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Albania
Investment
Council

Improving Transparency and Investment Climate

QUALIFIED WORKFORCE – AN OPPORTUNITY FOR INVESTMENTS

Tirana, 13 February 2017

This analysis has been prepared by the Secretariat of the Investment Council as an "exploratory" step to stimulate the debate due to the lack of previous studies in the BPO sector and based on the issues identified by the Secretariat with the aim to introduce pillars for intervention on the necessary improvements required by the business. The material was prepared by Ms Ermelinda Xhaja, Economic Expert and Mr Elvis Zerva, Legal Expert, under the direction of the Head of the Secretariat, Ms Diana Leka (Angoni). Supported in the organisation of meetings with partners, survey's implementation and promotion, and language editing of the material, Ms Elisa Lula, Administrative and Communications Officer of the Secretariat. We thank for the special collaboration the administrators/CEOs of 17 interviewed companies, also the business associations, chambers of commerce, public institutions, and independent experts Ms Sidita Dibra and Ms Anni Dasho, for their contribution and suggestions in the process of finalising the recommendations. The views expressed herein are those of the authors and do not necessarily reflect those of the Investment Council or the EBRD.



ABBREVIATIONS

AOA	Albanian Outsourcing Association
GTD	General Tax Directorate
LB	Labor Inspectorate
NLS	National Labor Service
MES	Ministry of Education and Sport
MIPA	Ministria e Inovation and Public Administration
AIDA	Albanian Investment Development Agency
MEDTTE	Ministry of Economic Development, Tourism, Trade and Entrepreneurship
MSWY	Ministry of Social Welfare and Youth
MoF	Ministry of Finance

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OBJECTIVE OF THE ANALYSIS

- » *Is there a potential for development of investments in the sector with more added value services? If yes, do we have the quality that the labour market needs?*
- » To promote and structure the debate as an “exploratory” step due to the lack of previous studies in the sector; to consider the business concerns; to present pillars for interventions.

METHODOLOGY

DESK RESEARCH

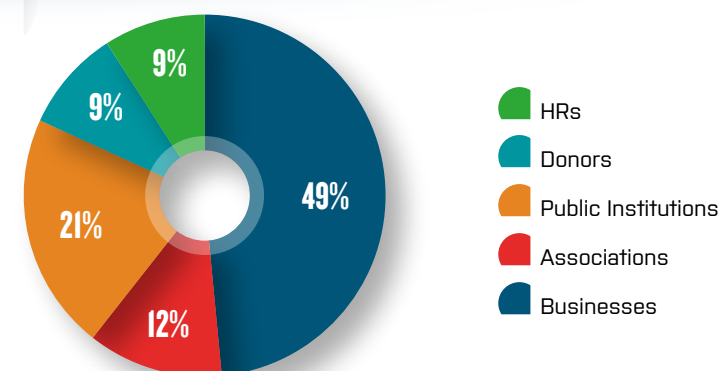
- Strategy, laws/ bylaws
- Studies of OECD, Swisscontact, Shtetiweb, EU, RisiAlbania, ILO, SE 2002, Models of countries in the region
- INSTAT data

33 INTERVIEWS

- Officials from National Employment Service, Labour Inspectorate, Tirana Municipality, AIDA
- Representatives of Business Associations such as AOA, AITA, FIAA, CCI's, Protik
- Meetings with BPO businesses and experts on labour skills and BPO sector

SURVEY

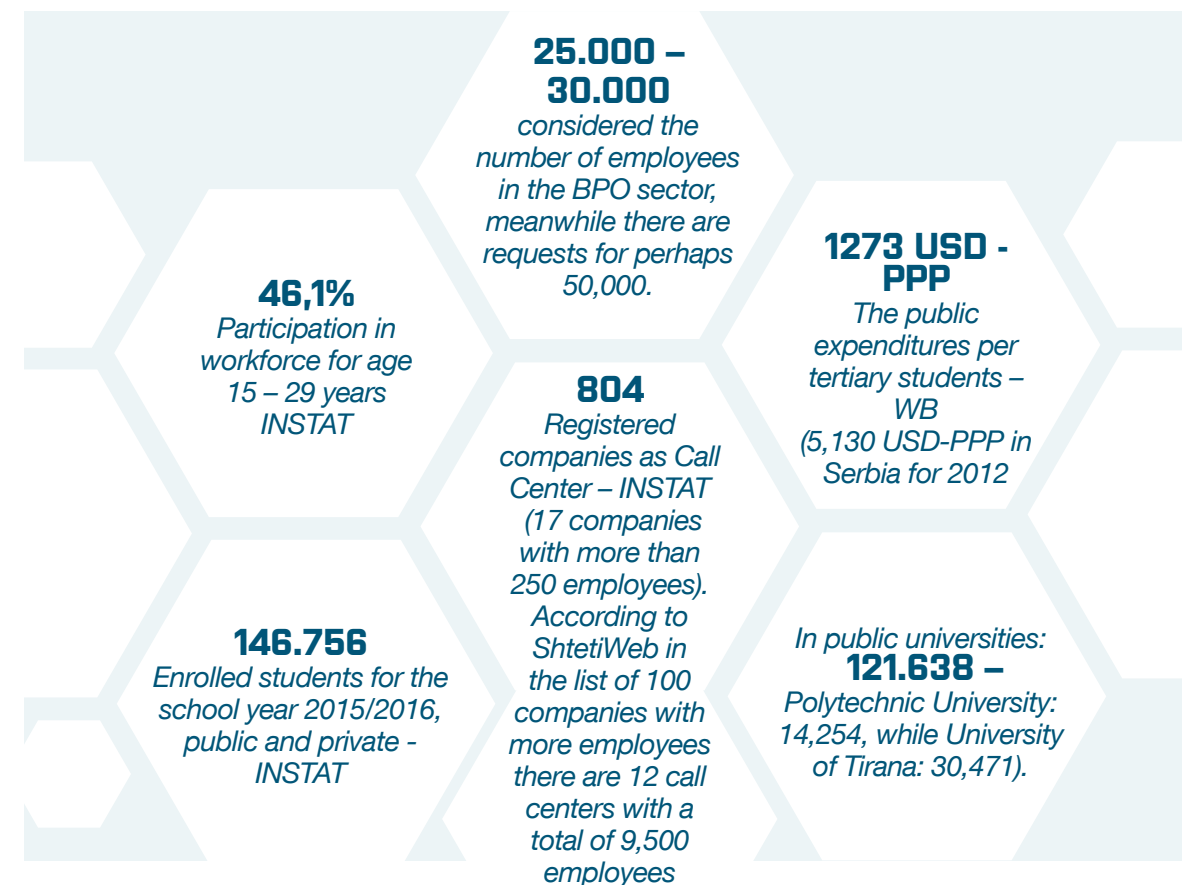
- Semi-structured questionnaire
- Online: 16 January – 5 February 2017
- Interviews with senior management representatives of 17 BPO companies which have employed around 9,000 people.



1. STATEMENTS MADE BY STAKEHOLDERS IN THE SECTOR

- » Informality disrupts the market, and lowers the sector's standard
- » The model of "the quality on service delivery" is missing, and requires training on career development
- » Cheap labour cost is not the only advantage, but the work eagerness and motivation is higher, especially in certain professions
- » We stand ready to contribute for a Local Web Digital Academy/campus in cooperation with Google, or Software House for establishing a "talent pool"
- » Albania has the potential to become a data warehouse in the sector, investments on internet provision are already in place
- » In Albania there is workforce, but it is difficult to find "professional skill" as "soft skills" are missing
- » Albanians are very dynamic, eager to acquire new skills, motivated, but education in universities does not corresponds to the necessities of the market.

2. CONTEXT – MACRO DATA



3. PROFILE AND DYNAMICS OF SECTOR

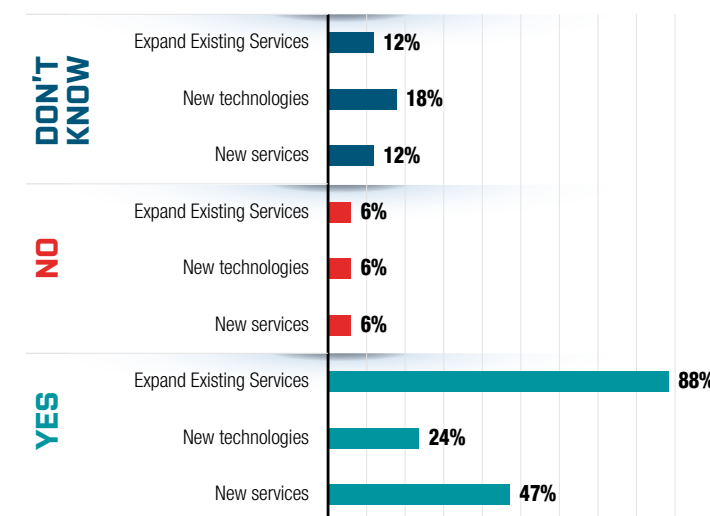


The origin of foreign investments and potential investments in sector:

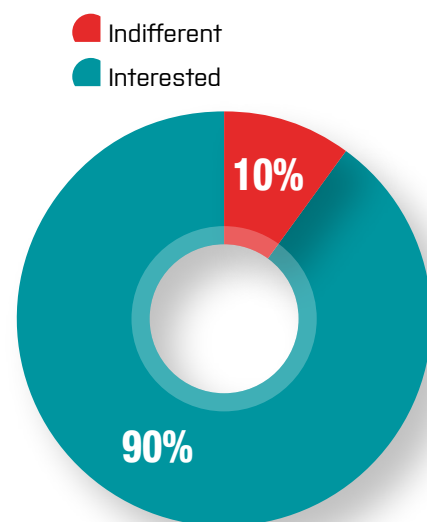
- » **Italy:** There are existing investments focussed on call centre, but due to the uncertainty of legal changes in Italy there is a momentum of stagnations/shrinking
- » **Germany:** There is an interest shown in the IT (developing and programming), but the lack of quality staff and limited knowledge of the German language has deterred investment
- » **USA:** Shown some interest, but nothing concrete
- » **Clients:** Apple, Google, Vodafone, BBC, Amazon, LinkedIn, Facebook, etc.

4. IS THERE A POTENTIAL FOR THE MARKET DEVELOPMENT?

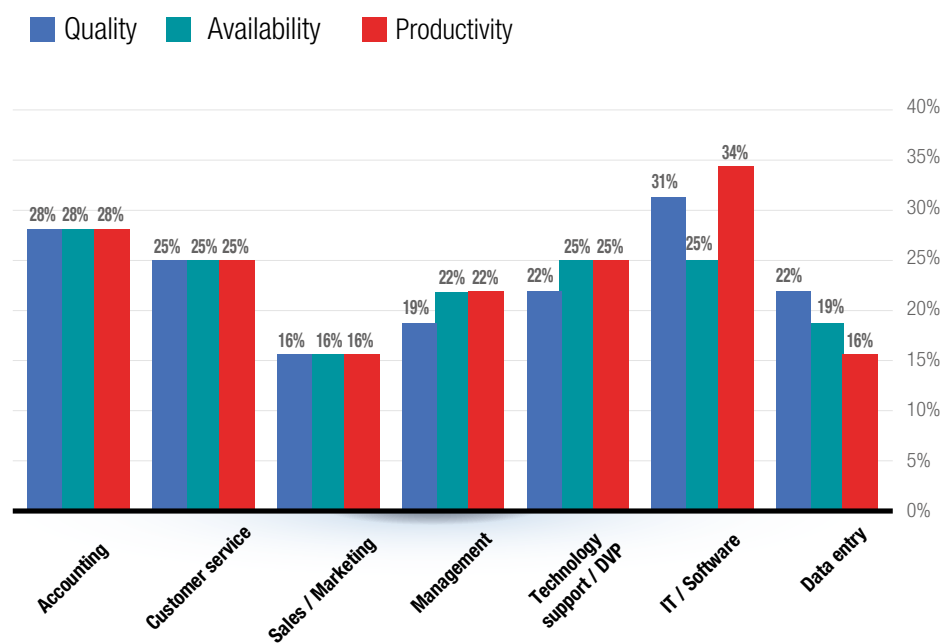
Do you plan to introduce in the next 12 months any of the following?



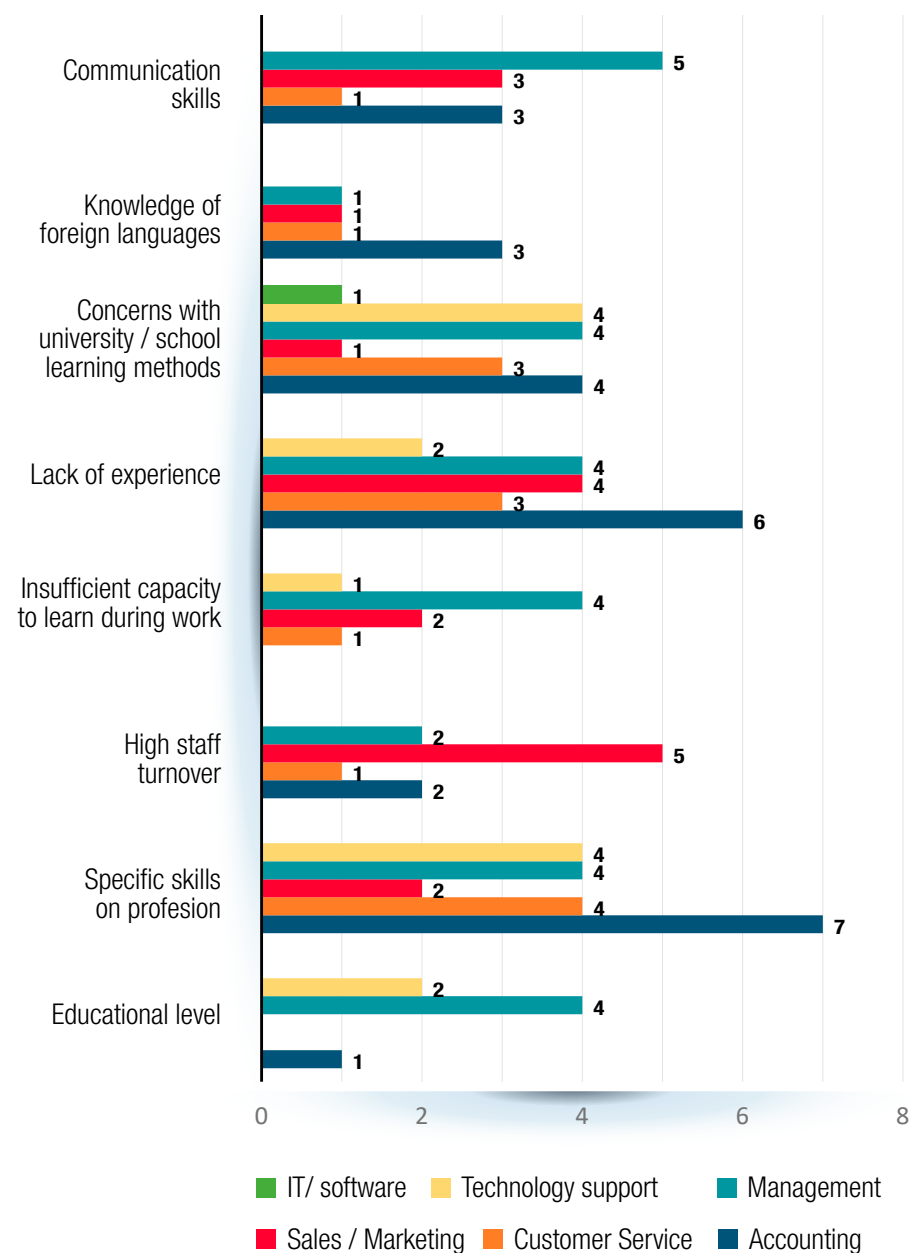
How do you evaluate the readiness of your employees to acquire new skills?



5. IT SOFTWARE, ACCOUNTING AND CLIENT SERVICE – MOST APPRAISED SERVICES IN THE BPO IN ALBANIA (according to Secretariat's Survey)



6. WHAT ARE THE MAIN PROBLEMS ENCOUNTERED TOWARD LABOUR SKILLS IN THE FOLLOWING POSITIONS? (Secretariat's Survey)



7. APPROACH TOWARD THE PROBLEMS OF “MARKET QUALITY”

EMPLOYEES	SECTOR	GOVERNMENT	UNIVERSITIES
» Lack of experience from lack of practice. » Shortcomings in education and work ethics. » Weak technical qualification. » Training in the call-centers are basic, without possibilities for further development of employees. » Mainly the employees' expectations are higher than what businesses can offer in reality.	» There is a high turnover of staff being trained incurring additional costs for businesses. » Low labour social cost is low incentive for less qualified jobs (call centres). » High informality in the sector – in the regions is thought to be more problematic. » Diversification and sophistication of the business and market is going toward its peak. The Italian bill will constitute a problem for the sector. » Different interest of actors.	» Lack of a vision for the sector » Control for professions standards. » Lack of cooperation and state support for the training and qualification of professions. » No support or coordination with vocational training centers. » Labour Code in some aspects more advanced than reality. » Laws are okay, but not flexible on part time. » There are missing data for sector analyses, for example statistics on information technology. » There are missing incentives for the sector and experts.	» Education doesn't match the specific needs of labour market. » Curricula in universities should be oriented according to the business requirements for example professional master is not appraised the same as Scientific Master » Encourage memoranda between businesses and universities, to provide internship and degrees according to market requirements. no follow-up » Absent models for youth to motivate their need for acquiring. It is appraised (few but high quality) for the Faculty of Economics, Epoka, Austrian School in Shkoder, Polytechnic University.

8. COMING TO THE FOLLOWING CONCLUSIONS:

- a)

The sector has potentials for investment [that can turn into a success story] but limited to “size”, so it is needed to invest in the quality that creates “added value” in certain segments or professions such as IT. Low labour cost should not be a “factor” in the decision-making.
- b)

We can say that now have a “pool” of well-trained specialists in existing BPOs who may be subject to more profiled training as trainers on the creation of “talent” sector skills. But the market does not solve the problem of “quality” but only makes it visible, while “suffering” from it.
- c)

Education and training systems [although we find a higher sensitivity], lacks serious engagement of the business in the curricula and in the monitoring of internships, career offices or even the early involvement of students on “project-base learning”.

FINDINGS AND
RECOMMENDATIONS

1. IN GENERAL

FINDING 1.

1. Informality has damaged the image, standards and rules of this sector.
2. “Advanced skills” are critical elements for the performance of the sector, while there is a gap in the quality of the curricula at certain levels of education.
3. BPO sector lacks of statistics which could lead to a thorough and deeper analysis.
4. The lack of a systematic analysis on the current and future needs of business (sector) about the “skills” and the necessity for a vision which establish a sustainable co-operation between business and state.

RECOMMENDATION 1.

1. Strengthening of the association and its increasing role in the fight against informality. State (GDT, Inspectoriates) to apply the regulatory standards that enable fair competition in the sector (initiated pilot campaign).
2. To consider as soon as possible the integration of the new knowledge at certain levels

of education with focus on: analytical skills (problem-solving), foreign languages, computer skills, communication skills. Internships to be standard practices and subject of curricula - project business model-university-teaching. Accreditation process of universities to consider monitoring of state-business practices on internships.

3. To establish a working group (INSTAT, AIDA, BPO Association, Ministry of Education and Sports, etc.) to scan the sector, its statistics, cooperation model with VET and business.

4. Creation of a WEB-Platform (AIDA, business, universities, etc.) to support business in recruiting-hiring personnel and thesis/project proposals to be implemented.

2. BPO BUSINESS MODEL WITH MOST
QUALIFIED SERVICES

FINDING 2.

1. No structured cooperation University-Business (Deloitte positive model with the Faculty of Economics, Local Eyes with Epoka University).

2. Practical skills gap between curricula and market needs, especially in IT. The low implementation of internships model. Mandatory practices (internships) are considered as formal from both businesses and students.
3. 3. Lack of incentives for certain professions, such as in the field of IT.

RECOMMENDATION 2.

1. Increase of partnership among universities, private sector and Labour Offices through strengthening of Career Offices in internships, practices and students hiring; early career counselling in schools.

University curricula to fit the specific industries through the implementation of projects and subjects to development by the local business environment. Intervention in university curricula to implement programs related to the growth of analytical and practical skills of students. Flexibility in offering knowledge by the public universities through short-term innovative programmes in partnership with the business: Business Academy (intensive programmes 1-3 days in certain areas, e.g. consulting in management and operations, taxes, drafting business plans, feasibility studies, etc.). Certifications issued after successful completion should be accredited by the Ministry of Education and Labour as an added value to access labour market.

The initiative for creating a “pool of talents” in the IT sector who can be identified through competitions or other activities that may be organized in cooperation with vocational schools, high schools and/or universities with focus in IT.

2. Incentivising the sector through coverage of

the health & social security expenses for the period of internship in businesses (6 months -1 year) in certain professions considered as priority such as economic, IT, engineering, etc.

3. Support to business initiatives for the creation of continuous training centres in technology and innovation (Digital Academy), as well as software house “for the creation of a pool of certified IT experts.

To be taken into consideration, incentivising of trainings i.e. IT companies winners of public procurement funds to provide training and internships in IT for students or fresh graduates for internships in relevant professions in the context of the tender won for a certain time period.

3. BPO BUSINESS (CALL CENTER)

FINDING 3.

1. Frequent employee turnover, high training costs for the BPO sector (e.g. social insurance during training period). Initial trainings are made mainly by the businesses; therefore, there is little interest by the business for continuous trainings.
2. Employment Offices and Centers for vocational training do not meet the sector's needs. Workforce registered in Employment Offices is very unqualified. The recruitment is made by the companies themselves.

RECOMMENDATION 3.

1. Promotion of good HR Management practices of several large companies in some other companies through business associations, HR forums organised by academic institu-

tions and businesses, and Ministry of Social Affairs, including:

- a. Analysis of the request for competences according to the BPO sector;
- b. Accurate definition of “Value Proposition” offered to the working forces by BPOs: apart from the salary, development cycle of professional skills in these companies, career path in medium and long term, trainings being offered and how much competitive will be the competences earned from this work;
- c. Development of politics for motivation and maintaining qualitative staff in the long term;

d. Etc.

The State to consider as an incentive, to cover the social contributions for the first-time training (up to 1 month). The business to cover only insurance for work accidents.

2. Capacity building and monitoring by the Employment Offices to respond with employment and qualification programmes as per BPO business needs.
3. Discussion with shareholders on the establishment of an BPO Academy for the re-qualification of the workforce, by licensed trainers, under the support of the central or local government as per public-private partnership model (Protik) or TEDA model.

DISCUSSION

» *Attraction of new investors and markets diversification (BPOs) are the current demands, but they are conditioned by:*

- » More structured coordination between the business and public institutions, especially to promote the sector where AIDA may play a more proactive;
- » Investments in the human capital for a more skilled labour market—conditioned by the quality of education, training and maybe later incentives of sector or all at the same time? Time is ticking...

THE MARKET IDENTIFIES THE GAP IN SKILLS QUALITY, SUFFERS FROM IT, BUT IT DOES NOT SOLVE THE PROBLEM

MATRIX OF RECOMMENDATIONS

QUALIFIED WORKFORCE – AN OPPORTUNITY FOR INVESTMENTS SECTOR OF BUSINESS PROCESS OUTSOURCING (BPO)

INVESTMENT
COUNCIL
SECRETARIAT
February 2017

FINDING	RECOMMENDATION	RESPONSIBLE INSTITUTION	TIME-TERM
1. Informality has damaged the image, standards and rules of this sector. The informal employment entities performing in black distorts competition by encouraging a high turnover of employees from one employer to another.	Recommendation 1. Strengthening of the role of AOA and other associations in the fight against informality. State (GDT, Inspectorates) to apply the monitoring competencies to enable fair competition in the sector (to be initiated with pilot campaigns).	AOA MF/GTD LP MEDTTE	Short-term
2. “Advanced skills” are critical elements for the sector’s performance, while there is a gap in the quality of the curricula at certain levels of education.	Recommendation 2. To consider as soon as possible the integration of the new “core” knowledge at certain levels of education with a focus on 1) analytical skills (problem-solving), 2) foreign languages, 3) computer skills, 4) communication skills. Internships to be standard practices and the subject of curricula - project business model-university- teaching. The accreditation process of universities to consider monitoring of state-business practices on internships.	MES UNIVERSITIES BUSINESS COMMUNITY	Mid-term
3. BPO sector lacks of statistics which could lead to a thorough and deeper analysis.	Recommendation 3. To establish a working group (INSTAT, AIDA, BPO Association, MES, etc.) to scan the sector, its statistics, cooperation model with VET (Vocational Educational Trainings) and business.	INSTAT AIDA AOA MES MSWY MEDTTE	Mid-term
4. The lack of a systematic analysis on the current and future needs of the business (sector) about the “skills” and the necessity for a vision that establishes sustainable cooperation between business and state.	Recommendation 4. Creation of a WEB-Platform (AIDA, business, universities, etc.) to support business in recruiting-hiring personnel and thesis/project proposals to be implemented by the business.	AIDA AOA BUSINESS UNIVERSITIES MEDTTE	Initiated/On-going

5. No structured cooperation University-Business (<i>Deloitte positive model with the Faculty of Economics, Local Eyes of Age</i>).	Recommendation 5. Increase of partnership among universities, private sector and Labour Offices through the strengthening of Career Offices in internships, practices and students hiring; early career counselling in Universities. Recommendation 6. University curricula consider the specific industries by implementing projects and subjects to development by the local business environment. Intervention in university curricula to implement programs related to the growth of analytical and practical skills of students. Flexibility in offering knowledge by the public universities through innovative short-term programmes in partnership with the business: Business Academy (intensive programmes 1-3 days in certain areas, e.g. consulting in management and operations, taxes, drafting business plans, feasibility studies, etc.). Certifications issued after successful completion should be accredited by the Ministry of Education and Labour as an added value to access the labour market. Recommendation 7. The initiative for creating a “pool of talents” in the IT sector that can be identified through competitions or other activities that may be organised in cooperation with vocational schools, high schools and/or universities with a focus on IT.	MSWY NLS UNIVERSITIES	Mid-term
		MES UNIVERSITIES MEDTTE	Mid-term
		MES MEDTTE UNI- VERSITIES BUSINESSES	Mid-term
6. Practical skills gap between curricula and market needs, especially in IT. The low implementation of the internships model. Mandatory practices (internships) are considered formal from both businesses and students.	Recommendation 8. The Ministry of Social Welfare and Youth to consider the possibility of having the state, not the entrepreneur, provide for the social and health insurance contributions for the first month of work (training period) of newly hired staff in <i>labour intense and in-development sectors</i> such as BPO (<i>companies that operate activities for services outsourcing & call centres</i>). (<i>According to the Recommendation No. 2.3 of IC Meeting dated 27.04.2016</i>).	MSWY MZHETTS	Short-term
7. Lack of incentives for certain professions, such as in the field of IT.	Recommendation 9. Support to business initiatives for the creation of continuous training centres in technology and innovation (Digital Academy), as well as software house “for the creation of a pool of certified IT experts. Recommendation 10. To be taken into consideration, incentivising of training, i.e. IT companies winners of public procurement funds to provide training and internships in IT for students or fresh graduates for internships in relevant professions in the context of the tender won for a certain time period.	MIPA MEDTTE MSWY BUSINESS	Mid-term Mid-term
8. Frequent employee turnover, high training costs for BPO sector (e.g. social insurance during training period). Initial training is done mainly by the businesses; therefore, the business has little interest in continuous training.	Recommendation 11. Promotion of good HR Management practices of several large companies in some other companies through business associations, HR forums organised by academic institutions and businesses, and Ministry of Social Affairs, including: a) Analysis of the request for competencies according to the BPO sector; b) Accurate definition of “Value Proposition” offered to the working forces by BOPs: apart from the salary, development cycle of professional skills in these companies, career path in the medium and long term, training being offered and how much competitive will be the competencies earned from this work; c) Development of politics for motivation and maintaining qualitative staff in the long term;	BUSINESS	Ongoing
9. Labor Offices and Centers for Vocational Training do not meet the sector’s needs. Workforce registered in Labor Offices is very unqualified. The recruitment is made by the companies themselves.	Recommendation 12. Capacity building and monitoring by the Employment Offices to respond with employment and qualification programmes as per BPO business needs. Recommendation 13. Discussion with shareholders on the establishment of a BPO Academy for the re-qualification of the workforce, by licensed trainers, under the support of the central or local government as per partnership model public-private (Protik) or TEDA model.	MSWY NLS MSWY MEDTTE AIDA BUSINESS	Ongoing Long-term

NO.	FINDINGS AND OTHER RECOMMENDATIONS SUGGESTED DURING THE MEETING*		TIME- TERM
1.	Flexibility of Labour Code and BPO Sector <i>There is an urgent need to review the legal framework and especially the Labour Code. The Labour Code does not help; instead, it prevents the development of the BPO sector. The problem is not only with the larger penalties but the rigidity of the law. BPO sector performs an activity 24 hours a day and 7 days a week, including Sundays and public holidays. In this sector, once signing the contract and job assigned shifts, the employee has no opportunity to choose whether to come to work or not. The labour code does not facilitate this activity, moreover indirectly, it brings high costs to enterprises. The time has come for this sector to be managed via an Ad Hoc, which will summarise the specifics of this sector.</i>		
2.	There is a need to control instruments upon which it is monitored and double-checked the employee medical reports. Since there is a high number of employees, there is also a high cost of medical reports for enterprises.		
3.	Confidentiality and BPO Sector We must work to increase the responsibility of the employees to respect the norms regarding <i>privacy</i> —a very sensitive issue to foreign investors, in which regard they could be subject to penalties. It is important to work on this subject with the Office of the Commissioner, and classes can be offered in enterprises.		
4.	Staff Recruitment BPO should be assisted in hiring skilled staff via cooperation agreements with the relevant institutions. Great help for recruiting would be the creation of a database containing candidates with the skills required by BPO.		

· *These recommendations do not reflect the position of the Secretariat but those of some participants in the meeting.*

Matrix of Rekomandimeve- QUALIFIED WORKFORCE – AN OPPORTUNITY FOR INVESTMENTS SECTOR OF BUSINESS PROCESS OUTSOURCING (BPO) summarises the recommendations discussed on the Meeting of the Investment Council dated 13.02.2017, as provided by the Secretariat, AVASANT study and by the participants in the meeting. The Matrix also serves as the Secretariat’s Internal Monitoring Plan so that it follows up on the implementation of Recommendations as per the following terms:

- **Short-term** - from 1 month to 6 months.
- **Mid-term** – from 6 months to 1 year.
- **Long-term**- over 1 year.
- **Ongoing**

READINESS OF LABOUR
MARKET REGARDING THE
INVESTMENT POTENTIAL OF
ALBANIA'S BPO SECTOR

QUESTIONNAIRE FOR BPO COMPANIES

January 2017

Business Process Outsourcing (BPO) in various areas is considered to have global potentials, which could become a “success story” in terms of investment (either domestic or foreign) in the years to come. This survey is intended to assess the needs of the companies from the perspective of readiness of the labour market in Albania in responding to the investment opportunities in the sector. How enabling is the current environment, and how it could be improved to seize these opportunities? What are the impediments and the

opportunities from the perspective of the companies which operate in this sector? The findings and suggestions resulting from this survey will be discussed in the upcoming Investment Council Meeting. The approved recommendations of the Investment Council will be submitted to the Albanian Government for further considerations. Your opinion is very important in identifying the intervention measures to support and enhance the quality of the sector. The collected information from this survey will be treated in confidentiality.

Section A:

Profile

Name of the company _____

A1. Location of the company: Municipality _____

A2. Ownership of the company (over 50% of the capital):

- ☐ Domestic
- ☐ Foreign, country of origin _____

A3. When did your company start its activity (year)? _____

A4. Describe the main activity of your company _____

A5. Number of employees _____

A6. List the business services you offer as per the sector you operate in and the country you sell your service to, starting from the service that occupies the largest volume.

Service	Sector	Country
1.		
2.		
3.		
4.		
5.		

Seksioni B:Section B: Employees' Skills

B1. For the following categories (if they correspond to your activity), please specify the number of employees and rate from 1 to 5 the respective indicators (5 is the most positive assessment) *(You may add other categories as per the nature of your work):*

	Category	No. of employees	Quality*	Availability*	Productivity*	Labour Cost*
1	Accounting					
2	Customer Support					
3	Sales/Marketing					
4	Management					
5	Technology support/DVP					
6	IT/Software					
7	Data entry					
8	Other (Specify)					

B2. For the following categories, if you encounter gaps or difficulties, please tick the main reasons referring to the following issues.

		Category 1	Category 2	Category 3	Category 4
1	Education level				
2	Specific profession skills				
3.	Employee turnover				
4.	Insufficient capacity to learn at work				
5.	Lack of experience				
6	Problems with the learning methods at university/school				
7	Knowledge of foreign languages				
8	Communication skills				
9.	Other (specify)				

B3. How do you assess the willingness of your employees to acquire new skills?

- ☐ Show no interest
- ☐ Show indifference
- ☐ Show interest
- ☐ Show a lot of interest

B4. What actions does your company take to resolve the lack of skills of existing employees? *(You can choose up to 3 options)*

- ☐ Replace the staff
- ☐ Improve the recruiting methods of new staff
- ☐ Increase in-house training sessions
- ☐ External Training
- ☐ Solutions within the company (re-organisation)
- ☐ Application to a government employment scheme (employment promotion funds) and
- ☐ ocalational training
- ☐ Use of external consulting
- ☐ Other (SPECIFY)

B5. Do you foresee recruiting new employees in the upcoming 12 months?

Yes ☐

No ☐ » SKIP TO QUESTION B7

B6. For which professions do you foresee recruiting in the next 12 months? Based on your experience, do you find it difficult to find the right people to fill these vacancies? *(You can add additional lines)*

No.	Specify Profession	Is it difficult to find?		
1		Yes	No	Do not know
2				
3				
4				

B7. Do you have a training structure within your company?

Yes ☐

No ☐

B8. Does your company have a specific budget line for training purposes?

Yes ☐

No ☐

B9. Does your company perform a periodic assessment of skills and training needs for the employees?

B10. Have you had any cooperation with the educational system and the vocational training system? If yes, please comment on this cooperation. *(You can select more than one option)*

Institution	Yes/No/Comments
Universities	
Public Centres for Vocational Training	
Experienced employees engaged in training centres	
Private Centres for Vocational Training	
Other, specify	

B11. Have you applied to employment promotion programs provided by the National Employment Service?

Yes ☐

No ☐ » **SKIP TO QUESTION C1**

I do not know ☐ » **SKIP TO QUESTION C1**

B12. In which employment promotion programs has your company applied to/participated in? Please provide any comments on the relevant program?

SECTION C: DEVELOPMENT OF SECTOR

C1. In the past 12 months, what has been the economic trend of your company as per the following indicators (write Yes or No, *or figures in percentage*):

Indicator	Increased	Reduced	No change
The volume of business			
Number of employees			
Investment			

C2. For the following factors, based on your general opinion, please rate from 1 to 5, respective impact in increasing the business volume in your sector, where: **1- extremely important; 2- important; 3- somewhat important; 4- insignificant.** Please submit the reasons for such assessment.

Factor	Rank	Reason
Finding markets		
Human resources		
Legal framework		
Fiscal burden		
Infrastructure		
Unfair competition/informality		
Others (specify)		

C3. Do you plan to introduce any of the following items in the next 12 months?

Item	Yes	No	Do not know
New services			
New technologies			
Expanding existing services			

C4. If you have plans for growth as per question C3, please specify in which sectors and markets you foresee operating in? *(You can add more lines in the table)*

Services	Sector	Country
1.		
2.		
3.		
4.		

- C5.** Which of the countries in the region do you see as competitors concerning your sector’s working force skills?
- ☐ Kosovo
 - ☐ Bosnia and Herzegovina
 - ☐ Macedonia, FYR
 - ☐ Montenegro
 - ☐ Serbia

C6. What do you think are the strengths of the BPO sector in Albania?

SECTION D:

PROPOSAL FOR INTERVENTIONS

- D1.** In your opinion, which are:
- a) The legislative/fiscal/administrative measures to be taken by the state to support your sector in particular?
- b) The programs to be offered by educational and training institutions (public and private) to support your sector in particular (e.g. training courses for more value-added services)?

- c) The public programs for employment promotion to support your sector and relevant measures to facilitate the access to such programs.
- d) Does the country have specific incentives to promote the sector? If no, please provide a list of Incentives the service providers should be provided?

D2. How the current employment policies have impacted your business?

D3. Suggestions for specific measures to support your sector, e.g.:

- More dedicated service from Albanian Investment Development Agency (AIDA)
- Readiness for partnership in establishing joint training and qualification centres for BPO
- Online platform for sectors skills in the country
- Industrial zones for BPO
- Other

ABOUT INVESTMENT COUNCIL IN ALBANIA

The Investment Council facilitates the development of mutual trust between the business community and the government in Albania and contributes to an incremental institutionalization of effective policy dialogue. It contributes to the national reform and economic transition process by enhancing institutions, laws and policies that promote market functioning and efficiency.

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Published by the Investment Council Secretariat (ICS), Dëshmorët e Kombit, Tiranë, Shqipëri
info@investment.com.al / www.investment.com.al / ICS is responsible for the content of this publication.

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