

Standard Summary Project Fiche – IPA centralised programmes
(Regional / Horizontal programmes ; centralised National programmes)

1. Basic information

- 1.1 CRIS Number: 2007/19322**
1.2 Title: Support to implementation of the National Strategy for Tourism
1.3 ELARG Statistical code: 02.20
1.4 Location: Serbia

Implementing arrangements:

- 1.5 Contracting Authority (EC):** European Commission's Delegation in Belgrade
1.6 Implementing Agency: N/A
1.7 Beneficiary (including details of project manager):
Ministry of Economy and Regional Development¹

Financing:

- 1.8 Overall cost:** 1.0 million €
1.9 EU contribution: 1.0 million €
1.10 Final date for contracting: 3 years after the signature of the Financing Agreement
1.11 Final date for execution of contracts: 5 years after the signature of the Financing Agreement
1.12 Final date for disbursements: 6 years after the signature of the Financing Agreement

2. Overall Objective and Project Purpose

2.1 Overall Objective:

Enhancement of economic growth, employment and the quality of life of the population by stimulation of tourism

2.2 Project purpose:

Support tourism sector to implement a strategy and policy framework ensuring the link between tourism potentials and economic development;

Enhancement of tourist competitiveness, the attractiveness of tourist products and positioning of Serbia on the world tourist market.

2.3 Link with AP/NPAA / EP/ SAA

A short-term goal of the European Partnership in the area of employment policy is a need to develop and implement an overall strategy on promoting the employment in the fight against the unemployment, especially as regards the reforms in vocational training and labour market, including all relevant actors.

¹ Tourism is, in the new Serbian Government, one of the competences of the Ministry of Economy and Regional Development

Also, European Partnership calls for Serbia to strengthen the business environment to promote development of the private sector and employment with competitive markets, level playing fields and access to finance through development of the financial sector. Also, according to Communication from the Commission, employment is at the top of the Commission's priority actions in tourism.

2.4 Link with MIPD

MIPD places support to job-creation potential in tourism among its main priorities and objectives under Component I /Socio-economic requirements. In addition, tourism is identified as one of the areas which have to be developed as cornerstones of future economic growth. In order to improve competitiveness of tourism industry, quality of life in rural areas and also build local capacity for employment and diversification until the end of 2012, annual programmes to be implemented should include support to implementation of the National Tourism Strategy, improvement of tourist sites including access and hospitality training, as well as actions on employment, economic development and social inclusion.

2.5 Link with National Development Plan (where applicable)

N/A

2.6 Link with national/ sectoral investment plans (where applicable)

According to the National Strategy of the Republic of Serbia for EU Integration Processes (adopted in June 2005– Chapter III – Strategy of economic and social development, *3.1. Main goals and strategic aims of the Development of Serbia*) states that “in order to become member of the EU, Serbia has to define key strategic courses of economic and social development leading towards establishment of stable and efficient market system and competitive economy able to face the competitiveness within the EU (Copenhagen criterion), i.e. establishment of maximum competitive economy, based on knowledge, able to provide with sustainable economic growth with new and better paid posts, as well as greater social cohesion (Lisbon goals).

The National Employment Strategy accepts ten priorities of action, defined by the guidelines of the European Commission in April 2003, but it bears in mind specific issues and needs of the Serbian labour market and it adds two more priorities. These priorities are: to provide assistance in job search and prevention of long-term unemployment; to support entrepreneurship and improve climate for business start-ups; to promote adaptability to changes of employees and enterprises; to provide higher and better quality investment in human capital; to increase job opportunities and support active aging; to support gender equality regarding employment and salaries; to fight discrimination against vulnerable groups; to improve financial incentives in order to make labour more lucrative; to reduce considerably the informal labour; to support professional and geographical mobility; to support foreign direct investment and to activate investment of domestic savings towards maintaining and creating employment, and to reduce differences between regional labour markets.

Ministry of Trade, Tourism and Services (MTTS) prepared its Tourism Development Strategy for the period 2006 – 2015, in cooperation with Faculty of Economy in Belgrade. It was adopted on 5 October 2006 by the Government and represents a key document for defining the next course of tourism development in Serbia (published in the “Official Gazette of the Republic of Serbia” No 91/06)

The Strategy pointed out that Serbia has considerable potentials for new development, products that can and need to be recovered and commercialised rapidly, both with their own resources and with expected support of the international community.

According to the Strategy for Development of Tourism in Serbia the main goal is to provide conditions for creation of quality tourist product/-s. The objectives of the Tourism Strategy are the following: a) Serbia must stimulate, thanks to tourism, especially foreign tourism, economic growth, employment and quality of life of the population; b) Through tourism, Serbia must ensure development of positive international image of the country; c) By means of tourism, and in the best interest of the development of tourism, Serbia must ensure long term protection of natural and cultural resources; d) Serbia must achieve international quality standards, and first and foremost protection of tourist consumers, in accordance with the present European practices.

Considering implementation of the Strategy is to go on until 2015, the tourism development of Serbia shall take place under the authority of a centralised state agency which needs to be established, as the specialised body of the Government for management, coordination and control in the field of tourism.

Pursuant to the Strategy, Serbian tourism will be structured in four tourist clusters based on different forms of economic experience and concentration of various types of resources in different parts of the country, and following modern trends and principles of regional development of tourism as well.

3. Description of project

3.1 Background and justification:

In Serbia there is a high rate of registered unemployment, latent unemployment (surplus of the employed) as well as discrepancy between the official unemployment rate and the rate according to the LFP (labour force participation), and above all structural unemployment and its long-term character, as well as the rigidity of the labour market and widespread presence of grey economy – all imply a rather unfavourable situation on the labour market. In addition, the increase in number of the unemployed should be expected due to ongoing restructuring of state and socially owned enterprises, as well as rationalisation of the number of employees in the state institutions.

The existing statistics convey that the tourist sector has a share of 2.5% in the GDP, and some 5-6% in the total employment in Serbia. At the basis of the primary investigations performed, it has been found that an average hotel in Serbia has 105 rooms, that it is 42 years old, that it was partially renovated the last time some 13 years ago, and that most of the hotels are two- and three-star hotels. In 2004, an average hotel in Serbia achieved around 8 thousand Euros of revenue per room, while the international standard for the same average category is 2.5 times higher. There is no doubt, therefore, that Serbia must significantly increase its competitiveness and attractiveness of tourist products, bearing in mind recent worldwide experiences, and relying on its proper innovations and tourist products with global perspectives, where Serbia could develop global competitiveness.

Priority is to be given to the link between tourism and employment, in accordance with the need to mainstream employment policies according to European standards. There is

recognition that tourism related activities already account for a significant proportion and a varied range of jobs in Europe, and have a clear potential for job creation. However, Serbian tourist products are neither enough developed nor well commercialised at the international tourist market. With the present 87 thousand accommodations in obsolete facilities, Serbia is far from achieving the business results as its competitors. Because of the closed market, the process of restructuring and privatisation lagged behind, there were no important investments, neither from the country nor from abroad, and new modes of tourist services have not been developed. Because of excessive centralisation of authorities there were no investments in maintenance of existing tourist destinations, because the local communities were not able to support financially the requirements of maintenance and of new development. Having in mind interests of potential investors in Serbian tourism development the Government decided to invest national funds from the NIP (National Investment Plan) to improve tourism infrastructure.

Main shortcomings, which must be quickly solved by Serbia, if it wants success on the international tourist market and create job potentials, are: the fact that international market is still not aware of Serbia as a tourist destination, lack of a generally accepted national vision of tourism in Serbia, still inadequately articulated and established spatial-urban regulations in the majority of present and potential tourist destinations, limited access to the country, or some of the regions interesting for tourism development as a combined consequence of the small number of functional airports, lack of low-cost carriers, and a small number of modern highways, lack of internationally qualified hotel and tourist managers and personnel in new tourist professions.

Lack of skilled labour and a tendency for not regarding qualifications as important as well as few investments in formal training and in-house training are some of the circumstances that contribute to the lack of qualified labour. Tourism industry needs cooperation with universities in order to get the theoretical knowledge needed to be competitive and the Universities need to be aware of reality on the ground and needs of the tourist industry in order to improve the quality and relevance of university education and research. Currently in Serbia there are two public Faculties that include tourism curriculum in their programmes: Faculty of Economy of the University of Belgrade and Faculty of Geography of the University of Novi Sad, as well as private-owned Faculty of Tourism and Hotel Management of Singidunum University. There are also Tourism College and Hotel Management College based in Belgrade. However, young professionals educated in these institutions can not cover all the needs for qualified labour in the Serbian tourism sector.

In order to enhance the efficiency of the Tourism Agency the project will support improvement of its capacities and establishment of destination management organisational structures, meaning DMO (Destination Management Organization) and DMC (Destination Management Company) as the key subject of a tourist product creation. Taking into account the current conditions in the Republic of Serbia, those structures would need adequate staff. It means that proper training programmes should be developed.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

Tourism has become one of the major contributors to GDP in many countries, replacing traditional and declining sectors. As a labour intensive sector, tourism is often leading source of employment, particularly for communities with a low skills base, women and the youth.

Furthermore, tourism represents a development opportunity for rural communities, in areas where poverty is severe, and there may be a few other options for development.

In addition, tourism has the potential to stimulate a range of economic links with other sectors, thus stimulating further economic growth and development. It provides a potential catalytic role for infrastructure investments, where new infrastructure (i.e. roads, water management systems, electricity and communication) is developed to open up and service to the needs of new tourism attractions and opportunities. The new infrastructure often has benefits for the local communities, by providing basic services, as well as stimulating local economic activities. Tourism can be a valuable instrument for promotion of local economic empowerment and transformation, through encouraging local ownership and enterprise development.

3.3 Results and measurable indicators:

Result 1: Fully operational National Agency for Tourism established;

Indicator 1: High level of services and outreach of the National Agency for Tourism and adopted regulations, by-laws, procedures, analyses, etc., tourist statistics operational and functional;

Result 2: Increased capacities of the main stakeholders and target groups in the area of tourism in order to activate tourism businesses to meet the needs of guests in accordance with global trends;

Indicator 2: Number of people trained, satisfactory feedback from the trainees, improvement of their overall professional skills which will ultimately contribute to service provision in local tourism.

3.4 Activities:

1) Technical assistance to the Agency to implement National Strategy. Capacity building of the Agency staff, making necessary revisions of the existing and development of new regulations in the tourism sector (as per European standards), assessment of attractiveness, and consequently of the criteria for definition of priorities in development and/or commercialisation of each of the identified tourist products and establishment of unique tourist statistics and monitoring system for tracking the influence of tourism on national economy;

2) Identifying main training needs of relevant target groups and choosing the right model for training provision (including lectures, workshops, seminars, study visits, etc.) for the staff of the National Agency for Tourism and other key stakeholders in tourism, especially those involved in service provision.

The project will be implemented through one service contract.

3.5 Conditionality and sequencing

It is necessary to adopt amendments on the recently adopted Law on Tourism in order to create legal conditions for establishment of the State Agency for Tourism.

In addition, there should be no overlapping with the project “Education of tourism staff” financed from the NIP, these two projects should complement one another.

There need to be adequate organisation, selection and (gender balanced) appointment of members of working groups, training sessions, seminars and study visits by the beneficiaries as per project work plan.

The Ministry of Economy and Regional Development and other key Ministries and social partners need to demonstrate readiness to get involved in a systematic way in the definition of the strategy and policy framework for tourism development.

Awareness and/or understanding of the importance of the tourism as a potential for economic growth and employment must be raised among all the stakeholders.

In the event that conditionalities are not met, suspension or cancellation of the project or specific activities will be considered.

3.6 Linked activities

MTTS develops continuous cooperation with CEI - *Central European Initiative* and with *Foundation Balkankult* in order to support development of cultural tourism in Balkan region, cooperation within INTERREG III B, in project *In the Sound of the Cities* and project *Transromanika*.

EU has supported the preparation of an Integrated Socio-economic Development Plan Based on the Rehabilitation of the Middle Danube River Basin and Inland Waterway System of Serbia. The overall objective is to create and develop innovative approaches to economic and social development related to the Inland Waterways in Serbia that will maximize employment generation opportunities as well as potential of various tourist locations in Serbia along the Danube and in the Danube basin.

Conclusions of the 5th Business Conference of the Danube held in Belgrade in 2005 gave an important impulse to the enhancement of interregional development of tourism in the Danube region. In addition, some activities are being taken in order to establish the net of cities along the Danube through participation in existing projects. Establishments of some “visitor centres” along the ports were financed through the National Investment Plan.

Regional Socio-Economic Development Programme (RSEDP), funded by the European Union is implemented in 3 pilot areas of Serbia – Banat, Central Serbia (Šumadija and Pomoravlje) and Southern Serbia (Jablanica and Pčinj) from September 2003. The key RSEDP components are: partnership building and strengthening local/regional capacities; developing strategic Regional Development Plan and Operational Programme; creating an institutional framework for sustainable development; financing projects within the RSEDP

Fund. RSEDP facilitated establishment of the Regional Development Agency for Šumadija and Pomoravlje operating on territory of 13 municipalities of Central Serbia.

Technical assistance of an expert engaged through JICA (Japanese International Cooperation Agency) was realised from June to December 2005. Mission included researching potentials of Serbia for tourism development, as well as preparing a study on current situation and prospects of tourism in Serbia for Japanese market. A study, prepared by Japanese expert at the end of his mission, helped promotion of our tourism in Japan by stressing good characteristics of Serbian tourism. Additional result of mission of Japanese expert is his support for: creation of the web site about Serbia in Japanese language, establishment of the Representative office of Tourist Organisation of Serbia in Tokyo, so as a number of programmes and articles broadcasted and published in Japanese media.

USAID provided technical and financial assistance to MTTTS for drafting the Law on Spa centres, drafting the Rule for categorisation and support in establishment of the Congress Bureau of Serbia.

German technical cooperation (GTZ) supported: implementation of Project Cycling routes of Serbia, promotion of cooperation in the Danube region, organisation of the Fifth Danube Conference in Belgrade.

3.7 Lessons learned

By presenting areas of tourism as potential for increasing economic development, all previous activities have additionally motivated the Ministry for Trade, Tourism and Services to engage in more initiatives in order to intensify development of the tourism industry in Serbia and enhance economic growth and employment.

The government should adopt necessary steps and activities to support the development of tourism in Serbia. The most important step would be to apply the new Law on Tourism (adopted in 2005 – “Official Gazette of the Republic of Serbia”, No. 45/05), and implement the Strategy for Development of Tourism in Serbia to 2015 (“Official Gazette of the Republic of Serbia”, No. 91/06).

There is no doubt, therefore, that Serbia must significantly increase its competitiveness and attractiveness of tourist products, bearing in mind recent worldwide experiences and relying on its innovations and tourist products with global perspective, where Serbia could develop global competitiveness.

4. Indicative Budget (amounts in €)

Activities	TOTAL COST	SOURCES OF FUNDING										
		EU CONTRIBUTION				NATIONAL PUBLIC CONTRIBUTION				PRIVATE		
		Total	% *	IB	INV	Total	% *	Central	Regional	IFIs	Total	% *
Activity 1	1.000.000		100			0	0					
contract 1.1												
contract 1.2												
Activity 2												
contract 2.1												
contract 2.2												
Activity 3												
TOTAL	1.000.000		100									

* expressed in % of the Total Cost

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Contract 1.1	T+1Q	T+2Q	T+9Q
Contract 1.2			

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

6. Cross cutting issues (where applicable)

Development Policy Joint Statement by the Council and the European Commission of 10 November 2000 establishes that a number of Cross-cutting Issues shall be mainstreamed into EC development co-operation and assistance.

Cross-cutting issues will be addressed in the project so as to comply with the best EU standards and practice in that area and in a way which demonstrates how they will be dealt with within the project's framework, its activities and outputs.

Cross-cutting issues will be addressed in a proactive manner, and will present a specific component of projects (at all levels of projects' development, starting from the project identification stage). Synergies between the projects and the objectives of will be identified and developed. Also, the projects' objectives and activities need to be screened in order to ensure they won't impact negatively on gender equality, minorities' inclusion and environment.

Finally, the beneficiary will make sure its objectives, policies and interventions have a positive impact on and are in line with the main principles of gender equality, minorities' inclusion and environment.

6.1 Equal Opportunity

Flexible work environment in the area of provision of tourism services is facilitating the access of young people and particularly women to the labour market, for whom the opportunity for continuous training will also be provided. Women should form the majority of the ultimate beneficiaries of this project. (For example: involvement of women in rural tourism resulted in stronger sensitivity to their environment and heightened interest in maintaining the aesthetic values of their region).

6.2 Environment

Project will provide integration of environmental considerations right from the start into the tourism policy at the most appropriate level. Particular attention should also be given to the socio-economic context of the local community in an effort to create sustainable activities that enable it to sustain itself without damaging or destroying natural resources.

6.3 Minorities

Similarly to involving women in tourism, this project should also, through training, raise awareness on importance of encouraging members of national minority groups to actively take part in promotion of their areas (potential tourist locations) and by doing so, contribute not only to their own prosperity and that of their families but to the prosperity of the whole country and its economy.

ANNEX I Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche	Programme name and number	
Support to implementation of the National Strategy for Tourism	Contracting period expires 5 years after the signature of the Financing Agreement	Disbursement period: expires 6 years after the signature of the Financing Agreement
	Total budget : 1 million €	IPA budget: 1 million €

Overall objective	Objectively verifiable indicators	Sources of Verification	
Enhancement of the economic growth, employment and the quality of life of the population by stimulation of tourism	Tourism demand in Serbia increased	Performance increase/decrease compared to previous period	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
1) Support to tourism sector to implement a strategy and policy framework ensuring the link between tourism potentials and economic development 2) Enhancement of tourist competitiveness, the attractiveness of tourist products and positioning of Serbia at the world tourist market	Tourism strategy being implemented Behavioural change by individuals and organizations	Reports to the Government on the implementation of Tourism strategy Percentage of visitors satisfied in general and with type of service	Readiness of the Ministry of Economy and Regional Development and other key Ministries and social partners to get involved in a systematic way in the definition of the strategy and policy framework for tourism development. Awareness and/or understanding of the importance of the tourism as a potential for economic growth and employment
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1) Fully operational the National Agency for tourism established through support in the necessary revision of the existing, and form new regulations in the tourism of Serbia (at the basis of European standards), assessment of attractiveness, and consequently of the criteria for the definition of the priorities in development and/or the commercialization of each of the identified tourist products and establishment of unique tourist statistics and a system of monitoring of the influence of tourism on the national economy (satellite balances); 2) Increased capacities of the main tourist stakeholders and targeted groups in order to activate tourism businesses to meet the needs of guests in accordance with the world trends	High level of services and outreach of the National Agency for Tourism and adopted regulations, by-laws, procedures, analyses, etc. Improved domestic tourism supply	Annual reports of NAT/Official Gazette Data on major tourism categories of product	High level of professional skills and knowledge of employees Awareness and/or understanding of a comprehensive tourism offer
Activities	Means	Costs	Assumptions
1) Technical assistance to the Agency to implement National Strategy through increasing capacities for preparation of regulations, by-laws, procedures, analyses, etc. 2) Implementation of the main training needs, including lectures, workshops, trainings, study visits of the National Agency for Tourism staff and different key stakeholders in tourism	desk research, meetings, workshops lectures, workshops, trainings, study visits, distant learning	1,0 1,0	Amendments on recently adopted Law on Tourism in order to create legal condition for establishment of State agency for tourism development adopted Willingness to adopt professional skills and necessary knowledge

ANNEX II: amounts (in €) Contracted and disbursed by quarter for the project

Contracted	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9		
Contract 1.1		1.0									
Contract 1.2											
Contract 1.3											
Contract 1.4											
.....											
Cumulated		1.0									
Disbursed											
Contract 1.1		600,000	60,000	60,000	60,000	60,000	60,000	100,000			
Contract 1.2											
Contract 1.3											
Contract 1.4											
.....											
Cumulated		600,000	660,000	720,000	780,000	840,000	900,000	1,000,000			

ANNEX III

Description of Institutional Framework

After the new Government was formed, the tourism sector was moved to the Ministry of Economy and Regional Development. The work, mandate and authorisations of the Ministry are regulated by the Law on Ministries (adopted on May 15, 2007 (Official Gazette of Republic of Serbia no. 48/07)) – i.e. Article 10.

ANNEX IV

Reference to laws, regulations and strategic documents:

Reference list of relevant laws and regulations

Key laws, regulations and strategic documents in the area of Tourism:

General:

- Constitution of the Republic of Serbia
- Law for the Implementation of the Constitution of the Republic of Serbia
- National Strategy for Serbia and Montenegro's Accession to the European Union
- Action Plan for the Implementation of the European Partnership
- National Employment Strategy

Tourism:

- Law on Tourism
- Tourism Development Strategy 2006 – 2015 of the Republic of Serbia
- Integrated Socio-economic Development Plan Based on the Rehabilitation of the Middle Danube River Basin and Inland Waterway System of Serbia

Reference to AP /NPAA / EP / SAA

A short-term goal of the European Partnership in the area of employment policy is a need to develop and implement an overall strategy on promoting the employment in the fight against the unemployment, especially as regards the reforms in vocational training and labour market, including all relevant actors.

Also, European Partnership calls Serbia to strengthen the business environment to promote the development of the private sector and employment with competitive markets, level playing fields and access to finance through development of the financial sector. Also, according to Communication from the Commission employment is at the top of the Commission's priority actions in tourism.

Reference to MIPD

MIPD places support to job-creation potential in tourism among main priorities and objectives under Component I/Socio-economic requirements. In addition, tourism is identified as one of the areas which have to be developed as cornerstones of future economic growth. In order to improve competitiveness of the tourism, the quality of life in rural areas and also build local capacity for employment and diversification until the end of 2012, annual programmes to be implemented should include support to the implementation of the National tourism strategy,

improvement of tourist sites including access and hospitality training, as well as actions on employment, economic development and social inclusion.

Reference to National Development Plan

N/A

Reference to national / sectoral investment plans

According to the National strategy of the Republic of Serbia for EU Integration processes (adopted in June 2005– Chapter III – Strategy of economic and social development, 3.1. Main goals and strategic aims of the Development of Serbia) states that “in order to become member of the EU, Serbia has to define the key strategic courses of economic and social development gearing toward establishment of stable and efficient market system and competitive economy able to face the competitiveness within EU (Copenhagen criterion), i.e. establishment of maximum competitive economy, based on knowledge, able to provide with sustainable economic growth with new and better paid working posts, so as greater social cohesion (goals from Lisbon).

The National Employment Strategy accepts the ten priorities of action, defined by the guidelines of the European Commission in April 2003, but it bears in mind specific issues and needs of Serbian labour market and it adds two more priorities. The priorities are: to provide assistance in job search and prevention of long-term unemployment; to support entrepreneurship and improve the climate for business start-ups; to promote the adaptability to changes of workers and enterprises; to provide higher and better quality investment in human capital; to increase job opportunities and support active aging; to support gender equality regarding employment and salaries; to fight discrimination against vulnerable groups; to improve financial incentives in order to make labour more lucrative; to reduce considerably the informal labour; to support professional and geographical mobility; to support foreign direct investment and to activate investment of domestic savings towards maintaining and creating employment, and to reduce differences between regional labour markets.

MTTS prepared Tourism Development Strategy for period 2006 – 2015, in cooperation with consulting house *Howarth and Howarth* and *Faculty of Economics in Belgrade*. It was adopted on 5 October 2006 by the Government of the Republic of Serbia and represents a key document for defining further course of tourism development in Serbia (published in the “Official Gazette of the Republic of Serbia” No 91/06)

The Strategy pointed out that Serbia has considerable potentials for new development, inherited products that can and need to be recovered and commercialised rapidly, both with their own resources and with expected support of the international community.

According to the Strategy for development of tourism in Serbia the main goal is to provide conditions for creation of quality tourist product. The objectives of the Tourism Strategy of the Republic of Serbia, are the following: a) Serbia must stimulate, thanks to tourism, especially foreign tourism, the economic growth, employment and the quality of life of the population; b) Through tourism, Serbia must assure the development of the positive international image of the country; c) By means of tourism, and in the best interest of the development of tourism, Serbia must assure the long term protection of natural and cultural resources; d) Serbia must achieve, in tourism, the international quality standards, and first and

foremost the protection of tourist consumers in accordance with the present European practices.

Considering implementation of the Strategy for development of tourism in Serbia until 2015, the tourism development of Serbia shall take place under the authority of a centralized state agency to be established, as the specialized body of the Government for management, coordination and control in the field of tourism.

Pursuant to the Strategy, Serbian tourism will be structured in 4 tourist clusters based on different forms of economic experience and concentration of various types of resources in different parts of the country, and following modern trends and principles of regional development of tourism, as well.

ANNEX V

Details per EU funded contract (*) where applicable:

- Technical assistance to the Agency to implement National Strategy. Capacity building of the Agency staff, making necessary revisions of the existing and development of new regulations in the tourism sector (as per European standards), assessment of attractiveness, and consequently of the criteria for definition of priorities in development and/or commercialisation of each of the identified tourist products and establishment of unique tourist statistics and monitoring system for tracking the influence of tourism on national economy;
- Identifying main training needs of relevant target groups and choosing the right model for training provision (including lectures, workshops, seminars, study visits, etc.) for the staff of the National Agency for Tourism and other key stakeholders in tourism, especially those involved in service provision.