International Organization for Migration (IOM)
The UN Migration Agency

PROGRAM DOCUMENT

"Engage the Albanian Communities Abroad to the Social and Economic Development of Albania"

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Beneficiaries:	Government of Albania; Albanian Communities Abroad
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ACRONYMS

AC	Accountant
ACA	Albanian Communities Abroad
AIDA	Albanian Investment Development Agency
CAGC	ConnectAlbania and Grant Coordinator
CBFC	Capacity building and Fellowship Coordinator
CP	Compensation Plan
FC	Fellowship Coordinator
FDI	Foreign direct investment
FPD-ACA	Framework Policy Document and action plan on ACA Engagement
GDF	Global Diaspora Forum
GDP	Gross Domestic Product
GFMD	Global Forum on Migration and Development
GoA	Government of Albania
HLD	High Level Dialogue on Migration and Development
IADC (AICS)	Italian Agency for Development Cooperation
IMC	Information and Media Coordinator
IMT	Inception and Monitoring Team
INSTAT	Albanian Institute of Statistics
IOM	International Organization for Migration
IOM-REP	IOM Representative
IOM RO	IOM Regional Office
MEDTTE	Ministry of Economic Development, Tourism, Trade and Entrepreneurship
MFA	Ministry of Foreign Affairs
MIDWEB	Migration for Development in the Western Balkans
NSDI	National Strategy for Development and Integration
PM	Program Manager
PPA	Program and Procurement Assistant
PMT	Program Management Team
PRISM	IOM Processes and Resources Integrated Systems Management
PSC	Program Steering Committee
RMO	Resource Management Officer
SC	Steering Committee
SDG	Sustainable Development Goal
SMEs	Small and Medium Enterprises
SOPs	Standard Operation Procedures
TAB	Technical Advisory Board
TABS	Technical Advisory Board Secretariat
TOR	Terms of Reference
TST	Technical Support Team
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
USA	United States of America

Brief Description

Nowadays policy-makers in Albania, donor agencies, development specialists and the wider informed public have realized that the Albanian Communities Abroad (ACA) are becoming increasingly important for the development of Albania. Albania's economy has benefitted significantly from remittance inflows, yet, there is a need to support new ways of promoting ACA to retain their connection to Albania and contribute to its economic and social growth. The challenge for the stakeholders in Albania is to create an environment that encourages and supports engagement of migrants for the development of the home country, in the goals recently identified, designed along 4 strategic strands:

I. Institutional and Leadership Development
II. Albanian Communities Abroad and Human Capital
III. Albanian Communities Abroad and Economic Development
IV. Supporting Albanian Communities Abroad

These goals were defined in a **Framework Policy Document and action plan on ACA Engagement (FPD-ACA) developed in 2016** by the Government of Albania (GoA), with the technical and financial support of the International Organization for Migration (IOM), which delineates the future policy objectives on Engagement with ACA. This document builds on the growing appreciation of the economic, social, cultural and political development potential of Albanian communities abroad by the GoA. It is shaped to ensure a reciprocal, mutually beneficial relationship between Albania and its communities abroad.[1] The program identified and agreed with the governmental counterparts, will provide support to the GoA for enhancing the engagement of the ACA in the development of the country, with a specific focus on the communities in Italy, through targeted actions following the strategic strands identified by the GoA. The program will be implemented by IOM in cooperation with line ministries, specifically the Ministry of Foreign Affairs and the Ministry of Economic Development, Tourism, Trade and Entrepreneurship and its in-house Albanian Investment Development Agency (AIDA).

Along the implementation, the program will employ a few key features:

- The program will rely, whenever relevant and within its focus, on good practices / models developed in other countries, especially in Italy;
- The program will also strive to develop synergies with eventual national or international partners' initiatives working on similar topics;
- The program will pay particular attention to producing and usage of data in general and disaggregated by gender in particular and use of evidence at local and national levels;
- The program will promote the use of new technologies and e-services, that have the potential of reaching a large number of beneficiaries and potential beneficiaries;
- The program will make efforts to mainstream gender in all activities and contribute to gender equality, adequately address human rights and take due account of environmental impact.

[1] Draft FPD-ACA, available at http://samitidiaspores.al/en/draft-document-on-diaspora/

1. Situation Analysis

1.1 Engagement of Albanian Communities Abroad (ACA)

The efforts of the Government of Albania to engage with the Albanian Communities Abroad arrive at a time when the strengthening of the relationship between diaspora and development is high on global agenda and is now envisaged as a formative positive force in the migration and development nexus. The UN High Level Dialogue on Migration and Development (HLD), Global Forum on Migration and Development (GFMD), Global Diaspora Forum (GDF) and Sustainable Development Goals (SDGs) all acknowledge the intrinsic value of linking migration, diaspora and development.

Nearly one third of the Albanian population has emigrated in the last two decades. They have established hubs of communities in Italy, Greece, USA, Germany, Canada, UK, Belgium, France and other countries which remain central to the areas of engagement. The Italian government estimates that 482.959 Albanians are resident in Italy[2]. Greece remains a central location of Albanian migrants, although the number of arrivals has been decreasing. Contemporarily, new destinations of emigrants appeared recently in the Albanian migration landscape, represented particularly by highly skilled emigrants who "preferred to go much further" than previous emigrants. The increased global demand for talent has seen high-educated emigrants leave for job opportunities in the United States, Australia, Canada and elsewhere. Until 2001, 40 percent of the Albania's university professors had migrated. After 2001 the trend shifted from staff to university students, who did not come back, but integrated in their universities abroad. A growing number of Albanian students — 4,000-5,000 annually in recent years — have followed studies in universities in Italy, France, other EU countries and the United States.[3] UNESCO estimates that Albania has 24,147 mobile students abroad with the top five destinations being Italy (10.237[4]), Greece (8,209), United States (621), Turkey (471), Germany (424).[5] AlmaLaurea, a consortium of the Italian universities, reports a total number of Albanian graduates and students from 2001 onwards, of approximately 16.000[6]. Although the tendency to emigrate and integrate abroad has been clear, 90 percent of the scientific diaspora expresses willingness to collaborate with Albanian institutions, even though only 21 percent gave their contributions in Albania.[7]

If enabled to do so, Albanian communities abroad have much to contribute towards the development aims of Albania such as their diverse skills, knowledge, connections, networks and resources (financial and non-financial). However, it is important to fully understand the nature of the ACA as it varies between intent and actual engagement. The harsh reality is that, to date, efforts to understand and tap into these potentials have been ad-hoc and relatively unsuccessful. This was due to the absence of a governmental holistic approach on ACA engagement.

Ahead of an IOM facilitated forum on engagement of ACA in London in 2011, it was noted that "the challenge for policy makers in Albania, similar to many other countries, is to create an environment that encourages and supports contributions of migrants for development. Government institutions have a crucial role in channeling the initiatives, energy, and resources of the Albanian

[2] Data at the end of 2015; Albanian community in Italy, developed by Italia Lavoro, funded by the General Directorate of Immigration and Integration Policies, Italian Ministry of Labour and Social Policies, available at the following link: http://www.integrazionemigranti.gov.it/Areetematiche/PaesiComunitari-e-associazioniMigranti/Documents/RAPPORTI_COMUNITA_2016/RC_ALBANIA_DEF.pdf

[3] From Barjaba, 'Embracing Emigration'.

[4] Number of registered university students for the academic year 2015-2016; Albanian community in Italy, developed by Italia Lavoro, funded by the General Directorate of Immigration and Integration Policies, Italian Ministry of Labour and Social Policies, available at the following link: http://www.integrazionemigranti.gov.it/Areetematiche/PaesiComunitari-e-associazioniMigranti/Documents/RAPPORTI_COMUNITA_2016/RC_ALBANIA_DEF.pdf

[5] UNESCO, Global Flow of Tertiary Level Students: Albania, available at http://www.uis.unesco.org/Education/Pages/international-student-flow-viz.aspx

[6] http://www.almalaurea.it/universita/statistiche

[7] GEDESHI, I.: PRESENTATION TO THE SYMPOSIUM ALBANIA 25 YEARS AFTER THE FALL OF COMMUNISM: REBUILDING STATE AND SOCIETY, TIRANA, 27 NOVEMBER 2015.

diaspora into the Albanian economy and society, and in institutionalizing the linkage of diaspora to the development of the country."[8] Activities that followed the forum, aiming at fostering the engagement of ACA to development, included the Brain Gain Program, a series of outreach activities in the main countries of destination of Albanian migrants, namely USA, UK, Belgium, Italy and Greece and a few cases of temporary or virtual return of skilled Albanian migrants.

Following these segmented initiatives, with the understanding that ACA engagement needed a comprehensive approach; a workshop was facilitated by IOM in June 2014. The workshop included stakeholder consultation and different thematic subgroups through which the GoA identified clear goals for engaging with ACA. These goals included: (i) elaborating a holistic approach for the engagement of ACA; (ii) developing and implementing a policy document (including a situation analysis and a plan of action); (iii) developing and implementing specific programmatic interventions.

A study visit was also organized in Kosovo for GoA officials dealing with ACA engagement. As a follow up to these activities, the MFA approached IOM with a request to support the process of engaging the ACA for the country's development.

A FPD-ACA comprising a set of concrete actions were developed during 2016 and presented for public consultation during the first Diaspora Summit held in Tirana on 18-20 November 2016. The document was extensively discussed during the summit sessions. The conclusions of the summit reconfirmed and validated the policy provisions, therefore paving the way to its finalization.

Following the Summit, the MFA proceeded with the establishment of an inter-institutional working group with the main objective to incorporate suggestions from the summit into the FPD-ACA and follow up respective budget commitments in each involved institution.

In order to promote the positive influence of this endeavor, the proposed activities will embody a spirit of reciprocity through which Albania and its communities abroad co-operate for mutually agreed aims. This will include engagements and interventions focused on real, virtual and temporary return. For example, communities abroad may not have a desire to physically return to Albania but may have an interest in helping through the sharing of their skills and ideas and network connections.

Likewise, key partnerships will be established in order to ensure this spirit of reciprocity. Engagements with existing networks and communities will be the key collaborative effort into identifying the areas of interest for Albanian communities abroad and Albania's development.

The development of the policy and the consolidation of a formalized dialogue in the first Diaspora Summit build a great momentum for immediate follow-up initiatives. The Albanian Community in Italy, considering its characteristics and high level of integration as well as the strong links with the homeland, create the most appropriate setting to enact concrete activities to encourage and facilitate engagement.

1.2 Albanian Economy

During the last years, Albania has remained one of the growing economies in Europe. Growth has been the result of a structural transformation, based largely on the movement of labor from low productivity agricultural occupations to services, construction, and – to a lesser extent – manufacturing. In the period 2001-2011, Gross Domestic Product (GDP) per capita increased twofold (to US$4,555) to reach 31 per cent of the European Union average.[9] This economic growth was accompanied by stable macroeconomic and fiscal policies, structural reforms to improve the business environment and investment in infrastructure, technology and human resources. As a result, labor productivity increased by an average of 6.4 per cent on an annual basis.

The World Bank in its 2015 Country Diagnostic underlines that Albania *"Exceeding 6 percent per annum on average, was Europe's most rapidly growing economy in the decade leading up to the*

[8] Background Paper, "Enhancing Cooperation Between Albanian Diaspora in The United Kingdom And Albanian National And Local Authorities For Local Development," 10th June, 2011 – London.

[9] INSTAT, Gross Domestic Product in the Republic of Albania, August 2012 at http://www.instat.gov.al/media/101280/llogarite_rajonale_4faqeshi_ang_.pdf; World Bank, World development indicators, 2001-2010, at http://data.worldbank.org/data-catalog; EUROSTAT, News release 97/2012, at http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/2-20062012-AP/EN/2-20062012-AP-EN.PDF.

global financial crisis of 2008. […] This strong growth performance meant that Albania, which was the poorest nation in Europe in the early 1990s, reached middle-income status in 2008. [...] In the boom years between 2002 and 2008, growth lifted a large number of people out of poverty, with the poverty rate declining from 25.4 percent to 12.5 percent. Economic growth was inclusive, with consumption among the bottom 40 percent of the distribution (the bottom 40) growing more quickly than the average for the country."[10]

The growth, before the economic and financial crisis, was largely driven by rising domestic consumption, mostly determined by the real estate boom, and by the remittances of emigrants, with a shift from rural agriculture to urban sectors. *However, this change in the structure of the economy did not provide an increase in its total productivity, stagnant since 2000, and in formal employment that dropped from 73 percent in 2000 to 58 percent in 2008.*

The impact of the crisis resulted in a shrinking labor demand and the poverty rate stood at 14.3 percent by 2012. In 2013, with 7 percent of the population living below the $2.50-a-day poverty line Albania was the fourth poorest country in Europe[11]. The 2008 crisis highlighted the ***limits of a growth model*** depending on foreign flows to finance domestic consumption, investment, and in the end growth.

After the global economic crisis, "*Albania's economic growth averaged less than 3 percent a year in real terms between 2009 and 2012, sinking to an average of only 1.7 percent a year from 2013 to 2015."*[12] Data on 2016 and previsions for 2017 describe a better situation in GDP terms, but still far from the pre-crises years.

Over the year 2015, according to Labour Force Survey estimates 52.9 % of the population aged 15-64 years old is employed, 11.2 % is unemployed and 35.9 % is economically inactive (outside the labor force). [13]In a gender perspective, females are 1.8 times more likely than males to be contributing family workers. [14]

Most importantly, **remittances from ACAs** faced a sharp slowdown from 2008 onwards. While during 2007 remittances culminated to 952 million EUR or 12.3 percent of GDP and in 2015 they dropped to 597 million EUR or 5.8 percent of the GDP[15]. **Hence remittances cannot constitute, alone, a sustainable endeavor to the social and economic development of the country.** A more holistic approach, including other forms of economic capital (for example FDIs and start-ups), human, social and cultural capital, is needed in order to strengthen the nexus between migration, economic development, and social cohesion[16].

2. Program Rationale and Relevance

2.1 Program Rationale

Despite the increasing realization of the value that migrants abroad may bring to development efforts in their countries of origin, not all countries succeed in engaging their communities abroad so that it results into development initiatives. This proves true in Albania's case as well. The country has one of the highest migration rates in the world, with nearly one third of its population residing abroad and there's a growing interest for them to retain their sense of identity and connection to home. Previous engagement of ACA towards Albania's development has been limited to sending remittances, while modalities to engage and contribute to the country's economic and social growth are much wider.

[10] World bank Group, April 2015, Next Generation Albania – A systematic country Diagnostic, p. i.
[11] Ib. id. p.i – ii. Based on World Bank, Eastern Europe and Central Asia Team Statistics Department calculations using ECAPOV data. Poverty is measured using consumption at the $2.50-a-day poverty line, circa 2012. Despite the slowdown in the economy, inequality, measured by the Gini index, remained broadly unchanged. The Gini index was 26.9 in 2012, compared with 28.2 in 2008.
[12] Ib. id. p. i.
[13] Albanian Institute of Statistics(INSTAT), LABOUR MARKET 2015, p.5
[14] Ib. Id. p. 6.
[15] Bank of Albania, 2016
[16] World Bank 2007, Social Exclusion and the EU's Social Inclusion Agenda - Paper Prepared for the EU8 Social Inclusion Study.

These engagement modalities were identified by the GoA in 2016, in the elaboration of a FPD-ACA, which identified a series of actions designed along 4 strategic strands:

I. Institutional and Leadership Development in Albania
II. Albanian Communities Abroad and Human Capital
III. Albanian Communities Abroad and Economic Development
IV. Supporting Albanian Communities Abroad

The **first Diaspora Summit** organized by the GoA in Tirana on 18-20 November 2016 resulted in a validation of the FPD-ACA and confirmed the high potential and interest of the ACA to engage to the development of Albania. Around 1,000 ACA members participated in the summit, from about 40 countries. The discussions in the different panels confirmed the needs already defined in the draft policy with regard to engaging the ACA in fostering development. The statements of several government officials who participated in the various panels recognized the need to engage with the ACA, as a pathway to boosting the country's development. It was also recognized as fulfilling GoA's commitment to support the ACA to better organize and to protect Albanians abroad, particularly those in vulnerable situation. As the Albanian Prime Minister stated at the closure of the Summit, the GoA is highly committed in pursuing the dialogue and foster collaboration as well as increase institutional leadership through the establishment of a consultative Council on Diaspora, with the participation of both GoA institutions and ACA members.

The need to intensify efforts focusing on Diaspora engagement is reflected also in the overall GoA vision, recently expressed in the **National Strategy for Development and Integration (NSDI).** The document presents the vision of democracy, social and economic development of the country until 2020, while outlining aspirations for integration into the European Union. The NSDI is the fundamental strategic document that combines the agenda for the European Union with the sustainable economic development and social progress of the country. The NSDI includes a section on Migration Governance, with the vision to establish an effective migration governance system in Albania as well as five strategic objectives, which clearly state the commitment of the GoA towards governing migration through a comprehensive approach which enables harnessing its development potential. The objective 2 of the section refers explicitly to the engagement of ACA within the broader context of migration and development:

"2. Enhance the development impact of migration by creating favorable legal and institutional mechanisms for:

- The improvement of remittance related services for migrants;
- Channeling of migrant remittances towards investment in Albania;
- Improving Albanian consular and diplomatic services in host countries;
- Protecting the rights of Albanian migrants where they live, demanding an equal treatment according to the international standards in the area;
- Mapping, trust-building, mobilizing and organizing Albanian communities abroad;
- Establishing practical cooperation mechanisms with the Albanian communities abroad in each destination country;
- Setting up of temporary and virtual returns of qualified nationals enhancing peer learning in the region, and sharing good practices from other parts of the world;
- Attracting Albanians abroad for the purpose of enlarging entrepreneurship initiatives in Albania, for promoting investment, philanthropy, technology transfer and innovation."

On the other hand, the Government of Albania has initiated a number of efforts to implement the Sustainable Development Goals (SDGs) and the NSDI is explicitly aligned to the SDGs. The GoA and UN in Albania recently signed the new 5 year program of Cooperation for Sustainable Development (2017-2021), which is fully aligned with the Sustainable Development Goals.

The interventions defined along the ***four identified strands in the draft FPD-ACA***, in the short-term phase focus predominantly on establishing and securing the leadership and institutional capacities at home and abroad, fostering deeper relationship building between the GoA and ACA as well as support the ACA to better organize and engage in concrete initiatives in Albania in order to

deploy the various capital of the ACA to the development of the country. These are Human and Social Capital, Economic Capital and Cultural Capital.[17]

- ***Human and Social Capital***: This form of capital is described as the human resources that ACA members constitute through their skills and knowledge, and the extended networks that they maintain. The accumulative skillset of communities abroad can be invaluable in terms of the development of a variety of sectors such as health, education and technology. This identifies the need to increase the level of networking with and amongst ACA, up skill the networking capacities of implementing partners, mapping skills within ACA, development of skills transfer and crowdsourcing platforms, and adopting a relationship rather than transactional based approach to the action plan.

- ***Economic Capital***: This capital is not only represented by remittances and savings, which constitute only a fraction of total private capital flow, it also includes direct investments made by ACA members in business activities. Members of communities abroad will often be in a prime position to take advantage of new economic opportunities in the countries where they both reside and originate from, and they are more willing to invest as a result of their personal ties. This identifies the need to produce a varied investment opportunity portfolio in line with the development needs of Albania and develop a culture of investing amongst ACA[18].

  Cultural Capital: Culture remains the glue that binds communities abroad to home. Variations of Albanian culture exists across many threads of the cultural tapestry whether it be the arts, literature, heritage, music or cuisine and this capital is hugely influential for Albania.

Some key operational pillars in successfully implementing proposed activities, in line with the government approach, are the need to carry out activities aiming to better know the ACA. This involves mapping of the ACA and comprehensive data collection; compiling inventories of ACA skills and experience; and understanding what the ACA has to offer, what it is willing to offer and what it expects from the government in return. This will, in turn, enable the skills matching in Albania, to match the development needs of the country.

Any initiative having in focus the engagement of the ACA to the development of Albania is much more likely to succeed if it has a strong foundation of good communication and mutual trust.

2.2 Program Relevance

The implementation of the program activities will contribute to the improvement of engaging with ACA to the development of Albania, to which the GoA is committed as well as to the accomplishment of the objectives set out in the FPD-ACA developed for this purpose.

National level

At National level, the program is relevant to:

I. **Article 8 of the Albanian Constitution** which guaranteed the following:
   a. The Republic of Albania protects the national rights of Albanian people living abroad;
   b. The Republic of Albania protects the rights of Albanian citizens living temporary or permanently abroad;
   c. The Republic of Albania assists Albanian citizens living and working abroad to preserve and develop connections with national cultural heritage.

II. **NSDI 2015-2020** is the fundamental strategic document that combines the agenda for the European Union with the sustainable economic development and social progress of the country. The NSDI includes a section on Migration Governance, with the vision to establish an effective migration governance system in Albania and to enhance the development impact of migration.

III. **Business and Investments Development Strategy 2014-2020**is the main document for the identification and implementation of the national policies for the promotion of business

[17] Draft FPD-ACA, available at http://samitidiaspores.al/en/draft-document-on-diaspora/
[18] For an in-depth overview of the scientific literature, please refer to: Vidal P., and Martinez S., (2008), An approach to co-development. The transnational migrating community protagonist of co-development, Observatorio del Terzer Sector.

investments for the period 2014-2020. This document has been drafted on the basis of the findings and a detailed analysis of the indicators and identified needs during this period. The Outcome 3 focuses on facilitating business and investment in Albania by ACA or foreign (Italian) entrepreneurs, directly contributing to the Dimension B: Encouragement of Foreign direct investment (FDI). The program activities will be widely promoted to the general public in Albania and Italy, as well as in other countries, therefore contributing to the improvement of the image of the country and well as improvement of the marketing of Albania in the international markets. The program will mainstream gender across all activities, therefore contributing to the encouragement of women entrepreneurship. The Outcome 3 focuses on grants for Small and Medium Enterprises (SMEs), therefore directly contributing to the Dimension Q: SME financing.

IV. **Albania's Economic Reform Program 2016 – 2018** which states that "Private sector development is a priority of the Government of Albanian, and thus ERP 2016-2018 focuses on the reduction of the regulatory burden to business, improve access to finance through effective implementation of the National Plan to reduce the level of the NPL, contribute to the innovation and R&D through the effective implementation of Digital Agenda Strategy and enhancement of institutional capacities for research and innovation. Trade and investment, as part of an integrated regional agenda, addresses the primary needs to attract new investment through a progressive and intensive agenda on trade facilitation and effective implementation of legal instruments for promoting investment".

V. **Cross-Cutting Strategy "Digital Agenda of Albania 2015-2020** sets out the main development directions and objectives in the field of information society during this period of time. One of the priority areas of support for the start of new business will be the ITC sector, as foreseen in the Outcome 3 of the program. This will contribute to the Digital Agenda Strategic Objective 5, under Priority 2: Development of innovation and ITC for Small and Medium Businesses, by increasing with 50 percent the number of businesses that use ITC and by adding with 10 percent the number of businesses in ITC.

VI. **Strategy on Employment and Skills 2014-2020**, is a sectorial strategy on employment and qualifications with a social inclusion dimension, for the development of skills and employment opportunities. The objective of the Outcome 3 of the program is the creation of new jobs, especially for young people.

International level

At the International level, the program is relevant to:

I. **Agenda 2030,** which recalls the strategic importance of the contribution of migration in the sustainable and inclusive growth. With reference to **Sustainable Development Goals**, the Program is relevant to *Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*.

II. The global governance framework, represented by the **Global Forum on Migration and Development (GFMD)**, that represents an open dialogue and discussion instrument in mainstreaming the links between migration and development, among Governments, business representatives and civil society.

III. The 9th meeting of GFMD was held in Dhaka, Bangladesh on 10-12 December 2016 under the overarching theme *"Migration that works for Sustainable Development of all: Towards a Transformative Migration Agenda",* based on a **'SDG Plus' approach**, i.e. to incorporate and advance, in the context of deliverables, a range of migration specific issues, ideas and elements that have already been recognized in the two UN General Assembly High level Dialogues on International Migration and Development (2007, 2013) and in various other dialogues/platforms, global consultative processes and outcome documents over the past decade.

IV. The **United Nation's Department of Economic and Social Affairs report on International Migration** in 2015 which notes that "when supported by appropriate policies,

migration can contribute to inclusive and sustainable economic growth and development in both home and host communities"[19].

European Union level

At the European Union level, the European Commission Communication of 2005 stresses the "qualified migration and the engagement of Diasporas in the local development constitute a positive impact both on the countries of origin and destination".

Italian Development Cooperation

With reference to the Italian Development Cooperation strategies and guidelines, the program is relevant to:

I. The **"Documento di Programmazione Triennale 2015-2017"**, which stresses the importance of the migration-development nexus by stating that "the economic and political situation of the Mediterranean countries bordering to Italy offer new specific and original policy perspectives, which are not linked only to the humanitarian crises and irregular migration flows management, but also, and most importantly, to wide spectrum programs which could boost economic and social sustainable development".

II. The **"flagship initiatives"** evidenced by IADC (AICS) for the 2017 programming period, explicitly referring to the enhancement of the migration-development links.

III. The "**Italian-Albanian Development Cooperation Protocol 2014-2016**", with specific reference to the pillar "Invest in people and social cohesion" and "Competitiveness and Innovation for growth", especially in the private sector development. In particular, the initiative is complementary to the flagship Program for the Development of the Albanian private sector (PRODAPS) and the follow-up Integrated Assistance to Albanian SMES (IASME), which identify, inter alia, the entrepreneurs from the Albanian Community Abroad among the priority beneficiaries. The programs, funded with an overall amount of 44 million Euro and implemented in partnership with MEDTTE, promote access to finance for Albanian entrepreneurs interested in financing a productive investment. Since 2009, the programs supported 108 Albanian SMEs' programs, facilitating investments for an overall amount of almost 25 million Euros.

IV. Furthermore, the initiative, by promoting ACA's contribution to the social and economic development of the country, is also fully in line with the **role of lead donor recognized by the Government of Albania to the Italian Development Cooperation in the private sector** and in the framework of the **Integrated Policy Monitoring Group on Competitiveness and Innovation**.

V. The Program is also in line, when applicable, with the "*Linee guida per uguaglianza di genere e empowerment delle donne*" and *"Linee guida ambiente"* of the Italian Development Cooperation.

2.3 Needs assessment by target group

Needs assessment

The needs assessment, conducted through extensive consultation with the respective institutions and during the communication and outreach with the ACA, unveiled **three typologies of challenges** with regards to ACA engagement: (i) limited financial incentives for medium and long-term investments; (ii) lack of an inventory of ACA human, social and economic capital[20]; (iii) scarce inter-institutional coordination with regards to ACA policies.

[19] U.N. Department of Social and Economic Affairs, *International Migration Report 2015: Highlights,* p.2. Available at http://www.un.org/en/development/desa/population/migration/publications/migrationreport/docs/MigrationReport2015_Highlights.pdf .

[20] According to a survey performed by IOM & INSTAT in 2013, only 8 % out of 130.000 Albanian returnees had invested in small and medium economic activities in their country of origin.

Moreover, the economic growth recorded throughout the last decade, according to the World Bank, had a **limited impact on employment**. In 2012, the agricultural sector accounted for 47.4 per cent of total employment. Especially women count for the majority of the workforce in agriculture compared to services and industry where their numbers are much lower. More concretely 58.4 per cent of employed women were working in agriculture compared to 43.1 per cent of men while employment in the service sector represented 36.1 per cent of total employment. Women employed in the industry count only for 16.5 per cent of all workers, with men more than twice more likely to be working in industry compared to women.[21]

The unemployment rate has increased further to 17.9 percent in 2016, most of the people unemployed results that they have **low levels of education and skills**. Among the age-group 15-29 the unemployment rate grows till 32.5 percent (16.4 percent males/23.6 percent females). With regard to the gender issue there is still a significant gender difference in Albanian labor market, on the average, the gap is around 15 points between female and male employment[22].

According to many studies, **skill gaps** "exist in almost all businesses for many qualifications that are categorized in relatively hard to fill by what the labor market offers. For some industries, amongst which the agro-food processing industries, the skills gap is problematic not only for the current operation of the businesses, but particularly for the future that will more and more impose the need for advanced technologies and human resources in order to comply with EU regulations and standards.[23]"

The labor market in Albania has continued to evolve and adapt to changing market conditions, but not as rapidly or as flexible as it should. The labor market is still dominated by private not qualified agricultural activity and the proportion of the labor force in industry and services are well below those of other countries in South-East Europe and the EU.

In terms of **labor participation**, the employment rate for the population aged 15-64 declined from 55.9 percent in 2012 to 52.1 percent by 2015. Unemployment was substantially **higher for young people** 15-29 years (from 19.8 percent in 2007 to 33.2 percent in 2015). Youth unemployment rate has increased by 0.7 percentage points. [24]

Another key feature of the Albanian labor market is the relatively ***high proportion of inactivity*** *(so called NEET – neither employed, educated or trained)*, especially among young people which rose by 4.9 percent in 2013, resulting in 1.6 times more women than men, which tends to reinforce the stereotype of females being considered as family makers and care providers.[25]

Adopting measures for innovation is crucial **to attract Foreign Direct Investment (FDI)** in more value-added sectors, encourage Internal Direct Investment (IDI), promote product/process innovation, start new innovative businesses, face the challenges of an open market and reduce the youth graduates unemployment.

Hence, a multifaceted intervention is necessary to reorient the economy towards innovative and productive sectors through: (i) building a high-quality business climate conducive to innovation, solid growth and job creation; (ii) an improved quality of human resources matching the needs of innovative sectors, with highly skilled workforce; (iii) the availability of adequate business services and a supporting financial infrastructure.

On the other hand, the **characteristics of the Albanian Community in Italy**, particularly the high level of integration, entrepreneurship, high circularity and solid links maintained with the Albania, place Italy in a more advanced position to support concrete initiatives in facilitating the engagement of the ACA to the development of Albania. Following the continuous support in the past, as the lead

[21] INSTAT, *Labour Market 2011-2012*.
[22] INSTAT, *Labour Force Survey*, 2015.
[23] Skills 2020 Albania, European Training Foundation, Working Document, October 2014
[24] INSTAT, Labour market 2015
[25] According to the INSTAT/Labour Force Survey definitions: Non-economically active population comprises all persons who are not classified as employed or unemployed (pupils/students, housekeepers, in a compulsory military service, retired, disabled, discouraged unemployed). See http://www.INSTAT.gov.al/en/themes/labour-market.aspx.

donor to Albania, the support to the engagement of ACA will enable Italy to remain the leading partner of Albania in its migration and development endeavors. Italy is also the main trade partner of Albania since 1991, but not the main investor, therefore incentives are needed for boosting Italian investments in Albania. On the other hand, these incentives that will be created in the framework of the program will contribute to strengthening the links of second generation migrants to the country of origin.

In response to with the above mentioned needs and focus areas, the Italian support to the engagement of Albanian Communities Abroad to the development of Albania will be oriented through the following capital and focus areas:

- *Institutional support and trust building*: this will include support to the institutional entities dealing with ACA engagement the ACAs and also support to other cross cutting initiatives aimed at increasing the efficiency of trust building actions as well as at better knowing the features of the ACA and their development potential;
- *Human and social capital*: activities in this area will target all migrant communities with the purpose of identifying their skills, characteristics and development potential, including concrete engagement in development actions in Albania, in line with their expertise as matched to the needs of the country. Italy will be a priority site for the implementation of the activities envisioned in this area, due to a better-organized community and available information on the characteristics of the Albanian Migrant Communities, but the mapping activity will also include other countries of destination of Albanian migrants;
- *Economic capital and development*: activities in this area will focus on direct investments by members of Albanian Communities in Italy, in line with identified economic opportunities in Albania, contributing this way to the development of Albania and developing a culture of investing amongst Albanian communities abroad.

Target groups

Following up the above mentioned needs assessment, the program will respond to the **needs of the following targets groups organized by outcome,** identified through extensive consultation with the respective institutions and during the communication and outreach with the ACA:

Target group 1: Albanian administration involved in the implementation of the FPD-ACA, namely:
- Ministry of Foreign Affairs: existing Diaspora Sector, and new in-house agency as soon as is will be established;
- Ministry of Economic Development, Tourism, Trade and Entrepreneurship and the Albanian Investment Development Agency.
- Other institutions in Albania as relevant;

The current capacities of the MFA and AIDA need to be strengthened in order to be able to deliver the expected results of the program activities. The program will contribute with trainings for the MFA and AIDA staff on diaspora engagement and migration and development in general, further tailored to the specific institutional focus.

Target group 2:
- Albanian communities abroad, especially in Italy;
- Postgraduate and PhD students in Italy, in line with the mapping, to be engaged through Temporary or Virtual Return[26];
- Professionals from ACA in Italy to be engaged through Temporary or Virtual Return according to their area of expertise;
- Albanian institutions and communities that will benefit from these contributions of ACA.

The Program will contribute to engage and empower the ACA in Italy through a number of outreach and trust-building activities and communication campaigns.

[26] The selection of the other target countries for ACA mapping and profile will be decided during the inception phase, following some objective criteria such as presence of ACA communities, ACA civil society organizations, etc.

The Program will also contribute to addressing the development needs of Albania in selected sectors, to which the contribution of the professionals and skills identified by the mapping exercise will be oriented, on a sectorial and territory/community level.

Target group 3:
- Albanian Investment Development Agency;
- Development agents, members of ACA community in Italy;
- Enterprises that want to expand to Albania[27];
- Albanian entrepreneurs in Italy.

The program will address the needs of AIDA for expertise and support for developing schemes and related information for boosting foreign investments leading to job creation. The needs of enterprises who intend to invest in Albania and Albanian entrepreneurs for information and orientation to the Albanian markets will also be addressed.

Target group 4:
- Second generation Albanian migrants in Italy: those who have completed at least one education cycle in Italy.

The program will address the needs for orientation and support for second generation Albanian migrants in Italy who want to start a business in Albania, consequently contributing to overall economic development of Albania.

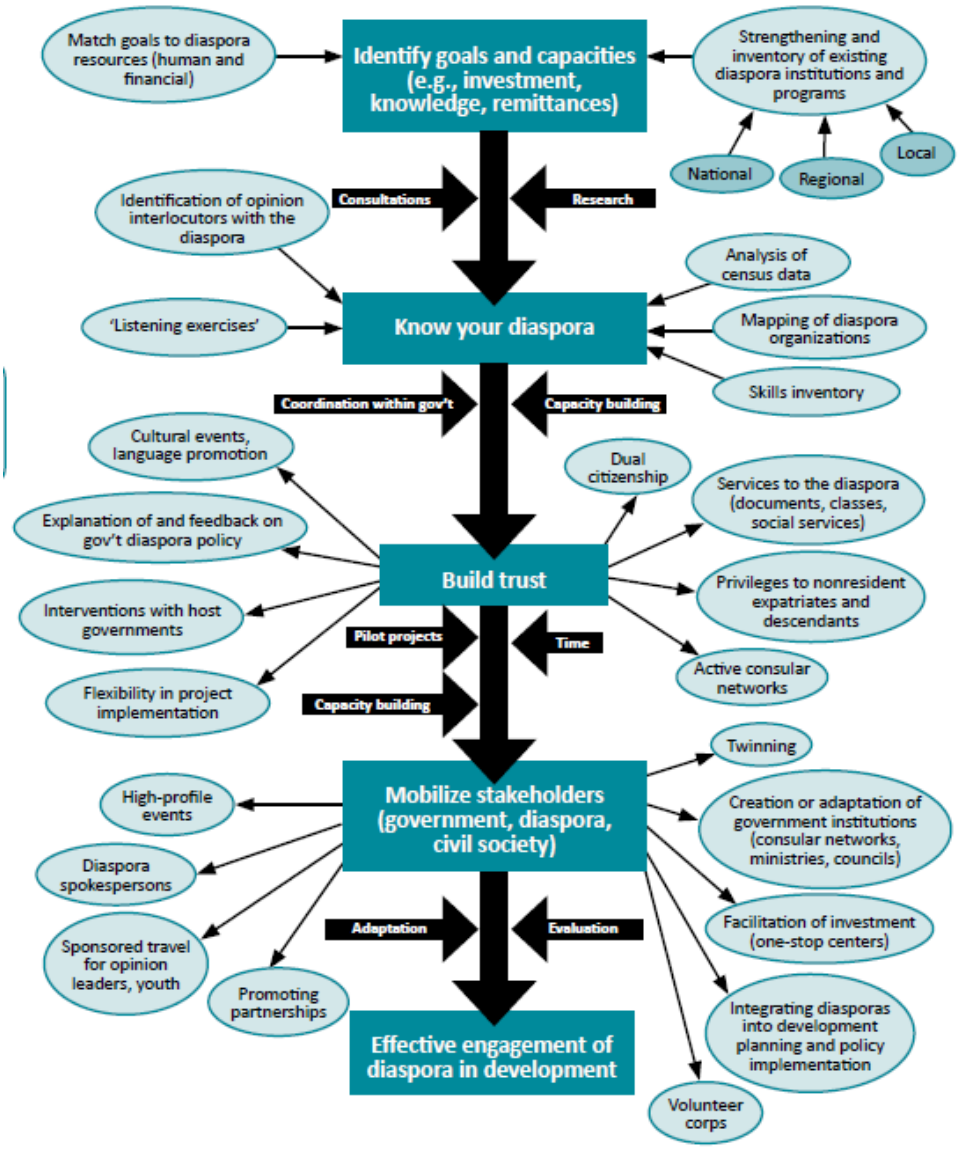
2.4 Program Strategy and Approach

Drawing on its long-standing experience, IOM has formulated a **comprehensive strategic approach** centered on the **3Es for action: to enable, engage and empower** transnational communities as **agents for development** – involving a range of interventions by governments and other stakeholders, supported by IOM through policy advice and programing[28].

The below scheme shows the IOM global roadmap for diaspora engagement[29]:

[27] A preliminary mapping of the investment potential will be part of the Terms of Reference of the service contract with the technical assistance under Outcome 3.
[28] IOM's Global Strategy to Enable, Engage and Empower Diaspora, 2009, retrieved on https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora
[29] Developing a Road Map for Engaging Diasporas in Development, A HANDBOOK FOR POLICYMAKERS AND PRACTITIONERS IN HOME AND HOST COUNTRIES. Migration Policy Institute, 2009

Figure 1. A Road Map for Diaspora Engagement



Source: © Migration Policy Institute 2009.

The framework defined by the GoA (described in paragraph 1) aims to position engagement with ACA in line with the IOM global approach. It is designed to incorporate ACA engagement within the full developmental agenda of Albania. At the moment, the spectrum of engagement with ACA falls under the remit of the Ministry of Foreign Affairs. Nonetheless, the implementation of the proposed activities will increase the cross-cutting input and recommend involvement of other institutions, particularly the Ministry of Economic Development, Tourism, Trade and Entrepreneurship, through the Albanian Investment Development Agency as well as other institutions as the need might arise during implementation (such as the Ministry of Social Welfare and Youth and Ministry of Internal Affairs).

Cross-cutting issues

Human rights:

The need for better protection for vulnerable members of the diaspora communities in their host countries (exercise of the right to vote, need for protection, right to be educated in own language) is also mentioned in the FPD-ACA, strand four as well as in the NSDI specific objective 2 of the migration governance section. Good governance is dealt with in strand one of the FPD-ACA as well as in the specific objective 5 of the NSDI section on migration governance. These issues will be kept into consideration also during the program implementation, in line with the FPD-ACA as well as with the principles and priorities of the Albanian foreign policy, in line with international standards, with regard to human rights.

The program **intervention strategy** beyond the measurable targets defined will have the general aim of establishing well-functioning mechanisms and schemes to map and channel development potential of the ACA to Albania, with specific focus on the effectiveness and sustainability. The program will achieve this through constantly monitoring variables and progress at technical level for each mechanism foreseen and amending swiftly as needed based on progress analysis. Each mechanism to be established under each of the program outcomes will be considered as a **pilot intervention** and the expected result of such piloting will be to achieve, by the end of the program, consolidated and sustainable mechanisms that can be run by the GoA as part of institutional functions, hence constituting **valuable experiences to be replicated and up scaled at National level**. This approach also matches the focus of the Action Plan of the Policy Document on ACA Engagement which, at its first phase (2017-2019) focuses on establishing the basis and mechanisms for full scale implementation in the subsequent phase (2020-2025).

Gender:

The program will mainstream gender throughout its activities. Female participation will be promoted and encouraged in the capacity building activities, outreach activities and workshops. Gender related aspects will be covered by the mapping and profiling of the ACA and gender participation will be promoted in the fellowships. The program will promote female entrepreneurship, through encouraging female participation to the start-up scheme. Gender indicators will be taken into consideration during the program implementation. Engagement and participation of male and female members of Albanian communities will be actively sought; the priorities and needs of male and female community members will be sought out and reflected; the skills and capacities of men and women will be utilized; engagement and participation of male and female government officials will be actively encouraged; etc.

Environment:

Environmental aspects will be taken into account during its implementation.

Final beneficiaries

The program aims to support the Government of Albania in engaging with the ACA, through improving institutional capacities and leadership, fostering dialogue and trust building and facilitating channeling of ACA capital to Albania. The focus of the support will be manifold, across several support areas. The capacity building provided to the identified structures of the MFA and AIDA will result in support to the migrants who want to engage and contribute to the development of Albania. The capacity building to the institutions will be carried out based on the needs, in compliance with the

functional tasks of the institutions as well as in parallel with the establishment of new structures. In general, the needs of Albania for development support will be analyzed and the deployable potential of ACA will be oriented based on the matching of available skills with identified gaps. In this context, the program will boost the implementation of sector strategies.

Infrastructure/Equipment support - The program will have a very light component on equipment and hardware. The main support of this type will consist in the purchase of computer sets and multifunction printers for the additional human resources to be deployed at the MFA and AIDA.

2.5 Program Development Objectives

Based on the described IOM holistic approach and on the program intervention strategy, the Program indicates the following **specific objective** and **three main outcomes**, in order to ensure that pilot interventions with regard to ACA engagement in Albania are duly replicated, scaled up at policy level and constitute a solid basis for the economic and social development of the country.

The specific objective of the program is:

to contribute to enhancing the engagement of the Albanian Communities Abroad in the development of the country.

The contribution towards the fulfillment of the specific objective will be achieved through the following three main outcomes:

1. GoA implements a comprehensive approach toward ACA engagement for development in line with the overall policy framework (**Institution-building**);
2. GoA facilitates the engagement of ACA into local development and know-how transfer through skills matching (**Know-how transfer**);
3. GoA facilitates the engagement of ACA into local development through business start-ups and investment (**Economic development**).

2.6. Program management structure

The program will be implemented by IOM office in Tirana, in close coordination with the donor and partner institutions, in compliance with the specific roles in the program. A Steering Committee (SC) with representatives from all involved institutions will be established to oversee overall implementation. IOM will present the yearly operational plan for approval to SC.

The role of the SC will be to guide and monitor progress of implementation. The SC will be responsible for making by consensus management decisions for the Program when guidance is required. The SC will meet quarterly and as often as necessary upon the request of one of its members (for detailed descriptions refer to Section 5 – Institutional and Financial Arrangements).

In order to properly respond to the above mentioned program strategy and approach, the following management structure will be put in place for the execution of the Program.

Level 1 - Program Management Team (PMT)

A Program Management Team (PMT) will be established for the implementation of the program. Under the overall direction of the **IOM Representative (IOM-REP),** the PMT will be responsible for the day to day implementation of program activities and will play the secretarial role for the Program Steering Committee (PSC).

IOM-REP will oversee the implementation of the program activities, including budgetary and financial aspects in line with IOM and donor regulations and rules and ensure compliance of the project's implementation with donor requirements (at 30 percent working time). The IOM-REP will maintain and further develop liaison and close working relationships with the donor, Governmental authorities and counterparts at national and regional levels, international organizations and other stakeholder, in connection to the program. The IOM-REP will be assisted by the Program Manager, Program Assurance and Program Support staff who reports directly to the IOM-REP.

Program Manager (PM): Given the peculiarity of the pilot interventions of the Program, and the need to constantly ensure a manifold institutional liaison between Italy and Albania, the Program envisages the engagement of a Program Manager (PM). The PM will be responsible for the implementation of all the outcomes of the Program and will coordinate the work between the different implementation levels. In particular the PM will provide overall support to the IOM-REP in its tasks and responsibilities, ensuring the management of the project. The PM will be responsible for leading the strategic planning and budgeting, programming, evaluation and administration as well as oversee implementation by ensuring strategic guidance for the implementation of all the components of the program. The PM will work in close collaboration with the relevant stakeholders involved in the program - both those from country of origin (Albania) and destination (Italy and the other selected countries) -, as well as with national and international actors involved in implementing migration and development initiatives and research, in order to identify and apply best practices and models developed by other partners. The PM will ensure coherence between the program activities and other projects/programs funded by the Italian Agency for Development Cooperation in Albania and in the region and liaise with the donor to support potential actions to involve the "Sistema Italia" in the program. The PM will participate in the SC meetings, support coordination and relations with the Technical Advisory Board as well as will ensure that the program works in synergy and complementarity with other on-going projects/programs in Albania related to human capital development and return of qualified skills in order to avoid overlapping and waste of resources.

Program Assurance staff:

Capacity-building and Fellowship Coordinator (CBFC) will be responsible for coordinating the capacity building and skills transfer related activities as foreseen in the project. The CBFC will coordinate the delivery of capacity building to beneficiaries consisting in the deployment of resources for institutional support, the development training curricula development and delivery and related activities in local communities as well as countries of destination of ACA. CBFC will coordinate the work for the development of the fellowship program for highly skilled migrants in priority sectors, which will consist in the mapping of skills and matching of local development gaps and needs (at 100 percent working time).

ConnectAlbania investment boosting platform **and Grant Coordinator (CAGC)** will be responsible for coordinating the ConnectAlbania and start-up support component (at 100 percent working time). The CAGC will coordinate the work for the development of the support scheme for second generation migrants from Italy. The CAGC will be responsible for reviewing and conducting the preliminary assessment of business proposals in line with program criteria and local needs identified.

Information and Media Coordinator (IMC) will be responsible for developing the visibility strategy and will coordinate communication and media related activities planned under the program as well as assist the GoA institutions on their visibility and branding vis-à-vis the diaspora (at 100 percent working time).

Resource Management Officer (RMO) will monitor and oversee the financial management of the program's activities including the oversight of financial expenditure and accountability; co-ordinate the preparation of donor financial reports for the program in accordance with procedures and donor requirements; close monitoring and supervision of disbursement, recording documentation and timely financial reporting; oversee the management of the human resources function, including recruitment, payroll and staffing contracts; supervise the program's procurement/acquisitions and oversee inventory lists and logistic services including contracts with suppliers of goods and services (at 30 percent working time). The RMO will liaise with IOM's financial and human resource structures to obtain/forward information and coordinate activities with regard to the financial and administrative activities of the program.

Program Support staff

Program and Procurement Assistant (PPA) will assist in organization of meetings, workshops and training activities with program partners and government counterparts and will prepare procurement related documentation in compliance with IOM procedures and requirements (at 100 percent working time). The PPA will also assist in the planning and coordination of arrangements for conducting program events such as workshops, trainings, study visits, outreach activities and other events and meetings through procuring necessary event organizing services as needed; liaise with the relevant IOM Tirana units on all administrative, logistic and procurement related issues. The PPA will

support the assessment of fellowship proposals and startup proposals and compile the necessary documentation.

Accountant (AC) will prepare accounting transaction reports (vouchers); ensure that supporting documents are organized accurately and are well documented; verify program invoices before proceeding with payments; review and verify financial transactions and reports of the program prior to entering records into the IOM accounting system; analyze, control and accurately maintain General Ledger Accounts; assist in the preparation of budget and financial reports of the program; keep record of program expenditures for budget control and financial reporting purposes and prepare monthly updates of program expenditures vs. program's budget (at 100 percent working time).

Level 2 – Technical Support Team (TST)

Seconded staff (Outcome 1 and 3): the seconded staff of MFA (outcome 1) and of AIDA (outcome 2) will ensure, during the program implementation, the transfer and ownership of processes and results to the public institutions. They will also ensure that program interventions feed the National Action Plan on ACA engagement.

Local and international consultants (Outcome 1 and 2) – The consultants will be mainly in charge of conceptualizing, implementing and following-up the three funding schemes, communication tools and ACA web platform (Fellowship, ConnectAlbania and Start-ups). They will constantly feed the Inception and Monitoring Team (level 3) with updated information on the funding schemes indicators.

Technical assistance and research institutes (Outcomes 2 and 3) – It regards the support to the development of the dedicated online platform for the Albanian diaspora, part of which will be also the ConnectAlbania investment boosting platform. International expertise is deemed necessary, especially in leading and coordinating capacity building, undertake the mapping and profiling of ACA, identification of skills & services demand at the sectorial and local level in Albania, matching ACA skills with the communities of origin and respective development needs, gaps and priorities, developing a fellowship program for highly skilled migrants in priority sectors, developing the concept of 'ConnectAlbania' investment boosting platform and implementation of the SME Start- up's scheme. Depending on the specifics of the requirements, the envisaged technical assistance would be secured through engaging individual experts or consultancy entities, as necessary.

Level 3 – Inception and Monitoring Team (IMT)

Inception phase – The program is complex and foresees the implementation of a range of actions targeting several groups of beneficiaries in the country and abroad. In order to cope with such complexity, an inception period of maximum three months is envisaged at the outset of implementation. The inception period is an intensive period of review, consultation, and finalization of the purpose and activities to be achieved, leading also to an update of the overall activity schedule, the monitoring framework, and the finalization of the risk log, taking into account likely developments and additional expert perspectives. The program update during the inception phase will also benefit from a gender and environmental review of the program interventions and an update and fine-tuning of relevant progress and quality indicators. The inception period is also important in detailing and establishing critical operational arrangements. This includes a further definition of working with various institutional stakeholders; strengthen synergies as well as the articulation of inputs and profiles for the required technical assistance. The expected results of the inception phase will be:

- a detailed inception report, clearly defining the structure of the mechanisms to be developed by the program;
- an operational plan for the first year of the program to be presented to the Steering Committee[30];
- Terms of References for the staff to be recruited and consultancies to be procured and vacancies announced;
- Communication and visibility strategy for the program.

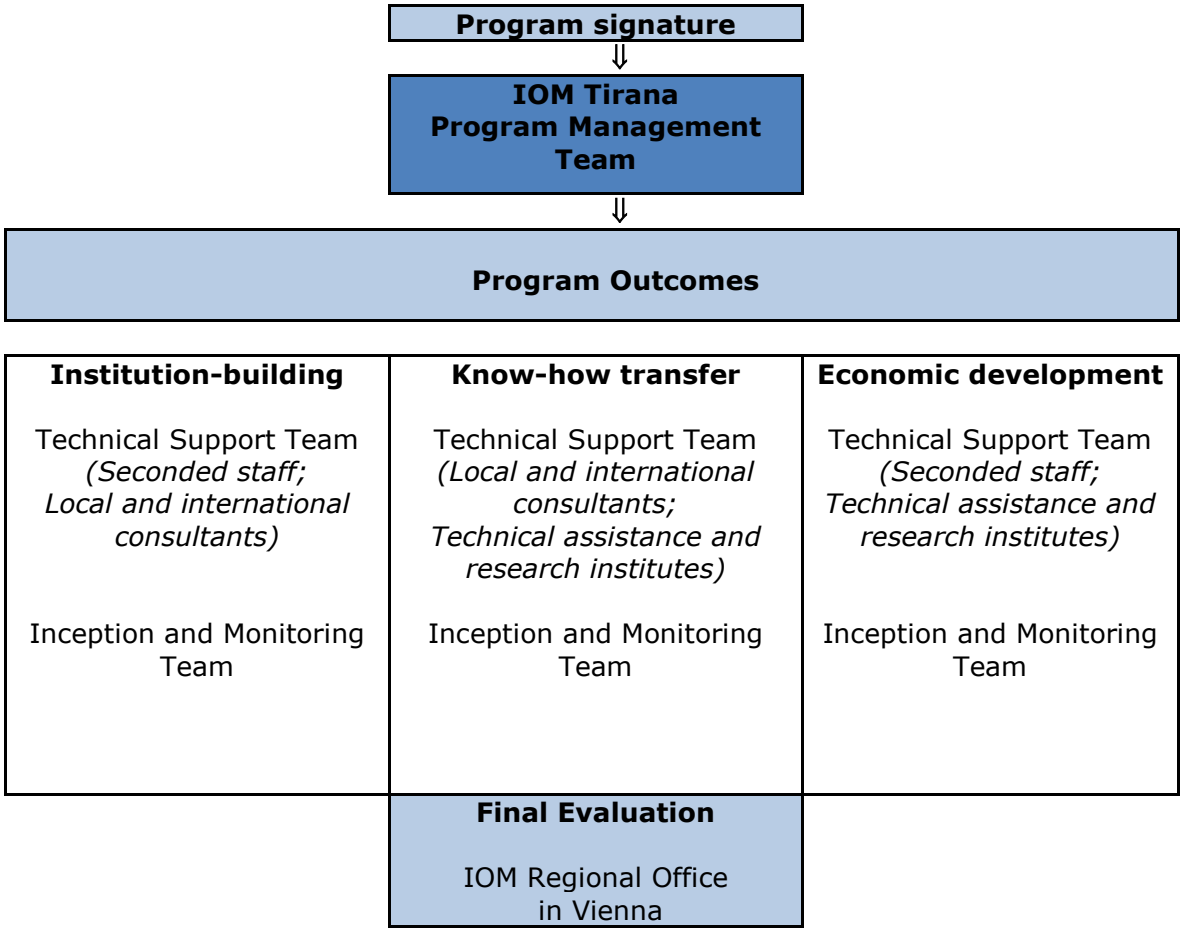
A **Technical Advisory Board (TAB**) will be constituted in order to constantly review, with a high level external expertise, the pilot interventions and to ensure that outcomes are coherent to the

[30] The Operational Plans for the second and third year will be approved by the Steering Committee on the basis of the respective annual program reports.

program intervention strategy and to the national policies and strategies. TAB will review all funding mechanisms of the program on quarterly basis and will provide the PMT constant technical feed-back. It will be composed of 6 (six) representatives of: program beneficiaries, professionals/experts/academics, 3 (three) from Albania and 3 (three) from Italy. It will meet physically or virtually, every 3 (three) months to review progress in the development and implementation of mechanisms and schemes through the monitoring reports provided by the TAB Secretariat and advises on eventual changes needed to be carried out by the program assurance, in order for the mechanisms and schemes to attain full pace.

The **TAB Secretariat (TABS)**, in a cyclical approach, will constantly liaise with the PMT and TST in order to collect data and feed-back on the funding mechanisms; will prepare periodic quarterly review reports for the TAB; will act as a permanent secretariat of the TAB; will organize technical roundtables with governmental and local stakeholders for proposing adjustments to the funding mechanisms. The Secretariat will be composed of two persons, one in Albania and one in Italy, in order to ensure proper support to TAB in the monitoring and progress assessment of the Fellowship scheme, ConnectAlbania, and second generations start-up fund.

The following scheme summarizes the work flow of the overall program:



2.7. Stakeholder Participation

International Organization for Migration (IOM)

The International Organization for Migration (IOM) is the leading implementing partner for the program. Established in 1951, the IOM is the principal intergovernmental organization in the field of migration. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. IOM works closely with governmental, intergovernmental and non-governmental partners.

The International Organization for Migration has been operationally present in Albania since 1992, although Albania became an IOM member state in 1993. Since then, IOM has become one of the main international partners of the Government of Albania, supporting its continuous progress and efforts in migration management in line with Albania's priorities of European Union integration.

IOM has been a member of the UN Country Team in Albania and actively contributed to the implementation of the Government of Albania-United Nations program of Cooperation, which aligns the support, funds and programs of 19 UN agencies including IOM, to Albania's development priorities. Since 19 September 2016 IOM is part of the UN as a related agency. IOM has permanently supported and promoted the link between Migration and Development in Albania through the engagement of the Albanian Communities Abroad. In the period 2015-2016 IOM provided technical and financial support to the Government of Albania for the development of the FPD-ACA and its Action Plan, finalized in mid-2016. The Italian Development Cooperation has supported IOM also in the framework other migration and development interventions in the past, such as the development and implementation of the National Strategy on Migration and its Action Plan (2005-2010) and in the establishment of Migration Counters throughout the country. Italian Development Cooperation has always been invited to participate in the IOM activities towards Diaspora/ACA engagement to the development of Albania, given importance of Italy in the migratory dynamics of Albania and the role of the IDC in Albania as the main development partner.

As regards the proposed activities, IOM has accrued necessary expertise and capacities during its multifaceted work on diaspora engagement since 1970, with particular relevance to the mapping and skills inventory, for which it has already a methodology available, Temporary and Virtual Return and other engagement aspects. IOM is an implementing agency by nature, a leading entity worldwide with regard to diaspora and migrant communities' engagement and migration and development, with internationally consolidated expertise that can be made available by the Organization for the Albanian intervention. The development of the FPD-ACA and Action Plan were carried out on the basis of the IOM-Migration Policy Institute Handbook[31], being one of the best practices internationally recognized in this field. With regard to implementation in general, IOM is a reliable partner, an organization with consolidated accountability mechanisms and transparency.

Institutional partners

The Albanian Ministry of Foreign Affairs (MFA) and Ministry of Economic Development, Tourism, Trade and Entrepreneurship (MEDTTE) through its agency Albanian Investment Development Agency (AIDA) will be the institutional partners for the implementation of the program. Synergies with other stakeholders will be developed during the implementation as relevant and to the extent possible.

Ministry of Foreign Affairs

The Ministry of Foreign Affairs is responsible for the drafting and implementation of visa policy and negotiation of necessary acts of international cooperation in the field of migration; supporting the Albanian emigrants abroad and protecting their rights, organizing the Albanian diaspora, coordinating actions with the MOIA structures on readmission of Albanian citizens etc.

The MFA through its structures manages interaction, coordination and cooperation with the representative offices, institutions and international organizations: (i) follows, with the assistance of diplomatic representations abroad, the developments in Albanian diaspora, its settlement, legal status,

[31] "Developing a Road Map for Engaging Diasporas in Development: A handbook for policymakers and practitioners in home and host countries"; Developed by the International Organization for Migration and Migration Policy Institute.

economic and educational situation, cultural life and organization, its role in the political and social life of the host country, the prominent personalities, media in Albanian language etc.; (ii) collects, processes and generalizes information for the purpose of drafting of updated studies on diaspora in other countries, diaspora associations and organizations; (iii) follows various cultural and artistic aspects related to the diaspora in the countries of destinations, for the purpose of promoting the image of Albania and Albanians abroad. In this context the MFA is in charge of the implementation of the Action Plan. Since the cross cutting nature of the Action Plan activities and the proposed whole-of-government approach, the role of the MFA in the program will also be to engage other GoA institutions as needed during the program implementation, which it also did during the development of the FPD-ACA, through establishing and leading the inter-institutional working group for this purpose.

Ministry of Economic Development, Tourism, Trade and Entrepreneurship

The Ministry of Economic Development, Tourism, Trade and Entrepreneurship is the institution in charge of implementing the economic development program of the GoA. It does this also through its in-house agencies and dependent institutions, one of which is the Albanian Investment Development Agency (AIDA). AIDA was founded and operates on the basis of Law no. 10303 dated 15 July 2010 *"On the creation and organization of Albanian Investment Development Agency."*

AIDA's main objectives are attracting foreign investment, increase the competitiveness of the Albanian economy through the support for small and medium sized enterprises, as well as innovation.

The direct contribution of Aida in economic development is evidenced through:

- Facilitation and support of direct investments in Albania;
- Increase the competitiveness and innovation capacity of Small and Medium Enterprises (SMEs);
- Encouragement and support to exports of goods and services;

AIDA offers comprehensive support to foreign and domestic investors, for their investment programs. Its qualified staff assists not only with market analysis, potential sectors for investment, but also with advice on finding suitable properties and locations (greenfield and brownfield), as well as helping to identify new and existing programs to collaborate.

AIDA also provides aftercare services aimed at successfully meeting the demands of foreign investors after the successful completion of programs.

The Council of Ministers will be particularly involved in the institution and capacity building activities in general and in the organization of the two Diaspora Summits in particular.

Other Line Ministries, on the basis of their institutional competences on migration issues, such as the Ministry of Social Welfare and Youth and the Ministry of Internal Affairs, will be proactively involved in the implementation and/or monitoring/evaluation of specific program activities.

2.8 Communication and Visibility

Different type of information will be generated throughout the program duration. Such information includes general information on the program to the program partners and beneficiaries, information to the general public through the activities in the field as well as specific information on specific activities.

All information generated during the program will include details of the program and donor, including donor logo and funding statement. This will apply to printed, electronic or audiovisual types of information.

Stickers with the logo of the donor, program title and funding statement will be produced and affixed on all equipment that will be purchased by the program.

The program foresees a visibility strategy to be developed that will address all visibility related issues, as well as broader communication channels, means and tools as per each respective audience.

However, as it can be anticipated, key visibility outputs are linked to program activities along the implementation, including:

- National or local level events to launch the program and/or its thematic components;
- Capacity building workshops and related training materials that will be developed;

- Public events in the program areas involving beneficiaries and main stakeholders;
- Dissemination of results of various assessments undertaken or interim results achieved in the framework of the implementation;
- Utilization of social media to disseminate information on program results;
- Establishing relations with media to follow and report on program results.

In line with the above, some concrete outputs related to communication and program and donor visibility, already foreseen as part of the activities in the program, include:

- Production of documentary on the Diaspora week events;
- Outreach activities with the ACA in the selected countries;
- Support for organizing Diaspora summit;
- Web platform dedicated to ACA engagement;
- Information campaign for promoting the Fellowship scheme, ConnectAlbania platform and second start-up funds.

All the above and other eventual aspects will be elaborated in a communication and visibility strategy that will be developed during the inception phase.

2.9 Program activities

The proposed program activities and outputs are organized around the following three main outcomes:

Outcome 1 – GoA implements a comprehensive approach toward ACA engagement for development in line with the overall policy framework.

Output 1.1: Officials from relevant GoA authorities have the knowledge, resources and tools to implement ACA engagement activities.

Outcome 2 – GoA facilitates the engagement of ACA into country development and know-how transfer through skills matching.

Output 2.1 A repository of available skills and knowledge of ACA in selected countries is available and deployed to the identified Albanian hosting institutions.

Output 2.2 A Fellowship scheme is put designed and implemented in order to directly contribute to respective local needs and to the implementation of respective country strategies and action plans.

Outcome 3 – GoA facilitates the engagement of ACA into country development through business start-ups and investments.

Output 3.1: The ACA have the means to engage as development agents for investment and employment generation in local communities.
Output 3.2: The ACA have the support to start-up innovative businesses in local communities.

Outcome 1 – GoA implements a comprehensive approach toward ACA engagement for Development in line with the overall policy framework.

The core activities, under this Outcome, are intended to support the Government of Albania in engaging with the ACA, through improving institutional capacities and leadership, fostering dialogue and trust building between ACAs and public institutions and facilitating channeling of ACA capital to Albania. The Governmental role, especially the MFA involvement through the establishment of a national agency and a national consultative council for ACAs, constitute the cornerstone of the outcome. All activities foreseen under this outcome fall under the National Action Plan of the FPD-ACA hence warrant the ownership of all Program outcomes by the GoA.

Output 1.1 Officials from relevant GoA authorities have the knowledge, resources and tools to implement ACA engagement activities.

Indicative activities:

1.1.1. Organize a Kick-Off event for launching the program;

1.1.2. Provide capacity building support to MFA to establish a National Agency responsible for coordination on all ACA engagement affairs (second two experts to support the work of the agency; support the development of the mandate of the agency, including Terms of Reference (ToRs) of staff and advise on legal procedures for endorsement; provision of office equipment; facilitate coordination meetings with relevant authorities);

1.1.3. Support the establishment of an ACA Consultative Council (support the development of the mandate of the ACA Council, including ToRs, through the support of 2 seconded experts; facilitate organization of Council meetings throughout program lifetime);

1.1.4. Facilitate exchange of best practices on ACA engagement between Albania and specific target countries through tailor-made workshops abroad; Outreach activities with ACA in the selected countries[32];

1.1.5. Develop a training curricula on ACA engagement for the Academy of Diplomacy within MFA, including training materials (handbook);

1.1.6. Deliver a three days specialized training in Tirana on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries (such as Italy, Greece, USA, Germany, Canada, UK, France, Belgium etc.);

1.1.7. Develop and implement a visibility strategy for the program;

1.1.8. Assist MFA and other relevant GoA authorities with technical expertise and logistic support for Diaspora summits to be organized during the program lifetime;

1.1.9. In cooperation with ACA associations, national and local government, support planning and organizing Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities, including but not limited to the support for: developing the structure, ensuring stakeholder engagement; informing ACA associations and communities at large, organizing the logistics of the event; developing a documentary movie on the event;

1.1.10. Support with technical expertise the development of a web platform for ACA engagement.

Outcome 2 - GoA facilitates the engagement of ACA into country development and know-how transfer through skills matching.

The most important activities under this outcome are: i) mapping and profiling of ACAs, in Italy and in at least 2 other countries[33] (know your diaspora); ii) the design and the implementation of a Fellowship scheme that mobilizes ACA high professionals in Italy to the development of the Albania.

Output 2.1 A repository of available skills and knowledge of ACA in selected countries is available and deployed to the identified Albanian hosting institutions.

Indicative activities:

Undertake a mapping and profiling of ACA; this entails developing the mapping/profiling methodology, identifying national and international expertise and partnerships; conduct the mapping, present the findings and publish the reports in Albanian and English and/or other relevant languages):

2.1.1. Identify the skills & services demand at the sectorial and local level in Albania; identify priority sectors and conduct comparative analysis for skills/expertise matching between Albania and the countries of destination; identify community/territorial development priorities and conduct comparative analysis for skills/expertise matching between countries of destination and communities of origin in Albania.

[32] The countries, other than Italy (at least 2), to be selected for workshops and outreach activities, will be identified in the inception phase.

[33] The selection criteria, to be fine-tuned during the inception phase and constantly reviewed by the TAB, will include objective elements such as the share of ACA communities and the presence of ACA civil society organisations in a given country.

Output 2.2 A Fellowship scheme is put designed and implemented in order to directly contribute to respective local needs and to the implementation of respective country strategies and action plans.

Indicative activities:

2.2.1 Develop a fellowship program for highly skilled migrants in priority sectors as identified in the above activities (this will entail developing the fellowship program and eligibility criteria, identifying partners in Italy to carry on pre-selection of candidates);

2.2.2 Implement a fellowship program for highly skilled migrants in priority sectors as identified in the above activities for a minimum of 100 beneficiaries (this will entail issuing a call for proposals; selecting candidates based on their proposal for support, recruiting them, mentoring their fellowship program/initiative and assessing their success);

2.2.3 Organize a national conference to present best practices and lessons learned from the fellowship program and provide recommendations for GoA on similar follow up actions.

Outcome 3 - GoA facilitates the engagement of ACA into country development through business start-ups and investment.

The cornerstone outputs under Outcome 3 are: (i) design and implementation of ConnectAlbania investment boosting platform; (ii) design and implementation of a second generation Start-up Fund. Both Funds are applicable to ACA individuals and enterprises in Italy.

ConnectAlbania, takes stock of existing and internationally recognized, Connect platforms and funds, Connect Ireland being one of the most successful. The "Connect" idea is based on the central role of **development agents**, in our case ACA individuals and communities in Italy, in putting in contact, accompanying and following-up a foreign direct investment from Italy to Albania. Development agents are most likely Albanian entrepreneurs in Italy and/or Albanian employees in expanding Italian enterprises. The Connect mechanism rewards the development agents with a bonus in case the investment has effectively taken place (the company is registered in Albania), in a medium timeframe (company is active after 1 year from registration in Albania) and has generated employment (number of employees registered in the first year)[34]. In order to design and implement ConnectAlbania, manifold interventions are foreseen (output 3.1).

A Technical Assistance based in Italy, selected by IOM in coordination with the donor, as part of the Technical Support Team, will conceptualize, implement and monitor the ConnectAlbania Fund and of the Start-up Fund for second generation. In addition their support will consist in:

- Leading and coordination of capacity building to Albanian institutions;
- Designing of ConnectAlbania platform and information toolkit;
- Implementation of the ConnectAlbania referral scheme;
- Supporting and coaching to AIDA throughout implementation;
- Developing the SME start-up support scheme;
- Closely and constantly monitoring of variables and progress at technical level for each mechanism and collect relevant information, preparing monitoring reports and presenting to the Technical Advisory Board (TAB) ensure revision as advised by the TAB;
- Implementation of activities in Italy with the Albanian communities, to promote the program;
- Developing synergies with existing schemes in Italy;
- Identification and training of development agents among the Albanian community in Italy.

Output 3.1 The ACA have the means to engage as development agents for investment and employment generation in local communities.

Indicative activities:

3.1.1 Provide capacity building to AIDA Agency for the development of the ConnectAlbania platform in particular, as well as on boosting the economic engagement of ACA in general, including the secondment of an expert;

[34] The selection modalities and criteria of the ConnectAlbania Fund will be defined during the inception phase and constantly reviewed by the TAB.

3.1.2 Develop the concept of 'ConnectAlbania' investment boosting platform (as part of general ACA engagement platform - ref Act. 1.1.11); identify/select partners in Italy; develop information toolkit for Development Agents from the ACA in Italy in collaboration with AIDA;

3.1.3 Develop and launch 'ConnectAlbania' investment boosting platform (through the support of an IT company and AIDA);

3.1.4 Development Agents bonus for successful referrals leading to employment following investment in Albania (at least 300 new job places created);

3.1.5 Undertake an information campaign for the platform in Albania and in Italy through a variety of media channels;

3.1.6 Ensure maintenance and upgrade/update of the platform based on needs, throughout the program;

3.1.7 Undertake evaluation of the platform and present its results.

Another crucial funding mechanism under outcome 3 is the **Start-up fund**. The fund is open to all second generation ACA individuals and entrepreneurs in Italy who wish to establish a new business in Albania. The fund is particularly open to all the ACA community of graduates and post-graduates (more than 16.000) who have innovative and business ideas in those sectors which present a transnational added value.

Output 3.2 The ACA have the support to at least 30 start-up innovative businesses in local communities in Albania.

Indicative activities:

3.2.1 Based on the results of Activity 2.1.2, develop a call for proposals to implement a scheme of SME start-ups and spin offs for ACA second generation; identify partners in Italy to support the implementation of the scheme;

3.2.2 Undertake selection of ACA proposals and award at least 30 seed grants for the selected development initiatives(the selection criteria will be defined during the inception phase)[35];

3.2.3 Monitor the implementation of the scheme and undertake final evaluation (external evaluation);

3.2.4 Organize an international workshop to present the best practices and advise GoA on implementation of future similar initiatives.

All the activities under outcome 3 and their implementation arrangements will be better defined during the inception phase.

2.10 Sustainability of results

Added value

As already highlighted in several fora, Italy hosts a significant number of Albanian migrants (according to ISTAT data on the Albanian Community in Italy, the number of those legally residing at 1 January 2016 is 482.959[36]) which has great development features, particularly for the high level of integration, entrepreneurship, high circularity and solid links maintained with the Albania. Considering this, Italy has the profile to become the first country to support the implementation of the Action Plan for the engagement with Albanian Communities abroad. This will enable Italy to remain the leading partner of Albania in its migration and development endeavors.

[35] The selection modalities and criteria will be defined during the inception phase and constantly reviewed by the TAB.

[36] Data at the end of 2015; Albanian community in Italy, developed by Italia Lavoro, funded by the General Directorate of Immigration and Integration Policies, Italian Ministry of Labour and Social Policies, available at the following link: http://www.integrazionemigranti.gov.it/Areetematiche/PaesiComunitari-e-associazioniMigranti/Documents/RAPPORTI_COMUNITA_2016/RC_ALBANIA_DEF.pdf

Institutional sustainability

The program will enhance the capacities of the Albanian institutions to implement the action plan on engaging with ACA, through institutional staff appointed and participating to working groups established for this purpose. Therefore, ACA engagement functions will become part of functional duties of the institutions, ensuring ownership after program termination.

The cultural aspects of engagement and the cultural capital mobilized throughout the program activities, particularly during the diaspora weeks, will contribute to strengthening the links of Albanian Communities Abroad to the country of origin, with particular relevance to second generation migrants, positively contributing therefore to increased sustainability of intervention.

Economic sustainability and Multiplier effect

Once processes and mechanisms are put into place and tested, the existing programs that the Italian Development Cooperation is implementing in Albania (such as the Crediting lines for SMEs, for a total fund of about € 44 million) can constitute a formidable leverage effect on the new investments (ConnectAlbania) and start-ups promoted by the Program, thus enlarging the spectrum of ACAs involved.

Social sustainability

The Program will enhance the link between ACAs and local communities through: i) the organization of Diaspora weeks and ACA awards(outcome 1); ii) the involvement of Fellows (know-how transfer) at local and community level; iii) the involvement of local communities in ConnectAlbania through the creation of new jobs; iv) the engagement of local communities in the start-ups. Hence, the Program will create a stable nexus between ACAs and territory which ensure social cohesion and local participation.

3. Work Plan and Budget

3.1 Indicative implementation time-frame

										0	1	2	5	6	7	8	9	Q 10	Q 11	Q 12
A. Recruitment of IOM Program Management staff																				
B. Purchase of office equipment																				
1. Implementation of the program inception phase																				
2. Selection of Technical Advisory Board experts																				
3. Recruitment of Secretariat for Technical Advisory Board																				
4. TAB quarterly review meetings																				
Outcome 1. GoA implements a comprehensive approach toward ACA engagement for development in line with the overall policy framework																				
Output 1.1. Officials from relevant GoA authorities have the knowledge, resources and tools to implement ACA engagement activities																				
1.1.1 Organize a Kick-Off event for launching the program;																				
1.1.2 Provide capacity building support to MFA to establish a National agency responsible for coordination on all ACA engagement affairs																				
1.1.2.1 Purchase of equipment for the agency																				
1.1.2.2 Recruit and second two experts to support the work of the agency																				
1.1.2.3 Organize quarterly coordination meetings																				
1.1.3 Support the establishment of an ACA Consultative Council																				
1.1.3.1 Purchase of equipment to support the establishment of the ACA Council																				
1.1.3.2 Recruit and second two experts to support the ACA council																				
1.1.3.3 Organize quarterly coordination meetings																				
1.1.4 Facilitate exchange of best practices on ACA engagement between Albania and specific target countries through tailor-made workshops abroad; Outreach activities with ACA in the selected countries																				
1.1.4.1-2 Organize workshops and exchange of good practices abroad																				
1.1.4.3 Organize outreach activities																				
1.1.5 Develop a training curricula on ACA engagement for the																				

										0	1	2	5	6	7	8	9	Q 10	Q 11	Q 12
Academy of Diplomacy within MFA, including training materials (handbook);																				
1.1.5.1 Recruit and deploy local consultant for developing the training curricula on ACA engagement																				
1.1.5.2 Design & printing of the Handbook																				
1.1.6 Deliver a three days specialized training in Tirana on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries																				
1.1.7 Develop and implement a visibility strategy for the program																				
1.1.8 Assist MFA and other relevant GoA authorities with technical expertise and logistic support for Diaspora summits;																				
1.1.9 In cooperation with ACA associations, national and local government, support planning and organizing Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities																				
1.1.9.1 Recruit and deploy a local consultant for developing support organizing of Diaspora weeks in Albania																				
1.1.9.2 Providing logistic support for the Diaspora weeks in Albania																				
1.1.10 Support the development of a web platform for ACA engagement.																				
Outcome 2. GoA facilitates the engagement of ACA into country development and know-how transfer through skills matching																				
Output 2.1 A repository of available skills and knowledge of ACA in selected countries is available and deployed to the identified Albanian hosting institutions.																				
2.1.1 Undertake a mapping and profiling of ACA																				
2.1.1.1 Recruit and deploy an international expertise for developing and undertaking the mapping and profiling of ACA																				
2.1.1.2 Organize a workshop for presenting and validating the findings of mapping and profiling of ACA																				
2.1.1.3 Printing & dissemination of reports (Albanian & English) of mapping and profiling of ACA																				
2.1.2 Recruit a Local consultant for identification of skills & services demand at the sectorial and local level																				
Output 2.2 A Fellowship scheme is put designed and implemented in order to directly contribute to respective local needs and to the implementation of respective country strategies and action plans																				
2.2.1 Develop a fellowship program for highly skilled migrants in priority sectors as identified																				
2.2.2 Implement a fellowship program for highly skilled migrants in priority sectors as identified																				
2.2.3 Organize a national workshop to present best practices and lessons learned from the fellowship program and provide recommendations																				

										0	1	2	5	6	7	8	9	Q 10	Q 11	Q 12
Outcome 3. GoA facilitates the engagement of ACA into country development through business start-ups and investment																				
Output 3.1 The ACA have the means to engage as development agents for investment and employment generation in local communities																				
3.1.1 Provide capacity building to AIDA Agency for the development of the ConnectAlbania platform as well as on boosting economic engagement of ACA																				
3.1.1.1 Recruit and deploy a seconded expert to provide capacity building to AIDA Agency																				
3.1.1.2 Purchase of equipment for AIDA																				
3.1.2 Develop the concept of ConnectAlbania investment boosting platform and information toolkit																				
3.1.2.1 Identify Italian expertize for development and implementation of ConnectAlbania Fund and info toolkit																				
3.1.2.2 Design & printing of toolkit for development agents																				
3.1.3 Develop and launch ConnectAlbania investment boosting platform																				
3.1.4 Deliver Development Agents bonus for successful referrals leading to employment																				
3.1.5 Undertake information campaign for the platform in Albania and Italy through a variety of media channels;																				
3.1.6 Ensure maintenance and upgrade/update of the platform based on needs																				
3.1.7 Undertake evaluation of the platform and present its results																				
3.1.7.1 Recruit a local consultant for the evaluation of the platform																				
Output 3.2 The ACA have the support to start-up innovative businesses in local communities in Albania																				
3.2.1 Develop a call for proposals to implement a scheme of SME start-ups and spin offs for ACA second generation; identify partners in Italy to support the implementation of the scheme																				
3.2.2 Undertake selection of ACA proposals and award seed grants for the selected development initiatives																				
3.2.3 Monitor the implementation of the scheme and undertake final evaluation																				
3.2.4 Organize an international workshop to present the best practices and advise GoA on implementation of future similar initiatives																				
Organize and carry out a final evaluation mission of the program.																				

3.2 Budget

Program Title: **Engage the Albanian Communities Abroad to the Social and Economic Development of Albania**

Budget Amount Requested in EUR: **€ 2,876,500**

Program Duration **3 Years**

Item	Unit	Nr of Units	Unit Cost	Total EUR	Year 1	Year 2	Year 3
A. Human Resources							
Program Management Team							
1.1 IOM Representative - 30%	Month(s)	10.80	5,100.00	55,080.00	18,360.00	18,360.00	18,360.00
1.2 Program Manager - 100%	Month(s)	36.00	9,000.00	324,000.00	108,000.00	108,000.00	108,000.00
1.3 Capacity Building & Fellowship Coordinator - 100%	Month(s)	36.00	2,450.00	88,200.00	29,400.00	29,400.00	29,400.00
1.4 ConnectAlbania & Grant Coordinator - 100%	Month(s)	36.00	1,580.00	56,880.00	18,960.00	18,960.00	18,960.00
1.5 Information and Media Coordinator - 100%	Month(s)	36.00	1,580.00	56,880.00	18,960.00	18,960.00	18,960.00
1.6 Resource Management Officer - 50%	Month(s)	18.00	5,100.00	91,800.00	30,600.00	30,600.00	30,600.00
1.7 Project/Procurement Assistant - 100%	Month(s)	36.00	1,300.00	46,800.00	15,600.00	15,600.00	15,600.00
1.8 Accountant - 100%	Month(s)	36.00	1,950.00	70,200.00	23,400.00	23,400.00	23,400.00
1.9 Driver - 20%	Month(s)	7.20	1,139.40	8,203.68	2,734.56	2,734.56	2,734.56
			Total Human Resources Costs:	**798,043.68**	**266,014.56**	**266,014.56**	**266,014.56**
B. Office Costs							
2.1 Office rent	Month(s)	36.00	850.00	30,600.00	10,200.00	10,200.00	10,200.00
2.2 Utilities (electricity; water etc.)	Month(s)	36.00	150.00	5,400.00	1,800.00	1,800.00	1,800.00
2.3 Travel costs	Each	20.00	350.00	7,000.00	2,333.33	2,333.33	2,333.33
2.4 Daily Subsistence Allowance (DSA)	Day(s)	66.00	245.03	16,171.68	5,390.56	5,390.56	5,390.56
2.5 Communications (tel/fax., internet, postage, IT maintenance)	Month(s)	36.00	150.00	5,400.00	1,800.00	1,800.00	1,800.00
2.6 Vehicle (fuel, maintenance, insurance, parking etc.)	Month(s)	36.00	100.00	3,600.00	1,200.00	1,200.00	1,200.00
2.7 Office supplies and materials	Month(s)	36.00	100.00	3,600.00	1,200.00	1,200.00	1,200.00
2.8 Office equipment (2 set computers, 2 cell phone, 1 printer)	Each	2.00	1,500.00	3,000.00	3,000.00		
2.9 Financial costs (bank charges & other office costs)	Month(s)	36.00	30.00	1,080.00	360.00	360.00	360.00

			Total Office Costs:	**75,851.68**	**27,283.89**	**24,283.89**	**24,283.89**
			Total Staff and Office costs	**873,895.36**	**293,298.45**	**290,298.45**	**290,298.45**
C. Operational Costs							
Inception and Monitoring team							
1. Technical expertise for the Inception phase (consultant)	Day(s)	25.00	400.00	10,000.00	10,000.00		
2. Technical Advisory Board experts (3 prs Italy x 1 day/month & 3 prs Alb x 1 day/month)	Day(s)	216.00	300.00	64,800.00	21,600.00	21,600.00	21,600.00
3. Technical Advisory Board Secretariat (1 person in Albania and 1 in Italy)	Month(s)	72.00	1,500.00	108,000.00	36,000.00	36,000.00	36,000.00
			Total Inception and Monitoring Costs:	**182,800.00**	**67,600.00**	**57,600.00**	**57,600.00**
Outcome 1. GoA implements a comprehensive approach toward ACA engagement for development in line with the overall policy framework							
Output 1.1. Officials from relevant GoA authorities have the knowledge, resources and tools to implement ACA engagement activities							
1.1.1 Organize a Kick-Off event for launching the project							
1.1.1.1 Room rental costs (Euro 500.00 x 0.5 days)	Day(s)	0.50	500.00	250.00	250.00		
1.1.1.2 Lunch (Euro 12.00 x 30 prs)	No. of Person	30.00	12.00	360.00	360.00		
1.1.1.3 Coffee break (Euro 3.00 x 1x 30 prs)	Each	30.00	3.00	90.00	90.00		
1.1.1.4 Materials (Euro 2.5 x 30 prs)	No. of Person	30.00	2.50	75.00	75.00		
1.1.1.5 Translation costs for one day (Euro 250.00 x 1 prs x 1 day)	Day(s)	1.00	250.00	250.00	250.00		
1.1.1.6 Sound system (Euro 200.00 x 1 day)	Day(s)	1.00	200.00	200.00	200.00		
1.1.2 Provide capacity building support to MFA to establish an agency responsible for coordination on all ACA engagement affairs							
1.1.2.1 Purchase of equipment for the agency responsible for coordination on ACA engagement (MFA) (2 comp sets, 1 multifunction. printer, 2 laptop)	Each	5.00	800.00	4,000.00	4,000.00		
1.1.2.2 Two seconded experts to support the work of the agency responsible for coordination on ACA engagement (MFA) (Euro 450.00 x 36 months x 2 experts)	Month(s)	72.00	450.00	32,400.00	10,800.00	10,800.00	10,800.00
1.1.2.3 Refreshments costs for coordination meetings (Euro 150.00 x 36 months)	Each	12.00	150.00	1,800.00	600.00	600.00	600.00
1.1.2.4 Material costs for coordination meetings (Euro 50.00 x 36 months)	Each	12.00	50.00	600.00	200.00	200.00	200.00
1.1.3 Support the establishment of an ACA Consultative Council							

1.1.3.1 Purchase of equipment for the ACA Council (2 comp sets, 1 multifunction. printer, 2 laptop)	Lump Sum	5.00	800.00	4,000.00	4,000.00		
1.1.3.2 Two seconded experts to support the ACA council (Euro 450.00 x 36 months x 2 experts/)	Each	72.00	450.00	32,400.00	10,800.00	10,800.00	10,800.00
1.1.3.3 Refreshments costs for coordination meetings (Euro 150.00 x 36 months)	Each	12.00	150.00	1,800.00	600.00	600.00	600.00
1.1.3.4 Material costs for coordination meetings (Euro 50.00 x 36 months)	Each	12.00	50.00	600.00	200.00	200.00	200.00
1.1.4 Facilitate exchange of best practices on ACA engagement between Albania and specific target countries through workshops abroad; Outreach activities with ACA in the selected countries							
1.1.4.1 DSA for 6 persons (4 GoA & 2 IOM) for 3 study visits & outreach activities (Euro 309.13 x 6 prs x 14.9 days)	Day(s)	89.40	309.13	27,636.39	7,975.60	19,660.79	
1.1.4.2 Flight tickets for 6 persons (4 GoA & 2 IOM) for 3 study visits & outreach activities (Euro 800.00 x 6 prs x 3 visits)	Each	18.00	800.00	14,400.00	4,800.00	9,600.00	
1.1.4.3 Logistical support for outreach activities (catering etc.)	Each	3.00	500.00	1,500.00	500.00	1,000.00	
1.1.5 Develop a training curricula on ACA engagement for the Academy of Diplomacy within MFA, including training materials (handbook)							
1.1.5.1 Consultancy fee for developing a training curricula on ACA engagement for the Academy of Diplomacy within MFA (Euro 150.00 x 30 days/)	Day(s)	30.00	150.00	4,500.00	4,500.00		
1.1.5.2 Design & printing of the Handbook (Euro 10.00 x 300 pcs)	Item	300.00	10.00	3,000.00	3,000.00		
1.1.6 Deliver a three days specialized training in Tirana on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries							
1.1.6.1 DSA for 10 Albanian diplomatic staff for a three days specialized training on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries (Euro 180.00 x 10 prs x 4.3 days)	Day(s)	43.00	180.00	7,740.00	7,740.00		
1.1.6.2 Flight tickets for 10 Albanian diplomatic staff coming from key destination countries for a 3 day specialized training on ACA engagement and trust-building (Euro 800.00 x 10 prs)	Each	10.00	800.00	8,000.00	8,000.00		
1.1.6.3 Deliver a three days specialized training on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries				-			
1.1.6.3.1 Room rent (Euro 500.00 x 3 days)	Day(s)	3.00	500.00	1,500.00	1,500.00		

1.1.6.3.2 Lunch (Euro 12.00 x 3 days x 30 prs)	No. of Person	90.00	12.00	1,080.00	1,080.00		
1.1.6.3.3 Coffee breaks (Euro 3.00 x 2 x 3 days x 30 prs)	Each	180.00	3.00	540.00	540.00		
1.1.6.3.4 Training materials (Euro 2.5 x 50 prs)	No. of Person	30.00	2.50	75.00	75.00		
1.1.6.3.5 Translation costs (Euro 250.00 x 2 prs x 3 days)	Each	6.00	250.00	1,500.00	1,500.00		
1.1.6.3.6 Sound system (Euro 250.00 x 3 days)	Day(s)	3.00	250.00	750.00	750.00		
1.1.7 Develop a visibility strategy for the project (to be done by IMC)							
1.1.8 Assist MFA and other relevant GoA authorities with technical expertise and logistic support for Diaspora summits to be organized during the project lifetime	Each	2.00	10,000.00	20,000.00		10,000.00	10,000.00
1.1.9 In cooperation with ACA associations, national and local government, support planning and organizing Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities, including but not limited to the support for: developing the structure, ensuring stakeholder engagement; informing ACA associations and communities at large, organizing the logistics of the event; developing a documentary movie on the event							
1.1.9.1 Consultancy fee for developing the structure support planning and organizing of Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities(Euro 150.00 x 20 days/)	Day(s)	20.00	150.00	3,000.00	3,000.00		
1.1.9.2 Providing logistic support for the organizations of Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities	Each	8.00	8,500.00	68,000.00	17,000.00	34,000.00	17,000.00
1.1.10 Support with technical expertise the development of a web platform for ACA engagement	Lump Sum	1.00	20,000.00	20,000.00	20,000.00		
			Total Outcome 1	**262,046.39**	**114,385.60**	**97,460.79**	**50,200.00**
Outcome 2. GoA facilitates the engagement of ACA into local development and know-how transfer through skills matching							
Output 2.1: A repository of available skills and knowledge of ACA in selected countries is available and deployed to the identified hosting institution to directly contribute to respective local needs and to the implementation of respective country strategies and action plans							
2.1.1 Undertake a mapping and profiling of ACA in Italy and a few selected countries with the highest presence of Albanian community; this entails developing the mapping/profiling methodology, identifying national and international expertize and partnerships; conduct the mapping, present the findings and publish the reports in Albanian and English and/or other relevant languages);							
2.1.1.1 Technical expertise for mapping/profiling of ACA in selected countries	Lump Sum	1.00	95,000.00	95,000.00	95,000.00		
2.1.1.2 Workshop for presentation and validation of findings of mapping and profiling of ACA							
2.1.1.2.1 Room rent for the workshop (Euro 700.00 x 1 day)	Day(s)	1.00	700.00	700.00	700.00		

2.1.1.2.2 Lunch (Euro 12.00 x 50 prs)	No. of Person	50.00	12.00	600.00	600.00		
2.1.1.2.3 Coffee breaks (Euro 3.00 x 2 x 50 prs)	No. of Person	100.00	3.00	300.00	300.00		
2.1.1.2.4 Materials for the workshop participants (Euro 2.5 x 50 prs)	No. of Person	50.00	2.50	125.00	125.00		
2.1.1.2.5 Translation (Euro 250.00 x 2 prs x 2 language)	Each	4.00	250.00	1,000.00	1,000.00		
2.1.1.2.6 Sound system (Euro 300.00 x 1 day)	No. of Person	1.00	300.00	300.00	300.00		
2.1.1.3 Printing & dissemination of reports (Albanian & English) of mapping and profiling of ACA	Each	2.00	1,500.00	3,000.00	3,000.00		
2.1.2 Local consultant for identification of skills & services demand at the sectorial and local level in Albania and conduct comparative skills matching	Day(s)	30.00	150.00	4,500.00	4,500.00		
Output 2.2: A Fellowship scheme is put designed and implemented in order to directly contribute to respective local needs and to the implementation of respective country strategies and action plans							
2.2.1 International consultant for developing a fellowship program for highly skilled migrants in priority sectors (Euro 400.00 x 30 days)	Day(s)	30.00	400.00	12,000.00	12,000.00		
2.2.2 Implement a fellowship program for highly skilled migrants in priority sectors							
2.2.2.1 Allowance for 100 fellows (Euro 500.00 x 4 months x 100 prs)	No. of Person	100.00	2,500.00	250,000.00	50,000.00	150,000.00	50,000.00
2.2.2.2 Flight tickets for 100 fellows (Euro 1,000.00 x 100 prs)	Each	100.00	500.00	50,000.00	10,000.00	30,000.00	10,000.00
2.2.3 National workshop to present best practices and lessons learned from the fellowship program and provide recommendations for GoA on similar follow up actions.							
2.1.3.1 Room rent for the workshop (Euro 700.00 x 1 day)	Day(s)	1.00	700.00	700.00			700.00
2.1.3.2 Lunch (Euro 12.00 x 50 prs)	No. of Person	50.00	12.00	600.00			600.00
2.1.3.3 Coffee breaks (Euro 3.00x 2 x 50 prs)	No. of Person	100.00	3.00	300.00			300.00
2.1.3.4 Materials for the workshop participants (Euro 2.5 x 50 prs)	No. of Person	50.00	2.50	125.00			125.00
2.1.3.5 Translation (Euro 250.00 x 2 prs x 2 language)	Each	4.00	250.00	1,000.00			1,000.00
2.1.3.6 Sound system (Euro 300.00 x 1 day)	No. of Person	1.00	300.00	300.00			300.00
			Total Outcome 2	**420,550.00**	**177,525.00**	**180,000.00**	**63,025.00**

Outcome 3. GoA facilitates the engagement of ACA into local development through business startups and investment							
Output 3.1: The ACA have the means to engage as development agents for investment and employment generation in local communities							
3.1.1 Provide capacity building to AIDA Agency for the development of the ConnectAlbania platform and boosting economic engagement of ACA							
3.1.1.1 Two seconded experts to provide capacity building to AIDA Agency (Euro 450.00 x 36 months/)	Month(s)	72.00	450.00	32,400.00	10,800.00	10,800.00	10,800.00
3.1.1.2 Purchase of equipment for AIDA (2 comp sets, 1 multifunction. printer, 2 laptop)	Each	5.00	800.00	4,000.00	4,000.00		
3.1.2 Develop the concept of 'ConnectAlbania' investment boosting platform (as part of general ACA platform)							
3.1.2.1 Italian expertize for development and implementation of ConnectAlbania Fund	Lump Sum	1.00	100,000.00	100,000.00	100,000.00		
3.1.2.2 Design & printing of toolkit for development agents (Euro 300.00 x 20 pcs)	Item	300.00	20.00	6,000.00	6,000.00		
3.1.3 Develop and launch 'ConnectAlbania' investment boosting platform (through the support of an IT company and AIDA)(cost foreseen under 1.1.10)							
3.1.4 Development Agents bonus for successful referrals leading to employment following investment in Albania (Euro 1,000.00 X 300 jobs)	Each	300.00	1,000.00	300,000.00		150,000.00	150,000.00
3.1.5 Undertake an information campaign for the platform in Albania and in Italy through a variety of media channels							
3.1.5.1 Information campaign for the platform in Albania	Each	4.00	6,000.00	24,000.00		18,000.00	6,000.00
3.1.5.2 Information campaign for the platform in Italy	Each	4.00	4,500.00	18,000.00		13,500.00	4,500.00
3.1.6 IT maintenance and upgrade/update of the platform based on needs, throughout the project	Month(s)	36.00	277.78	10,000.00	3,333.33	3,333.33	3,333.33
3.1.7 Workshop for the evaluation of the platform and presentation of results							
3.1.7.1 Consultancy fee for evaluation of the platform (Euro 150.00 x 20 days/)	Day(s)	20.00	150.00	3,000.00			3,000.00
3.1.7.2 Room rent for the workshop (Euro 700.00 x 1 day)	Day(s)	1.00	700.00	700.00			700.00
3.1.7.3 Lunch (Euro 12.00 x 50 prs)	No. of Person	50.00	12.00	600.00			600.00
3.1.7.4 Coffee breaks (Euro 3.00x 2 x 50 prs)	No. of Person	100.00	3.00	300.00			300.00
3.1.7.5 Materials for the workshop participants (Euro 2.5 x 50 prs)	No. of Person	50.00	2.50	125.00			125.00
3.1.7.6 Translation (Euro 250.00 x 2 prs x 2 language)	Each	4.00	250.00	1,000.00			1,000.00
3.1.7.7 Sound system (Euro 300.00 x 1 prs)	No. of Person	1.00	300.00	300.00			300.00

Output 3.2:The ACA have the support to start-up innovative businesses in local communities							
3.2.1 Italian expertize for implementation of SME Start-up schemes	Lump Sum	1.00	140,000.00	140,000.00	140,000.00		
3.2.2 Award seed grants for the selected development initiatives	Each	30.00	10,000.00	300,000.00	60,000.00	120,000.00	120,000.00
3.2.3 Monitor the implementation of the scheme (by IOM)							
3.2.4 Organize an international workshop to present best practices and advise GoA on implementation of future similar initiatives							
3.2.4.1 Flight tickets for international experts/attendees	No. of Person	4.00	800.00	3,200.00			3,200.00
3.2.4.2 DSA for international experts/attendees	Day(s)	13.20	180.00	2,376.00			2,376.00
3.2.4.3 Room rent for the workshop (Euro 700.00 x 1 day)	Day(s)	1.00	700.00	700.00			700.00
3.2.4.4 Lunch (Euro 12.00 x 50 prs)	No. of Person	50.00	12.00	600.00			600.00
3.2.4.5 Coffee breaks (Euro 3.00x 2 x 50 prs)	No. of Person	100.00	3.00	300.00			300.00
3.2.4.6 Materials for the workshop participants (Euro 2.5 x 50 prs)	No. of Person	50.00	2.50	125.00			125.00
3.2.4.7 Translation (Euro 250.00 x 2 prs x 2 language)	Each	4.00	250.00	1,000.00			1,000.00
3.2.4.8 Sound system (Euro 300.00 x 1 prs)	No. of Person	1.00	300.00	300.00			300.00
			Total Outcome 3	**949,026.00**	**324,133.33**	**315,633.33**	**309,259.33**
			Total Operational Costs	**1,814,422.39**	**683,643.94**	**650,694.12**	**480,084.33**
IOM Overhead (7 % of the direct eligible costs)	Month(s)	36.00	5,227.28	188,182.24	68,385.97	65,869.48	53,926.80
			TOTAL BUDGET	**2,876,500.00**	**1,045,328.36**	**1,006,862.06**	**824,309.58**

3.3 Results Framework

OUTPUT	KEY ACTIVITIES	OUTPUT INDICATORS	BASELINE		TARGET INDICATORS	DATA SOURCE	DATA COLLECTION METHODS
			VALUE	YEAR			
	Implementation of the program inception phase	1 inception report and 1 operational plan for the first year adopted			1 inception report	Inception report	Inception report
1.1 Officials from relevant GoA authorities have the knowledge, resources and tools to implement ACA engagement activities	1.1.1 Organize a Kick-Off event for launching the program	Program launched in a kick-off event with high level institutional participation	N/A		One kick-off event held	Agenda of the event; attendance sheets; media coverage	Periodic program reports to the donor; local and national media; institutional websites and social media
	1.1.2 Provide capacity building support to MFA to establish an agency responsible for coordination on all ACA engagement affairs (second two experts to support the work of the agency; support the development of the mandate of the agency, including TOR of staff and advise on legal procedures for endorsement; provision of office equipment; facilitate coordination meetings with relevant authorities)	GoA administrative order for the establishment of the Agency including its mandate; number of equipment purchased based on needs assessment; number of meetings held	N/A		100 percent, 2 experts seconded at MFA	Annual reports of the Agency and those of MFA; program periodic reports to the donor; Deeds of donation; reports of meetings highlighting agreed follow up actions	IOM will collect the relevant information from various sources and reflect it in donor periodic reports, including reference to original sources of information; updates of IOM and MFA on respective websites; updates during program Steering Committee Meetings
	1.1.3 Support the establishment of an ACA Consultative Council (support the development of the mandate of the ACA Council, including ToRs, through the support	GoA administrative order for the establishment of the Council including its mandate;	N/A		100 percent, 2 experts seconded	Annual reports of the MFA and Prime Ministry; program periodic reports to the donor; reports of meetings	IOM will collect the relevant information from various sources and reflect it in donor periodic reports, including reference to original sources of information; updates of IOM and MFA on respective

	of 2 seconded experts; facilitate organization of Council meetings throughout program lifetime)	nomination of Council members; number of meetings held and no of participants				highlighting agreed follow up actions; updates on the website of MFA and IOM	websites; Steering Committee Meetings
	1.1.4 Facilitate exchange of best practices on ACA engagement between Albania and specific target countries through workshops; Outreach activities with ACA in the selected countries	Number of visits (and GoA participants) organized and follow up reports highlighting best practices and recommendations for follow up actions	2 visits organized in Kosovo and Moldova	2015 - 2016	5 visits	Study visits' reports; sheets of attendees; program periodic reports to the donor prepared by IOM	IOM will collect the relevant information from various sources and reflect it in donor periodic reports, including reference to original sources of information; updates of IOM and MFA on respective websites; SC Meetings
	1.1.5 Develop a training curricula on ACA engagement for the Academy of Diplomacy within MFA, including training materials (handbook)	Validation of the training curricula by the Diplomatic Academy of MFA	1 training curricula on Mig & Dev developed IOM	2014	1 training curricula standardized and accredited	Training curricula and modules; official endorsement letter of the curricula by MFA	IOM will collect the relevant information and reflect it in donor periodic reports; more information to be obtained directly from Diplomatic Academy at MFA
	1.1.6 Deliver a three days specialized training in Tirana on ACA engagement and trust-building for representatives of the Albanian diplomatic representations in key destination countries	Number of trainings held & participants to the training; percentage of participants scoring higher than 80 percent in the post training evaluation	20 diplomats trained on migration and development by IOM	2013	One training session for a total of 20 diplomats	Training agenda and attendees sheet; training evaluation report	Pre and post training evaluation through questionnaires to be prepared by IOM; Steering Committee Meetings
	1.1.7 Develop and implement a visibility strategy for the program	One strategy document developed and endorsed by the Steering Committee of the Program	No		1 communication and visibility strategy	Strategy document; periodic program reports to the donor	Periodic program reports to the donor; Steering Committee Meetings

	1.1.8 Assist MFA and other relevant GoA authorities with technical expertise and logistic support for Diaspora summits to be organized during the program lifetime	Number of Diaspora summits organized during program lifetime; Number of ACA members attending	1 Diaspora summit organized	2016	Up to 2 Diaspora Summits	Agendas of the summits; attendees sheet; reports of the summits; media coverage of the events; documentary movie	Periodic program reports to the donor; Steering Committee Meetings; local and national media; respective websites of MFA, IOM and Prime Ministry
	1.1.9 In cooperation with ACA associations, central and local government, support planning and organizing Diaspora weeks in Albania (in the 2nd and 3rd year) in 3-4 selected cities, including but not limited to the support for: developing the structure, ensuring stakeholder engagement; informing ACA associations and communities at large, organizing the logistics of the event; developing a documentary movie on the event	Number of events organized during program lifetime; Number of ACA, local stakeholders and other participants attending the events; media coverage of the event; production of a documentary movie on the events	No		2 Diaspora week events	Agendas of the events; attendees sheets when possible; media coverage of the events; documentary movie	Periodic program reports to the donor; Steering Committee Meetings; local and national media; respective websites of MFA, IOM and Prime Ministry
	1.1.10 Support with technical expertise the development of a web platform for ACA engagement	Web platform hosted at MFA; number of visitors interacting with authorities	No		Yes	ToRs for IT consultants; website of MFA	Website of MFA
Output 2.1 A repository of available skills and knowledge of ACA in selected countries is available and	2.1.1 Undertake a mapping and profiling of ACA; this entails developing the mapping/profiling methodology, identifying national and international expertise and partnerships; conduct the	Mapping and profiling exercise carried out and report produced; number of participants in the validation workshops; number of copies	Some small scale mapping conducted by Italian authorities, IOM	2014-2016	At least 1 mapping and profiling exercise	The mapping/profiling reports	Website of MFA and IOM

deployed to the identified Albanian hosting institutions. Output 2.2 A Fellowship scheme is put designed and implemented in order to directly contribute to respective local needs and to the implementation of respective country strategies and action plans.	mapping, present the findings and publish the reports in Albanian and English and/or other relevant languages)	printed and disseminated	& some academic institutions				
	2.1.2 Identify the skills & services demand at the sectorial and local level in Albania through the support of a national consultant; identify priority sectors and conduct comparative analysis for skills /expertise matching between Albania & the countries of destination; identify community /territorial development priorities and conduct comparative analysis for skills/expertise matching between countries of destination and communities of origin in Albania;	Assessment successfully carried out and assessment report produced indicating sectors of priority in demand of skills/expertise; number of copies printed and disseminated	Some preliminary analysis incorporated in the NSDI	2016-2020	1 assessment	Assessment Report;	Periodic program reports to the donor; Steering Committee Meetings; local and national media; respective websites of MFA, IOM and Prime Ministry
	2.2.1 Develop a fellowship program for highly skilled migrants in priority sectors as identified in the above activities (this will entail developing the fellowship program and eligibility criteria, identifying partners in Italy to carry on pre-selection of candidates)	Proposal for the fellowship program, including a risk assessment; endorsement of the document by the Program Steering Committee Meeting	Two broad fellowship program implemented (Brain Gain and MIDWEB 37)	2006-2013	1 fellowship program specific for ACA in Italy	Fellowship program Document endorsed	Periodic program reports to the donor; Steering Committee Meetings; respective websites of MFA, IOM and Prime Ministry

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	2.2.2 Implement a fellowship program for highly skilled migrants in priority sectors as identified in the above activities for a minimum of 100 beneficiaries (this will entail issuing a call for proposals; selecting candidates based on their proposal for support, recruiting them, mentoring their fellowship program/initiative and assessing their success)	Number of fellows who responded to the call for proposals and no of those who participated in the fellowship program; number of sector strategies in which fellows have contributed to; number of activities within Sector National Action Plans implemented due to the fellowships	Two broad fellowship programs implemented (Brain Gain and MIDWEB) for more than 300 beneficiaries	2006-2013	At least 100 fellows contributing to implementing at least 3 National Action Plans	Application files; Individual reports by each fellow; evaluation report of the fellowship program, Sector strategies and related action plans	Periodic program reports to the donor; Steering Committee Meetings; local and national media; respective websites of MFA, IOM and Prime Ministry
	2.2.3 Organize a national workshop to present best practices and lessons learned from the fellowship program and provide recommendations for GoA on similar follow up actions	Number of participants in the national workshop and list of recommendations provided to GoA	N/A		1 workshop	Workshop report, attendees list, program periodic reports	Periodic program reports to the donor; Steering Committee Meetings; local and national media; respective websites of MFA, IOM and Prime Ministry
3.1 The ACA have the means to engage as development agents for investment and employment generation in local communities	3.1.1 Provide capacity building to AIDA Agency for the development of the ConnectAlbania platform in particular, as well as on boosting the economic engagement of ACA in general, including the secondment of an expert	Number of AIDA staff provided with on the job training and mentoring support by specialized Italian entity	0		at least 5 staff trained; 2 expert seconded	Program periodic reports; experts periodic reports	Periodic program reports to the donor; Steering Committee Meetings
	3.1.2 Develop the concept of 'ConnectAlbania' investment boosting platform (as part of general ACA engagement platform - ref Act.	One platform developed and fully functional; toolkit for development agents; number	Connect Ireland used as a model	2017	1 engagement platform developed	The platform itself; program periodic reports;	Platform; Periodic program reports to the donor; periodic reports by AIDA and IOM; local media; Steering Committee Meetings

	1.1.10); identify/select partners in Italy; develop information toolkit for Development Agents from the ACA in Italy in collaboration with AIDA	of development agents identified and involved; number of final beneficiaries					
	3.1.3 Develop and launch 'Connect Albania' investment boosting platform (through the support of an IT company and AIDA)	Successful piloting of the platform and its activation	N/A		1 platform	Reports by the IT experts; program periodic reporting, Platform itself	Platform; Periodic program reports to the donor; periodic reports by AIDA and IOM; local media; Steering Committee Meetings
	3.1.4 Development Agents bonus for successful referrals leading to employment following investment in Albania	Number of referrals; number of job places created	N/A		at least 30 successful referrals (new investments in Albania); 300 new job places created	Platform data; Monitoring	Platform; Periodic program reports to the donor; periodic reports by AIDA
	3.1.5 Undertake an information campaign for the platform in Albania and in Italy through a variety of media channels	Number of information tools produced under the campaign; no of people/beneficiaries reached and impact	N/A		at least 10 information activities conducted	Agenda of the activities, reports, media coverage; program periodic reports	Platform; Periodic program reports to the donor; periodic reports by MFA, AIDA and IOM; local media; Steering Committee Meetings
	3.1.6 Ensure maintenance and upgrade/update of the platform based on needs, throughout the program	Maintenance contract with IT company	N/A		Maintenance contract with IT company	Maintenance contract with IT company	Maintenance contract with IT company
	3.1.7 Undertake evaluation of the platform and present its results	Evaluation carried out and report endorsed by the program SC	N/A		1 evaluation report	Evaluation report; program final report	Program final report to be delivered by IOM and the Steering Committee Meetings
3.2 The ACA have the support to start-up innovative businesses in	3.2.1 Based on the results of Activity 2.1.2, develop a call for proposals to implement a scheme of SME start-ups and spin offs for ACA second	Number of participants who responded to the call for proposals; number of partners identified	N/A		1 scheme developed; 1 partner selected	Call for proposals guideline	Program final report to be delivered by IOM and the Steering Committee Meetings

local communities	generation; identify partners in Italy to support the implementation of the scheme						
	3.2.2 Undertake selection of ACA proposals and award seed grants for the selected development initiatives	Number of grant beneficiaries selected based on agreed selection criteria	N/A		at least 30 start-ups, involving at least 60 second-generation migrants	Selection criteria for the applicant and protocols of selection; program periodic reports	Program final report to be delivered by IOM and the Steering Committee Meetings
	3.2.3 Monitor the implementation of the scheme and undertake final evaluation	Number of beneficiaries assessed as successful in their start up, spin off activity	N/A		Monitoring reports	Program periodic reports, etc.	Program final report to be delivered by IOM and the Steering Committee Meetings
	3.2.4 Organize a national workshop to present the best practices and advise GoA on implementation of future similar initiatives	Number of participants to the workshop; recommendations for future actions	N/A		1 workshop	Workshop agenda; list of attendees; list of recommendations produced	Program final report to be delivered by IOM and the Steering Committee Meetings
	Organize and carry out a final evaluation mission of the program	Evaluation carried out and evaluation report available	N/A		1 evaluation report	Evaluation report	Evaluation report

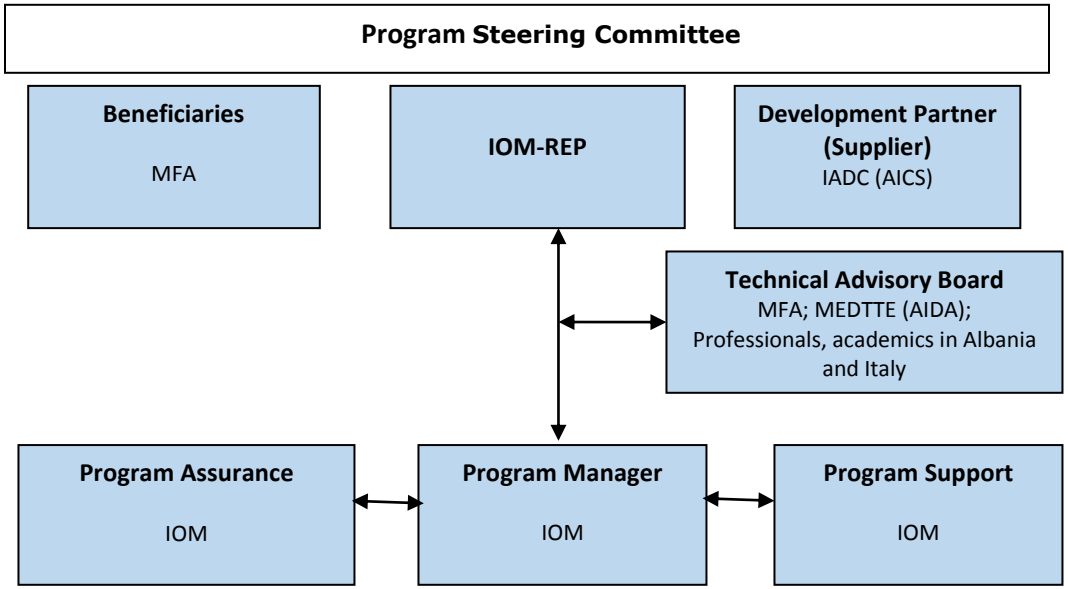
4. Institutional and Financial Management Arrangements

4.1. Institutional Management Arrangements

The program will be implemented in accordance with IADC (AICS) and IOM rules and procedures. Services will be provided according to IOM rules and procedures, based on an Agreement with IADC (AICS).

The envisaged procurement of goods, necessary for ensuring an operational Program Management Team along the implementation, will be carried out in accordance with IOM rules and procedures will vest with IOM, unless otherwise determined by the donor upon completion of the Program.

4.2 Program Organization Structure



4.3 Detailed description of various roles within the management of the program

Program Steering Committee

The PSC is composed by IADC (AICS), IOM and MFA. Other institutions (MEDTTE, AIDA, Ministry of Social Welfare and Youth, Ministry of Internal Affairs) will be invited on the basis of the issues to be discussed.

The SC will:

- Provide overall guidance and direction to the program, ensuring it remains within any specified constraints;
- Address program issues as raised by the IOM-REP;
- Provide guidance on new program risks and agree on possible countermeasures and management actions to address specific risks;
- Review the program progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Review combined delivery reports prior to certification by the implementing partner;
- Appraise the program annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
- Provide ad-hoc direction and advice for exception situations when IOM-REP's tolerances are exceeded;
- Assess and decide to proceed on program changes through appropriate revisions;

Senior Beneficiary

- Group of individuals representing the interests of those who ultimately benefit from the program. The Senior Beneficiary's primary function within the Program Steering Committee is to ensure the realization of program results from the perspective of Ministry of Foreign Affairs and the Ministry of Economic Development, Trade, Tourism and Entrepreneurship, represented by AIDA.

Development Partner (also called Supplier)

- Individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the program. Senior Supplier in this specific case is considered IADC (AICS).
- The Development Partner represents the interests of the parties which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Steering Committee is to provide guidance regarding strategic planning and the technical feasibility of the project. IADC (AICS) will appoint a Program Officer, responsible for donor-partner relations, strategic planning and technical feasibility, to represent IADC (AICS) in the Steering Committee, in the national and international workshops, outreach activities and visibility events.

IOM Representative

- Overall supervision, monitoring and implementation of program activities including budgetary and financial aspects and report to the Program Steering Committee;
- Maintain and further develop liaison and close working relationships with the donor, Governmental authorities and counterparts at national and regional levels, international organizations and other stakeholder, in connection to the program;
- Mobilizes personnel, goods and services, training and micro-capital grants to initiative activities, overseeing all contractors' work;
- Manages and monitors the program risks initially identified and submits new risks to the Program Steering Committee for consideration and decision on possible actions if required;
- Performs regular progress reporting to the Program Steering Committee as agreed to by the Committee.

Technical Advisory Board

- Is composed by 6 (six) members in total, representatives of: program beneficiaries, professionals/experts/academics, 3 (three) from Albania and 3 (three) from Italy. IOM-REP, PM and PMT members will also participate in TABs meetings;
- Reviews progress in the development and implementation of mechanisms and schemes through the monitoring reports presented by the IOM-REP and advises on eventual changes needed to be carried out by the program assurance, in order for the mechanisms and schemes to attain full pace;
- Meets, physically or virtually, every 3 (three) months.

Program Manager

Given the peculiarity of the pilot interventions of the Program, and the need to constantly ensure a manifold institutional liaison between Italy and Albania, the Program envisages a Program Manager (PM). The PM will be responsible for the implementation of all the outcomes of the Program and will coordinate the work between the different above described implementation levels. The PM will provide overall support to the IOM-REP in its tasks and responsibilities, ensuring the management of the project.
In particular the PM will:

- Provide direction for strategic planning and budgeting, programming, evaluation and administration as well as leading and overseeing the work by ensuring strategic guidance for the implementation of all the components of the program;
- Support the analysis of the political, social and economic situation and provide expert assistance/advice to pro-actively respond timely and effectively to the situations encountered;
- Support in managing/supervising/coaching team's performance in the obtainment of the objectives set by the program;
- Work in close collaboration with the relevant stakeholders involved in the program - both those from country of origin (Albania) and destination countries (Italy and the others) and develop in consultation with them sound approaches to support the effective and efficient delivery of the outcomes of the program;
- Supervise and follow up the overall implementation of the technical and research related activities of the program;
- Collaborate in drafting the TOR and scope of work of the relevant external experts and consultants upon request;
- Collaborate in the recruitment and selection process of the relevant external experts and consultants;
- Coordinate and liaise with the relevant external experts and consultants to ensure quality and timely reports and follow their work;
- Review and edit documents upon request;
- Liaise, co-ordinate and establish working relationship with all relevant stakeholders promoting awareness and fostering dialogue;
- Ensure continuous coordination with national and international actors involved in implementing migration and development initiatives, as well as those involved in research and development policies, in order to scale up best practices and models developed by other partners;
- Enhance trans-border/cross border cooperation with the aim to enlarge the geographic scope of benefits and beneficiaries from the developed knowledge;
- Participate in various monitoring meetings, as well as monitor the activities/results of the project by developing and applying result-based management approaches;
- Oversee the implementation of the project paying particular attention to the timely implementation of planned activities and most efficient use of project funds;
- Support management of information and communication as well as maintaining contacts with the donor on regular basis;
- Take responsibility for the external relations with all the Italian actors that will be potentially involved in the program activities, such as chamber of commerce, line ministries and local authorities ensuring a continuous dialogue;
- Ensure coherence between the program activities and other projects/programs funded by the Italian Agency for Development Cooperation in Albania and in the region;

- Ensure the coherence between the program activities and the Italian policies in the sector;
- Support the preparation of the documents needed for the SC meetings;
- Participate in the SC meetings;
- Liaise with the donor to support potential actions to involve the "Sistema Italia" in the program;
- Support coordination and relations with the Technical Advisory Board;
- Ensure that the program works in synergy and complementarity with other on-going projects/programs in Albania related to human capital development and return of qualified skills in order to avoid overlapping and waste of resources;
- In coordination with IOM-REP, report to the Italian Agency for Development Cooperation.

IOM program assurance

- Ensure that funds are made available to the program;
- Ensure the program is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and "spot checks";
- Ensure that resources entrusted to IOM are utilized appropriately;
- Ensure that critical program information is monitored and updated;
- Ensure that narrative and financial reports are submitted on time to the Program Steering Committee;
- Ensure that risks are properly managed, and that the risk log is regularly update.

IOM Program Support

- Set up and maintain program files;
- Collect program related information data;
- Assist the IOM-REP in updating program plans;
- Facilitates Program Steering Committee meetings;
- Compile, copy and distribute all program reports;
- Assist in the financial management tasks under the responsibility of the program management;
- Provide support for monitoring and reporting.

Technical assistance and research institutes (Outcomes 2 and 3)

It regards the support to the development of the dedicated online platform for the Albanian diaspora, part of which will be also the ConnectAlbania investment boosting platform. International expertise is deemed necessary, especially in leading and coordinating capacity building, undertake the mapping and profiling of ACA, identification of skills & services demand at the sectorial and local level in Albania, matching ACA skills with the communities of origin and respective development needs, gaps and priorities, developing a fellowship program for highly skilled migrants in priority sectors, developing the concept of 'ConnectAlbania' investment boosting platform and implementation of the SME Start-up's scheme. Depending on the specifics of the requirements, the envisaged technical assistance would be secured through engaging individual experts or consultancy entities, as necessary.

A Technical Assistance based in Italy, selected by IOM in coordination with the donor, as part of the Technical Support Team, will conceptualize, implement and monitor the ConnectAlbania Fund and of the Start-up Fund for second generations. In addition their support will consist in:

- Leading and coordination of capacity building to Albanian institutions;
- Designing of ConnectAlbania platform and information toolkit;

- Implementation of the ConnectAlbania referral scheme;
- Supporting and coaching to AIDA throughout implementation;
- Developing the SME start-up support scheme;
- Closely and constantly monitoring of variables and progress at technical level for each mechanism and collect relevant information, preparing monitoring reports and presenting to the Technical Advisory Board (TAB) ensure revision as advised by the TAB.
- Implementation of activities in Italy with the Albanian communities, to promote the programme;
- Developing synergies with existing schemes in Italy;
- Identification and training of development agents among the Albanian community in Italy.

4.4. Financial Management Arrangements

Budget Management

The budget serves as a measure for planned expenditures, and facilitates planning and monitoring of program activities based on donor agreements and in line with internal policies and regulations. Every program in IOM is assigned a unique program code once the program is officially endorsed by IOM and uploaded in the IOM Processes and Resources Integrated Systems Management (PRISM).

IOM will produce a program budget, unique to this program which is identifiable in all transactions and which will be the budget into which donor contributions will be credited (accounts receivable) for carrying out of the program activities; Ensure physical security of financial contributions, cash and records; Disburse funds in a timely, proper and effective manner; Ensure financial recording and reporting, and Prepare, authorize and adjust commitments and expenses.

Donor Contribution:

Upon indication of commitment, the donor will be expected to contribute their resources into the Budget of this program which is identifiable in accounting terms by IOM (unique ID). A contribution agreement between the Donor and the IOM will be signed.

Payments will be made in three installments. Disbursement of the first installment (equal to the budget for the first year) will be made upon the signature of the Donor agreement. Disbursement of the second installment (equal to the budget for the second year) will be made upon approval by the donor of the narrative and financial report of the first year, subject to 80 percent spent and/or committed of the first year budget. Disbursement of the third installment (equal to the budget for the third year) will be made upon approval by the donor of the narrative and financial report of the second year, subject to 80 percent spent and/or committed of the second year budget.

Accounting, Financial Reporting and Budget Controls

PRISM is a double entry accounting system, used globally by all of IOM's Country Offices, and transactions are recorded on an accruals basis. The accounting system has a chart of accounts and general ledger and is able to identify income and expenditure by program and donor. PRISM enables to separately track all expenses and revenue related to separate programs, using analytical accounting codes for each program.

IOM closes its accounts at every month-end to facilitate completeness of its financial records, projectization, reconciliation and appropriate control of cash, bank and other assets of IOM, to capture and verify the balances of IOM receivables and payables and to ensure that all expenses and revenues are duly charged to programs. As part of the monthly closing procedures, the Country Office submits the monthly accounts closure documentation to the Regional Account Support (RAS) Unit.

Program Financial Reporting

IOM administers and tracks program contributions and expenses comprehensively through a separate and distinctly identifiable Program ID(s) in its SAP-based enterprise resource planning system called PRISM. Program financial reports summarize the contributions received and the expenses incurred for a program's activities during a specified period of time. Program financial reports are directly derived from PRISM.

Program budget is established based on IOM account lines and an IOM account code (or group of codes) is linked to each budget line. Donor funds will be spent according to the donor purposes and program budget.

The IOM-REP is responsible for ensuring timely preparation and submission of donor financial reports after due coordination with the IOM Regional Liaison and Policy Officer, Regional Accounting Support, Donor Relations Division Reporting Services, before submission to the donor.

The **Program Budget Balance** report will be used to monitor actual expenditure versus budget and manage budgetary availability for the Program. It shows budget balances and budget utilization rate of the program. This report will be made available in summary level (program, output, activity) and detail level (program, output, activity, fund, donor, account). This report is a IOM report for monitoring the financial movements of all programs and does not constitute a financial statement.

The **Program Transaction Detail** report provides the lowest level of transactional details supporting commitments, expense, and full cost of asset amounts shown on the program budget balance report. The report shows transactions at the program/output/activity/Chart of Accounts level, including voucher/purchase order IDs, vendor ID and name, and line descriptions. This report is a IOM report for monitoring the financial movements of all programs and does not constitute a financial statement.

5. Monitoring Framework and Evaluation

The program activities will be implemented in coordination with the IOM Regional Office (RO) in Vienna. Monitoring will constitute a crucial element of implementation, allowing challenges to be identified early and responded to properly. An activity and results monitoring framework will be developed at the onset of the program to ensure timely implementation and results-based reporting. The SC meetings will take place regularly throughout the program implementation period to discuss the progress made, challenges faced and solutions pursued.

Regular monitoring will also serve to provide adequate feedback to all involved partners, ensure that all actions are carefully coordinated among all concerned stakeholders and the expected results are delivered in a timely manner. The IOM Monitoring and Evaluation Toolkit will serve as a guide.

Monitoring activities undertaken as part of the program will encompass:

- Regular monitoring of program progress in all aspects;
- Review of actual program deliverables, compared with outputs set out in the program document;
- Evaluation of program impact through feedback provided by relevant stakeholders and beneficiaries;
- Financial monitoring of the program expenses.

Yearly operational reports will be prepared at the beginning of every program implementation year, to take effect after the approval of the SC. Operational reports will constitute the basis for the disbursement of program funds for the following year, subject to the expenditure and commitment of at least 80 per cent of the funds for the reporting year.

Technical monitoring reports will be prepared every three months and presented to the TAB, in order to enable review of progress in the development and implementation of the mechanisms and schemes.

Interim and final reports, both narrative and financial parts, will be sent to the program donor annually and within three months after program completion.

IOM RO Vienna will conduct the final program evaluation. Using established M&E methodologies, internal and external, RO Vienna will examine the relevance, efficiency, effectiveness and sustainability of the program, also by looking at cross-cutting issues, such as human rights and gender. The final evaluation will be duly shared and discussed with all relevant, governmental and non-governmental stakeholders.

6. Annex 1 - Risk Log

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
Lack of institutional and technical capacities at central level to support ACA engagement and coordinate program implementation	Design phase	Strategic Organizational Operational	National counterpart capacity constraints could adversely affect the ability of GoA to effectively and timely coordinate and implement actions P=3, I=4	– Support for complementary capacities deployed at the respective institutions, as well as trainings; – Support in strengthening institutional coordination	GoA	2017		Factored into program design and implementation
Lack of government ownership for effective results	Design phase	Strategic Political,	Can cause delays in implementing activities, damage the sustainability of the program and ownership of results. P=2, I=3	– Central level government institutions directly engaged in the design of the program; – Steering Committee will include members from the respective government institutions; – Promoting and widely sharing good results and practices;	GoA	2017		Factored into program design and implementation.

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				– Maintenance of high quality communication and information with all stakeholders throughout the implementation; – Produce and disseminate evidence-based achievements to trigger participation and engagement				
Institutional rigidity and lack of or slow inter-institutional collaboration	Design phase	Political Operational	Implementation might be delayed with respect to the delivery of some of the program outputs. This might have a higher impact as some of the activities are interconnected. P=3, I=2	– Work already being done with MFA, as the institution in charge for the FPD-ACA engagement. – During the inception period, the program will define in detail the institutional coordination requirements and establish working contacts with them. – Whole-of-government approach will be promoted, as deriving from the FPD-ACA, which will help mitigate resistance. – The existing inter-institutional working group established by the MFA after the summit might be used for coordination purposes	GoA	2017		Factored into program design and implementation.
Further changes in the	Design phase	Organizational	Such changes would create	– It remains possible that further	GoA	2017-2020		Factored into program design

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
government organizational structures dealing with ACA engagement and their level within the GoA (MFA or Prime Minister's Office)		Regulatory	uncertainty in the organizational and regulatory environment that may cause slow-downs in the implementation of the program and a need for further adaptationP=2, I=2	changes may occur in the institutional setup that will lead the implementation of the FPD-ACA, through an entity to be established at the MFA or at the Prime Minister's Office. However it is not expected that such changes would be massive, as the current setup relies on existing structure, so as to minimize the need for additional resources. – The most likely program activity to be impacted is the delivery of capacity building to the MFA structures currently dealing with ACA engagement. However, it will be possible for the additional resources deployed to be relocated to the new entity whenever it established				and implementation
Adequate technical and operational resources mobilized for a timely implementation of activities	Design phase	Operational	If implementation arrangements and recruitment of key program personnel as well as consultants, appointment of Government counterpart focal points, and	– Provision of sufficient lead-time in the procurement plan; – Timely resource mobilization	IOM	2017-2020		Not yet a concern To be monitored closely

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
			procurement of services are delayed, program initiation and delivery will suffer and be compromised and some momentum may be lost. P=2, I=5					
General political elections		Political	General elections in June 2017 slowdown program implementation P=4, I=2	Program most probably to start on May-June. Inception phase to be organized in elections time while starting to implement when new Government resettles (September 2017).	GoA	2017		
Business climate in Albania hampers foreign direct investments		Strategic Economic	The deterioration of business climate impact ConnectAlbania and Start-up Fund P=2; I=4	TAB reformulates criteria and modalities of implementation of the funding mechanisms.	GoA	2017-2020		