<b>2</b>	KAS	09:00-16:00	Workshop/discussions (Program to be completed)
<b>3</b>	KAS	09:00-16:00	Workshop/discussions continued (Program to be completed)
<b>4</b>	KAS	09:00	Report writing
		10:30	Coffee break
		10:00	Report writing
		12:00	Lunch break
		13:15	Debriefing: Experts, Component Leader and RTA

## Annex 2. Persons met

### **KAS resources:**

Mr. Ismajl Sahiti, Head of Division, [ismail.sahiti@rks-gov.net](mailto:ismail.sahiti@rks-gov.net)

Mr. Hysni Elshani, Haed of sector, [hysni.elshani@rks-gov.net](mailto:hysni.elshani@rks-gov.net)

Mr. Muhamet Kastrati, Manager of database, [muhamet.kastrati@rks-gov.net](mailto:muhamet.kastrati@rks-gov.net)

Ms. Valdete Navakazi, high officer for STS, [valdete.navakazi@rks-gov.net](mailto:valdete.navakazi@rks-gov.net)

Ms. Luljeta Krasniqi, high officer for SBS, [luljeta.krasniqi@rks-gov.net](mailto:luljeta.krasniqi@rks-gov.net)

Ms. Nazmije Belegu, high officer for transport statistics, [naska1@hotmail.com](mailto:naska1@hotmail.com)

Mr. Bekim Bojku, high officer for energy statistics, [bekim.bojku@rks-gov.net](mailto:bekim.bojku@rks-gov.net)

Ms. Sulltane Gashi, high officer for tourism statistics, [sulltanegashi@hotmail.com](mailto:sulltanegashi@hotmail.com)

Ms Servate

### **KAS Twinning team:**

Project Leader Mr. Ilir T. Berisha, Director of Economic Statistics and National Accounts, [Ilir.T.Berisha@rks-gov.net](mailto:Ilir.T.Berisha@rks-gov.net)

### **Member state resources:**

Mr. Peter Ottosen, Business Statistics Expert, Statistics Denmark, [pot@dst.dk](mailto:pot@dst.dk)

Mr. Søren Netterstrøm, , Business Statistics Expert, Statistics Denmark, [sne@viv.dk](mailto:sne@viv.dk)

### **Twinning ressources:**

Mr Per Knudsen, RTA, [pkn@dst.dk](mailto:pkn@dst.dk)

Ms Nora Zogaj, RTA Assistent, [nzogaj@yahoo.com](mailto:nzogaj@yahoo.com)

## **Annex 3. Road map**

# **Road Map Implementation plan for development of business statistics in KAS**

### **Prerequisite**

The roadmap is based on the targets for each individual statistics and SBR that were identified during mission 3.1.1. These targets were confirmed at the beginning of the mission.

The road map concerns itself with the work done within the timeframe of the IPA Twinning. For each area, a plan for further development or improvement should be established in the last mission.

### **GSBPM**

GSBPM (Generic Statistical Business Process Model) is an international standard for describing the processes involved in the development and production of statistics.

The model is among other uses useful in the planning phase of a new statistics and in revising an existing system as it provides structure and a common framework to a complex process.

The model was briefly presented as an input to the process of establishing the road map. The model is shown in annex 1 and more information on the model can be found at the UN website at <http://www1.unece.org/stat/platform/display/GSBPM/GSBPM+v5.0>.

### **Resources and organisation**

The sector for business statistics has a staff of 7 persons, head of section and 6 officers. Additionally two persons are temporarily employed (for two years) by SIDA. Each officer is responsible for a specific statistics or SBR. Not every officer has the necessary knowledge regarding methodology and IT knowledge.

With the current composition of staff the production of statistics cannot be done in separate independent processes since important methodological and IT knowledge is not abundantly available. To deal with this problem there is a good cooperation between the statistics. This goes especially for calculation of indices, imputation and use of the Business Register.

In relation to SBR there is a need for an upgrade of the qualifications of the officer responsible. This is addressed in cooperation with the SIDA project.

There may also be a need for an upgrade regarding index calculation and imputation, potentially in cooperation with the central methodology unit.

Given the resources it is important that development is gradual and focusing on finishing one area at a time.



2.14	3.14	4.14	1.15	2.15	3.15	4.15
------	------	------	------	------	------	------

### Retail Trade statistics (cont.)

Review of design, sample

VN+MK+BB

### Transport and Telecommunications

Specify needs for transport of goods on road

NB+

Specify needs for transport of person on road

NB+

Expand survey in telecommunications

NB+

Review of design of telecommunication

NB+

### Energy

Taking over survey on Energy consumption

BB+IS

Taking over Energy Balance

BB+IS

Possible mission

### Hotels and tourism

Review hotels statistics with re to EU regulation

SG+  
SG+  
SG+

Need for further surveys on tourism

Evaluation of administrative data

### SBR

Reexamine sources

MK

Design database

MK

Procedures for update from adm. sources

MK

MK

Procedures for update from statistical sources

MK

MK

Procedures to draw sample (frame)

MK

Browser application

MK

NACE rev 2

MK

 Indicates a supporting mission

BB Bekim Bojku  
HE Hysni Elshani  
IS Ismajl Sahati  
LK Luljeta Krasniqi  
MK Muhamet Kastrati  
NB Nazmije Beleugu  
SG Sultane Gashi  
VN Valdete Navakazi

# GSBPM

Quality Management / Metadata Management							
Specify Needs	Design	Build	Collect	Process	Analyse	Disseminate	Evaluate
1.1 Identify needs	2.1 Design outputs	3.1 Build collection instrument	4.1 Create frame & select sample	5.1 Integrate data	6.1 Prepare draft outputs	7.1 Update output systems	8.1 Gather evaluation inputs
1.2 Consult & confirm needs	2.2 Design variable descriptions	3.2 Build or enhance process components	4.2 Set up collection	5.2 Classify & code	6.2 Validate outputs	7.2 Produce dissemination products	8.2 Conduct evaluation
1.3 Establish output objectives	2.3 Design collection	3.3 Build or enhance dissemination components	4.3 Run collection	5.3 Review & validate	6.3 Interpret & explain outputs	7.3 Manage release of dissemination products	8.3 Agree an action plan
1.4 Identify concepts	2.4 Design frame & sample	3.4 Configure workflows	4.4 Finalise collection	5.4 Edit & impute	6.4 Apply disclosure control	7.4 Promote dissemination products	
1.5 Check data availability	2.5 Design processing & analysis	3.5 Test production system		5.5 Derive new variables & units	6.5 Finalise outputs	7.5 Manage user support	
1.6 Prepare business case	2.6 Design production systems & workflow	3.6 Test statistical business process		5.6 Calculate weights			
		3.7 Finalise production system		5.7 Calculate aggregates			
				5.8 Finalise data files			