

ICZM Strategy for Montenegro  
**PARTICIPATORY PROCESS**

CEED Consulting



This report was prepared within the framework of the Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem (MedPartnership)

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## Summary

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Within this report, all activities are presented which have been carried out within participatory process for the development of the National Strategy for Integrated Coastal Zone Management of Montenegro (NSICZM MNE), made as part of the Strategic Partnership for the Mediterranean - large marine ecosystems (project MedPartnership). The participatory process lasted from March 2013 until December 2014.

Within this participatory process, in addition to desk research, 48 in-depth interviews were carried out with representatives of institutions at national and local level, 6 workshops with representatives of key institutions, NGOs, the business sector, 2 field research with the local population, and the meetings of the Board of Directors were accompanied, which represented the coordinating body for the supervision, guidance and support in the implementation of the CAMP project and drafting of the National Strategy for ICZM.

This report is developed in a way that the methodology has been described firstly that was used within the participatory process, then a detailed overview of techniques that were implemented and finally the conclusion of the successfulness of a participatory process. The aim of the implemented participatory process was to identify the real problems the population were facing with and to give the appropriate recommendations and measures for their resolution.

# 1. Introduction

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Preparation of the National Strategy for Integrated Coastal Zone Management of Montenegro (NSICZM MNE), with the Action Plan, it is the main activity of the CAMP project and a way for implementation in practice of integrated approaches and new institutional/coordination mechanisms. The development of NSICZM MNE is part of the project MedPartnership: Strategic Partnership for the Mediterranean - a large marine ecosystems. MedPartnership project is a collective effort of leading environmental institutions and organizations together with countries sharing the Adriatic Sea, to address environmental challenges that Mediterranean marine and coastal ecosystems face. The development of NSICZM Montenegro is one of 78 demonstration projects to promote good practices that will maximize the positive effects for the protection of the Mediterranean coast and the sea and to ensure the sustainability of project results and at the conclusion of its activities.

In Madrid (Spain), on January 21, 2008, Montenegro has adopted Protocol on integrated coastal zone management for Mediterranean (ICZM Protocol), which was also ratified in 2011, by the adoption of the Law on Ratification of the ICZM Protocol, after which the present Protocol has become a legally binding document. According to Article 18 of the ICZM Protocol the development of the national ICZM strategies, plans and programs was prescribed.

NSICZM MNE aims to improve the system of spatial planning and encouraging the strengthening of coordination mechanisms, as well as the establishment of management practices oriented to the results and introduction of systematic monitoring of the coastal processes. Thus strengthened system will contribute to preserving the integrity of environmentally valuable habitats and ecosystems in coastal areas, landscapes and cultural heritage, the protection of the narrow coastal area of linear urbanization and development of rural areas which meet the essential priority objectives of the ICZM Protocol.

The National Strategy for Integrated Coastal Zone Management of Montenegro (NSICZM MNE) refers to the entire coastal area. The participative process (in accordance with article 14 of the Protocol on ICZM) is one of the key components of the Strategy, enabling the participation of all relevant stakeholders and the public in the process of integrated coastal zone management in Montenegro.

## 2. Methodology

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Conducting the participatory process, in the period from March 2013 to December 2014, CEED Consulting had the aim to involve the public in the preparation of the National Strategy for Integrated Coastal Zone Management of Montenegro (NSICZM MNE) using appropriate techniques. In order to obtain the adequate results, several different techniques have been used, as follows: desk research, in-depth interviews, quantitative research, qualitative research and workshops (workshops). Each of these techniques provides opportunity for better insight into the current state, while the interaction with selected interlocutors was aimed to identification of the real problems faced by population and provide appropriate recommendations and measures for their resolution.

**Desk research** is a research technique that is mainly related to data collection from existing sources. It is often considered as a cheap technique of collecting the data in relation to the field of research, because the main cost includes the time spent and telephone expenses. Desk research involves gathering data that already exist either within the client's internal resources, publications issued by competent state institutions and/or NGOs, on the Internet, in professional journals, annual reports of the companies and commercial databases.

Desk research is carried out on the basis of:

- *Internal desk research* that can be considered as an initial step in any research. Lots of information about national and local institutions, the business sector and non-governmental organizations were found in the documents held by the organizations and it is a normal course of the gathering the information.
- *External desk research* includes studies conducted out of the organizational framework and collection of relevant information related primarily to the institutional framework and the representatives of the institutions that are key to the project, and filtering of the information was at any time (due to the large amount of information available).

**In-depth interviews** were performed in the form of free discussion on predetermined topics, which were included in the questionnaire, and whose content was approved by the Contracting Authority. In-depth interview is of open type to enable participant to express personal opinion and view, and is primarily used when we want to obtain expert opinion on specific topics, trends in this area or if we want to explore the particular topic in details.

The advantage of in-depth interviews is that the clearer picture of the institutional framework could be obtained, or to consider the social and economic problems. In-depth interview is a method of research that is usually provided in studies and require the opinion of stakeholders, decision makers and experts on complex and very sensitive issues, and one of the objectives for the implementation of this technique is to obtain information that would help in considering the functioning of these institutions and possible internal conflicts. During the participatory process, 33 in-depth interviews were with representatives of key institutions at local and national level, aimed to identify the key development opportunities, barriers and projects that affected the development of coastal areas. Around 12 in-depth interviews were held with representatives of key institutions at the national level aimed to identify external and internal problems in their functioning.

**Workshop** is characterized by active participation of all participants. The coordinator of the workshop had the task on the basis of established guidelines, agreed with the Project Client, to encourage

participants to discuss, exchange views and give suggestions for possible identification of key issues. The workshops encourage interaction and exchange of information of a small group of participants. The advantages of this method are as follows:

- Personal approach - free expression of opinion;
- Encourage verbal forms of expression;
- Activity and spontaneity;
- Convenience and immediacy.

The aim of the workshops was to hear and exchange of the attitudes of participants about the potential solutions for the problems. During the participatory process, 6 workshops were held with the representatives of the institutions at national and local level, NGOs, the business sector etc.

**Quantitative research** is research which, relying on the theory of probability and statistics, the results obtained from the sample reflect on the entire population. The aim of the research can be pure description of the state or establishment of causal relationships between certain variables. The field studies or surveys are included in this type of survey, or questionnaires, which were done within this project. Quantitative studies are carried out on samples whose size and type of selection satisfy rigorous methodological criteria. Field research (face-to-face surveys) are conducted by well-trained polltakers which enabling faster execution of research and reduces the possibility of errors during entering of data into database. An extensive network of associates-polltakers engaged by CEED Consulting is of great importance for covering the entire territory defined terms of reference. At the beginning and at the end of participatory process, the researches were carried out to determine the familiarity of the local population with the concept of integrated management and documents which were derived from this concept.

**Qualitative researches** are researches aimed to determine the motive, the views and opinions of the respondents at the given topic. This type of research allows to prove pragmatically the given assumptions and claims, to predict further developments and explain the main motives. This type of research was used during follow-up meetings of the Steering Committee for the CAMP project and development of an ICZM Strategy, which served as a check of the functioning of the coordination mechanism.

### 3. Key findings

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This section presents the key findings that were obtained as part of a participatory process for the development of the National Strategy for Integrated Coastal Area of Montenegro (hereinafter NSICZM MNE).

Within the *desk research*, the key issues of the areas were summarized, based on the sectoral analyses done in the framework of the CAMP Montenegro and preparation of NSIOUP MNE. Also, the potential respondents were identified for in-depth interviews, participants at workshops with which we worked on the verification of the issues, prioritizing and causes of the problems, as well as the creation of quotas for quantitative or field research. Also, in this part of the participatory process, the following data were collected:

- Pollutants in coastal areas;
- Assessment of the types and amounts of the pollution in the territory of the coastal areas;
- The amount of budget and other resources (e.g. credit allocation, etc.) that are set aside for environmental protection in the coastal area;
- All relevant documents (strategies, action plans, programs) which were adopted at the local level.

Within the participatory process for development of NSICZM MNE, *two set of in-depth interviews* were conducted out with representatives of institutions at the local and national level. The first set of in-depth interviews had the aim to identify the key development opportunities, barriers and projects that affect to the development of the coastal area. In the period from August to October 2013, 33 in-depth interviews were carried out, out of which 11 was done with representatives of 7 institutions at the national level<sup>1</sup> and 22 interviews with 16 institutions at the local level<sup>2</sup>. The second set of in-depth interviews had the aim to review the familiarity of representatives of the national institutions with the requirements of the Protocol on coastal zone management, efficiency in the implementation of the current legislation framework and complexity of the institutional organization, as well as their opinion about shortcomings which were identified in institutional and legal framework in Montenegro. Within this set, 15 in-depth interviews were carried out in 10 institutions at the national level<sup>3</sup>. In-depth interviews are presented in details in Chapter 3.1.

Three conferences have been carried out: opening conference, the annual conference and final conference.

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<sup>1</sup> Ministry of Sustainable Development and Tourism, Ministry of Economy, Ministry of Transport and Maritime Affairs, Ministry of Agriculture and Rural Development, Agency for Environmental Protection, Institute of Hydrometeorology and Seismology of Montenegro and Public Enterprise for Coastal Area Management.

<sup>2</sup> Budva Municipality, Public Utility Enterprise of Budva and TO Budva, Kotor Municipality, Directorate for Planning and Development of Kotor, Public Utility Enterprise Kotor, TO Kotor, Tivat Municipality, TO Tivat, Herceg-Novi Municipality, Public Utility Enterprise Herceg Novi, Bar Municipality, Public Utility Enterprise Bar, Ulcinj Municipality, Public Utility Enterprise Ulcinj and TO Ulcinj.

<sup>3</sup> Ministry of Agriculture and Rural Development, Ministry of Economy, Ministry of Sustainable Development and Tourism, Ministry of Culture, Real Estate Directorate, Institute of Hydrometeorology and Seismology of Montenegro, the Agency for Environmental Protection; Regional Water Supply system for Montenegrin coast, PE Coast Zone Management, Directorate for Inspection Services.

Six workshops have been organized to introduce participants with the issues identified in the coastal area, to prioritize these issues and to determine their causes. The workshops are presented in more detail in Chapter 3.2 and in Annexes 1-6.

In the period from January to July 2014, four workshops were held *to define the key barriers in the system of coastal area management*. The first workshop on the topic of *identification of barriers in the environmental sector*, was held in January 2014. The workshop was attended by about 80 participants, representatives of institutions at local and national level, NGOs, the private sector and other relevant institutions. The aim of this workshop was to present a vision of sustainable development in coastal areas and key deficiencies, in terms of integration of environmental objectives into sectoral policies in the context of the implementation of ICZM instruments. This workshop was held back-to-back with the workshop 'Promotion of initiatives for ICZM and PNM in Montenegro'.

*The second workshop for the definition of the key barriers of integrated coastal zone management of Montenegro (thematic areas: spatial planning, agriculture and tourism)* was held in March 2014. The workshop was attended by about 50 representatives of public administration institutions at national and local level, representatives of NGOs and the private sector and other relevant institutions. The aim of this workshop was to prioritize the problems identified in the areas of spatial planning, agriculture and tourism and to define their causes.

*The third workshop for the definition of the key barriers of integrated coastal zone management of Montenegro (thematic area: Institutional and legal framework for integrated coastal zone management of Montenegro)* was held in June 2014. The workshop was attended by about 30 representatives of public administration institutions at national and local level. The aim of this workshop was to present the Analysis of the institutional and legal framework for integrated coastal zone management of Montenegro and deficiencies in the institutional and legal framework which were defined within it.

*The fourth workshop for the definition of the key barriers of integrated coastal zone management of Montenegro (thematic area: establishment of a coordinating mechanism for integrated coastal zone management of Montenegro)* was held in July 2014. The workshop was attended by about 20 representatives of public administration institutions at national and local level. This workshop was the continuation of the previous workshop which referred to the institutional and legal framework for integrated coastal zone management in Montenegro and had the aim to present the three proposed scenarios for the establishment of the coordinating mechanism for integrated coastal zone management.

In addition to workshops for definition of key issues, in February 2014, the *two-day workshop* was organized for the harmonization of the Special Purpose Spatial Plan for Coastal Area of Montenegro (SPSP MNE) and spatial-urban development plans of municipalities with the results of the Program for Integrated Coastal Zone Management of Montenegro (CAMP Montenegro). The workshop was attended by about 50 participants, with representatives of municipalities, surveyors for coastal municipalities, ministries and other relevant institutions. The aim of this workshop was to present the results of the CAMP project to municipal representatives, surveyors for spatial-urban plans and processors for Special Purpose Spatial Plan for the coastal region of Montenegro (SPSP MNE).

*The sixth workshop* 'The priorities of the National Strategy for Integrated Coastal Zone Management of Montenegro (NSICZM MNE) and presentation activities on the establishment of marine protected areas in Platamun' was held at the end of July 2014. The workshop was attended by about 30 representatives of public administration institutions, business sector, NGOs and others at national and local level. At this workshop, the participants were introduced with the content of NSICZM MNE, its object and purpose

and after that there was the discussion on the priorities and strategic objectives that were defined within it.

In January 2015, the *round table* was held in the framework of public hearings on the draft on National Strategy for Integrated Coastal Zone Management in Montenegro. The round table was attended by about 15 interested participants. At this event, the structure of the National Strategy for Integrated Coastal Zone Management of Montenegro was presented and followed by a discussion.

During the participatory process for NSICZM MNE, two *field (quantitative) researches* were conducted out (at the beginning and at the end of the participatory process). *The first field survey* (face-to-face survey) was carried out at the beginning of a participatory process, had the objective of identifying the awareness of inhabitants of the coastal area of Montenegro with the Protocol and the concept of integrated coastal area management and their opinions about the impact of residential tourism on the life of local residents. *The second field survey* (face-to-face survey), developed at the end of the participatory process, was aimed to assess progress in terms of awareness of the population with the Protocol and the concept of integrated coastal zone management, NSICZM MNE and SPSP MNE.

In the six coastal municipalities, in both surveys, the polltakers were trained to do 600 questionnaires with local population (total of 1200), or 100 questionnaires per municipality. Before the implementation of the field surveys, at the beginning and at the end of the participatory process, CEED Consulting developed questionnaires adjusted with Contacting Authority.

All polltakers engaged at the project passed the training and were familiar with the aim of survey implementation, and were provided with clear guidelines and instructions. During data collection, the coordinator of the filed survey was in constant communication with polltakers and performed control of the work. The survey was done on the basis of the given quotas (by gender and type of settlement) defined by Census 2011. Upon the finished field surveys, the entry of questionnaires were organized in prepared data bases, cleaning of data base was done in SPSS programme, then followed preliminary results and interpretation of data. The filed survey was presented in details in Chapter 3.3.

Within *qualitative research*, CEED Consulting participated at the meetings of the Steering Committee for CAMP project, which represented the co-ordinating body for the supervision, guidance and support in development and implementation of the National Strategy for ICZM. Within the participatory process, there were three meetings of the Steering Committee which are shown in more detail in section 3.4.

At the *first Steering Committee* meeting held in July 2012, attended by 19 members of UOA, the implementation status of the CAMP project was presented and preparation of NSICZM as well as their importance for the development of the Special Purpose Spatial Plan for coastal area. In addition, the cross-border project for development of 'Plan of integrated management area Bojana/Buna' was presented. After the presentation of some issues which were identified in the agenda, there was discussion where the participants expressed their support to the implementation of projects related integrated coastal zone management in Montenegro.

*The second meeting of the Steering Committee*, held in April 2013, was attended by 15 members of the Steering Committee, 3 experts engaged at the CAMP project, 2 observers from UNDP and 3 project assistant. The results of CAMP project were presented at this meeting (including the preparation of NSICZM MNE) in the previous period, after which the achieved results were presented of the Analysis of vulnerability and the results achieved in preparation for implementation of the analysis of coastal area and formulating recommendations for the establishment of coastal detachment.

*The third meeting of the Steering Committee* was held in November 2014. The meeting was attended by 12 members of the Steering Committee and two project assistants. At this meeting, the structure of the National Strategy for Integrated Coastal Zone Management of Montenegro was presented, its importance, objectives and priority tasks. Also, the discussion was aimed at approaches used in identifying problems and defining responses for identified problems. In addition, six thematic areas were presented which made the core of the Strategy. At the end, the main indicators for monitoring of the implementation of NSICZM MNE were presented and proposed, with target outcomes related to 2020. After detailed presentation, there was discussion about NSICZM MNE.

### 3.1 In-Depth Interviews

*The first set of in-depth interviews, which was organized in the period from August-October 2014, aimed to identify the key development opportunities, barriers and projects that affected the development of coastal areas.*

**Development opportunities** which were identified in the framework of these discussions are as follows:

- Natural resources (attractive, comfortable, beautiful and attractive sandy beaches and other beach areas);
- Nautical tourism, as the development trend of coastal areas;
- Good hotel offer which represents a valuable infrastructure resource in Budva;
- The potential that Bar has when it comes to transport infrastructure (Port of Bar, railway transport);
- Continuous production with a focus on quality products in the field of tourism;
- The importance of agricultural development in the hinterland of the coastal areas and linkages with tourism (promotion and offer of local products at the hotels and restaurants). Also, the solution should be found in sector strengthening through Associations of Producers and insist on inter-institutional and inter-sectoral cooperation;
- Affirmation of certain agricultural sectors, such as olive growing, beekeeping, production of citrus fruits etc.
- Affirmation of agro-tourism, rural tourism, ecotourism, rural tourism etc.
- The hinterland of Ulcinj suitable for the production of organic food;
- The necessity that coastal area is regarded as a whole, which resulting in the need for the introduction of a Coordination Body, which would be formed by representatives of municipalities and the most important institutions;
- Legal solutions in the marine time field (Law on Maritime Safety, the Rulebook on the powers and abilities of sailors, 14 of the Rulebooks on rafting etc.) stipulates large fines for the sea pollution from vessels.

**The barriers** identified in the framework of these discussions are as follows:

- The expressed seasonality (the duration of season only in summer months);
- During the summer months (June, July and August) there is a great pressure on the coast (the increased amount of waste, traffic congestion, increased air pollution, etc.);
- Inadequate infrastructure (utilities and sewage), bad water supply system, traffic jams;
- The lack of local or inter-municipal landfills (except inter-municipal landfill 'Možura');
- The lack of a bypass around Kotor which causing the traffic jam;

- Expressed construction trend at the coast and the problem of illegal construction;
- The coastal area lacks of hotel capacities, as well as the capacities of a high category (hotels with 4 or 5 stars) (except in Budva);
- A large number of dwellings used for secondary housing;
- Conversion of agricultural land into construction one without adequate penal policy;
- Export connections of agricultural products links are broken, which is a huge 'handicap' for this activity;
- Illegal fishing and sea pollution;
- Pollution of channel Port Milena (Ulcinj);
- Noise that is an important factor of environmental pollution (especially during the summer months);
- Current climatic changes lead to endangerment of rich biodiversity, and also risks of storms and warmer ocean cause frequent cyclonic activities which is increasingly reflected at the coast (erosion);
- The lack of actual data that should be registered and archived that would assist in measuring of the risk of natural disasters, then, the lack of instruments and maintenance of these instruments;
- Lack of inspection personnel (eg. Water management inspector, as well as the republic inspectors) and inadequate division of responsibilities between the utility inspectors;
- The absence of restrictive measures for unrealized investment;
- It is essential to establish coordination between institutions because they frequently overlap jurisdictions, monitoring and strengthening of human and technical capacities.

***Identified projects that affect the development of the coastal area are as follows:***

- Construction of additional tourism facilities and infrastructure in the hinterland of coastal areas;
- Establishment of a company that aims to introduce the unregistered accommodation into legal course by making the dwellings to rent when owners do not reside in them, this will have online visibility 'by the principle booking.com' (Budva municipality);
- Municipality of Tivat releases the hotels with 4 and 5 stars of utilities in the amount of 80%;
- Campaign 'Register the accommodation' in Tivat where the accommodation is applied on-line;
- Rulebook for rural households, which will, inter alia, achieve that tourism activity could be the additional one for agricultural producers;
- Development of the project on the pipeline construction that would stretch along the entire coastal area (through the municipality of Ulcinj and Bar, sea, to Luštice, then again along the coastline to Croatia);
- Through 'Adriscom Star' project, the problem of waste water treatment systems will be addressed, in terms of the implementation of a monitoring system for surface water and groundwater in coastal areas of Montenegro;
- The construction of modern facilities for the modern ecological wastewater treatment and rehabilitation and construction of new sewerage networks (municipality Budva);
- The strategic plan for the municipality of Kotor in 2017 has recently been adopted and includes addressing to the key issues of water supply and infrastructure, regulation of waste water, waste disposal and reducing disposal costs;

- Construction of the system for sewage treatment plant and a new landfill in the municipality of Herceg Novi.

*The second set of in-depth interviews, which took place in May 2014, aimed to examine the effectiveness of implementation of the existing laws in Montenegro and inter-sectoral, or institutional cooperation.*

On the basis of the conducted consultations, the following conclusions were made related to the **protection of natural and cultural heritage**:

- None of the declaration of protected area did not work according to the Law. Due to the suffered changes (during the 60s and 70s, the permanent facilities were made, temporary facilities that had elements of permanent physical change in space, etc.), protected areas should be subjected to audit of their category and protection status.
- PE Coastal Zone Management of Montenegro has been recognized as a managing body of protected natural areas that are located at sites in the coastal zone with the new amendments of the Law on Nature Protection. The problem at this stage is the fact that there is no a large number of basic data related to the borders, grounds, protection basis, a review of the current situation in relation to the situation when the protected area was declared as protected. The administrative border of the mentioned protected areas has not been defined at the level of surveying accuracy.
- With the exception of protected natural resources located in the coastal zone, managers were not formed for other protected areas outside the coastal zone.
- With the exception of the Law on Protection of Cultural Monuments which placed Kotor-Risan Bay under protection (inscribed as such at the UNESCO list of World Cultural and Natural Heritage), there is no other document that would provide closer guidelines on the protection of the goods (not determined controller, there is no protection study). Since the adoption of the decisions on protection, the authority for protection of cultural monuments should be consulted on the procedures for issuing of the construction permits for facilities to be built on the territory but not the authorities responsible for nature protection (acceptability).
- The effective implementation of the regulation on the protection of nature has not been functioning. The agency often is not able to respond to received requests due to the lack of data in certain areas.
- Underwater cultural heritage, (except the Bigovica bay, the area between the Moore foreland and Strpačko foreland and King Nikola's ex-yacht 'Rumija') are not entered in the register, legally or physically protected, nor mapped adequately.
- The existing Law on Protection of Cultural Property does not provide measures related to conservation, both coastal and underwater cultural properties.

When it comes to the **regulation and coordination of coastal activities**, the conclusions are as follows:

- It is not defined whether the coastal detachment, which will be standardized with Special Purpose Spatial Plan for Integrated Coastal Zone Management of Montenegro (SPSP MNE), will be stipulated by Law as well.
- Currently, there are no regulations to ensure the protection of the fairness of the distribution (urban plots to eliminate injustice occur from change of land usage), however, this issue will be resolved by the new Law on Spatial Planning and Construction.
- No municipality is adequately engaged with the issue of illegal construction, so there is no precise records on illegal buildings.
- The big problem is that there is a poor number of inspectors at the state level while there is no inspections at the local level.

- Penal provisions are rarely or not implemented at all.
- Access to guests outside of the hotel is mostly restricted to the hotel swimming areas. Also, unlike the public beaches, beaches that are categorized as a hotel ones do not have a ban on setting up the chairs and beach umbrellas on 100% of beach space, so that a swimmer, who is not a guest of the hotel, is obliged to pay usage of chairs and beach umbrellas.
- It is not defined whether the development of certain guidebooks, guidelines, training is planned, aimed at strengthening the capacity to process the issues related to the environment in spatial plans, and particularly to avoid conflicting purposes in the scope of specific coastal ecosystems of protected natural areas and regions.
- The current legal framework did not allow the application of appropriate measures which would bring the damaged environment back to its original state or replace the damaged natural resource which does not include monetary compensation.
- There are no regulations in the field of agriculture on soil protection from erosion and there are no means for investments in Agro budget aimed to land protection from erosion.

On the basis of the conducted consultation, the following conclusions were made related to ***application of the management mechanisms and measures***:

- There are cases where, in order to avoid double-implementation of the strategic environmental impact assessment, the procedure of the strategic impact assessment was not carried out at different levels of hierarchy.
- Agency for Environmental Protection does not perform monitoring which is subject matter of the Contract on Concession.
- While assessing the impact on the environment, there are no key qualitative and quantitative criteria that have been used.
- Strategic assessment of environmental impact has not been done for all plans. There are no differences in the plans and in the coverage. However, it is necessary to define to what plans and if it is necessary to do the Strategic assessment of environmental impact for development plans and regulation (urban) plans.
- The utility fee does not correspond to the actual costs of equipment, but it is usually the highest in communal equipped areas (city centre), and the lowest on the periphery without any kind of communal infrastructure.

When it comes to ***monitoring of coastal processes***, the following conclusions have been made:

- It would be optimal to establish a single system of data that would facilitate monitoring the situation and exchange information on the coastal zone.
- The existing legal regulation stipulates the establishment of a number of separate databases without precisely defined ways of their connection and management with a the aim to facilitate, among other things, smooth monitoring and improvement of the coastal zone (Directorate for spatial planning - GSP database with the state planning documents; Agency for environment protection - the establishment of a unified information system for environment protection; base Public Company for Coastal Zone Management of Montenegro, the base of hydrology and meteorology at the Institute of hydrology and meteorology; Real Estate Directorate -at the stage of establishing a unified database related to the space).

**Among problems in institutional cooperation**, the following are highlighted:

- The obligations of inspection services have not been stipulated clearly by Law (state inspectors and communal police);
- The lack of obligation in the preparatory phases of the adoption of planning documents that the relevant institutions provide the necessary data;
- The lack of updated cadastral basis, as well as no definition of the conditions of public institutions necessary for the development of plans;
- Dislocation of the central Government and the ministries of municipalities;
- Lack of the Centre for conversation and archaeology that would focus on research related to underway;
- Poor cooperation during the drafting of the documents (opinions that the documents are late and some state authorities do not respond to letters relating to the issuance of opinions);

The problems that are defined in ***the coordination mechanism*** are as follows:

- The current situation is characterized by a lack of coordination and capacities of public administration and institutions, insufficient involvement of all stakeholders and lack of awareness (at all levels) about the necessity of coordinated action and joint efforts to achieve common goals, and lack of adequate staff led to this situation, because the existing personnel structure does not correspond to the volume of work.
- The current situation is characterized by lack of readiness to act in accordance with the set plans, lack of responsibility for failure to meet targets. The source of this problem is reflected in the lack of financial and technical resources as well as insufficient linkages between the management bodies. In addition, there is no personal responsibility for unfulfilling of the objectives (no appropriate punishment nor reward as an incentive for good work) or critical review of planning documents.
- The conflicting objectives are often defined in strategies, programs and plans or there is the evident lack of effective mechanisms for conflict resolution. Therefore, it is essential that all relevant actors should be included in the drafting of documents (plans, strategies, etc.) as well as in the decision making process.
- Also, it is necessary both at the state level and at the municipal level, to define which of the conflicting objectives are prioritized, i.e., to which priority the purpose should be given. In order to adequately resolve the conflicts, it is necessary to establish the body that would determine whether all interventions are in accordance with the basic strategy.

## 3.2 Workshops

### 3.2.1 The first workshop for defining the key barriers in the area of environmental protection

The first workshop on the topic ***'The key shortcomings of integrated coastal zone management in Montenegro: Integration of environmental objectives into sectoral policies (spatial planning and economic development) in the context of the implementation of ICZM instrument'*** was held together with the workshop ***'Promoting initiatives for ICZM and PNM in Montenegro'*** in January 2014. In the introductory part of the workshop, after the welcome words, the participants were introduced with the results and objectives of CAMP and SHAPE projects, after which was presented the methodology for the development of the Spatial Plan for special purpose for the coastal region of Montenegro. In the second part of the workshop, it was presented the vision of sustainable development of coastal areas and the key shortcomings of the integrated coastal zone management in Montenegro from the aspect of the

integration of environmental objectives into sectoral policies in the context of the implementation of ICZM instruments. The results of causal analysis were presented as well in three issue groups:

- Pollution of the sea reduces the carrying capacity of the ecosystem to ecosystem services and services for the sustainable development (tourism);
- The vulnerability of terrestrial and marine biodiversity decreases the potential for sustainable development of the coastal areas of Montenegro;
- Growth of pollution pressures linger the possibility of rehabilitation and remediation of already contaminated sites/hot spot points and reduces the preservation of the most vulnerable (least contaminated) areas.

After the presentations, the participants expressed their ideas and opinions, and actively participated in the discussion. On that occasion, it was suggested that Special Purpose Spatial Plan should give greater importance to regional traffic in relation to the local traffic, from the aspect of green initiatives. Also, the processors of Special Purpose Spatial Plan of Montenegro were asked to put the focus on the ecology and integrated management through this plan, especially when it comes to the area of the Bay of Kotor. The participants consider that, when it comes to the solving of the problem of Port Milena, it is necessary to give critical review to the solutions from previous planning documents. Also, it was suggested to amend the Law on protection against noise because the participants consider that it necessary to make the noise map even for small areas, not only for areas with a population over 100,000 as provided by the current Law. In addition, the suggestions were given related to the monitoring of air pollution by air traffic, that absorption capacities must be taken into account in future planning, that location for the maritime culture should be re-explored and to identify new measuring points for assessing of the ecological status. After the discussion, the participants filled out questionnaires that were related to the analysis of the initiators, pressures and impacts of key issues.

***All questions, suggestions and comments that have been made during the discussion are given in the Report from the Workshop available as Annex 1.***

### **3.2.2 Workshop for defining of the key barriers of thematic areas: spatial planning, agriculture and tourism**

#### ***The second workshop for the definition of the key shortcomings of Integrated Coastal Zone***

***Management of Montenegro (thematic areas: spatial planning, agriculture and tourism)*** was held in March 2014. In the introductory part of the workshop, the participants were introduced with objectives and results achieved so far within the framework of CAMP. It was pointed out to the role and importance of the CAMP project in the context of development of Special Purpose Spatial Plan for Coastal Area of Montenegro and NSICZM MNE, after which was presented the causal analysis of problems affecting policy in the sectors of tourism, agriculture and spatial development. During the presentation of causal analysis of problems in these sectors, the participants were actively involved in discussions explaining their opinion and suggestions.

When it comes to **spatial planning**, the participants agreed that there was an evident problem of illegal construction in coastal areas, but consider that displaced persons were not the root of the problem, but increased demand for profit and inefficiency in preventing the spread of illegal construction.

Accordingly, it can be concluded that the existing land system and tax policy are not working properly, and it is obvious that there are no taxes for agricultural land that is not cultivated and adequate penalties for the conversion of agricultural land into construction one. The participants agreed that a major problem in this area was the non-compliance of planning documents and their inadequate

enforcement. In addition, during the preparation of the planning documents, the authorities often did not adopt objections from public debate and arises the issue of visitations.

Participants agreed that the coastal region of Montenegro has a great potential for development of **agriculture**.

However, the participants believe that agricultural producers are not motivated to engage in this activity because there is no organized purchase, product promotion, the requirements for obtaining of agricultural loans are unfavourable and there are workshops in schools that would motivate young people to engage in agriculture. In addition, one must take care of the product brand, to improve quality and competitiveness, as well as the connectivity of the agriculture with tourism. The big problem is the lack of penalties for converting of agricultural to urban-construction land. The respondents expressed the attitude that the fisheries and aquaculture must be included into CAMP project.

The participants uttered the series of the problems which directly affect to the area of **tourism**, as follows: the lack of good marketing, (e.g. Montenegro as a cruise destination), the inadequate treatment of cultural heritage, poor promotion of rural tourism, the lack of innovative tourism products (adventure tourism, eco-tourism, religious tourism, etc.). In addition, a number of problems were defined that directly affected to the tourism, as follows: underdevelopment of the energy network, inadequate transport infrastructure etc. One of the major problems for the development of tourism is small number of accommodation facilities with 4 and 5 stars, however, the Law was adopted which stipulates that facilities with 4 and 5 star should be exempted from the payment of utilities, which is certainly an important step forward.

In the second part of the workshop, within working groups on thematic areas, the participants discussed about the identified problems and their causes, and filled in the questionnaires that were related to the analysis of key issues.

**All questions, suggestions and comments that have been made during the discussion are given in the Report of the Workshop, available as Annex 2.**

### **3.2.3 Workshop for defining key barriers in institutional and legal framework for ICZM Montenegro**

***Third workshop for defining key shortcomings in integrated coastal zone management in Montenegro (Topic of the workshop: Institutional-legal framework for integrated coastal zone management in Montenegro)*** was held in June 2014. In the introductory part the methodology used for preparing the Analysis of institutional and legal framework for integrated coastal zone management in Montenegro was presented, key findings in terms of shortcomings in legal and institutional framework, and possible models for establishing coordination mechanisms for ICZMP. Following the introduction, based on Analysis results, it was pointed to the key shortcomings recognized in both institutional and legal framework and recommendations for solving these issues, after which participants took part in discussion, explaining their views and ideas.

During the discussion, participants agreed that the Analysis of the institutional-legal framework for integrated coastal zone management in Montenegro was very well prepared document, which recognized a number of problems important for further development of integrated coastal zone management in Montenegro. Participants expressed a series of suggestions on the lack of data in the context of monitoring coastal processes: state of environment, coastal processes, natural hazards, and particularly evident was the lack of continuant monitoring of the situation and processes, i.e. trend of data. In addition to a certain lack of efficiency of the existing institutional system, it should be pointed to

significant negligence of this issue in the context of position of environment protection policy and sustainable spatial development in the public policy system and unacceptably low level of budget allocations in this regard. The consequently generated poor quality of spatial-planning documents builds on the lack of data on environment situation. It was particularly emphasized that the analysis, besides the identified shortcomings, should recognize the lack of implementation of scientific projects important for monitoring of coastal processes and unsatisfactory participation of projects funded from international source, primarily EU funds. A series of suggestions were given for the improvement of the Analysis of institutional and legal framework for integrated coastal zone management in Montenegro that referred to the following: omission of the Law on hydrographic activity from the aspect of determined approach for marking the coastal line, recommendations referring to „in situ“ protection for natural heritage, lack of guidelines for management of natural protected areas, control of activities at sea, implementation of strategic instruments and necessity of establishing a unified data base.

After the discussion, the participants filled out the questionnaires related to the assessment of the shortcomings in institutional and legal framework of Montenegro.

***All questions, suggestions and comments from the discussion are given in the Workshop Report, available as Annex 3.***

### **3.2.4 Workshop for defining coordination mechanisms for ICZM Montenegro**

***Fourth workshop for defining the key shortcomings of Integrated Coastal Zone Management of Montenegro (Workshop topic: Institutional and legal framework for the Integrated Coastal Zone Management of Montenegro)*** was held in July 2014. This workshop was continuation of the previous one referring to the institutional-legal framework for integrated coastal zone management in Montenegro. In the introductory part of the workshop, a short overview of shortcomings in institutional and legal framework discussed at the previous workshop was given, after which three proposed scenarios for establishing coordination mechanisms for integrated coastal zone management were presented to the participants. After that, a constructive and comprehensive discussion on proposed scenarios took place, which was very significant for NS ICZMP.

During the discussion, participants proposed forming several working groups instead of one, divided by thematic categories. It was proposed to add representatives of institutions with competences at sea, then to include the Inspection Administration, Vodacom, representative from air quality area, and to increase participation of representatives of the local government, as well as public enterprise representatives, as needed. Also, it was proposed to include two representatives from the Institute for Hydrometeorology (one for hydrometeorology and the second for seismology) in the working group coordination body, instead of one. It is necessary to include the Minister of Science in the proposed National Council for sustainable development, integrated coastal zone management and climate change. It was proposed to form local public forums in each municipality to discuss specific topics related to each municipality individually, which conclusions municipality representatives would present in the working group. During the discussion, it was talked about unified data bases and lack of compliance with planning documents.

***All questions, suggestions and comments during discussion are given in the Workshop report, available as Annex 4.***

### **3.2.5 Workshop for harmonization of the Special Purpose Spatial Plan for Coastal Zone in Montenegro (SPSPCA MNE) and Spatial-urban plans of municipalities with the results of the Coastal Area Management Programme for Montenegro (CAMP CG)**

***Two-day workshop for harmonization of the Special Purpose Spatial Plan for Coastal Zone in Montenegro (SPSPCA MNE) and Spatial-urban plans of municipalities with the results of the Coastal Area Management Programme for Montenegro (CAMP CG) and preparation of the ICZM Strategy*** was held in February 2014. Following the foreword, in the introductory part, participants were presented the results of the Analysis of sustainability of spatial development of coastal area of Montenegro and results of Vulnerability and attractiveness analysis of the coastal area of Montenegro, done within CAMP MNE, after which the discussion took place.

During the discussion, participants supported the development of CAMP project and also expressed their undivided support for the development of NSICZM MNE MNE and SPSPCA MNE. What participants were interested in was the question whether SPSPCA ME was the planning document of higher order and would the local planning documents need to be complied with it? Participants thought that out of total construction, 1% should be allocated for public purposes and there should be no obligation for their compensation. Also, it was said that the Plan would define if the bridge or tunnel would be built as bypass around Kotor, and they were interested whether the Plan would include areas for disposal of waste (landfills) in Bokokotorska bay. Participants agreed that it was necessary that the Plan defines mechanisms for solving the problem of floods, which are being more frequent due to climate change.

After the discussion, experts gave recommendations for development of NS SPSPCA MEN and SUP of coastal municipalities. In the afternoon part of the workshop, scenarios for coastal area development within development of SPSPCA MNE were presented and proposal for construction zones, after which representatives of municipalities or processors of SUPs presented the state of SUP of coastal municipalities. On the second day, CAMP experts had consultations with interested processors of SPSPCA MNE in the context of technical explanations of materials prepared within CAMP Montenegro.

***All questions, suggestions and comments during discussion are given in the Workshop report, available as Annex 5.***

### **3.2.6 Workshop for defining priorities for NS ICZM MNE**

***Workshop on topic “Priorities of the National Strategy for integrated coastal zone management in Montenegro (NSICZM MNE ) and presentation of activities on establishing marine protected zones in Platamun area”*** was held at the end of July 2014. In introductory part, after the foreword, the participants got familiar with the importance and purpose of ICZM Strategy for Montenegro and its coastal area as well as with its content. Below are presented priorities and specific objectives of NSICZM MNE MNE, after which participants took part in active discussion.

During the discussion, the participants were interested how the issue of illegal building will be solved and defined in the Strategy, then, would the Strategy tackle the issue of fishing ports and how it will treat the ship waste management. It was proposed that this Strategy contains the proposal of cruising tourism development as well as to use *Draft Strategy of Montenegro*, which contains over 30 ecosystem technologies for solving problems of erosion, repair of wild deposit areas, waste waters and water protection.

Participants were of the opinion that it is necessary to synchronize legal solutions and develop mechanisms for monitoring the implementation of the Strategy. Also, introducing of parameters for

monitoring submarine noise, particularly in Bokakotorska bay, should be initiated. It is necessary to continue monitoring of erosion on beaches. Besides that, it is necessary to propose that the Rural Development Strategy pays special attention to development of villages. Participants said that it is necessary to dedicate more to education and training of personnel on environmental issues, as well as, when speaking of vulnerability of space, it is necessary to conduct monitoring constantly and more seriously. Also, attention should be paid to lack of compliance between draft SUP of Ulcinj and NSICZM MNE MNE. As mentioned, the SU Ulcinj does not sufficiently tackle the erosion of the coast, protection against floods, protection of Šasko Lake, insufficient valorisation of Salt works and treatment of Port Milena.

In the second part of the workshop, representatives of the Environment Protection Agency presented implemented and planned activities on setting up marine protected zones in Platamun area.

***All questions, suggestions and comments during discussion are given in the Workshop report, available as Annex 6.***

### **3.2.7 Round table within public debate on Draft National Strategy for Integrated Coastal Zone Management in Montenegro**

An integral part of the consultative process were the **stakeholder consultations on the draft ICZM Strategy for Montenegro**. In compliance with the Government's decree dated 18 December 2014 and the **Program of public consultations on the Draft Strategy**, public consultations on the Draft Strategy were organized in the period from 30 December 2014 to 9 February 2015. In relation to that, among others, the Steering Committee, National Council for Sustainable Development and Climate Change and their working groups submitted their opinions. An overview of all remarks, proposals and suggestions solicited in the process of consultations and public discussion on the Draft Strategy were considered by the Government of Montenegro before the adoption of the Strategy. The Government also considered the responses of the expert team to some of the suggestions and proposals for amending the Draft Strategy.

**Round table** on Draft Strategy was organised as part of the public consultation process in Podgorica on 30 January 2015. The round table gathered stakeholders and representatives of the competent authorities and institutions who reiterated their positions presented in the previous consultation process for the Draft Strategy. The round table was an opportunity to present the main outcomes of the CAMP project as well. The realization of the CAMP project and the drafting of Strategy were commended at the round table. The participants expressed their expectation that the drafting and realization of the **Special Purpose Spatial Plan for Coastal Zone in Montenegro (SPSPCA MNE)** would be delivered in the same manner, ensuring integration of the key Strategy findings within for the overall protection of the natural resources located in the coastal area of Montenegro. They have also expressed their expectations that an inventory of cultural heritage would be completed before the adoption of the Draft SPSPCA MNE and that it would result in an enactment of appropriate measures.

*Full report from the Round table is available in Montenegrin language.*

## **3.3 Field survey**

During the CAMP Project and development of NSICZM MNE, CEED Consulting carried out two surveys, at the beginning and the end of participatory process. Both surveys have been conducted on the sample of 600 respondents in six coastal municipalities: Bar, Budva, Herceg Novi, Kotor, Tivat and Ulcinj (100 questionnaires per municipalities – per survey). It should be noted that survey findings reflect the

attitudes of whole household, whose representative was interviewed, not just the attitude of interviewed person.

The aim of the survey was to assess the level of public awareness of the concept of integrated coastal zone management, NSICZM MNE MNE and SPSPCA MNE. However, there was no major difference in results between surveys, and the reason is because the participatory process did not include media campaign, while workshops and in-depth interviews were intended for expert public (representatives of institutions at local and national level, representatives of local self-government, NGO sector, etc.). Taking into account above mentioned, it can be concluded that public awareness of CAMP Programme was at relatively satisfactory level.

The conclusions from the conducted survey were as follows:

- Every fifth respondent heard of the **concept of integrated coastal zone management**, mostly from Kotor (25.0%) and Herceg Novi (24.0%). Respondents from Tivat to least extent were familiar with this concept (16.0%).
- Almost every third respondents heard of the term “**Narrow coastal area**” (31.0%) and “**Ecosystem approach**” (30.4%).
- After they were explained that the **management concept includes quality and sustainable management and planning, which in the best way protects environment and utilizes natural resource and at the same time meets economic targets of local population**, 83.5% of respondents supported this concept.
- Respondents in 14.2% of cases heard of the *Protocol on Integrated Coastal Zone Management in Mediterranean*, out of which the largest number were from Budva (27.0%) and Bar (19.0%). The least number of respondents that heard of the ICZM Protocol were from Herceg Novi (5.0%).
- For **National Strategy for Integrated Coastal Zone Management in Montenegro** heard 17.7% of respondents, out of which the largest number in Bar (27.0%) and Budva (24.0%), while the least number of respondents that heard of NSICZM MNE were in Herceg Novi and Ulcinj (11.0% respectively). Out of the total number of respondents, who heard of NSICZM MNE, 23.6% have never heard of SPSPCA MNE.
- One third of respondents (23.9%) heard of **Special Purpose Spatial Plan for Coasta Area in Montenegro**, majority of which was from Budva (47.0%) and Tivat (36.0%), while in lowest number were those from Herceg Novi (13.0%). Out of the total number of respondents, who heard of SPSPCA MNE, 54.0% have never heard of NSICZM MNE.
- The majority of respondents, giving **recommendations**, stressed that it is necessary to improve the existing management system (17.9%), protect environment in better way and take care of sustainability (17.3%), improve infrastructure (hotels, roads, marines, waste and sewage system) (16.6%) and better arrange beaches and the coast itself ( 10.5%).

*The Survey report on public awareness of the ICZM Protocol and concept of integrated coastal zone management is available in Montenegrin language.*

### 3.4 Inter-ministerial Steering Committee

**The first meeting of the Steering Committee for the Coastal Zone Management Programme in Montenegro** was held on 25<sup>th</sup> July 2012 at the Ministry of Sustainable Development and Tourism. The meeting was opened and chaired by Mrs. Sanja Lješević Mitrović, assistant Minister for Spatial Planning. She stressed the importance of CAMP for sustainable development of the coastal area of

Montenegro, particularly referring to its importance for activities in area of tourism, spatial planning, economy, protection of cultural heritage as well as for the improvement of local self-government capacities in the context of application of international standards that either haven't been applied so far or to very limited extent. After the presentation of certain issues on the agenda, the discussion took place.

Participants expressed undivided support to the implementation of CAMP, stressing its importance for the implementation of needed reforms, both in terms of management system improvement and improvement in spatial planning system with the aim of sustainable valorisation of coastal area potential in Montenegro. Simultaneously, it was proposed to provide appropriate political support to the activities within CAMP through establishing Coordination Body for ICZM, chaired by the Prime Minister. Without such approach it is not possible to carry out thorough reform of existing institutional-legal framework. To that regard, attitudes on the need to harmonize the existing Law on Coastal area with the requirements of the ICUM Protocol were expressed as well as the necessity of consistent integrating requirements of ICZM protocol into Spatial Plan for Coastal Area of Montenegro.

*All questions expressed during the discussion were given in the Minutes from the First meeting of the Steering Committee for Coastal Area Management Programme for Montenegro and National Strategy for Integrated Coastal Zone Management of Montenegro, available in Montenegrin language.*

**The Second meeting of the Steering Committee of CAMP project** was held in April 2013 and the meeting was chaired by Sanja Lješковиć Mitrović, general director for spatial planning in the Ministry for Sustainable Development and Tourism. After the foreword, Mr. Lješковиć Mitrović expressed her opinion on CAMP Project, stating that she found this project highly valuable for spatial planning in Montenegro and that all data obtained during CAMP project were very important for the SPSPCA MNE. After the introductory part, it followed the set of presentations aimed to present the progress and results of the CAMP project. On that occasion, it was talked about expert analysis and base studies that were or will be prepared within this project, the overview of the results of General Vulnerability Analysis of the Coastal Area and achieved results in preparation for the implementation of Analysis of Occupancy of Coastal Area and forming recommendations for setting up the coastal distance were presented.

Following the presentations, members of the Steering Committee were informed on appointing Daliborka Pajović, State Secretary in the Ministry of Sustainable Development and Tourism, for the chairman of the Steering Committee of CAMP, while the Vice president will be Sanja Lješковиć Mitrović, general director for spatial planning in the Ministry of Sustainable Development and Tourism. In this way, the policy level of monitoring the implementation of the CAMP has been achieved.

Participants expressed undivided support to the implementation of CAMP, stressing its importance for the implementation of needed reforms, both in terms of management system improvement and improvement in spatial planning system with the aim of sustainable valorisation of coastal area potential in Montenegro. In addition, it was stated that the CAMP could end as many other projects that had not been entirely implemented, or that were implemented, but did not gave expected results. Some of members of the Steering Committee were of the opinion that CAMP must have strong political support in order to secure implementation of all its segments. In addition, during the discussion, it was once again emphasized the need to overall harmonization of the Law on coastal zone and the Law on Spatial Planning and Construction of Facilities, including new regulations to be adopted, with the requirements of ICZM Protocol as well as the necessity of consistent integrating of requirements of ICZM Protocol in SPSPCA MNE.

*All questions expressed during the discussion were given in the Minutes from the Second meeting of the Steering Committee for Coastal Area Management Programme for Montenegro and National Strategy for Integrated Coastal Zone Management of Montenegro, available in Montenegrin language.*

**Third meeting of the Steering Committee of CAMP project**, was held in November 2014 and Daliborka Pajović, State Secretary in the Ministry of Sustainable Development and Tourism, chaired the meeting. After opening the meeting, she stated that the methodology based on which NSICZM MNE was very well set and leaves no space for dilemmas and risks, and that such methodology should be used in development of all documents of this type. However, in addition to the implementation of NSICZM MNE, the position of institutions and their future competences upon setting the coordinated system, which will enable adequate and quality approach to integrated protection of the coastal area are very important, as well as the legal basis, or future amendments of the laws. The structure of the National Strategy for Integrated Coastal Zone Management of Montenegro, its importance and aim, was then presented as well as methodology applied, input data bases and approach used in identification of problems and defining answers for identified problems. On that occasion, it was emphasized that six thematic areas have been defined, which represent the core of the Strategy, a coordination mechanism for integrated coastal zone management has been proposed and main indicators for monitoring the implementation of NSICZM MNE have been identified as well.

Participants expressed undivided support to the implementation of CAMP, stressing that NSICZM MNE was one of high quality documents in Montenegro done in last few years. At the same time, a concern was expressed in regard to timeframe of the Strategy, because, as some of participants stated, it is projected until 2030, and there are no limits that enable flexibility in creating policy, so there is a great danger in regard to its implementation, even though the Strategy has been prepared in very qualitative manner.

*All questions expressed during the discussion were given in the Minutes from the Third meeting of the Steering Committee for Coastal Area Management Programme for Montenegro and National Strategy for Integrated Coastal Zone Management of Montenegro, available in Montenegrin language.*

## 4. Conclusion

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The Protocol on Integrated Coastal Zone Management in the Mediterranean (ICZM Protocol) was ratified in 2011, since when this protocol is international legally binding document for Montenegro. In order to harmonize the legal framework with relevant EU policies and contribute to faster and effective implementation of ICZM protocol, a development of the National Strategy for Integrated Coastal Zone Management in Montenegro has been defined (Article 18 ICZM Protocol requires to formulate ICZM Strategies, plans and programmes). To that end, the purpose of NSICZM MNE is to create preconditions and establish mechanisms for the implementation of provisions and targets of ICZM Protocol at national level.

In addition to experts analysis done during the CAMP project, very important input for NSICZM MNE are proposals by experts presented within the participative process. There were a series of in-depth interviews held, workshops, field surveys and monitoring of the meetings of the Steering Committee.

*In depth interviews* were carried out with representatives of key institutions both on national and local level, and during these discussions, potentials and barriers for development of coastal area were defined, as well as inter-institutional and inter-sectoral overlapping and noncompliance of legal framework with requirements of ICZM Protocol. At *workshops*, topics that were discussed included identifying problems and causes, determining shortcomings in institutional and legal framework, selection of priorities, selection of option for coordination mechanisms, etc. A DPSIR method for determining drivers, pressures, situation and impacts was used at workshops. *Field survey* was aimed to assess the awareness of local population of the integrated management concept and their opinion on the importance of this concept for coastal area of Montenegro. In addition, within the participative process, the work of *the project Steering Committee* has been monitored, which represented the form of the coordination mechanism used for the preparation and implementation of NSICZM of Montenegro.

The participatory process to great extent helped experts' team to adequately examine the problems and their causes, shortcomings and needs for integrated coastal zone management. Starting from key problems, weaknesses and needs in costal management system, strategic goals, measures and priority actions have been defined within the Action Plan for NSICZM MNE. The conclusions and recommendations of participatory process (recommendations from workshops, answers to questionnaires, etc.) to greatest extent possible have been taken into account during the development of NSICZM MNE, with appropriate processing by the experts team. Accordingly, this document is overview of key recommendations of expert's and other interested public and may serve for defining future directions and policies in this area.

## 5. Bibliography

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2. CEED Consulting: *Workshop reports* Ministry of Sustainable Development and Tourism, Podgorica
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4. CEED Consulting: *Minutes from the Steering Committee meetings*, Ministry of Sustainable Development and Tourism, Podgorica

## 6. Annexes

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**ANNEX 1:** Report from the first workshop: environment

**ANNEX 2:** Report from the second workshop: spatial planning, agriculture, tourism

**ANNEX 3:** Report from the third workshop: institutional-legislative framework

**ANNEX 4:** Report from the fourth workshop: coordination mechanisms

**ANNEX 5:** Report from the workshop “Harmonization of Special Purpose Spatial Plan for the coastal area of Montenegro and spatial-urban plans of the municipalities with the results of the CAMP Montenegro’

**ANNEX 6:** Report from the workshop: ICZM Strategy priorities

