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# Preparation of a Tri-lateral Tourism Strategy and Action Plan for the Prespa Region

*A situational analysis and proposal*

## Consultant Report

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*The views expressed herein are those of the author and do not necessarily reflect the official position  
of the United Nations Development Programme.*

## CONTENT

BACKGROUND.....	3
KEY ISSUES FOR TOURISM DEVELOPMENT IN THE PRESPA LAKES BASIN.....	5
Brief sector analysis.....	5
Tourism-related initiatives.....	6
TARGET GROUPS AND STAKEHOLDERS .....	8
PROJECT PROPOSAL FOR A TRI-LATERAL TOURISM STRATEGY AND ACTION PLAN .....	10
Description of project and its implementation .....	10
Prespa Park Tri-lateral Tourism Strategy and Action Plan (TSAP) .....	10
Project organisation and methodology.....	12
ANNEXE 1: STAKEHOLDER CONSULTATION WORKSHOP (SUMMARY REPORT)18	
ANNEX 2: TOURISM POLICIES, PROGRAMMES AND PROJECTS IN THE PRESPA REGION” .....	22
Tourism policies, strategies and laws relevant for Prespa Region tourism.....	22
Albania: .....	23
Greece: .....	24
FYR of Macedonia.....	26
ANNEX 3: DRAFT TERMS OF REFERENCE FOR TEAM LEADER.....	33
ANNEX 4: DRAFT TERMS OF REFERENCE FOR COMPANY TENDER (NATIONAL CONSULTANTS FROM 3 LITTORAL STATES TO SUPPORT THE INTERNATIONAL CONSULTANT SEPARATELY CONTRACTED).....	40

## Background

This report presents the findings and conclusions from desk research and field missions carried out by the Consultant for the preparation of a Tri-lateral Tourism Strategy and Action Plan for the Prespa Region within the framework of the UNDP/GEF project: 'Integrated ecosystem management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece'. In particular, the Consultant

- Reviewed available technical studies and documents related to tourism development and environmental protection in the Prespa Region
- Conducted a field mission from October 20-25, 2008-12-09
- Moderated a stakeholder workshop on Tourism Development in Bitola on October 24, 2008 and
- Presented his preliminary recommendations at the PPPC meeting in Pyli, Greece on November 21, 2008

### a) The Prespa Park (PP)

The Prespa Park was established by the Declaration of the Prime Ministers of Albania, Greece and FYR of Macedonia on 2<sup>nd</sup> February 2000, aiming 'at the preservation of the extraordinary natural and cultural values of the region, as well as the promotion of peace, friendship and cooperation between the three peoples'.

The total Prespa area, combining the drainage basins and the lakes, covers an area of 2,519 km<sup>2</sup>. The Micro Prespa (total surface approx. 47.4 km<sup>2</sup>) belongs to Greece (43.5 km<sup>2</sup>), while a smaller part (approx. 4 km<sup>2</sup>) belongs to Albania. The Macro Prespa (total surface approx. 259 km<sup>2</sup>) is divided between the three states, with the largest part belonging to the FYR of Macedonia. The lakes Micro and Macro Prespa are situated at approximately 850 metres above sea level amidst mountains rising to over 2,000 m. The highest mountain peak in the region is the Pelister Mountain with 2,601m. There are four islands in the lakes, Aghios Achillios and Vidronissi at the Greek part of Micro Prespa and Mali Grad and Golem Grad in Macro Prespa in Albania and the FYR of Macedonia respectively.

### b) The Prespa Park Strategic Action Plan (SAP)

Following the Prime ministerial Declaration, a Strategic Action Plan (SAP) was prepared in 2002 which underwent through an extensive consultation process in the three countries and which was adopted by the Prespa Park Coordination Committee (PPCC) that had been created to promote the cooperation of the three countries

Based on the text of the Prime ministerial Declaration and the broader experience with transboundary protected areas, the objectives of the Prespa Park can be detailed as follows:

*Objective I:* Conservation of ecological values and functions and of the biological diversity in the Prespa Park area.

*Objective II:* Enhance opportunities for the sustainable economic and social development of the local societies and the wise use of the natural resources for the benefit of nature, local economies and future generations.

*Objective III:* Preservation of cultural values such as monuments, traditional settlements and traditional human activities and cultural elements that promote the sustainable management of the natural resources.

*Objective IV:* Seek participation, co-operation and involvement in decision-making and in benefit or loss sharing of stakeholders in the three countries.

The Strategic Action Plan recommends a set of policies and methodologies one of which is the development of ecotourism aiming at the achievement of objective II. Other policies relating to the preservation of cultural values also include tourism development issues.

- c) The UNDP – GEF Regional Project 'Integrated ecosystem management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece'

Financed primarily by the Global Environment Facility (GEF), this Prespa Regional Project kicked off end 2006 and will last until end 2011. The project is jointly managed by UNDP country offices in FYR of Macedonia and Albania in partnership with the ministries of Environment in both countries. Greece is not eligible for GEF funds but participates actively through parallel financing.

The Prespa Regional Project seeks to catalyze the adoption of integrated ecosystem management in the transboundary Prespa Lakes basin to conserve globally significant biodiversity, mitigate pollution of the transboundary lakes, and provide a sustainable basis for the basin's further social and economic development through a range of approaches. The development and endorsement of a tri-lateral tourism strategy and action plan has been identified as one of the priorities with the GEF project to strengthen transboundary cooperation in the Prespa Lakes basin.

# Key issues for tourism development in the Prespa Lakes Basin

## ***Brief sector analysis***

The Prespa Region is situated in the border triangle of Albania, Greece and FYR of Macedonia in a relatively peripheral location from the main tourism routes of any of the three countries. The Prespa region can be reached by vehicles only after several hours of drive from the main international points of entry. The region is equally distant from the main domestic source markets. Access roads to Prespa have been generally modernized in the past decade so that travellers can reach the destination comfortably. However, secondary roads as well as part of the Lake's circular road remain in moderately good condition.

The main attraction of the region lies in its outstanding natural beauty composed of the lakes and its mystical islands, the shore flatland and the surrounding mountain ranges of up to more than 2.000 m altitude. The countryside offers a whole spectrum of picturesque views and sceneries. Several National Parks (Prespa National Park, Pelister and Galicica) and protected areas help to preserve the natural state of the territory creating an excellent basis for nature experience and discovery tourism. The wetlands are renowned for their abundance in avifauna such as pelicans, egrets and cormorants, many rare and endemic animals and plants are documented in the area. A century-old culture with orthodox monasteries, archaeological sites and traditional farming villages is still present in many places on the lakeshore and the adjacent mountains.

Despite the high value tourism resources, the tourism industry has never really reached a significant economic importance if one compares Prespa for instance with Ohrid Lake. Tourists come generally for short visits of up to three days and stay in village guest houses or private rooms. Apart from school groups, most tourists travel individually or in small groups. The majority of tourists are domestic visitors from within the country, especially in the summer season when emigrants return to their home villages and visit the countryside on excursions. In recent years, Prespa has increasingly become a stop-over point for European travellers touring the Balkans. Albanian Prespa reports about 16.000 tourists, FYR of Macedonia 20.000 tourists, but reliable and comprehensive tourism statistics are not yet in place. It is assumed that many of the visitors just come for a day visit. The relatively high altitude of Prespa Region makes it a typical summer destination while in winter temperatures can drop down to below freezing.

Particularly in the FYR of Macedonia, tourism infrastructure in Prespa changed significantly from the time when the Republic belonged to Yugoslavia. Several large camp sites with hundreds of bungalows, caravans or wooden chalets once lined the lakeshore and attracted large crowds in the summer. Today, some of them still receive guests, but in a much smaller number. Tourist accommodation is provided in the villages alongside the lakes and the mountain slopes. It is estimated that perhaps 20% of the previous camp accommodation capacity of more than 6.400 beds is still in use and an additional number of approximately 500 beds in private guest houses. Greece reports a total of 500 guest beds in its Prespa section and Albania 40 private guest houses, but some of them may even be located somewhat further away from the lake. In the absence of systematic, quantitative data, it remains difficult to accurately assess tourism movements, capacities and the overall performance of the industry.

Tourism infrastructure is in general limited to accommodation. A few hiking trails have been prepared and signed; National Parks have installed some visitor information. In Greek Prespa, NGO's and private suppliers have now achieved a good level of services and tourist information. Efforts are made now on working to diversify tourism products. While the tourism resources and products are rather similar in the three national Prespa sections, the quality of services varies considerably.

Cross-border travel, as a major opportunity of the transboundary Prespa Park, however, remains on a very low level. Visa regulations, poor roads and the closed border at Dolno Dupeni between FYR of Macedonia and Greece restrict severely cross-border travel. Bicycle or hiking trails linking two or three countries are still inexistent.

At least in Albania and FYR of Macedonia, a cohesive tourism planning on the national and regional level is not yet in place. Both countries just recently have or are about to adopt a national tourism strategy which barely refers to the Prespa Region. In 2004, the Regional Environmental Centre for Central and Eastern Europe published a 'Regional Strategy for Sustainable Tourism Development with Special Accent on Eco-Tourism and its Development Opportunities in the Prespa Region' but covering only the territories of Albania and the FYR of Macedonia. The study describes comprehensively the existing tourism resources and conditions in the sector but fails to propose logical strategic directions and, from there, specific recommendations on types of tourism, products, infrastructure, etc.

The dialogue amongst the tourism players of the three countries is getting more and more intensive which could be seen at the tourism stakeholder forum which took place in Bitola in October 2008. The cooperation of local Governments is highly encouraging and is expected to contribute to a further facilitation of travel in the region. The intervention of UNDP-GEF in supporting the tri-lateral Prespa process by supporting the Tourism Strategy and Action Plan development is considered the next step in accelerating tourism development.

### ***Tourism-related initiatives***

In the past years, an impressive number of projects and initiatives at differing scales and magnitudes have been taking place, many of them supported by the international donor community. A full list of these projects and similar initiatives has been established and is attached as an annex. Although it was not possible to obtain documentation on all those listed projects and initiatives or to study in detail these materials, the following conclusions can be made:

- A national Tourism Strategy has been adopted recently in Albania, a draft version of the Tourism Strategy for the FYR of Macedonia, funded by UNDP, is also available and awaiting finalisation. None of the documents provide a detailed analysis of Prespa's resources and opportunities or propose specific recommendations on tourism development in the area. Prespa is generally considered as one element in the country's nature tourism destinations. Nature and ecotourism are priority types of tourism for both Albania and FYR of Macedonia
- On the regional level, a Tourism Destination Management Programme for the Korca Region will be launched by the World Tourism Organisation (WTO) and the Dutch Cooperation SNV in December 2008. Also in Albania, SNV supported the Prespa Tourism Action Plan. Other regional planning focussed on economic and physical planning in which tourism may play a more or less significant role.
- Greek Prespa has benefited considerably from EU programmes such as LEADER or INTERREG which put the focus on small-scale public tourism infrastructure or on the strengthening of tourism companies through training and service development. As a result, Greek Prespa disposes now of a broad range of quality guest houses, an extensive tourist information system, restored heritage buildings and high quality promotional material.
- Most projects and tourism promotion initiatives intervene on the municipal or inter-municipal level targeting infrastructure or micro-business development.
- Until now, very little attempt was made to examine the opportunities of a Prespa single destination by applying an integrative and comparative approach. The 2004 Regional Strategy for Sustainable

Tourism Development..... in the Prespa Region (as mentioned above) limited its focus on the national tourism sectors of Albania and FYR of Macedonia but ignored cross-border linkages.

- While cross-border *cooperation* has been part of a few projects, such as in 'The Prespa Local Quality Standards Project', a wider cross-border tourism development has not been examined yet. Overlapping initiatives in cross-border tourism development efforts have not been encountered.
- It is therefore not surprising that tourism managers and entrepreneurs seem unfamiliar with the chances (and the threats) of a single destination. This may also explain why best practises are hardly getting explored and replicated. Sharing experiences across borders is presently not taking place.

None of the past tourism studies and projects cover the entire geographical area of the Prespa Lake Basin or examine the single destination aspect. A project idea in this direction has recently been expressed by the Prefecture of Florina, but the status of this proposal is still unclear.

The question on what has been achieved by the past tourism projects is difficult to answer without a thorough knowledge of objectives, activities and results of each of those projects. Individual assessment by a stakeholder may not necessarily reflect the complete impact. Each country looks back on a very different political and socio-economic history which makes it problematic to compare so-called best practices. Probably, the most accurate evidence of successful tourism development is provided by the current state of the tourism industry itself. The rehabilitation of public infrastructure, the restoration of historical buildings and the creation of service networks such as tourism associations in the case of Greek Prespa has clearly produced a competitive rural tourism destination. On the other hand, FYR of Macedonia had to transform a redundant and uncompetitive hotel stock and to initiate small-scale village tourism. The achievements of this process are remarkable given the short time and the challenges of the economic transformation. Brajcino and other villages are cited now as showcases for a new type of community-based tourism. These villages demonstrate best how tourism can contribute to revive deprived villages and local traditions.

In Albanian and FYR Macedonian Prespa, the visual tourism appeal of the countryside and the villages will be handicapped for quite some time. The building style from 1960-1980 hardly fits into a nature destination. In the two countries, emphasis needs to be put on the rehabilitation and beautification of villages, lake shores, trails, recreation areas, etc.

The National Parks and other protected areas which are rather numerous in Prespa, can and shall take the lead in providing recreational and learning opportunities for incoming visitors. They dispose of relatively unspoilt territories with a maximum of intact nature. For visitors, National Parks enjoy an excellent reputation, a potential to be exploited by the whole Prespa Region. This could lead to the suggestion of attaching high priority to visitor-related tourism infrastructure in protected areas.



## Target groups and stakeholders

The Stakeholder Workshop in Bitola as well as the PPCC meeting in Pyli, Greece demonstrated visibly the economic and social significance of tourism in the Prespa Basin. An impressive number of representatives from the tourism trade, local and regional Governments, NGO's and other organizations from all three countries took part and expressed their views and concerns. As the Tri-lateral Tourism Strategy and Action Plan project needs to work closely with stakeholders, a brief analysis of these groups might be useful:

Five types of stakeholders or target groups can be distinguished:

- Regional political representatives and regional development planners
- Political community leaders, mayors
- National Park Management
- Tourism practitioners and firms
- Tourism associations, NGO's and stakeholder networks

Although such statements shall be taken with caution, it appears that both political leaders and tourism practitioners in Prespa pursue common interests in further developing the sector. Protected area managers also seem to consider expanding ecotourism activities in their territory. Private sector professionals who gain their living from tourism are often the most vocal in expressing their interests. The Consultant experienced an exceptionally strong interest in the topic and an active participation by stakeholders attending meetings and workshop.

There exists also a critical public who considers tourism as a threat to the countryside and the environment. This group often associates tourism with mass tourism and opposes tourism infrastructure development. Experience shows that regular media information about ongoing tourism projects help to reduce such concerns. Another way to diminish public resistance can be to organize 'open days' in tourism zones. Presently, the Aquapura Project in FYR of Macedonia faces public criticism, mostly because of inexistent public information.

The presence of a large and diverse stakeholder group is an opportunity and, at the same time, a threat to the Tourism Strategy and Action Plan Project.

The opportunity: Stakeholders can be involved in project work; they provide feedback and can be motivated to take on responsibility in the implementation phase. Project management shall communicate immediate and potential benefits of the strategy and action plan to stakeholders.

The threat: The project team can hardly meet the expectations of so many stakeholders and there will be inevitably some disappointment. Not everyone's interests can be met and some stakeholders may not see a benefit for themselves. The project team has only very limited time for coordination with stakeholders and it will be permanently challenged to meet representatives from above groups in three different countries. The language barrier can further reduce the effectiveness of stakeholder coordination. A certain rivalry among the three Prespa sections could also impact negatively on the reputation of the project team.

The project proposal, as presented below, outlines a reasonable compromise for coordinating project activities with stakeholders. An increase of stakeholder coordination would certainly require additional field work time for the project team.

It is to remind that the project must lay the foundation for a later implementation of its recommendations. Political leaders, in the region as well as in the communes and villages need being involved in the process and take



ownership of proposed actions. It will be equally essential to gain the support of National Park Management for the proposed strategy as the Parks will probably come out as key players in future tourism development.

The stakeholder Workshop in Bitola raised several issues of particular importance for the preparation of the Strategy and Action Plan:

- As already indicated above, stakeholders expect a maximum information from and consultation with the project team and UNDP in the course of such project
- Tourism development should be strictly directed towards rural, community and nature-based tourism or, more globally, towards ecological and sustainable tourism. Any form of mass tourism, as some see happening in Ohrid for example, would be rejected
- For another group of stakeholders, however, the current pace of tourism development is too slow to secure income or to justify larger investment. This position points at the fact that tourism is considered as one of the main potential economic pillars of the Prespa Region and therefore tourism development needs to increase tourist arrivals, create jobs, address lacking demand in the low season, etc
- Stakeholders approve and see the need for the proposed Tri-lateral Tourism Strategy and Action Plan, although the concept of a single destination might be too abstract for many. The obstacles for a single destination are known, but people do not appear sceptical probably because so many changes have already happened in the past two decades. The strong desire for cooperating with neighbouring countries is manifest.
- Critical comments on the Tri-lateral Tourism strategy point at the risk that the document may end up on a shelf and fail to trigger off investment and follow-up

# Project Proposal for a Tri-lateral Tourism Strategy and Action Plan

Following

- The recommendations of the Prespa Park Strategy and Action Plan,
- The project document of the UNDP-GEF 'project 'Integrated Ecosystem Management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece,
- The recommendations of the Tourism Stakeholder Forum in Bitola, October 24, 2008 and the
- Terms of Reference with respect to the preparatory mission of the Consultant on developing such strategy and action plan

it is proposed to proceed to the realisation of the project and to conduct the following tender process:

- 1) Recruitment of an International Tourism Consultant for the position of a Team Leader through an international recruitment process by UNDP and
- 2) Recruitment of the services of three local consultants and organisation work services through an international tender eligible for companies, research institutions and NGO's. This tender is directed more specifically to contractors in the three Prespa Region countries.

There are three reasons for splitting the assignment into a tender for companies and separately from this, into a direct consultant recruitment by UNDP:

- Companies from Prespa Region countries can more easily respond the company tender and offer at lower prices
- UNDP will be in a better position to select the team leader, also in view of the 'neutral' position he/she needs to take in the expert team
- Keeping the consultancy fees at a level in line with the limited budget earmarked for this project

## ***Description of project and its implementation***

### **Prespa Park Tri-lateral Tourism Strategy and Action Plan (TSAP)**

#### a) Global objective

The Prespa Park Tri-lateral Tourism Strategy and Action Plan is an important instrument for the development and management of tourism with the aim to enhance the sustainable economic and social development of local societies and the wise use of natural resources (see objective II SAP)

#### b) Specific objective

The TSAP provides the strategic direction for the development of the tourism sector in the Prespa Park for the next five years and guides public and private stakeholders in investing in, managing and monitoring tourism projects and activities in alignment with the Prespa Park principles. The Prespa Park shall be considered as a single destination in which the three neighbouring sections complement each other, but also compete with each other. In particular, it shall

- Integrate tourism into the overall development policies and patterns of the region and the countries
  - Provide a rational basis for decision-making by both the public and private sectors on tourism development
  - Draw on the synergies and the market potential of a larger and more diverse destination
  - Optimize and balance the economic, environmental and social benefits of tourism
  - Lay the foundation for successfully implementing tourism policies and the recommendations of the strategy
  - Provide the framework of effective coordination and cooperation of stakeholders in the three countries of Prespa Region
  - Motivate Governments and private sector stakeholders to step up their engagement for the tourism sector
  - Emphasize the direction towards a nature-based, ecotourism development
- c) Elements of the TSAP
- The TSAP shall be structured according to state-of-art practices in tourism planning but needs to be closely oriented towards the specific needs and conditions of tourism development in Prespa Park.

The structure of the TSAP should include the following components:

Components	Suggested Elements
<b>I. Tourism Strategy</b>	
Sector diagnosis	<p>Analysis of tourism studies and plans on national, regional and local level.</p> <p>Basic inventory of tourism resources</p> <p>Analysis of tourism supply:</p> <ul style="list-style-type: none"> <li>- Existing supply (access, plant, image, infrastructure, etc)</li> <li>- Potential supply (attractions, tourism activities, etc)</li> <li>- Technical resources (organizations, networks, personnel, financing, etc)</li> </ul>
Analysis of tourism demand	<p>Domestic and international, volumes and variations, seasons, transport and accommodation, motivation, etc</p> <p>(Assessment can be based on available information)</p>
Market projection	<p>Qualitative and quantitative</p> <p>(can be based on available information)</p>
Recommended general tourism vision, development policy and objectives	
Recommended forms of tourism	Types of tourism
Recommended structure and product plan	Tourism attractions, tourism products, designated areas, etc.
Organisational/institutional recommendations	Tourism information, associations, role of local administrations, etc
Marketing recommendations	

Components	Suggested Elements
Environmental and socio-cultural considerations	Potential impact and measures for mitigation
II. Tourism Action Plan	
Specification of action	Justification, priority level, responsibility, timing, feasibility status, requirements, estimated costs, etc
Effective implementation	Evaluation steps, measures to facilitate implementation, participative models, etc.

## Project organisation and methodology

### a) Personnel

The TASP shall be prepared by a team of 4 (four) consultants of which

- 1 international tourism expert as team leader (recruited directly by UNDP) and
- 3 local tourism experts (subject of a separate tender)

The team leader will direct the technical work relating to the TSAP and assume the overall responsibility for the delivery and quality of the output. He/she will guide the work of the local experts and represent the team at project events such as stakeholder or Steering Committee meetings.

### b) Steering Committee and coordination with stakeholders

In order to promote the co-operation among the three countries, a trilateral Prespa Park Co-ordination Committee (PPCC) was established, with government, local society and non-governmental representation of all three countries. The PPCC has also appointed a Secretariat consisting of three persons from the collaborating non-governmental organizations. These two bodies have already undertaken a series of activities and joint programmes, in order to translate the political commitment into a tangible reality for the environment and the people of Prespa. The PPCC will assume the function of the Steering Committee to guide and oversee the progress and outcome of the project. The PPCC is holding regular meetings twice a year.

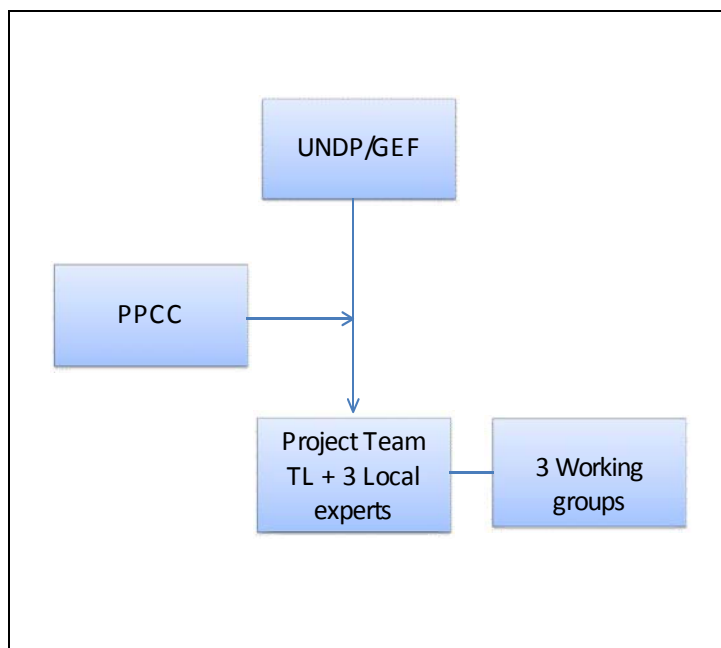
In the three participating countries, several local Governments, NGO's (such as the Society for the Protection of Prespa and the Cultural Triangle of Prespa), and public offices (such as National Park Administrations) and others are engaged in tourism development and should be involved in the TSAP process. It would be desirable to meet occasionally with a selected group of stakeholders in form of an informal working group in each country for brainstorming and discussing key issues of the strategy.

After completion of the Draft TSAP, the project team's recommendations shall be presented to and discussed at a larger stakeholder meeting involving participants from the three countries.

### c) UNDP-GEF

The project team will coordinate its work in regular intervals with the UNDP-GEF International Transboundary Advisor at the UNDO Office in Resen, FYR of Macedonia

#### Proposed Organisational Chart



#### d) Proposed methodology

For a successful achievement of the assignment, the project team should give appropriate consideration to

- The overall environmental protection interests in Prespa Park when defining the future forms of tourism and their products
- A strategic approach which can enhance cross-border tourism activities such as circuit tours, complementary product development and which can facilitate cross-border travel
- The promotion of bi- or tri-lateral cooperation in fields such as tourism information and marketing, skill development, exchange of expertise and similar
- A tourism promotion policy based on regional destination marketing
- Cooperate with and motivate stakeholders for contributing to the creation of a regional tourism destination
- Coordinate with other donors and agencies involved in tourism development and environmental management (KfW, CRIC, EU, etc.)
- design the TSAP in a clear, understandable and feasible manner in order to facilitate the implementation process

The single destination concept could play a major role for tourism development in Prespa. In this case, it would be necessary to

- acknowledge the different development levels of the tourism industries in the three countries
- identify individual strengths and weaknesses
- compare competitive advantages
- identify synergies and
- realize that cross-border tourism implies direct competition on the price and quality level

- 1) Description of the tender to companies calling for local expert services (*Please note that this section may be further adjusted based on availability of resources. This is a draft and does not necessarily reflect the content of the final tendering documentation*)

The primary responsibility of the contractor will be the provision of consulting services for the preparation of the TSAP. This contract extends to the provision of three Local Tourism Experts who will work under the supervision of the International Team Leader (contracted directly by UNDP-GRF). This tender therefore calls for

- a) the provision of
  - 1 Local Tourism Expert working primarily in Albania (25 working days)
  - 1 Local Tourism Expert working primarily in FYR of Macedonia (30 working days) and
  - 1 Local Tourism Expert working primarily in Greece (25 working days)
- b) the organization of approximately 5 team meetings in the Prespa Region
- c) the translation (from English into the languages of the riparian states, Albanian, Macedonian and Greek), publication and distribution of the draft and final TSAP

Tasks of the Local Tourism Experts in their respective country of expertise:

- a) Familiarization with the relevant documents, studies and strategies on and for tourism
- b) Preparation of an inventory on tourism attractions, facilities and infrastructure
- c) Diagnosis of the tourism sector (see chapter 3.c.)
- d) Conduct of field research and site visits
- e) Conceptualisation of strategic directions and recommendations with specific attention on cross-border tourism activities
- f) Liaison with stakeholders in their country of expertise
- g) Organisation of at least two coordination meetings with the national working group
- h) Contribution to the relevant sections of the TSAP documents as specified by the Team Leader
- i) Participation at the scheduled team meetings
- j) Translation and interpretation in the team's field work, if required
- k) Any other task proposed by the Team Leader for the successful completion of the assignment

Expected profile and qualification of the Local Tourism Experts

- a) University degree in tourism studies, economics, social sciences or similar disciplines
- b) At least three years work experience in tourism or tourism related fields. Previous work in tourism research is an advantage.
- c) Good analytical and writing skills
- d) Fluent communication in English and in the language of the assigned country
- e) Good communicative and organisational skills

Required expertise and experience of the contractor

The contractor shall have

- a) A track record of at least five years consulting experience, preferably in development planning, tourism or a related field
- b) A track record of similar successfully completed assignments, preferably in the Prespa Park countries
- c) The necessary skills and capacity to organize the missions and the work of a small team of probably multinational experts to the Prespa Region
- d) Team members qualified to carry out the described tasks

Scorecard for the evaluation of tenders:

	Number of points
<b>TECHNICAL PROPOSAL (80%)</b>	
<i>Of which qualification of experts (70%)</i>	
Educational qualification of expert 1	5
Educational qualification of expert 2	5
Educational qualification of expert 3	5
At least 3 years work experience in tourism sector, expert 1	9
At least 3 years work experience in tourism sector, expert 2	9
At least 3 years work experience in tourism sector, expert 3	9
Analytical and planning skills, expert 1	3
Analytical and planning skills, expert 2	3
Analytical and planning skills, expert 3	3
Language competence in English and AL/MK/GR, expert 1	4
Language competence in English and AL/MK/GR, expert 1	4
Language competence in English and AL/MK/GR, expert 1	4
Composition of expert team from the three riparian states	7
<i>Of which qualification of company (10%)</i>	
Expertise of firm, at least 5 years consulting experience	5
Successful projects in Prespa countries	2
Organisational capacity	3
<b>Financial Proposal (20%)</b>	<b>20</b>
<b>Total</b>	<b>100</b>

## 2) Description of the recruitment process of the International Consultant/Team Leader

Scope of work and responsibilities of the International Consultant

The Consultant will perform the following tasks:

- Assume the overall responsibility for the technical preparation of the TSAP according to the specifications in the project objective and methodology
- Take the lead in steering the strategy work and introduce international practises and experience in the process
- Guide and direct the project team and the local consultants for the accomplishment of the project tasks
- Prepare a workplan for the activities of the project team
- Conduct the necessary field research and site visits in order to gain sound knowledge on sector performance and the environmental implications of tourism
- Represent the project team at Steering Committee meetings and the planned stakeholder forum and liaise with other public or private partners, if required
- Perform project management and reporting functions as specified and in coordination with the company contracted by UNDP for local personnel and services
- Coordinate the project work closely with the UNDP-GEF International Transboundary Advisor

Expected profile and qualification of the Team Leader



- a) University degree in tourism studies, economics, social sciences or similar disciplines
- b) Significant work experience (at least 10 years) in tourism development, strategic planning, tourism research or fields related to tourism planning.
- c) Proven record of managing similar projects for international organisations/donors
- d) Sound knowledge of international best practices in ecotourism development
- e) Good knowledge of the role of regions in tourism development and the models of regional co-operation and organisation
- f) Work experience in Eastern European countries, in particular in the countries of the Prespa Region, would be an advantage
- g) Proven ability of managing tourism projects and leading expert teams
- h) Excellent analytical, communicative and organisational skills
- i) Excellent command of the English language. Working knowledge of one or several of languages spoken in the Prespa Region would be advantage

Scorecard for the evaluation of applications:

	Number of points
<b>TECHNICAL PROPOSAL (80%)</b>	
University degree and educational qualification relevant for the assignment	10
At least 10 years of professional experience in tourism development, research and planning, tourism strategies, master plans	20
Professional experience in ecotourism	7
Proven capability to lead international expert teams	10
Demonstrated capability in project management	5
Work experience with international organisations/institutions	4
Work experience in Eastern Europe, especially in Prespa countries	4
Analytical and report writing skills	6
Communicative and organisational competence	6
Excellent command of the English language, working knowledge of AL/MK/GR languages	8
<b>Financial Proposal (20%)</b>	<b>20</b>
<b>Total</b>	<b>100</b>

### 3) Location and duration

The project team will conduct field work in all three Prespa Park countries. The UNDP-GEF office in Resen/FYR of Macedonia provides office space for team members.

The project will start on April 1, 2009 and end on September 30, 2009

### 4) Proposed timetable and reporting

Month 1	Project kick-off meeting with UNDP-GEF, field work
Month 2	Field work
Month 3	Field work; Progress report, Steering Committee Meeting
Month 4	Field work,
Month 5	Field work, Draft TSAP
Month 6	Stakeholder workshop, Steering Committee meeting, final report

### 5) Deliverables

The following reports (electronic and hard copy) shall be delivered:

- Brief inception report (two weeks after project start)
- Progress report (2.5 months after project start) in English language
- Draft TSAP 5 months after project start in English, Albanian, Greek and Macedonian language
- Final TSAP in English, Albanian, Greek and Macedonian language 3 weeks after the Steering Committee meeting

## Annexe 1: Stakeholder Consultation Workshop (Summary report)

Date: October 24, 2008, 9h – 17h

Venue: Hotel Epinal, Bitola

The Tri-lateral Tourism Development Planning Workshop was conceived as a kick-off event for the preparation of a tri-lateral tourism strategy and action plan for the Prespa Region. This strategy and action plan has been identified as one of the priorities of the three States of the Prespa Lakes basin. The UNDP-GEF project 'Integrated ecosystem management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece' is financially supporting this identified need.

The purpose of the workshop was primarily to discuss the current "state-of-play" with regard to tourism priorities and planning in the Prespa Region, and to identify tourism opportunities and issues in relation to sustainable tourism development in the Prespa Lakes Basin. The outcome and the conclusions drawn from the workshop should provide basic information for the preparation of the Terms of Reference for the planned Tourism Strategy and Action Plan (TSAP). An International Consultant, Gottfried Hilz-Ward, has been commissioned by UNDP-GEF to assess the current 'state of play', to draft the terms of reference for the TSAP and to moderate the stakeholder workshop in Bitola.

The other main intention of this workshop was to launch a regular dialogue amongst tourism stakeholders from the entire Prespa Region with the aim to foster cross-border cooperation and coordination. The presence of 40 participants from Albania, Greece and FYR of Macedonia at the workshop strongly confirmed the interest in cross-border cooperation and in accelerating tourism development in the area. The list of participants reflects the entire spectrum of the sector in the three countries: municipalities, central Governments or their agencies, tourism associations, protected area organizations, NGO's, guest houses, private operators, etc. Participants widely acknowledged the importance of this forum for getting to know each other and sharing experience.

The following summarizes the main topics and discussions of the workshop by following the thematic agenda of the workshop:

- Need for a tri-lateral tourism strategy:  
At present, tourism initiatives are generally organized at the local level in each country; no systematic sharing of experience exists; cross-border tourism is practically nonexistent due to infrastructure, logistical and political handicaps; the Strategic Action Plan (SAP) identifies tourism as a key thematic area in the context of ecosystem management and recognizes the potential of tourism for the economic development; a concerted and coordinated effort is needed to tap the opportunities of nature-based tourism in the Prespa Region; there is consensus on strong stakeholder involvement in the planning process.
- Success criteria for a tourism strategy:  
This presentation aimed at sensitizing participants to the risk factors and challenges of a regional tourism strategy and at enabling them to participate adequately in the strategy preparation. The main challenges/risk factors are:
  - Directing the strategy towards key stakeholders and possible 'owners'
  - Creating an ownership process for the strategy

- Structuring and formulating the strategy in a logical and understandable manner
- Ensuring the feasibility of the strategy by keeping recommendations and action plan in line with available resources
- Providing guidance for the implementation phase

- o Current state of tourism in Prespa Region (resources, attractions, tourism movements, SWOT, etc):

Three working groups from Albania, Greece and FYR of Macedonia analysed the present state of affairs of the tourism sector and presented a summary to the workshop audience.

Natural and cultural resources for tourism show many similarities in the three national riparian regions of Prespa: the Prespa Lakes and surroundings, mountain countryside, National Parks, bird life, traditional villages, churches and monasteries. Special attractions include pre-historic sites and skiing areas. The prevailing types of tourism are closely connected with these resources: nature discovery, hiking, cultural sightseeing and rural tourism. Prespa is attractive for bird watchers, but also frequently visited by school groups and day visitors on short nature excursions. Families, small groups, emigrants from the diaspora and individual discovery travelers from around Europe constitute the main visitor groups. The number of visitors (mostly day visitors) is estimated in Albania at approx. 16.000 and in FYR of Macedonia at 20.000 per year. Private guest houses near the lakes provide the bulk of the accommodation capacity. Tourism to the Prespa Region seems highly seasonal, reaching top demand during July and August and during important holidays.

The main strengths of the destination as mentioned by the workshop participants are the following: natural diversity, the traditional character of villages, the cultural heritage, hospitality and a high motivation of stakeholders. The most important weaknesses are seen in the limited infrastructure, the low spectrum of the tourism offer and the political problems amongst member states. The degradation of the Prespa Lake (diminishing water level) and the littering problem certainly reduce the attractiveness of the region for visitors.

The available information on the current state of tourism seems largely insufficient for a substantial diagnosis of the sector. Tourism statistics are rudimentary as tourism data are not systematically collected. No Prespa Lake Tourism Bureau or similar entity which could compile reliable tourism statistics exists and the various NGO's focussing on environmental protection lack the means for that task.

- o Ecological impact of tourism in the Prespa Region:  
This topic needs to be critically analysed by the TSAP in the context of analysing tourism movements or recommending certain tourism infrastructures. It may become even more relevant if the necessity arises to define carrying capacities or access restrictions. The workshop discussion did not point to any major ecological impact caused by tourism, which could be explained by the fairly low level of current tourism activities. Growing tourism movements, however, will lead to an increase of individual traffic on the coastal roads. As a specific impact, a participant reported that tourists occasionally disturb birds in their wetland habitats. The Aquapura resort project in FYR of Macedonia is also critically looked at for possible negative impacts on the Galicica National Park, but little is known about the status of this project, as the authorities fail to communicate with stakeholders, in particular with the Galicica NP administration.

Several participants cite the case of Ohrid Lake as a negative exemple for tourism development, mentioning heavy traffic and pollution as a result of too many visitors.

- o Tourism policies, programmes and initiatives:

The three working groups came together for a second breakout session in order to identify laws, strategies, action plans and similar documents which govern or guide tourism development in the three Prespa regions. This information is listed in a separate document 'Tourism policies, programmes and projects in the Prespa Region'. It is worth noting that in 2004 a 'Regional Strategy for Sustainable Tourism Development with Special Accent on Eco-Tourism and its Development Opportunities in the Prespa Region (covering Albania and FYROM) had been prepared by the Regional Environmental Center in Skopje

- Conclusions and recommendations from the Prespa Park Strategic Action Plan/SAP:  
The SAP stresses the importance of tourism for the Prespa Region as a whole highlighting the opportunities for eco- and cross-border tourism. Sustainable tourism must be the guiding principle in tourism development. The SAP also recommends specific activities such as a feasibility study on the development of sustainable tourism activities, the provision of tourism infrastructure and a network for tourism companies and agencies. However, a number of initiatives have been undertaken since the adoption of the SAP which underlines once again the importance of today's workshop.
- Tourism opportunities; types of tourism to be endorsed:  
This topic sparked a lively discussion amongst participants, essentially concerning widespread sentiment that tourism development is progressing too slowly and that it is (as the Prespa Region in general) neglected by Central Governments. Many participants expressed the need for more information and networking as well as cross-border initiatives. Tourism development is currently carried by small suppliers and NGOs, as organisational linkages in the form of associations or tourism offices do not exist yet. NGOs, in their turn, claim that they do not get sufficiently involved in tourism activities.

The opportunities for cross-border tourism will be a central aspect of the Tourism strategy. One major obstacle of travelling along the lake between Greece and FYR of Macedonia is expected to disappear, but no one can exactly say when. Cross-border tourism is handicapped in many more ways such as visa requirements, lack of roads, bicycle and hiking trails as well as attractive complementary tourism products in each country. In this context, the international consultant raised questions such as: Is cross-border tourism supported by Governments, which products can be promoted by cross-border tourism, and how does cross-border tourism affect competition.

Another opportunity is seen in linking local producers such as apple growers with the tourism industry.

With respect to the preferred types of tourism in the region, one can recall previous statements which clearly favour nature-based tourism/eco-tourism and cultural sightseeing, all respecting the ecological standards of protected areas.

- On the need for a tourism strategy for Prespa:  
There seems to be a broad agreement amongst participants that the Prespa Region possesses all ingredients for a priority tourism area and this position seems to be shared by the national tourism strategies of Albania, Greece and FYROM. The often expressed need for a broad cooperation in Prespa Park and amongst the tourism stakeholders underlines the necessity to establish a regional platform for tourism development for which the tourism strategy will provide the conceptual part. The Prespa tourism strategy can address the organisational part of this platform as well as many of the concerns relating to the coordination of tourism activities, the synchronization of tourism products, pulling the synergies of tourism products and the joint promotion of the destination. Tourism suppliers see the strategy as a key instrument to increase demand for their services.

Critical voices on the tri-lateral tourism strategy point to the risk that the document may not move towards implementation, similar to studies which have been prepared previously.

Other participants underline the need of appropriate shoreline management or the cooperation between tourism players and other sectors as a basic condition for a successful tourism development.

The International Consultant pointed out the process and the steps in the preparation of the planned tri-lateral tourism strategy starting from the sector diagnosis and the demand forecast to the mission statement and objectives. The main part of the strategy will provide recommendations on product development, provision of public infrastructure, sector organisation and marketing

- Wrap-up and conclusions:  
The participation of such a large number of tourism professionals and other stakeholders as well as the animated discussions in the workshop demonstrate their interest in taking part in a planning exercise such as the TSAP. UNDPs/GEFs role in this process and the support provided by this project is widely appreciated. Participants expressed their wish to continue with stakeholder forums in order to improve tri-lateral cooperation. Alvin Lopez, the International Transboundary Advisor, considered the event as an important step for establishing partnership and networking. He also recommended use of the online forum of the Prespa Project website for this purpose. At the next PPCC meeting in November, the terms of reference for the tri-lateral tourism strategy will be presented.

(The detailed workshop minutes with list of participants is also available on the UNDP GEF Prespa Project website <http://prespa.iwlearn.org/> )

## Annex 2: Tourism policies, programmes and projects in the Prespa Region”

The following information has been prepared by the Prespa Tri-lateral Tourism Development Planning Workshop in Bitola, October 24, 2008

### Tourism policies, strategies and laws relevant for Prespa Region tourism

Tourism Policies and relevant laws	Albania	Greece	FYR Macedonia
	<p><i>National level:</i></p> <p>National strategy on development and integration</p> <p>New law on tourism (since 2007)</p> <p>National Strategy on Tourism Development</p> <p><i>Regional level:</i></p> <p>Korca regional strategy on economic and social development (2005)</p> <p>Program on tourism destination management for Korca region (2008, UNTWO, SNV)</p> <p><i>Local level:</i></p> <p>Draft Tourism Action Plan for Prespa Region</p> <p>Environmental Local action Plan (2007)</p> <p>Draft local development plan for Ligenas commune</p> <p>Zaroshka beach</p>	<p>National Land Use Plan (Prespa is categorized under b2 category for the development of alternative forms of tourism).</p> <p>Law on the protection of traditional architecture</p> <p>National Strategic Development Plan</p>	<p><i>National level:</i></p> <p>Law on tourism</p> <p>Law on hospitality</p> <p>National strategy for tourism development (draft)</p> <p><i>Regional level:</i></p> <p>Spatial plan for Ohrid-Prespa Region</p>



Tourism Policies and relevant laws	Albania	Greece	FYR Macedonia
	improvement Hospitality training Maharishi University		
Responsible authorities			Ministry of Economy Ministry of Finance Local authorities: <ul style="list-style-type: none"> <li>- Local economic development</li> <li>- Income and promotion</li> <li>- Registration</li> <li>- Classification</li> </ul>

## 2. Tourism Projects and initiatives in the Prespa Region

### Albania:

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
Tourism destination management for Korca Region	Document available upon request	Korca Regional Council ST-EP/UNWTO/SNV	Korca Region residents	2008-2010
Zaroshka beach improvement	Improving the infrastructure of the beach	This is an initiative of Ligenas commune supported by CRIC (an Italian NGO)		2008
Hospitality training	In case more specification is needed, GTZ office in Korca can provide us with more information	GTZ	Prespa Park Area residents	2005
Support for guest houses	infrastructure improvements for the guest houses (toilets, solar panels) assist the guest house network in Prepsa on promotion and marketing through leaflets	GTZ		
Support for	Ardit Konomi – former	SIDA funded project	Albania and	2002- 2003

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
agrotourism initiatives	program officer of AMPEP can provide more details	AMPEP	FYROM	
Waste management program	I will try to find a summary of this project and send it to you		Korca Region residents	On going
Tourism Action Plans for Communes	Develop a draft Prespa Area Tourism Action Plan through a participatory approach	Liqenas, Proger and Qender Bilisht communes/ SNV	Prespa Park Area residents	Started Dec 2007 – on going

### Greece:

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
LEADER II	Prefecture of Florina <a href="http://www.florina.gr">www.florina.gr</a> + Development Agency of Florina <a href="http://www.anflo.gr">www.anflo.gr</a>			
LEADER III	Prefecture of Florina <a href="http://www.florina.gr">www.florina.gr</a> + Development Agency of Florina <a href="http://www.anflo.gr">www.anflo.gr</a>			
Development Programs for rural areas (OPAX)	Development Agency of Florina <a href="http://www.anflo.gr">www.anflo.gr</a>		Stakeholders in regions higher than 650 m above sea level	
Interreg program for municipalities and prefectures	See table for Municipality of Prespa and their website <a href="http://www.prespes.gr">www.prespes.gr</a> and table that we will receive from the prefecture			
NGO activities	Other than CTP, please check with SPP ( <a href="http://www.spp.gr">www.spp.gr</a> )			
Information Centers	1) From SPP and 2) the Management body for the National Park Prespa. Both in Agios Germanos			
Tourism Office	information for tourists, brochures, things to do, local products, books, etc	CTP		Ongoing since the last 5 years, just moved to another location, under establishment
Training courses	For women working in tourism facilities in the villages of Prespa in FYR of Macedonia	CTP with funds from Hellenic Aid	Women in the villages D.Dupenji,	December 2006-January 2008

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
		(Ministry for Foreign Affaires)	Ljubojno, Resen,	
Training courses	Over the last years many different seminars have been implemented in the context of EU programmes. My personal opinion is that very little of them had any impact on the improvement of services and facilities. Training courses needs to be a priority for any action plan.			
Pepper project	Collaboration of NGOs and schools for the collection of the traditional recipes of the red pepper, publishment of a book in 4 languages, workshops for children,	CTP with funds from GTZ	NGOs, children, schools	2003-2005
NEST (Network for Sustainable Tourism)	In the context of the programme Meditteritage (Interreg IIIC). Aims: Collaboration of local tourism stakeholders, collection of local data of resources, international research on rural tourism, visitors' expectations and preferences, international labels and certificates, good practices for the protection of the environment and the cultural heritage in tourism facilities. Promotion of the tourism product, publishing of a manual for tourism stakeholders	CTP	Tourism stakeholders on the Greek Prespa side	December 2006-december 2007. since than the activity is ongoing with the volunteer work of CTP
Cross-border thematic tourism products	Collaboration of tourism stakeholders, tourism offices and NGOs to create thematic cross-border packages. Packages have been created and tested. The implementation is difficult due to lack of collaboration between tourism offices and due to difficult political situation	CTP, Heritage Trails Albania, ESA Ohrid	Local stakeholders in the cross- border region	2007
Tourism website	<a href="http://www.welcometoprespa.com">www.welcometoprespa.com</a>	CTP		Started in 2008- ongoing
Interreg: Valorisation of monuments	See table for Municipality of Prespa and the website <a href="http://www.prespes.gr">www.prespes.gr</a>			
Marketing Master Plan for Western	Region of Western Macedonia <a href="http://www.westernmacedonia.gr">www.westernmacedonia.gr</a>			

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
Macedonia				
Eco map for Prespa	Check with SPP <a href="http://www.spp.gr">www.spp.gr</a>	SPP		Not ready
Information Centre for the Byzantine Art	Renovation of a traditional building in Agios Germanos. It is not a museum yet but there will be a study for possible development. Laboratory for archeologists, hall for educational activities, guest houses, etc. No artifacts will be exhibited at this stage	Ministry of Culture		Will be inaugurated on the 27 <sup>th</sup> of November.
Collaboration of three regions	Initiative by the CTP in collaboration with the Eco-company Vitsiou and the under establishment Eco-company Grammou. It is an initiative that connects 3 similar regions in Western Macedonia in two prefectures (Florina and Kastoria) and is only in its first steps	CTP	Tourism stakeholders in the three regions	Preparations started in summer 2008, no funding available yet.

## **FYR of Macedonia**

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
Prespa Local Quality standards	Municipality of Resen implemented a project called "Prespa' Local Quality Standards" granted by the Neighbourhood Programme Greece – Macedonia according the priority axis 2 Economic development and employment, Measure 2.2 Development of alternative forms of tourism/ acceleration and promotion of cultural and tourist resources. The Greek partner in this project was the Municipality of Prespa. The project involved the following villages: Brajcino, Ljubojno, Dolno Dupeni, Slivnica and Pretor on the east bank of	Municipality of Resen	Tourist operators that provide tourist services The local Municipalities and communities in the area of Prespa The local agrotouristic,	24.08.2007-24.09.2008

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
	<p>the lake, and Stenje on the west with a duration of 12 months.</p> <p>The main objective of the project was the establishment of Local Quality Standards on the alternative tourism capacity in the Municipality of Resen. The basic aim was a preparation of a Study which will assess the capacity of the local houses in the area near Lake Prespa and create a Local Quality Certification (including a logo) for these local houses.</p> <p>Conducted Inventory for assessment of the tourist capacities and services provided in the target municipalities, created a Local Quality Certificate/Symbol, and initiated procedure for categorization of the tourist offer in Prespa, developed an software for data management in GIS application, developed a Study for assessment of the capacities for development of agro-tourism in Prespa, created a interactive web page <a href="http://www.discover-prespa.mk">www.discover-prespa.mk</a>, developed promotion materials including brochures, maps, posters, CD-DVDs, book of traditional recipes, was project main activities which are done in one transparent way with local workshops, round tables, interviews and one bilateral workshop.</p> <p><b>Sustainable tourism</b></p>		<p>but also other relevant NGOs in the area</p> <p>The potential tourists (both domestic and foreigners)</p>	
Tourism Strategy (as part of Management Plan) for Galichica National Park	Preparation of the strategy paper for sustainable tourism for GNP (international tourism expert Nicole Häussler in cooperation with the Faculty for Tourism and Hospitality Ohrid) for the project 'Support to National Park Galichica' financed by KfW	Galichica NP is executing agency	Galichica National Park	February 2008 –February 2011

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
Management Plan for Pelister NP				
Various small support programs: please specify below	<b>Capacity building of Island "Golem Grad"</b>  (mapping of cultural heritage with info- tables and better access to the island by building a port ).	Municipality of Resen and NGO Lobing	Municipality of Resen, Republic of Macedonia, general tourism benefits	2007-2008
	<b>Restoration of SARAJ - Nijazi Bej House - old building</b> (restoration of the façade , internal part ( rooms, ceiling,) and restoration of the garden and giving them an authentic appearance.	Ministry of Culture of RM	Municipality of Resen, Republic of Macedonia	2004-2006
	<b>Restoration old building in the centre of Resen city. - The House of Popgoshevi</b> Restoration of the House includes restoration of external side- façade and internal part (rooms) of the object and establishment of tourism info- center.	NGO Tereza 2000	Citizens of Resen Municipality, tourism workers	2006
	<b>Youth working camp in Oteshevo - Sirhan - Stenje</b>  ( activities for cleaning of beaches and costal areas in these three settlements with participation of young peoples- students in the high school in Resen Municipality)	NGO Tereza 2000 and NGO Lobing	Citizens of Resen Municipality, tourism workers	2005

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
	<b>Preparation of Local sub-strategy for Rural development</b>  (starting activities for preparation of the strategy for rural development including alternative forms of tourism development).	Municipality of Resen, Local Group for Rural Development (consisted of representatives from NGOs, business sector, Ministry of agriculture.)	Municipality of Resen, SMEs and individual service providers in the rural areas	On going (expected end of activities - December 2008)
	<b>Better water supplement in Brajcino Village</b>  (Improvement of the water supplement in Brajcino village because of the village- tourism perspective).	NGO Tereza 2000	People from Brajcino village, municipal tourism development	2008, completed
	<b>Eco- place in Tourism Settlement Pretor</b>  ( cleaning of public places and illegal waste dumps in the settlement, placement of info-tables with eco-paroles, placement of garbage cans, eco-park with plants, trees and beanches.	NGO Lobing	Domestic and foreign tourists, Municipality of Resen in line with the efforts for local tourism development	2007 - 2008, completed
	<b>Creation of promotion materials for Ohrid/ Prespa Micro- Region</b>  ( materials for tourism promotion of Ohrid/ Prespa micro-region including cultural and natural heritage, traditional food, museums, old city and village architecture, churches and monasteries, festivals and events, and other tourism elements.	GTZ and working group consisted from representatives from each municipality in the micro-region	Municipalities Resen, Ohrid, Struga, Vevcani, Debarca	2008 - 2009



Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
	<b>Determination of the proposal measures for development of the local and international lake traffic in the Ohrid- Prespa Region</b>  (preview of current situation and measures for future improvements of the lake traffic through series of workshops).	Association of local NGOs - Coalition for Perspective Prespa	Municipalities of Ohrid-Resen micro - region	2007 - 2008, completed
	<b>Recycling of the plastic waste in the five primary schools in the Municipality of Resen</b>  (collection of plastic waste by the pupils and supplement of waste containers ).	Association of local NGOs - Coalition for Perspective Prespa	Primary schools, Municipality of Resen - ecology issues	2008 start/end, Permanent activities
	<b>Lightening of central city area</b> (replacement of old lightening elements with new modern ones).	NGO Focus	Citizens of Resen Municipality	2005-2006
Tourism Training	Inter-municipal workshop for tourism development in Ohrid/Prespa Micro- Region	GTZ	Municipalities of Ohrid-Resen micro - region	2007
	Defining tourism product / offer of Ohrid /Prespa micro - region	GTZ	Municipalities of Ohrid-Resen micro - region	2008
	Tourism development and marketing development in Prespa area - Trainings regarding the tourism development and marketing development in Prespa area. Strengthening of the marketing capacity of the Prespa MK local tourist businesses and NGO's to offer quality tourist products and largely connected with the Prespa natural heritage.	Human Resources Development Fund (Public Private Partnership among Ministry of Economy and EAR	Business Sector and NGO's from MK Prespa region	01 September 2008 – 31 October 2008

Name of Project (as presented in the Bitola workshop)	Project details Relevance for Prespa Park	Executive Organisation	Beneficiaries	Start and end or expected duration of project
Activities in Action Plan (which Action Plan?) - The Action Plan which is a part of the Strategy for Development of Resen municipality 2007-2012.	Coordination of activities of the tourist burros for preparation and issuing of tourism promotional materials.	Municipality of Resen	Tourists, citizens	2008-2009
	Building of infrastructure for lake traffic development	Ministry for transport and communications of RM	Tourists, citizens	Expected end 2011
	Marketing campaign for promotion of agro-tourism	Municipality of Resen	Tourists, citizens	2008-2009
	Establishment of a Center for hand-made souvenirs and craftsman's products	Municipality of Resen, NGO	Tourists, citizens	2008-2009
	Establishment of archeological, historic and ethno museum in the Center for Culture – Resen	Municipality of Resen, Center for Culture	Tourists, citizens	2009
	Marking of mountain trails and camping sites	Municipality of Resen	Tourists, citizens	2008-2009
	Local Brand creation	Municipality of Resen	Tourists, citizens	2008-2009



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*Integrated Ecosystem Management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece*

## **Annex 3: Draft Terms of Reference for Team Leader**

Preparation of a Tri-lateral Tourism Strategy and Action Plan for the Prespa Region



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*Integrated Ecosystem Management in the Prespa Lakes Basin of Albania, FYR of Macedonia and Greece*



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## **Annex 4: DRAFT** Terms of Reference for Company tender (National Consultants from 3 Littoral States to support the International Consultant separately contracted)