

THE IMPORTANCE OF MATCHING THE SUPPLY WITH THE DEMAND FOR GRADUATES (THE CASE OF “FINANCE” GRADUATES IN ALBANIA)

Authors: MigenELMAZAJ, ArbenSKËNDERI

Add.Tirana Legal Aid Society, Rruga: Brigada VIII, Pall 5, Tiranë, megielmazi@gmail.com

Add. Qendra e Studimeve Albanologjike, Sheshi "Fan S. Noli", Nr. 7, Tiranë,
benskenderi06@yahoo.com

ABSTRACT There is a constant increase in the graduates supply in the labour market in Albania. The expansion of supply comes as result of increasing the number of institutions of higher education, and the number of graduates for each institution. On the other side, one cannot find the same tendency on the demand curve. Is there any possibility to match the two sides of the market? And if not, at least, are there figures to help decision makers think of any change in the actual education and employment policy? After extensive enquiries on literature, authors of this research concluded that there is no national data on demand and/or supply in the labour market in any profession in Albania. This paper represents a research conducted in 2012, aiming a total covering of the labour market for the graduates in the “Finance” profile. The study is mainly focused on: a) the calculation of the labour market demand for high-profile finance positions in Albania; b) calculation of the supply, defined as those majored in “Finance” at bachelor level in Albania; c) comparing the demand and supply curve, and drawing some take aways. The main contribution of the paper consists in providing as exact as possible estimations of demand and supply for the “Finance” profession in national level. The rationale of all the various quantitative and analytical approaches exploited to achieve the final data, are explained throughout the paper. Some guidelines for possible recommendations for policies makers, relevant government agencies, higher education institutions, parents and students and other stakeholders involved in higher education sector in Albania, are also provided.

Keywords: Labour market, Demand, Supply, Finance Graduates in Albania.

THE IDEA BEHIND THIS RESEARCH

What worries every higher education graduates (bachelor's or master's level) is what the labor market demand for the profession in which he will graduate. In the recent years we have seen a high increase in the number of institutions of higher education (as is described below and in more detail) both public and private, raising the question: Does the Albanian Labour market need so many high education specialists? It seems that the expansion of higher education in Albania is going on a basis that risks distorting the distribution of students not in line with labor market needs. The Government should shift its emphasis from expansion of the higher education system (coverage and enrolment numbers) to improvement of the higher education system (accreditation, quality and labor market responsiveness). To realize that is needed a workforce vision to enable the building of an effective higher education vision and system

that addresses the needs and expectations of the growing number of youth entering the labor market. So, we decided to make estimation for one profession that is the graduates in the Finance Profile. From a survey of branches offered by institutions of higher education (public and private), it was observed that a total of 58 institutions of higher education, 32 of them offer studies in Finance. This was an indicator which showed us that the labor market has a great offer for this specialty, and it made us curious to see if the projected demand by employers in the public and private sectors of the economy was able or not to absorb this offer.

HOW THE RESEARCH WAS CONDUCTED

As the main idea was to compare the DEMAND with the SUPPLY for a specific profession in Albania, the scope was narrowed to find all information possible for the two sides, calculate the trends, compare, and draw some understanding. As the calculation was within the expertise of the group, the challenge was to find as many resources as possible to collect and cross check data about the demand. As for that, authors believe this is the main contribution this paper brings.

METHODOLOGY

Basic methodology used in this study is a quantitative and qualitative methodology, data gathering and qualitative analysis.

Firstly, are examined the relevant documents, including the structure and performance of the Albanian Economy, Employment Sector Strategy 2007-2013, the National Higher Education Strategy 2008-2013, the Labour Force Survey as well as previous studies within the context of the higher education sector and the labor market.

Secondly, were conducted interviews with secondary and higher education specialists, with knowledge of the higher education sector and institutions, especially of Ministry of Education and Science, Ministry of Interior, Ministry of Labor, Social Affairs and Equal Opportunities, Institute of Statistics, Department of Public Administration, etc.

For providing the necessary information, primary and secondary sources were used.

Primary data are provided from target groups involved through various forms of communication:

- Official Request to the institution
- Communication via e-mail
- Communication by phone
- Direct meetings with employees who had access to the information sought.
- The official website of the institutions or organizations

Secondary data are the result of contemporary literature, reports and studies.

LIMITATIONS AND ASSUMPTIONS

- It is assumed that the market in 2008 is in equilibrium, the supply equals demand.
- In the calculation of supply, is not included the number of graduate finance students abroad.
- Vacancies for finance profiles are calculated on the basis of: the active labor force for a four-year period: 2008 –2011, and the number of people retiring (urban and rural) for each year of this period.
- In calculation of pensioners are considered only the active labor force, employees and not the total labor force in population level.

Demand is only represented by the vacancies and there are not any data or coefficient which give us information on new positions that may arise in the future for **finance profiles**.

DEMAND

The DEMAND was the most difficult part to be calculated. Many assumptions had to be made. The margin of error is estimated to be higher in this side. Following are presented main categories of employers and the calculated places taken by individuals graduated in “Finance”. More detailed information is included in annexes in Tables no.1-no.20.

Table1:Summary Table with groupings of institutions in Albania

<i>PUBLIC SECTOR</i>
Central Government Institutions
President of the Republic of Albania
Council of Ministers
Governmental Institutions
Ministries
Local Government Institutions
<i>INDIPENDENT INSTITUTIONS</i>
<i>INTERNATIONAL ORGANISATIONS</i>
<i>NON PROFIT ORGANIZATIONS</i>
<i>PRIVATE SECTOR</i>
VIP Businesses
Businesses with Billing System
Large Businesses
Banking System
Non Bank Financial Institutions
Auditing Companies & Authorized Chartered Accountants
Small Businesses

Table 2: Summary Table of Finance Profiles Positions in Central Governmental Institutions

COUNCIL OF MINISTERS	74
MINISTRY OF JUSTICE	106
MINISTRY OF FINANCE	138
MINISTRY OF LABOUR SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES	106
MINISTRY OF ECONOMY, TRADE AND ENERGY	131
MINISTRY OF INTERIOR	162
MINISTRY OF PUBLIC WORKS, TRANSPORTATION AND TELECOMMUNICATIONS	172
MINISTRY OF HEALTH	117
MINISTRY OF TOURISM, CULTURE, YOUTH AND SPORTS	89
MINISTRY OF EDUCATION AND SCIENCE	110

MINISTRY OF ENVIRONMENT, FOREST AND WATER ADMINISTRATION	74
MINISTRY OF DEFENSE	119
MINISTRY OF AGRICULTURE, FOOD, AND CONSUMER PROTECTION	102
MINISTRY OF FOREIGN AFFAIRS	62
MINISTRY OF EUROPEAN INTEGRATION	5
MINISTRY FOR INNOVATION AND TECHNOLOGY	1
TOTAL NUMBER OF FINANCE PROFILES POSITIONS	1,569.00

Table 3: Number of Finance Positions in the Independent Institutions

No	INDEPENDENT INSTITUTIONS	
1	High Council of Justice (<i>Source: Institution's Spokesman</i>)	107
2	Albanian Prosecution (<i>Source: Institution's Spokesman</i>)	10
3	Supreme State Audit (<i>Source: Institution's Spokesman</i>)	94
4	People's Advocate (<i>Source: Institution's Spokesman</i>)	1
5	Competition Authority (<i>Source: Institution's Structure</i>)	9
6	Albanian Financial Supervisory Authority (<i>Source: Institution's Spokesman</i>)	3
7	Judiciary (District Court, Appeal Court, Supreme Court, Constitutional Court) (<i>Source: Judicial Budget Office</i>)	31
8	Parliament (<i>Source: Staff of Institution</i>)	3
9	The High Inspectorate of Declaration and Audit of Assets (<i>Source: Institution's Structure</i>)	16
10	Central Election Commission (<i>Source: Institution's Spokesman</i>)	3
11	Civil Service Commission (<i>Source: Institution's Structure</i>)	0
12	National Council of Radio and Television (<i>Source: Institution's Spokesman</i>)	3
13	Electronic and Postal Communication Authority ,AKEP- it (<i>Source: Institution's Structure</i>)	2
14	Albanian Energy Regulator (<i>Source: Institution's Spokesman</i>)	1
15	Commissioner for Personal Data Protection (<i>Source: Institution's Spokesman</i>)	1
16	Commissioner for Protection from Discrimination (<i>Source: Institution's Spokesman</i>)	1
17	Procurement Advocate (<i>Source: Institution's Spokesman</i>)	2
Total Number of Finance Profiles Positions		287

Table 4: Administrative Division of Local Government in Albania

No.	County	Municipality	Munic. Sub. Institutions	Commune	District
-----	--------	--------------	--------------------------	---------	----------

1	Berat	5	31	20	3
2	Diber	4	20	31	3
3	Durres	6	29	10	2
4	Elbasan	7	33	43	4
5	Fier	6	35	36	3
6	Gjirokaster	6	31	26	3
7	Korce	6	33	31	4
8	Kukes	3	14	24	3
9	Lezhe	5	26	16	3
10	Shkoder	5	46	28	3
11	Tirane	5	61	24	2
12	Vlore	7	29	19	3
Total		65	388	308	36

Table5: Number of “Finance Positions” in Local Government

No.	Institutions	No. of Instit.	No. of Position/instit	Total No of Positions
1	Municipalities	65	2	130
2	Municipalities Subordinate Institutions	388	1	388
3	Communes	308	1	308
Total of “Finance Profile” Positions per Local Government				826

Table 6: COMPLETED DEMAND 2012 (PUBLIC SECTOR)

PUBLIC SECTOR	2,682
CENTRAL GOVERNMENTAL INSTITUTIONS	1,569
LOCAL GOVERNMENTAL INSTITUTIONS	826
INDIPENDENT INSTITUTIONS	287

CALCULATED DEMAND IN PRIVATE SECTOR, YEAR 2012

The information was provided by

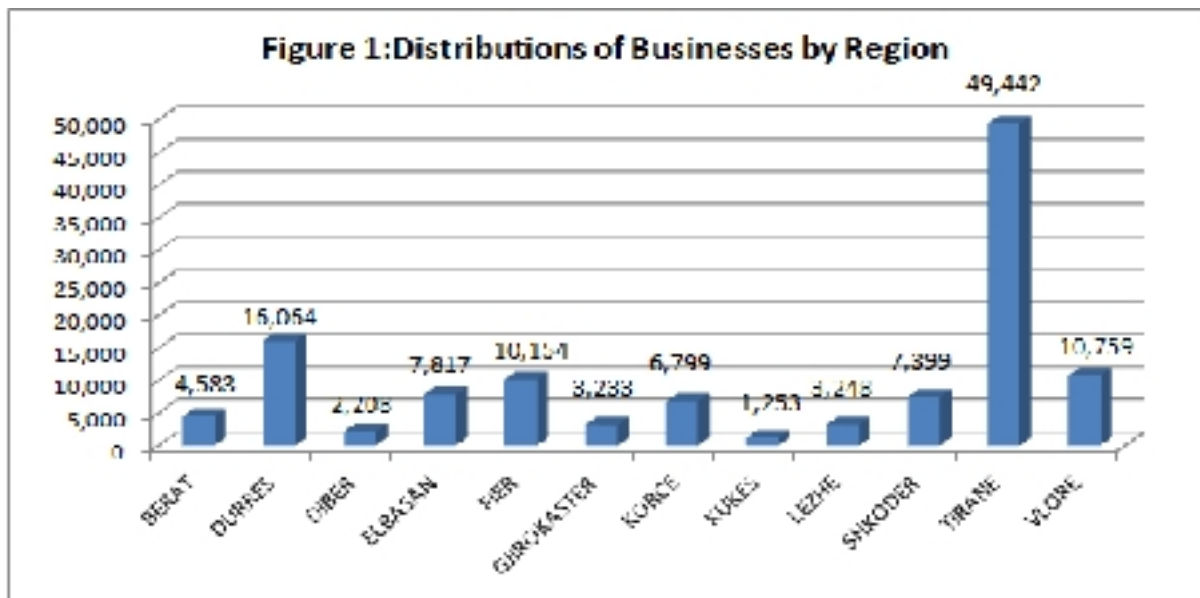
- National Business Licensing Agency (QKR);
- General Directorate of Taxation (DPT);
- Social Insurance Institute (ISSH);

Table 7. Completed Demand 2012 (Private Sector)-Number of enterprises divided by county

No	County	VIP Businesses	Large Businesses	Small Businesses	NGO	Total /County
----	--------	----------------	------------------	------------------	-----	---------------

1	BERAT		503	3,926	154	4,583
2	DURRES		2,808	13,041	215	16,064
3	DIBER		348	1,694	166	2,208
4	ELBASAN		1,012	6,516	289	7,817
5	FIER		1,578	8,313	263	10,154
6	GJIROKASTER		498	2,538	197	3,233
7	KORCE		844	5,671	284	6,799
8	KUKES		214	873	166	1,253
9	LEZHE		614	2,475	159	3,248
10	SHKODER		1,102	6,121	176	7,399
11	TIRANE		9,924	38,245	1,273	49,442
12	VLORE		1,649	8,902	208	10,759
	TOTAL	848	21,094	98,315	3,550	122,959

From the above table we built a graph on the distribution of businesses by region. Just a quick look on the chart and we conclude that the Tirana & Durres district continue to be the greatest potential in terms of demand for labor force in general and therefore for the finance profile.



Large Businesses 21.094-89 (17 Banks, Non-banking Financial Institutions 23 49 Audit Company) - 131 (auditors) = 20,874

To the group of large businesses have gone down the number of businesses operating in the banking system audit companies and accounting firms. The financial institutions (banks and non-banking financial organizations) we received for review separately, because due to their profile ,

the number of finance positions is in significant levels, compared with the average obtained for large businesses.

VIP Businesses 848-5 = 843

From the Vip businesses are discounted the billing system companies, because resulted with a high number of accountants in their structures. In this group of companies are included mobile companies, and CEZ Distribution. After making the above mentioned exceptions the corresponding tables for calculating finance positions in the private sector were built.

Table 8: Number of “Finance Positions” in Private Sector

	VIP Businesses	Large Businesses	Small Businesses	NGO	Total
Number of businesses	843	20,874	98,315	3,550	122,959
The average number of financiers for each grouping	3	2	0.5	1	6.5
Total Number of Finance Positions	2,529	41,748	49,158	3,550	96,985

The number of “Finance Positions” for Service Companies; Banks; Non Bank Financial Institutions; Auditing Companies was calculated separately. Analytic tables are included in the ANEX corresponding to numbers 17-20.

BANKING SYSTEM	327
NON BANK FINANCIAL INSTITUTIONS	191
BILLING SYSTEM COMPANIES	290
FOREIGN MISSIONS IN ALBANIA	87
TOTAL NUMBER OF FINANCE PROFILES POSITIONS	895

TOTAL DEMAND FOR FINANCE PROFILES IN ALBANIA

Table9: Summary Table of the Total Number of “Finance Positions” in Albania

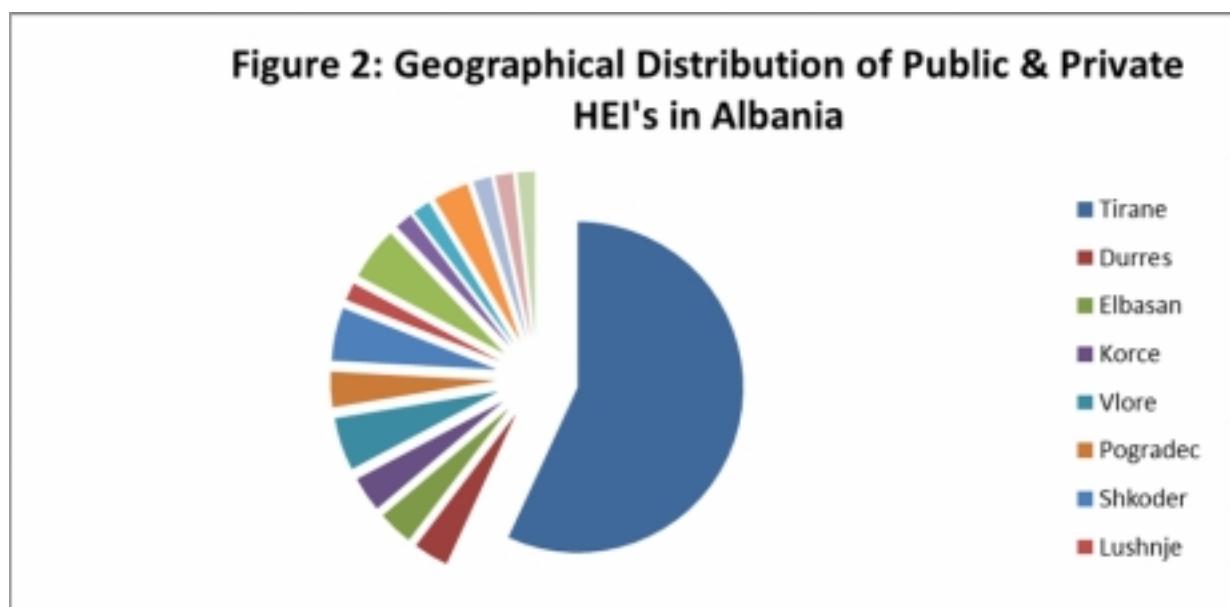
PUBLIC SECTOR	2682
INTERNATIONAL ORGANISATIONS	87
NON PROFIT ORGANISATION	3,550
PRIVATE SECTOR	94,487
VIP Businesses	2,529
Businesses with Billing System	290
Large Businesses	41,748
Banking System	327

Non Bank Financial Institutions	191
Auditing Companies & Authorised Chartered Accountants	244
SMALL BUSINESSES	49,158
Total Number of Finance Positions	100,806

With the Table no.9 ends the process of calculating the total demand for positions in finance profile. As mentioned above the extracted data pertaining to the year 2012 and the demand that we have calculated is considered completed, so currently are **100,806** employed accountants.

SUPPLY

Higher education system in Albania has been rapidly growing in terms of the number of higher education institutions (HEI), especially private universities. According to the official website of the Public Agency Accreditation Higher Education (PAAHE), by December 2012 have been licensed 58 institutions of higher education (public and private). Although the number of private HEIs is greater than the public ones, the number of students studying in private HEIs is about 18% of the total number of students (Official page of PAAHE).



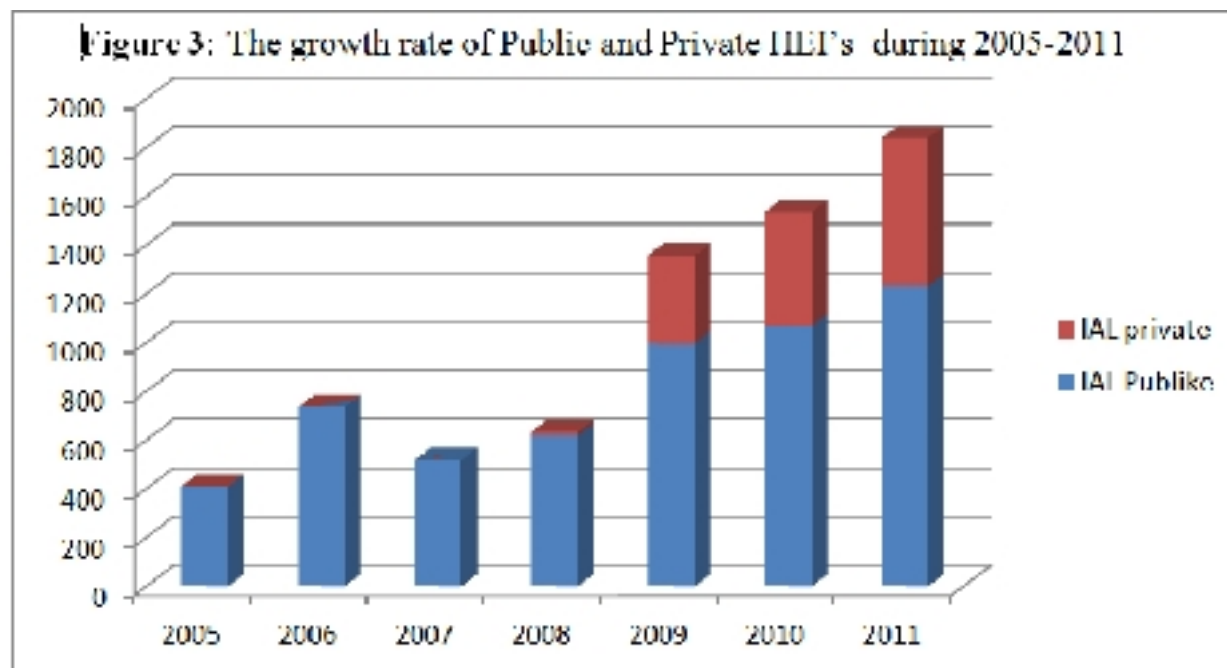
The following table provides an overview of the number of graduates between 2004 - 2011, where for the period 2005 - 2007 are graduates under the old system 4 years, and for the coming years are under the Bologna system, i.e. diploma Bachelor. These data are taken from publications of the Institute of Statistics for 2005-2007 and the spokesperson of the Ministry of Education for 2008-2011.

Table 10: Students majored in “Finance” at bachelor level in Albania during 2005-2011

Years	2005	2006	2007	2008	2009	2010	2011
				BA	BA	BA	BA

Public HEI's	409	735	519	620	997	1067	1,232
Private HEI's	0	0	0	15	362	470	607
Total	409	735	519	635	1,359	1,537	1,839

From a first appearance in Table 10, we can notice more than 4 times increase in the number of graduates in finance from 2005 to 2011. Making a graphical representation of the data (Figure 3), we see that this occurred in the past 3 years, from 2008 to 2011.



We think that this phenomenon has occurred not only due to the increase of the contingent of graduate students in public universities, but as can be seen easily, due to market entry and development of a large number of private universities. Thus we see that the numbers of students that are added during the years to finance branch, are growing steadily each year, for both categories public and private universities. This offer for the Finance graduates increasing each year at significant levels will be converted into unemployed financiers, if won't be open new jobs positions.

Analysis- Calculation of Vacancy Positions in Finance

Firstly we find out how many vacant positions are created during 2008-2011, by retirement of individuals who are part of the labor force in finance profile.

Thus computed early retirement percentage of the total number of labor force in the Republic of Albania for the period 2008-2011.

Then computed the rate of retirement for each year and applied this ratio to the number of labor force in the "finance profile", as we considered the retirement rate for "finance profile" consistent with the retirement rate of the total labor force.

Table11: Total Number of pensioners for period 2008-2011 in Albania

Pensioner	Dec 2008	Dec 2009	Dec 2010	Dec 2011
Urban Age Pensions	8,807	8,006	9,267	8,914
Rural Age Pensions	4,142	3,521	3,305	1,997
Total	12,949	11,527	12,572	10,911

Table12: Number of Active Labour Force in the Republic of Albania in 2008-2011

Active Labour Force	Dec 2008	Dec 2009	Dec 2010	Dec 2011
Total	947,500	968,400	917,000	926,900

Table13:Percentage of labor force who retires during 2008-2011

Coefficient (%) of labor force retirement / year	Dec 2008	Dec 2009	Dec 2010	Dec 2011
Pensioner/Employee	1.37	1.19	1.37	1.18

Secondly, using the data in table 13, we can estimate the vacancies for each year. We'll take into consideration as well the fact that there is a difference in each year between vacancies and the number of graduate students who will fill them. So the vacancies are carried out each year depending on the fulfillment of the supply.

Table14: Number of Vacancy Positions for graduates in Finance

No	Year	2008	2009	2010	2011
1	Labour Forces in Finance	100,806	100,806	100,806	100,806
2	% e work force retired per year	1.37	1.19	1.37	1.18
3	No of Retired Persons (Finance) = 1*2	1,381	1,200	1,381	1,190
	Vacancy Positions (Finance)	1,381	1,200	1,381	1,190

Table 15: Unfulfilled Demand

Year	2008	2009	2010	2011
Demand	1,381	1,946	1,968	1,620

We notice that in the first year the supply has increased significantly, due to first graduating students from private universities. In the coming years, although with a slightly slower pace, the direction of the curve does not change.

COMPARING DEMAND WITH SUPPLY

Figure 4: Supply Curve

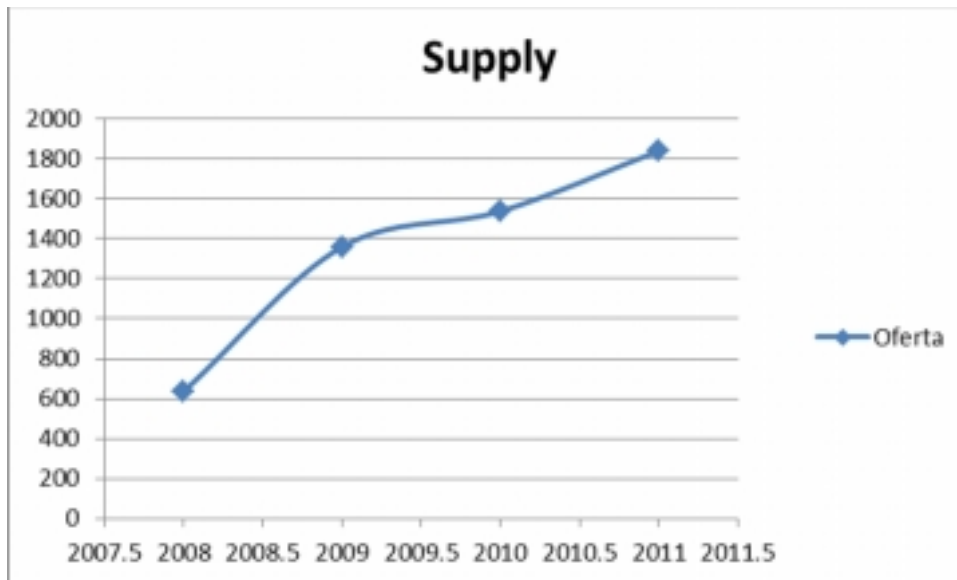


Figure 5:Demand Curve

In the graph shown in Figure 5 is noted that the demand as well as supply continued to grow until the mid 2009 and after this period has begun to decline by almost the same rate at which it is grown. This decrease is mainly explained by the economic crisis that swept the world economy and of which our country was affected.

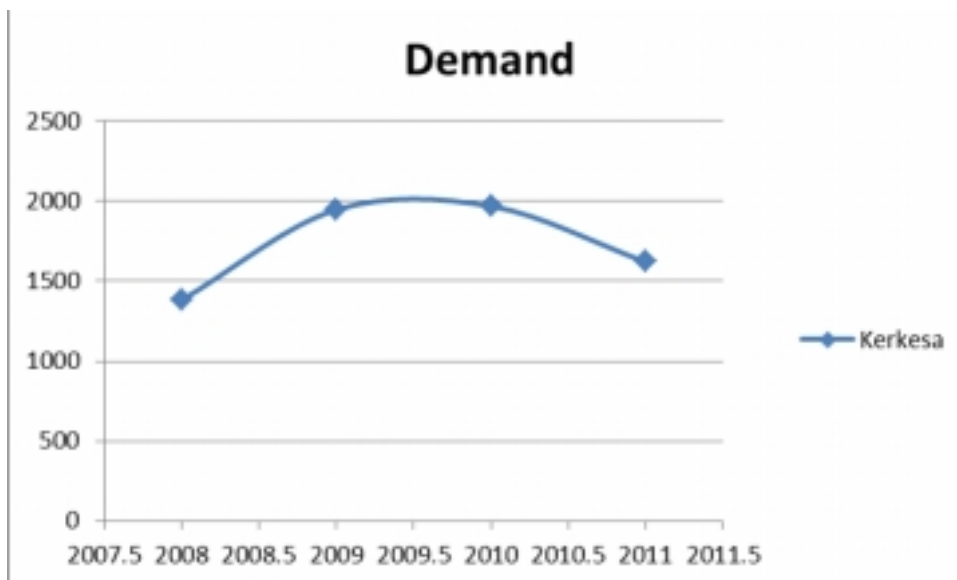
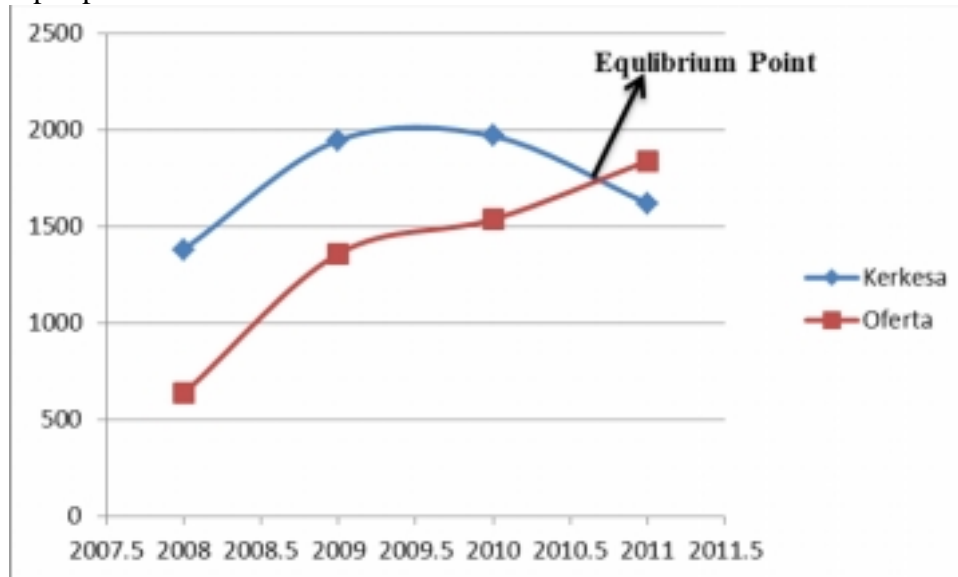


Figure 6:Equilibrium point for the Finance Profile

From the chart is noted that till 2010 demand and supply gap has been very high and therefore the labor market needed high qualified labor force in finance. During 2010 there was a rapid

decline of demand and a fast rising of Supply reaching so the equilibrium within 2010. This period has witnessed a "boom" in the supply (in late 2010), and coincides with the completion of the cycle of study (bachelor level) started in 2008, the year when have started the private HEIs. Unfortunately this upsurge supply coincides with the period when demand falls with the equally rapid pace.



CONCLUSIONS

1. While there is little hard data available, there appears to be a growing oversupply of university graduates—there are too many graduates competing for too few jobs.
2. The growing oversupply of graduates is likely to lead to high rates of graduate unemployment, with many graduates unlikely to get a sufficient return on their significant investment in education. This trend is likely to get worse over the next few years.
3. Students are enrolled in the wrong study disciplines—too many are enrolled in finance & business-related courses and law while too few are enrolled in engineering or other disciplines.
4. Albania's higher education system has grown rapidly over the last years, in terms of number of HEIs and student enrolments with high concentration in the capital city, (57 % of HEI's in Tirana), The emphasis has been weighted too strongly toward expanding the system, with insufficient regard for improving the system.

PROPOSED RECOMMENDATIONS

- The Government should review its graduate supply projections (for the next five years) to ensure their accuracy.
- The Government with other relevant stakeholders should refine a Study Labour Market Model. The key assumptions and estimates should be tested, revised and updated, with the aim of producing more reliable demand projections for the next five years. This Model should be updated annually, with the updated demand-supply projections widely disseminated to HEIs (especially) as well as to vocational training providers, employers etc.
- The Government, or special bodies, as well as the public universities (considering that they contribute to the majority of supply) together with other relevant stakeholders, should consider undertaking tracer studies of university graduates – following their employment experience after graduating. The results would provide valuable signals to the market regarding overall graduate unemployment levels and demand-supply mismatches in particular fields of study.
- Ministry of Education and Science can consider creating incentives for institutions in order to create Programme Advisory Committees (PAC), and the inclusion of representatives of employers from sectors such as engineering, engineering technology, business or medicine. PAC's mandate would include: (i) confirm the information from the market about the current and future demand for graduates from various disciplines; and (ii) providing advice on the knowledge and skills needed.
- In Albania remains a lack of information about labor market demand and graduate employment. Developing more effective information systems, which help inform Government, policymakers, donors, universities and other stakeholders about current and future labor conditions, is crucial to enabling an effective and responsive higher education system.
- Strengthening links with labor markets. These links include the practices of private and public sector employers during the period of study, and the creation of programs and services with clear professional orientation. These measures enable employers to assess their knowledge, skills and competencies of students, as well as actively promoting to give ideas and tips on the usefulness of academic programs.

References

1. MBA Master Thesis-University of Tirana, Faculty of Economy,2013,by MigenElmazaj, Eva Këlliçi, EnidaPapaj
2. Public Accreditation Agency for Higher Education www.aaal.edu.al
3. Ministry of Education and Science www.mash.gov.al
4. Ministry of Financewww.minfin.gov.al
5. Ministry of European Integrationwww.mie.gov.al
6. Ministry of Economy, Trade and Energywww.mete.gov.al
7. Ministry of Labour, Social Affairs and Equal Opportunitieswww.mpcs.gov.al
8. Ministry for Inovation and Technologywww.mitik.gov.al
9. Ministry of Tourism, Culture, Youth and Sportswww.mtkrs.gov.al
10. Ministry of Interior www.moi.gov.al
11. Ministry of Defensewww.mod.gov.al
12. Ministry of Public works, Transportation and Telecommunications www.mppt.gov.al
13. Ministry of Foreign Affairswww.mfa.gov.al
14. Ministry of Health www.moh.gov.al
15. Ministry of Agriculture, Food, and Consumer Protection www.mbumk.gov.al
16. Ministry of Environment, Forest and Water Administration www.moe.gov.al
17. Ministry of Justice www.justice.gov.al
18. Council of Ministers www.km.gov.al
19. Agency for Research, Technology and Innovation www.akti.gov.al/
20. Public Procurement Agency www.app.gov.al/
21. Albanian Telegraphic Agency www.ata.gov.al/
22. General Directorate of Archives www.albarchive.gov.al/
23. Directory of Classified Information Securitywww.nsaalbania.gov.al
24. Institute of Statistics www.instat.gov.al/
25. Public Procurement Commission www.kpp.gov.al/

26. State Committee for Minorities www.kshm.gov.al/
27. Central Inspectorate www.inspektoratigendror.gov.al/
28. "New York University" in Tirana www.unyt.edu.al
29. "Luarasi University" www.luarasi-univ.edu.al
30. "Albanian University" www.albanianuniversity.al
31. "Catholic University "Zoja e Këshillit të Mirë" www.unizkm.edu.al
32. Academy of Film and Multimedia "Marubi" www.afmm.edu.al
33. "University "Marin Barleti" www.umb.edu.al
34. " Kristal University" www.kristal.edu.al
35. University "Justiniani I" www.justinianiipare.com
36. University "Sevasti dhe Parashqevi Qiriazi" www.uniqiriazi.edu.al
37. "European University of Tirana" www.uet.edu.al
38. University "Justicia University" www.Universityjusticia.com
39. "Aldent University" www.Universityaldent.edu.al
40. "Medikadent University" www.medikadent.edu.al
41. "Wisdom University" www.university.wisdom.al
42. "Polis University" www.Universitypolis.edu.al
43. SHLUP "Shkolla e Lartë Amerikane e Tiranës" www.uat.edu.al
44. "Epoca University" www.epokauniversity.com
45. "ISSAT University" www.issatinstitute.com
46. "High School Nehemia" www.nehemia-uni.org
47. "High School" "Nëna Mbretëreshë, Geraldinë"
48. " ILLYRIA University" www.uni-illyria.com
49. Albanian Mediterranean Private High School www.dorinamele.com
50. "Pavarësia University" www.unipavaresia.edu.al
51. "International High School of Tirana" www.Universitynderkombetar.com
52. "Vitrina University" www.vitrina.edu.al
53. Private Professional College, "New Generation" www.newgeneration-al.com
54. Private Professional Colleges "Medicom"
55. Private High School of Education
56. "Logos University" www.University-logos.com

57. "Planetarium University of Tirana "[www."Universityplanetar.com](http://www.Universityplanetar.com)
58. " Metropolitan University of Tirana"www.umt.edu.al
59. "Gjon Buzuku University"www.unigjb.com
60. " Elite University"[www."Universityelite.edu.al](http://www.Universityelite.edu.al)
61. "Tirana Business University"www.tbu.al
62. University "Hëna e plotë" (BEDËR)www.beder.edu.al
63. Professional Business Academy www.uab.edu.al
64. Academy of Applied Studies "REALD"
65. Academy of Applied Studies, Durrës
66. Tirana Academy www.akademiaendertimit.org
67. "Canadian Institute of Technology"www.cit.al
68. Pedagogical Academy www.uniped.webs.com
69. Annual Report 2011- Public Accreditation Agency for Higher Education (PAAHE),
http://www.aaal.edu.al/index.php?option=com_content&view=article&id=374&Itemid=166&lang=sq
70. Employment Sector Strategy 2007-2013, MLSAEO, <http://www.mpcs.gov.al/strategji-standarte>
71. Plan of action for youth employment 2010-2013 –International Labour Office (ILO),
http://www.mtkrs.gov.al/web/pub/nap_shqip_per_web_1_609_1.pdf
72. Labour Force Survey 2010-Institute of Statistics,
<http://www.instat.gov.al/al/themes/tregu-i-pun%C3%ABs/publications/books/2010/rezultatet-paraprake-nga-anketa-e-forcave-t%C3%AB-pun%C3%ABs,-2010.aspx>
73. Recommendations of the Council of Higher Education and Science on the orientation of the Research Programme -MES, April 2012,http://www.mash.gov.al/File/arsimi_larte/pol_paper_rekomandime_min_2012.pdf
74. Human Development Report 2012, PNUD, <http://hdr.undp.org/en/statistics/hdi/>
75. Winner Graduate List 2009-2010; 2010-2011, 2011-2012, National Agency of Exams (AKP), retrieved from
http://www.akp.gov.al/images/pdf/rezultate/lista_perfundimtare_e_fituesve.pdf

76. National Strategy for Higher Education 2008-2013 (SKALA), retrieved by www.dsdc.gov.al
77. Financing Reform in Higher Education in a Albania– Ministry of Education and Science,2010 retrieved from http://www.unishk.edu.al/doc/Draft_Green_paper_per_univ.pdf

ANEX 1

Table 1: Number of Finance Positions in the Council of Ministers and the Subordinate Institutions

COUNCIL OF MINISTERS	3
<i>Subordinate Institutions</i>	71
State Information Service (<i>Source: Institutions' spokesman</i>)	21
Public Procurement Agency (<i>Source: Calculation from Institution's Structure</i>)	1
Agency for Research, Technology and Innovation(<i>Source: Calculation from Institution's Structure</i>)	1
Albanian Telegraphic Agency (etc) (<i>Source: Calculation from Institution's Structure</i>)	2
Albanian State's Archive (<i>Source: Calculation from Institution's Structure</i>)	2
Department of Government Services (<i>Source: Calculation from Institution's Structure</i>)	2
Classified Information Security Directorate (<i>Source: Staff of Institution</i>)	1
Institute of Statistics (<i>Source: Calculation from Institution's Structure</i>)	3
Public Procurement Commission (<i>Source: Calculation from Institution's Structure</i>)	1
State Committee for Minorities (<i>Source: Calculation from Institution's Structure</i>)	0
National Security Agency Computer (<i>Source: Staff of Institution</i>)	0
Central Inspectorate (<i>Source: Calculation from Institution's Structure</i>)	1
Prefecture and Sub Prefecture (<i>Source: General Directorate of Civil Status</i>)	36
Total Number of Finance Profiles Positions	74

Table 2: Number of Finance Positions in the Ministry of Justice and the Subordinate Institutions

MINISTRY OF JUSTICE (<i>Department of Public Administration</i>)	6
<i>Subordinate Institutions</i>	100
Albanian Bankruptcy Supervision Agency (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Public Procurement National Agency(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
State Advocacy (<i>Source: Institution Structure & Institutions' Codes MF</i>)	

General Directorate of Prisons(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
General Directorate of Bailiff (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Institute for the Integration of Political Prisoners (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Institute of Forensic Medicine (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
State Legal Aid Commission (<i>Source: Institution's Spokesman</i>)	
Albanian Adoption Committee(<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Center of Official Publications(<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Probation Service (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Central Office of Immovable Property Registration (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	106

Table 3: Number of Finance Positions in the Ministry of Finance and the Subordinate Institutions

MINISTRY OF FINANCE (<i>Department of Public Administration</i>)	4
Subordinate Institutions	
General Directorate of Customs (<i>Source:Staff of Institution</i>)	40
General Directorate of Taxation (<i>Source:Staff of Institution</i>)	50
Other Subordinate Institutions	44
Institute of Social Security (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
The General Directorate for the Prevention of Money Laundering (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Gambling Supervision Unit (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Credit Treatments Agency (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Agency management of seized and confiscated assets " (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Audit Agency of EU funds (<i>Source: Institution's Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	138

Table 4: Number of Finance Positions in the Ministry of Labour, Social Affairs and Equal Opportunities and the Subordinate Institutions

MINISTRY OF LABOUR SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES (<i>Department of Public Administration</i>)	3
Subordinate Institutions	103
State Agency for Protection of Child Rights (<i>Source:Staff of Institution</i>)	
State Labour Inspectorate (<i>Source:Staff of Institution</i>)	
National Employment Service (<i>Source:Staff of Institution</i>)	
State Social Service (<i>Source:Staff of Institution</i>)	
Total Number of Finance Profiles Positions	106

Table 5: Number of Finance Positions in the Ministry of Economy, Trade and Energy and the Subordinate Institutions

MINISTRY OF ECONOMY, TRADE AND ENERGY (<i>Department of Public Administration</i>)	4
<i>Subordinate Institutions</i>	127
National Agency of Natural Resources (<i>Source:Staff of Institution</i>)	
Agency of Concession (<i>Source:Staff of Institution</i>)	
Albanian Investment Development Agency (<i>Source:Staff of Institution</i>)	
National Nuclear Agency (<i>Source:Staff of Institution</i>)	
National Registration Center (<i>Source:Staff of Institution</i>)	
National Licensing Center (<i>Source:Staff of Institution</i>)	
General Directorate of Metrology (<i>Source:Staff of Institution</i>)	
General of Directorate Accreditation (<i>Source:Staff of Institution</i>)	
Albanian Patent and Trademark Office (<i>Source:Staff of Institution</i>)	
General Directorate of Standardization (<i>Source:Staff of Institution</i>)	
Albanian Geological Service (<i>Source:Staff of Institution</i>)	
Central Technical Inspectorate (<i>Source:Staff of Institution</i>)	
Department of Inspection and Beat Mining (<i>Source:Staff of Institution</i>)	
Extractive Industry Transparency Initiative Secretariat (<i>Source:Staff of Institution</i>)	
Total Number of Finance Profiles Positions	131

Table 6: Number of Finance Positions in the Ministry of Interior and the Subordinate Institutions

MINISTRY OF INTERIOR (<i>Department of Public Administration</i>)	15
<i>Subordinate Institutions</i>	147
Department of Public Administration (<i>Source:Staff of Institution</i>)	
Training Institute of Public Administration (<i>Source:Staff of Institution</i>)	
Albanian State Policy(<i>Source:Staff of Institution</i>)	
Local Government, Decentralisation and Local Autonomy (Source: Staff of Institution)	
General Directorate of Civil Status(<i>Source:Staff of Institution</i>)	
Guard of Republic (<i>Source:Staff of Institution</i>)	
Internal Control Service (SHKB)(<i>Source:Staff of Institution</i>)	
Total Number of Finance Profiles Positions	162

Table 7: Number of Finance Positions in the Ministry of Public Works, Transportation and Telecommunications and the Subordinate Institutions

MINISTRY OF PUBLIC WORKS, TRANSPORTATION AND TELECOMMUNICATIONS (<i>Department of Public Administration</i>)	8
<i>Subordinate Institutions</i>	164
Albanian Road Authority (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Albanian Civil Aviation Authority (<i>Source: Institution Structure & Institutions' Codes</i>)	

<i>MF)</i>	
Institute of Transport Tiranë(<i>Source: Institution Structure & Institutions' Codes MF)</i>	
General Maritime Directorate (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
General Directorate of Road Transport Services (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Directorate of Railway Inspection (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
General Directorate of Water Supply and Sewerage (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
National Territorial Planning Agency (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Construction Institute (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Agency for the Legalization, Urbanization and Integration of Informal Areas(ALUIZNI) (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Technical Construction Central Archive (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
The National Building-Urban Inspectorate (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
National Housing Agency (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
The Civil Aviation Authority and the National Incident Investigation Body / Air Accidents (<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Total Number of Finance Profiles Positions	172

Table 8: Number of Finance Positions in the Ministry of Health and the Subordinate Institutions

MINISTRY OF HEALTH (<i>Department of Public Administration</i>)	4
Subordinate Institutions	113
University Hospital Center „Mother Tereza“ (<i>Source:Staff of Institution</i>)	
University Hospital Obstetrics and Gynaecology "Queen Geraldine“ (<i>Source:Staff of Institution</i>)	
University Hospital Obstetrics and Gynaecology“Koco Glozheni”(<i>Source:Staff of Institution</i>)	
University Hospital of Lung Diseases "ShefqetNdroqi" (<i>Source:Staff of Institution</i>)	
Tirana Regional Health Authority (<i>Source:Staff of Institution</i>)	
Public Health Institute (<i>Source: Staff of Institution</i>)	
National Center of Blood Transfusion (<i>Source:Staff of Institution</i>)	
National Center for the Welfare, Development and Rehabilitation of Children (<i>Source:Staff of Institution</i>)	
University Dental Clinic(<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Medical Transport Unit Helicopter (<i>Source:Staff of Institution</i>)	
National Center for Drug Control(<i>Source: Institution Structure & Institutions' Codes MF)</i>	
Biomedical Center (<i>Source: Institution Structure & Institutions' Codes MF)</i>	

Clinic of Health Services (Government) (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Center of Continuing Education (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Directorates of Public Health (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Center of Quality, Safety & Accreditation of Health Institutions (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	117

Table 9: Number of Finance Positions in the Ministry of Tourism, Culture and Sports and the Subordinate Institutions

MINISTRY OF TOURISM, CULTURE, YOUTH AND SPORTS (<i>Department of Public Administration</i>)	3
Subordinate Institutions	86
National Tourism Agency (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Tourist Service Offices (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
The National Theatre of Opera and Ballet National Ensemble (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Theatre (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Comedy Theatre (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Gallery of Art (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Library (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Art Works Implementation Center (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Centre of Culture for Kids(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
The Albanian Copyright Office (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Central State Archive of Film (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Monuments Institute (IMK) (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Archaeological Service Agency (ASHA)(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination of the Historic Centre of Gjirokastra (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Butrint National Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National History Museum (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Museum "Skënderbeu"(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Berat Ethnography Museum (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Museum of Medieval Art and Education Korçë(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National phototeques "captures" Shkodër(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Vlorë Independence Museum (<i>Source: Institution Structure & Institutions' Codes MF</i>)	

Regional Directorate of National Culture Gjirokastrë(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Sarandë (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Berat(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Durrës(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Shkodër(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Vlorë(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Tiranë(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Korçë(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Regional Directorate of National Culture Dibër(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination - Apollonia Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination - Bylis Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination – Amantia-Oricum Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination - Shkoder Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination – Antigone Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Office of Administration and Coordination - Lezhe Archaeologic Park (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Center of Cultural Property Inventory (QKIPK)(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Folk Activities Center (QKVF)(<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Sports Service Agency (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	89

Table 10: Number of Finance Positions in the Ministry of Education and Science and the Subordinate Institutions

MINISTRY OF EDUCATION AND SCIENCE (<i>Department of Public Administration</i>)	2
Subordinate Institutions	108
Regional Education Directorate & Education Offices (<i>Source: Staff of Institution</i>)	
National Agency for Examinations (AKP) (<i>Source: Institution Structure & Institutions' Codes MF</i>)	

National Inspectorate of Pre-University Education (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Public Agency for Accreditation of Higher Education (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
National Agency of Vocational Education & Training (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Institute of Education Development (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Center of Albanian Studies (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
University Book Publishing House (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	110

Table 11: Number of Finance Positions in the Ministry of Environment, Forest and Water Administration and the Subordinate Institutions

MINISTRY OF ENVIRONMENT, FOREST AND WATER ADMINISTRATION (<i>Department of Public Administration</i>)	6
Subordinate Institutions	68
The Agency of Environment and Forestry (AEF) (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Tirana Forestry Service (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Environment Regional Agency (<i>Source: Institution Structure & Institutions' Codes MF</i>)	
Total Number of Finance Profiles Positions	74

Table 12: Number of Finance Positions in the Ministry of Defense and the Subordinate Institutions

MINISTRY OF DEFENSE (<i>Department of Public Administration</i>)	18
Subordinate Institutions	101
State Export Control Authority (AKSHE) (<i>Source: Staff of Institution</i>)	
Military Export Import Company (MEICO) (<i>Source: Staff of Institution</i>)	
The Centre of Culture, Media and Defense Publications (QKMBM) (<i>Source: Staff of Institution</i>)	
Inter-Institutional Maritime Operational Center (QNOD) (<i>Source: Staff of Institution</i>)	
The Central Military University Hospital (SUQU) (<i>Source: Staff of Institution</i>)	
Military Intelligence Service (SHIU) (<i>Source: Staff of Institution</i>)	
Total Number of Finance Profiles Positions	119

Table 13: Number of Finance Positions in the Ministry of Agriculture, Food and Consumer Protection and the Subordinate Institutions

MINISTRY OF AGRICULTURE, FOOD, AND CONSUMER PROTECTION (<i>Department of Public Administration</i>)	4
Subordinate Institutions	98
Regional Directorates of Food, Agriculture and Consumer Protection (<i>Source: Staff of</i>)	

Institution)	
Drainage Boards (<i>Source: Staff of Institution</i>)	
National Food Authority (<i>Source: Staff of Institution</i>)	
Mountain Area Development Agency (<i>Source: Staff of Institution</i>)	
Center for Agriculture Technology Transfer (<i>Source: Staff of Institution</i>)	
Total Number of Finance Profiles Positions	102

Table 14: Number of Finance Positions in the Ministry of Foreign Affairs and the Subordinate Institutions

MINISTRY OF FOREIGN AFFAIRS (<i>Department of Public Administration</i>)	7
<i>Subordinate Institutions</i>	
Diplomatic Missions (<i>Source: Institution Structure & Staff of Institution</i>)	55
Total Number of Finance Profiles Positions	62

Table 15: Number of Finance Positions in the Ministry of European Integration and the Subordinate Institutions

MINISTRY OF EUROPEAN INTEGRATION (<i>Department of Public Administration</i>)	5
Do not have Subordinate Institutions	
Total Number of Finance Profiles Positions	5

Table 16: Number of Finance Positions in the Ministry for Innovation and Technology and the Subordinate Institutions

MINISTRY FOR INNOVATION AND TECHNOLOGY (<i>Department of Public Administration</i>)	0
<i>Subordinate Institutions</i>	
National Agency for Information Society (<i>Source: Staff of Institution</i>)	1
Total Number of Finance Profiles Positions	1

Table 17: Number of “Finance Positions” in Banking System

No	BANKING SYSTEM	No. of Finance Positions
1	Bank of Albania (<i>Source: Staff of Institution</i>)	18
2	Alpha Bank (<i>Source: Staff of Institution</i>)	11
3	IntesaSanpaolo(<i>Source: Staff of Institution</i>)	15
4	SocieteGenerale(<i>Source: Staff of Institution</i>)	18
5	Credins Bank (<i>Source: Staff of Institution</i>)	14
6	Emporiki Bank(<i>Source: Staff of Institution</i>)	14
7	First Investment Bank (<i>Source: Staff of Institution</i>)	15
8	International Commercial Bank (<i>Source: Staff of Institution</i>)	4

9	National Commercial Bank (<i>Source: Staff of Institution</i>)	35
10	ProCredit Group (<i>Source: Staff of Institution</i>)	30
11	Raiffeisen Bank Albania (<i>Source: Staff of Institution</i>)	33
12	Tirana Bank (<i>Source: Staff of Institution</i>)	81
13	Union Bank (<i>Source: Staff of Institution</i>)	9
14	National Bank of Greece - NBG(<i>Source: Staff of Institution</i>)	11
15	Credit Bank of Albania (<i>Source: Staff of Institution</i>)	3
16	Veneto Bank(<i>Source: Staff of Institution</i>)	11
17	United Bank of Albania (<i>Source: Staff of Institution</i>)	5
Total Number of Finance Positions		327

Table 18: Number of “Finance Positions” in Non Bank Financial Institutions

No	NON BANK FINANCIAL INSTITUTIONS	No. of Finance Positions
1	Financial Union Tirana (<i>Source: Staff of Institution</i>)	2
2	Albanian Post (<i>Source: Calculation from Institution’s Structure</i>)	19
3	Credins Leasing (<i>Source: Staff of Institution</i>)	3
4	AK – Invest (<i>Source: Calculation from Institution’s Structure</i>)	2
5	NOA. (<i>Source: Calculation from Institution’s Structure</i>)	5
6	Besa Fund (<i>Source: Staff of Institution</i>)	9
7	FIN – AL (<i>Source: Calculation from Institution’s Structure</i>)	2
8	First Albanian Financial Development Company (<i>Source: Calculation from Institution’s Structure</i>)	2
9	Raiffeisen Leasing(<i>Source: Staff of Institution</i>)	2
10	Tirana Leasing(<i>Source: Staff of Institution</i>)	2
11	EASYPAY (<i>Source: Calculation from Institution’s Structure</i>)	2
12	LandesLease(<i>Source: Staff of Institution</i>)	4
13	Vision Fund ALBANIA(<i>Source: Staff of Institution</i>)	2
14	SogeLease ALBANIA(<i>Source: Staff of Institution</i>)	1
15	Capital Invest (<i>Source: Calculation from Institution’s Structure</i>)	1
16	Tranzit(<i>Source: Calculation from Institution’s Structure</i>)	1
17	Albania Factoring Services(<i>Source: Calculation</i>)	1

	<i>from Institution's Structure)</i>	
18	M-PAY(<i>Source: Calculation from Institution's Structure)</i>	1
19	OMNIFACTOR (<i>Source: Calculation from Institution's Structure)</i>	1
20	ZIG Factoring(<i>Source: Calculation from Institution's Structure)</i>	1
21	Platinum Investment(<i>Source: Calculation from Institution's Structure)</i>	1
22	Albanian Savings and Credit Union (<i>Source: Calculation from Institution's Structure)</i>	101
23	Jehona Union (<i>Source: Calculation from Institution's Structure)</i>	26
Total Number of Finance Positions		191

Table 19: Number of “Finance Positions” in Billing System Companies

No	Billing System Companies	
1	Albtelecom+Eagle(<i>Source: Staff of Institution)</i>	100
2	Vodafone (<i>Source: Staff of Institution)</i>	31
3	AMC (<i>Source: Staff of Institution)</i>	25
4	Plus (<i>Source: Staff of Institution)</i>	27
5	Cez Albania (<i>Source: Staff of Institution)</i>	72
6	Cez Distribution (<i>Source: Staff of Institution)</i>	35
Total Number of Finance Positions		290

Table 20: Number of “Finance Positions” in Foreign Missions in Albania

	FOREIGN MISSIONS IN ALBANIA (<i>Source: Calculation from Institution's Structure)</i>	37
	INTERNATIONAL INSTITUTIONS (Source: Diplomatic List 2012, State Protocol MPJ)	50
1	Council of Europe	
2	European Bank for Reconstruction and Development- EBRD	
3	International Monetary Fund- IMF	
4	International Organization For Migration -IOM	
5	Organization for Security and Co-Operation in Europe	
6	United Nations for Development Programme –UNDP	
7	United Nations Children's Fund –UNICEF	
8	United Nations Population Fund –UNFPA	
9	Nato Headquarters Tirana	
10	World Bank	

11	World Health Organization-Who	
12	Coordination Office For Technical Cooperation	
13	Ada – Austrian Development Agency	
14	Cooperation Office for Development- Italy	
15	Office for Economic & Commercial Affairs- Greece	
16	Italian Institute of Culture	
17	Italian Institute for Foreign Trade	
18	Swiss Cooperation Office – Albania	
19	European Union-Delegation of the European Union	
20	PAMECA	
21	GIZ	
22	Peace Corps	
23	USAID	
24	SNV - Netherlands Development Organization	
25	Turkish International Cooperation and Development Agency -TIKA	
	Total Number of Finance Positions	87