



REPUBLIC OF ALBANIA

"EQREM ÇABEJ" UNIVERSITY GJIROKASTËR

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ANNEX II: TERMS OF REFERENCE

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1. BACKGROUND INFORMATION

1.1. Partner country

Albania

1.2. Contracting authority

University “Eqrem Cabej” of Gjirokastra

1.3. Albania Country Background

Albania, as per OECD recent study, is an upper-middle income economy with a population of 2.87 million and an income per capita of USD 4 537 (at current prices in 2017), the second-lowest in the Western Balkans. Although the economy is led by the services sector, industry and agriculture still play an important role. In 2017, the services sector contributed 47.3% to total gross value added, followed by industry (including construction) at 21.1% and agriculture at 19% (World Bank, 2018). However, agriculture employed 40.3% of the population, far larger than its contribution to the economy, and slightly less than services at 41.1%. The share of industry in total employment was 18.6% (ILO, 2018).

The economy is expanding, driven by a favourable domestic and external environment. Real growth in gross domestic product (GDP) reached 3.8% in 2017, mainly reflecting increases in capital investments, but also rising private consumption. Private consumption has picked up thanks to accelerating job creation, increasing wages and growing household credit. Capital investments have gained momentum due to two energy-related projects, the Devoll hydropower plants and the Trans Adriatic Pipeline. However, growth is expected to become more subdued, with the two energy projects projected to end by 2020. Albania’s current account deficit remained sizeable at 7.5% of GDP in 2017, although it has fallen from 10.8% in 2014 (EBRD, 2018). Net exports increased to 31.5% of GDP in 2017; imports declined slightly but remained stubbornly high at 46.6% of GDP (EC, 2018). Net exports are projected to increase at a solid place in light of growing demand from the EU market, but their contribution to GDP growth is expected to be fully offset by the growth in imports (EC, 2018).

Albania’s export basket continues to be highly concentrated. Just three product categories accounted for 76% of exported goods in 2017:1 textiles and footwear (43.6%); minerals, fuel and electricity (16.6%); and construction materials and metals (15.9%) (EC, 2018). This lack of

diversification and the low-tech character of the export basket further contribute to the large external deficit, leaving the economy exposed to industry-specific shocks. The current account deficit is offset by a large volume of remittances by Albanians living abroad – reaching 8.6% of GDP in 2017. A surge in tourism exports also bodes well for Albania's current account balance and the tourism sector is projected to expand by an average of 7.8% a year over the next three years (EC, 2018).

Albania successfully concluded a three-year Extended Fund Facility programme with the International Monetary Fund (IMF) in 2017, contributing to enhanced fiscal stability and a falling level of public debt, although it is still high at 71% of GDP. Persistently low levels of tax revenue remain a challenge. Tax revenue accounted for 22.5% of Albania's GDP in 2015, significantly lower than the OECD average of 34.3% (OECD, 2018).

Inflation remained low at 2% in 2017 and well below the Bank of Albania's target rate of 3% in the medium term. Despite interest rates remaining low – at 1.25% since May 2016 – and the banking sector's ample liquidity, bank lending to businesses remains subdued. Citing appreciation of the national currency (the Albanian lek or ALL), and the need for additional capital to meet higher demand for loans, the Bank of Albania decided to further cut its key interest rate by 25 basis points in June 2018 to a historic low of 1% (Bank of Albania, 2018).

In 2017, the unemployment rate fell by 1.5 percentage points to 14.1% while the labour force participation rate increased to 58%, the highest in the Western Balkans and Turkey (WBT) region. In 2015, male activity rates were 64.3%, above those of EU Member States, but female participation in the labour market was 47.3%, lower than the EU average of 51.5% (ILO, 2018). Albania was the first economy in the region whose labour participation rate rose above 50% (World Bank, 2018). Albania's youth unemployment is the lowest in the Western Balkans region, at 25.9% (World Bank, 2018).

Albania's improving performance in science, reading and mathematics, according to the results of the 2015 OECD Programme for International Student Assessment (PISA), indicates it is paying increasing attention to helping its youth improve their skills, and ease their access to the job market. Since 2009, Albania's mean performance has improved by 37 score points in science and 36 score points in mathematics, which are respectively the third largest and largest improvements among education systems with comparable data (OECD, 2018). Despite these improvements, its latest PISA results are still below the OECD and EU averages.

1.4. Overview of the current situation in the business sector in Albania

In spite of a positive economic outlook, Albania's business environment continues to present significant structural impediments to strengthening competitiveness and fostering growth. As indicated in Albania's Economic Reform Programme 2018-2020, the main problems are informality and high levels of perceived corruption. Since 2015, all EU candidate countries and potential candidates are obliged to prepare Economic Reform Programmes (ERPs). ERPs prepare the enlargement countries for their future participation in the EU's economic policy co-ordination procedures. They also play a key role in improving economic policy planning and steering reforms to sustain macroeconomic stability, boost competitiveness and improve conditions for inclusive growth and job creation.

The ERPs contain medium-term macroeconomic projections (including for GDP growth, inflation, trade balance and capital flows), budgetary plans for the next three years and a structural reform agenda. The structural reform agenda includes reforms to boost competitiveness and improve conditions for inclusive growth and job creation in the following areas:

1. public finance management
2. energy and transport markets
3. sectoral development
4. business environment and reduction of the informal economy
5. trade-related reform
6. education and skills
7. employment and labour markets
8. social inclusion, poverty reduction and equal opportunities.

Due to Albania's large informal sector, the tax burden is borne by a relatively small number of enterprises, giving informal enterprises an unfair advantage. As a result, formal enterprises may be unable to enter into or expand within a market because they simply cannot compete with the lower business costs of their informal competitors. Albania also performs below par for corruption levels. The country scored 36 in Transparency International's 2018 *Corruption Perceptions Index*, which positioned it as the 99th least corrupt economy out of 180 countries and territories (Transparency International, 2019).

Other vulnerabilities include insufficient clarity over land ownership, weak contract enforcement and limited access to finance, especially for SMEs (EC, 2018). Entrepreneurial skills

remain a very acute issue, further exacerbated by endemic brain drain. In addition, interviews conducted with SME owners for this assessment indicated poor institutional support – further aggravated by the restructuring of the public administration following the parliamentary elections in June 2017. Although this restructuring is perceived to be temporary, it has reduced the capacity of public institutions and created uncertainty for SMEs in interacting with government.

Currently, Albania's foreign direct investment (FDI) regime is less restrictive than that of the average OECD or EU economy according to the OECD *FDI Regulatory Restrictiveness Index* (OECD, 2017). However, it is less open to FDI than all the other Western Balkan economies (OECD, 2016). To remove FDI restrictions further, the government plans to adopt a unified investment law by the end of 2018. Among other principles, the new law will further guarantee that the government will not expropriate foreign and domestic investment except in circumstances where it is a last resort, and in line with the principles of international law. The new law also aims to put into place the principles of international investment treaties and encourage and improve investor confidence by creating mechanisms for handling investor grievances to be managed by the Albanian Investment Development Agency (AIDA).

Albania's 2002 Law No. 8957 on Small and Medium Enterprises defines SMEs according to their number of employees, annual turnover and balance sheet. In 2008, the definition was amended by Law No.10042 to align it with the EU's definition in terms of employee numbers.

As in the EU and the other WBT economies, SMEs dominate Albania's economy. In 2016, there were 44 325 SMEs, an increase of 31.5% from the total of 33 686 in 2013, and these SMEs account for 99.7% of all enterprises in Albania. They contribute more to employment in the business sector than on average in the EU – 77.5% compared to 66.6% – and create two-thirds of value added in the non-agricultural private sector (56.7% in the EU). Micro enterprises generated the most employment in 2016, although their share of both employment and value added has fallen by 2.2% since the previous assessment. On average, each SME in Albania employs 8.9 people.

Since the last assessment, SMEs' contribution to Albania's total exports has increased significantly, from 41% to 57%. However, more SMEs are involved in importing than in exports. In 2016, 7.4% of SMEs were importers, while only 2.4% were exporters (INSTAT, 2018).

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall challenges

The project area, which is located at the Greek-Albanian border, is predominantly characterized by small and micro enterprises, with poor performance in clustering, technological development and innovation, weak and vulnerable productive structure, and limited competitiveness in international markets (see Programme's SWOT Analysis).

Despite the fact that public R&D expenditure have been constantly growing, the level of investment in research and technological development is still very low, private sector is very limited, and University-Industry collaboration is among the lowest ranked in the world. However, a growing pool of highly educated university graduates, coupled with potential for incorporation of innovation into productive processes within a fledgling Startup Scene and momentum, has given rise to an entrepreneurial spirit throughout the area. Within this context, the project idea is in line with the thematic priority (g) "Enhancing competitiveness of the business environment and the development of small and medium-sized enterprises (SMEs), trade and investment".

2.2. Project idea

The overall objective of INECO project is to address a broader innovative ecosystem in the cross-border area, by creating two pre-incubating supporting mechanisms, in order to encourage new entrepreneurs and teams to prepare and test their business ideas under real conditions, and before taking any business risk. INECO will develop two co-working spaces and support services for teams of people with innovative ideas, helping them to mature, and to integrate smoother within the business world.

More specifically, the teams will be supported to: (a) develop a business model, (b) access the market for their ideas, overcoming the so called "death valley" and (c) seek seed funding or risk capital. The two co-working spaces that are to be created; one in Kastoria (Greece) and one in Gjirokastra (Albania), will be able to fully support 15 to 20 teams, by providing them with a modern working environment, with all the flexibility needed to adapt to different and changing requirements. These spaces will have adequate infrastructure in terms of hardware and software in order to support the teams' endeavors. What is more, both these spaces will offer the

potential for interaction between the hosted teams – promoting thus more synergies. Coached support will be provided to the hosted teams throughout the whole time during which the premises will be used.

This support includes advice on generic issues, including: idea validation, business model, revenue model, IPR, legal issues, etc. If and when more specialist advice will be needed and justified by the progress of the hosted team, they will be redirect accordingly. Also, mentoring services will be arranged for areas in which the hosted team operates (or intends to operate). In some cases the mentor could be a potential client.

2.3. Project Overall Objectives

The overall objective of INECO - in compliance with the general objective of the priority to which it belongs - is to address a broader innovative ecosystem in the cross-border area. This will be achieved by creating pre-incubating structured mechanisms, in order to encourage new entrepreneurs and teams to prepare and test their business ideas under real conditions, and before taking any business risk. The offered learning will be based on experience, thus lowering the risk of market failures. In contrast to a common business incubator, the pre-incubator supports only entrepreneurial projects (“profit-centres”) and not already registered enterprises. The specific objectives of the project are described as followed:

- The development of a pre-incubation strategy in the CB area based on international experience and capitalizing on existing methodologies.
- The formulation of Business Plans and development of prototypes for potential entrepreneurs and teams.

The development of a Business Pre-incubating Acceleration Tool and Virtual Platform is associated with all the particular Modules:

- The creation of an International Mentors Network / Advisory Board / Pre-incubator Group.
- The installation and equipped of two pre-incubation structured mechanisms.
- The consultation with key stakeholders, policy recommendation and capitalization
- The development of a holistic pre-incubating support program involving training, coaching, mentoring and laboratory activities.

To this end, the project seeks the establishment of a solid and stable platform of cooperation, generating economies of scale and providing opportunities to exploit the comparative advantages that the region offers.

The project is consistent with the strategies and aims of the Interreg IPA CBC Programme related to the Priority 2 “Boosting the local economy”, and it contributes to the Specific Objective 2.2 “Improve cross border capacity to support entrepreneurship, business survival and competitiveness”.

2.4. Project’s approach

The implementation of the INECO is expected to eliminate obstacles for the spin-off process by creating new two pre-incubators in close collaboration with the "KEPA - ANEM" in Thessaloniki. In contrast to a common business incubator, the pre-incubator supports only entrepreneurial projects (“profit-centres”) and not already registered enterprises. In these new facilities, potential entrepreneurs will be enabled to test the marketability of their products prior to the foundation of their own company. The pre-incubator will provide the entrepreneur with assistance and key knowledge on how to run a company. To this end, the project seeks the establishment of a solid and stable platform of cooperation, generating economies of scale and providing opportunities to exploit the comparative advantages that the region has to offer.

2.5. The partnership

The partnership consists of (6) institutions with competence in entrepreneurship, research & innovation, capacity building and local development, with high level of commitment and expertise: (i) Kastoria Chamber (LB1-GR), (ii) University of Thessaly (PB2-GR), (iii) Association of Women Entrepreneurs (PB3-GR), (iv) Chamber of Commerce of Gjirokaster (PB4-AL) (v) Studies of Development Center (PB5-AL) and (vi) University “Eqrem Cabej” of Gjirokaster (PB6-AL).

The Partners have full knowledge of the area, its problems and especially its potentials. Their partnership combines knowledge, experience and expertise in a well-planned insight- out, and bottom-up driven project.

2.6. Purpose of this contract

The current contract is related to the provision of service for the following deliverables as per the Approved Application Form for the PB6 University of Gjirokastra:

WP1: Overall Project Management Support to the Staff of the University

WP3: Pre-incubating Strategy including

- Need Analysis & Action Plan on pre-incubation Strategy in the CB area,
- Identification of the latest innovation trends and Good Practices in Europe. Capitalisation of existing methodologies
- Survey to gain deep understanding of potential entrepreneurs' attitudes towards pre-incubation
- Formulation of different scenarios on pre-incubation strategy based on analyses and debate and Formulation of Business Plans, development of prototypes

WP4: Pre-incubating Mechanism & Tools, specifically in

- Business Pre-incubating Acceleration Tool- Modules e-material
- International Mentors Network - Advisory Board - Pre-incubator Group

• WP5: Pre-incubating Capacity Building including

- Holistic pre-incubating support program involving training activities - Training Modules
- Holistic pre-incubating support program involving mentoring & coaching activities

2.7. Results/deliverables to be completed by the contractor

Summary of deliverables of this contract as per approved AF:

Deliverable Nr	Deliverable Title	Budget (max) in EURO
Deliverable 1.6.3	Project Management	3,000.00
Deliverable 3.6.1	Need Analysis & Action Plan on pre-incubation Strategy in the CB area	3,000.00
Deliverable 3.6.3	Survey to gain deep understanding of potential entrepreneurs attitudes towards pre-incubation	4,000.00
Deliverable 3.6.4	Formulate different scenarios on pre-incubation strategy based on analyses and debate	3,950.00
Deliverable 3.6.5	Formulate Business Plans and develop prototypes	3,000.00
Deliverable 4.6.1	Business Pre-incubating Acceleration Tool- Modules e-material	4,850.00
Deliverable 4.6.4	International Mentors Network - Advisory Board - Pre-incubator Group	4,920.00
Deliverable 5.6.2	Holistic pre-incubating support program involving training activities - Training Modules	17,280.00
Deliverable 5.6.3	Holistic pre-incubating support program involving mentoring & coaching activities	36,000.00
	Total maximum budget	80,000.00

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

Assumptions have been made in terms of availability of the information from all consortium members, project timeplan changes and implementation of joint actions that can affect all tasks of the current contract.

3.2. Risks

Risks of the contract are related to transnational character of the cooperation, to the availability of the funds and to partner to partner exchange of information. The tenderer should analyse any risk and propose and risk management strategy

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

Contractor shall support the PB6 University of Gjirokastra to fulfil the following deliverables in cooperation with the whole consortium following ANY changes in the specifications as decided by the Consortium Management Boards:

WP1: Overall Project Management Support to the Staff of the University

WP3: Pre-incubating Strategy including

- Need Analysis & Action Plan on pre-incubation Strategy in the CB area,
- Identification of the latest innovation trends and Good Practices in Europe. Capitalisation of existing methodologies
- Survey to gain deep understanding of potential entrepreneurs' attitudes towards pre-incubation
- Formulation of different scenarios on pre-incubation strategy based on analyses and debate and Formulation of Business Plans, development of prototypes

WP4: Pre-incubating Mechanism & Tools, specifically in

- Business Pre-incubating Acceleration Tool- Modules e-material
- International Mentors Network - Advisory Board - Pre-incubator Group

WP5: Pre-incubating Capacity Building including

- Holistic pre-incubating support program involving training activities - Training Modules
- Holistic pre-incubating support program involving mentoring & coaching activities

4.1.2. Geographical area to be covered

District/region of Gjirokastra

4.1.3. Target groups

Young scientists & students, Young potential entrepreneurs, Other potential entrepreneurs, Young entrepreneurs, Innovative local firms, Export oriented local firms, Private business Associations, Local & regional authorities, Civil society representatives, Research institutions, Policy makers, Social entrepreneurs.

4.2. Specific work

The deliverables will be implemented with the scope of this contract:

Activity 1.6.3. Project management

Project reporting and management actions for ensuring the proper implementation of the project as per Manual and any updates and requests from the lead partner.

Deliverables:

- Progress reports technical and financial to LP
- Management reports (3 monthly) including technical and financial support services summary
- Technical Coordination and Internal Management of the work of staff and contractors
- Coordination of the reporting in MIS, FLCO and checking of requirements as per GRAL Manual

Activity 3.6.1. Need Analysis & Action Plan on pre-incubation Strategy in the CB area

The aim of this action is to develop a study on Need Analysis & Action Plan on pre-incubation Strategy in the INECO CB area. The key purpose of the Need Analysis is to serve as a reference document for the INECO partners.

This Report will provide partners with the opportunity to view the pre-incubation theme through the lens of common challenges in both countries and to reflect on the situation in their own country.

The Action Plan on pre-incubation Strategy intends: (a) to set the goals based on an in-depth diagnosis and assessment of the existing situation, and (b) to outline the actions and the policy measures needed. The Final Report will be coordinated by the UTH team, in close collaboration with the INECO PB3, PB5 and PB6 project partners.

The external expert applicant will work with the scientific team of INECO project at the University of Thessaly (UTH) and Gjirokastra towards achieving the goals of WP3, Activity 3.1.

The Final Report will be compiled by the UTH team in close collaboration with the INECO PB3, PB5 and PB6 project partners.

PB6 staff team with the assistance of the contractor will provide data collection from own territory (Data collection and analysis for graduates, phd candidates and their analysis with additional professional input by relevant expertise of the field and review of produced material) for the compilation of the final study-report entitled "Need Analysis & Action Plan on pre-incubation Strategy in the CB area"

Deliverables:

- Need Analysis & Action Plan on pre-incubation Strategy in the CB area

Activity 3.6.3. Survey to gain deep understanding of potential entrepreneurs' attitudes towards pre-incubation

The aim of this action is to develop a Report based on Survey which aims to gain deep understanding of potential entrepreneur's attitudes towards pre-incubation in the INECO CB area.

The survey's main goal is to gain a thorough knowledge on the profile of the potential entrepreneurs in the CB area.

Moreover, the activity intends to identify the critical parameters that will change negative stereotypes and will create positive attitudes towards entrepreneurship in a pre-incubating setting. The survey will be conducted among potential entrepreneurs in the INECO project's area.

The Final Report will be coordinated by the UTH team in close collaboration with the INECO PB3, PB5 and PB6 project partners

PB6 staff will be supported by the external contractor and its experts and will provide input from own territory including data collection & Interviews conducting (graduates, phd candidates, etc) and their analysis including translation of any available content in Albanian and will contribute for the compiling the final study-report entitled "Survey to gain deep understanding of potential entrepreneurs attitudes towards pre-incubation.

Deliverables:

- Survey to gain deep understanding of potential entrepreneurs' attitudes towards pre-incubation

Activity 3.6.4. Formulate different scenarios on pre-incubation strategy based on analysis and debate

The aim of this action is the formulation of different scenarios on pre-incubation strategy on the basis of the previous analysis and debate. Within this frame, the formulation of different scenarios will involve three steps:

(a) An internal diagnosis of the agencies involved in the region based on the findings extracted by the Activity 3.3 (Survey to gain deep understanding of potential entrepreneurs' attitudes towards pre-incubation) and follow up fieldwork.

(b) An analysis of the external conditions outside the region based on the findings extracted by the Activity 3.1 (Need Analysis & Action Plan on pre-incubation Strategy in the CB area), the Activity 3.2. (Identify the latest innovation trends and Good Practices in Europe. Capitalization of existing methodologies) and follow up fieldwork.

(c) The identification of common objectives based on fieldwork research. The fieldwork will be conducted among potential entrepreneurs in the INECO project's area.

The final outputs will concern technical support based on the formulation of different scenarios on pre-incubation strategy in the particular CB area. The Final Report will be coordinated by the UTH team in close collaboration with the INECO PB3, PB5 and PB6 project partners.

PB6 staff will be supported by the external contractor to provide data collection from own territory for the compiling the final study-report entitled "Formulate different scenarios on pre-incubation strategy based on analyses and debate" including analysis

- Data collection from own territory including interviews, semi-structured questionnaires & focus group discussions.
- Provide Translation of any material collected, as well as provide input and review on the produced materials
- Organizing one (1) focus group discussion & reporting of the results

Deliverables:

- Formulate different scenarios on pre-incubation strategy based on analysis and debate

Activity 3.6.5. Formulate Business Plans and develop prototypes

The aim of this action is the formulation of Business Plans Templates and the development of prototypes. Developing prototypes in particular, involves the stages of Creation, Assessment, Planning, Development, Testing and Launch of a Business Plan. The analysis will take into consideration the findings extracted by the Activity 3.4 (Formulate different scenarios on pre-incubation strategy based on analyses and debate) and will be based on field-work which will involve: Brainstorming groups, concept assessment, identification business's goals, marketing launch and market testing. The fieldwork will be conducted among potential entrepreneurs in the INECO project's area.

The final outputs will concern technical support based on the formulation of different scenarios on pre-incubation strategy in the particular CB area. The Final Report will be coordinated by the LB1 team in close collaboration with the INECO PB3, PB4 and PB6 project partners.

PB6 staff will be supported by the external contractor to provide:

- Data collection from own territory and analysis based on brainstorming groups, concept assessment, identification business's goals, marketing launch and market testing
- Input and review on the produced materials involving four (4) Business Plans & prototypes

Deliverables:

- Formulate Business Plans and develop prototypes

Activity 4.6.1 Business Pre-incubating Acceleration Tool- Modules e-material

The aim of this activity is the development of a Business Pre-incubating Acceleration Tool (BPAT) and the development of Modules e-material. BPAT will contain Modules and e-material for all the particular activities to be implemented, within WP4 and WP5. This action, analyses the rationale behind the Business Pre-incubating Acceleration Tool, provides methodology, specifies all the particular activities and modules to be implemented within WP4 & WP5.

PB6 staff with the support of the external contractor will provide data collection and processing from own territory, translation, input, and reviews the produced materials from its own territory (internal academic environment), for the compiling the final study-report entitled "Business Pre-incubating Acceleration Tool- Modules e-material"

Deliverables:

- Business Pre-incubating Acceleration Tool- Modules e-material

Activity 4.6.4 International Mentors Network - Advisory Board - Pre-incubator Group

The aim of this action is to support the strengthening of the entrepreneurial spirit among potential entrepreneurs by providing durable collaboration and experience sharing based on an holistic assistance provided by international mentors.

Mentored Pathways will bridge the needs of market by connecting potential entrepreneurs with business leaders. Through convenient, virtual mentoring, each potential entrepreneur will tackle real business problems and will build a professional network, while creating a competitive career plan for their future.

Mentors will be successful well-experienced local/ regional or international entrepreneurs with international experience that can support and guide innovative business. To this end, their contribution is considered as crucial in transferring international experience regarding pre-incubating at local level.

The International Mentors will be also members of the Advisory Board and Pre-Incubator Group. Members in the Advisory Board (apart from the International Mentors), will be experts and consultants who hold strong expertise in entrepreneurship issues.

The Pre-incubator Group will be consisted by the members of the Advisory Group and representatives from all project's partners. The Final Report will be coordinated by the PB6 team in close collaboration with the INECO PB2 project partner.

The Contractor will present a list of potential International Mentors with experience in the fields of Start-ups, Creative Industries, ICT, Tourism in order the consortium to decide on the composition of the team and establish their work. After the decision of the whole consortium the work of the International mentors will be coordinated by the contractor and the staff of the University.

A final report of the support actions of the mentors will be delivered at the end of the activity including

- Establishing an International Mentors Network
- Report on the International Mentors Network support
- Report on the Advisory Board activity
- Report on the Pre-incubator Group activity

Deliverables:

- Report on the activities of International Mentors Network - Advisory Board - Pre-incubator Group

Activity 5.6.2. Holistic pre-incubating support program involving training activities - Training Modules

This activity aims to the implementation of eight (8) Training Cycles focusing on entrepreneurship and innovation.

The training program will be designed for potential entrepreneurs aiming to increase their understanding and know-how of the business incubation process as well as their skills and capacity related to business within a pre-incubation context. The training program will be

associated by training modules ranging from introductory topics designed for professionals who are new to business incubation, to specialized topics.

Training will be highly interactive, utilizing all the advanced training methodology to ensure maximum engagement and discussion among participants. Small working groups and various collaborative exercises will be held throughout the training sessions, with optimum results coming as a result of active participant involvement.

The Final Report will be coordinated by the LB1 team in close collaboration with the INECO PB6 project partner.

Work of the contractor of PB6 is the implementation of the 2nd, 4th, 6th and 8th Training Cycle in Gjirokaster involving for potential entrepreneurs in pre-incubator focusing on entrepreneurship, innovation & Creative economy.

- Number of trainees 15 per training cycle.
- Duration 24 hours per trainee preferably within one-month schedule of 4-6 max hours per day.

The work covers all costs (i.e. administration, location – equipment to be used, trainers involved in implementation of the lectures, provision of educational material, beverages throughout the seminars etc).

The participants will receive a trainee manual, slides and several exercises to work on them in practice. The contractor in its offer should include at least a list of 5 potential trainers with 1 paragraph CV, preferably with international experience in order the consortium to select the topics of the training sessions combined in the both countries.

Deliverables:

- (4) Reports, one for each training cycle including all associated material, manuals, photos, analysis, evaluation, etc.
- Final report on Holistic pre-incubating support program involving training activities
- Training Modules

Activity 5.6.3. Holistic pre-incubating support program involving mentoring & coaching activities

PB6 will implemented One (1) Business Coaching Program (BCM). BCM will involve: one Business Lawyer, one Financial Planner/Accountant, one Expert in Exports, one Expert in Creative Economy and one Innovation Consultant. Contractor should suggest a list of coaches that will be evaluated in the later stage from the consortium as a whole and will be dedicated to support the mentees in each area. All cost of coaches is included in the budget of the action for the contractor.

The network of mentors and coaches can address the gaps in knowledge and skills of the potential entrepreneurs and significantly expand the capacity of the pre-incubator to support business development. Also, besides practical guidance and know-how, mentors and coaches will be able to provide early-stage enterprises with social capital and market links that are essential for newcomers in the business community or in a particular market or industry.

This activity will enable participants to identify the potentials of a mentoring and coaching program within a pre-incubator, and to develop and successfully implement a new business idea.

The Final Report will be coordinated by the LB1 team in close collaboration with the INECO PB3, PB4 and PB6 project partners.

Contractor will propose the coaching methodology, as per best practices in EU and Worldwide and a list of potential coaching steps per topic. Following the duration of the project until October 2020, the coaching will have the following minimum requirements: At least 4 cycles, 2-month duration per cycle (minimum 36 hours of coaching per period both remotely and in person) with an intermediate evaluation, adaptation of topics and work per team/mentee.

Deliverables:

- 2 monthly report (4 reports in total) for the coaching Program per mentee and per coaching topic
- Final report of the Business Coaching Program in Albania (Coachers' List, Participant List, Photos, Report)

4.3. Project management

4.3.1. Responsible body

The responsible body for the management of the contract is the Administration and the Decision-making Structures of the University “Eqrem Cabej” of Gjirokastra, in cooperation of the overall Project Manager of the INECO project, JTS and the appointed Project Officer.

4.3.2. Management structure

University of Gjirokastra has appointed a Project Manager and a project implementation team covering all the technical and administrative issues of the project. The Local Management structure is part of the Overall Project Managements Structure as defined in the Partnership Agreement and Contract Documents with JTS.

The tenderer will cooperate closely with the team during the implementation of the project and its assignments.

Any decision-making issues, potential refinements and changes will be drafted on time in cooperation and under the Agreement of all partners of the project as per financing contract and partnership agreement. The internal decision-making procedure will follow the internal rules of the University and the National Legislation of the Republic of Albania.

4.3.3. Facilities to be provided by the contracting authority and/or other parties

The contracting Authority will provide its facilities for internal meetings, consultations, presentations, internet connection, as well as full support during the field work for authorised staff of the contractor.

5. LOGISTICS AND TIMING

5.1. Location

Gjirokaster Region/Albania

5.2. Start date & period of implementation of tasks

Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

The profile of the key expert considered crucial for the implementation of this contract is the Team Leader/Project Manager:

Key expert 1: Team leader/Project Manager

Qualifications, skills and professional experience

- A bachelor's degree from a reputable institution is a requirement and a higher degree in similar fields or equivalent is preferred (M.Sc./PhD, MBA).
- At least 10 years of working experience within one and/or more of the expertise fields: Project management, Innovation, Business consulting, technical assistance to SMEs, mentoring, training and/or coaching and project management preferably in EU or international projects.
- Proven working experience in the fields of Project Management/Team Leading in at least 5 projects during the last 5 years.
- Strong analytical and inter-personal skills to communicate with people having different backgrounds and positions, as well as with local and national authorities.
- Experience in cross-border area/region will be considered as an asset, but will not be evaluated
- PM must be independent and free from conflicts of interest in the responsibilities he/she takes on.

6.1.2. Other experts, support staff & backstopping

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by the contractor.

6.3. Facilities to be provided by the contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

The contractor will submit the following reports in English in one original and two copies:

- **Inception Report** of maximum 12 pages to be produced after 15 days from the start of implementation. In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.
- **Draft final report** of maximum 25 pages (main text, excluding annexes). This report shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 10 days after receipt of comments on the draft final report. The report shall contain a sufficiently detailed description of the different options to support an informed decision on Programme and Project Indicators. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

7.2. Submission and approval of reports

The report referred to above must be submitted to the project manager identified in the contract. The project manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The tenderer should fulfil the specific indicators defined in each task and deliverable, in both qualitative and quantitative measures, as well as overall project measures as per region of Gjirokastra.

8.2. Special requirements

Any publicity related work of the contractor should follow the EU and GR-AL CBC programme publicity and dissemination manuals. Any dissemination material should be first submitted and accepted by the consortium Leader.