



Council of Ministers



Albania

**A COMPREHENSIVE PROGRAMME FOR FACILITATING GREATER
ENGAGEMENT OF THE DIASPORA IN ALBANIA'S SOCIO-
ECONOMIC DEVELOPMENT**

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A. BACKGROUND

The migration-development nexus has been the subject of considerable research and debate in recent years. It is well recognised that migrants can make a valuable economic, political, social and cultural contribution to the societies they have left behind. Today's challenge is to formulate policies that maximize the positive impact of migration on countries of origin while limiting its negative consequences. To achieve this objective, migration, and specifically the role of migration in promoting poverty reduction and human development in the country of origin, must form part of that country's national development strategy.

During the last decade of the 20th century, Albania has had one of the highest rates of emigration in the world. According to Albanian census figures, as many as one out of five Albanians emigrated between 1990 and 2001. According to a study, approximately 45 percent of the professors and researchers at universities and institutions emigrated in the period 1990-2003, as did more than 65 percent of the scholars who received PhDs in the West in the period 1980-1990 as well as thousands of university graduates¹.

Many Albanian migrants, recent and longstanding, wish to contribute to the development of their homeland with their skills and resources. Their skills, gained in the most developed countries, are much appreciated and highly valuable to the Albanian environment that requires new inputs as it moves towards greater integration with the EU. In addition to contribution towards increasing Albania's stock of human capital, Albanian migrants also have the potential to contribute to development through economic capital in terms of financial resources and remittances, as well as social capital that through social networks facilitate transfers of economic and human capital by stimulating business development and investment.

Indeed, recent questionnaires administered by the Centre for Social and Economic Studies in the framework of Open Society Foundation in Albania (OSFA) funded project: "Updating the database of overseas graduates", showed that of 322 overseas students expecting to obtain their Master's degrees, 68,8 per cent wished to return home. The Survey also showed that of 172 PhD-s or soon to be PhD-s, only 72 per cent responded that they wish to return.

The flow of migration remittances increased from \$377.9 million in 1994 to \$780 million in 2003. The tendency to transfer money through formal channels has increased only in recent years, because of banking sector reforms and the decrease of emigrants' visits to their families in Albania. Remittances are mainly used to meet daily family needs and improve quality of life, enlarge or construct new houses, and maintain traditional family ceremonies. Only a small part of them are deposited in the shaky banking system. In only a few cases are remittances invested in real estate, production, and the service or agricultural sectors².

PREVIOUS EFFORTS IN ENGAGING THE ALBANIAN DIASPORA

There have been only a few attempts at engaging the Diaspora in Albania's development in the past few years. The most notable one has been undertaken by the OSFA in the framework of its fellowship projects which supported the 156 fellows that returned to Albania and accepted employment in the civil service. It is worth mentioning that under the central government fellowship, 26 fellows were promoted to higher-ranking positions, of which six came to be ministers, deputy ministers and ambassadors. In 1999 OSFA also supported the creation of a database of Albanian graduates holding Masters degrees and PhD-s from abroad. In 2004, the database was updated and contains 1,140 records. Other actors have

¹ Barjaba Kosta: Albania: Looking Beyond Borders (Migration Policy Institute)
<http://www.migrationinformation.org/Profiles/print.cfm?ID=239>

² *ibid*

created other databases for different purposes and they can all be made available to potential employers including the public administration, local authorities and academic institutions.

The OSFA programme has also been accompanied by a scheme initiated by the Albanian NGOs Mjaft Foundation and Albstudent with support from the German Embassy. The scheme brought about 30 students mainly from Italy, Germany, Austria, USA and UK to get an insight into the working environment of Albanian institutions/companies/NGO-s, establish contacts and gain new useful experience for their future jobs opening up their window of opportunities for returning to Albania upon the completion of their studies. They were hosted by a series of public administration institutions, NGOs and private companies. Both these initiatives have been well perceived by the community of Albanian students and graduates from abroad and the interest for the continuation of these schemes has been encouraging.

POLITICAL BACKGROUND

The return of qualified migrants has been identified as a key issue in the government's Strategy for Migration approved last year with the technical assistance of the International Organisation of Migration (IOM). Policy actions have been undertaken to create access opportunities in civil service employment. A decree of the Council of Ministers on "Employing Albanian overseas graduates in the civil service" was approved in early 2004. This decree was followed by a platform of the Department of Public Administration (DoPA), which represents the foundations of a national strategy to be designed and implemented with the participation of several ministries. The strategy "Encouraging the Employment of Albanian Graduates from Abroad" consists in three main elements of i) information; ii) recruitment; and iii) motivation. As a direct result of the Prime Minister's decree and the DoPA strategy the number of Albanians graduated abroad that were admitted in the civil service rose from 4.8 percent in 2003 to 12.1 percent in 2004 and 13.8 percent during the first half of 2005³. These figures are very low compared to the needs of the country for highly qualified people.

The new Albanian Government promised for an active policy of brain gain in its programme September 2005. Indeed following the meeting of the Prime Minister of Albania with the UNDP Administrator, UNDP and the Albanian government have been working together in this programme that intends to bring back to Albania the expertise of qualified Albanians from abroad.

OVERALL PROGRAMME STRATEGY

Following the memorandum of understanding between the Government of Albania and UNDP signed in October 2005 this programme aims: To develop and implement a comprehensive programme to facilitate a greater contribution of the Albanian Diaspora to Albania's socio-economic development and specifically to achieving its nationally-determined Millennium Development Goals.

The strategy envisages a multi-partner initiative bringing together government (central, regional and local), its international development partners and national civil society organisations. It will take into account the agreement set out in the Paris Declaration on aid effectiveness and be implemented through appropriate mechanisms that will ensure effective harmonisation with national structures and alignment with national priorities and strategies. Efforts will also be made (a) to coordinate with existing interventions in the broader field of migration of which this represents just one element, (b) to ensure compliance with the EU integration process, and (c) to ensure sustainability of the interventions.

³ Primary data from the Department of Public Administration

B. THE PREPARATORY PHASE

Initial support has been provided to preparing a comprehensive umbrella programme on engaging the Albanian Diaspora by the first half of 2006. Two main components have already underway:

i) The Policy Framework

This component supports the Government with the formulation of a policy framework on the Diaspora's engagement on Albania's development. A policy paper on Brain Gain is being finalized providing the government with a thorough analysis of brain drain background and trends as well as with proper recommendations on priority actions for the future. This paper will be followed by a discussion and debates with civil society, Diaspora, donors and other stakeholders. Additional support will also include the development of various "approach papers", especially with regard to the use of innovative ideas or to adapting international best practices to Albania.

ii). Diaspora Database and website

Help the Government to create a database of Albanians living/working abroad eligible for Brain Gain initiative. It would involve native Albanians as well as Albanian Diaspora of 2nd, 3rd generations. In addition, work will be done with the Government to create an interactive e-network/website linking Albanian Diaspora to Albania: (i) students (alumni approach); (ii) scientific Diaspora; (iii) business community and other interested groups.

C. THE COMPREHENSIVE PROGRAMME

The programme would take a comprehensive approach to engaging Albania's Diaspora in Albania's socio-economic development. Following the support from the preparatory phase, the programme would consist of three separate yet related components. The first, relates to the contribution the Diaspora can make towards Albania's stock of human capital. The second aims to ensure that adequate capacities are in place to develop and implement the right policies to achieve the programme aim. The third concerns the contribution of the Diaspora to the development of the private sector, more specifically to entrepreneurial activities, income generation and employment creation.

- Adding to Albania's Human Capital – the "Brain Gain"
- Capacity building
- Supporting Growth of the Private Sector

These programme components will be implemented in close cooperation and the project partners such as Open Society Institute – Soros Foundation, International Organisation for Migration as well as any other interested parties. Components and sub-components laid below constitute the initial frame of activities that can be developed and expanded further taking into account specific government needs and new ideas from the project partners.

I. HUMAN CAPITAL SUB-PROGRAMME COMPONENTS

As noted above, there have been a number of successful initiatives already in this area. This component will therefore learn from past experiences. It will also introduce some appropriately adjusted international best practices to Albania. The component initially will include:

1. **Identify and Bring Together Albanian Students:** Making use of established networks and databases, an annual fair of Albanian graduates abroad can be sponsored and organized with other partners where the central and local government, academic and research institutions and increasingly the private sector promote their strategies of attracting Albanian graduates from abroad. Additional activities may include the national student gatherings in the countries where they are based and support to Albanian students associations following the example of Sussex University. These organisations can be fed with information about employment opportunities in Albania or how students can be involved in the country's development efforts.
2. **Technical assistance for crucial areas of reform:** Preliminary consultations have indicated that the new government will need technical assistance with some of its important reform efforts such as legislation approximation, privatization of strategic sectors of the economy, concessionary arrangements, re-organization of the health system, reform of the judiciary, etc. Such assistance may become available either in the form of strategy reviews/inputs/recommendations, but also in terms of mission contribution over short term-periods. It can also take the form of policy units attached to the ministers that can provide strategic, analytical and policy papers for the work of the ministry. The programme will also be flexible in supporting salary supplements for specific cases of outstanding experts from the Albanian Diaspora – however this will not be the underlying norm of this programme.
3. **Create an enabling legal and regulatory environment for the return and employment of overseas graduates in the civil service.** Despite spectacular improvements, problems still remain with the overall reception atmosphere and environment for the returnees. For example, there are still unnecessary bureaucracies and discouraging procedures in the field of recognition of foreign diplomas and admission of returnees in professions such as lawyers, economists and doctors. Legal assistance with review and/or redrafting/amending the present civil service law, regulation on recognition of diplomas and making the necessary provisions for attracting Albanian graduates from abroad.
4. **Creation of social capital in the key ministries and agencies concerned with reforms** - The OSFA previous fellowship programs granted support to fellows in some of the main ministries. To preserve the investment, the human capital already in the main agencies needs to be empowered to turn into social capital that facilitates the transfer of knowledge and expertise not just within one ministry but with other institutions in the country and foreign counterparts/partners abroad. Nucleuses of previous fellows in key agencies will be created and their members will be provided with incentives for professional development, networking and exchanges. Secondly, alumni associations will receive priority attention as regards their potential for developing social capital. Expert missions of qualified Albanian Diaspora will be fielded when necessary for crucial areas of reform.

II. CAPACITY BUILDING SUB-PROGRAMME COMPONENTS

Capacities for programme implementation will need to be developed in line with the organisational structure developed within the comprehensive programme. Special efforts will also be necessary to allow effective monitoring and evaluation of the impact of the programme on Albania's development and to support feedback to policy makers and other stakeholders. Efforts should also be made to ensure adequate capacities among relevant civil society organisation to monitor programme implementation and effectiveness.

1. **Sponsor central and local government, Private Sector and Civil Society internships:** Within civil society, the public and private sectors there are countless opportunities that exist for summer and all year long internships. UNDP could help students intern at major Albanian enterprises, prominent NGOs or in relevant government agencies. Given that the Albanian government has recently implemented positive reforms in civil service and hopes to attract young people who have studied abroad, such an internship could be an important step in this direction. An important element of this component could also be the establishment of institutional internship programmes for Albanian students from abroad to work in international governmental and non-governmental organisations in Albania. Such internship work experience will aim to preserving their contacts with Albania with an eye for their return upon completion of studies.
2. **Academic and research knowledge transfer** Albanian lecturers that teach at renowned and established western Universities can teach at Albanian universities for a specific series of lectures over a period from two weeks to a term. This modality could also be extended to last year PhD students that may wish to teach at Albanian universities. This component will be conducted in close cooperation with the Ministry of Education and Albanian universities. The use of their academic and research expertise will be extended at a later stage for the preparation of platforms and future strategies for Albanian universities so they can provide the right subjects linked closely with the development of the labour market in Albania. This will be accompanied with support to the formulation of new platforms to help Albanian universities respond better to the market needs and establishing higher standards in accordance with the principles of the Bologna process.
3. **Research:** To complement existing efforts to improve research into migration issues (for example by the IOM and under EU CARDS) with efforts to increase capacities for specific research into engaging the Diaspora in development. Activities would include facilitating networks of researchers and research organisations, both nationally an internationally, and commissioning joint research projects. Additionally, in order to boost the activity and quality of teaching at Albanian universities, the creation of research groups or research institutions at the Faculties is envisaged. The role of these groups would be to prepare papers, attract funding, conduct research, work on new modules and teaching programmes and ultimately improve the quality of the overall teaching process and research. These research groups that will be appointed by the Ministry of Education will have a clear mandate and will be assessed on a periodic manner. They will serve to introduce new ways of research assessments just like other international institutions that eventually will have a direct impact on their future funding.
4. **Secondment programmes:** Discussions will take place with partner governments and organisations to establish a Secondment Scheme for highly qualified Albanians that are currently working in mid to senior level positions in various western governments. Due to the fact that it would be quite impossible to make these persons

leave a highly secure job and come to Albania, various schemes may be worked out for these persons to come to Albania and work with the same work entitlements for a certain period of time in key government institutions depended on the demand and appropriate qualifications and work job positions. Key partners for such schemes will be the governments of USA, UK, Canada and Italy as well as any other interested partners.

5. **Virtual transfer of knowledge and expertise:** Acknowledging the fact that the return of the highly qualified people may be a difficult affair, the exchange of expertise and transfer can also take place through the modern means of communications such as email, email groups, forums and virtual working groups adapting this ways to the globalisation trends through the use of technology.

III. PRIVATE SECTOR SUB-PROGRAMME COMPONENTS

There is less experience with engaging the Diaspora in private sector income generating and employment creating activities. Much work is required during the preparation phase to identify the precise policy options for increasing this engagement. Areas where engagement may take place and where policies can be developed to facilitate greater engagement for socio-economic development may include:

1. **Investment in the Country of Origin** - Diaspora entrepreneurs may invest in the country of origin, thus helping to channel the investments of others and the transfer of technology, as well as the skills and knowledge required to use this technology. A Follow up to the FDI forum in New York may consider in depth issues of promoting Diaspora entrepreneurship in Albania. Migrant communities often play an important role in developing new markets and creating trade links between the sending and the receiving country. In this context, the Diaspora can help to "market" products or services of countries of origin to potential customers in countries of destination. Using existing mechanisms and organizations such as UNV, TOKTEN, the UNV Corporate/Private Sector program and various chambers of commerce such as the American Chamber of Commerce, UNDP can encourage Diaspora entrepreneurs to visit Albania for brief consulting projects or seminars. Almost all expressed great interest in doing so but were unaware of potential opportunities. UNDP could serve as a "clearinghouse" of information on these types of projects, which would represent a low-risk way for business people to network with their peers in Albania and discover potential investment opportunities.
2. **Returning Migrants and Entrepreneurship** - Returned migrants can support business development through investment and knowledge transfer. The general business climate needs to be conducive for this to be effective and it is possible to put in place special incentives for attracting entrepreneurial members of the Diaspora. The fact that only in Italy there are 5000 entrepreneurs that have asked for the VAT licence testifies that there is a great pool of business oriented people that may channel their activities back to their country.
3. **Channel Remittances to Development** - Remittances help to reduce poverty by providing families in the countries of origin with additional income. This income may be used for consumption, a social safety net for the poor, or may enable families to make necessary investments in education and health. Remittances can also be used to finance community projects, such as hospitals and schools. UNDP experience with Western Union will be explored further in this regard.

D. PARTNERSHIPS AND RESOURCE MOBILISATION

The programme has been formulated in close cooperation with two other major actors in the field the Open Society Institute – Soros Foundation and the International Organisation for Migration. OSI has already been involved in attracting qualified Albanian graduates in the country whereas IOM has extensive worldwide experience in setting up schemes for the return of highly skilled migrants through programmes such as TOKTEN.

The implementation phase will continue to benefit from this already established partnership where these actors as well as any other potential donors will be fully involved in the process. They will be part of the Brain Gain Steering Committee that will oversee the implementation of the programme and will also provide the necessary guidance and coordinate any possible new ideas and interventions.

E. PUBLIC RELATIONS AND LINKAGES TO OTHER UNDP PROJECTS

A programme of such magnitude and scope needs a very articulate public relations strategy since it targets an audience that is not present in Albania and needs to be made aware of these opportunities. The programme will be having its own Internet portal which will need appropriate tools, newsletters, reports and a good maintenance and public exchange. The public relations of this programme will be developed in close cooperation with the UNDP Public Information Office and with other related UNDP interventions.

This programme can be closely related to many other UNDP interventions and programmes. Diaspora people will be targeted to contribute for the development of their country of origin through various means such as financial, social and human capital. Current and upcoming UNDP programmes such as the Local Government Programme, ICT for Schools, Tourism and Environment will serve as entry points for linking Diaspora with the development efforts in the country. In another dimension, since this programme involves a great audience outside of Albania and is strongly related to an improved image of Albania as the main pre-condition of the successful return of Albanians, the project of Image of Albania will serve as a close ally and public relations support for this programme.

F. PROGRAMME MANAGEMENT ARRANGEMENTS

This UNDP project will build on the previous attempts and will be developed in close cooperation with any other interested organisations as well as the government. Partnerships will be established with any other interested donor organisations that may have an interest in halting and reversing the brain drain in Albania.

The programme will be executed by the Council of Ministers under the current UNDP National Execution (NEX) rules. The Council of Ministers will assign a senior staff member with relevant background and understanding of the complexity of the brain gain initiative to take the role of the National Programme Director (NPD) who will be responsible for overall programme implementation and leadership. The NPD and the Council of Ministers will assume overall responsibility, and accountability for the programme.

Brain Gain Steering Committee: Council of Ministers, Ministry of Education and Science, UNDP, OSI, IOM and any other participating donors will form the Brain Gain Steering Committee. The steering committee will meet regularly and be responsible for the effective coordination of the programme and overall monitoring and evaluation of progress made.

With the assistance of the Programme Implementation Unit the National Programme Director will make progress reports and updates available to the Steering Committee.

Programme Implementation Unit: UNDP will help the Council of Ministers to setup a Programme Implementation Unit (PIU) that will be responsible for the implementation of the programme. The PIU will be staffed with one Programme Manager recruited from the Albanian Diaspora and a Finance/Administrative Assistant. In addition, based on the needs of the Programme, the PIU will deploy short-term expertise when necessary. The Programme Manager will be responsible for the overall management of the programme, he/she is expected to provide substantive expertise and inputs to drafting various policies, strategies, plans of action, resource mobilization papers and so on. The individual will guide the team in establishing partnerships with donors, the private sector and other stakeholders.

The Programme Manager will liaise through the guidance and assistance of the NPD the brain gain related activities with various line ministries in accordance with the needs of the programme.

Programme Results Framework, 2006 - 2008:

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| <p>Project title: A comprehensive programme for facilitating a greater engagement of Diaspora in Albania's socio-economic development</p> | | | |
| <p>Success Indicators:</p> <ul style="list-style-type: none"> - Number of academics returned to Albania; - Number of academics that have come for short term lectures in Albania; - Number of new modules and curricula established by the visiting academics - Number of student internships at the government and private sector; - Number of policy initiatives formulated with the assistance of Diaspora expertise; - Number of Diaspora experts deployed for consultancy, policy advice and training for the Albanian government. - Number of laws and legal amendments towards the creation of an attractive environment for the return of Albanians educated abroad. | | | |
| <p>UNDP CP OUTCOME</p> | | | |
| <p>Institutions and forums in place to support people's participation, including youth, women with people empowered to take active part in policy formulation and decision making at all levels</p> | <p>Output 1: The Policy and Implementation Framework in place</p> | <p>Output Indicators</p> <p>1.1 Policy paper on the facilitation of the engagement of Albania's Diaspora in the country's development completed</p> | <p>Activities</p> <ul style="list-style-type: none"> - Policy paper on brain gain completed - Organise a national workshop on the findings of the policy paper and draw conclusions and recommendations for the government |
| | | | <p>Inputs</p> <p>UNDP: Initial support work CoM NPD, and National Steering Committee Others: Centre for Economic and Social Studies, University of Sussex Centre for Economic Policy Research - UK</p> |
| | <p>1.2: An enabling legal and regulatory environment for the return and employment of overseas graduates in the civil service in place</p> | <ul style="list-style-type: none"> - Hire legal experts - Draft order of the CoM and legal provisions for the encouragement of the return of highly skilled Albanians from abroad | <p>UNDP Identification and hiring of local experts CoM Identification of needs for legal changes and new provisions</p> |

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| | | <p>1.3: An enabling legal and regulatory environment for attracting Diaspora entrepreneurs back to Albania</p> | <ul style="list-style-type: none"> - Identify together with the government ways of encouraging investments from Diaspora entrepreneurs - Establish incentive schemes for investment from Diaspora entrepreneurs | <p><i>UNDP & CoM</i> Identification of practical ways and experiences to create the conditions for investments from Diaspora</p> |
| <p>Output 2: Albania's human capital enriched by the expertise of qualified Albanian Diaspora</p> | <p>2.1 Diaspora database and website of qualified Albanians operational</p> | <ul style="list-style-type: none"> - Advertise and hire a local IT company for the database and website - Construct the database and website and relevant training to the project implementation unit - Identify and Bring Together Albanian Students through online forums | <p><i>UNDP:</i> Hiring the private company</p> <p><i>CoM</i> Hosting of the website and database</p> <p><i>Other:</i> Private company contracted for the work and training</p> | |
| | <p>2.2: Virtual transfer of knowledge and expertise ensured and used for policy making purposes</p> | <ul style="list-style-type: none"> - Website and database are used as a hub for exchange of information and expertise - Draft laws and policies are shared online for contributions from Diaspora - Diaspora experts' inputs are reflected in policies by the programme team | <p><i>UNDP</i> Ensure the flow of information and inputs from Diaspora experts in policy making</p> <p><i>CoM</i> Forward draft laws and policies for discussions</p> | |

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| | | <p>2.3: Transfer of knowledge through visiting academics and researchers</p> | <ul style="list-style-type: none"> - Identify universities and faculties that are willing to establish such a scheme - Identify Albanian lecturers and academics abroad - Establish and manage the visiting academic component - Use the academic expertise for curricula development - Formulation of research projects organized by highly qualified Albanians from abroad | <p><i>UNDP</i> Identification and organisation of visiting academics trips</p> <p><i>CoM</i> Through the guidance of the Brain Gain Steering Committee and the NPD establishment of needs at academic institutions to create the necessary conditions for visiting lecturers, crediting system as well as their use for curricula development</p> |
| | <p>2.4: Technical assistance for crucial areas of reform</p> <ul style="list-style-type: none"> - Experts from Diaspora utilized in policy and law making according to the need of certain ministries <p>2.5: Government, Private Sector and Civil Society internships organized for Albanian students currently studying abroad</p> | <ul style="list-style-type: none"> - Work together with line ministries in identifying the specific needs for expertise - Advertise and conduct the recruitment processes - Organisation of missions - Agree with relevant actors such as DoPA, Ministries and public institutions for internships - Formulate job descriptions - Advertise the announcements - Short listing and selection process | <p><i>UNDP</i> Identification of experts and organisation of missions</p> <p><i>CoM</i> Coordinate with line ministries</p> <p><i>UNDP</i> Advertise and selection of candidates</p> <p><i>CoM</i> Coordinate with line ministries, DAP and other public entities to define the internship positions</p> | |
| <p>Output 3: Migrants and remittances contribute to the growth of private sector and community development</p> | <p>3.1: Migrant investments in the Country of Origin increased</p> | <ul style="list-style-type: none"> - A Follow up to the FDI forum in New York may consider in depth issues of promoting Diaspora entrepreneurship in Albania - Diaspora successful entrepreneurs invited for brief training and consulting opportunities - Establish cooperation with the Albanian Chamber of Commerce and identify ways of cooperation with Albanian entrepreneurs abroad | <p><i>UNDP</i> Organisation of trainings and consultancies from Diaspora entrepreneurs</p> <p><i>CoM</i> Legal frameworks Links with MoE and Chambers of Commerce</p> | |

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| | | <p>3.2: Channel Remittances to Development</p> | <ul style="list-style-type: none"> - Identify ways together with other partners such as IOM or the private sector how to used to finance community projects, such as hospitals and schools. - Explore cooperation with the local government units and banks in order to fund a pilot local initiative through remittances | <p><i>UNDP and CoM</i></p> <p>Build partnerships with the private sector and local government and work together for a pilot at the local government making use of remittances for community development</p> |
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Budget Summary (in USD)

| Budget Items | 2006 | 2007 | UNDP | | TOTAL | Funding Gap | GRAND TOTAL |
|---|-----------------|------------------|------|------------------|------------------|------------------|------------------|
| | | | 2007 | 2008 | | | |
| Programme Manager | \$18,000 | \$25,000 | | \$25,000 | \$68,000 | | |
| Finance Admin | \$6,000 | \$12,000 | | \$12,000 | \$30,000 | | |
| Database and Website construction, maintenance and training | \$15,000 | \$3,000 | | \$2,000 | \$20,000 | | |
| Equipment | \$5,000 | \$3,000 | | \$2,000 | \$10,000 | | |
| Policy Papers and related activities (publication, workshops and conferences, dissemination) | \$10,000 | \$5,000 | | \$5,000 | \$20,000 | \$40,000 | |
| Academic transfer of expertise – short term lectures and academic knowledge through short term visiting lectureships and academic policies and standards as well as curricula development | \$10,000 | \$20,000 | | \$30,000 | \$60,000 | \$150,000 | |
| Technical assistance for crucial areas of reform (deployment of Diaspora expert missions, creation of consultative and policy groups) | | \$10,000 | | \$10,000 | \$20,000 | \$400,000 | |
| Create an enabling legal and regulatory environment for the return and employment of overseas graduates in the civil service – legal expertise | | \$5,000 | | \$5,000 | \$10,000 | \$30,000 | |
| Sponsor central and local government, Private Sector and Civil Society internships | \$10,000 | \$10,000 | | \$10,000 | \$30,000 | \$50,000 | |
| International missions and consultants | \$5,000 | \$10,000 | | \$5,000 | \$20,000 | | |
| Miscellaneous | \$3,000 | \$3,000 | | \$4,000 | \$10,000 | | |
| Sub total direct project cost | \$82,000 | \$106,000 | | \$110,000 | \$298,000 | | |
| Administrative cost (8%) | \$ 6,560 | \$ 8,480 | | \$ 8,800 | \$ 23,840 | | |
| TOTAL | \$88,560 | \$114,480 | | \$118,800 | \$321,840 | \$670,000 | \$991,840 |