

# **PEER REVIEW REPORT**

**ON COMPLIANCE WITH THE CODE OF PRACTICE AND  
THE COORDINATION ROLE OF THE NATIONAL STATISTICAL INSTITUTE**

## **KOSOVO**

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## TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
LIST OF ABBREVIATIONS	6
1. INTRODUCTION	7
2. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM	8
3. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM	11
3.1 Strengths of the National Statistical Institute in relation to its compliance with the Code of Practice and to its coordination role	11
3.2 Issues and recommendations	12
3.2.1 Consolidate the institutional framework	12
3.2.2 Increase resources and improve cost-effectiveness	15
3.2.3 Develop quality management and methodology	17
3.2.4 Strengthen relations with the users	20
3.3 National Statistical Institute views where they diverge from peer reviewers' assessment	22
ANNEX A: PROGRAMME OF THE VISIT	23
ANNEX B: LIST OF PARTICIPANTS	25

## EXECUTIVE SUMMARY

The Kosovo Agency of Statistics (KAS) is the main producer of official statistics in Kosovo according to the Law on Official Statistics<sup>1</sup>. The legal framework of the National Statistical System of Kosovo is comprehensive and covers the main areas governing official statistics in the EU. Despite being a young institution, KAS enjoys a high level of trust and its independence is largely recognised.

Using the provision of the Law on Official Statistics, KAS has developed an extensive use of administrative data, and established close cooperation with providers of administrative data via working groups to discuss the technical characteristics of these sources.

KAS's new website is modern and attractive, and unanimously praised by the users. All publications and press releases are systematically published in Albanian, Serbian and English, allowing large international visibility.

The Peer Review team identified four broad issues in which compliance with the European statistics Code of Practice could be enhanced. These issues are related to consolidating the institutional framework, increasing resources and improving cost-effectiveness, developing quality management and methodology, and strengthening the relations with the users.

While the Law on Official Statistics is comprehensive, its planned revision should offer the opportunity to extend the mandate of the Head of KAS and reinforce his/her responsibility with regard to statistical methodology, as well as include provisions enforcing the involvement of KAS in the design and modifications of administrative data. The coordination role of KAS is still developing in a context of young statistical institutions<sup>2</sup>. Therefore, KAS should take advantage of the situation to establish its authority as the coordinator of the statistical system, and for example establish criteria for official statistics.

Whereas KAS's financial resources have continuously increased over the last years, they are still insufficient to allow KAS to fulfil its national and international mandate. KAS has identified a need for 48 new positions in addition to the 149 allowed so far. It is therefore of utmost importance to ensure sustainable resources for KAS to fulfil its current and future statistical obligations. KAS is encouraged to continue reallocating resources from its seven regional offices, taking advantage of the use of new technologies to increase productivity.

Given the scarcity of its resources, KAS should further develop quality management to enhance its cost-effectiveness, following the principle of continuous improvement in the identification of weaknesses and the search for upgrading processes, outputs and services. KAS's model of statistical production is still largely of the stove-pipe type. More efficiency could be gained by moving to an integrated statistical production model, a movement in which many of the National Statistical Institutes (NSIs) within the European Union are engaged and making progress. New developments in methodology, for example in data collection, should help KAS increase the quality of its outputs.

Finally, the Peer Review team encourages KAS to strengthen its relations with the users, and in particular with academia, to get feedback on its products and foster collaboration, for example to develop analysis of its statistics.

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<sup>1</sup> LAW No. 04/L-036 ON OFFICIAL STATISTICS OF REPUBLIC OF KOSOVO. OFFICIAL GAZETTE OF THE REPUBLIC OF KOSOVA / No. 26 / 25 NOVEMBER 2011, PRISTINA

<sup>2</sup> KAS was re-established in 1999 after an interruption of 9 years.

Generally, the Peer Review team considers that KAS is compliant with the CoP. The recommendations in this report are intended to further enhance compliance.

## RECOMMENDATIONS

Consolidate the institutional framework:

1. The future revision of the Kosovo Law on Official Statistics should preserve the professional independence of the Kosovo Agency of Statistics and state that the head of the Agency has sole responsibility for deciding on statistical methods, standards and procedures, while expanding her/his mandate to a longer period than currently. (European statistics Code of Practice, indicators 1.3 and 1.4.)
2. The Kosovo Law on Official Statistics should contain specific provisions on the right of the Kosovo Agency of Statistics to be involved in the design of administrative registers which are or may be used for statistical purposes, and be consulted on changes to and termination of such administrative registers and records. (European statistics Code of practice, Principle 2.)
3. The Kosovo Agency of Statistics should strengthen the corporate culture on confidentiality by building a thorough understanding and commitment of its staff to implement statistical confidentiality. Furthermore, KAS should guarantee its key data providers on the implementation of statistical confidentiality. (European Statistics Code of Practice, Principle 5.)
4. The Kosovo Agency of Statistics should reinforce its coordinating role in the National Statistical System by giving visibility to Other National Authorities and the National Statistical System on its website, and share statistical standards relevant for producing Official Statistics, such as classifications. (Coordination)
5. The Kosovo Agency of Statistics should clarify the definition of Official Statistics by defining a set of criteria based on the CoP and establishing a mechanism to systematically evaluate compliance with these criteria by all relevant ONAs. A specific Coordination Committee attached to the Statistical Council could be established with the mandate to assess compliance with criteria required to qualify as a producer of Official Statistics. (Coordination, European Statistics Code of Practice, Principle 14.)

Increase resources and improve cost-effectiveness:

6. The Kosovo national authorities should ensure adequate resources to enable the Kosovo Agency of Statistics to fulfil its national and international obligations. (European statistics Code of Practice, Principle 3.)
7. The Kosovo Agency of Statistics should continue monitoring the workload and productivity of its regional offices in order to free potentially available resources to be reallocated for other activities in its headquarters. (European statistics Code of Practice, Principle 10.)
8. The Kosovo Agency of Statistics should aim at increasing the capacities of its staff by developing an internal training programme, building on the extensive training already provided by international organisations. (European statistics Code of Practice, indicator 7.6.)

Develop quality management and methodology

9. The Kosovo Agency of Statistics should establish a broader quality management system. The Quality Manager, a senior expert responsible for quality should fulfil the role of Quality Coordinator and report directly to the CEO. The Quality Steering Group should support and guide the Quality Manager as a cross-organisational quality committee. (European statistics Code of Practice, Indicator 4.)
10. The Kosovo Agency of Statistics should establish processes to monitor and control the work of the interviewers who conduct the data collection. The focus should be on aspects like impartiality, confidentiality, and relevant quality dimensions. Results of this monitoring should be used for improvements of the data collection processes. (European statistics Code of Practice, Indicator 12.1.)
11. The Kosovo Agency of Statistics should increase the use of electronic devices for data collection. It should engage in the development of an electronic data collection system. Data collection by Computer Assisted Personal Interviewing (CAPI), Computer Assisted Telephone Interviewing (CATI), and e-questionnaires should be developed in order to gain efficiency and increase data quality. (European statistics Code of Practice, Indicators 9.3 and 10.2.)
12. The Kosovo Agency of Statistics should engage in the development of modules of the Generic Statistical Business Process Model (GSBPM) in order to increase the cost-effectiveness of the statistical processes and to enhance the quality of the statistical products. (European statistics Code of Practice, indicators 8.1-8.8.)

#### Strengthen relations with the users

13. The Kosovo Agency of Statistics should strengthen relations with users on the basis of subject-matter working groups to understand better the needs of users and to get feedback about their experiences with statistical products. (European statistics Code of Practice, indicator 11.1.)
14. The Kosovo Agency of Statistics should develop stronger relations with academia by widening its service of access to data including anonymised micro-data for research purposes, by offering internships to students, and by incurring cooperation in conducting joint analyses. (European statistics Code of Practice, indicators 7.7 and 15.4.)

## LIST OF ABBREVIATIONS

CAPI	Computer Assisted Personal Interviewing
CATI	Computer Assisted Telephone Interviewing
CBK	Central Bank of Kosovo
CoP	European statistics Code of Practice
ESMS	Euro-SDMX Metadata Structure
ESS	European Statistical System
EU-SILC	European Union Survey of Income and Living Conditions
GSBPM	Generic Statistical Business Process Model
KAS	Kosovo Agency of Statistics
LOS	Law on Official Statistics
MoF	Ministry of Finance
MoU	Memorandum of Understanding
NSS	National Statistical System
ONA	Other National Authorities
SAA	Stabilisation and Association Agreement

# 1. INTRODUCTION

This peer review report is part of a series of assessments, the objective of which is to evaluate the extent to which National Statistical Institutes (NSIs) of the enlargement countries comply with the European statistics Code of Practice (CoP). This series of assessments is based on a similar round of peer reviews carried out in EU Member States, and follows, as much as possible, the same methodology, slightly adapted to the context of the enlargement countries.

The CoP, which sets out a common quality framework for the ESS, was first adopted in 2005 by the Statistical Programme Committee and updated in 2011 by its successor, the European Statistical System Committee. The CoP – 15 principles and related indicators of good practice – covers the institutional environment, the statistical production process and the output of European statistics. The ESS is committed to fully complying with the CoP and is working towards its full implementation. Periodic assessments review progress towards reaching this goal.

The first round of peer reviews in the EU Member States in 2006-2008 was followed by a round of 'light' peer reviews and adapted global assessments in the enlargement countries in 2010-2012. The light peer reviews explored how the NSIs were progressing in implementing the parts of the CoP relating to the institutional environment and dissemination of statistics (principles 1-6 and 15). This resulted in reports for each reviewed NSI, available on the Eurostat website<sup>3</sup>. These reports also include a set of improvement actions covering all the principles of the CoP; these formed the basis of the annual monitoring of the implementation of the CoP in the enlargement countries in the period 2011-2015.

In line with the reviews carried out in EU Member States in 2014-2015, the scope of this second round of peer reviews is broader: the assessment of CoP compliance covers all principles; the CoP compliance of selected other national producers of official statistics (as well as the NSI) in each country is assessed; and the way in which statistical authorities coordinate the production and dissemination of official statistics within their statistical systems is explored.

In order to gain an independent view, the peer reviews have been externalised and an audit-like approach, where all the answers to the self-assessment questionnaires have to be supported by evidence, has been applied. Each peer review in the enlargement countries is conducted by three reviewers and has four phases: completion of self-assessment questionnaires by a country; their assessment by Peer Reviewers; a peer review visit; and the preparation of reports on the outcomes.

The peer review of Kosovo was conducted by Mr Jean-Michel Durr (chair), Mr Peter Hackl, and Mr Marius Andersen with a peer review visit to Pristina on 24–28 July 2017. The programme of the visit is in Annex A and the list of participants in Annex B.

This report focuses on compliance with the CoP and the coordination of official statistics within the national statistical system. It is forward looking and does not discuss events in the past. Instead, the report highlights some of the current strengths of the statistical system and contains recommendations for improvement. Improvement actions developed by the Kosovo Agency of Statistics (KAS) on the basis of this report will be published within the four-week period starting when the final report is sent to the NSI.

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<sup>3</sup> <http://ec.europa.eu/eurostat/web/enlargement-countries/publications/reports>

## 2. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

### Legislation

The Law on Official Statistics (No. 04/L-036) regulates official statistics of Kosovo, the National Statistical System and the role of the Kosovo Agency for Statistics. The Law on Official Statistics was adopted in 2011. It describes the role of KAS as an independent professional institution and the carrier, disseminator and coordinator of the statistical system of Kosovo. The Chief Executive Officer (CEO) of KAS is appointed according to the legislation in force for appointment of high civil employees.

### Mission and vision

The vision of the statistical system of Kosovo is recognition as a trusted, unfailing provider of statistics and for KAS to be the lead standard-setting statistical institution of Kosovo. This shall be achieved through a permanent dedication to improvement of methodology, standards and statistical presentation in line with the needs of key national and international users of Kosovo statistics. The mission is to meet user needs for qualitative, reliable and objective statistical data. Further priorities are set out in the five-year programme of official statistics which outlines the developments of the statistical system with the overall objective to achieve a sustainable and reliable statistical system, and work towards improving productivity and production quality.

### Structure of the NSI and the National Statistical System

KAS is managed by the CEO which is appointed according to the procedure of high civil employees in the Law on Civil Service. The role and tasks of the CEO is however described in the Law on Official Statistics.

KAS is organized in seven departments; four of these are horizontal departments whereas three are statistical production departments. Each department consists of 1 to 3 divisions. Seven regional offices conduct and supervise data collection. Out of 149 approved positions, 99 staff are currently employed in the central office and 46 are employed in the regional offices, and 4 positions are under recruitment process. KAS considers its resource level low, both in terms of budget and number of positions.

The Statistical Council consists of 13 members including the CEO of KAS, various public institutions representing users and data providers, Other National Authorities (ONAs), academia, civil society and the business community. The composition, functions and organization of the Statistical Council is described in the Law on Official Statistics as well as in the Statistical Council regulation. The main responsibility of the Statistical Council is to advise on the preparation of the statistical work programmes, annual plans and on the overall development and functioning of KAS, and to advice on the harmonization and coordination of statistical products within the Kosovo Statistical System. Evaluation and monitoring of the annual plans are also performed by the Statistical Council.

KAS regards the following as its main tasks: Prepare the statistical work programmes, coordinate activities within the statistical system, prepare and prescribe instruments for statistical surveys, provide methodological advice, advise on new and supplementing existing data sets and on improving content of existing and new data sets in accordance with the Law on Official Statistics and the Programme of Statistical Surveys, cooperate with ONAs, prepare statistical standards, determine needs for statistical data, prescribe organisational and technical measures for protection of confidential data, collect and process statistical data,



analyse statistical data, store and disseminate statistical data, meet international obligations in the area of statistics and coordinate the transmission of statistical data to Eurostat and other international organizations.

In addition to coordination of the statistical work programmes, the Law on Official Statistics defines KAS as the coordinating institution of the statistical system in Kosovo and responsible for harmonization of official statistics. The Central bank of Kosovo (CBK), Ministry of Finance (MoF) and "other authorized bodies of the Kosovo Agency for Statistics determined by the program" are defined as ONAs according to the Law on Official Statistics. KAS is responsible for determining and developing statistical methodology, classifications and standards for producing Official Statistics.

#### Statistical Programme

KAS is leading the work to prepare the five-year statistical work programmes. A general priority of the programme is to provide statistical data to support policies of Kosovo institutions, EU policies, decision-making and measurement of economic, social and environmental phenomena and maintain close contact and collaboration with relevant stakeholders to improve the quality, comparability and consistency of Official Statistics. While the current Programme covers the period 2013-2017, KAS is in the process of preparing the Programme for the period 2018-2022. The Statistical Council is consulted on the programmes before it is approved by the government.

Based on the five-year programme, KAS prepares an Annual Work Plan which is in turn operationalized in the annual roadmaps for KAS. The planning process of KAS is based on a so called "Cycle planning". The implementation of the statistical work programmes is monitored and presented in the annual reports. While the five-year programme incorporates the activities of all producers of official statistics, the annual reports cover only activities implemented by KAS.

The main objectives of the programme for the period 2013-2017 include reorganization of KAS and to strengthen its planning processes, annual productivity gains in the range 3-5 per cent and shortening timelines of the publication and develop capacities of its human resources.

#### Statistical products

The statistical products of KAS cover economic, social, agriculture and environmental statistics. A few cross-domain publications combining data from different areas are released such as the statistical yearbook and the quarterly bulletin.

The main objective of the dissemination activities of KAS is to provide products and services that meet users' needs for official statistics. KAS has published a dissemination policy which is based on principles of independence, accessibility, trustworthiness and relevance, all with the objective of creating coherence and relevance for the users.

KAS publishes statistics on its website, the databank "ASKdata" which is based on PX-Web<sup>4</sup>, in printed format and in social media. The recently redesigned website of KAS is becoming the basic source of official statistics where publications are organized in thematic areas. Each publication covers a summary description or a small analytical part, methodological documentation and refers to detailed data available in the databank. The databank offers some flexibility in terms of formats, calculations and layout of presenting the data.

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<sup>4</sup> PX-Web is a solution to establish dynamic tables on the web and is used by many NSIs. See: <http://www.scb.se/sv/PC-Axis/Programs/PX-Web/>

All publications by KAS are pre-announced in the release calendar, which also records possible delays in the publication. All products are released at 14 hours on the publication date, and there is no privileged access before the release time.

KAS also handles particular user requests, such as questions about the data or regarding particular aggregations, via a central contact point in KAS. In addition, researchers can apply for access to micro-data, using a standard written procedure. The rules and protocols for such access are provided in the LOS.

### 3. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM

#### 3.1 STRENGTHS OF THE NATIONAL STATISTICAL INSTITUTE IN RELATION TO ITS COMPLIANCE WITH THE CODE OF PRACTICE AND TO ITS COORDINATION ROLE

This section of the report identifies some aspects of the CoP in relation to which KAS is regarded by the Peer Review team as showing high standards in relation to compliance with the CoP.

The legal framework of the National Statistical System of Kosovo – primarily the Law on Official Statistics - is comprehensive and covers the main areas governing official statistics in the EU. Entered into force in 2011, it has benefited from drawing on other national and international models. The principles governing official statistics in Kosovo as provided in article 3 are well aligned with the CoP. Article 6 of the Law provides that: *“KAS is an independent professional institution and the carrier, disseminator and coordinator of the statistical system of Kosovo, acting within the framework of the Prime Minister’s Office (PMO)”*. Access to administrative sources is granted to KAS by article 7: *“...In performance of its tasks, KAS shall have the right to (...) request administrative and statistical data from the ministries and other institutions (...) All units of Institutions are obligated to offer statistical records foreseen under this article, unless otherwise foreseen by any other legal act.”*

Based on the interviews conducted during the peer review visit, the Peer Review team formed the opinion that KAS is respected and considered as professionally independent and producing good quality statistics. Statistics produced by KAS are rarely challenged and in case of misuse or misinterpretation, responses provided by KAS are sufficient to clarify any misunderstanding or unclear issues.

As provided in the Law on Official Statistics, a Programme of official statistics is drafted by KAS with the recommendation of the Statistical Council for five years and in accordance with the Statistical Programme of European Union. KAS uses a comprehensive system (SIPK) to record the time spent by the staff on each activity, allowing better programming of the activities of the programme on an annual basis. The system identifies the projects and the steps corresponding to the main phases of the Generic Statistical Business Process Model (GSBPM).

Taking advantage of its relatively small size, only 149 staff members, KAS developed participative management and a good work atmosphere as the Peer Review team could observe during the meetings, including with the junior staff. This allows KAS to encourage initiatives from the staff whatever their position in the institution. Junior staff are well qualified and committed to their work and expressed confidence in building a career in KAS.

Using the provision of the Law on Official Statistics, KAS has developed in a short period of time an extensive use of administrative data, signing already more than 15 memoranda of understanding with various providers of administrative data, corresponding to almost 30 administrative series. KAS has developed close cooperation with these providers of administrative data via working groups to exchange on the technical characteristics of these sources.

With the support of the Swedish International Development Cooperation Agency (Sida), KAS has developed a new website, modern and attractive, unanimously praised by the users the Peer Review team interviewed. The KAS website offers user-friendly access to press releases and

publications. In addition, users can customize statistical tables and access interactive maps. All publications and press releases are systematically published in Albanian, Serbian and English, allowing large international visibility.

KAS also appointed a communication officer to serve as focal point for the media. The journalists interviewed by the Peer Reviewers expressed their satisfaction to get easy access to information and to KAS experts via this person.

Overall, the Peer Review team concluded that the KAS, considering that it is a relatively young NSI, has already achieved a lot and is in most respects compliant with the CoP. Areas of weaknesses are mostly related to its human resources that are still insufficient to carry out its obligations to produce official statistics and to the development of a wide spread quality management.

## **3.2 ISSUES AND RECOMMENDATIONS**

This section presents the issues where the Peer Review team considers that the overall level of compliance with the CoP throughout the NSS could be enhanced:

- Consolidate the institutional framework
- Increase resources and improve cost-effectiveness;
- Develop quality management and methodology
- Strengthen relations with the users.

These issues are discussed with specific recommendations in the following sections of the report.

### **3.2.1 CONSOLIDATE THE INSTITUTIONAL FRAMEWORK**

KAS has been in the process of developing both the framework for producing official statistics and the portfolio of statistical products over the recent years. Further development of its statistical production is required to meet needs from national and international users. As KAS and the statistical system in Kosovo are relatively young and still developing institutions, compared to many other European countries, KAS could take advantage of the current situation to establish its authority and institutional capacity as the coordinator of the statistical system.

The Peer Review team identified three areas where KAS could further improve its institutional framework and coordinating role:

- Strengthen the legal framework;
- Strengthen implementation of confidentiality principles;
- Improve coordination.

#### **3.2.1.1 STRENGTHEN THE LEGAL FRAMEWORK**

Following the entry into force of the Law on Official Statistics in 2011, KAS proposed further amendments in 2016 in order to align the legislation with the CoP, and in particular with indicators related to the principle of professional independence. While the initial amendment proposed to extend the mandate of the CEO, subsequent consultation with the government and the National Assembly resulted in discussions on whether the Agency should be subordinated to the Prime Minister's Office, the Kosovo Assembly or a Ministry. While several situations are

found in the ESS, the selected arrangement should preserve the professional independence of the Agency regardless of its organisation in the public sector.

The mandate of the CEO, the appointment procedure and reasons on the basis of which the incumbency can be terminated are currently covered by the Law on Civil Service. According to this law the mandate is 3 years and renewable. In view of the duration of the five-year work programme, which defines the mid-term priorities of the Agency the mandate appears relatively short. Extending the mandate of the CEO would allow the CEO to implement longer term priorities, and give stability to the top management which would benefit an institution under development.

The Peer Review team considers the legal framework sufficiently clear as regards the role and responsibility of the Agency in terms of advising and deciding on appropriate statistical methodology. Similarly, the role of the CEO when it comes to management and administration of KAS and its statistical production appears clear. However, the methodological authority in the statistical system is not clear as regards the role of the CEO of KAS. The recently amended regulation 223/2009 on European Statistics, and subsequently amended national legislations in some NSIs, clarified the methodological responsibility in the statistical system belonging exclusively to the Director General of the NSI, which is often titled the “Chief Statistician” or “National Statistician”. Strengthening this aspect of the Law on Official Statistics would emphasize the role of the CEO of KAS also on methodological matters.

KAS is mandated to access and use of administrative data for statistical purposes by the Law on Official Statistics. The Peer Review team considered the extensive use of administrative data one of the strengths of KAS. As the Agency is in the process of gradually extending the use of administrative data, especially in the area of social and demographic statistics, the Peer Review team considers that KAS would strengthen its position with specific provisions in the Law on Official Statistics on the right to be involved in the design and development of administrative data. This would also safeguard the production of official statistics in situations where KAS depends largely on administrative data.

In order to further strengthen the legal framework of KAS the Peer Review team recommends that:

1. The future revision of the Kosovo Law on Official Statistics should preserve the professional independence of the Kosovo Agency of Statistics and state that the head of the Agency has sole responsibility for deciding on statistical methods, standards and procedures, while expanding her/his mandate to a longer period than currently. (European statistics Code of Practice, indicators 1.3 and 1.4.)
2. The Kosovo Law on Official Statistics should contain specific provisions on the right of the Kosovo Agency of Statistics to be involved in the design of administrative registers which are or may be used for statistical purposes, and be consulted on changes to and termination of such administrative registers and records. (European statistics Code of practice, Principle 2.)

### **3.2.1.2 STRENGTHEN IMPLEMENTATION OF CONFIDENTIALITY**

Several institutional arrangements are in place to protect confidential data from the technical and legal point of view. For example, confidentiality is ensured explicitly in the Law on Official Statistics and other legislation related to data protection in Kosovo. Another example is the way KAS ensures the appropriate IT measures to protect data.

Whereas the framework for ensuring confidentiality is broadly in place, the Peer Review team considered that the implementation of confidentiality principles could be strengthened. While confidentiality is described in the dissemination policy, there is no separate confidentiality policy established in KAS. The employment contracts between KAS and its staff (which are general for the public sector in Kosovo) contain a specific paragraph on respecting confidentiality; however, staff are not required to sign a separate confidentiality commitment upon their employment in KAS. Another area where the Peer Review team considered the implementation of statistical confidentiality could be strengthened is towards its main data providers. KAS informs respondents about confidentiality of data provided, in letters to its survey respondents, and in the MoUs with providers of administrative data. However, KAS could take further measures in assuring and actively informing its providers of administrative data on how confidentiality principles are implemented and also making sure that feedback given to providers of administrative data respect confidentiality.

Strengthening a few elements of the way KAS implements and informs its staff and data providers on statistical confidentiality will contribute to building a stronger corporate culture of confidentiality in KAS. This is also likely to reduce the risk of disclosure of confidential data and will strengthen the image of KAS towards its data providers and users.

In order to strengthen the implementation of statistical confidentiality and increase compliance with the COP, the Peer Review team recommends that:

3. The Kosovo Agency of Statistics should strengthen the corporate culture on confidentiality by building a thorough understanding and commitment of its staff to implement statistical confidentiality. Furthermore, KAS should guarantee its key data providers on the implementation of statistical confidentiality. (European Statistics Code of Practice, Principle 5.)

### 3.2.1.3 IMPROVE COORDINATION

The Peer Review team recognises that several mechanisms are in place to facilitate the coordination of the statistical system in Kosovo. The Law on Official Statistics defines the national statistical system with KAS as the leading and coordinating institution. ONAs include the CBK, MoF and other authorities authorised in the five-year Programme of official statistics<sup>5</sup>.

In addition to the coordinating mechanisms in place in the operational level as well as in strategic documents such as the work programmes, KAS could give visibility to the statistical system and ONAs on its website. This is also a channel to promote the scope of the NSS and products published by ONAs. Part of the coordination role of KAS is to define a suitable methodology and a set of statistical standards to be used for the production of official statistics. Providing such information, for example standard classifications, on the website of KAS would not only be a way of promoting KAS as the leading authority when it comes to official statistics but can also be considered a way of supporting ONAs by providing standards for the national statistical system.

A number of inter-agency working groups are established, some are regular groups covering a particular sector or survey whereas others were created when major statistical operations were undertaken (such as the Agriculture Census and the revision of the NACE). These groups are

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<sup>5</sup> The 2013-2017 Programme of official statistics lists 6 Ministries as "other providers" for official statistics in Kosovo.

important coordination mechanisms, and KAS could establish and maintain a list of inter-agency working groups and report on their work.

The article in the LOS defining producers of official statistics allows for additional institutions to be authorised to produce official statistics in the statistical work programmes. However, the criteria to qualify as a producer of official statistics are not clear. Furthermore, without clear criteria it is not possible to evaluate the compliance of ONAs towards such criteria. Many countries define official statistics at two levels: first by producing institution and second by labelling certain statistical products as official statistics. In addition, it is usual to set criteria based on principles of the European Statistics Code of Practice to qualify as a producer of official statistics, in particular as regards quality standards. The lead institution often coordinates ONAs in terms of documenting quality and metadata.

The Peer Review Team considers that a mechanism should be established, possibly a coordination committee attached to the Statistical Council, to improve this aspect of coordination, and to systematically monitor the compliance of ONAs.

As KAS and the statistical system in Kosovo are relatively young and still developing institutions compared to many other European countries, KAS should take advantage of the current situation to establish its authority as the coordinator of the national statistical system. In order to strengthen its coordination role, the Peer Review team recommends that:

4. The Kosovo Agency of Statistics should reinforce its coordinating role in the National Statistical System by giving visibility to Other National Authorities and the National Statistical System on its website, and share statistical standards relevant for producing Official Statistics, such as classifications. (Coordination)
5. The Kosovo Agency of Statistics should clarify the definition of Official Statistics by defining a set of criteria based on the CoP and establishing a mechanism to systematically evaluate compliance with these criteria by all relevant ONAs. A specific Coordination Committee attached to the Statistical Council could be established with the mandate to assess compliance with criteria required to qualify as a producer of Official Statistics. (Coordination, European Statistics Code of Practice, Principle 14.)

### **3.2.2 INCREASE RESOURCES AND IMPROVE COST-EFFECTIVENESS**

KAS, as a young National Statistical Institute, is facing an important shortage of resources to be able to fulfil its national and international obligations, such as the National Programme for Stabilisation and Association Agreement (SAA) with the EU. The Peer Review team formed the opinion that it is of paramount importance to increase the resources allocated to KAS.

The Peer Review team identified three areas of improvements of KAS related to resources and capacity:

- Ensure sustainable resources;
- Consider transferring positions from regional offices to headquarters;
- Develop internal training.

#### **3.2.2.1 ENSURE SUSTAINABLE RESOURCES**

Whereas KAS's financial resources have increased regularly over the past years (+6.4 percent in 2015, + 3.2 percent in 2016 and +5.4 percent in 2017), resources are still insufficient to cover

the range of statistical activities KAS should carry out. KAS has 149 positions approved, and 143 currently filled, among which 97 hold a faculty degree.

Although KAS's situation is probably not worse compared to other Kosovo public institutions, it limits seriously its capacity to fulfil the programme of official statistics as well as to answer users' needs for information. To overcome its shortage of resources, KAS has developed an extensive use of administrative sources. However, several statistical domains are still not or insufficiently covered. For the mid-term period 2017-2019, KAS plans to realize the following general objectives: (i) improvement of statistical system and statistical outputs, (ii) fulfilment of EU standards and other international standards for the production of statistics, and (iii) implementation of the SAA with the EU. To achieve these objectives, KAS has identified a need for 48 new positions, in particular to improve the quality and the timeliness of statistical outputs; to develop the production of statistics in areas such as national accounts, business statistics, tourism statistics, social statistics (EU-SILC, LFS); to implement updated classifications such as ISCO and ISCED; to develop agriculture and environment statistics in accordance with the EU regulations and to implement the Euro-SDMX Metadata Structure (ESMS) metadata management system.

The Peer Review team recognises that it is probably difficult for the government to provide such an increase of resources in one single budget year, but it formed the opinion that without an adequate resource level, KAS faces the risk not being able to fulfil its obligations regarding national needs in official statistics as well as in the EU agenda. While the Peer Review team considers that KAS should further enhance its cost-efficiency, it also considers that KAS should be resourced adequately.

To further enhance compliance with the CoP, the Peer Reviewers recommend that:

6. The Kosovo national authorities should ensure adequate resources to enable the Kosovo Agency of Statistics to fulfil its national and international obligations. (European statistics Code of Practice, Principle 3.)

### 3.2.2.2 CONSIDER TRANSFERRING POSITIONS FROM REGIONAL OFFICES TO HEADQUARTERS

Among the 149 job positions in KAS, 101 are in the headquarters in Pristina, and 48 in the 7 regional offices. The role of the regional offices is to conduct and supervise data collection activities, performed either by interviewers as permanent staff or outsourced to private companies. The Peer Reviewers formed the opinion that such a large proportion of staff (one third) allocated to regional offices seems rather disproportionate with regard to the shortage of staff at headquarters needed to design and implement the statistical outputs KAS is required to produce. The small size of the regional offices, consisting of one manager and around 5 interviewers in average, may entail additional functioning costs as well as lower productivity compared to the larger ones. In addition, seven regional offices in a country of 1.8 million inhabitants and 10,908 km<sup>2</sup> sounds excessive comparing to other European countries.

The implementation of new technologies for data collection, such as the use of web-questionnaires, in particular for businesses, should reduce the need for direct data collection and free up resources in the regional offices. This will represent an opportunity to reallocate positions to KAS headquarters for higher level statistical activities which are much needed in KAS, including filling some of the 48 positions KAS has identified to fulfil its national and European obligations.

To further enhance compliance with the CoP by improving the efficiency of its organisation, the Peer Reviewers recommend that:



7. The Kosovo Agency of Statistics should continue monitoring the workload and productivity of its regional offices in order to free potentially available resources to be reallocated for other activities in its headquarters. (European statistics Code of Practice, Principle 10.)

### 3.2.2.3 DEVELOP INTERNAL TRAINING

KAS has benefited from intensive training from Eurostat and the institutional cooperation with Statistics Sweden to support its upgrading to the level of European statistics. Training was received from foreign experts in national accounts, agriculture statistics, business statistics, social statistics, IT, quality, metadata and more. In total, 118 activities of all kinds were supported by the Instrument for Pre-accession Assistance programme (IPA2014) in 2016. The staff trained is currently using the knowledge acquired during the training in their daily work. This represents an important capacity that KAS should assess and utilise to develop internal training. For example, training received in quality management and metadata management system (e.g. ESMS) can be conducted internally instead of relying on external training.

In addition, no specific training is organised for newcomers, in particular on issues such as confidentiality, legal system, or internal organisation. KAS should develop a specific training module for newcomers to make sure that all staff is well informed of the rules under which they will operate as KAS staff members.

Finally, while KAS makes important efforts to release its publications in English, the staff lacks English skills, which hampers their participation in international events such as training, seminars or workshops. English training should be systematically proposed to the staff, and should be found locally.

To further enhance compliance with the CoP by developing the capacity its staff, the Peer Reviewers recommend that:

8. The Kosovo Agency of Statistics should aim at increasing the capacities of its staff by developing an internal training programme, building on the extensive training already provided by international organisations. (European statistics Code of Practice, indicator 7.6.)

### 3.2.3 DEVELOP QUALITY MANAGEMENT AND METHODOLOGY

KAS has still a substantial space for improving the statistical processes. Potentials for improvements have been identified particularly in the data collection phase but also in the use of tools for supporting the statistical production process in general. Moreover, widening the quality management system within KAS needs to have a clear priority. The Peer Review team identified four areas where KAS should improve its quality management and methodology:

- Strengthen the quality management system;
- Monitor and control the work of the interviewers;
- Increase the use of electronic devices for data collection;
- Engage in the development of GSBPM modules.

### 3.2.3.1 STRENGTHEN THE QUALITY MANAGEMENT SYSTEM

KAS is aware of the importance of high quality of statistical processes and products to serve the needs and maintain the trust of users across the fields of politics, public administration, business, the scientific community, and the general public. Central responsibility for quality issues is assigned to the Quality Manager and the Quality Steering Group, established in 2014. KAS has developed a Statement of Quality which is available on the KAS website; the document lists eleven principles, much in line with the CoP principles like professional independence and statistical confidentiality, on which the work of KAS is based. Compliance with European legislation and Eurostat recommendations is seen as ensuring the relevance of the statistical products.

Procedures to internally monitor the quality of the statistical products are in the responsibility of the corresponding production unit. Metadata reports in the ESMS format are available for various statistical products. At the top level, communication with users is focused through the Statistical Council. A number of user groups have been established, e.g., in the domain of economic statistics, which deal with more technical discussions. User satisfaction has been investigated in a survey in 2014.

Principle 4 of the CoP requires that statistical authorities should systematically and regularly identify strengths and weaknesses to continuously improve process and product quality. It was noted in the course of the Peer Review meetings that the quality management system within KAS, as currently developed, is not as comprehensive as it could be. It does not have the broad coverage recommended by the quality management principles, covering matters such as:

- User orientation, including aspects such as communication policy, product and marketing policy, accessibility of results, and monitoring the use and utility of existing outputs (CoP, Principle 11);
- Managing response burden (CoP, Principle 9);
- Staff development, including aspects such as staff training, job rotation and enrichment, and staff satisfaction (CoP, Principle 3).

The Peer Review team concluded that KAS would benefit from further developing its quality management arrangements and its organizational structure in such a way that:

- The responsibility for the quality management programme is assigned to the Quality Manager who should report directly to the CEO; the CEO shall be involved in all related activities;
- The Quality Steering Group involves systematically the top management and acts strongly in identifying potentials for improvements and steering those developments;
- User groups for important statistics shall discuss user needs and give feedback on all quality issues, providing information about potentials for improvements.

Under such a model, the Quality Steering Group would discuss the various projects including the annual work plan, designing the quality management strategy, and providing the Quality Manager with information on quality issues across the organisation.

A quality project should also focus on the development of quality guidelines describing comprehensively the statistical processes in use at KAS along the lines of the GSBPM, providing support to process managers for the implementation of quality management. Another quality project should be the coordination of the production of metadata reports for all statistical

products. Other projects should deal with various quality dimensions, e.g., with improving timeliness by further reducing the delay in the production of certain statistics. These projects should help KAS identify potentials for improvements, continuously gaining in quality and cost-effectiveness.

In order to further enhance compliance with Principle 4 of the CoP, the Peer Reviewers recommend that:

9. The Kosovo Agency of Statistics should establish a broader quality management system. The Quality Manager, a senior expert responsible for quality should fulfil the role of Quality Coordinator and report directly to the CEO. The Quality Steering Group should support and guide the Quality Manager as a cross-organisational quality committee. (European statistics Code of Practice, indicator 4.)

### **3.2.3.2 MONITOR AND CONTROL THE WORK OF THE INTERVIEWERS**

Data collection is organized by involvement of the regional organization of KAS; the staff of the seven regional offices includes trained and experienced interviewers who conduct face-to-face interviews. In general, the response rates both in household and business surveys are at a level of about 80% which is quite satisfactory.

The Peer Review team had the impression that the monitoring of the work of interviewers should be improved and the control strengthened and performed in a systematic manner. This refers to aspects like the behaviour of the interviewers in general and to quality dimensions in particular. Interviewers should be well trained about and aware of the importance of confidentiality. The roles of the regional offices should also be clarified in terms of data collection control procedures. Procedures for controlling the work of interviewers should be systematically implemented; analyses of the documentation of these activities should be used for improvements of the data collection processes.

In order to strengthen compliance with the CoP, the Peer Reviewers recommend that:

10. The Kosovo Agency of Statistics should establish processes to monitor and control the work of the interviewers who conduct the data collection. The focus should be on aspects like impartiality, confidentiality, and relevant quality dimensions. Results of this monitoring should be used for improvements of the data collection processes. (European statistics Code of Practice, indicator 12.1.)

### **3.2.3.3 INCREASE THE USE OF ELECTRONIC DEVICES FOR DATA COLLECTION**

Data collection of KAS is mainly done through face-to-face interviews. The use of electronic devices for data collection such as tablets and the development of data collection processes like CAPI, CATI, and e-questionnaires are at an early stage at KAS. For example, KAS has an agreement with the World Bank to carry out surveys using tablets and the Survey Solutions software. The Peer Review team could not identify any systematic procedures for examining the potential for further applications of electronic data collection. Web-based data collection from enterprises preserves confidentiality, reduce the form filling burden, and increase the efficiency of the statistical processes. The use of the internet could be further enhanced if all business data collection were processed through a common web site. Cooperation in the development of a data collection system and online questionnaires with other NSIs may be feasible. All these measures would increase the cost-effectiveness of data collection and the production of higher quality statistics.

In order to strengthen compliance with the CoP, the Peer Reviewers recommend that:

11. The Kosovo Agency of Statistics should increase the use of electronic devices for data collection. It should engage in the development of an electronic data collection system. Data collection by Computer Assisted Personal Interviewing (CAPI), Computer Assisted Telephone Interviewing (CATI), and e-questionnaires should be developed in order to gain efficiency and increase data quality. (European statistics Code of Practice, indicators 9.3 and 10.2.)

#### **3.2.3.4 ENGAGE IN THE DEVELOPMENT OF GSBPM MODULES**

Within KAS, a general concept for the design of the statistical process, like the GSBPM, has not been implemented uniformly so far. GSBPM provides a standard framework and a harmonised terminology to help statistical organisations to modernise their statistical production processes, as well as to share methods and components. The GSBPM can also be used for integrating data and metadata standards, as a template for process documentation, for harmonising statistical computing infrastructures, and for providing a framework for process quality assessment and improvement. The GSBPM has been successfully used by statistical organisations as a framework to develop systems for the statistical production. It forms an essential part of Eurostat's work for implementing the ESS vision of better harmonisation and integration of statistical business processes and the importance of metadata management.

The Peer Review team sees a substantial potential for improvements of both the statistical processes and the quality of the statistical products by implementing elements of GSBPM. For example, the development of a harmonized methodology for editing and imputation which is appropriate for all data collection processes within KAS simplifies the data editing processes, improves the quality of the data, and reduces the efforts for the training of staff. As a first step, the existing statistical processes should be mapped against GSBPM; this would allow identifying possible similarities and developing common modules. For the development of GSBPM modules, cooperation with other NSIs may be feasible. The use of GSBPM modules would increase the cost-effectiveness of the whole statistical processes and also has the potential to enhance the quality of outputs.

In order to strengthen compliance with the CoP, the Peer Reviewers recommend that:

12. The Kosovo Agency of Statistics should engage in the development of modules of the Generic Statistical Business Process Model (GSBPM) in order to increase the cost-effectiveness of the statistical processes and to enhance the quality of the statistical products. (European statistics Code of Practice, indicators 8.1-8.8.)

#### **3.2.4 STRENGTHEN RELATIONS WITH THE USERS**

Strong relations with users are an important means for understanding users' needs, increasing the relevance and quality of the statistical products, and raising the trustworthiness of the statistical authority. An efficient tool for strengthening the relations with users are user groups which can be established for all subject matter areas where it seems appropriate. Another tool which proved fruitful for many NSIs is the development of relations with universities and research institutions. The Peer Review team has identified two areas where KAS is recommended to strengthen the relations with users:

- Establish more subject-matter working groups;
- Develop stronger relations with academia and research institutions.

### **3.2.4.1 ESTABLISH MORE SUBJECT-MATTER WORKING GROUPS**

In the section “Quality management and methodology”, the importance of user groups has been stressed. User groups from politics, public administration, business, the scientific community, and the general public are highly relevant sources of information on user needs and give feedback, e.g., on quality issues related to statistical products, thereby providing information about potentials for improvement.

The Law on Official Statistics requires KAS to consult users, among others, about the quinquennial statistics program. As stipulated in the law, KAS has a Statistical Council whose members are users and other stakeholders of official statistics. Under the umbrella of the Statistical Council, KAS has established working groups at the subject-matter level. For example, in the area of economic statistics, user groups are active in national accounts, government finance, energy statistics, tourism statistics, external trade statistics, manufacturing statistics, and statistical business register.

The Peer Review team suggests strengthening the relations with users by systematically establishing such working groups for all important thematic areas and by holding regular meetings. This will allow monitoring the relevance and utility of existing statistics, to better understand the needs of users and to get feedback about users’ experiences with the statistical products and emerging needs and priorities. The user orientation that is expressed in the establishment of user groups is an important means of quality management and ingredient of continuous improvement.

Good relations with expert users may also be the basis for cooperation. Such cooperation may aim, e.g., at joint analysis of data, or at interpreting data by supplementing the views of the data expert with that of the subject-matter expert. Such analyses allow for an extra value beyond what the NSI can provide, given the available resources and capacities.

In order to further enhance compliance with the CoP, the Peer Reviewers recommend that:

13. The Kosovo Agency of Statistics should strengthen relations with users on the basis of subject-matter working groups to understand better the needs of users and to get feedback about their experiences with statistical products. (European statistics Code of Practice, indicator 11.1.)

### **3.2.4.2 DEVELOP STRONGER RELATIONS WITH ACADEMIA AND RESEARCH INSTITUTIONS**

According to the experience of many NSIs, the development of relations with universities and research institutions can be particularly fruitful. KAS has established relations with university departments and research institutes. Among others, KAS offers access to some of their micro-data in a safe environment for researchers.

KAS should provide more information on related services that are already offered for researchers and should take actions to promote the use of its data for research purposes, attracting actively the cooperation with universities. Data including anonymised micro-data from the household budget survey, from EU-SILC, and generally from social statistics are very suited for student research work such as master theses. Cooperation with universities such as joint analysis may also help to answer questions which are beyond the expertise and capacity of staff members of KAS. The experience of other NSIs shows that such cooperation is seen as prestigious by the public. Cooperation with universities can also be used to discuss methodological, IT, and innovation developments. The Peer Review team welcomes that KAS offers internships for students, a service which also should be further developed.

In order to further enhance compliance with the CoP, the Peer Reviewers recommend that:

14. The Kosovo Agency of Statistics should develop stronger relations with academia by widening its service of access to data including anonymised micro-data for research purposes, by offering internships to students, and by incurring cooperation in conducting joint analyses. (European statistics Code of Practice, indicators 7.7 and 15.4.)

### **3.3 NATIONAL STATISTICAL INSTITUTE VIEWS WHERE THEY DIVERGE FROM PEER REVIEWERS' ASSESSMENT**

KAS welcomes the Peer Review team report and agrees on overall level with findings and recommendations, However KAS wishes to express little diverging views regarding two of the recommendations.

The first one concerns the recommendation about transferring positions from regional offices to headquarters (Recommendation 7). KAS agrees that it should continue monitoring the workload and productivity of its regional offices to free potentially available resources to be reallocated for other activities in its headquarters. At the time being there is no resources to be relocated without putting at risk the data collection process. Also through Regulation on Reorganization of KAS (Reg.No.01 / 2013), pursuant to Article 14 paragraph 4, the CEO has rationalized several positions from the Department of Surveys and Censuses (which consists of all regional offices) as well as the data entry unit (data entry staff), and relocated those positions to the National Account Unit and other statistical production units at KAS. In addition, we have informed the Peer Review team that within the Kosovo-Serbia Agreement in Brussels, facilitated by EU, 10 positions have been placed in KAS by political decisions and this number has significantly increased the number of Regional Office staff from 38 to 48.

The second one regards the monitoring and control of the work of the interviewers (Recommendation 10). KAS agrees on improving the processes to monitor and control the work of the interviewers who conduct the data collection. The monitoring and control should only focus on a specific part (findings from the field operation control) of the data collection process where improvements are needed, by setting up a common approach for all the subject matter departments regarding their monitoring of the field work. Otherwise the interviewers are well trained regarding the confidentiality, a lot of attention is paid to the issue of the enumerators' behaviours, even how to be introduced in front of head of household, to explain the purpose of his/her visit, to explain that the data will be protected by Law, results to be published only at aggregated level, etc.

## ANNEX A: PROGRAMME OF THE VISIT

### PEER REVIEW VISIT TO KOSOVO

24–28 July 2017

### AGENDA

Time	Programme
<b>Day 1 – Monday 24 July 2017</b>	
09.00–10.30	Peer Review team discussion to finalise the preparation of the visit
10.30–11.00	Coffee break
11.00–12.00	Preparatory meeting with KAS coordination team and, possibly, other national participants in the visit to discuss practical aspects of the visit
12.00–13.00	Lunch
13.00–15.00	Welcome and introduction of programme, adopting the agenda, organisational matters. Presentation of the National Statistical System (General information session with description on how NSS is organized).
15.00–15.15	Coffee break
15.15–16.15	Coordination role of the NSI
16.15–17.00	Peer Review team meeting
<b>Day 2 – Tuesday 25 July 2017</b>	
09.00–10.30	Statistical law and related legislation (CoP Principles 1, 2, 5 and 6)
10.30–10.45	Coffee break
10.45–12.45	Programming, planning and resources, including training (CoP Principles 3, 9 and 10)
12.45–13.30	Lunch
13.30–15.45	Quality (organisational structure, tools, monitoring...) (CoP Principles 4 and 11 to 15)
15.45–16.00	Coffee break
16.00–17.30	Dissemination, including confidentiality and user consultation (CoP Principles 5, 6, 11 and 15)
<b>Day 3 – Wednesday 26 July 2017</b>	
09.00–10.30	Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8)
10.30–10.45	Coffee break
10.45–12.00	Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8).
12.00–13.00	Lunch
13.00–14.15	Meeting with junior staff
14.15–15.30	Meeting with Other National Authorities (ONAs): Central Bank of Kosovo
15.30–15.45	Coffee break
15.45–17.00	Meeting with Other National Authorities (ONAs): Ministry of Finance

<b>Time</b>	<b>Programme</b>
<b>Day 4 – Thursday 27 July 2017</b>	
09.00–10.30	Meeting with main users – ministries and other public/private institutions (including Central Bank as a user).
10.30–10.45	Coffee break
10.45–12.45	Meeting with main data providers/respondents
12.45–14.00	Lunch
14.00–15.00	Meeting with main users – media
15.00–15.15	Coffee break
15.15–16.15	Meeting with main users – scientific community
16.15–17.15	Meeting with international organisations
<b>Day 5 – Friday 28 July 2017</b>	
08.00–09.00	Peer Review team discussion
09.00–12.00	Meeting with senior management: conclusions and recommendations
12.00–13.00	Lunch
13.00–15.00	Preparation of the report: task sharing



## ANNEX B: LIST OF PARTICIPANTS

	Peer Reviewers
1	Mr Jean-Michel Durr (chair), leading expert
2	Mr Peter Hackl, expert
3	Mr Marius Andersen, Eurostat
	Eurostat observer
4	Ms Veneta Boneva, Observer (Eurostat)
5	Mr Maldi Dema, Observer (INSTAT)
	Management of the Kosovo Agency of Statistics
6	Mr Isa Krasniqi, Chief Executive
7	Mr Ibrahim Rrustemi, Director of Department for Policy, Planning, Coordination and Communication
8	Mr Ilir T.Berisha, Director of Statistics Economic and National Accounts
9	Mr Ramiz Ulaj, Director IT and Methodology
10	Mr Bajrush Qevani, Director of Agriculture Environment Statistics
11	Mr Avni Kastrati, Director of Social Statistics
12	Ms Melihate Tahiri, Director of Administration
	Peer Review coordinator team of the Kosovo Agency of Statistics
13	Mr Ibrahim Rrustemi, Director of Department for Policy, Planning, Coordination and Communication
14	Ms Teuta Zyberi, International relations
15	Ms Arta Salihi-Morina, Internal Coordinator
16	Ms Hazbije Qeriqi, Media communication
	Other participants from the Kosovo Agency of Statistics
17	Mr Shqipe Makolli, Human resources manager
18	Mr Burim Limolli, Head of Division IT and Methodology
19	Ms Drita Sylejmani, Senior officer Dissemination
20	Mr Bekim Canolli, Head of Methodology and Dissemination
21	Ms Servete Muriqi, Head of Methodology
22	Ms Xhevrie Fetahu, Head of National Accounts Division
23	Ms Violeta Arifi-Gashi, Head of unit Agricultural Department
24	Ms Emina Deliu, Head of Sector Household Budget Survey
25	Ms Besa Haqifi, Senior officer for living standards
26	Ms Arijeta Sojeva, Vital Statistics
	Junior staff from the Kosovo Agency of Statistics
27	Ms Teuta Zyberi, International relations

28	Ms Hazbije Qeriqi, media communication
29	Mr Burim Limolli, Head of Division IT and Methodology
30	Mr Arbert Avdyli, Translator
31	Mr Idriz Hoxha, Administrator of IT
32	Mr Bekim Bojku, Energy Statistics
33	Ms Kaltrina Veselaj, National Accounts
34	Ms Ardita Hajredini, GIS
35	Ms Arlinda Berisha-Emini, Agriculture statistics
36	Mr Nysret Sylejmani, National accounts
	Representatives of Ministries and other public/private institutions
37	Ms. Xhevahire Izmaku, Deputy in the Kosovo Assembly
38	Mr Vedat Sagonjeva, Prime Minister Office/Strategic Planning Office
39	Ms Blerta Kika, Senior Analysts for Macroeconomics, Ministry of Economy and Finance
40	Ms Ganimete Xhaka, Senior Analysts for Macroeconomics, Ministry of Economy and Finance
41	Ms Delvina Hana, Analysts for Economic Analysis, Ministry Agriculture Forestry and Rural Development
42	Mr Shpetim Kalludra, Ministry of Labour and Social Welfare
43	Mr Jeton Karaqica, Ministry of European Integration
44	Mr Valon Avdiu, Ministry of European Integration
45	Ms Edi Gusia, Equality Gender Office
46	Ms Blerinda Idrizi, Indvelop DADA6 Niras (Gender issues)
	Representatives of main users, data providers/respondents
47	Mr Sakip Imeri, Director of Tax Authority of Kosovo
48	Mr Enver Makolli, Ministry Education Science and Technology
49	Mr Besnik Ramosaj, Judicial court of Kosovo
50	Mr Naser Hasani, Judicial court of Kosovo
51	Mr Vedat Maqastena, Agency for registration of business in Kosovo
	Representatives of the scientific community
52	Mr Dukagjin Zeka, Public University "Hasan Prishtina" – Agriculture Faculty
53	Mr Bedri Dragusha, Public University "Hasan Prishtina" – Agriculture Faculty
54	Mr Sylë Sylanaj, Public University "Hasan Prishtina" – Agriculture Faculty
55	Mr Berat Thaçi, Reserch Institute – GAP institute – Economic policy Think
	Representatives of the Media
56	Ms Albulena Avdiu, Ekonomia online
57	Ms Albulena Mavraj, Epoka e Re
	Participants from ONAs

58	Mr Bedri Zymeri, Director of Department of Statistics, Central Bank of Kosovo
59	Ms Shqipe Haredini, Official of statistics, Central Bank of Kosovo
60	Mr Shkelzen Ademi, Official of statistics Central Bank of Kosovo
61	Ms Blerta Kika, Senior Analysts for Macroeconomics, Ministry of economy and finance
62	Ms Ganimete Xhaka, Senior Analysts for Macroeconomics, Ministry of economy and finance
63	Mr Arif Hoti, Minister advisor, Ministry of economy and finance
	Meeting with the international organizations
64	Mr Brandao Co, UNICEF
65	Ms Arijeta Gjokolli, UNICEF
66	Ms Valbona Ismaili, SIDA/SCB