



This project is funded by the USAID

Albanian Local Capacity  
Development Foundation

**TERMS OF REFERENCE**

on

**Develop a sustainable marketing plan with an ICT web/social media platform including a business services backbone will be created to promote and support tourism in Diber**

*Project:*

<b>Project number</b>	<b>USAID Contract AID-182-A-17-00002</b>
<b>Project title</b>	<b>Dibër: Trails &amp; Tradition (D2T)</b>
<b>Project Manager</b>	Lindita Manga

**ASSIGNMENT SUMMARY**

<b>Title of this assignment</b>	<b>Develop a sustainable marketing plan with an ICT web/social media platform including a business services backbone will be created to promote and support tourism in Diber.</b>
<b>Expected start date</b>	31 July 2017
<b>Expected end date</b>	30 December 2018
<b>Contact person</b>	Besnik Alku – Project Coordinator

## BACKGROUND INFORMATION

### 1. GENERAL

---

Since 2010, the Albanian Local Capacity Development Foundation (ALCDF) is a non-profit organization founded by national and regional organizations with a constituency and interest in local areas of Albania. ALCDF is focused on Regional and Rural Development in the sectors of Tourism, Agriculture, Forestry and Local governance. The Vision of the organization is the socio-economic well-being and prosperity in rural areas of Albania. While its main objective is to strengthen the demand for capacity development services through broad and comprehensive awareness-raising and knowledge building regarding the importance of these services, and reinforced through coaching and mentoring of individuals. ALCDF works closely with local partners and clients. It has approximately 400 formalized clients and partners in Albania such as: individual farmers, companies and producer groups, civil society organizations, municipalities and local authorities' institutions, etc. The Organization frequently collaborates on projects in the development sector with donors and international development agencies. Since in the beginning ALCDF is a spinoff of SNV Balkan, and after that have a good cooperation with European Union, the SCO-A (Swiss Cooperation Office in Albania), SDC-Helvetas, in many projects.

In March 24, 2017, USAID/Albania awarded Albanian Local Capacity Development Foundation (ALCDF) the Dibër: Trails & Tradition (D2T) Cooperative Agreement under “Tourism as a Leading Edge” program.

### 2. SPECIFIC BACKGROUND OF THE PROJECT

---

The overall objective of the project is two-fold, *to increase employment, particularly among youth and women; and to increase the incomes of Diber families involved in the tourism supply chain.*

D2T intends to build on this indigenous momentum by strengthening critical elements within the sector, to serve as a catalyst for job creation and overall economic development. ALCDF and its partners have strategically chosen to address the problems of: 1) a fragmented, uncoordinated enabling environment which lacks market intelligence data, an ICT backbone, and weak private business sector engagement; 2) lack of shared vision and untrained workforce, and 3) the scarcity of integrated touristic product development, based on the territorial planning. The main outcomes of the projects are:

- To strengthen **the enabling environment** for tourism development in the Diber Municipality through improved governance, planning, public services, private sector opportunities and partnerships, marketing and ICT.
- To increase **the workforce capabilities** of the rural tourism sector, through increased awareness of integrated, agro-tourism; improved quality and technical skills of producers and

suppliers of agritourism products and services; and the creation of an internship program for the future labor pool of youth and volunteers;

- To design, develop and promote integrated agritourism products, using data informed tools and participatory approaches to assure ownership and to serve as models for the future.

As part of strengthening the Enabling Environment, the project aims to expand the membership (particularly of unrepresented groups) of Dibra Turistike (an NGO) and create a Forum, called “Forum Dibra Turistike” or simply, the “Forum,” that will plan, work and learn together in an on-going sustainable way. The municipality has taken responsibility to provide a Tourism Information Center (TIC) as a municipal public service, based on their recently adopted Territorial Strategy for Diber Municipality. They plan to enter into a public-private-partnership (PPP) with Diber Turistike to manage the facility, and the ICT infrastructure. Clarified in the PPP, this TIC will serve as: a traditional place of ‘tourism information’ for tourists and the public; as well as, the “backbone organization” for D2T and Diber tourism sector.

The expected result is a sustainable comprehensive regional/international marketing strategy with a marketing/ICT platform and relevant business services will be created to promote and support tourism in Diber.

In frame of the above project we intend to implement ICT and Marketing plan and platforms for D2T project. We are looking for national consultants will work on this assignment.

## **ASSIGNMENT DETAILS**

### **3. OBJECTIVE OF THE ASSIGNMENT**

#### **The overall Objective:**

To create a sustainable marketing plan with an ICT web/social media platform including a business services backbone to promote and support tourism in Diber area.

Information and communication technology (ICT) and market intelligence are important components of the PPP (Public Private Partnership) which will address serious constraints such as, the lack of technical infrastructure and intelligence on tourism market data due to poor access to the information. These constraints will be addressed by intensive capacity development, delivered by ALCDF and consultants, targeted at building/improving skills of the PPP staff in order to fulfill their work responsibilities at the TIC (Tourism Information Center) and with the ICT/Marketing Working Group of the Forum.

The ICT/Marketing Working Group will be made up 2 teams: ICT and Marketing. ICT will have individuals knowledgeable in unified electronic communications, computer hardware/software related to tourism business services and social media. The marketing group will review regional and international marketing best practices and strategies to come up a regional/international marketing plan. The product will be called the "D2T project model" which will be a

comprehensive regional/international marketing strategy with a marketing/ICT platform and relevant business services<sup>1</sup>.

### **Specific Objectives:**

The specific objective of this assignment is to make available to:

- Creating a marketing plan from the consultant through research, evaluate and analyze a current situation in national and regional level (tourism laws and strategies identifying points of cooperation) and integrated the successful international marketing/ICT platforms as guidance manual for TIC staff, forum and other stakeholders in Diber area.
- Developing the marketing/ICT platforms as a "D2T project model" that will work in the current environment with branding, destination marketing, and marketing products.
- Increasing capacities of the specific working group of marketing/ICT members, TIC staff, students and internships on developing and using marketing/ICT platform through training and on-job-coaching.

## **4. EXPECTED RESULTS AND DELIVERABLES**

---

Two consultants will work on this assignment, one international and national expert. The national consultants will work closely, in consultation and coordination with international consultants. Also S/He will coordinate and consultant with project partner of CNVP and ALCDF. S/He will focus more on national and local context and transfer and adapt the international experience findings and advising in proper manner for the local stakeholders' level.

The expected results and deliverables of this assignment are:

### **Result(s):**

With guidance from consultants, ICT/Marketing will research, evaluate and analyze:

1. Current national/regional tourism laws and strategies identifying points of cooperation and synergy;
2. Successful national and international marketing/ICT platforms and ;
3. Interview and assess Diber touristic businesses identifying current electronic unified communications, marketing, ICT infrastructure (software/hardware) and strategies as well as their capacity development needs/desires to better utilize (or not) this platform;
4. Concurrently with number 3 inventory and conduct baseline interviews of current

---

<sup>1</sup> Business Service - A service that is delivered to business customers by business units. Successful delivery of business services often depends on one or more IT services and market/website analytics. An illustrative list of Business Services that are anticipated in the Project include: Web site design and hosting services; On-line booking (tours, rooms, etc); On-line store option (agro & handicraft products, event tickets, etc.); Communication system between partners and customers; Blogs; Portals; and Maintenance.

touristic businesses and determine their products, services, and costs, their comprehensive/overall marketing strategy (print, TV/radio, signs, web/social media presence, festivals, conferences, etc.), technical skills, business services desired by a marketing/ICT platform, interest in shared platforms, and other data points as agreed upon by the Marketing/ICT Working Group; then

5. Develop a regional/international “D2T project model” that is a comprehensive regional/international marketing strategy with a marketing/ICT platform and relevant business services to deliver a product at a cost that will work in the current environment.

### **Deliverable(s):**

The contractor, working with staff, will ensure the submission of the following materials by the deadlines given:

- a) Base line study survey.
- b) Marketing/ICT platform.
- c) Inventory of touristic businesses and services;
- d) Database of business in Diber tourism suppliers for services & capacities;
- e) Training and planning workshops and coaching sessions;
- f) Promotion of all products developed in the D2T project via marketing/ICT platform. ;
- g) Report on the service provided, also including recommendations for the future.

## **5. ACTIVITIES**

---

*The contractor will conduct the following activities:*

1. “TAP Baseline Study and Marketing/ICT Research on successful platforms, part 1.”

The main tasks to realize this activity are:

- Research and summarize the national/regional tourism laws and marketing strategies TAP (Tourism Action Plan);
- Baseline on the demographic profiles of current national/regional/international customers coming to Albanian and Diber (aka tourists) (TAP);
- Research and identify best practices from successful international marketing/ICT platforms to advise and inform on D2T tactics and strategies. The consultant must coordinate with other USAID activities / projects. It will be done by national ITC/Marketing Consultant.

The aim of this activity is to lay the “groundwork” for the ICT/Marketing Working Group<sup>2</sup> of the Forum and D2T Project staff. (In addition to informing the work on the TAP.) It will a) identify legal framework, resources, and strategic alignments for Diber Municipality within the Republic

---

<sup>2</sup> This Working Group, with the national and international consultants, and D2T staff, will conduct detailed field analysis; and design, and implement the Marketing plan and ICT platform in subsequent with other activities.

of Albania; b) baseline key tourism sector demographics, project impact and outcome indicators; c) identify successful marketing/ICT platforms and; d) make recommendations.

***Activities and Outputs:***

National (TAP) baseline consultants, contracted **via a separate Agreement and TOR**, will conduct parts **a, b and d**. The national ITC/Marketing consultant will implement **c and collaborate on d** with the TAP team. This study is an overlap with the overall D2T baseline and needs assessment process. The activities and outputs include:

- a. Research, evaluate and submit a summary report on the current national/regional tourism laws, resources, and strategies (tourism demand by region, marketing activities, tourism human resource readiness by sector, common surveys and data collection points, ICT/Marketing infrastructure, partner institutions and organizations, economic objectives, products, destinations, state of the industry, health, safety and protection, etc.) (TAP expert)
- b. Collect baseline data on the inter/national and regional customer profiles (INR) (where are they from, where do they go, what type of traveler, how long do they stay, how much do they spend, how do they get here, where do they stay, etc. (TAP expert) ; and
- c. Research successful international marketing/ICT platforms (e.g.: web sites/portals, social media tools, online booking tools, trade shows, shared promotions, branding, guide/hotel/restaurant certifications, etc.) looking to USAID for successful models for various market segments (tours, housing, eating, entertainment, transportation, etc) and customer profiles of these platforms/sites and coordinate work with other USAID activities/ projects under implementation (ICT and Marketing expert); and
- d. Summarize the findings in a report to ALCDF (in consultation and collaboration with TAP expert).

The above activities will occur after a consultation and coordination skype with international consultants (Kreider Consulting and CNVP), ALCDF, and D2T staff.

**2. Establishment of Marketing/ICT Working Group.**

The Marketing/ICT Working Group will include Forum members (e.g.: local/regional government, tour, transportation, hotel, guest house, hostel, restaurant, and ITC business owners); and, non-forum members (e.g.: youth, administrators and teachers from 2-4 secondary schools and universities with ICT or marketing knowledge.). The PC/ALCDF in close cooperation with Forum will invite the non-forum members to participate in this group. Consultants and ALCDF meet (skype) to plan and coordinate roles and activities together before the activity day.

Two meetings will be organized: a) with educators for recruitment on the Working Groups and to solicit names of qualified students for internships; and b) with PPP to review work plans and agreements. The consultant will attend and present findings at the first Forum meeting and lead

discussion about the ICT/Marketing Working Group.

3. Marketing/ICT Research and Baseline Study/inventory, part 2."

The consultant will design a study that includes:

- Interview questions and inventory database to assess Diber tourism suppliers' marketing and ICT strategies and capacities, and
- Develop a draft "D2T project model."

The aim of this activity is to inventory the Diber tourism suppliers while assessing their capacities. The results will be maintained in a database and will inform the D2T project model (for marketing and ICT.)

- a. Two days of workshops conducted by the national and international consultants with Marketing/ICT Working Group to review part 1 of the study and design part 2. Design baseline interviews of current touristic businesses and determine their products, services, and costs, their comprehensive/overall marketing strategy (print, TV/radio, signs, web/social media presence, festivals, conferences, etc.), technical skills, business services desired by a marketing/ICT platform, interest in shared platforms, and other data points as agreed upon;
- b) working agreement created; and c) working group plans the "inventory and needs assessment" for ICT/Marketing among tourism suppliers in Diber.
- b. The Marketing/ICT Working Group with guidance and coordination from the national consultant, will interview and administer the questionnaire (by market segment), to inventory and assess the current state of Diber touristic suppliers/businesses and services. The inventory and assessment interviews of current touristic businesses/suppliers will:
  - a. determine their products, services and costs;
  - b. identify the market segment they occupy (tours, housing, eating, entertainment, transportation, etc.) and marketing strategies;
  - c. their current customer profiles;
  - d. web and social media tools used, if any, their costs, perceived impacts/benefits, technical skills to develop and maintain, and interest in shared platforms, and
  - e. other data points as agreed upon by the Marketing/ICT Working Group and consultants.
- c. A database of Diber tourism suppliers/businesses (business directory & marketing platform) will be created by the national consultant and maintained by the TIC. This will be used as additional baseline data.
- d. Based on the report from (part 1) and the information gathered for the database of the Diber tourism suppliers/businesses (part 2), the Working Group, with guidance from consultants, will develop a draft "D2T project model<sup>3</sup>" that will work within the current

---

<sup>3</sup> D2T project Model will be a realistic and affordable National, Regional, and International (NRI) sustainable marketing plan,

environment and aligns with the national tourism framework.

The "D2T project model" will identify:

- ✓ the different market segments,
- ✓ customer profiles for those segments,
- ✓ best marketing strategies to reach those segments,
- ✓ best ICT business services to support these activities; and sustainable subscription structures.

All of these activities are implemented by the Working Group, guided by two external experts (a national and international) and in coordination with Project Coordinator.

#### *4. Marketing plan and ICT/web platform developed*

The "D2T Project Model" incorporating the D2T Marketing plan and ICT/web platform is built by the Working Group of the Forum with consultants, staff and interns. The ICT/marketing consultant will develop the marketing plan for the inter/national and regional customer profiles (INR) identified and design a user-friendly customer experience for the ICT/web platform. This will include tagging the "D2T Project Model" for search engine optimization, entry into the web site (landing page), discovering and purchasing touristic products via online store(s) that can receive paypal and/or credit card payments, as well as defining customer demographic profiles to compare to the desired customer profile based on the research of targeted audiences. This will require storyboarding the entire web site to promote an outstanding user experience and to communicate the design in writing to the ICT design team. The ICT design team will then assemble the hardware and software following the storyboard so that the infrastructure implements the marketing plan and products.

The "D2T Project Model" will be reviewed, refined, and adopted by the Forum, PPP and Management; and, maintained by the TIC and PPP. All relevant business services will be integrated into all platforms for market intelligence (data). Some business services will be subscription-based for sustainability and approved by Management team.

Beginning in Project Year 2, and once the D2T model is approved by the management team, D2T and PPP staff, interns and consultants will build the ICT backbone to make the D2T model a reality.

---

using what was learned from the best international marketing/ICT platforms, in alignment with current national direction (R5A1—part 1) to promote the touristic assets from the baseline interviews (R2 and R5A3) with the "new" services created by this project. This will be called the "D2T project model" with relevant business services for which a subscription maybe charged for sustainability.



Additional consultants/experts may be needed at this stage of development (e.g.: web designers; graphic artists; etc.) As this occurs, the ICT/Marketing consultant will work closely with these developers to assure quality and compliance with the project model.

In particular, the consultants must coordinate work -- not just research -- with other USAID activities, specifically with the project of Center for Business Solution (CBS) financed by USAID under the same component and make sure that the platform can link or be linked to other sites easily.

One to three workshops will be presented by D2T staff and the national ICT/Marketing consultant to promote the model--D2T Marketing and ICT web platform to the community. If necessary, 1:1 meetings will also promote the model. All touristic suppliers/businesses will be asked to subscribe to a hosted presence on the D2T, ICT platform. This could include their web site, on-line booking and product sales, social media campaigns and shared promotions, event calendars, and usage reports etc.

An Operations Manual will be created; all staff will be trained; and implementation begins with the continued support of the National Marketing/ICT consultant and ALCDF.

A Sustainability Plan (including, subscriptions, data monitored, and job duties) is developed in Year 3.

5. *“on-the-job” coaching and support for TIC staff and promotion with marketing plan ;*

TIC staff will be coached and supported “on-the-job,” regularly by national expert through intensive capacity development which includes the use of self and customer survey data and reflection. The staff will be trained on technical responsibilities (e.g.: ICT, bookings, data collection and reporting and marketing) via contracted experts as determined by ALCDF.

The consultant will over average 4 hours per per month coaching, per 12-month project life. The expertise will offer on-line and direct in the field.

The consultant will support the TIC staff on preparation the promotion material with marketing plan and platform. The promotion of villages, itineraries, trails and guest houses in the web will prepare and develop by consultants.

It will happen more during end of second year and Year 3.

## 6. LEVEL OF EFFORT

Description of the activity	Place	Date	N° of working days
Establishment of Marketing/ICT Working Group	Peshkopi	September 2017	1
“Marketing/ICT Research and Baseline Study; Part 1 (section c and d only)	Desk work	July, August, September 2017	3
Marketing/ICT Research and Baseline Study/inventory, <b>part 2.</b> ” <ul style="list-style-type: none"> <li>- Two days of workshops on inventory and needs assessment.</li> <li>- inventory and assessment interviews of current touristic businesses / suppliers.</li> <li>- database of Diber tourism suppliers/businesses.</li> <li>- Workshop / small group meetings D2T model.</li> </ul>	Tirana & Peshkopi	October 2017 3 Nov '17-Jan '18 4 Jan-Feb '18 1 March-April '18 2	
Develop a draft “D2T project model.” <ul style="list-style-type: none"> <li>- design/storyboard the entire web site to promote touristic products in an online store format</li> <li>- Integrating business services</li> <li>- Workshops and meetings to promote the model to touristic retailers to purchase space on the platform to promote their business/products to the</li> </ul>	Tirana & Peshkopi Peshkopi Peshkopi	March-April '18 4 March-May '18 2 May-July '18 2	

inter/national and regional customer profiles (INR) identified.			
Marketing plan and ICT/web platform developed and implemented	Tirana & Peshkopi	June-Sept '18—ICT/web; and through March 2020--marketing.	3
Operations manual "D2T project model		Sept '18	3
Sustainability Plan developed		Jan-March '19	2
Promotion and coaching for marketing platform:  - Promotion of all products developed in the D2T project via marketing/ICT platform.  - TIC staff will be coached and supported “on-the-job,” for 12 months (per 4 hour per month).	Tirana & Peshkopi	September 2018 - March 2020	4
	Tirana & Peshkopi	March 2019- March 2020	6
Total			40

## **7. PROFILE OF THE ORGANIZATION/EXPERTS**

Organizations/consultants that are interested to apply for this assignment and consultants they include in their proposal should meet the following requirements. Applicants should:

- Have at least five years activity in the field of assessment studies, ICT and marketing;
- Have successfully implemented similar projects in the past.

The contractor should propose its experts for the assignment. ALCDF requirements about experts' profile are presented in the table below.

1. Min N° of years experience	5 years on ICT, marketing or development sector
2. Area of Expertise	a) Assessment studies. b) Marketing. c) ICT management. d) Effective writing skills.
3. Language skills – written / spoken	Albanian and English.

Organization's profile and experts' CVs should be attached to the proposal.

## **8. BUDGET & PAYMENTS**

---

The Contractor is requested to provide ALCDF with a budget proposal regarding Consultants' involvement based on the specific needs of the assignment as outlined above. Consultants' involvement/fees should be inclusive of any other expenses relating to potential trips to the region, etc. but excluding marketing planning workshop expenses.

### **Payments will be divided as follows:**

- 50% pre-financing payment upon receipt of a correct invoice/request for payment;
- 50% final payment upon receipt and approval of a final invoice, final financial and technical report(s) and the related supporting documents

## **9. REPORTING BETWEEN CONTRACTOR AND ALCDF**

---

The contractor will ensure the provision of **the Deliverable(s)** as described under point 4 above.

The contractor will ensure that regular communication is kept with ALCDF, as necessary to ensure clarity on the progress of the assignment and that the following reports are provided to ALCDF within the deadlines stated.

An assignment report will be submitted within 20 days from the completion of the assignment including a brief technical report on the assignment, explaining clearly when, where and how expert tasks were implemented and a financial report on the assignment.

## **10. SUBMITTING THE APPLICATION**

---

Please submit your application including the methodology and financial offer by July 19<sup>th</sup>, 2017 at:

Lindita Manga

Project Manager

[lmanga@alcdf.org](mailto:lmanga@alcdf.org) and [info@alcdf.org](mailto:info@alcdf.org)

---