

**Terms of Reference**

**for**

**“Building New Rural Economies through the** **promotion of agro-tourism on the Areas of 100 Villages of Albania by linking agricultural producers to local demand through local markets promotional activities”**



Contents

[1. Background information 2](#_Toc99006335)

[2. Project objective and expected results 3](#_Toc99006336)

[2.1. Project Objective 3](#_Toc99006337)

[2.2. Expected results 4](#_Toc99006338)

[2.3. Key Assumptions 4](#_Toc99006339)

[2.4. Stakeholders 4](#_Toc99006340)

[3. Method of procurement and Standard Contract 4](#_Toc99006341)

[4. Scope of Work 5](#_Toc99006342)

[4.1. General 5](#_Toc99006343)

[4.2. Action area 5](#_Toc99006344)

[4.3. Activities 6](#_Toc99006345)

[12.1 Activity 1: Mobilization and methodological tools 6](#_Toc99006346)

[12.2 Activity 2: Programming and Designing of the Promotional Activities 7](#_Toc99006347)

[12.3 Activity 3: Capacity Building and Ensuring the Sustainability of the Program 11](#_Toc99006348)

[5. Project Requirements / Conditions 13](#_Toc99006349)

[5.1. Reporting requirements/Payment schedule 13](#_Toc99006350)

[5.2. Submission and approval of reports 15](#_Toc99006351)

[6. The Responsibilities of the Consultant 15](#_Toc99006352)

[7. Coordination with employer, central and local authorities 15](#_Toc99006353)

[8. Qualifications 16](#_Toc99006354)

[9. Team Profile and key Staff 16](#_Toc99006355)

[10. Timeframe for the Assignment 18](#_Toc99006356)

[11. Restrictions 19](#_Toc99006357)

[12. Annexes 20](#_Toc99006358)

[12.1 Annex 1 - Project Components 20](#_Toc99006359)

[12.2 Annex 2-Summary 100 VoA Programme 22](#_Toc99006360)

[12.3 Annex 3. List of 100 + Villages of Albania 23](#_Toc99006361)

[13. The estimated cost of the assignment (to be removed once the ToRs are approved and published) 26](#_Toc99006362)

# Background information

Rural areas make up more than half of the territory and are home to about 1.23 million inhabitants or 42% of the country's population. The population of rural areas is distributed in 3066 villages. Each village is considered an inhabited center where people live and work and socio-economic activity takes place. Albanian villages are spread in the territory and represent different sizes, typologies, and profiles. A substantial part of these villages is located far from urban centers (municipalities or administrative units). Access to these areas is difficult and often is a major obstacle for residents who lack to receive basic services. These communities face serious difficulties in accessing medical services, medical centers and hospitals, educational services (schools), and local and regional markets where they sell their agricultural products. On the other hand, rural areas are considered economic ones, as they generate an economy based on agricultural and livestock production, agro-processing, and agro-tourism. A large part of them presents a great potential for the development of tourism which remains untapped potential.

The Government of Albania has requested the World Bank to support its efforts to foster the improvement of access to selected agricultural and tourism centers and to strengthen their municipalities’ capacity to manage their road assets. Connectivity Project (RLRCP) became officially effective on 16 October 2018 and will have a four-year duration until 31 December 2022. The project is funded by the World Bank with 50 million EUR (VAT included).

The Regional and Local Road Connectivity Project - here and after Connectivity Program, financed through IBRD loan aims to support the development of the tourism and agriculture sectors and regional connectivity through improved road access, as key drivers of economic growth and employment in Albania. The Connectivity Program also aims to develop a general framework for investment in transport infrastructure with a focus on the regional road network in areas with agricultural and tourism potential throughout the country.

In subcomponent 2.2 for Building New Economies in the RLRCP project, it is stated that the project will support selected municipalities’ implementation of rural development programs supported by the Government and other development partners, including the recently approved ‘100 villages’ program. It will provide TA to the project municipalities to (a) assess market potential at the village level to determine which productive activities would yield the highest return, (b) support the preparation of project proposals to leverage grant finance available under rural development programs to address market demands, and (c) provide TA for the implementation of these activities. The productive activities will be linked to agriculture and tourism. The focus will be on linking agricultural producers to local demand through local markets and tourism centers and promoting agro-tourism through steering public and private investments in tourism-related infrastructure and services at the local level.

The program on the development of 100 Villages is a planning document, which develops strategic objectives and sets priorities for the sustainable and integrated development of the Albanian village. The purpose of this National Program is to reflect the policy of the Government of Albania for socio-economic development in Albania, and its rural areas in particular.

The 100 Villages + Development Program, which essentially represents a rural economic development program, aims to coordinate all sectoral initiatives into an integrated program at the regional level. The program offers on one hand a bottom-up approach based on identifying the needs and potentials offered by the village, and on the other hand, a regional and national approach, building on the potential offered by the community of these assets as part of the “100 Villages” program.

Albanian Government has dedicated a fund of 25 million USD for the period 2021-2023 for the 100 + Villages Program in support of the development of rural areas.

The Board of Trustees of ADF has approved with its Decision No. 222, Dated 03.08.2021 the set of 12 development interventions in the frame of the Program for the integrated Development of 100 that will have to be financed by this program. These interventions are the result of a deep analysis of the factors that directly affect the development of tourism in the 100 Villages area.

The Program has identified as a necessity the creation and development of promotional activities to enrich the touristic and agriculture offer and as a result, development of the local economy and in this respect has included in the main list of interventions in this program the organization of a set of activities aiming at enhancing cooperation, promotion and bringing life to these areas, increasing tourist attraction and economic activity.

The program should be a long-term one, covering all categories of promotional activities and covering the entire territory of group villages, at all three levels: local, regional, and national level. The total budget of the prioritized promotional activities should be for a period of at least 3 years and the projected budget is about 500 million ALL.

To ensure a sustainable approach for the implementation of this intervention, ADF has allocated a fund of 1.8 million USD that will be as a first tranche for the co-financing of an integrated program that in cooperation with municipalities, different sponsors and generated revenues will represent a tool of cooperation and partnership between regional and local actors in implementing such activities that aim at strengthening cooperation, revitalization of rural economy and life, reinforce their cultural and natural potentials and local tradition values.

For this purpose, ADF is looking for experienced expertise to provide support in analyzing the situation, program, and design these activities, and strengthen the capacities enabling the implementation of the program and guaranteeing its continuity.

This consultancy will assist the establishment of an integrated program for the development of promotional activities with a focus on the area of ​​100 V that aims to link agricultural producers to local demand through local markets and tourism centers and promote agro-tourism activity.

This document contains the Terms of Reference for “Promoting agro-tourism on the Areas of 100 Villages by linking agricultural producers to local demand through local markets promotional activities.”

# Project objective and expected results

## Project Objective

This project aims to improve the local economy in the area of 100+ villages by supporting the creation of linkages between agricultural producers to local demand through local markets and tourism centers and promoting agro-tourism activity.

Specific objectives:

* Improving the tourist offer in general and that of promotional activities in particular;
* Creating, realizing, and promoting the calendar of promotional activities in 100+ Villages;
* Building local capacities in the touristic and agricultural sector in the territory of 100+ Villages;
* The re-dimensioning of the tourism sector.

## Expected results

The Action is expected to achieve the following results:

* **Result 1:** Assessed potential and designed program dedicated to promotional activities 100+ Villages associated with relevant cost and priority for interventions
* **Result 2:** Developed implementationand financing plan to be followed by ADF and municipalities
* **Result 3:** The dedicated staff and other actors are fully trained and capable of the management of the Programme and ensure sustainability

## Key Assumptions

This Project supports the success of its implementation by assuming that:

* Target groups and all stakeholders involved in this process will be collaborative;
* The rural community is hospitable to initiatives and actively participative;
* Municipalities allocate dedicated staff to monitor project activities and ensure their sustainability;
* Municipalities allocate financial resources for co-financing the promotional activity program by coordinating it with the planned calendar of their promotional activities.

## Stakeholders

The Consultant should ensure that the program is prepared in full cooperation and based on consultations conducted with all stakeholders as follows:

* Residents of 100 VoA, which include both those currently residing and those who have left but return at certain periods. This includes tourists who spend days living near villages.
* Businesses that involve those who are residents (accommodation units, restaurants, etc.) and those who use the resources and potentials of the area.
* Local and central government and public service agencies, which include the institutions responsible for providing basic services in these areas, the mayor, the administrative unit, the municipality, etc.
* Civil society as those in the social category, such as associations of youth, women, etc., and those in the category of environmental protection, biodiversity, and cultural and historical heritage

# Method of procurement and Standard Contract

The selected procurement method of the service will be based on the World Bank’s Procurement Regulations for IPF Borrowers, July, 2016 as amended.

A Consultant will be selected in accordance with the Consultant’s Qualifications Based Selection (CQS) method set out in the Procurement Regulations.

The standard form of the Contract will be a Lump Sum Contract.

# Scope of Work

## General

This document contains the Terms of Reference for Consultancy Services for Building New Rural Economies through “Promoting agro-tourism on the Areas of 100 Villages of Albania by linking agricultural producers to local demand through local markets promotional activities”,which serves as an orientation document for the Consultant and where its tasks and responsibilities are defined. This document is the framework on which the consultant will rely on, in order to clearly understand its scope of work, client request, preparation of the implementation methodology, activity plan and expected products within the certain time frame.

* The Consultant is expected to conduct an analysis and research in the territory of the 100 Villages (Ref 4.2 below) and based on the best experiences as well, it will establish the vision and the main directions of the Program of the Promotional Activities, which will then be detailed in concept ideas in line with the vision as well as the feasibility of the interventions.
* The Consultant is expected to assess market potential at the village level to determine which productive activities would yield the highest return,
* support the preparation of project proposals to leverage grant finance available under rural development programs to address market demands, and
* provide assistance for the preparation of the implementation of these activities. The productive activities should be linked to agriculture and tourism, as well as linking agricultural producers to local demand via local markets and tourism centers and promoting agro-tourism and steering public and private investments in tourism-related infrastructure and services.

The consultant will be also responsible for setting up the management system as well as the financing strategy, during the implementation of this consultancy ensuring the sustainability.

To ensure efficient management of this consultancy, the work will be organized in 3 main phases (further developed in section 4.3 of the ToR-s) , which include:

* Mobilization;
* Planning;
* Capacity Building.

## Action area

The Action area is the area of the villages, part of 100 Villages Programme, in/or near the area of the municipalities where the actual works are under execution or have been completed in line with the Connectivity Programme (municipalities Tepelene, Fier, Kavaje, Pogradec), in accordance with the Project Appraisal Document (PAD) and Project Development Objectives (PDO) of the Connectivity Program, annexed to these ToRs. The aim is that through this consultancy we can prepare a model that can be replicated to the whole territory of 100 Villages.

(The list of 100+ villages, in the annex 3 of this ToR).

In the framework of this project, the Consultant will have to asses and consider the action area in 3 dimensions as below:

* The Albanian Village (at a national level);
* Region (regions 1,2,3,4)
* Areas/provinces based on clusters on territory (e.g. Alpe, Labëri, Kelmend, Devoll, Myzeqe, etc.)

The purpose is to asses (and therefore propose and orient proposals) how the potential of each village (under this consultancy scope) stands toward the whole territory of Albania, corresponding Region and areas where is located and what is its comparative advantage.

## Activities

The Consultant shall carry out the following activities and prepare:

Activity 1 Mobilization and methodological tools

Activity 2 Programming and Designing of the Promotional Activities

Activity 3 Capacity Building and Ensuring the Sustainability of the Program

### Activity 1: Mobilization and methodological tools

The expected duration of this activity is 1 month. During this activity, the Consultant shall carry out the following tasks:

Task 1.1: Kick-off meeting, coordination, and agreement on the assignment with key stakeholders.

* Kick-off meeting. The kick-off meeting shall be arranged as soon as possible following the mobilization on the agreed date and time with the Client and will serve to provide an update on the current status, identify key issues, and align, as appropriate, work plans and site visits. All relevant stakeholders shall be invited to and participate in the kick-off meeting. This meeting shall serve to ensure that all involved parties in the process are aligned, understand and accept the deadlines as well as their roles and responsibilities, and define the communication tools and coordination aspects.
* Mobilization. Within 1 week after signing the contract, the Consultant shall mobilize and commence with the Action. The Consultant shall organize all aspects of the commencement such as logistics, mobilization of the team of experts, etc. so that the subsequent implementation activities can run smoothly.

Task 1.2: Define the Scope of Work in accordance with the Terms of Reference, existing situation, and stakeholders’ demands

During this task, the Consultant is expected to work closely with ADF to review and examine the ToRs so that the objective of the project as well as all other aspects of the Consultancy are comprehended by both parties therefore there will be an effective Consultancy.

The Consultant should also prepare an analysis of the actors involved and stakeholders and additionally identify, evaluate and accumulate all necessary demands from the stakeholders.

The Consultant shall identify and collect all relevant available background materials, review previous studies and background information to become familiar with all documentation available and the progress achieved in the previous projects and studies. The Consultant shall perform a thorough assessment of the actual situation – based on interviews during the inception period and review of documents - and recommend necessary adjustments (if any) to the project implementation work program.

As part of the inception activities, the Consultant shall, in consultation with the stakeholders: ADF, Municipalities, and other agencies involved in this sector, adjust and define the scope of work.

Task 1.3: Work methodology, work plan, and resource allocation

During this task, the Consultant’s work will be focused on the preparation of the work methodology that will be followed throughout the entire Consultancy. The Consultant will assess the volume of work and provide a detailed work breakdown structure together with delivery date and responsible people, methodological approach, creation of a strategy on engagement and involvement of stakeholders, potential risks, etc. This task will be concluded with the finalization of a detailed work plan that includes also the main milestones, outputs, and resource allocation per each task.

Task 1.4: Preparation of Inception Report

The Consultant shall prepare an Inception Report, to be approved by the Client. The Inception Report shall contain a review of assessed documents and reports on discussions held with counterparts during the inception period and the Inception Report shall highlight and summarize the existing situation, methodology, a detailed work plan, and planned budget breakdown.

The format and outline of the Inception Report will be prepared by the Consultant, presented, and agreed upon during the inception period with the ADF.

**OUTPUTS**

**Output 1.1:** Inception Report with a special focus on methodology, work plan, and engagement strategy for stakeholders, tasks, and staff/resource allocation for the development of consulting services.

\* The deliverable will be in two copies, Albanian and English printed in A4 format, CD and flash drive, as well as presentation in PPT on no more than 20 slides, promotional materials such as sketches, images for the clearest presentation of ideas in the function of accomplishing the task.

### Activity 2: Programming and Designing of the Promotional Activities

The expected duration of this activity is 3 months. During this activity, the Consultant shall carry out the following tasks:

Task 2.1. Analysis and Research

* *Historical framework analysis*

The analysis will include a combing of territory at the cluster and village level and will delve deep into history to identify elements of tradition. The research will be based on methodological elements that include the search for documentation as well as the field interviewing of organizations that currently operate in promoting activities, organizing, residents, historians, etc.

The research will culminate with the identification of promotional activities that have been previously organized as part of the tradition, how they have been organized, etc. which promotional activities have stood and how they have been transformed, and which promotional activities are no longer being organized and have been lost over time, the reasons why it happened, the challenges encountered in the past;

* *Analysis of the existing situation*

To have a broad and complete understanding of the inventory of local promotional activities/festivals, the challenges in the territory for their realization, and the role of the actors involved, the Consultant will have to undertake a detailed analysis which will include the promotional activities that are organized, how they are organized, what is the impact, number of participants, organizer, cost and source of funding, etc.

To have a better overview of the current situation, the analysis will include the period of the last 5 years. To understand the current situation, the Consultant will identify the existing festivals and promotional activities held, what is currently happening on the ground in terms of pre-pandemic and post-pandemic activity sector, the impact that currently held promotional activities have, participants, target group, frequency, etc.

The Consultant should also prepare an analysis of the actors involved and stakeholders.

* *Market analysis*

Through desk research and consulting, the Consultant will analyze the market, its requirements regarding the frequency of promotional activities, participation, target groups, and market segment expansion, as well as projections for the future. Also, the Consultant during this analysis should identify the various problems, as well as the need for capacity building, what is required by different interest groups, tourists, young businesses, etc.

* *Analysis of the best international models and trends*

The Consultant will need to analyze similar international best practices and trends in or around the region and provide suggestions regarding the different models that can be followed and that are applicable in our territory.

Task 2. 2 Designing of the Promotional Activities Program

* *Strategy and vision*

Following the above analysis, the Consultant will propose a general vision, goals, concept, and typologies/categories of promotional activities that can take place in the territory of 100 VoA, as well as budgeting and deployment in time and territory, reflecting this through mapping of promotional activities in the territory according to the specifics and individualities of the clusters. All of these will make up the 100 Village Promotional activities Master Plan and will contain the sections described below.

* *Program of promotional activities*

Based on the defined vision, the Consultant will prepare a list of possible promotional activities and group them according to three levels (national, regional, and local-), which help in achieving the project objectives. When compiling this list, the Consultant should consider the following promotional activities:

* Which are oriented to achieve the following objectives: improve the tourist offer of the destination, increase the number of tourists, increase the average stay and increase the average cost per visitor;
* Build the image of destinations and strengthen their positioning;
* Complement the current tourist offer and attractions in the best possible way, taking into account the limited time and budget.

Promotional activities program directions are based on various categories and typologies. The program aims to include, but is not limited to, categories as follows:

* Community promotional activities, B2B, etc.
* Economic and trade promotion activities with its subcategories (fairs, markets, exhibitions, advertising promotional activities, meetings, and conventions, etc.)
* Civic, governing, civil society promotional activities, including awareness-raising promotional activities, publicity, etc.
* Educational and scientific promotional activities (seminars, workshops, congresses, etc.)
* Sports \ natural promotional activities such as sports competitions (for professionals and amateurs) recreational (sports and entertainment games, entertainment, etc.)
* cultural promotional activities and their subcategories (festival, religious holidays, cultural heritage holidays), etc.

The social and cultural effects that the promotional activities cause should not be underestimated, as they serve a very important purpose and social offer for both tourists and locals, an extraordinary experience.

The Consultant will ensure that the program includes all typologies of promotional activities, size, and extent of the territory according to the three levels. The Consultant should ensure that the program ensures the consistency of promotional activities in a timely manner. The Consultant should consider and group where possible the promotional activities based on their scope and popularity. The Consultant can divide them, but not be limited to, the following categories:

* Mega/national promotional activities (with a certain duration that attract a large number of visitors, have a large reach, are realized at high costs, and have a large impact)
* Regional promotional activities (designed to increase the attractiveness of a particular destination or tourist region)
* Large/municipal promotional activities (have a significant local interest and a large number of participants and generate significant revenue from tourism)
* Small/rural promotional activities (on an annual basis which are held in every city, town, village every year)

Nevertheless, the Consultant should ensure that the proposed promotional activities meet the criterion that the focus is definitely “Rural Village” as part of the 100 V program. In addition, the Consultant should ensure that the program includes promotional activities where they are integrated at these levels.

* *Prioritization and cost-benefit analysis*

Based on a methodology that will be prepared for this intervention, the process of prioritization of promotional activities will be performed, weighing the impact on the territory, their feasibility, cost-benefit analysis. The program should be a long-term program, covering all categories of promotional activities and covering the entire territory of group villages, at all three levels: local, regional, and national level. The total budget of the prioritized promotional activities should be for a period of at least 3 years and the projected budget is about 500 million ALL, approximately three times the fund made available by GoA in the 100 VoA Programme.

The process of determining the prioritization criteria will be carried out in close cooperation with the ADF or its subordinate entities and stakeholders and will be approved by the ADF.

During the preparation of the list of promotional activities, the Consultant will have to work closely with the structures that will deal with the management of these activities management after the completion of this consultation, municipalities and interest groups, to select the promotional activities with the highest interest and most impact, but also feasible from a financial, economic, but also an institutional point of view.

* *Concept idea*

During this phase, the Consultant will design the concepts for the promotional activities which are best ranked, based on the methodology set out above. Among other things, the concept idea will include, but will not be limited to:

* description of the proposed planned activities;
* budget and related items;
* frequency, with a particular focus on the sustainability of promotional activities beyond the project timeline;
* market segments (ways to reach them);
* stakeholders involved (detailed on all stakeholder engagements and management);
* performance measurement indicators (such as estimated number of participants, economic return on investment, etc.);
* the proposed communication and marketing strategy;
* suggestions on identifying suitable places/buildings for the realization of promotional activities (if necessary) and necessary permits.

Task 2.3. Proposing Management Models of the Promotional Activities

The Consultant, based on an analysis and considering the typologies of promotional activities defined above, will propose the most successful models of promotional activities management, as well as applicable in the current context, whether at the regional, central, or local level, always taking into account sustainability of organizing promotional activities beyond the project deadline. The selected management model should include all instruments, structure and job description, business plan, etc.

This task is performed in parallel with task 3.2 to ensure the inclusion of the structure and its effectiveness throughout the consultancy as a form of on-the-job training.

Task 2.4. Financing Plan

For the realization of this nature of activities, ADF foresees to coordinate different funding resources to achieve the expected budget of 500 million ALL for the program.

The budget structure is expected to be as follows:

* 180 million ALL (including VAT) from ADF budget program;
* The Budget from Municipalities (according to the item for these kinds of activities);
* Sponsorships (from different donors, businesses, etc.) in accordance with their strategy and visibility;
* Income from the activity/promotional activities (ticket fees, participation fees, etc.)

 At this stage, the Consultant will propose the plan/strategy for raising funds, prepare project proposals to leverage grant financing,also identifying possible sources of funding (relevant municipalities, financial institutions, businesses, diplomatic missions, development agencies, etc.), the extent and duration of co-financing agreements. The Consultant should asses how this financing mechanism conditions the preparation of these proposals.

The Consultant will also assist the ADF and the designed management structure during the negotiation of cooperation agreements.

**OUTPUTS**

**Output 2.1:** Summary report of the analysis and research

**Output 2.2**:Summary report that will include: Activities master plan, which will contain the program of the activities, prioritization methodology, and priority list, as well as concepts for the best ranked promotional activities.

**Output 2.3**: Summary report which will contain the model for management of the various activities and the instruments for its realization.

**Output 2.4:**Funding plan, strategy, and approach methodology for securing funding sources, and proposing potential sponsors.

\* All deliverables will be in two copies, Albanian and English printed in A4 format, CD and flash drive, as well as presentation in PPT on no more than 20 slides, promotional materials such as sketches, images for the presentation as clearly as possible of ideas to accomplish the task.

### Activity 3: Capacity Building and Ensuring the Sustainability of the Program

Following the preparation of strategy, a program of activities, design of each activity, and financing plan, the Consultant in parallel should identify the needed structures and capacities that will handle the implementation of this program in 100 Village areas. The Consultant should assess the appropriate structures, conduct a training need assessment, prepare training modules, and in addition guidelines for the activity’s preparation and implementation, including monitoring and evaluation to ensure lessons are earned during the whole cycle of the program.

The expected duration of this activity is 3 months. During this activity, the Consultant shall carry out the following tasks:

Task 3.1: Structural organization and assigned roles

The Consultant during this Task will assess the appropriate structures to whom will be assigned the role of the program implementation. The consultant should prepare, but not limited to:

* Report on the analyses conducted on structures in place, finding and recommendations based on best international experiences and country context
* Design of organizational structure, assigned role, and responsibility
* Business and management plan of the organization for the first 3 years
* Manual of procedures

Task 3.2. Methodology and tools for program Monitoring and Evaluation

The Monitoring and Evaluation will be an integral part of the management of the program. It will act as a "self-monitoring" mechanism with the aim of changing and adapting the operation of the project whenever deemed necessary. M&E will provide implementation support, through information and reporting to the management body and decision-makers to manage and improve program performance.

The consultant should establish a methodology and appropriate tools and resources for its implementation, monitoring, and evaluation of the program of activities, that guarantees the functionality of this mechanism and continuity of the program in the future. To ensure this, the Consultant should deliver, but not limited to:

Programme/activity, implementation, and monitoring methodology, and plan. The monitoring system of the program will include the definition of the indicators to be monitored, their frequency, duration, methodology of data collection, and the responsible structures. The consultant will, among other things, prepare a structure of Results Framework and Monitoring.

Programme/activity evaluation and lessons learned, methodology on evaluation, and templates. This process is very important for the management of the program and aims at preparing the designed structures to the reviewing its functionality and efficiency of the activities during and after their implementation and propose future improvements and amendments of the program if needed.

The consultant should establish a methodology and appropriate tools and resources for its implementation, monitoring, and evaluation of the program of activities, that guarantees the functionality of this mechanism and continuity of the program in the future. To ensure this, the Consultant should deliver, but not limited to:

* Programme/activity, implementation and monitoring methodology and plan
* Programme/activity evaluation and lessons learned, methodology on evaluation, and templates. This process is very important for the management of the program and aims at preparing the designed structures to the reviewing its functionality and efficiency of the activities during and after their implementation and propose future improvements and amendments of the program if needed.

Task 3.3: Capacity building

Under this task the Consultant will provide for the capacity building of all the actors that will be involved in the program implementation, to prepare them to plan, implement, monitor, evaluate and report. This task should be based on a Training Need Assessment.

The training process will be focused on three main categories, including:

* Activity design and planning;
* Activity implementation (training modules);
* Monitoring and evaluation (training modules);

It is important to emphasize that this task should be conducted in parallel with the program/ activities design to allow for training on job as well, except for training sessions. While there are several steps to be involved in the assisting and training phase of this project, a number of the above-mentioned steps include, but are not limited to:

* The identification of training needs;
* The formulation of the modules of training;
* The identification and grouping of the trainees;
* The formulation of the training plan;

Finally, the Consultant will be engaged in transferring knowledge to the structures that will deal with promotional activities management and their partners. By offering continual on-the-job training, as well as specific training and information sessions, and documenting them, the Consultant should guarantee that the framework that will deal with promotional activities management is included throughout the project cycle. This task is connected to institutional sustainability, and it ensures that the program can continue to operate and function even after this consultancy is over.

The Consultant should train the designed structures and certify that the required expertise among the staff is in place.

**OUTPUTS**

**Output 3.1:** Organizational structure and its related rules of procedures

**Output 3.2:** Methodology Guideline on the program monitoring and frequency plan and program evaluation tools and lessons learned

**Output 3.3:** Training Modules and a report on the conducted trainings

At the end of the Consultancy, the Consultant should submit with the Final Report, reports of all the activities conducted, document all the processes, and deliver all the documents and prepared materials, including:

* Summary of Activities as per ToR terms
* Planning documents, strategy, activity design and its related guidelines/manuals on planning and implementation of promotional activities
* Business model, financing plan, and related tools and manuals
* Organizational structure and its rules of procedure
* Training modules and a report on the conducted trainings
* Methodology on program implementation, monitoring, and evaluation
* Challenges, recommendations, and lessons learned

 \* All deliverables will be in two copies, in both Albanian and English printed in A4 format, CD and flash drive, as well as presentation in PPT on no more than 20 slides, promotional materials such as sketches, images of ideas for the presentation as clear as possible to accomplish the task.

# Project Requirements / Conditions

## Reporting requirements/Payment schedule

The implementation period for this contract is 7 months.

*The following reports and deliverables shall be provided:*

|  |  |  |  |
| --- | --- | --- | --- |
| Activity | Outputs | Time of submission | Payment |
| I - Mobilization and methodological tools | Inception Report (methodology, work plan, and engagement strategy for stakeholders, tasks and staff/resource allocation for the development of consulting services) | End of 1st month of the consultancy | 10% after the submission and approval of the final version of the product. |
| II - Summary report of the analysis and research. | Summary report that will include: Activities master plan, which will contain the program of the activities, prioritization methodology, and priority list, as well as concepts for the best ranked promotional activities.  Summary report which will contain the model for management of the various activities and the instruments for its realization.  Funding plan, strategy, and approach methodology for securing funding sources, and proposing potential sponsors. | End of 4th month of the consultancy | 50% after submission and approval of the final version of the delivered products. |
| III - Capacity Building | Organizational structure and its related rules of procedures  Training Modules and a report on the conducted trainings  Guideline on the program monitoring methodology and frequency plan and program evaluation tools and lessons learned | End of 6th month of the consultancy | 30% after submission and approval of the final version of the submitted product |
| IV- Completion of the contract | Overall Project Progress Report | End of 7th month of the consultancy | 10% after submission and approval of the final version |

All products are subject to control and approval by the ADF.

Based on the table above, payment for the consulting service will be made in 4 installments.

## Submission and approval of reports

* The Consultant shall report directly and submit all reports to the Albanian Development Fund.
* All documents/reports must be submitted in **4 (four) printed reports in A4 size**, 2 (two) in Albanian and 2 (two) in the English language, as well as, an electronic copy of reports
* ADF in cooperation with the World Bank will monitor all activities of the Consultant;
* The Consultant should provide information as often as is required;
* The ADF, in cooperation with the World Bank, will review and approve all documents/reports submitted by the Consultant;
* All Deliverables will be paid upon successful approval by ADF.

The payment schedule (4.1) is indicative, it will be revised upon the contracting process progress.

# The Responsibilities of the Consultant

The Consultant is responsible for the timely and quality execution of the tasks outlined in these ToRs. The Consultant will cover all costs related to the employment and engagement of the relevant staff. This includes transport, food, and accommodation costs during the performance of the duty. The Consultant will be responsible for covering the costs of realizing, translating, designing, printing, and distributing the information materials and required reports as part of the established obligations, and any other costs related to the performance of the tasks.

# Coordination with employer, central and local authorities

The Consultant will work in close cooperation with the ADF, which is responsible for managing and accomplishing the task. Part of the consultations will be also the technical staff of the World Bank. At the central level, the Consultant may consult the Ministry of Tourism, Culture, etc.

At the local level, the Consultant will closely cooperate with municipalities and relevant local authorities who are direct beneficiaries and located in the project implementation territory.

# Qualifications

The qualification requirements of the Consultant firm are summarized as follows. The Consultant shall be a firm or a group of firms with the following qualifications:

* Proven experience and verifiable track-record working on providing Consultancy - the past five (5) years;
* Proven expertise in the assignment of similar nature scope and value, at least three (3) similar project references within last five (5) years;
* Proven similar experience in the past in developing training materials and conducting training in the subject area;
* Knowledge of Albanian legislation, administrative system, government organization, etc.

The credibility of mentioned experience on second criterion, shall be presented in a list of at least three (3) similar project references within the last five (5) years with a description of services provided (including information on contract value, contracting entity/client, project location/country, duration, assignment budget, percentage carried out by Consultant in case of association of firms or subcontracting and main activities) and accompanied by certificates of orderly fulfillment of the contracts verified by another party from such contracts.

For the purpose of the assignment a team of experts with relevant experience and qualifications in their subject area as indicted further below will be engaged. The Consultant firm may associate with other Consultant firm (s) in the form of a joint venture or a sub-consultancy to complement their respective areas of expertise, strengthen the technical responsiveness of their proposal, and avail themselves to a broader pool of experts.

The Consultant shall have the organizational capacity (it is expected that the Consultant shall have at least below listed key experts for performing activities under this assignment) and available appropriate skills among staff. The consulting team assembled to implement the project should be composed of experts with strong knowledge as per the below requirements.

The Consultant shall provide adequate staff in terms of expertise and time allocation, as well as the equipment needed to complete the activities required under the scope of work and to finally achieve the objectives of the project in terms of time, costs and quality.

Key experts are expected to be present all the time at the base of operations, while home base work could be approved by the Client depending on the tasks.

All experts who have a crucial role in implementing the Contract are referred to as key experts.

The Consultant is free to propose his own team to undertake the study. However, the Consultant is expected to appoint a fully qualified Project Manager/Team Leader, who should be appropriately experienced, familiar with all aspects of ToR tasks.

# Team Profile and key Staff

A multidisciplinary team of 8 key staff is required to carry out the project.

The following list of qualifications can serve as a guide and the Consulting Team can propose additional staff, justifying it. The consulting team should also propose the allocation of time to each person on the team based on their respective tasks and the percentage of time they will be working in the field or office. The composition of the proposed key team should be:

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Position** | **Education** | **Qualifications** |
| 1 | Team Leader | Degree in Marketing Business or a similar field | At least 10 years of experience in analysis, research, programming, and creation of promotional activities as well as program management. The team leader must have had experience as a programmer or strategic advisor in the tourism industry, focusing on tourism products, such as promotional activities.  Experience in Balkans would also be advantageous |
| 2 | Project Coordinator | Degree in Communication, Business Management, Marketing or a similar field | At least 10 years of experience in coordination and data collection, as well as in relations with various institutions and actors. |
| 3 | Ethnographer | Education in Social Sciences or 5 years experience in this field | At least 10 years of proven experience in this field |
| 4 | Business Plan Expert | Degree in Finance, Business, Management, Marketing or in a related field | At least 10 years of experience in financial planning, business plans, management, fundraising, etc. |
| 5 | HR Expert | Degree in Business Management, Human Resources or in a similar field | At least 10 years of experience in business management, setting up organizational structures, procedure manuals, business plans, management, etc. |
| 6 | Activity Coordinator/Monitor | Degree in Business, Management, Marketing, Public Relations, or in a similar field | At least 10 years of experience in promotional activities management |
| 7 | Tourism Specialist | Degree in Tourism, Economics, or in a similar field | At least 10 years of experience in the development of tourism products |
| 8 | Marketing Specialist | Degree in Marketing, or a similar field | At least 10 years of experience in marketing of promotional activities |

The duration of the services by the individual experts should be clearly defined in the Consultant’s proposal and the methodology reports and the contract. The Consultant is expected to make full use, where possible, of appropriately qualified local staff, and work closely with and transfer knowledge to both the Client staff and staff of the respective Local Government Units.

The Consultant is expected to maintain a presence in ADF premises in Albania for the entire duration of the contract. Whilst the expatriate staff members assigned to the Project will be deployed in Albania for the time periods necessary to accomplish their work as scheduled, the Consultant is expected to maintain a presence in Albania for the entire duration of the contract. Office space, together with a telephone link and an internet connection, will be provided for the Consultants in the offices of the Client. The Consultants will be required to provide their own computers, printers, and office supplies.

# Timeframe for the Assignment

The firm will be contracted under a lump sum contract. The expected time of commencement of services is May 2022. The contract is expected to be completed on December 2022. The expected level of efforts is 600 working days for all indicated experts.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Time Scheduling** | | | | | | | | | |
| **Activity** | | **Timeline (month)** | Month | | | | | | |
| **No.** | **Name** |  | **1** | **2** | **3** | **4** | **5** | **6** | **7** |
| **1** | Mobilization and methodological tools | 1 |  |  |  |  |  |  |  |
| **2** | Programming and Designing of the Promotional Activities | 3 |  |  |  |  |  |  |  |
| **3** | Capacity Building and Ensuring the Sustainability of the Program | 4 |  |  |  |  |  |  |  |
| **4** | Progress Report | 1 |  |  |  |  |  |  |  |

# Restrictions

In addition to the standard conflict of interest restrictions specified in the consulting contract, all data collected/ created under this Contract will remain the sole property of ADF and World Bank. Re-use of the materials will require the formal, written approval of ADF.

The Consultant will protect the confidentiality of households and individuals participating in the survey at all stages. The Consultant will turn over all data, instruments, and other material to ADF, and will not retain any information or material after the survey data collection has ended. The Consultant will not share information generated during the survey with any other party.

The Consultant will provide the names and addresses of participating households to the ADF, to facilitate future surveys. The names of participating households will not be released by the Consultant to any other party for any reason. The terms of this agreement shall be made consistent with the relevant privacy laws of the Republic of Albania.

# Annexes

### Annex 1 - Project Components

|  |
| --- |
| A. Project Components |

1. The Albania RLRCP is expected to be financed by an IBRD loan of US$50 million. The RLRCP will focus on the role that improved roads can play in enabling connectivity-driven economic gains, particularly in the agricultural and tourism sectors, both key drivers of growth and employment in Albania. More specifically, the proposed RLRCP will support tourism development through improving road access to existing and potential tourism destinations and providing quality tourism-friendly amenities (for example, parking lots for tourist buses and scenic viewpoints) and signage along the roads in the project areas. It will also support the integration of agricultural producers into agri-food value chains and market participation, particularly for women who constitute the majority of the workforce in agriculture.
2. More importantly, what the RLRCP seeks to accomplish is to develop an overall investment framework, and policy and implementation framework for the development, rehabilitation, and maintenance of regional and local roads, which will provide a platform not only for this project but also for domestic and international development partners for finance.
3. The investment framework priorities are developed based on a prioritization methodology focusing on key productive sectors and particularly agriculture and tourism. The prioritization of roads has been done through a two-step prioritization process. In the first step, a long list of 1,400 km of candidate roads was developed based on consultations between the ADF and 61 municipalities, the second step involved the preparation of a shortlist of 200 km of candidate roads using multicriteria analysis, considering tourism importance, agricultural potential, beneficiary population, and economic efficiency indicators. The prioritization process reflects the priorities of municipalities as well as the GoA’s vision on regional and local roads investments that support tourism and agriculture. The roads will also serve some of the villages identified by the recently approved ‘100 villages’ program.
4. Policy and implementation frameworks will be developed using TA financed by loan proceeds and grants funds. The TAs will focus on four to five municipalities that will receive road investment under the project. Lessons learned from implementation in these municipalities could be used in scaling up municipal development programs. The capacity-building TA includes support to the municipalities to improve the management of road assets and strengthen links between roads, agricultural market access, and tourism development. Two complementary World Bank-executed Trust Fund TAs will help the project to promote climate resilience and women’s economic opportunities in Albania respectively.

* Climate-resilient road assets for Albania: Albania’s vulnerability to climate change and natural disasters, for example, flooding, landslides, and earthquakes, within the road sector, is being analyzed under a separate TA and its outcomes will inform the prioritization of investment to provide more sustainable and resilient road assets. The TA outcomes will inform the RLRCP designs of specific road sections. Improved regional and local roads could provide an alternative to the national road network critical links during extreme weather events.
* Promoting woman’s employment in the road sector in Albania. The capacity of the selected municipalities to reach out and increase women’s participation in the road maintenance program will be analyzed under a separate TA, and capacity-building trainings will be provided to the municipalities to enhance their knowledge and understanding of how the participation of both women and men in road maintenance can be enhanced and local ownership and sustainability of road maintenance activities promoted. The TA will also include work with several contractors to explore opportunities to promote women’s employment in high-skilled jobs in their respective workforce. This will be done by reviewing their policies and practices regarding equal opportunities to identify specific actions that may be appropriate to improve gender balance and provide recommendations for their introduction and/or enhancement. Hence, the focus will be on more and better jobs. The gender component will be concluded by a national event that will bring together key stakeholders to showcase the results achieved with the selected stakeholders and more importantly, to produce a gender action plan reflecting concrete and measurable commitments made by the stakeholders to promote women’s employment throughout the project with an ultimate end goal of increasing women’s employment in the project.

1. The project will finance the following components.

Component 1. Accessibility Improvement

1. This component will finance the rehabilitation of regional and local roads; consultancy services for designs, civil works supervision, and technical and road safety audits; and road safety initiatives.

Subcomponent 1.1. Climate Resilient Road Rehabilitation Works

1. This subcomponent will finance the rehabilitation of about 55 km of regional and local roads. The designs will incorporate climate resilience, such as resilience to flooding and landslides, considerations are given the observed and anticipated vulnerability of the network. As a first-year program, three project roads (totaling 38 km) in three municipalities, have been proposed based on further surveys and a rigorous multicriteria analysis applied on the short-listed 200 km of roads. The remaining project roads will be identified and prioritized during implementation. Where roads serve tourism areas or pass through urban areas, attention will be given to safety improvements, orientation signage, bus stops, and aesthetic considerations. In addition, new bike lanes and sidewalks will be built, which will, in turn, lead to urban transport modal shift from passenger cars to bicycles or walking, thereby also leading to greenhouse gas emission reductions resulting from such shift. This subcomponent will also finance the second-year program designs (first-year program designs are already financed by the GoA), civil works supervision of all project roads, and their technical and road safety audits.

Subcomponent 1.2. Road Safety Initiatives

1. This subcomponent will consist of the identification of potential road safety interventions on regional and local roads that are not included in Subcomponent 1.1 but are within the project municipalities. Identification efforts shall include both road risk mapping using available crash data and a road safety inspection of sections linked to Subcomponent 1.1 roads. These interventions will enhance the safety of these roads and will include traffic calming measures, footpaths, crash barriers, and junctions' design, as well as the supervision of the implementation of selected interventions.

Component 2: Capacity Building for Municipalities

1. The significant administrative and territorial reforms which consolidated responsibilities at the municipal level have empowered municipalities with much greater ownership and decision-making powers over key development objectives. However, it has also highlighted financial and capacity constraints in the execution of these new responsibilities. This component will provide support to municipalities in two areas of their new responsibilities, which are the management and maintenance of their road networks, and in maximizing the potential impacts from improved access on agricultural competitiveness and tourism potential. The following activities are envisaged:

Subcomponent 2.1: Building Municipal Capacity to Manage and Maintain Road Networks

1. This subcomponent To support this objective, this subcomponent will (a) enhance existing asset management systems to improve the planning and prioritization of maintenance and rehabilitation activities, (b) development of a standard service-level agreement between the municipality and a contractor to improve the efficiency of maintenance execution, (c) development of a framework for sustainable maintenance finance, and (d) build capacity in the selected municipalities to effectively implement road maintenance programs.

Subcomponent 2.2: Building New Economies (Total cost US$0.5 million)

1. This subcomponent will support selected municipalities’ implementation of regional and local development programs supported by the Government and other development partners, including the recently approved ‘100 villages’ program. It will provide TA to the project municipalities to (a) assess market potential at the village level to determine which productive activities would yield the highest return, (b) support the preparation of project proposals to leverage grant finance available under regional and local development programs to address market demands, and (c) provide TA for the implementation of these activities. The productive activities will be linked to agriculture and tourism. The focus will be on linking agricultural producers to local demand through local markets and tourism centers and promoting agro-tourism through steering public and private investments in tourism-related infrastructure and services at the local level.

Component 3: Implementation Management Support (Total cost US$2.0 million; IBRD: US$2.0 million)

1. This component includes the incremental operational cost of the ADF, development, and maintenance of a geographic information system (GIS), and prioritization database for regional and local roads, midterm evaluation, and capacity-building initiatives for the ADF. It will also include the implementation of a Project Impact Assessment to assess the project’s impacts on key social, transport, agriculture, and tourism indicators.

### Annex 2-Summary 100 VoA Programme



### Annex 3. List of 100 + Villages of Albania

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No** | **Qark** | **No** | **Municipality** | **Village** |
| **I** | **Berat** | 1 | **Berat** | Qafë Dardhë |
| Roshnik |
| 2 | **Ura-Vajgurore** | Malas Breg |
| 3 | **Kuçovë** | Kozarë |
| 4 | **Skrapar** | Blezenckë |
| 5 | **Poliçan** | Kapinovë |
| **II** | **Dibër** | 1 | **Dibër** | Radomirë |
| Rabdish |
| 2 | **Mat** | Bushkash |
| 3 | **Bulqizë** | Zerqan |
| 4 | **Klos** | Guri i Bardhë |
| **III** | **Durrës** | 1 | **Durrës** | Shetaj |
| Radë |
| Shënvlash |
| 2 | **Shijak** | Gjepalaj/Maminas |
| Metaliaj |
| 3 | **Krujë** | Halilaj (Zgërdhesh) |
| **IV** | **Elbasan** | 1 | **Elbasan** | Shushiucë |
| Gjinar |
| 2 | **Cërrik** | Shtremen |
| 3 | **Belshë** | Seferan |
| 4 | **Gramsh** | Sotirë, |
| 5 | **Peqin** | Pajovë |
| 6 | **Librazhd** | Stëblevë |
| Dardhë |
| 7 | **Prrenjas** | Rrajcë/Skënderbej, |
| **V** | **Fier** | 1 | **Fier** | Pojan |
| Libofshë |
| Cakran |
| 2 | **Patos** | Siqecë |
| 3 | **Rroskovec** | Luar |
| 4 | **Lushnje** | Krutje |
| Ardenicë |
| 5 | **Divjakë** | Goricaj |
| 6 | **Mallakastër** | Hekal |
| **VI** | **Gjirokastër** | 1 | **Gjirokastër** | Dhoksat |
| Zhulat |
| Antigone |
| Lazarat |
| 2 | **Libohovë** | Libohovë e sipërme |
| Nepravishtë |
| 3 | **Tepelenë** | Nivicë |
| Peshtan |
| 4 | **Memaliaj** | Kalivaç, |
| 5 | **Përmet** | Kosinë |
| Leusë |
| 6 | **Këlcyrë** | Malëshovë |
| 7 | **Dropull** | Sotirë |
| **VII** | **Korçë** | 1 | **Korçë** | Drenovë/Boboshticë |
| Voskopojë |
| Dardhë |
| 2 | **Maliq** | Zvirinë |
| 3 | **Kolonjë** | Rehovë |
| Borovë |
| 4 | **Pogradec** | Lin |
| Tushemisht |
| Gurras |
| 5 | **Devoll** | Arrëz |
| Nikolicë |
| 6 | **Pustec** | Zaroshkë |
| **VIII** | **Kukës** | 1 | **Kukës** | Shtiqën |
| Shishtavec |
| 2 | **Has** | Cahan |
| 3 | **Tropojë** | Valbonë |
| **IX** | **Lezhë** | 1 | **Lezhë** | Fishtë |
| Ishull-Lezhë |
| 2 | **Kurbin** | Skuraj |
| 3 | **Mirditë** | Katund i vjetër |
| Orosh |
| **X** | **Shkodër** | 1 | **Shkodër** | Drisht |
| Zogaj |
| Theth |
| 2 | **Vau Dejës** | Mjedë |
| Kukël |
| 3 | **Pukë** | Qelëz |
| 4 | **Fushë Arrëz** | Kryezi |
| 5 | **Malësi e Madhe** | Razëm/Vrith |
| Lëpushë |
| **XI** | **Tiranë** | 1 | **Tiranë** | Shëngjergj |
| Shesh |
| Pezë |
| Pëllumbas |
| 2 | **Kamëz** | Laknas |
| 3 | **Vorë** | Prezë |
| Marikaj |
| 4 | **Kavajë** | Karpen, |
| 5 | **Rrogozhinë** | Vilë Bashtovë |
| German |
| **XII** | **Vlorë** | 1 | **Vlorë** | Kaninë |
| Tragjas |
| Zvërnec |
| 2 | **Himarë** | Dhërmi/Vuno |
| Kuç |
| Lukovë |
| 3 | **Finiq** | Mesopotam |
| 4 | **Selenicë** | Plloçë/Amantia |
| Drashovicë |
| 5 | **Sarandë** | Çukë |
| 6 | **Konispol** | Mursi |
| 7 | **Delvinë** | Rusan |