

Section IV: Schedule of Requirements: TERMS OF REFERENCE (TOR)

Consultancy for Baseline Analysis, Formulation of Management Model/s Study and the Action Plan for Development of the “Golija Nature Park”

I Background

European PROGRES is a multi-donor Programme, financed by the European Union (EU), the Government of Switzerland and the Government of Serbia, designed to support sustainable development in the South East and South West Serbia. The Programme has been conceptualised jointly with the European Integration Office of the Government of the Republic of Serbia (SEIO), which has responsibility for monitoring implementation and providing assistance and facilitation. The United Nations Office for Project Services (UNOPS) has been granted with an initial budget of 17.46 million Euros and has the overall responsibility for the Programme implementation.

Through a multi-sector approach this Programme will contribute to sustainable development of underdeveloped areas and creation of more favourable environment for infrastructure and business growth by strengthening local governance, improving vertical coordination, planning and management capacities, improving business environment and development, as well as enhancing implementation of social inclusion and employment policies.

The Programme works towards achieving four main results, while good governance principles are interwoven as a cross cutting aspect of the entire intervention:

1. Strengthened local governance, planning and management capacities through introduction of new, or improvement/elimination of existing procedures and processes in line with the principles of good governance
2. Increased competitiveness of local economy through improved business environment and management/organizational capacities of small and medium enterprises/agricultural cooperatives
3. Improved access to employment, offering equal opportunities to both men and women, and social inclusion of the most vulnerable and marginalised groups through development and implementation of local policies resulting in reduced migration from South East and South West Serbia
4. Effects of Serbia's European accession communicated to general public.

The final beneficiaries, but also the key stakeholders and financial contributors of this Programme are 34 municipalities from the third and fourth group of development level, which have responsibility of taking ownership of activities implemented in their territory:

- Novi Pazar, Ivanjica, Nova Varoš, Priboj, Prijepolje, Raška, Sjenica and Tutin, in the South West Serbia
- Prokuplje, Blace, Žitorađa, Kuršumlija in the Toplica District
- Leskovac, Bojnik, Vlasotince, Lebane, Medveđa and Crna Trava in the Jablanica District
- Vranje, Bosilegrad, Bujanovac, Vladičin Han, Preševo, Surdulica and Trgovište in the Pčinja District
- Brus in the Rasinska District
- Aleksinac, Gadžin Han, Doljevac, Merošina and Svrljig in the Niški District
- Babušnica, Bela Palanka in the Pirotski District
- Knjaževac in the Zaječarski District.

Other beneficiaries include municipality-founded institutions and public utility companies, civil society organisations (CSO) and media in the participating municipalities. It is the inhabitants

of the South East and South West Serbia who will feel the biggest benefits of the Programme.

II Justification of consultancy

1. Background

Golija Mountain is located in the southwestern part of Serbia and the most spacious mountain of Starovlaška – Raška highlands. It extends over a length of 52 km, with the highest peak Jankov Kamen (1,834 m above sea level). In administrative terms, the Golija area belongs partially to Raški, Zlatiborski and Moravički districts and to the cities of Novi Pazar and Kraljevo and Sjenica, Raška and Ivanjica municipalities. The connection of five municipalities is largely determined by direction of the Golija massif. Despite the existence of suitable river valleys and natural communication routes from lower to higher areas, the connectivity among settlements and municipalities of the Golija is very poor. The total area of five cities/municipalities which Golija belongs to by the administrative-territorial division is 5,091 km², of which 53.6% is agricultural area, and with 402 settlements in total.

In the area of the Golija Nature Park 7,950 inhabitants are registered, which indicate a low density (10.5 inhabitants per km²). By observing changes in population since 1961, the constant decline is present caused by emigration and the aging of the population. The settlements within the nature park belong to broken type of rural settlements that are poorly connected.

The Government of the Republic of Serbia declared by decree the Protection of Nature Park "Golija" in 2001, which include area of Golija and Radočelo mountains as a nature park. The total area of the nature park is 75,183 ha and covers the territory of five cities/municipalities: Ivanjica (approx. 55% of the territory), Raška (about 17%), Kraljevo (around 16%), Novi Pazar (8%) and Sjenica (about 4%).

The protected area is divided into three zones according to the level of protection. The part of the nature park with an area of 53,804 ha, together with the Studenica Monastery, was declared in 2001 as a Biosphere Reserve by UNESCO "Man and Biosphere - MAB" Programme. Biosphere reserves are the areas of terrestrial and coastal ecosystems which promotes reconcile solutions for conservation of biodiversity through its sustainable use. With this status, Golija area becomes a matter of national and international responsibility, and the management the area requires knowledge, experience and international standards in establishing sustainable protection and valorisation of its biodiversity, cultural and historical values and future development.

Despite that Golija area is recognised as a natural asset of national and international importance with enormous potential for tourism development, beside formulation of necessary higher level planning documentation, no substantial actions were taken to articulate and to support development of this area.

In the previous period the Government of Serbia has financed a Master Plan for Tourism Development of Golija Area. In 2009, the Government of Serbia funded and adopted the Spatial Plan of the Special Purpose for Golija Nature Park. In order to ensure more effective coordination and more intense development of Golija Nature Park area, the Government of Serbia and the Ministry of Trade, Tourism and Telecommunications formed **Inter-sectoral working group**¹ by the Decision of the Minister, in 2014, with European PROGRES

¹ The members of inter-sectoral working group are the representatives of Ministry of Trade, Tourism and Telecommunications, Ministry of Construction, Transport and Infrastructure, Ministry of Mining and Energy, Ministry of Economy, Ministry of the Internal Affairs, Ministry of Agriculture and Environmental Protection, Public companies: PC „Ski Resorts of Serbia“, PC „Srbijašume“, PC „Elektroprivreda Srbije“, PWC „Srbijavode“, PC "Roads of Serbia", Institute for Nature Conservation of

Programme included. The task of the working group is to provide the necessary planning, legal, administrative, technical and financial support to faster initiation of specific activities in the development of underdeveloped Golija Nature Park area.

Following the initiative from the Ministry of Trade, Tourism and Telecommunications, European PROGRES Programme Steering Committee approved funding of the project for Golija development at its session in August 2016. The project comprises formulation of detailed regulation plan for infrastructure corridors at Golija Nature Park area and defining a management model for development of Golija Nature Park.

III Development objective

To contribute to a sustainable development of the Golija Nature Park, through improved collaboration and widespread participation of different partners and social groups between national, regional and local authorities, fostering the endogenous potential, mobilising cultural and natural heritage, creativity for tourism development and job creation.

IV Immediate objective(s)

Creating mechanisms for management of the territory and sustainable tourism development by proposing management model and defining development measures and actions for development of Golija Nature Park

V Scope of consultancy

Under overall supervision of the European PROGRES Programme Manager, and direct supervision of the Golija Project Manager, the Consulting Company will conduct baseline assessment; brief analysis on indicative topics for action plan; prepare study on possible management model/s for management of the territory and management of tourist destination and the action plan for development of Golija Nature Park.

1. Methodology of the assignment

For the scope of assignment, Consulting Company will propose the methodology for the conduct of the assignment. The proposed methodology, however, must respect the following principles:

- Use of bottom-up approach (participatory planning and decision making process) for all activities under this scope of assignment and for proposals of development management model/s solution
- For preparation of the baseline assessment and management model for Golija Nature Park development the following should be considered:
 - The EU policies documents and policies for promotion of heritage (natural, historic, cultural), in particular Europe 2020 Strategy²
 - The EU documents and policies for rural development in particular EU framework for rural development programmes and the LEADER³ approach
 - The documents relevant for protected areas, in particular the UNESCO MAB Strategy 2015-2025 and Lima Action Plan (2016 – 2025)⁴, the Seville Strategy for

Serbia, Environmental Protection Agency, City of Novi Pazar, Municipality of Raška, Municipality of Ivanjica, Tourist Organisation Sjenica and European PROGRES Programme. The working group will be enhanced with new members in forthcoming period including City of Kraljevo, Heritage Protection Institute etc.

²<http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf>

³http://enrd.ec.europa.eu/enrd-static/leader/leader/leader-tool-kit/the-leader-approach/en/the-leader-approach_en.html

⁴<http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/strategies-and-action-plans/new-mab-strategy-and-action-plan/documents/>

Biosphere Reserves⁵ and

- Follow UN World Tourism Organization (UNWTO) guidelines on sustainable tourism development⁶

- Taking into account national legal, institutional and political context and narrowing possibilities for establishment of management model/s for protected areas that requires finding of specific and practical solution/s applicable in Serbian context and ensure sustainable finance mechanisms with a diverse funding base and resource allocation.

- For thematic round tables and formulation of action plan for Golija Nature Park the following should be considered:
 - Use of inter-sectoral working group as a core team and the Ministry of Trade, Tourism and Telecommunications in particular as a lead stakeholder in the action planning process and at thematic round tables
 - Involve wide group of stakeholders at all levels identified through baseline assessment into thematic round tables, within the action planning process and into discussion on management model/s proposal
 - Activities related to thematic round tables, action planning process and presentation of the management model/s study should be conducted within the area coverage of five partner LSGs⁷
 - Due to significant territorial dispersion of stakeholders (at national, regional and local level) it is necessary to define methodology which is a cost and time effective in terms of organising thematic round tables, action planning process and presentation of the study with management model/s proposal, namely:
 - Thematic round tables must be organised in one go, maximum number of days is three.
 - The action planning process should be conducted through maximum four workshops

Note: The costs of the Consulting Company should be related only to consultancy services. All costs related to organisation/logistics of study tour, thematic round tables, action planning process, presentation of study and action plan for involved stakeholders/participants and publication of produced material will be covered by project.

VI Outputs⁸

- 1. Prepared baseline assessment on possible model/s for management of Golija Nature Park development and SWOT analysis of indicative topics and proposed needs/priorities as a part of Action Plan for Golija Nature Park development**
- 2. Devised study tour programme for introduction of EU good practice model/s for management of protected areas/biosphere reserves**
- 3. Conducted thematic round tables on the results of the baseline assessment and SWOT analysis of indicative topics and proposed needs/priorities and elaborated results from thematic round tables**
- 4. Prepared the Action Plan for Golija Nature Park development**

⁵ <http://www.unesco.org/mab/doc/brs/Strategy.pdf>

⁶ <http://sdt.unwto.org/content/about-us-5>

⁷ City of Kraljevo and Novi Pazar and Municipalities of Raška, Ivanjica and Sjenica

⁸ See also section IX Timing

5. Prepared Study on management model/s proposal for development of Golija Nature Park and presented to relevant stakeholders

VII Activities

Activities include, but are not necessarily limited to these tasks:

- **Understand the European PROGRES background**
- **Preparation of the baseline assessment on possible model/s for management of Golija Nature Park Development of Golija, which should include:**
 - Definition of methodology for conducting baseline assessment
 - Short insight of relevant policies and strategies⁹ in terms of their relevance for development of management model/s for protected areas. The Short insight should contain only key aspects applicable for establishment of governance/management model/s suitable for managing territorial development and managing tourism destination in particular in Golija Nature Park
 - Definition of methodology for identification, analysis and stakeholder engagement
 - Develop guidelines and design instruments for structured and in-depth interviews and prepare questionnaires for collection of information from relevant stakeholders and conduct interviews
 - Presentation of findings in baseline assessment on thematic round table to the relevant stakeholders

Preparation of SWOT analysis on Indicative topics and proposal of needs/priorities for action plan. The SWOT analysis should provide basic info on the current status of the Golija Nature Park and to enable identification of needs/priorities for action planning process.

The indicative topics¹⁰ to be elaborated through SWOT analysis are as follows:

- environmental protection;
 - natural and cultural heritage;
 - employment; women and youth entrepreneurship;
 - rural development; small and medium-sized enterprises;
 - agricultural (including typical traditional products and food culture) and tourism sector;
 - infrastructure;
 - social inclusion;
 - climate change,
 - risk prevention and management;
 - accessibility, use and quality of information and communication technologies (ICT); institutional capacity;
 - structure and status of entities in Golija Nature Park relevant to development of Golija Nature Park
- Identification and proposal of needs/priorities in terms of development of the territory and sustainable tourism in particular, for which adequate objectives/measures/ and actions/programmes/projects should be defined through the action planning process.
 - SWOT analysis and proposed needs/priorities should be presented and verified at thematic round tables

- **Devising and proposing five – seven days study tour programme¹¹ for maximum**

⁹ See section V, paragraph 1, under relevant documents and policies to be considered

¹⁰ The SWOT analysis should encompass listed indicative topics, but not to be necessarily limited to proposed scope.

20 participants, with the purpose of the introduction of European Union`s good practice model/s for the management of protected areas/national-nature parks/biosphere reserves and management of tourist destination, which is suitable and applicable in case of Golija Nature Park and provision of related contact data and information. The Consultant Company task is only to propose Programme and not to conduct study tour. It is possible to include one consultant/representative as a guide with advisory role during study tour.

- **Conduct thematic round tables on the results of the baseline assessment and SWOT analysis of indicative topics and proposed needs/priorities for Action plan and consolidation of baseline assessment report, SWOT analysis and needs/priorities upon results from thematic round tables**
 - Presentation of baseline assessment report for management model/s on thematic round table to the relevant stakeholders
 - Presentation of SWOT analysis on indicative topics and proposed needs/priorities on thematic round tables to the relevant stakeholders
 - Elaboration of the results and consolidation of baseline assessment report and analysis on indicative topics and proposed needs/priorities for action plan
- **Preparation of Action plan for Golija Nature Park development** which should include:
 - Definition of methodology for the action plan for Golija Nature Park development
 - Definition of Vision statement for Golija Nature Park development
 - Definition of objectives/measures/ and actions/programmes/projects based on SWOT analysis on indicative topics and identified needs/priorities and sources of finance
 - Incorporation of proposed management model/s into action plan
 - Preparation of the final action plan document
- **Definition and presentation of the study on possible model/s for the management of territorial development and sustainable tourism development of Golija Nature Park¹²**
 - Definition of possible model/s for the management of territorial development and sustainable tourism development of Golija Nature Park
 - Preparation of road map, with clearly stated activities/steps, for achieving the required (defining and adopting the model);
 - Preparation of map of involved stakeholders, with clear indication of roles and responsibilities, with specific points of authority for each stakeholders (who is expected to do/in charge/accountable for what and when);
 - Preparation of risk analysis for each suggested model, with recommendations; a clear division/assignments (and sanctioned by whom?) of tasks, responsibilities and accountability red-line in the management model(s).
 - Preparation of Draft Agreement of Cooperation to be signed by relevant stakeholders to determine its dedication towards establishment of proposed management model/s and development of Golija Nature Park in general.

Note: All proposed analysis, measures and actions must be discussed and verified by the inter-sectoral working group and relevant stakeholders

VIII Inputs

¹¹ Study tour will be organized before conducting thematic round tables and action planning process. The participants should be representatives of the Ministry of Trade, Tourism and Telecommunications, key members of inter-sectoral group and five Mayors of beneficiary local self-governments and media.

¹² The proposed management model/s in the study should be incorporated in the action plan as a separate chapter/measure or topic.

Contribution from the European PROGRES

The European PROGRES will:

- Supervise Consulting Company and provide general support during whole process
- Provide support in conducting thematic round tables and action planning process in all logistic aspects, facilitation of all events and in preparation of final products.

IX Timing:

The consultancy will be conducted over the period March 2017 to 31 August 2017.

The consulting company should engage immediately following the selection of the best offer and signing of the contract with UNOPS. The tentative starting period is 1 March 2017.

It is estimated that the appropriate engagement needed for this assignment will be approximately 140 men/days in total,

The actual workload will be decided once the work plan is approved and this will be done during the first consultant`s mission.

X Reporting:

The Consulting Company should submit stage reports (in English) after each required specific output achieved, in which it will cover both the overall progress of the consultancy and the company`s contribution to their delivery. Stage reports should be submitted not later than seven days after completion of specific stage. The report should be accompanied with the concrete expenditures that the Consulting Company had at the particular stage. The deadlines for stage payments will be negotiated before the contract is signed.

Stage reports should consist of a summary of:

- a) the overall results as seen from the perspective of the experts of the Consulting Company and in regard to the project document and the work plan
- b) the concrete work of the Consulting Company with the emphasis on:
 - Activities carried out
 - Problems solved and lessons learned
 - Progress on each component of the final report

Specific stages

- Inception period with the Programme for the study tour developed by 31 March 2017
- Baseline study and SWOT analysis on indicative topics and identified needs-priorities for action plan completed by 31 April 2017
- Thematic round tables completed by 30 May 2017
- Action planning workshops completed by 30 July 2017
- Presentation of Management Model Study and Action Plan by 31 August 2017

The Final Report should be submitted no later than 30 September 2017 or earlier if the consultant can demonstrate a streamlined methodology agreed with European PROGRES.

The final report should integrate all previous stage reports and should consist of four parts:

- a) The report on the overall results as seen from the perspective of the experts of the Consulting Company and in regard to the project document and the work plan
- b) The report on the concrete work of the Consulting Company with the emphasis on:
 - Activities carried out
 - Problems solved and lessons learned
 - The level of satisfaction of this Terms of Reference
- c) A Study with proposed model/s for management of the territory, in digital format in Serbian and English
- d) The Action plan for Golija Nature Park development, in digital format in Serbian and English

The final report should be submitted not later than two weeks after the activities finished.