

Terms of Reference
for
Stakeholder analysis and networking capacities

Project name:	Conservation of biodiversity in mountain grazing areas of Shara
Location:	Skopje and Shara region, Republic of Macedonia
Description of the agreement:	Stakeholder analysis and networking capabilities expert
Period of duration of agreement/services:	1 month after signing the Agreement
Application Deadline:	08.10.2018

Introduction:

Shara Mountain has a rich diversity of geological and geomorphological forms, glacial lakes and mountain streams, which support a large variety of endemic, rare and relict biodiversity species, as well as autochthonous livestock breeds, that inhabit diverse habitats. Sustains a characteristic and diverse landscape which has been shaped through the millennia of traditional grazing and forest use.

It stands out in the category of highest evaluated landscape areas in the country with high mountain pastures on carbonate and silicate substrates, as well as landscape of hill pastures on granite stones and hilly rural landscape.

There is a growing trend in abandoning traditional farming practices due to depopulation and migrations from mountain villages to lowland areas - cities or abroad, during the last few decades. The remaining traditional farming is further challenged by the lack of infrastructure (including roads and access to electricity, water and sanitation), competition for labor with the growing commercial and industrial sectors of the Polog Region, as well as the insufficient governmental support targeted to animal husbandry in economically deprived rural mountainous regions. This lack of practice caused disappearance of pastures and meadows along with an array of valuable biodiversity. It further results in loss of plant species, habitat size reduction of several birds of prey, and desertion of grazing areas for the hoofed animals; in turn, it reduces populations of bird and large carnivore species.

Location of the project:

The Shar Planina (Shar Mountains) is located between the Gostivar and Tetovo valleys, with Mavrovo Lake to the south and the Mal Korab mountain range to the west. The Shar range extends as far west as Albania and as far north and northwest as the Kosovo border. It covers roughly 1,600 kilometers (994 miles). Its highest point is Titov Vrv at 2,747m (9,012 ft).



Background:

Majority of pastures in Shara Mountain are managed by the Public Enterprise (PE) on Pastures. A comprehensive strategy on pasture development is not in place. There are annual investment plans intended to improve road infrastructure and auxiliary services required by both the farmers and herds, but limited funds have been invested so far in these improvements. There is no cadaster plan of pastures, nor is there any information about the actual quality (nutritional value) of pastures in use.

Expected results of the project:

The proposed Project is intended to reconcile biodiversity conservation and economic development. The ultimate goal of the Project is to restore biodiversity of Shara Mountain pastures, generate new employment and opportunities.

The proposed “Pasture Management Plan” and the “Guidance and Toolkit on Sustainable Pasture Management” are intended to optimize pasture growth and utilization and restore the pasture ecosystems. A pilot investment program will be implemented to demonstrate sustainable pasture management practices. Especially the cleanup programme in conjunction with improvement of plant composition may positively impact both quality of pastures and biodiversity restoration.

To support the economic viability of the traditional farming and restore biodiversity, the project proposes product branding and enrichment of agri-eco-tourism offers.

The proposed awareness programme will be linked to sensitization of the local community on the need for biodiversity conservation in mountain pastures and enhance management effectiveness of pastures.

Specific Objectives of the Project:

1. Strengthen capacity on sustainable pasture management
2. Demonstrate sustainable pasture practices
3. Improve local livelihoods
4. Communication, education and public awareness raising
5. Capacity building programme for pasture management
6. Successful Project Management and implementation

Task/engagement objective:

The main objective of this task is to submit a report and a map that provides information on the stakeholders of this area, their engagement and feasible benefits from this project. Give a recommendation on how to meaningfully and effectively integrate stakeholders into the design and scope of the project, in order to create a network among them for further cooperation in the local practices, as a way to conduct a business plan on common benefits as a side-effect of a sustainable management of pastures of Shara Mountain.

Scope of work:

- Produce a list of key stakeholders (NGOs, public institutions, business sector, e.t.c), farmers and pasture users of this area. The aim is to review their contact information, background information, as well as the nature of their access to the resources in the assigned area.
- Estimate stakeholder attitudes, opinion and influence, i.e each stakeholders’ role and position in the pasture management network and how strong their influence is to impact the direction and outcome of the anticipated business plan.
- Analysis of significant relationships and factors that must be taken into account, in order to ensure meaningful stakeholder engagement. Establish a proper communication with the stakeholders for the defined objectives of the project, their expectations and their engagement in the proposed activities.

- Provide stakeholders with information on the defined objectives of this part of the project, motivate them to reflect on their relations/position in the network of stakeholders involved in the pasture use and management.
- Estimation of network capacity among stakeholders in order to identify their relations, map the information diffusion networks among the pasture users, as well as among pasture users and representatives from different state institutions (Public Enterprise for Pastures /PEP, Ministry of agriculture, forestry and water economy/MAFWE etc.), distribution/trading partners and other identified stakeholders.
- Tailor a proper strategy for each stakeholder to maintain, manage their expectations within the scope of our project, as a potential tool to increase their benefits out of this project.
- Identification of issues relevant to the diverse and representative group of stakeholders, whose interest would have to be factored into the design and implementation of the business plan, highlighting the socio-political, economic and cultural aspects as major factors.
- Deliver a stakeholder network map along with information regarding the quality of the relationships among them.

(To complete all the foreseen points of this paragraph, the expert will be provided and is expected to consult with the general questionnaire that was conducted with the farmers of the assigned area).

Methodology and Approaches:

This engagement will have to provide answers from the stakeholders to the following questions:

1. Who has a 'stake' with regard to the problem/issue and why?
2. Who has power, interest, knowledge, resources...?
3. What are the relationships between stakeholders?

Methodology:

- Stakeholder profiles as a tool for initial characterization of the relevant stakeholders which should contain: their background information, functions and roles within the scope of this project and their objectives.
- Stakeholder matrix assessing differences in power and interest of the stakeholders into: primary, secondary stakeholders and individuals/stakeholders who fit in multiple categories. The matrix should differentiate stakeholders by resources, power, interests, who is the "enabler" or an "influencer", project activities they'd conduct, which institutions and individuals they interact with, the intensity of these contacts and cooperation.
- Prepare a sociogram of stakeholders' network (NetDraw, Venn diagram an Onion diagram and/or other corresponding diagram) to represent stakeholder relationships specific to the project issue/problem.

Working Schedule – Timeframe:

Step	Deliverables	Total duration of Activity
1.	Data and information Collecting	4.5 days (field+desk work)
2.	All activities of the expert duration	1 month
3.	Delivery of final report due date	30 th of October 2018

Required Qualifications and Experience:

The expert involved in this assignment should have the following qualifications, skills and competences:

- A university degree in Agriculture, Management of Ecological Resources, Natural Resources Sciences, Landscape Management or other thematic area relevant for this assignment. Please provide Documentation accordingly.
- Proficient with the usage of network programs such as: UCINET and NetDraw.
- Minimum 2 years of experience in producing networks and their deliberate analysis.
- Knowledge on pasture habitats, stakeholder structure, ecosystem services analysis, data analysis and Social Network Analyses.
- Good interpersonal communication and coordination skills;
- Available during the term of the contract.

Payment Terms:

100% payment after completion of all expected deliverables.

Evaluation criteria:

All applications will evaluate based on the following criteria:

Criteria	Points
<u>CV, Reference letter,</u> including the years of relevant expertise; experience and skills required for this consultancy.	30 points max
<u>Work methodology, Technical approach,</u> demonstrating and explaining an understanding of the scope of work	30 points max
<u>Financial offer</u>	40 points max
Total	100

How to apply:

To apply, please send an e-mail with your CV, Reference letter, letter of interest, work methodology along with the financial offer for the engagement to the e-mail address: info@mkm.mk using the subject line: "Stakeholder analysis and networking capacity expert".

Deadline for submissions of documents is 08.10.2018 (Monday), 15h. We encourage applicants to submit the application well before the deadline date.

If you need help, or have queries, please contact: info@mkm.mk or aleksandra.s@mkm.mk