



**TERMS OF REFERENCE – TECHNICAL COMMITTEE –  
SKILLS/ORGANIZATIONAL DEVELOPMENT EXPERT**

**LOCAL AND REGIONAL COMPETITIVENESS PROJECT (2016-2019)**

Grant No.: TF0A1779

**Background**

The **Project Development Objective** of the Local and Regional Competitiveness Project (LRCP) is to enhance the contribution of tourism to local economic development and improve the capacity of the Government and public entities to foster tourism growth and facilitate destination management.

LRCP is a four-year investment operation financed with a grant from the European Union (IPA II), and managed as a Hybrid Trust Fund. The Project consist four components, one executed by the World Bank and three components by the Government of the Republic of Macedonia. LRCP is based on a holistic approach to tourism development and destination management and will provide investment funding and capacity building to support sector growth, investment in destinations, and specific destination prosperity.

***Project components:***

- Component 1: Technical assistance for tourism development
- Component2: Strengthening destination management and enabling environment
  - ❖ Sub-component 2.1: Central level capacity, coordination, and policy
  - ❖ Sub-component 2.2: Destination Management
- Component 3: Investment in tourism-related infrastructure and linkages at destinations
  - ❖ Sub-component 3.1: Infrastructure investments
  - ❖ Sub-component 3.2: Grants for enhanced tourism service-delivery and local economic impact
- Component 4: Strengthening project management

At the **central government level**, the project will enhance the business environment, public-private dialogue, and strategic planning for the sector (*Sub-component 2.1*). At the **regional and local levels**, LRCP will support selected tourism destinations in the country through a combination of technical assistance to improve destination management (*Sub-*

component 2.2), infrastructure investments (Sub-component 3.1), and investments in linkages and innovation (Sub-component 3.2).

### **Expected key results:**

- Additional private sector investment generated in tourism-related activities at beneficiary destinations;
- An increase in the number of tourism-related jobs created at beneficiary destinations;
- Reforms implemented that were identified through a consultative public-private dialogue destination management process;

Objectives of Component 3: To support key investments in infrastructure and non-infrastructure activities (training, publications, promotion, upgrading of supplier capabilities, etc.) that will make an impact on increasing the attractiveness of selected destinations through upgraded product offerings and linkages with local economies to capture a greater share of economic benefits at the destinations or tourism circuits (markets, value chains).

Potential beneficiaries: Public and private sector entities.

**The sub-projects under Component 3 of the Local and Regional Competitiveness project will be made through three types of financing instruments:**

**1) Grants for tourism-related infrastructure:** The instrument will finance investment in tourism-related infrastructure which is critical for unlocking the potential of destinations. Eligible investments include interventions to improve the physical condition of attractions and tourist sites in public ownership, access to cultural and natural heritage sites, promotion and branding of destinations and sites, etc.

**2) Grants to private sector organizations for enhanced tourism service-delivery:** The grants will finance goods and services such as soft infrastructure and non-infrastructure services such as capacity-building, training technical and financial support. Eligible applicants for these grants are non-profit entities (e.g. business associations), training and educational service providers (including non-profit and for-profit), and civil society organizations.

**3) Matching grants for local micro and small sized enterprises to enhance business linkages and innovation:** The grants aims to improve the ability of commercial, private micro and small enterprises to invest in new or improved products or services, new knowledge through market research, business plan or marketing strategy development, adoption and implementation of international quality standards, investment in business linkages and innovation, training and undertake renovation of existing facilities, and others.

For each type of grant, a matching contribution will be required depending on the type of beneficiary (i.e. non-profit, for-profit, etc.).

### **Objectives of the Assignment**

The **skills/organizational development expert** will be a member of a technical committee (TC) to be established by LRCP Project Implementation Unit (PIU) for conducting evaluation of sub-

project (grant) proposals submitted as a part of component 3.2 consisted of Sub-components 3.2.1 and 3.2.2 of the LRCP. Based on the selection criteria and guidelines developed in the Project's Grant Manual, the expert and other TC members will undertake the evaluation and provide a final ranking of proposals to be submitted to the PIU, and then to Cabinet of Deputy Prime Minister for Economic Affairs (CDPMEA) and World Bank (WB). This process will determine which proposed sub-projects receive funding through the Project's grants.

## Scope of Consulting Services

### ***Preparation:***

- Participate (in person or virtually) in the workshop organized by PIU in order to get introduced with the LRC Project and the relevant LRCP documents such as Grant Manual and Development Plans;
- Develop good grasp of Grant Manual requirements, including selection criteria in the Request for Proposals (with applicable forms, templates and annexes) to the Grant Manual, including Tourism Development Plans;
- Read and sign Conflict of Interest-Non Disclosure form;
- Ensure fair and equitable treatment of all sub-project proposals;

### ***Evaluation and selection of proposals***

- Based on the documents mentioned above and the criteria established in the Grant Manual, the expert, in conjunction with other TC members, will use the set of criteria developed in the Grant Manual provided by the PIU;
- Based on the selection criteria and the scoring scale, the expert will individually evaluate sub-project proposals and provide opinions, comments and discuss with other members to deliver a final ranking following the working methods specified in the section below (section - Working methods and processes);
  - Discuss and compare the score assigned to each proposal;
  - Prepare Evaluation and Scoring Report;
  - Recommend in the Evaluation and scoring report which proposal(s) should be awarded for receiving a grant and provide justification for such decision;
- Participate in grievance mechanism with providing the answers to complaints received by LRCP PIU about decisions if necessary;
- In particular, **skills/organizational development expert** should:
  - Assess the overall relevance and benefits of the proposed sub-project for skills innovation and business development in the Republic of Macedonia;
  - Ensure that the proposed budget of the sub-project is realistic, reasonable and compatible with the proposed activities;
  - Assess relevance and benefits of the proposed sub-project for tourism development especially for business linkages creation in the country and compatibility with the gaps identified in the development plans.
  - Assess that the proposed budget of the sub-project is realistic, reasonable and compatible with the proposed activities.
  - Evaluate the technical and implementation plan for the sub-project
  - The skills development/organizational expert should recommend to the PIU,

along with other TC members as applicable, if certain budget negotiations are needed with the highest-scoring sub-projects applicants qualified for award of sub-grants in order to have successful, smooth and realistic implementation of the sub projects.

### **Working methods and processes**

The member of the technical committee – **skills/organizational development expert** will use the following working methods and processes:

- Step 1: Evaluation of all submitted applications from the **Long List**: (Each TC member will evaluate all submitted full sub-projects proposals that have passed the administrative check by PIU);
- Step 2: Establishment of **Short List**: (Individual list of all sub-projects that have scored over 70pt)
- Step 3: Establishment of **Final List**: selecting the highest-scoring sub-projects qualified for award of grants based on the average score received from all TC members score
- Step 4: Establishment of **Rejected List**: stating the reasons for rejection
- Step 5: Propose a **Reserve List**: composed of proposals which have obtained a score above the threshold (minimum 70 points) but which exceed the funding available.
- Step 6: Participate in the preparation of the **Evaluation and Scoring Report**. The final ranking of the TC, concluded in an Evaluation and scoring report adopted and signed by all TC members will be the basis for the PIU to submit to WB and CDPMEA for approval.

### **General qualifications and skills**

- University degree preferably in Social Science, Economics, Management, Education, Public Administration or other relevant university degree. Master's degree in the relevant field would be an advantage;
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications;
- Excellent knowledge of English;
- Excellent communication skills and ability write reports clearly and concisely.

### **General professional experience**

- Minimum 10 years of professional experience in vocational education and skills development;
- At least three years' experience working internationally or on international projects;
- Sound understanding and experience of working in Macedonia and/or the region;
- Professional experience in capacity building technical assistance projects and/or experience in technical work of project planning and management relevant to vocational training and/or tourism and hospitality development;
- Experience in value chain upgrading needs and key gaps where the project can have the greatest impact;
- Understanding of market constraints to meeting market demands (including constraints in government policy, procedures, and institutional capacity; characteristics of the labor force and labor market; gender-related challenges and opportunities; product offerings; marketing; and other necessary support services);

### ***Specific professional experience***

- Knowledge of the dynamic and challenges of private sector development;
- Sound understanding and ability to evaluate economic impacts of tourism;
- Sound understanding and experience of working with both the public and private sector;
- Experience in value chain upgrading needs and key gaps where the project can have the greatest impact;
- Experience in evaluating/appraising project proposals/grants will be considered an advantage.

### **Place of delivery**

The **skills/organizational development expert** will be conducting an individual sub-project evaluation. When each of the committee members have completed their individual reading and scoring of proposals, the committee assembles as a group to average the evaluation results and reach a consensus on the ranking. The final ranking with recommendations for award shall be concluded and adopted in an Evaluation and Scoring Report. The meetings will be held at the LRCP premises in Skopje (or via Skype/internet<sup>1</sup>) where the expert will be given full access to all equipment and facilities (computers, printers, photocopiers, office supplies...).

### **Reporting**

For the first LRCP call, skills/organizational development expert is expected to deliver Evaluation and scoring report with adopted and concluded **final ranking of sub-project** proposals with recommendations for award, to the LRCP Director, , by e-mail and in written form no later than 7 calendar days from the receiving the proposals for *Matching grants for local micro and small sized enterprises*, and no later than 22 calendar days from the receiving the proposals for the *Grants to tourism sector organizations* and for *Infrastructure Investments*.

For the other LRCP calls, for which the expert will be informed in timely manner once the dates for call of proposals are confirmed, expected duration for reporting of individual evaluation and deliver Evaluation and scoring report and the final ranking of sub-project proposals for selecting the sub-grant beneficiaries, along with the schedule for expected assignment duration, will be additionally submitted to all members of the technical committee.

### **Expected assignment duration**

The skills/organizational development expert is expected to be engaged from the end of August till the end of September 2017 for the first round of LRCP call. The expert's services will be needed for the duration of the LRCP, in several phases, depending upon the number of issued calls for which the expert will be informed in timely manner once the dates for call for proposals are confirmed. The estimated term required for the assignment is maximum 30 calendar days within the period of one month. The contract will be signed for the duration of the project, but the work for each phase would commence subject to satisfactory performance during the preceding

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<sup>1</sup>After the first call, there is a possibility to establish online Platform for sub-projects submission where the TC members can evaluate the received sub-projects online

phase. Committee members are required to devote considerable time in preparing for the evaluation process. The expert is expected to provide the specified deliverables as per below tentative schedule for the first call:

1. Participate on the LRCP workshop- and develop good grasp of LRC\_Project related materials: 28.08.2017-31.08.2017
2. Evaluating proposals, individual scoring, group scoring and final report: 01.09.2017-07.09.2017 (*Matching grants for local micro and small sized enterprises*)
3. Evaluating proposals, individual scoring, group scoring and final report: 01.09.2017-22.09.2017 (*Grants to tourism sector organizations*)
4. Evaluating proposals, individual scoring, group scoring and final report: 01.09.2017-22.09.2017 (*Infrastructure Investments*)

After the evaluation process, the expert is expected to be available to assist PIU in grievance mechanism process, if needed. Acceptance to serve on a Technical Committee should be construed as a commitment, within reasonable limits, to expend the time necessary to complete the entire process.

#### **Selection method**

Expert will be selected in accordance with selection method: V. Selection of Individual Consultants, set out in the Consultant Guidelines, World Banks Guidelines: „Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers“ dated January 2011, Revised 2014. The Contract shall be time based.

#### **Confidentiality of Information**

During contract implementation and afterwards, the expert undertakes not to disclose to a third party or made publicly available any related information without prior consent of LRCP PIU. The expert will be held liable for failure to comply with this provision. The expert is expected to maintain total impartiality throughout the selection process. Prior to the engagement, the Expert will be asked to sign non conflict statement.