



Albania
Investment
Council

Improving Transparency and Investment Climate

RECOMMENDATIONS **MONITORING REPORT** 2023

The Investment Council is a platform set up by the Albanian authorities with support from the European Bank for Reconstruction and Development (EBRD) to intensify the dialogue between the government and the private sector, improve the business climate and promote good governance. The work of the Council is supported by a Secretariat, an independent body of professionals selected and contracted by the EBRD to directly engage with the business community. The current funding for the Secretariat is provided by the Swiss State Secretariat for Economic Affairs (SECO).

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The information presented in this report has been compiled based on the monitoring activities and does not necessarily reflect the views of the EBRD or SECO. The material (text or image) may not be used for any purpose other than that specified in it.

Tirana, January 2024



Secretariat of Albania Investment Council – Team

The work of the Investment Council is supported by the Secretariat, an independent body of professionals selected and contracted by the EBRD to directly engage with the business community.

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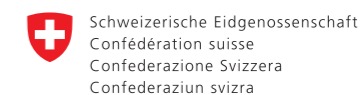
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ACRONYMS

AIDA – Agency for Investment Development in Albania
ARDA - Rural Agricultural Development Agency
CI - Central Inspectorate
CoM – Council of Ministers
DCM – Decision of the Council of Ministers
EBRD – European Bank for Reconstruction and Development
EU – European Union
GDC – General Directory of Customs
GDT – General Directory of Taxes
GoA – Government of Albania
IC – Investment Council
ICS – Investment Council Secretariat
MARD – Ministry for Agriculture and Rural Development
MFE – Ministry of Finance and Economy
MIE – Ministry of Infrastructure and Energy
MSME – Micro, Small, Medium-sized Enterprise
MSS – Ministry of State for Standards and Services
MTE – Ministry of Tourism and Environment
SCA – State Cadastre Agency
SECO – Swiss State Secretariat for Economic Affairs
TDA – Agency of Territorial Development
VAT – Value-Added Tax

01

EXECUTIVE SUMMARY

In accordance with the annual IC agenda, four significant meetings took place in 2023 where 31 new recommendations were presented: (1) *Challenges of MSMEs during the transition to alternative energy sources* - Addressing interventions required for the energy model market and power exchange, obtaining energy and ensuring the quality of supply, exploring the net metering scheme for self-producers/photovoltaics under 2MW, and presenting best practices for incentivising renewables, (2) *From low wages to labour productivity* - Aiming to mobilise partners' efforts to shift focus from low wages to labour productivity. This meeting emphasised considerations such as business sophistication, employer motivation, market competitiveness, and businesses' perspectives on wage increases, (3) *Improving the quality of digital public services to businesses* - Focused on the private sector (MSMEs) perspectives regarding the quality of digitised public services. This meeting explored business experiences with online platforms like e-Albania, e-tax, e-fiscalization, electronic signature, and municipal platforms, including an assessment of specific elements such as security, access, deadlines, navigation, and handling complaints, (4) *Consultation on main structural reforms in the economic reform program 2024-2026* - This meeting involved discussing and seeking input on the primary structural reforms outlined in the economic reform program for the period 2024-2026.

Since 2015, the IC has endorsed a cumulative total of 326 recommendations. Presently, 47.5% of these recommendations are reported as successfully implemented, 16.6% are actively in the implementation process, and 35.9% remain unfulfilled.

From the monitoring activities, we evidenced that in 2023:

- » 24 recommendations have been reported as fully implemented, while 20 are currently in the process of implementation.
- » There are three areas where the progress is clearly evidenced - innovation in entrepreneurship, alternative energy sources and internationalisation of local SMEs.
- » There is a clear acceleration in the responsiveness of public institutions concerning the implementation of recommendations, although the response quality remains

limited. When updates were sought from a significant majority of sixteen selected institutions, the most relevant feedback was provided by the Prime Minister's Office, Ministry of Finance and Economy (MFE), Albanian Investment Development Agency (AIDA), Agricultural and Rural Development Agency (ARDA), Ministry of Tourism and Environment (MTE), National Business Centre (NBC), General Tax Directorate (GTD), Ministry of State for the Protection of Entrepreneurship (MSPE), shedding light on the current status of the addressed recommendations. Moreover, the Minister of Finance and Economy, Mr Mete, paid special attention to the pending recommendations, pushing the MFE's subordinated agencies to speed up their responses in the follow-up of the IC recommendations.

Approximately 42% of the total (2015-2023) recommendations are directed towards actions at **the institutional level**, demonstrating a significant focus on institutional improvements. Recommendations proposing legal and regulatory framework interventions constitute 24.2% of the total endorsed recommendations. This year has witnessed commendable dedication from public institutions in enhancing the legal framework, encompassing improvements based on IC recommendations accumulated over the years. This process is expected to be intensified in the upcoming months. Additionally, recommendations provided **at the strategic level** constitute about 22% of the overall recommendations, indicating a balanced approach encompassing specific institutional actions and broader strategic considerations.

Currently, there are 117 **unimplemented recommendations** this year. The majority relates to the recommendations approved in the meetings: "On Legal Security on Property" with 15 unfulfilled recommendations, "On Investment Potentials" with 18 recommendations not implemented and "On the Labour Force" with 11 recommendations unfulfilled. Also, this year, there is still a notable absence of feedback from the responsible institutions towards these proposals that address crucial issues, which remain a significant barrier to promoting investments in the country.

During 2023, ICS has accelerated its advocacy actions toward recommendations implementation, providing inputs on *6 strategies and important documents in policymaking*, as detailed in section 4.2. Increased interest of the national and international actors on the platform and the progress of the IC recommendations was noticed through the references in reports/publications such as (i) the World Bank Group in a report on trade, investment and competitiveness "High-Level Structures Supporting the Institutional Framework for Foreign Direct Investment" where the Albanian Investment Council platform and the monitoring results are quoted among the best case scenarios, (ii) in the "Trade Policy Review Albania" document prepared by World Trade Organization, it is a special section dedicated to the IC work as the main efficient public-private dialogue platform, (iii) the assessment report on "Municipalities in the EU Integration Process of Albania" published by Municipalities for Europe program highlighting the recommendations issued toward the strengthening of the municipalities - government institutions relations.

Meanwhile, 44 recommendations reported progress related to these specific meetings: Innovation in Entrepreneurship (7 recommendations); Challenges On Alternative Energy Sources (5 recommendations); Internationalisation of MSMEs (5 recommendations); Investment Promotion In Agro-Processing (5 recommendations); Economic Recovery Post Covid (5 recommendations); Public Consultation (4 recommendations); Formalization in The Tourism Sector (4 recommendations); From Low Wages to Productivity (2 recommendations); On Investment Potential (2 recommendations); Improving The Quality of Public Services (1 recommendation); Informality (1 recommendation); Incentive Policies for Investments Promotion (1

recommendation); On Business Inspections (1 recommendation); Legal Security on Property (1 recommendation). The most significant **positive interventions include:**

✓ **Legal changes impacting several areas such as Energy, Agriculture, Tourism, Employment, and Innovation** through 9 legislative initiatives as detailed in section 4 of this report. Through these legal changes, 11 recommendations were considered in progress during 2023.

✓ **Promotion of Albania's Tourism potentials and enforcement in governance involving local stakeholders** - The Albanian government has actively promoted tourism investments aligned with economic and urban development plans, focusing on specific *National Priority Development Zones* approved by the Council of Ministers. Efforts have also been directed towards the management and development of protected areas, including Vjosa National Park. The international promotion of Albania's tourism sector has been expanded through initiatives like forums, partnerships with renowned international entities, and the country's participation in regional and international agreements, further contributing to global visibility. Additionally, *improvements in governance involve local stakeholders through Regional Tourism Development Committees and an annual Task Force for the Management of the Summer Tourist Season led by the Minister of Tourism and Environment*, ensuring effective coordination and collaboration at the local level.

✓ **Influencing investments in the agriculture sector** through initiatives to enhance precision in land mapping and clarify ownership rights in economically significant areas, as per legislative changes that authorise inter-institutional task forces to coordinate utilisation processes. Additionally, efforts to integrate the value chain and ensure a stable supply of raw materials for agro-processing have been supported through ARDA under the IPARD II program by financially assisting the development of processing infrastructure and supported entities in the seedlings, seeds, and medicinal herbs sectors. Moreover, based on an IC recommendation, the launch of the Farmer's Portal in April 2023 provides real-time market information to farmers, fostering better connectivity with collectors and distributors and contributing to the efficiency of the agricultural value chain.

✓ **Commitment to promoting renewable energy and fostering a more dynamic and accessible energy landscape** - Several significant advancements have been achieved in the energy sector, including the implementation of the liberalised energy market and energy exchange. The procedures of the Exchange Committee have been approved, with the finalisation of committee member appointments expected by 31 July 2023. To facilitate access to information for electricity producers and consumers, a centralised information hub has been established in line with the "Law on Promotion of the Use of Renewable Energy," offering valuable resources on renewable energy promotion and addressing efficiency concerns. Furthermore, efforts to encourage the use of renewable energy sources have been strengthened by enhancing the net metering scheme through legislative changes, replacing monthly resolutions with an annual approach. Additionally, provisions enabling the installation of electricity production units by self-producers in separate locations have been implemented.

✓ **Institutional support in implementing programs to enhance the education of MSMEs for faster integration into international value chains.** Through the support of the European Bank for Reconstruction and Development (EBRD), AIDA has undertaken a series of trainings for 280 participants from MSMEs, aiming to enhance their capacities in waste management, utilisation of photovoltaic systems in the tourism sector, implementation of energy efficiency measures, and financial management foundations.

✓ **Encouraging the business community's involvement in consultations to enable influence in decision-making.** A concrete initiative in this regard is the inclusion of business associations and trade unions as part of the National Labour Council.

✓ **Adoption of a wage indexing mechanism and initiating a plan for wage re-adjustments at a large scale in public administration.** Through the expansion of the competencies of the Council of Ministers to approve wage indexing measures for employees in public administration institutions, no later than two years from the last indexing, along with the rules for its implementation. In addition, the salaries in the public sector witnessed a significant 41% increase in 2023, with projections indicating further growth ranging from 11% to 16% until 2025. It is worth mentioning that this does not encompass the associated impacts on health and social insurance, as well as pension schemes, all of which are integral components of an employment contract. Due to these adjustments, there has been a notable shift in the salary structure within the public sector. As an illustration, the anticipated average salary in the country is set to increase by 67% in the year 2024 compared to the year 2022. The above initiatives change are expected to have an impact during 2023 on the private sector as well.

✓ **Market compliance monitoring by the tax administration** through the establishment of a decision-making framework, such as the Risk Committee. This committee meets monthly and is responsible for identifying, assessing, and approving cases, as well as determining appropriate measures for addressing non-compliant behaviour or risk incidents across a broad spectrum of taxpayers.

✓ **Establishment of a dedicated framework, shifting towards an integrated strategy for enhancing the quality of public services.** This structure is specifically designed to consistently suggest and oversee the execution of innovative and effective solutions. The recently established "Innovation and Excellence Agency" is facilitating this approach (since November 2023).

✓ **Strengthening the relationship and collaboration format between universities and businesses** is achieved through cooperative agreements between business associations, trade chambers, and universities or vocational schools. Throughout the year 2023, there is noticeable awareness and increased interest in this direction, both from the private sector and educational institutions.

More detailed information is presented in the following sections of this report.

METHODOLOGY

The monitoring report evidences the progress of the IC recommendations issued in the period 2015-2023, and more specifically the achievements during 2023. ***It is important to state that this report represents a summary of the initiatives undertaken and reported by the public institutions in charge of fulfilling the IC recommendations, and it does not assess their influence on the private sector.*** Its content is based on the qualitative and quantitative data collected during 2023 from the following activities:

I. Monitoring activities interacting with the responsible institutions.

- (i) Formal information exchange through written correspondence after each IC meeting addressing the specific recommendations to be implemented; and
- (ii) Follow-up activities with the institutions tasked with the implementation of recommendations performed every quarter.

Direct meetings and communication through written correspondence, e-mails and frequent phone calls have been the focus of cooperation with the institutions that officially reported their activities on the fulfilment or not of the respective recommendations.

II. Desk research

Besides the official correspondence, several official documents were consulted to identify the relevant changes related to the progress of the IC recommendations. More specifically, the documents consulted were (1) Council of Ministers Decisions (DCMs), (2) Decisions of Ministers, (3) laws and by-laws (pertinent amendments), (4) approved/drafted strategies, (5) action plans, (6) EU Progress Reports, and (7) international reports. Annex 1 lists the main documents consulted.

III. Secondary sources

The most frequent activities are monitoring web and social media platforms, which are explored daily to assess the promotion of the actions taken by public institutions in

relation to recommendations' execution in consultation platforms, newspaper articles, press releases, etc. This tool is also essential to measure the transparency of these institutions and their level of engagement with the targeted beneficiaries. Some of the consulted sites are listed in Annex 1.

IV. Data elaboration

Any information received from communication with institutions, supporting documents or links to publications are recorded in the database of recommendations. The database is updated with the new information discussed among the Secretariat's experts for an agreement on the status of the respective recommendations. Every quarter, a factual report on the progress of the recommendations is generated.

V. Reporting

The reflection of the findings from the monitoring activities and the progress update is reported to the IC members semi-annually and published on the IC website and social networks semi-annually.

MONITORING PRINCIPLES

The monitoring process was guided mainly by the following values:

- » Working in close collaboration with all stakeholders, partners, and government institutions.
- » Transparency of data and information to IC members.
- » Consult at least two independent sources to cross-check the information received.
- » Continuous feedback on content within the Secretariat team and agreement on the final recommendation's status
- » Results based mainly on formal evidence.

03

CONTEXT

The IC has been actively operating in Albania for nearly nine years, serving as a distinguished facilitator for communication between the public and private sectors. Its primary objective is to enhance dialogue, mitigate information asymmetries, and ensure the active participation of the private sector in economic and structural reform processes. The IC plays a significant role in fostering a transparent, favourable, and investment-friendly business environment. Furthermore, it endeavours to contribute to increased employment opportunities across all economic sectors throughout the entire country. By bridging the gap between various stakeholders, the IC strives to create a collaborative atmosphere that promotes sustainable economic growth and development.

The primary objectives anticipated from the platform since its inception include:

- **IC as a trust builder:** Regular, evidence-based and constructive dialogue between the public and private sector builds and/or strengthens mutual trust among key economic actors.
 - » *KPIs:* Positive feedback by government representatives/business associations/companies and the number of IC meetings.
- **IC as an effective reform tool:** The government and private sector use the IC as an effective tool for sustainable growth reforms.
 - » *KPIs:* Number of issued recommendations adopted by the Government; Number of proposals on improvement of investment climate accepted by the relevant authorities; Number of laws, regulations, and policies amended or adopted as per IC recommendations.

As a result, the IC monitoring activities were focused on collecting and analysing data related specifically to the above indicators, with the aim of:

- » Informing stakeholders and providing updates on the implementation status of recommendations issued during IC meetings in 2023.
- » Ensuring that proposed actions are either accomplished or are in the process of being implemented.
- » Supporting donors and aiding in the decision-making process of ICS management through the sharing of pertinent information.

MONITORING SCOPE

The report comprehensively spans the entire duration of IC activity from 2015 to 2023, acknowledging that some recommendations issued in earlier years require an extended timeframe for completion. Meanwhile, recommendations from the most recent year typically necessitate at least six months or more for endorsement and processing by the responsible institutions. Consequently, the subsequent section provides an overview of overall results, while a specific segment delves into the outcomes specific to 2023.

HIGHLIGHTS OF RECOMMENDATIONS PROGRESS

4.1. RECOMMENDATIONS OVERVIEW 2015-2023

A total of thirty-two meetings have been organised since the beginning of IC activity, each dedicated to addressing specific business issues determined by the votes of IC members. The members actively contribute by evaluating proposed topics, sharing their comments and perspectives, identifying business-related challenges, and offering not only potential solutions but also concrete suggestions and recommendations during these meetings.

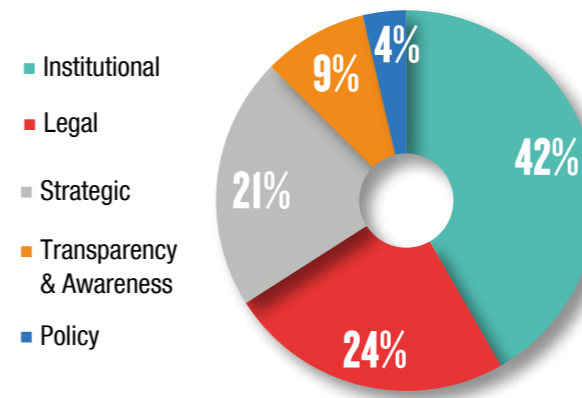
The data reveals that 13% of the overall recommendations emerged from the IC members directly from discussions in the IC plenary meetings, while 87% originated from a thorough analysis and preliminary research conducted by the Secretariat's team. This comprehensive approach involved desk research of national and international reports, direct engagement with representatives and experts from the private sector, collaboration with work groups comprising representatives from government institutions, businesses, and experts, analysis of data from Secretariat surveys, expert recommendations, and technical-level focus groups discussing preliminary findings before IC meetings. Notably, all recommendations have received approval from the Minister of Finance and Economy, who leads the IC platform, and the participating members and relevant institutions.

Profile of recommendations

The recommendations put forth by the IC target interventions across five key levels: (i) Strategic, (ii) Institutional, (iii) Legal, (iv) Transparency and Awareness, and (v) Policy. A substantial portion of these recommendations (42%) focuses on Institutional Improvements. Historical data indicates a consistent emphasis on areas such as the stabilisation and sustainability of institutions, advocating for a coordinated approach under a common

vision from integrated structures, fostering inter-institutional cooperation, elevating the capacities of operational structures, and enhancing the standard and quality of services. This underscores a persistent commitment to fortifying institutional frameworks and operational efficiency within the broader context of the recommendations.

Table 1. Recommendations by category, 2023 (in %)

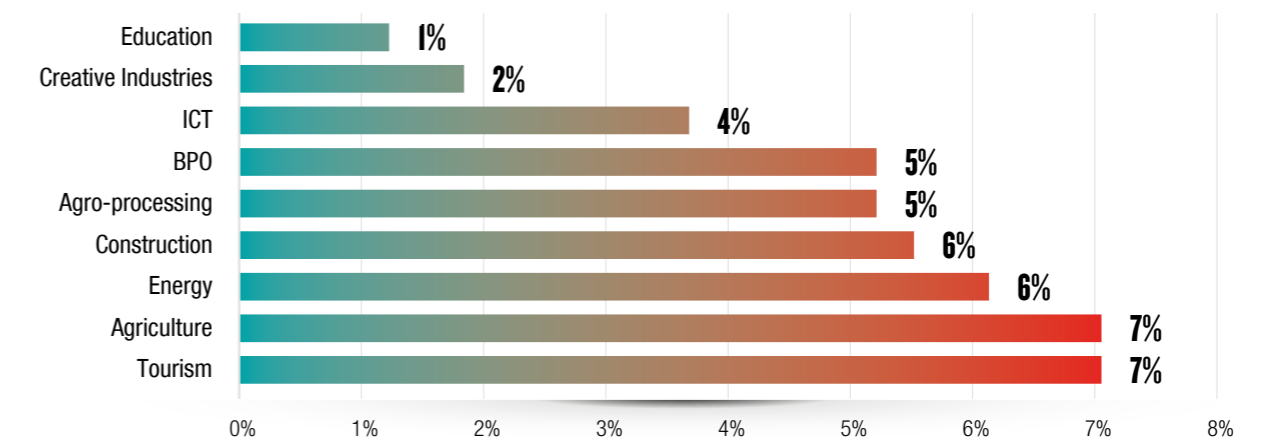


Of the total recommendations, 24% target legal interventions encompassing over 42 laws and legal acts, signifying a substantial focus on legal reforms. Additionally, 21% of the recommendations advocate for strategic responses, primarily addressing issues related to informality, tourism, property, workforce skills, access to finance, public and strategic investments, exports, smart specialisation strategy, priority sectors, and other key areas. This

distribution underscores a dual emphasis on both legal and strategic considerations within the framework of the recommendations, reflecting a comprehensive approach to address diverse facets of economic and structural development.

In a sectorial breakdown, 57% of the total recommendations target issues relevant to all business sectors. The remaining recommendations concentrate on specific sectors, with the largest share directed towards interventions in the sectors frequently addressed by the IC, notably Tourism (7%), Agriculture (7%), Energy (6%), Construction (6%), and Agro-processing (5%). This distribution highlights a significant focus on key sectors crucial to economic development, aligning with the IC's commitment to address sector-specific challenges and opportunities.

Table 2. Recommendations by sector, 2023 (in %)¹



The recurring emphasis in these recommendations, as also highlighted in previous years, revolves around enhancing a strategic approach aimed at fostering formalisation, incentivising growth, and creating a supportive legal framework for businesses.

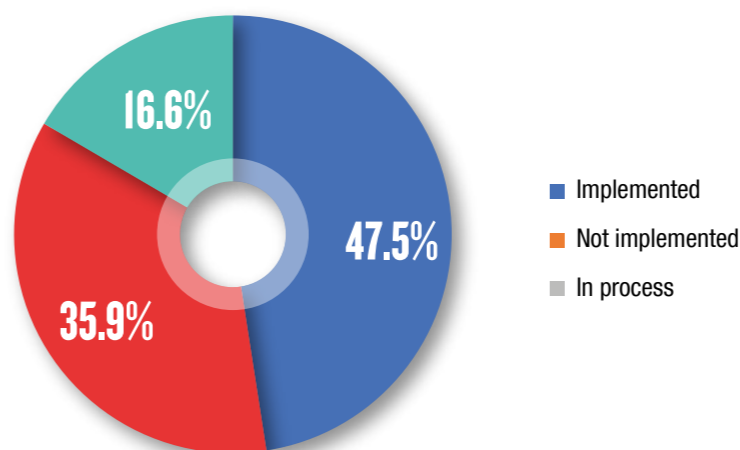
¹ The graph doesn't include the recommendations addressing interventions in all sectors (57%), therefore, it represents only 43% of the total recommendations (326).

As of now, 47.5% of the total recommendations have been successfully implemented to a significant extent, ranging between 70-100%. An additional 16.6% are currently in the process of implementation, indicating ongoing efforts towards their fulfilment. During the last years, it is worth mentioning some key improvements influenced by the IC recommendations, such as:

- » Efforts to create a more favourable environment for the agriculture sector by promoting value-added agro-processing activities; increased level of formalisation of businesses operating in the agricultural sector incentivised from new national support schemes and equipment with electronic cards; oil subsidy for the farmers as an instrument to encourage their formalisation and investments.
- » Intensification of the Albanian touristic potential through increased promotion in several channels in the international context.
- » Legislative interventions in the energy sector aiming to encourage the widespread adoption of renewable energy in Albania.
- » Additionally, there have been enhancements in institutional capacity of AIDA in terms of improvement of access to funds for MSMEs, through simplification and better coordination of the information on financial supporting projects/programmes for MSMEs and a targeted support for the process of internationalisation of enterprises.
- » Interventions to improve customs procedures, through the publication of the reference price list, updates history and how they are implemented, the establishment of a dedicated structure to provide assistance and ongoing communication with economic operators and business associations, building suitable facilities for physical control near the customs branches, publishing of consultations with representatives of the business. Moreover, innovations were introduced through the establishment of the Digital VAT Refund Platform enhancing the online VAT refund requests.
- » Incentivising employment through subsidising businesses that aim to hire/employ unemployed jobseekers and the adoption of a new wage indexing mechanism for public administration employees is expected to have positive effects on the private sector as well.
- » Advancement in access to ICT and Electronic Business for MSMEs through (a) consideration of alternative forms of clearing for local transfers in Euro to reduce the high costs charged by the correspondent banking network and facilitate e-business, (b) promotion of e-commerce for providing services/products in a sustainable way, (c) harmonisation of national statistical data referring to the level of use and accessibility in ICT by businesses, (d) prioritisation of digitalisation and acceleration of the national broadband coverage; (e) the establishment of the Innovation and Excellence Agency.
- » Enforcement of the interaction business–municipalities through the improvement of the transparency of Municipalities, facilitation of access to information through a dedicated section on administrative appeal, strengthening the capacities of the municipalities on the efficient periodical preparation of the financial reports.
- » Improving online service quality provided through the electronic platform for construction permits.

However, 35.9% of the recommendations remain unimplemented at this time. This snapshot provides an overview of the progress in translating the recommendations into tangible outcomes.

Table 3. Status of Total Recommendations December 2023 (in %)



4.2 SECRETARIAT'S INITIATIVES FOR RECOMMENDATIONS' FULFILMENT

4.2.1 The number of recommendations has grown, accompanied by a formalised follow-up process that has yielded a heightened level of engagement. This has translated into a more substantial influx of comments from responsible institutions, a more in-depth analysis of figures, and increased interest from both the IC chair and its members in actively monitoring and assessing the achieved results. The formalisation of the follow-up process has evidently enhanced the overall scrutiny and involvement in tracking the progress and impact of the recommendations.

In 2023, the Secretariat significantly intensified its advocacy efforts toward the implementation of recommendations, actively contributing to key policy-making initiatives by:

- » **Reporting on the bilateral Albania-EU meeting for the analytical screening of the “Fundamentals” chapter, showcasing the IC success model and progress on recommendations.** The Secretariat provided a comprehensive overview of the IC’s mission, legal governance, areas of intervention, working methodology, setting agenda, structure and rotation of IC composition, systemic business surveys and monitoring of recommendations. The phase of analytical review of Albanian legislation to assess compliance with the *acquis*, generally named the “screening process”, was completed by the end of 2023. However, the approximation of domestic legislation with EU *acquis* is expected to be tailored at the sectoral level, a process initiated long ago but now getting a new importance in the frame of accession talks. Notably, two laws and four decisions have been approved, and one draft law and one decision have been drafted/modified and submitted for public consultation. The legislation shall increasingly tend to refer to EU Directives and regulations, such as law no 24/2023, “On Promoting the Use of Energy from Renewable Sources” which partially approximates EU Directive 2018/2001. As in this case, the IC recommendations in the upcoming years shall streamline the initiated process of approximation and advocate for the inclusion of businesses in the phases of preparation and discussion of the regulatory framework.

- » **Providing inputs for the finalisation of commitments in the National Plan on Open Government Partnership (OGP).** The Secretariat emphasised the importance of public consultation as a key regulatory tool to improve transparency, efficiency, and effectiveness of regulation, along with other tools such as Regulatory Impact Assessment (RIA) and regulatory alternatives and improved accountability arrangements. Also, the Secretariat advocated for the endorsement of recommendations previously approved by the IC which can provide a sustainable basis for substantial improvements in the notification and public consultation process.
- » **Advocating for potential support to the private sector within the WBIF Project Financiers' Group in Brussels.** The Secretariat presented some IC evidence on the views of local entrepreneurs regarding innovation, access to finance, institutional coordination, and education alignment. It was also emphasised that aligning the EU Green and Digital Agenda with local entrepreneurs' views would maximise benefits and help the Western Balkans absorb upcoming assistance.
- » **Played a pivotal role in prioritising 59 recommendations in the Smart Specialization Strategy** – proposed according to the priorities identified by the technical working group in the report “Policy Recommendations for Enhancing Competitiveness in Western Balkan and Regional Economies, in the context of Smart Specialization Strategy.”
- » **Contributing 23 recommendations to the Strategy for Decentralization and Local Self-Government 2023-2030** – focused on the challenges related to the interactions between local government and the private sector that have been thoroughly discussed in five IC meetings aiming at improving collaboration among all stakeholders.
- » **Highlighted 34 recommendations to be included in the Economic Reform Program (ERP) 2024-2026, aligning with proposed structural reforms.** In addition to organising a consultative meeting on the topic in close collaboration with the MFE cabinet and members, the Secretariat went a step further by providing comprehensive input for all the structural reforms outlined in the ERP document. This proactive engagement reflects the Secretariat's commitment to ensuring a thorough and informed contribution to the development and refinement of key policy documents, further strengthening its role in guiding structural reforms for economic advancement. These efforts underscore the Secretariat's proactive role in shaping and influencing crucial policy and strategic documents.

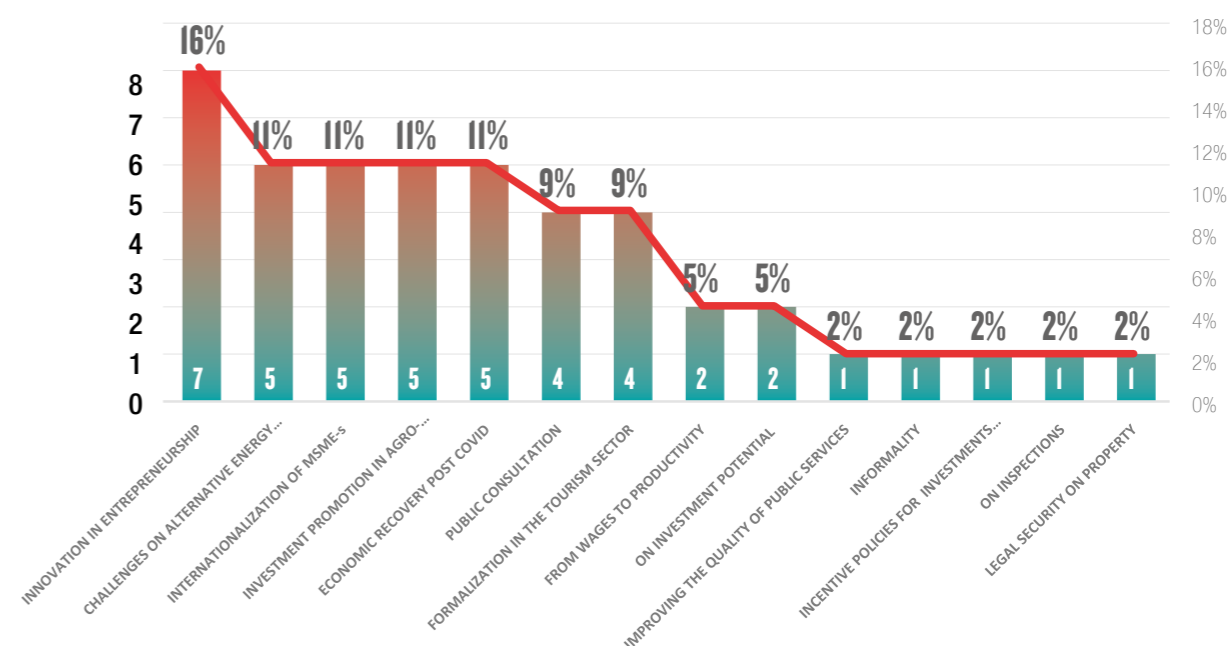
4.2.2 In support of a recommendation addressed in 2020 to the Ministry of Agriculture and Rural Development (MARD) and to ARDA, *referring to IC's recommendation on the possibility of updated information on the market's current needs in terms of products in fresh use or in the processing industry*, EBRD acted and provided concrete technical assistance to implement this recommendation. The work started one year ago, and during 2023, (1) was launched the online e-Farmer platform with easily accessible, comprehensive information, updated, relevant and necessary for agribusinesses and farmers, and (2) finalised the support for ARDA for strengthening its institutional capacities through the improvement of the legislative and regulatory framework per EU directives and other IPARD agencies, as well as the operational framework for faster and more effective processing of farmers' applications for financing.

4.3 PROGRESS OF RECOMMENDATIONS DURING 2023

In 2023, IC Meetings were focused on the topics: (1) MSME Challenges in Energy Transition, (2) Shifting Focus from Low Wages to Productivity, (3) Enhancing Digital Public Services for Businesses, and (4) Consultation of ERP, 2024-2026. Thirty-one recommendations were proposed and approved by the IC chair and members and added to the recommendations database for continuous monitoring.

During this year, 44 recommendations have been taken into consideration by the institutions with a steadfast commitment to their implementation. Out of this aggregate, 24 recommendations have been considered fulfilled at 70-100%, demonstrating a noteworthy degree of efficacy, while the remaining 20 recommendations remain actively in progress. The graph below presents the recommendations with progress according to their respective topic.

Table 4. Number of Recommendations with Progress by Topic, December 2023 (in number and %)

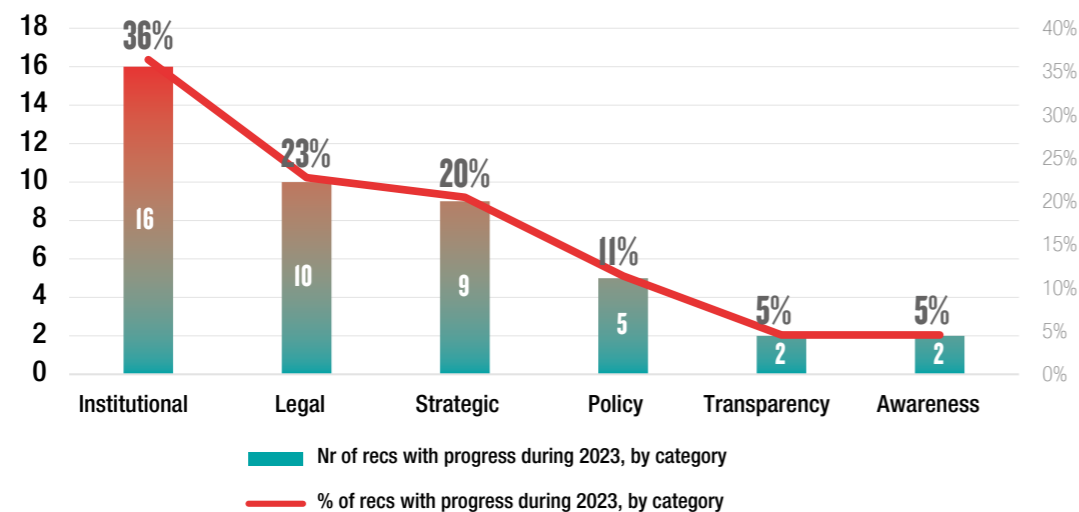


Sixteen public institutions were formally contacted to provide updated information regarding the implementation status of IC recommendations addressed to them². The Prime Minister's Office, MFE, AIDA, ARDA, MTE, NBC, GTD, and MSSE played pivotal roles in providing pertinent feedback. Their comments influenced the present status of the recommendations, showcasing a comprehensive and detailed understanding of the ongoing processes and implementations.

The *recommendations adopted in the meeting* ‘Innovation In Entrepreneurship’ reflect the highest percentage of fulfilment due to the interventions started in 2022 and continuing in 2023, after Law 25/2022 on startups was approved, completed with secondary acts, a considerable number of startups and facilitators were financially supported, the law was revised during 2023 bringing changes on the incentives toward the digital nomads' ecosystem facilitation and is still in the process of further changes.

² A list of these institutions is in Annex 2.

Table 5. Recommendations with Progress by Category, December 2023 (in number and %)³



Worth noting is the **progress of recommendations in the legislative category**. Throughout 2023, various legislative dynamics were set in motion, directly influencing the realisation of 10 recommendations put forth by the Investment Council:

- » Decision No. 28, dated 27 January 2023, “On Determining Detailed Procedures for Updating Lists of State Properties and Rules for Cooperation between Institutions.”
- » Adoption of Law No. 24/2023, dated 23 March 2023, “Promoting the Use of Energy from Renewable Sources.”
- » Decision No. 320, dated 31 May 2023, “Establishing a Task Force for Coordinating the Process of Handling Agricultural Lands in Use”, under Article 12 of Law No. 20/2020.
- » Decision No. 67, dated 8 February 2023, “Amending Decision No. 687, dated 22 November 2017, of the Council of Ministers, ‘Approving the Methodology for Determining the Annual Price of Electricity Purchase.’”
- » Law No. 35/2023, dated 25 May 2023, “On the Competencies for Determining Salaries, Other Financial Treatments, and Benefits for Employees in Public Administration Institutions, as well as the Minimum Basic Wage Nationwide.”
- » Decision No. 265, dated 27 April 2023, “On Several Amendments to Decision No. 1039, dated 4 December 2013, of the Council of Ministers, ‘On the Functioning of the National Labor Council and the Appointment of Representatives of the Council of Ministers in this Council.’”
- » Decision No. 620, issued on 1.11.2023, on “The Creation of the Innovation and Excellence Agency”. This new institution was established, outlining its structure, organisation, and operational guidelines.

In the process of consultation:

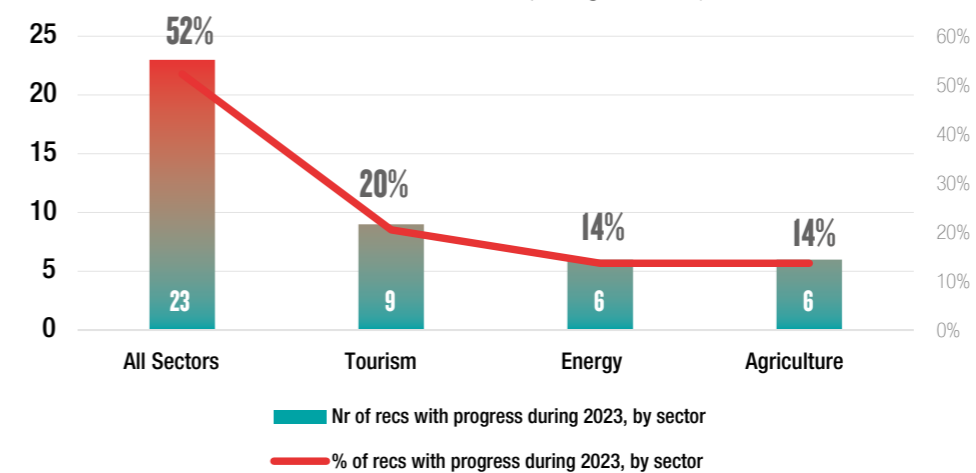
- » Consultation on the draft decision “Approving the General Regulation of the Methodology for Determining Administrative Penalties in the Inspection Process” in February 2023.
- » In October 2023, amendments and additions to Law No. 93/2015, “For Tourism”, were proposed, highlighting dynamic changes in the legislative framework concerning tourism⁴.

³ Over 44 tot recommendations with positive progress during 2023.

⁴ <https://konsultimipublik.gov.al/Konsultime/Detaje/662>

Regarding the progress of recommendations based on the sectorial approach, during 2023, a clear pattern emerges from the graph presented below, indicating that 52% of the recommendations with progress⁵ have implications across all sectors. Notably, the sectors most significantly impacted by these recommendations are Tourism, Agriculture, and Energy. The table below details the main interventions evidenced in the affected sectors.

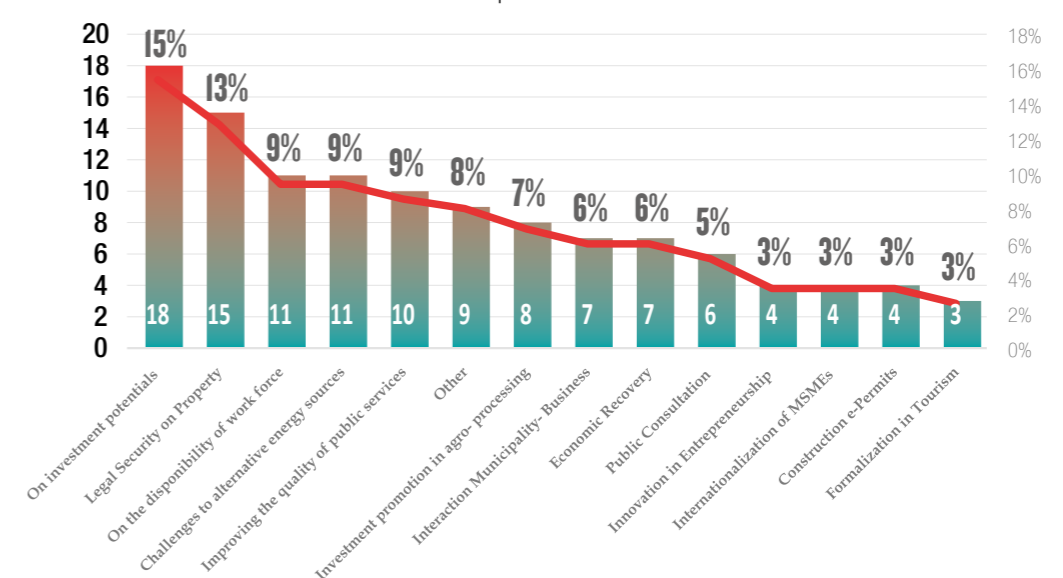
Table 6. Recommendations with progress by sector in 2023 (in number and %)⁶



In addition to the favourable progress made with the recommendations, it is important to acknowledge that there are still 117 recommendations that remain unfulfilled. These recommendations are categorised and presented in detail in the graph below based on the respective topics.

The largest proportion of unfulfilled recommendations relates to the ones issued in the meeting on “Investment Potentials” and “Legal Security on Property,” indicating existing challenges in meeting and improving these aspects in the overall context of the country’s economic and legal development. Implementing these recommendations would foster investment promotion, enhance investor confidence, and facilitate the development of a secure and favourable environment for property rights.

Table 7. Recommendations not implemented, December 2023



⁵ 44 in total during 2023 (implemented and in the process)

⁶ Over the total of 44 recommendations with positive progress during 2023

Achieving success in the implementation of these recommendations necessitates active engagement and collaboration from responsible institutions. Despite monitoring efforts made by the Secretariat through secondary data sources, obtaining information on the progress of recommendations addressed to the State Agency of Cadastre has proven challenging for the past two years.

As emphasised in preceding sections, the primary areas of intervention derived from IC recommendations, where tangible actions by responsible institutions were identified from January to December 2023, include:

- » Legal changes impacting several areas, including energy, agriculture, employment, and those aimed at promoting investments in agro-processing.
- » Increased promotion of Albania's Tourism potential and improvements in governance involving local stakeholders.
- » Encouraging investments in the agriculture sector.
- » Commitment to promoting renewable energy and fostering a more dynamic and accessible energy landscape.
- » Acceleration of institutional support in implementing programs to enhance the education of MSMEs for faster integration into international value chains.
- » Encouraging the involvement of the business community in consultations to enable influence in decision-making.
- » Adoption of a wage indexing mechanism.
- » Strengthening the tax administration on market compliance monitoring.
- » Shifting towards an integrated strategy for enhancing the quality of public services.
- » Strengthening the relationship and collaboration format between universities and businesses.

Some of the most important IC recommendations and the specific measures taken during 2023 to fulfil them are detailed in the table below.

Recommendation	Achievement	Expected Impact
Encouraging investments in tourism based on economic and urban development plans, with reference to specific detailed plans of National Importance Zones approved by the Council of Ministers	These include the plans for (1) Gropa e Portës, Fushë Okol, and Qafë Thorë in the village of Bogë, Malësi e Madhe. (2) Development plans for the Drilon Tushemisht area. (3) Development plans for the Baks-Rrojll and Rana e Hedhun-Port Shëngjin coastal areas. (4) Development plans for the Grykë-Derdhja e Ishmit Tale in Spille. (5) Preparation of a Management Plan for Vjosa National Park following its declaration, aiming to secure funding for essential projects to maintain ecological and environmental standards. (6) Work in progress to prepare 5 management plans for protected areas. (7) Implementation of the Park Tushemisht-Drilon Redevelopment Project (8) Ongoing efforts to redevelop the Ulza Eco Park.	<p>These initiatives are set to benefit roughly 20,000+ businesses engaged in the accommodation services within the Tourism sector by enhancing their competitiveness.</p> <p>The Tourism sector constitutes approximately 15% of the entire service industry and contributes to 17% of Albania's overall economic activity. It directly contributes 8.5% to the GDP and employs around 20% of the national workforce in the country. Investments in this sector account for about 7.5% of all investments in the country.⁷</p>
Expansion of international promotion of the tourist offer through various initiatives that aim to enhance the visibility of Albania's tourism sector on a global scale	Noteworthy initiatives: (1) The organisation of the FESTA (The Future of Environmentally Sustainable Tourism in Albania) Forum from 3 April to 5 April 2023, in collaboration with the United Nations World Tourism Organization (UNWTO). The forum was attended by several ministers from the region and representatives from around 38 countries. (2) Production and international distribution of the first series of BBC documentary "Wonders of the World" dedicated to Albania. (3) Publication dedicated to Albania in the French tourist guide "Petit Futé." (4) Participation in the regional project Balkan Wine Tour to stimulate the wine industry. (5) Membership in the Partial Agreement (EPA) on Cultural Routes of the Council of Europe, providing a new perspective for developing tourist products beyond the borders of Albania. (6) Implementation of projects supported by the Ministry of Tourism and Environment (MTM). (7) Participation in international events such as ITB Berlin, Expoturizem 365 (Expocity), Tirana Fam trip to promote Albania on Spanish national TV through a dedicated documentary. (8) Signing of a Memorandum of Agreement (MoA) between AKT (Albanian National Tourism Agency) and the Swiss National Tourism Organization. (9) Participation in the International Tourism Conference "Bridging Tourism Destination" in Budva, Montenegro.	
Improvements in the governance of the tourism sector and promotion of effective collaboration between various stakeholders at the local level	Efforts have been made through the involvement of local authorities in monitoring sector development and fostering dialogue with businesses. Regional Tourism Development Committees have been established in each prefecture under the leadership of Prefects, comprising representatives from local tourism associations, educational institutions focused on tourism, local government representatives, and representatives from the ministry responsible for tourism at the local level. Furthermore, each year, by special order of the Prime Minister, a Task Force for the Management of the Summer Tourist Season is created, led by the Minister of Tourism and Environment. This task force oversees the implementation of the plan and coordinates actions at the county level under the direction of the Prefect.	

⁷ https://aida.gov.al/images/PDF/Publikime/Tourism_FactSheet.pdf

Recommendation	Achievement	Expected Impact
<i>The emphasis is placed on the initiative to enhance the precision of land mapping and clarify ownership rights in areas exhibiting significant economic potential, characterised by heightened levels of production and impact.</i>	Specifically, referring to the endorsement of Decision No. 320, issued on 31 May 2023, which authorised the establishment of inter-institutional task forces to coordinate the utilisation process in compliance with the provisions outlined in Article 12 of Law No. 20/2020. This decision aims to improve and refine the identification of agricultural land, as well as regulate property ownership and land administration in regions marked by distinctive economic prospects.	This initiative will create a more favourable environment for agricultural development, ensuring a transparent and protected framework for 84,000+ ⁸ farmers and investors operating within the agricultural sector.
<i>Incentivising the integration of the value chain and ensuring the supply of raw materials for agro-processing.</i>	Through the support of the AZHBR under the IPARD II program, the Fruit-Vegetable sector has been financially assisted aiming to stimulate the growth of value-added agro-processing activities and provide necessary support to farmers and businesses involved in this sector. The financial assistance through the AZHBR and IPARD II program facilitates the integration of agriculture with downstream industries.	Thirty-six processing lines benefiting from a total value of 1,677,085,049.78 Albanian Lek. In the National Schemes, 771 entities were supported under the measure "Seedlings and Seeds" with a value of 181,453,780 Albanian Lek, and 174 entities were supported under the measure "Planting Medicinal and Aromatic Herbs" with a value of 100,656,400 Albanian Lek.
<i>Improvement and updating of information on domestic market needs regarding fresh produce and the processing industry</i>	In April 2023, the Farmer's Portal was launched, providing up-to-date information on markets, prices of fresh products, food analysis, financial instruments, and more. This initiative aims to provide timely, real-time information to farmers and facilitate their connection with collectors and distributors. The Farmer's Portal serves as a valuable resource for farmers, equipping them with crucial market insights and enabling them to make informed decisions regarding production, pricing, and distribution. By enhancing the flow of information and fostering better connectivity between farmers and collectors, the portal contributes to the efficient functioning of the agricultural value chain, ultimately benefiting both producers and consumers.	Since the launching of this portal, its usage has steadily increased and it is currently utilised by 9910 users and has a total visiting frequency of 5,120,383 searches.

Recommendation	Achievement	Expected Impact
<i>Implementation of the liberalised energy market and Energy Exchange</i>	Accomplished on April 2023. Currently, the procedures of the Exchange Committee have been approved. The exchange is a crucial mechanism for accommodating renewable energy, attracting investments, and safeguarding the economy against price fluctuations and uncertainties in energy supply.	The Albanian Power Exchange (ALPEX) was made operative on 11 April 2023. It currently has 21 members and one clearing member, Raiffeisen Bank. ALPEX, through its Day Forward market auctions, brings stability to energy prices, encourages investment, and facilitates integration with regional and European markets, enhancing energy security and transparency. Within Q1 2024, Albania is expected to be coupled with the Kosovo Bidding Zone, making that one of the very first coupling projects in WB6 countries. VAT is not applicable to facilitate trading within ALPEX markets. The same VAT exemption applies to the import of electricity when this electricity is dedicated to the ALPEX markets. This positively impacted the further reduction of the costs in terms of the required collaterals. In addition, in principle, it enables foreign companies to participate directly in ALPEX, especially from a tax prospective.
<i>Facilitating access to information through the establishment of a centralised information hub that supports producers and consumers of electricity.</i>	This recommendation is in process. Referring to the approval of the law "On promoting the use of energy from renewable sources", it results that the establishment of an agency as a centralised information hub is foreseen. The agency is yet to be established. This hub provides information on promoting renewable energy and addressing energy efficiency issues and is a valuable resource.	
<i>Encouraging the use of renewable energy sources through the enhancement of the net metering scheme for electricity.</i>	Recent legislative changes, as recommended by the Investment Council, have enabled the replacement of monthly resolutions with annual ones, further promoting the adoption of renewable energy.	In regard to the installed capacity, Albania is considered a frontrunner in the WB6 countries. The prosumers may install PV facilities with up to 500 kW capacity. Their yearly production should not exceed the annual consumption. The net metering scheme is applied to prosumers and is calculated on a monthly basis (as of June 2023, on a yearly basis), whereas the monthly surpluses, due to the lack of the adoption of the respective methodology for the calculation of the production price, are transferred to the Universal Service Supplier on free of charge basis. Until July 2023, the number of prosumers was 1,200 and their total installed capacity was 120 MW. For 2022, the net electricity produced from prosumers amounts to 12,713,154 kWh (2021: 2,674,615 kWh). (ERE 2021 and 2022 annual reports). MIE enabled wind as a production facility that could act as a prosumer and extended the net metering scheme on yearly basis. As of January 2024, the net metering scheme is expected to be transformed into a net billing scheme calculated on monthly basis (RES law 24/2023, MIE Instruction no. 3, dated 20.06.2019, as amended).

8 <https://www.instat.gov.al/media/11652/regjistrat-e-biznesit-2022.pdf>

Recommendation	Achievement	Expected Impact
Enabling the installation of electricity production units by self-producers in a location separate from the consumption unit	as accommodated under Article 20, point 5 of Law No. 7/2017, "On the Promotion of the Use of Renewable Energy."	
Adoption of operational principles for "Aggregators" and the "Renewable Energy Community" through amendments to Law No. 7/2017, "On the Promotion of the Use of Renewable Energy."	The principles of "Aggregators" and the "Renewable Energy Community" are duly transposed within the new law 24/2023, dated 23 March 2023, "Promoting the use of energy from renewable sources."	

Recommendation	Achievement	Expected Impact
Acceleration of institutional support in implementing programs to enhance the education of MSMEs for faster integration into international value chains	Through the support of the European Bank for Reconstruction and Development (EBRD), AIDA has undertaken, during the last three years, a series of trainings for participants from MSMEs, aiming to enhance their capacities in waste management, utilisation of photovoltaic systems in the tourism sector, implementation of energy efficiency measures, and financial management foundations. Additionally, in collaboration with other donors, training sessions have been conducted for members of the Union of Wine Producers on Enology and Wine Tasting, e-commerce workshops, and more.	<p>Workshop 1: "Waste Management in Hotels and Accommodation Structures" - 52 participants</p> <p>Workshop 2: "The benefits of using Photovoltaic systems in the tourism sector" - 85 participants</p> <p>Workshop 3: "Implementation of energy efficiency measures and waste management in the tourism sector" - 52 participants</p> <p>Workshop 4: "Case study for the implementation of energy efficiency measures, renewable energy and waste management systems" - 42 participants</p> <p>Other activities organised/ implemented by the EBRD's Advice for Small Businesses in cooperation (or not) with public institutions:</p> <p>Organisation of 3 workshops with a physical presence (onsite) in Shëngjin, Gjirokastër and Përmet in cooperation with the Ministry of Tourism and Environment. In total, the number of participants was 49.</p> <p>Workshop 1, 2 & 3: "Waste Management in Hotels and Accommodation Structures", in Shëngjin, Gjirokastër and Përmet.</p> <p>In the framework of the implementation of the Program for Women in Business in cooperation with AIDA and WECA (Women Economic Chamber of Albania) was organised: Training for SMEs run by women: "Fundamentals of Financial Management" Roundtable (hybrid format) with 16 participants, "The Leadership Role of Women in Economy" with 55 participants.</p> <p>The activity was organised in cooperation with WECA—a programme of 7 online workshops on e-commerce with MSMEs with 14 beneficiary MSMEs. Activity organised in cooperation with AITA (Albanian ICT Association) and AIDA.</p> <p>INNVEST Summit 2022 "Investing for Impact in WB6" activity focused on the development of the startup ecosystem with 450 participants.</p> <p>Training program for members of the Union of Wine Producers on Oenology and Wine Tasting, 10 sessions (physical presence), with 11 participants from 10 Albanian wineries. Activity organised in cooperation with the Union of Wine Producers.</p> <p>4 Technical Workshops (2 onsite and 2 online) with Agriculture SMEs on digital and IoT tools.</p>

Recommendation	Achievement	Expected Impact
Increasing the promotion of MSMEs at the international level through participation in fairs, forums, and international missions is another important aspect.	The Albanian Investment Development Agency (AIDA) has implemented several initiatives in this regard.	(1) organising the Albania-Germany Business Forum with the participation of 40 German businesses and 60 Albanian businesses, (2) conducting the Roundtable of Business “Poland-Albania” aimed at establishing collaboration between entrepreneurs from Poland and Albania and exchanging concrete ideas for expansion in the Albanian market, (3) launching the “Made in Albania” promotional campaign in support of Albanian businesses and indigenous products, where 244 Albanian products have been published and promoted on the agency’s website and social networks, and (4) developing an informative material to raise awareness among entrepreneurs about product certification and standards improvement, providing information on different types of certifications, certification bodies, and the significance of certification for accessing new markets.
Encouraging the involvement of the business community in consultations to enable influence in decision-making has been emphasised.	A concrete initiative in this regard is the inclusion of business associations and trade unions as part of the National Labour Council, as approved in Decision No. 265, dated 27 April 2023, which amends Decision No. 1039, dated 4 December 2013, of the Council of Ministers on the functioning of the National Labour Council and the appointment of representatives in the Council.	Item 9 of this decision states that permanent and specialised tripartite commissions are created and operate under the National Labour Council (KKP): <ol style="list-style-type: none"> <i>The legal commission</i> <i>The Commission of Employment, Education and Professional Training.</i> <i>The Commission of Wages, Pensions and Social Support.</i> <p>In these commissions, representation is provided for several business entities, aimed at protecting the rights and advocating for their members:</p> <ul style="list-style-type: none"> - Union of Independent Trade Unions of Albania (BSPSH); - Confederation of Trade Unions of Albania (KSSH); - Business Albania; - Association “Union of Albanian Producers”. - Association of Bread, Pastry and Dough. - National Chamber of Clothing/ Shoe Manufacturers-Proeksport - Association of Builders of Albania.

Recommendation	Achievement	Expected Impact
Adoption of a wage indexing mechanism	The Law No. 35/2023, dated 25 May 2023, “On the competencies for determining wages, other financial treatments, and benefits of employees in public administration institutions, as well as the minimum basic wage at the national level,” has expanded the competencies of the Council of Ministers to approve wage indexing measures for employees in public administration institutions, no later than two years from the last indexing, along with the rules for its implementation.	The indexation level is expected to impact around 190000 public administration employees. This level is capped at one percentage point above the inflation target set by the Bank of Albania. The draft law addresses legal gaps by specifying additional financial treatments and benefits for public administration employees, including rules, criteria, and measures for various financial aspects. Furthermore, the legislation outlines guidelines for extra compensation related to overtime, work on official holidays, weekly rest days, and other scenarios defined in the Labor Code and other pertinent laws. This change is expected to have an impact on the private sector as well.
Strengthening the tax administration on market compliance monitoring	Through the establishment of a decision-making framework, such as the Risk Committee that meets monthly, is responsible for identifying, assessing, and approving cases, as well as determining appropriate measures for addressing non-compliant behaviour or risk incidents across a broad spectrum of taxpayers.	
Shifting towards an integrated strategy for enhancing the quality of public services requires the establishment of a dedicated framework/institution.	This structure is specifically designed to consistently suggest and oversee the execution of innovative and effective solutions. Facilitating this approach is the recently established “Innovation and Excellence Agency” on 23 November.	Among this Agency’s core responsibilities is identifying inventive concepts, processes, and emerging techniques to innovate public services and administration. Additionally, the agency initiates and recommends modernisation efforts to relevant ministries, agencies, or public entities, advocating for the integration of top-notch experts in public administration. It will affect the public services offered to the entire business community, including 125,000+ economic enterprises. ⁹

9 <https://www.instat.gov.al/media/11652/regjistrat-e-biznesit-2022.pdf>

ANNEX 1

LIST OF MAIN DOCUMENTS CONSULTED:

- » Decision No. 28, dated 27 January 2023, “On Determining Detailed Procedures For Updating Lists Of State Properties And Rules For Cooperation Between Institutions.
- » Law No. 24/2023, dated 23 March 2023, “Promoting The Use Of Energy From Renewable Sources.”
- » Decision No. 320, dated 31 May 2023, “Establishing A Task Force For Coordinating The Process Of Handling Agricultural Lands In Use”, under Article 12 of Law No. 20/2020.
- » Decision No. 67, dated 8 February 2023, “Amending Decision No. 687, dated 22 November 2017, of the Council of Ministers, ‘Approving The Methodology For Determining The Annual Price Of Electricity Purchase.’”
- » Law No. 35/2023, dated 25 May 2023, “On The Competencies For Determining Salaries, Other Financial Treatments, And Benefits For Employees In Public Administration Institutions, As Well As The Minimum Basic Wage Nationwide.”
- » Decision No. 265, dated 27 April 2023, “On several amendments to Decision No. 1039, dated 4 December 2013, of the Council of Ministers, “On the Functioning of the National Labour Council and the Appointment of Representatives of the Council of Ministers in this Council.”
- » Decision No. 620, issued on 01.11.2023, on “The Creation of the Innovation and Excellence Agency”. This new institution was established, outlining its structure, organization, and operational guidelines.
- » Draft Decision “Approving the General Regulation of the Methodology for Determining Administrative Penalties in the Inspection Process” in February 2023.
- » Draft-law for amendments and additions to Law No. 93/2015 “For Tourism”, October 2023

Recommendation	Achievement	Expected Impact
<p>Strengthening the relationship and collaboration format between universities and businesses</p>	<p>Strengthening the relationship between universities and businesses is achieved through cooperative agreements between business associations, trade chambers, and universities or vocational schools.</p> <p>Throughout 2023, there is noticeable awareness and increased interest in this direction, both from the private sector and educational institutions.</p>	<p>This is manifested through the signing of collaboration agreements, facilitating internships, employment opportunities, and on-the-job training for young individuals and impacting both, the business community and the students.</p> <p>Some concrete initiatives:</p> <ul style="list-style-type: none"> - MoU in October 2023 Confindustria with Mediterranean Univ¹⁰ - In November 2023, Skills for Jobs 4 business-ZP-VET meetings in Shkoder, Tirana, Elbasan and Vlore¹¹ - June 2023: The Tirana Chamber of Commerce and the “St. Joseph the Worker” Vocational School, Rrëshen, for the three-year period 2023-2025 in the framework of the project “Partnership for Vocational Education and Training in Albania.”¹² - In March 2023, FIAA, the French Chamber of Commerce in Albania and the Polytechnic University - internship opportunity.

10 <https://confindustriaalbania.it/accordo-di-collaborazione/>

11 <https://skillsforjobs.al/regional-business-meetings-bringing-vet-closer-to-the-private-sector>

12 <https://www.instagram.com/p/Ct9LTgOqz1w/?igshid=MTc4MmM1YmI2Ng>

LIST OF INSTITUTIONS FORMALLY CONTACTED ON THE PROGRESS OF RECOMMENDATIONS:

- » Prime Ministry
- » Ministry of Finance and Economy
- » Ministry of Agricultural and Rural Development
- » Ministry of Tourism and Environment
- » Ministry of State for Protection of Entrepreneurship
- » Ministry of Infrastructure and Energy
- » Agency for Rural Development Albania
- » INSTAT
- » General Directory of Taxes
- » General Directory of Customs
- » National Agency of Employment and Skills
- » Labour Inspectorate
- » National Business Centre
- » Social Insurance Institute
- » National Agency of Cadastre
- » Albanian Agency for Investment Development

LIST OF SECONDARY DATA SEARCHED:

- » <https://www.konsultimipublik.gov.al/>
- » <https://kryeministria.al/>
- » www.akademi.al
- » <https://qbz.gov.al/>
- » <http://aida.gov.al/sq/> (also FB, Instagram)
- » <https://www.parlament.al/Projektligje/IndexList>
- » <https://invest-in-albania.org/>
- » <https://www.ashk.gov.al/> (also FB, Instagram platforms)
- » <http://www.azht.gov.al/> (also FB, Instagram platforms)
- » <https://globaldigitalcity.com/>
- » <https://www.financa.gov.al/> (also FB, Instagram platforms)
- » <https://www.infrastruktura.gov.al/> (also FB, Instagram platforms)
- » <https://arsimi.gov.al/> (also FB, Instagram platforms)
- » <https://bujqesia.gov.al/> (also FB, Instagram platforms)
- » <https://shendetesia.gov.al/> (also FB, Instagram platforms)
- » <https://turizmi.gov.al/> (also FB, Instagram platforms)
- » <https://www.al.undp.org/content/albania/en/home/projects/star-3---consolidation-of-the-territorial-and-administrative-ref.html>
- » <https://bit.ly/3aB5f47>
- » <https://eu4municipalities.al/fillon-zyrtarisht-projekti-be-per-bashkete-per-mbeshtetjen-e-bashkive-shqiptare-dhe-komuniteteve-lokale-ne-proces-in-e-integrimet-evropian/>
- » <https://financat-lokale.al/sq/node/89>
- » Various articles in Monitor Magazine, Business Magazine, Exit.al, Balcan Web, News 24, Exit.Al, etc.



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RECOMMENDATIONS
MONITORING REPORT