



**MEDITERRANEAN ACTION PLAN**  
**AGREEMENT RELATIVE TO THE COASTAL AREA MANAGEMENT PROGRAMME**  
**(CAMP) – THE PROJECT FOR MONTENEGRO**

**BETWEEN**

**THE GOVERNMENT OF  
MONTENEGRO,**

as Contracting Party to the Convention for the Protection of the Mediterranean Sea against Pollution and its related Protocols

**THE UNITED NATIONS  
ENVIRONMENT PROGRAMME,**

as Secretariat to the Convention for the Protection of the Mediterranean Sea against Pollution and its related Protocols

**and**

in conformity with the legal obligations of the Contracting Parties to the Barcelona Convention, and following the decision approved at their 14<sup>th</sup> Ordinary Meeting (8 – 11 November 2005 in Portoroz, Slovenia) to carry out a Coastal Area Management Programme (CAMP) Project for Montenegro, and the decision to start with the initiation of the CAMP Montenegro, which was adopted at the meeting in Split, on 18 – 19 December 2006, as well as a decision to start with the preparation of a Feasibility Study, which was prepared in the period December 2007 – May 2008, agree on the following:

- a) The Parties to the present Agreement undertake to develop and implement the CAMP Project for Montenegro, as an instrument for the implementation of ICZM Protocol, set forth in the relevant Terms of Reference enclosed in the Annex to this Agreement and making an integral part of it.
- b) The description of the CAMP Project for Montenegro as set forth in the Annex to this Agreement, may be reviewed or amended by mutual consent of the Parties to this Agreement.
- c) The Agreement covers a period from the date of signature until end **December 2013** and in addition for the implementation of post Project activities until end **December 2015**. The Agreement may be extended or terminated earlier by mutual consent of the Parties to this Agreement.
- d) The development, implementation and the post Project activities will be implemented within the following basic institutional arrangement:
  - The Government of Montenegro will be represented by the Montenegrin Ministry of Sustainable Development and Tourism (MSDT), which will be responsible for the establishment of the national part of the Project institutional arrangement as defined in the Annex to this Agreement; and
  - The United Nations Environment Programme (UNEP) will be represented by the Co-ordinating Unit of the Mediterranean Action Plan (MED Unit) in the role of general co-ordinator of the Project, and the Priority Actions Programme Regional Activity Centre (PAP/RAC) as the MAP Project implementing Centre, to be responsible for the establishment of the MAP component of Project institutional arrangements.
- e) The role of the Parties and the obligations during the a) preparatory stage of the Project, b) its implementation stage, c) the activities to be undertaken after the completion of the Project (post Project activities), and d) budget and cost sharing, will be fulfilled and implemented as defined in the Annex to this Agreement.
- f) The Ministry of Sustainable Development and Tourism as a contracting party, responsible for the establishment of the national institutional arrangements of the Project, shall transfer the obligation on the establishment of the Project Implementation Unit to the Office of the United Nations Development Programme in Montenegro (UNDP Montenegro). Funds that represent national participation in the implementation of the CAMP will be transferred to UNDP to enable the operations of the Project Implementation Unit and the implementation of the program activities in accordance with this Agreement, and will be a subject of the rules and procedures of the UNDP. UNDP will also support the implementation of CAMP by providing grants, in line with the ongoing initiatives and compatible with the approved budget, to support the implementation of the revision of the status of protected areas. Starting from the above mutual obligations and relations among the MSDT and UNDP will be defined in a separate agreement in accordance and relying on standard cost sharing agreement between Government of Montenegro and UNDP.

For and on behalf of

**The Government of Montenegro**

Name: .....  
(.....)

Title:

Date: .....

**The United Nations Environment  
Programme**

Name: .....  
(.....)

Title:

Date: .....

**ANNEX TO THE AGREEMENT  
RELATIVE TO THE  
COASTAL AREA MANAGEMENT PROGRAMME (CAMP)  
MONTENEGRO**

**PROJECT TERMS OF REFERENCE**

## Table of Contents

LIST OF ACRONYMS .....	6
LIST OF FIGURES AND MAPS.....	7
EXECUTIVE SUMMARY .....	8
1 INTRODUCTION.....	11
1.1 Preparatory activities .....	11
1.2 Justification for CAMP Montenegro .....	11
1.2.1 The triggering factors .....	12
1.2.2 CAMP Montenegro conceptual framework.....	13
2 CAMP MONTENEGRO BASIC ELEMENTS .....	15
2.1 Project area .....	15
2.2 Project objectives and strategy .....	17
2.3 Project structure.....	19
2.4 Phasing of the Project.....	19
2.5 Project outputs.....	21
2.6 Project framework .....	21
2.6.1 Overall guidance .....	21
2.6.2 Role of the MSDT and other national institutions.....	21
2.6.3 National Project Co-ordinator .....	22
2.6.4 Working teams.....	22
2.6.5 The MAP component .....	22
2.6.6 Inputs.....	23
2.6.7 Reporting .....	24
2.6.8 Project partnerships and participation .....	24
3 PROJECT ACTIVITIES .....	24
4 WORKPLAN AND BUDGET.....	33
5 ACHIEVEMENT INDICATORS.....	35
5.1 Progress Achievement Indicators .....	35
5.1.1 Progress Achievement Indicators at the Project level .....	35
5.1.2 Progress Achievement Indicators at the level of individual activities...	35
5.2 Project Achievement Indicators.....	35
5.2.1 Evaluation to be made by MSDT.....	35
5.2.2 Evaluation to be made by PAP/RAC.....	36
6 PROGRESS REPORTING .....	37
7 POST PROJECT ACTIVITIES.....	38
7.1 Follow-up activities .....	38
7.2 Monitoring, evaluation and reporting .....	38
7.3 Use of results at MAP level .....	39

## LIST OF ACRONYMS

BSAP	Biodiversity Strategy and Action Plan
CAMP	Coastal Area Management Programme
CCA	Carrying Capacity Assessment
CP/RAC	Cleaner Production Regional Activity Centre
EEA	European Environment Agency
EU	European Union
FS	Feasibility Study
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographic Information System
GPS	Global Positioning System
ICARM	Integrated Coastal Area and River Basin Management
ICZM	Integrated Coastal Zone Management
INFO/RAC	Information and Communication Regional Activity Centre
LME	Large Marine Ecosystem
MAP	Mediterranean Action Plan
MCS	Mediterranean Commission on Sustainable Development
MCS	Mercalli, Cancani, Sieberg (scale)
MSDT	Ministry of Sustainable Development and Tourism
MSSD	Mediterranean Strategy of Sustainable Development
MED POL	Programme for the marine pollution assessment and control
MEDU	MAP Co-ordinating Unit
MPA	Marine Protected Area
MSPE	Ministry of Spatial Planning and Environment
NGO	Non-Governmental Organisation
NSSD	National Strategy for Sustainable Development
NSP	National Spatial Plan
PAP/RAC	Priority Actions Programme Regional Activity Centre
PE	Public Enterprise
RAC	Regional Activity Centre
SAP BIO	Strategic Action Programme for the Conservation of Biological Diversity in the Mediterranean Region
SC	Steering Committee
SD	Sustainable Development
SEA	Strategic Environmental Assessment
SPA/RAC	Regional Activity Centre for Specially Protected Areas
SP-MED-LME	Strategic Partnership for the Mediterranean Large Marine ecosystem
TOR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEP	United Nations Environment Programme

## **LIST OF FIGURES AND MAPS**

Figure 2-1: CAMP project area .....	16
Figure 2-2: Phasing of CAMP projects.....	20
Figure 2-3: Organisational arrangements for the CAMP Montenegro .....	23
Box 2-1: CAMP Montenegro structure .....	19

## EXECUTIVE SUMMARY

Following a request presented by the Government of Montenegro, the Contracting Parties to the Barcelona Convention approved the decision to carry out the Coastal Area Management Programme (CAMP) Project for Montenegro at their 14th Ordinary Meeting held on 8 – 11 November 2005 in Portoroz, Slovenia. The decision to start with the initiation of the CAMP Montenegro was adopted at the meeting in Split, on 18 – 19 December 2006. The Feasibility Study (FS) was prepared in the period December 2007 – May 2008.

A series of consultative meetings was held within the FS preparation process with all the coastal area stakeholders, soliciting their opinions, analysing issues and challenges for sustainable development of the coastal area and identifying activities and project area for the CAMP. Based on the findings of the FS and subsequent developments, as well as on discussions with the Ministry of Spatial Planning and Environment (MSPE) and other relevant national institutions held in February 2010, a draft CAMP Project Agreement was prepared.

As a result of meetings that took place on 25-26 June 2010 (with representatives of MSPE) and on 10 February 2011 in Podgorica (with representatives of Ministry of Sustainable Development and Tourism - MSDT) number of pre-CAMP activities took place. These included preparation of analysis of the implementation of Art.8 of the ICZM Protocol to the spatial planning system in Montenegro and preparation of expert guidelines for the Terms of Reference for the Montenegrin Coastal Area Spatial Plan (CASP). These assessments as well as changes in terms of institutional and legislative framework for implementing national environmental and spatial planning policy led toward necessary redefinition of the CAMP activities envisaged in draft Agreement (from 25 May) to be fully tailor-made for the ICZM Protocol implementation.

The Project Agreement presents goals, structure and content and implementation arrangements for the activities to be carried out within the CAMP Project for Montenegro. The Project (including a detailed formulation and implementation) is envisaged to last between June 2011 and December 2013, while the implementation of post Project activities is envisaged for 2014.

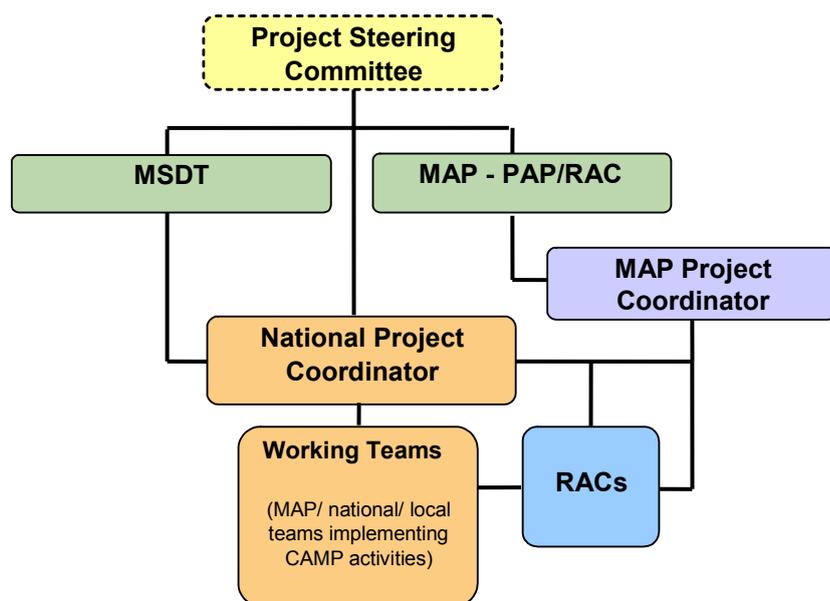
The main goals of the CAMP Project for Montenegro are: a) to create necessary mechanisms that can help achieve sustainable development of the coastal area; b) to support implementation of national policies and ICZM Protocol; c) to promote integrated and participatory planning and management in the coastal area; d) to build national and local capacities for ICZM and raise awareness of the importance of the coastal area, complexity and fragility of its ecosystems and of the need for integrated approaches in managing them; and e) to facilitate the transfer of knowledge on ICZM tools and approaches.

The Montenegrin Ministry of Sustainable Development and Tourism (MSDT), in its roles of the National Focal Point for MAP and CAMP Montenegro National Lead Agency, will exercise the overall supervision of all Project activities in the country and of those implemented by national participants, in co-operation with MAP. The Steering Committee, comprising members of the MSDT, coastal municipalities and MAP – PAP/RAC, will provide the overall guidance for the Project. A National Project Co-ordinator will be appointed to take part in: a) formulation and implementation of the Project, in co-operation with the MAP Project Co-ordinator; b) harmonisation of the actions implemented by the national institutions involved in the Project; and c) provision of guidance and assistance to Team Leaders in implementation of individual activities. The activities will be implemented by teams of national experts assisted by MAP experts and international consultants.

The Co-ordinating Unit of MAP (MEDU) will guide and supervise the Project implementation on a general level. PAP/RAC, as the MAP Project Implementing Centre, will be responsible for co-ordination, guidance and implementation of the Project, in co-operation with the Montenegrin national and local authorities. PAP/RAC will also provide for co-ordination with other MAP components involved in the Project, with the assistance of the National Project Co-ordinator. Lastly, it will co-ordinate the preparation of the final Project documents. Other MAP components involved in

the Project – SPA/RAC, CP/RAC, MEDPOL and INFO/RAC<sup>1</sup>, and, will contribute to the implementation of individual activities.

Organisational arrangements for CAMP Montenegro are shown in the following figure:



Participation of a wide range of stakeholders and partnerships with relevant organisations and initiatives will be fostered throughout the Project implementation.

The CAMP Project for Montenegro entails two components – horizontal activities and individual activities. Within these components, a set of activities (with some sub-activities) is designed. The Project is structured in the following way:

#### **A Horizontal activities**

1. Project co-ordination, integration and dissemination of results
2. Training / capacity building
3. Awareness raising

#### **B Individual activities**

- 1.1. Support for the Coastal Area Spatial Plan (CASP) of Montenegro and ICZM framework setup  
Analysis of implications of the ICZM Protocol for spatial planning
- 1.2. CASP baseline studies enabling integration of ICZM principles
2. ICZM Plan
  - 2.1. ICZM institutional-legislative framework setup
  - 2.2. SEA for ICZM Plan
  - 2.3. Harmonisation of CASP with the ICZM Plan

The key Project outputs include:

- ICZM plan for the Project area;
- Building blocks for future institutional arrangements for ICZM (proposal of the appropriate institutional structure and enhanced participation);
- Analysis of implications of the ICZM Protocol for spatial planning system, including recommendations for necessary revision of the existing spatial planning policies and documents to incorporate the ICZM methods, concepts and tools and assistance with their application in a specific planning process;
- Increased capacity of all the stakeholders, especially the local level ones;
- Raised awareness of coastal processes and integrated management;

<sup>1</sup> Pending due to necessary resolving of the INFO/RAC status

- Assessment coastal studies (with GIS maps), supporting development of CASP; SEA Study for ICZM Plan (if necessary);
- Inception Report;
- Final Integrated Project Document, proposal for follow-up activities.

The total budget of 479,000 € is planned for the Project; a summary budget and cost sharing arrangements are shown in the following two tables:

#### Summary budget table

CAMP components, activities and sub-activities	Total budget (€)	National		MAP (€)	RACs involved
		Cash (€)	In kind (€)		
<b>A HORIZONTAL ACTIVITIES</b>	<b>188,000</b>	<b>68,000</b>	<b>8,000</b>	<b>112,000</b>	PAP/RAC, MEDPOL, INFO/RAC <sup>2</sup> , CP/RAC
<b>B INDIVIDUAL ACTIVITIES</b>	<b>291,000</b>	<b>186,000</b>	<b>13,000</b>	<b>92,000</b>	PAP/RAC, SPA/RAC, INFO/RAC <sup>3</sup> , MEDPOL, CP/RAC
<b>Total (A + B)</b>	<b>479,000</b>	<b>254,000</b>	<b>21,000</b>	<b>204,000</b>	

#### Contributions to the Project – all partners

	Cash (€)	In kind (€)	Total (€)	%
MAP	204,000	-	204,000	42.59
MSDT	234,000	-	234,000	48.85
Municipalities	20,000	21,000	41,000	8.56
<b>TOTAL</b>	<b>458,000</b>	<b>21,000</b>	<b>479,000</b>	<b>100.0</b>

<sup>2</sup> Pending, based on resolving its legal status

<sup>3</sup> Ibid.

# **1 INTRODUCTION**

## **1.1 Preparatory activities**

Prior to signing of the Project Agreement, a set of preparatory activities for the Coastal Area Management Programme (CAMP) Montenegro were carried out. At the onset of the process and in response to request presented by the Government of Montenegro, the decision to carry out the CAMP Project for Montenegro was approved at the 14<sup>th</sup> Ordinary Meeting of the Contracting Parties to the Barcelona Convention, held on 8 –11 November 2005, in Portoroz, Slovenia.

The decision to initiate the CAMP Montenegro was further discussed with representatives of the relevant Montenegrin institutions at the meeting in Split, on 18 – 19 December 2006, on the occasion of which the decision to start with the preparation of a Feasibility Study (FS) was made.

Preparation of the FS started in December 2007. A series of consultative meetings was held within the FS preparation process with all the coastal area stakeholders, soliciting their opinions, analysing issues and challenges for sustainable development of the coastal area and identifying activities and Project area for the CAMP. The work was carried out in close collaboration with the then Ministry of Tourism and Environment and supported by PAP/RAC from Split. The FS was completed in May 2008 and submitted to PAP/RAC.

Since 2008, a number of ICZM related initiatives (signing of the ICZM Protocol, preparation of the National ICZM Strategy, National Spatial Plan, etc.) have been implemented in Montenegro, and priorities of the country turned towards the ICZM Protocol ratification process. At the meeting held in Podgorica, on 12 February 2010, and attended by representatives of PAP/RAC, the Ministry of Spatial Planning and Environment and other relevant national institutions, it was decided to proceed with the preparation of the CAMP Project Agreement, taking into account developments important for the ICZM.

As a result of meetings that took place on 25-26 June 2010 (with representatives of MSPE) and on 10 February 2011 in Podgorica (with representatives of Ministry of Sustainable Development and Tourism - MSDT) number of pre-CAMP activities took place. These included preparation of analysis of the implementation of Art.8 of the ICZM Protocol to the spatial planning system in Montenegro and preparation of expert guidelines for the Terms of Reference for the Montenegrin Coastal Area Spatial Plan (CASP). These assessments as well as changes in terms of institutional and legislative framework for implementing national environmental and spatial planning policy led toward necessary redefinition of the CAMP activities envisaged in draft Agreement (from 25 May) to be fully tailor-made for the ICZM Protocol implementation.

## **1.2 Justification for CAMP Montenegro**

The coastal area of Montenegro is an area with a high development potential where there are complex relations between human activities and natural environments and pronounced pressures on natural resources. In order to preserve the development potential, primarily through preservation of resource base of the area and qualities of the natural and manmade environments, it is necessary to provide for the integrated approaches in the planning and management of the coastal area.

The concept of Integrated Coastal Zone Management (ICZM) is embedded in a number of policies and strategic documents in Montenegro. The country is committed to sustainable development, and has adopted the National Strategy for Sustainable Development in line with the Mediterranean

Strategy of Sustainable Development, and recommendations of the UN Commission on Sustainable Development. The National Strategy for Integrated Coastal Area Management was drafted in 2008. Montenegro has ratified the Barcelona Convention and four of its Protocols, and in January 2008, the ICZM Protocol was signed. Notwithstanding the high level of commitment to sustainable development in the coastal area, there is an apparent need for further capacity building, training and awareness raising on ICZM.

The main strategic orientation of the country is the accession to the EU<sup>4</sup>, and there is an ongoing process of harmonisation of national legislation with the EU *acquis*. Integrated management concepts and tools are thus being increasingly incorporated into the national legal framework.

In parallel, there are ongoing efforts to increase capacities of institutions to implement new legislation and sustainable development policies, and a large number of initiatives relevant for the ICZM are being implemented or planned. The existing institutional framework, even though with pronounced weaknesses in respect to co-ordination and overall capacities, has substantial strengths and potentials for ICZM development. An interest for CAMP implementation was expressed both at the national and local level.

With the above in mind, the main arguments in favour of the CAMP Montenegro are:

- there is a high level of commitment to sustainable development of the coastal area;
- policy framework is favourable for the implementation of the CAMP Montenegro, and the same increasingly applies to legal framework;
- the existing institutions can provide necessary structures for the CAMP implementation, and there is an interest for the Programme both at the national and local level;
- the CAMP can play an important role in creating conditions for the integrated and effective management of the coastal area of Montenegro.

The objectives and activities of the CAMP Montenegro are set in a way that will strengthen co-ordination and capacities of relevant stakeholders for integrated management, improve the knowledge base and planning processes, increase public awareness and participation in developing and implementing sustainable development policies, contribute to conservation of valuable biodiversity and natural resources and supplement efforts to mitigate pollution. As such, they are fully compatible with the objectives set for the CAMP projects, as well as with the objectives and principles of the ICZM Protocol.

The CAMP Montenegro will be implemented for the entire coastal area as systemic problems which need to be addressed to ensure sustainable development of the coastal zone are the same for the entire region, and the coastal area is relatively small (with a surface of around 1,500 km<sup>2</sup>, and the total length of the coastline of 300 km). The CAMP Montenegro will also facilitate the implementation of the ICZM Protocol of the Barcelona Convention (which the country intends to ratify).

### **1.2.1 The triggering factors**

Based on a number of coastal management issues and weaknesses that have been identified through the preparatory activities, the following “triggering factors” for the CAMP Montenegro can be singled out:

- Institutional and legal frameworks are complex, competencies are not always clearly delineated while horizontal and vertical co-ordination between different parts of administration is insufficient; there is a room for improvement when it comes to participation of different stakeholders in policy making.
- Integrated or ecosystem-based approaches are not at the core of the planning system (including the spatial planning); sectoral approaches are still prevalent, which exacerbates conflicts between environment and development.

---

<sup>4</sup> In December 2008, the country submitted its application for the EU membership; the European Commission is currently preparing an Opinion on Montenegrin application.

- Capacity for the application of ICZM tools and mechanisms is limited; awareness and specific knowledge needed to ensure sustainable development are insufficient, while information on environmental aspects of coastal processes is often incomplete or lacking altogether.
- There are strong pressures on coastal environment, primarily from urbanization and tourism development; it is expected that these pressures will continue in the future.
- Harmonisation of national and local level spatial plans, as well as integration of ICZM Protocol requirements into the spatial plans is a challenge; implementation of spatial plans has been on a less than satisfactory level (the issue of illegal construction) in the past period.
- Valuable marine and terrestrial ecosystems and cultural heritage at the coast are in various ways threatened by the current and planned development; more attention needs to be paid to their protection.
- Continuous and accelerated efforts are needed to secure reduction of pollution from land-based sources (including waste, wastewater and industry) as well as from maritime activities.

In response to the above, the CAMP Montenegro will implement Project activities aiming to develop, apply and demonstrate methods, concepts and tools to address the existing and future management problems in the coastal area.

The need to address the above issues within the Integrated Coastal Zone Management (ICZM) methodological framework is shared and adopted by all the key CAMP Project stakeholders, primarily:

- Ministry of Sustainable Development and Tourism;
- Coastal municipalities (Herceg Novi, Kotor, Tivat, Budva, Bar and Ulcinj);
- Environmental Protection Agency;
- Public Enterprise (PE) *Morsko dobro*<sup>5</sup>;
- National and local level NGOs.

### **1.2.2 CAMP Montenegro conceptual framework**

The design of the CAMP Project for Montenegro recognises and incorporates the following fundamental considerations:

- CAMP Montenegro is a “country-driven” project: this emphasises that the Project is designed to respond to national, regional<sup>6</sup> and local priorities, will operate according to the experiences and realities of Montenegrin legal, administrative, environmental and cultural institutions, and will utilise the available national and local expertise. The MAP technical assistance will be targeted to issues in which the national expertise and resources require support and supplementary inputs.
- CAMP Montenegro is based on an integrated approach to marine, coastal and river basin environment and development problems. This emphasises that Project activities will cut across protection and development problems, harmonise public sector priorities and private sector pressures, and provide for an integrated strategy with a common goal to achieve development of the coastal region within a sustainable management policy framework.

Consequently, the aim of the CAMP Montenegro, far from compromising development objectives, is to support implementation of ICZM Protocol by incorporating the principles of sustainable development and integrated coastal management in the development process to better articulate resource protection and development objectives.

---

<sup>5</sup> *Morsko dobro* means the public maritime domain.

<sup>6</sup> Even though the administrative arrangement in Montenegro does not recognize the regional level (but only the national and local one) the coastal municipalities, due to their socio-economic, development and environmental similarities are often referred to as the coastal region.



## 2 CAMP MONTENEGRO BASIC ELEMENTS

### 2.1 Project area

The CAMP Montenegro project area is the entire coastal zone comprising six coastal municipalities – Herceg Novi, Kotor, Tivat, Budva, Bar and Ulcinj – with the total surface of 1,591 km<sup>2</sup> and internal waters and territorial sea with the surface of around 2,500 km<sup>2</sup>. Some of the typical natural features of the coastal area include: a diversified geological composition and complex geo-tectonic structure; plain coastal areas / fields and beaches; steep elevations of Orjen, Lovcen and Rumija mountains (which separate the area from the central part of Montenegro); short watercourses flowing into the sea, dividing the region into small geo-morphological units; and the exquisite Bay of Boka with several smaller bays. According to the relevant spatial plans, the total length of the mainland seashore is 288.2 km (out of which 105.5 km in the Bay of Boka). The islands' shores are 25.6 km long, while the length of the shore along the river Bojana is 22.8 km. Only 20% of the coastal sea, next to low sandy beaches and accessible rocky shores, is relatively shallow with a sandy and pebble bottom suitable for bathing. The project area is shown in the Figure 2-1.

The coastal region is the most developed and densely populated part of Montenegro. It is well known for its natural attractions and cultural heritage. As such, the region has been of particular interest for the development of tourism. The region is also considered an attractive area for living, which has caused continuous migrations (within Montenegro) towards the coast. According to the 2003 census, population of the region was 145,847, which makes a population density of 92 inhabitants per km<sup>2</sup>. Population projections by the year 2020 envisage an increase of roughly 7% (bringing the total population of the region to around 156,000). The GDP *per capita* is on the similar level as in the central region and twice as much as the GDP *per capita* in the northern region<sup>7</sup>. Development and urban capacities are mainly linearly located along the coast line. Investment pressure is high in this area and it contributes to uncontrolled development.

The coastal area of Montenegro is an important biodiversity centre (in terms of habitat and species diversity) and home to several rare and endemic species. Important coastal and marine communities and habitats include sand dunes, coastal and inland wetlands, and sea grass meadows (*Posidonia oceanica*, *Cymodocea nodosa*). Halophyte vegetation, fragments of Skadar Oak (*Quercus robur scutariensis*) forests, some migratory bird species and *Posidonia oceanica* are among rare and / or endangered species of the coastal and marine biodiversity.

Current share of protected areas in the coastal zone is rather low. Monuments of nature and areas with special natural characteristics cover an area of approximately 900 ha (including around 20 beaches, the hill Spas above Budva, Ratac peninsula with Zukotrlica, the Old island of Ulcinj, etc.). Tivat Salt pans (150 ha) have been declared an ornithological reserve in 2007. There are no Marine Protected Areas (MPA), whereas efforts towards their establishment are ongoing (most advanced for the location of Katici islets). A sizeable area of 15,000 ha in Kotor – Risan Bay is protected by municipal decision on grounds of its natural and cultural features. Kotor – Risan Bay has also been protected under UNESCO World Natural and Cultural Heritage Convention since 1979.

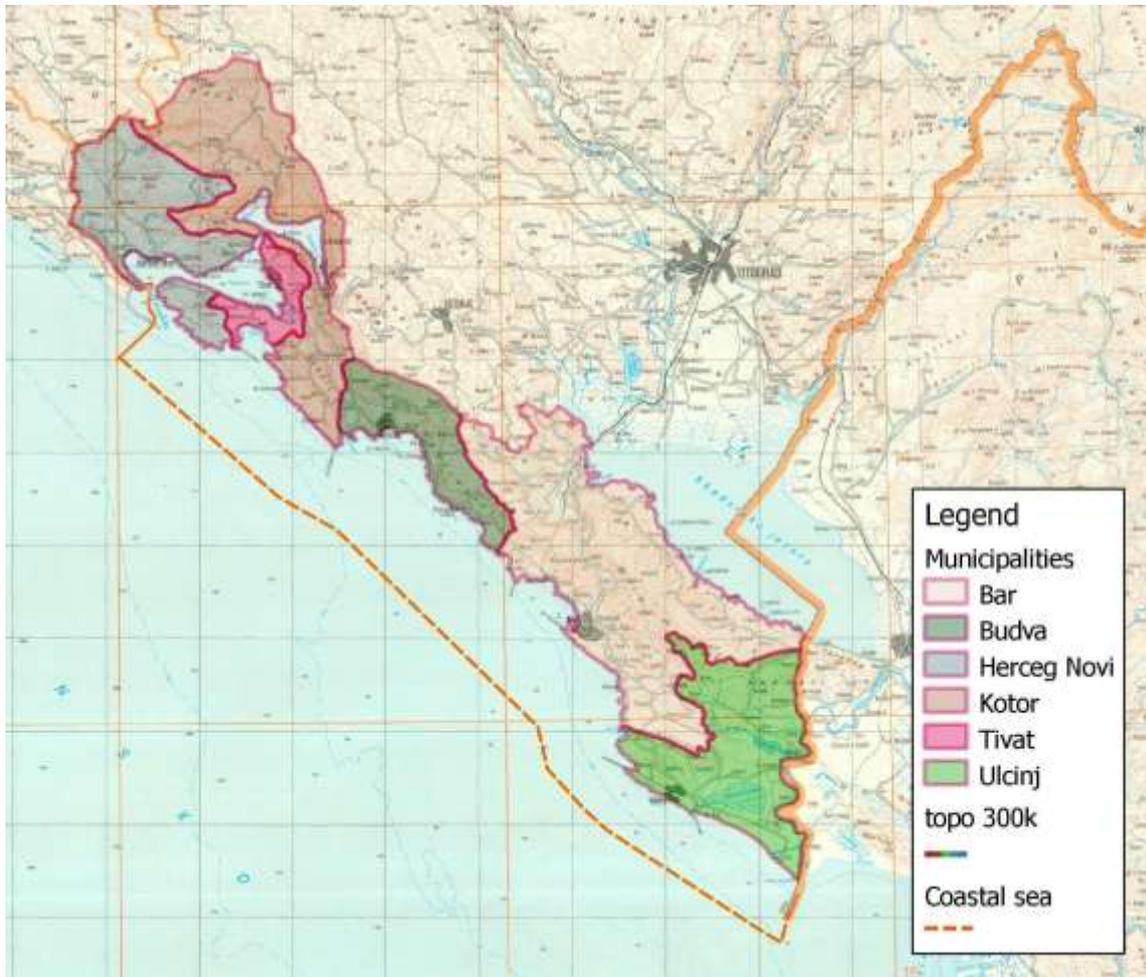
There are four areas in the coastal zone that have been recognised as Important Bird Areas according to the criteria from the relevant EU legislation, namely: the Delta of Bojana river; Rumija mountain; Buljarica area; and Tivat Salt pans. The areas of Special Conservation Interest in the coastal area have also been identified under the Emerald project<sup>8</sup>.

The coastal area also has specific landscape values and a significant part of Montenegrin cultural heritage is located in this region.

---

<sup>7</sup> In 2008, the GDP *per capita* on national level was 4,908 € (current prices). In 2009, the GDP fell for an estimated 5 – 7% (depending on the source).

<sup>8</sup> Including: Kotor – Risan Bay; Tivat Salt pans; Platamuni; hill Spas; Katici islets, Donkova and Velja Seka; Buljarica; beach Pecin; Ulcinj Long Beach and Salt pans; Sasko Lake, Bojana, Knete and Ada; and Orjen, Lovcen and Rumija mountains in the hinterland.



**Figure 2-1: CAMP project area**

The entire coastal region is an active seismic area. The most recent major earthquake hit the coastal region in 1979 (IX degrees MCS) claiming 101 lives. Even though an extensive work has been done (after the 1979 quake) on seismic zoning, planning and construction requirements to reduce risks, a general assessment is that current developments are largely done in a way that does not provide for minimization of seismic risks. Another hazard that has been recognised is unregulated land slides (for example in Herceg Novi and Budva). With that regard, a set of guidelines are issued on how to manage the associated risks.

There is very little data on coastal erosion, and consequently there are no attempts to provide adequate responses to this natural phenomenon. Similarly, the existing policies and strategies do not recognize and integrate climate change concerns into the coastal area planning and management (the latter is going to be addressed under the First National Communication on Climate Change, which is in the final stages).

The highest values of mean monthly air temperatures are recorded for the months of July and August, and the lowest in the period from January to February; the mean monthly temperature is 15 - 16°C. There are around 107 days per year with the highest daily temperature of 25°C or higher. During the winter period, the daily precipitation average is 5 – 8 l/m<sup>2</sup>, although the highest daily rainfall values can exceed 40 l/m<sup>2</sup>. In the summer, the daily precipitation average is only 1 l/m<sup>2</sup>.

Forests in the coastal area are mainly low productivity forests that have a protective role. Sprout forests, bushes, and shrubbery account for 73% of the total forested surface at the coast. The main sources of pressures on the coastal forests are urbanization and fires that are regularly, during the summer half of the year, damaging large surfaces of vegetated areas. Agricultural land suitable for cultivation makes around 19,000 ha in the whole coastal area (mainly in Ulcinj, Bar, Tivat and Kotor municipalities), and is quite a limited resource. Furthermore, it is exposed to substantial pressures due to continuous conversion into construction land.

Except for the river Bojana, rivers and creeks in the coastal area are characterised with short courses and relatively small flows some of them regularly drying out during the summer season. The most important rivers are Zeljeznica (Bar municipality), Rezevica (Budva) and Sutorina (Herceg Novi). Sasko Lake covers an area of around 400 ha (during low water) and is connected with the river Bojana through St Djordje channel. The coastal zone makes part of the larger area of the Adriatic watershed.

Tourism is the key economic activity in Montenegro. Out of the total number of 7.6 million overnights recorded in 2009, close to 96% were linked to the coastal region. In 2005, the number of registered beds in all types of accommodation at the coast was around 115,000; however, tourism surveys estimated that the actual number of beds is as much as 2.5 times higher than the registered one (unregistered accommodation including individual renting as well as second homes / apartments used for holidaying). There are many plans for new investments in tourism, including the construction of new hotels, tourist complexes, marinas, etc. Tourism and urbanisation in general represent one of the main pressures on the natural environments at the Montenegrin coast.

Agriculture is not a significant activity in the coastal area yet it plays an important role as an activity that supplements household incomes, and contributes to tourism development and preservation of traditional Mediterranean agricultural practices. The main cultures that are currently grown in the coastal area include olive trees (presently covering around 2,800 ha) and citrus (around 270 ha).

The fishing fleet comprises 22 vessels, 19 of which are trawlers. Other fishing activities are performed by small-scale gears in the littoral part of the sea. The national fishing fleet does not fish beyond the line of 12 nm. The total annual catch of sea fish is 1,700 tonnes, while aquaculture production is on the level of 50 tonnes of fish and 200 tonnes of shellfish annually. The problem of uncontrolled / illegal fishing is present at the coast.

There are no major energy generation facilities in the coastal zone. Transmission and distribution networks are substantially overloaded for some parts of the coast during the tourist season. Facilities (reservoirs, transfer stations) of the main supplier and distributor of oil and oil derivatives are located in the Bay of Boka. The key industries include food processing, salt production and limited capacities of metal processing and chemical industry. The shipyard in Bijela is still in operation.

The road network in the coastal area consists of 357 km of main and regional roads, comprising around 20% of the Montenegrin road system. Several international ports are in operation (ports of Bar, Kotor, Zelenika and Risan – the latter three being located in the Bay of Boka) as well as a number of ports for domestic maritime transport, marinas and docks. Tivat Airport is the only airport in the coastal region.

Environmental infrastructure is insufficient to meet the development needs and provide for adequate environmental protection. Water supply problems are still experienced in some areas along the coast. Wastewater from the coastal settlements, tourist resorts, maritime transport infrastructure and industries is currently being discharged into the sea without any treatment, which leads to deterioration of the sea water quality in some of enclosed and / or parts of the coastal sea where there is a high concentration of construction and economic activities<sup>9</sup>. There are ongoing efforts to expand and upgrade the sewage collection system, while construction of wastewater treatment plants is planned in the forthcoming period (over the course of the next 10 – 20 years, depending on municipality). Waste management infrastructure is also underdeveloped in all the coastal centres.

## **2.2 Project objectives and strategy**

---

<sup>9</sup> The key land-based sources of sea water pollution in Montenegro are urban areas (urban wastewaters), ports and to a smaller extent industries (due to their limited presence). Pollution hot-spots and sensitive areas in the coastal sea were identified in the process of developing the National Action Plan for Reduction of Pollution from Land Based Sources and include the Bay of Boka, stretch of the coastal sea between Bar and Sutomore, and Ulcinj area (the town of Ulcinj – Long beach – Ada Bojana locations are identified as sensitive areas).

The main goals<sup>10</sup> of the CAMP Project for Montenegro, as defined in the FS, are:

- to create necessary mechanisms that can help achieve sustainable development of the coastal area;
- to support implementation of national policies and ICZM Protocol;
- to promote integrated and participatory planning and management in the coastal area;
- to build national and local capacities for ICZM and raise awareness of the importance of the coastal area, complexity and fragility of its ecosystems and of the need for integrated approaches in managing them; and
- to facilitate the transfer of knowledge on ICZM tools and approaches.

The **strategy** of the Project is based on the methodology of ICZM and Integrated Coastal Area and River Basin Management (ICARM). The Project will be implemented within the existing national and local legal and planning framework while having in mind the European standards and practice, using as basic inputs the existing planning and development-related documents, available information on natural resources, socio-economic conditions, problems, causes, sources and impacts of pollution.

The CAMP Montenegro Project will be implemented by teams of national experts assisted by MAP experts and international consultants. Integration of Project results will be made jointly by MAP and selected national experts.

MAP Regional Activity Centres (RACs) and MAP programmes with particular expertise will provide for technical assistance to the Project, including:

- Co-ordinating Unit for MAP (MEDU);
- Priority Actions Programme Regional Activity Centre (PAP/RAC);
- Specially Protected Areas Regional Activity Centre (SPA/RAC);
- Information Regional Activity Centre (INFO/RAC)<sup>11</sup>;
- Clean Production Regional Activity Centre (CP/RAC); and
- MEDPOL.

In addition, national teams implementing individual Project activities will use, as appropriate, recommendations and documentation prepared within hitherto MCSD and EU activities. Administrative and technical support related to the use of MCSD and EU documents will be provided by the responsible MAP component and Montenegrin MSDT.

In the initial phase of the Project, an Inception Report will be prepared, as well as draft Technical Specifications for each individual activity, all to be presented, discussed, harmonised and adopted at the Inception Workshop.

Harmonisation and integration of individual Project activities and of their results will be secured throughout the implementation period, and in particular through the preparation of the Final Integrated Project Document. To present the Project results, a Presentation Conference is envisaged. Participation of a wide range of stakeholders including NGOs, professional and business organisations, the scientific community and interest groups will be enabled through a number of Project activities (thus forming the CAMP Montenegro Participation Programme).

The Post Project activities, emerging from the results of the Project, will pursue follow-up actions and try to secure funding necessary for implementing the key Project outputs.

The cost of the Project will be covered through cash and "in-kind" contribution by MAP (through the contributions of RACs involved), and by the host country cash and "in-kind" contributions.

Progress reporting by national teams to the National Project Co-ordinator and PAP/RAC in its role of MAP Project co-ordination, will be provided through regular half-yearly progress reports. In addition,

---

<sup>10</sup> Specific objectives are defined for CAMP activities and presented in the following section.

<sup>11</sup> Its participation is pending, based on resolving its legal status

at the Project level, the National Project Co-ordinator and PAP/RAC will present regular half-yearly progress reports to MAP and Montenegrin MSDT.

## 2.3 Project structure

As a result of preparatory activities, the CAMP Montenegro is designed to encompass two major components with a set of activities and sub-activities. These components are listed below:

- A Horizontal activities, and
- B Individual project activities,

while a more detailed presentation of all CAMP activities is provided in the Box 2-1:

### **A Horizontal activities**

1. Project co-ordination, integration and dissemination of results
2. Training / capacity building
3. Awareness raising

### **B Individual activities**

1. Support for the Coastal Area Spatial Plan (CASP) of Montenegro and ICZM framework setup
  - 1.1 Analysis of implications of the ICZM Protocol for spatial planning
  - 1.2 CASP baseline studies enabling integration of ICZM principles
2. ICZM Plan
  - 2.4. ICZM institutional-legislative framework setup
  - 2.5. SEA for ICZM Plan
  - 2.6. Harmonisation of CASP with the ICZM Plan

**Box 2-1: CAMP Montenegro structure**

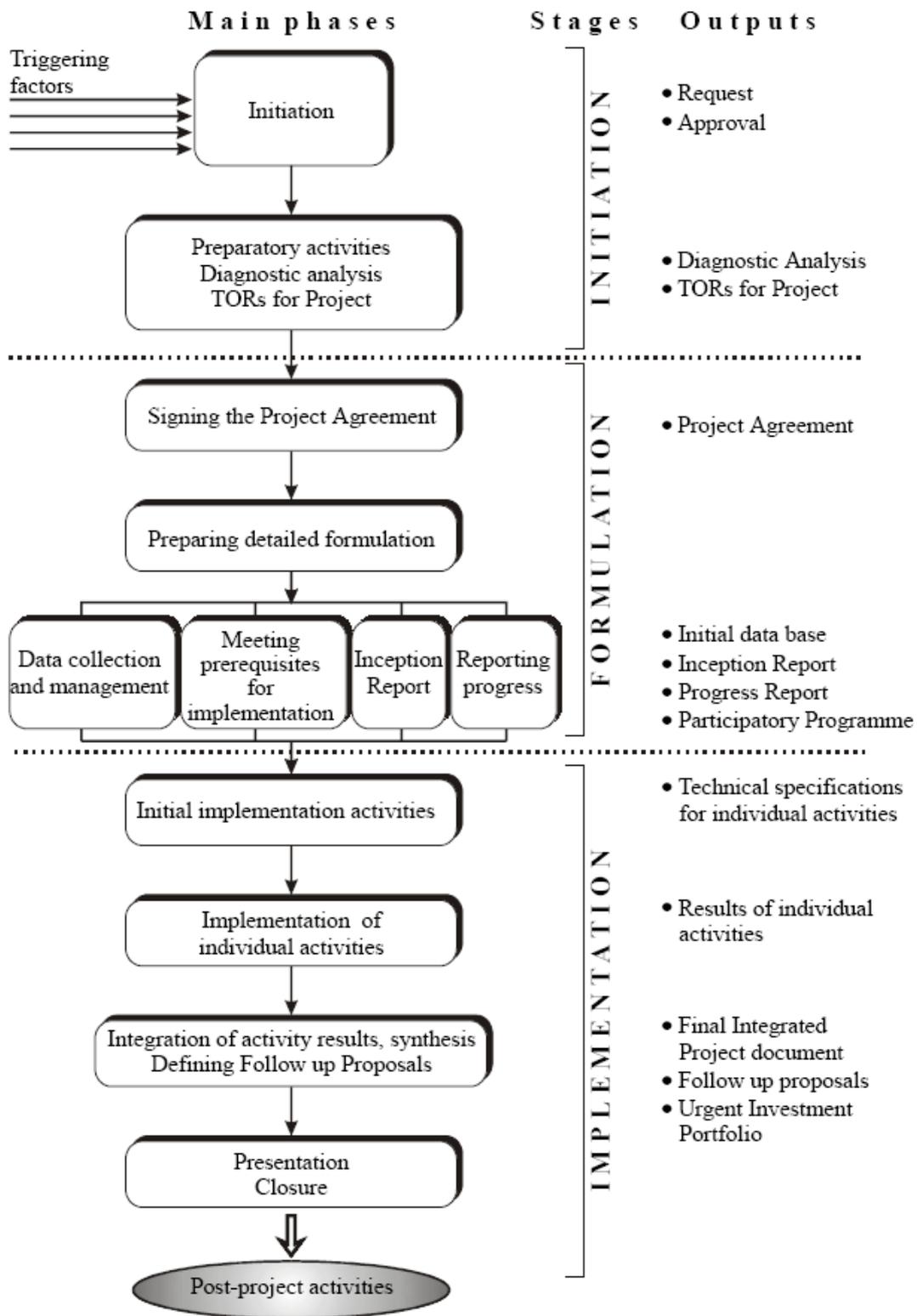
## 2.4 Phasing of the Project

Phasing of the Project will follow the approach incorporated in the ICZM methodology (see Figure 2-2):

**Stage I – Initiation** (implemented before the signing of the Agreement).

**Stage II – Detailed formulation** of the Project:

- Initial data collection;
- Meeting prerequisites for Project implementation;
- Draft Technical Specifications;
- Draft Inception Report;
- Inception Workshop/Final Inception Report;
- Approval to start the implementation stage.



**Figure 2-2: Phasing of CAMP projects**

**Stage III – Implementation:**

- Initial implementation activities, including preparation of the final version of the Technical Specifications for individual activities, signature of the Aide-Mémoire;
- Implementation of individual activities;

- Integration of the results, including the preparation of the Final Project Report;
- Presentation of the results.

#### **Stage IV – Post Project Activities**

- Formulation and implementation of follow-up activities;
- Monitoring and reporting;
- Presentation and use of the results at MAP level.

## **2.5 Project outputs**

The main expected outputs of the CAMP Project for Montenegro are:

- ICZM plan for the Project area;
- Building blocks for future institutional arrangements for ICZM (proposal of the appropriate institutional structure and enhanced participation);
- Analysis of implications of the ICZM Protocol for spatial planning system, including recommendations for necessary revision of the existing spatial planning policies and documents to incorporate the ICZM methods, concepts and tools and assistance with their application in a specific planning process;
- Increased capacity of all the stakeholders, especially the local level ones;
- Raised awareness of coastal processes and integrated management;
- Assessment coastal studies (with GIS maps), supporting development of CASP; SEA Study for ICZM Plan (if necessary);
- 
- Inception Report;
- Final Integrated Project Document, proposal for follow-up activities.

## **2.6 Project framework**

### **2.6.1 Overall guidance**

The CAMP Montenegro Steering Committee (SC) will provide the overall guidance for the Project. This body will be composed of members of the MSDT, coastal municipalities and MAP – PAP/RAC. The SC will nominate the National Project Co-ordinator. MSDT will ensure that logistical preconditions for the effective co-ordination, integration and dissemination of Project results are met.

It is estimated that the SC will meet regularly 2 times a year. MAP representatives will not be obliged to participate in every meeting. The sessions of the SC will be chaired by Project Director.

### **2.6.2 Role of the MSDT and other national institutions**

The MSDT, in its roles of the National Focal Point for MAP and CAMP Project for Montenegro National Lead Agency, will exercise the overall supervision of all Project activities in the country and of those implemented by national participants, and will co-operate with the MAP. The MAP National Focal Point will act as Project Director.

In addition, the Ministry will ensure smooth operation of the project activities by providing technical and administrative support to the National project Coordinator, primarily through setting up administrative unit or hiring coordinator assistant and through covering the expenses for the project office (with all the necessary equipment) as well as conference room for the meetings.

Representatives of the Environmental Protection Agency, Public Enterprise *Morsko dobro* and Nature Protection Institute will follow elements of the Project from their areas of competencies. Municipalities will make sure that local interests are included in the Project.

### **2.6.3 National Project Co-ordinator**

The National Project Co-ordinator will participate in: a) formulation and implementation of the Project, in co-operation with the MAP Project Co-ordinator; b) harmonisation of actions implemented by national institutions involved in the Project; and c) guidance and assistance to the Team Leaders related to the implementation of individual activities.

The National Project Co-ordinator will be engaged from the pool of national experts, but paid by and acting on behalf of MAP (in close co-operation with MSDT). It will be a full-time post, initially for two years. Travel expenses for the National Project Co-ordinator will be covered by MSDT. The National Project Co-ordinator will be selected in close collaboration with MAP.

### **2.6.4 Working teams**

An interdisciplinary team will be set up for each one of the main actions.

Team Leaders, nominated and accepted by respective institutions responsible for individual activities and confirmed by the Montenegrin national and local authorities and MAP, will be directly responsible for the formulation and implementation of respective activities. They will be national experts, acting under the guidance and with the assistance of the National Project Co-ordinator and MAP RACs.

Other members of the national teams (national experts) participating in the Project will be proposed by relevant ministries, municipalities and other national / local level institutions, and engaged through the Montenegrin authorities. They will act in accordance with the respective Technical Specification for the activity, endorsed by the relevant RACs, and in accordance with the respective TOR for the consultant.

### **2.6.5 The MAP component**

The Co-ordinating Unit of MAP (MEDU) exercises guidance and supervision of the implementation of the Project. PAP/RAC, as the MAP Project Implementing Centre, is responsible for co-ordination, guidance and implementation of the Project, in co-operation with Montenegrin national and local authorities. Furthermore, PAP/RAC co-ordinates the activities with other MAP components involved in the Project with the assistance of the National Project Co-ordinator. Finally, it is responsible for the co-ordination of preparation of the final Project documents. In addition, the Project will benefit from the use of the MCSD, EU and other documents related to individual Project activities.

Other MAP components involved in the Project – SPA/RAC, INFO/RAC, CP/RAC and MEDPOL, are responsible for the implementation of respective individual activities, under the logistical co-ordination of PAP/RAC, and in co-operation with the National Project Co-ordinator and relevant national authorities/institutions responsible for the respective activities.

MAP professionals and consultants will act in accordance with their respective ToRs. The area of consultancy needed and the selection of the consultant shall be defined in the Inception Report. The Project organisational structure is presented in the Figure 2-3.

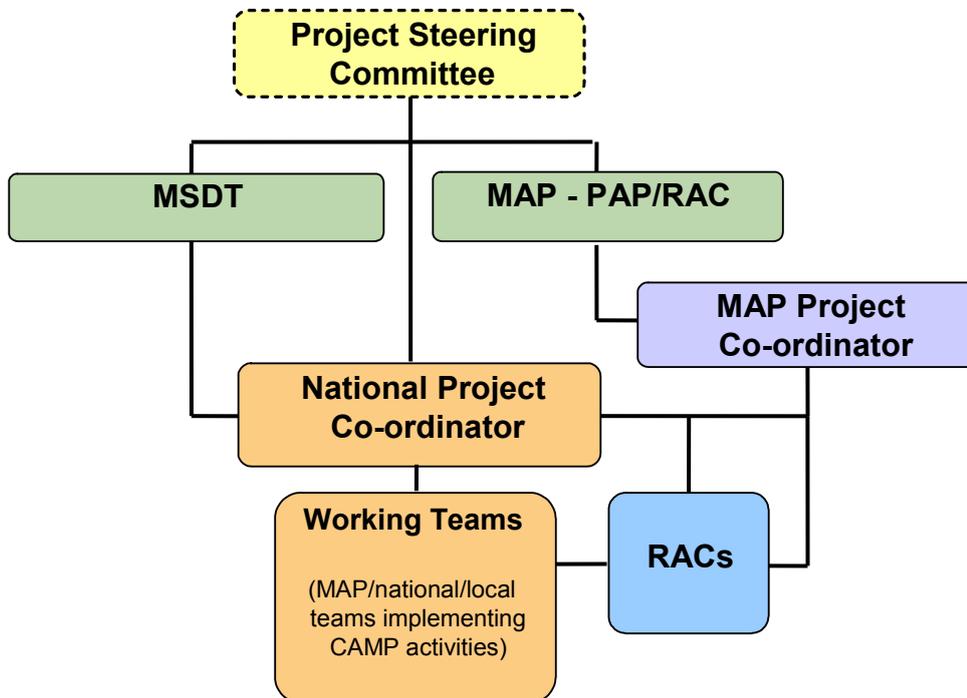


Figure 2-3: Organisational arrangements for the CAMP Montenegro

### 2.6.6 Inputs

The Inception Report, as well as the Technical Specification for each Project activity and ToRs for each consultant or team of consultants, would clearly indicate which MAP inputs are to be consulted as compulsory in the implementation of activities. Provisions of the ICZM Protocol, and in particular the ecosystem approach to coastal planning and management, as well as MCSD recommendations on sustainable coastal management, water resources management, tourism, indicators and information and public awareness, will have to be taken into account. Current work within the MCSD (revision of the MSSD, climate change) and GEF Large Marine Ecosystem in the Mediterranean<sup>12</sup> will serve as a source of information for the project activities on water resources management, biodiversity, and marine conservation. In addition, a close link to these initiatives will be maintained throughout the Project, and co-ordination ensured. Furthermore, MEDPOL, which has been involved in implementation of various projects in Montenegro, will provide valuable information and inputs to be used and integrated in the CAMP Project. Relevant EU policies and legislation will also be taken into account (including the Marine Strategy Framework Directive 2008/56/EC, Recommendation on ICZM, water management and nature directives, etc.), since Montenegro has started with the EU accession process.

At the national and sub-national level, the following documents and sources of information should be consulted and appropriately used:

- National Sustainable Development Strategy;
- Tourism Development Strategy until 2020;
- Draft National Strategy for Integrated Coastal Area Management;
- National Spatial Plan, Spatial Plan of the Special Purpose Area *Morsko dobro* and other national and local level spatial plans;
- Biodiversity Strategy and Action Plan (in the process of adoption);
- National Report on Status, Problems and Preservation of Marine and Coastal Biodiversity in Montenegro;
- Vulnerability and impact of climate change on marine and coastal biodiversity;

<sup>12</sup> Under sub-component 1.2 of the LME project, a transboundary (Albania, Montenegro) ICZM plan will be prepared for Bojana/ Buna River area.

- National Action Plan for Reduction of Pollution from Land Based Sources;
- Results of ADRICOSM-STAR project.

### 2.6.7 Reporting

During the implementation of the Project, regular programme reporting at half-yearly intervals will be secured at the Project level and for each individual activity. After the completion of the Project, the Terminal Project Report and Self-Evaluation Facts Sheet will be prepared according to the UNEP format.

During the Post Project phase, regular reporting at half-yearly intervals will be secured, on the basis of respective monitoring and evaluation activities.

Progress reports, interim documents, Final Project Documents and Reports will be prepared in English and Montenegrin language. More details on reporting are provided in section 6.

### 2.6.8 Project partnerships and participation

Partners in the implementation of the Project have been identified and include the relevant ministries, national institutions, municipalities, scientific bodies and universities, professional and business associations, trade unions, local NGOs, and other concerned organisations. Participation of various stakeholders is required under the Article 14 of the ICZM Protocol. In addition, co-operation between the CAMP Montenegro and GEF projects in biodiversity and international waters focal areas<sup>13</sup> that are being implemented in Montenegro will be ensured, as well as with other relevant projects and initiatives.

## 3 PROJECT ACTIVITIES

The CAMP Project for Montenegro entails two components – horizontal activities and individual activities. Within these components, a set of activities (with some sub-activities) is designed. The activities are briefly described in the following sections, outlining at the same time specific objectives, actions to be implemented and outputs. Furthermore, the envisaged implementation arrangements, timetable and budget for each activity are presented.

### Component A – HORIZONTAL ACTIVITIES

An overview of the activities and budgets for the component 1 is provided in the following table:

CAMP components, activities and sub-activities	Total budget	National		MAP	RACs involved
		Cash	In kind		
<b>A HORIZONTAL ACTIVITIES</b>	<b>188.000</b>	<b>68.000</b>	<b>8.000</b>	<b>112.000</b>	<b>PAP/RAC, MEDPOL, CP/RAC INFO/RAC<sup>14</sup></b>

<sup>13</sup> Including UNDP/GEF *Strengthening the sustainability of the protected area system of Montenegro*, UNDP/GEF *Catalysing financial sustainability of the protected area system in Montenegro*, and the World Bank/GEF *Lake Skadar-Shkoder Integrated Ecosystem Management*.

<sup>14</sup> Pending

1. Project co-ordination, integration and dissemination of results	126.000	30.000	6000	90,000	PAP/RAC
2. Training / capacity building	32,000	18,000	2,000	4,000 4,000 4,000	PAP/RAC, MEDPOL, CP/RAC
3. Awareness raising	30,000	20,000	-	6,000 4,000	PAP/RAC, INFO/RAC <sup>15</sup>

### Activity 1 (component A) – Project co-ordination, integration and dissemination of results

**Background:** Project co-ordination, integration and dissemination of results are an integral part of all CAMP projects. For CAMP Montenegro, this activity will be implemented through the institutional structure presented in the **Figure 2-3** and in line with the CAMP Operational Manual. Roles and responsibilities of different actors comprising the CAMP Montenegro institutional structure have been described in the section **2.6**.

**Objectives:** The main objective is to secure a harmonised, timely and cost-effective implementation of the Project in accordance with the Project Agreement.

#### Actions to be implemented:

- Establishment of the institutional structure and of the Project Steering Committee;
- Preparation of the Inception Report; assistance to, and supervision of the preparation of Technical Specifications, preparation of TORs for consultants;
- Organisation of the Inception Workshop, as an initial training for Team Leaders and national representatives involved in the Project;
- Actions related to meeting prerequisites for implementation, evaluation, reporting;
- Provision of logistical assistance, financial procedures, supervision and verification of expenditures incurred;
- Securing flows of information and feedback related to data collected and other results of individual activities;
- Harmonisation between activities;
- Proposing a revision of objectives, timetable, and the programme, if needed;
- Revision of drafts and clearance of the final outputs of individual activities;
- Preparation of the final Project documents;
- Presentation of Project results;
- Proposal of the follow-up activities;
- Reporting on progress, and preparing the Project Terminal Report and Self-Evaluation Facts Sheet.

#### Outputs:

- General co-ordination, the established Project structure and institutional arrangements;
- Co-ordinating missions reports;
- Report of the Inception Workshop;
- Progress Reports;
- Final Integrated Project Document, Follow-up Proposals, and Urgent Investment Portfolio;
- Report of the Presentation Conference, Conference Documents;
- Project Terminal Report and Self-Evaluation Facts Sheet.

**Responsible for implementation:** PAP/RAC, MSDT, Project Steering Committee, National Project Co-ordinator

**Budget and timetable:** The activity will be implemented continuously through the entire CAMP Project; the planned budget is 126,000 €, with a predominant share of MAP – PAP/RAC contribution.

---

<sup>15</sup> Pending

## **Activity 2 (component A) – Training / capacity building**

**Background:** The capacity of national and especially of local institutions to implement SD and ICZM policies and undertake integrated planning and management is weak. Despite recent efforts to expand and improve monitoring in the coastal area, there is still a need for further development of the monitoring programme to bring it in line with MEDPOL and EEA requirements. At the same time, there is a need to improve knowledge and to disseminate information on cleaner production. In order to address the existing weaknesses and lack of information / knowledge, a series of trainings will be organised through the CAMP Montenegro to strengthen human resource capacities in local and national administrations, planning, natural resources management, tourism development and monitoring institutions, as well as in private sector (industry, SMEs).

**Objectives:** The main objective is to increase capacities of different institutions to understand, apply and use different ICZM instruments for sustainable development through transfer of knowledge and training.

### **Actions to be implemented:**

- A set of two-day training courses will be delivered (primarily for the public administration on national and local level, expert institutions and other stakeholders) on the following topics:
  - o Integrated Coastal Zone Management (principles, tools, ICZM Protocol, EU requirements, good international and regional practice, ICZM-spatial planning linkages);
  - o Carrying Capacity Assessments and resource valuation techniques (theoretical approaches and practical application);
  - o Cleaner production (cleaner production mechanisms, available tools for industries / SMEs to reduce pollution and use resources more efficiently);
  - o Information on coastal processes, monitoring system and indicators (MEDPOL methodology, ICZM Protocol and EEA requirements on coastal zone indicators).
- Recommendations for further training / capacity development needs will be prepared (including topics and forms of training).

### **Outputs:**

- Reports of the four training courses;
- Training materials and recommendations on future individual capacity development needs.

**Responsible for implementation:** National Project Co-ordinator, PAP/RAC, CP/RAC, MEDPOL, MSDT, Environmental Protection Agency, coastal municipalities, monitoring institutions in Montenegro, University

**Budget and timetable:** The total budget of 32,000 € is planned, with 12,000 € contribution from MAP / involved RACs. The trainings will be organised semi-annually during the two years of CAMP implementation (2011 – 2012), each lasting for two days.

## **Activity 3 (component A) – Awareness raising**

**Background:** The general level of awareness of the importance of ICZM can be described as unsatisfactory. Information on the value of natural resources in the coastal area and necessity to manage them in a sustainable way is not communicated to the public in an organised way. Research results and available information on the threats from unsustainable development patterns are not present in the public to the extent that could lead to changing perceptions and behaviours. Exceptions to the described situation are various projects implemented by specialised institutions and NGOs / other civil sector organisations.

With all this in mind, it is necessary for the CAMP Project for Montenegro to help with efforts to disseminate information on coastal area values and vulnerabilities and to promote sustainable development approaches among the general public, capitalising on the efforts of those stakeholders who are already working on awareness raising and coastal area management.

**Objectives:** The key objectives of the activity 4 (component A) are to:

- raise awareness of the importance of sustainable management in the coastal area;
- emphasise values and fragility of coastal ecosystems and natural resources; and
- promote the ICZM Protocol and respective Barcelona Convention Protocols, and decrease resistance to some ICZM instruments that could be perceived as an obstacle to development.

**Actions to be implemented:**

- Design and execution of an awareness-raising campaign through media and NGOs, websites of relevant institutions and organisations, publications, etc. The campaign will focus on the implementation of the ICZM Protocol and will address the general population, with a special subset of activities for youth;
- Organisation of the Coast Day<sup>16</sup> Montenegro event, to link the Project awareness-raising activities with ongoing initiatives in the Mediterranean;
- Setting up of the CAMP Montenegro website.

**Outputs:** The outputs will include media reports, advertisements, information on the coastal area, promotional materials and publications (such as a leaflet, a brochure), NGO led promotional activities for general public and youth, events organised to promote ICZM and coastal area values, and the CAMP Montenegro website.

**Responsible for implementation:** National Project Co-ordinator, PAP/RAC, coastal municipalities, PE *Morsko dobro*, local NGOs and media

**Budget and timetable:** Awareness-raising activities will be supported with the total budget of 30,000 €, one third of which will come through MAP (PAP and INFO/RAC). Ways to maximise the use of available funds will be sought throughout the CAMP implementation (for example, through free local media time, use of the existing information and websites of coastal stakeholders, NGO support, co-operation with local schools and similar). Awareness-raising activities will be most intensive at the beginning of the CAMP Project implementation (second half of 2011) and in the second half of the Project (second half of 2012).

---

<sup>16</sup> The first Coast Day for the Mediterranean was organised in 2007. This event aims at raising awareness of policy makers and the public of the value of the coast, as well as of the importance of applying an integrated approach to planning and management of the coastal zone. Coast Day is organised on September 25 each year.

## Component B – INDIVIDUAL ACTIVITIES

An overview of the activities and budgets planned under CAMP component B is provided in the following table:

CAMP components, activities and sub-activities	Total budget	National		MAP	RACs involved
		Cash	In kind		
<b>B INDIVIDUAL ACTIVITIES</b>	<b>291.000</b>	<b>186.000</b>	<b>13.000</b>	<b>92.000</b>	<b>PAP/RAC SPA/RAC INFO/RAC<sup>17</sup> MEDPOL CP/RAC</b>
<b>1. Support for the Coastal Area Spatial Plan (CASP) of Montenegro and ICZM framework setup</b>	<b>205.000</b>	<b>146.000</b>	<b>8.000</b>	<b>34.000 17.000</b>	PAP/RAC SPA/RAC
1.1 Analysis of implications of the ICZM Protocol for spatial planning	65.000	48.000	3.000	14.000	PAP/RAC
1.2 CASP baseline studies enabling integration of ICZM principles	140.000	98.000	5.000	20.000 17.000	PAP/RAC SPA/RAC
<b>2. ICZM Plan</b>	<b>83.000</b>	<b>40.000</b>	<b>5.000</b>	<b>14.000 8.000 10.000 6.000 3.000</b>	<b>PAP/RAC SPA/RAC MEDPOL CP/RAC INFO/RAC<sup>18</sup></b>
2.1 ICZM institutional-legislative framework setup	20.000	10.000	2.000	8.000	PAP/RAC
2.2. SEA for ICZM Plan	42.000	16.000	3.000	5.000 8.000 3.000 10.000	PAP/RAC SPA/RAC INFO/RAC <sup>19</sup> MEDPOL
2.3. Harmonisation of CASP with the ICZM Plan	21.000	14.000	-	1.000 6.000	PAP/RAC CP/RAC

### Activity 1 (component B) – Support for the Coastal Area Spatial Plan (CASP) of Montenegro and ICZM framework setup

#### Sub-activity 1.1 – Analysis of implications of the ICZM Protocol for spatial planning

**Background:** Montenegro signed the ICZM Protocol in January 2008. A Comparative Analysis for the ICZM Protocol implementation in Montenegro was carried out in 2008, providing an insight into the national legislation and identifying necessary adjustments and changes of Montenegrin regulations in order to bring them in line with the Protocol's provision. The Analysis was carried out for the then Ministry of Tourism and Environment (now MSDT) and with PAP/RAC support.

In 2010, MSPE requested further assistance in preparations for the ICZM Protocol ratification. As land use and development in the coastal area are regulated through hierarchically organised spatial plans (National Spatial Plan, Spatial Plan of the Special Purpose Area *Morsko dobro*, state Location Studies and local level spatial plans), it is necessary to carry out an assessment of what would be the implications of the Protocol requirements for the existing spatial planning documents, in particular with regard to the definition of the set-back line as required by the Article 8 of the ICZM Protocol.

**Objectives:** The objective of this activity is to assess the Montenegrin planning documents pertinent to coastal area *vis à vis* the ICZM Protocol requirements.

#### Actions to be implemented:

<sup>17</sup> Pending

<sup>18</sup> Pending

<sup>19</sup> Pending

- Carrying out the analysis / assessment on how the ICZM Protocol requirements, Article 8 in particular, will influence the existing spatial plans;
- Preparation of a report with recommendations for revision of the existing spatial plans and for future spatial planning in the coastal area;
- Support in developing TOR for the CASP;
- Amendment of the existing report on implications of Protocol ratification to the legal and institutional system in Montenegro;

**Outputs:**

- An analysis of implementations of the ICZM Protocol for spatial planning systems, including recommendations for the spatial planning system with regard to implementation of ICZM Protocol requirements;
- Guidelines for the CASP TOR;

**Responsible for implementation:** MSDT, PAP/RAC, coastal municipalities, PE *Morsko dobro*

**Budget and timetable:** The planned budget for this activity is 65,000 €, and will be predominantly secured from MSDT sources; MAP contribution will be 14,000 €. Due to the fact that MSDT requested to receive this assistance already in the first half of 2010, in order to assist Montenegro in the ratification process of the ICZM Protocol, the activity was implemented prior to the implementation phase of the CAMP Montenegro and in parallel with drafting / signature of this Agreement.

**Sub-activity 1.2 CASP baseline studies enabling integration of ICZM principles**

**Background:** Spatial Plan of the Special Purpose Area *Morsko dobro* (hereinafter referred to as SPSPMD) adopted in 2007, indicates that current level (ratio) of conservation and development requires a different treatment to the maritime domain area (i.e. *Morsko dobro*) as a whole. More specific, maritime domain area requires meaningful (better) organizational structure, facilities' arrangements and adequate land protection in order to achieve the prominence that the Montenegrin coast deserves within the Mediterranean basin.

Even though it has significant values, SPSPMD is problematic as a planning document with regard to its scope (being the extremely narrow part of the coast, including coastal strip of about 313 km in length and with land surface area of 58 km<sup>2</sup>) that does not allow comprehensive planning and integrated coastal zone management. Such type of spatial coverage results in dividing functional units (such as tourist zones) in a way that one part of the unit is within the Plan (SPSPMD), while the other is outside (being part of the municipality plan); in addition, it results in such planning schemes in which coastal facilities are being pushed to the coastal line.

Therefore, in order to attain significant measures for achieving integrated coastal planning, while applying obligations arising from the ICZM Protocol, it has been proposed (by the Analysis of the implications of Art 8 to the spatial-planning system in Montenegro) to create new spatial plan for the entire coastal area of Montenegro (including all six coastal municipalities) - Coastal Area Spatial Plan (CASP).

**Objectives:** To support development of CASP, by providing some specific coastal studies.

**Actions to be implemented:**

- Identification of the existing sources of information (including available maps, aerial photographs), data gaps and the ways to overcome them;
- Analysis of watersheds and its impacts on the coastline;
- Analysis of beach systems (natural processes, values, threats, beach registration and management proposals);

- Assessing the sensitive marine and coastal habitats, including revision of protected areas (PA) status;
- Analysis on tourism carrying capacity;
- Analysis of landscape vulnerability and suitability (with defining zones suitable for development as well as extremely sensitive zones where any impacts to the natural environment should be avoided), including consultations with the key stakeholders on landscape assessment;
- Landscape public perception assessment
- Review of comparative experiences on the above mentioned studies undertaken in other Mediterranean countries.

### Outputs

- Hydrological study;
- Vulnerability and suitability assessment;
- Beach management study;
- Tourism carrying capacity assessment;
- Rapid assessment of important coastal and marine habitats.

Each of the study should be accompanied with an appropriate GIS-based maps and related databases.

**Responsible for implementation:** National Project Co-ordinator, PAP/RAC, SPA/RAC, MEDPOL, MSDT, Morsko dobro, Environmental Protection Agency, municipalities

**Budget and timetable:** A total of 140,000 € is budgeted for this activity, with MAP contributing 37.000. The implementation will be undertaken in parallel with the ICZM Plan development.

### Activity 2 (component B) – Integrated Coastal Zone Management Plan

Preparation of the ICZM Plan is the main activity of the CAMP Montenegro and a vehicle for putting into practice integrated approaches and new institutional / co-ordination mechanisms. It is directly related to Article 18 of the ICZM Protocol (obligation to formulate national ICZM strategies, plans and programmes). The Plan will refer to the entire CAMP Project area, whereas special efforts will be made to co-ordinate activities with, and integrate results of the transboundary ICZM Plan for Bojana / Buna river that will be drafted within Sub-component 1.2 of the MedPartnership.

#### Sub-activity 2.1 – ICZM institutional-legislative framework setup

**Background:** Changes in the existing institutional set up and legal framework are necessary to ensure sustainable development (SD) of the coastal area to prepare grounds for the implementation of the ICZM Protocol. To enable these changes, it is necessary to identify current inefficiencies and overlaps, define ways and principles of co-operation and co-ordination between different institutions and stakeholders, to provide for adequate institutional development and to strengthen participation of all parties. The CAMP Project for Montenegro will contribute to the necessary changes by proposing a model of institutional structure for integrated management at the coast. The activity is in line with Articles 7 and 14 of the ICZM Protocol.

**Objectives:** The key objectives of this activity are to:

- propose changes of the existing legal and institutional framework;
- enable the environment for putting in place a multi-sectoral yet cohesive and effective institutional structure for integrated coastal zone management.

**Actions to be implemented:**

- Analysis of the current legal framework as well as institutional roles and responsibilities and identification of obstacles to effective management of the coastal zone;
- Preparation of a model for institutional structure for the coastal zone management (possibly through further elaboration and improvement of co-ordination mechanisms, possibly through establishment of new and/or restructuring of existing institutions) with a view to the

ICZM Protocol requirements and based on examples of good practice in integrated management of natural resources;

- Proposal of institutional development needs for integrated management;
- Support for making the proposed institutional structure operational, including identification of necessary changes in respective laws and regulations.

**Outputs:** The main outputs of this activity include proposal of an agreed model of institutional structure for coastal zone management with defined responsibilities and resources, and identified institutional development needs.

**Responsible for implementation:** MSDT, Morsko dobro, Environmental Protection Agency, National Project Co-ordinator, PAP/RAC, coastal municipalities

**Budget and timetable:** The total budget of 20,000 € is planned for this activity. MAP contribution (through PAP/RAC expertise and guidance) is planned at the level of 8,000 €. Preparation of an institutional structure model will start in 2012, lasting by the end of the project, creating framework enabling possibility to continue operation in the post-project phase.

### Sub-activity 2.2 SEA for ICZM Plan

**Background:** Montenegrin Law on Strategic Environmental Assessment (SEA) is in effect as of 2008. Determining the need to carry out SEA for a plan or programme is done based on a combined approach. First of all, sectors/ planning areas where SEA is mandatory are stipulated in article 5 of the SEA Law, and secondly, there is a possibility to apply case by case examination for a number of plans/programmes that do not fall into stipulated categories yet might give rise to significant environmental impacts.

Decision to carry out SEA is made by competent authority for plan/ programme preparation. If determination of the need is based on case by case examination, planning authority has to seek opinion from competent environmental authority (Environmental Protection Agency) and other interested subjects prior to making the decision, and the Law prescribes a set of criteria that need to guide the decision making process.

Based on article 5 of the SEA Law as well as on criteria prescribed for case by case examinations it can be concluded that an SEA for ICZM Plan would be necessary.

**Objectives:** Main objective of this activity is to undertake ICZM plan in such a way to avoid any significant environmental impacts.

#### **Actions to be implemented:**

- To assess the need for undertaking SEA;
- To undertake SEA (if necessary), based on Law on Strategic Environmental Assessment.

**Outputs:** SEA Study

**Responsible for implementation:** National Project Co-ordinator, PAP/RAC, SPA/RAC, INFO/RAC, MSDT, Morsko dobro, Hydrological institute, Marine Biology Institute, Nature Protection Institute, Environmental Protection Agency, municipalities

**Budget and timetable:** The total budget of 42,000 € is planned for this activity. MAP contribution is planned at the level of 26,000 €. The activity will be developed parallel to ICZM Plan development.

### Sub-activity 2.3 – Harmonisation of CASP with the ICZM Plan

**Background:** There is a lack of experience with ICZM concepts, techniques and tools in spatial planning in the coastal zone; instruments for sustainable resolution of conflicts between different

(planned and existing) land uses are not practised systematically. Spatial planning processes have so far not encompassed application of integrated planning and management approaches, except for Strategic Environmental Assessments (SEA) that became mandatory as of January 2008. The experience with SEAs is growing but is still quite limited, given the fact that this is a relatively new instrument. On the other hand, the ICZM Protocol is strongly focused on concepts such as the set-back line and ecosystem approach, as well as on the use of the carrying capacity concept in planning. The CAMP Montenegro will address the aforementioned issues by providing support for CASP to apply the ICZM instruments and principles.

**Objectives:** The objective of this activity is to demonstrate how ICZM concepts, techniques and tools can be used to improve spatial planning and to contribute to meeting sustainability requirements.

**Actions to be implemented:**

- Application of ICZM principles and tools (such as ecosystem approach, participatory processes, CCA, set-back line and alike) in the planning process.

**Outputs:** Main output will be ICZM Plan, with concrete implementation proposals, including those ICZM elements that should be integrated in the CASP.

**Responsible for implementation:** National Project Co-ordinator, MSDT, PAP/RAC, PE *Morsko dobro*

**Budget and timetable:** The total budget for this activity is planned in the amount of 21,000, with national contribution of 14,000. The activity will be implemented in 2012.

## 4 WORKPLAN AND BUDGET

The Project Workplan, structured according to the implementation procedure and the relevant Timetable are presented below:

	2011			2012			2013			2014-2015		
Signature of the Agreement		O										
Detailed formulation of the Project			O O									
Draft Inception Report			X									
Draft Technical Specifications			X									
Inception Workshop			X									
Final Inception Report				X								
Meeting prerequisites for implementation				X								
Implementation			O	O	O	O	O	O	O	O		
Initial activities:												
. Final Technical Specifications				X								
. TOR for consultants				X								
. Signature of consultants' contracts				X								
Implementation of Project activities			X	X	X	X	X	X	X	X		
Integration of results												
. Final integrated Project documents								X				
. Presentation Conference									X			
. Terminal Report									X			
Post Project activities											O	O
Follow-up activities (host country)											X	X
Monitoring, evaluation, reporting (host country)												X
Presentation of Project results at MAP level (MAP - PAP/RAC)												X

Cost sharing and overall Project budget are shown in the subsequent tables.

### MAP contribution to the Project

RACs / Programme	€
PAP	148,000
SPA	25,000
MEDPOL	14,000
INFO	7,000
CP	10,000
<b>TOTAL (MAP)</b>	<b>204,000</b>

### Host country contribution to the Project

Partner	Cash (€)	In kind (€)	Total (€)
MSDT	234,000	-	234,000
Municipalities	20,000	21,000	41,000
<b>TOTAL</b>	<b>254,000</b>	<b>21,000</b>	<b>275,000</b>

### Contributions to the Project – all partners

	Cash (€)	In kind (€)	Total (€)	%
MAP	204,000	-	204,000	42.59

MSDT	234,000	-	234,000	48.85
Municipalities	20,000	21,000	41,000	8.56
<b>TOTAL</b>	<b>458,000</b>	<b>21,000</b>	<b>479,000</b>	<b>100.0</b>

### Overall CAMP Montenegro budget

CAMP components, activities and sub-activities	Total budget	National		MAP	RACs involved
		Cash	In kind		
<b>A HORIZONTAL ACTIVITIES</b>	<b>188.000</b>	<b>68.000</b>	<b>8.000</b>	<b>112.000</b>	<b>PAP/RAC, MEDPOL, CP/RAC INFO/RAC<sup>20</sup></b>
1. Project co-ordination, integration and dissemination of results	126.000	30.000	6000	90,000	PAP/RAC
2. Training / capacity building	32,000	18,000	2,000	4,000 4,000 4,000	PAP/RAC, MEDPOL, CP/RAC
3. Awareness raising	30,000	20,000	-	6,000 4,000	PAP/RAC, INFO/RAC
<b>B INDIVIDUAL ACTIVITIES</b>	<b>291.000</b>	<b>186.000</b>	<b>13.000</b>	<b>92.000</b>	<b>PAP/RAC SPA/RAC INFO/RAC<sup>21</sup> MEDPOL CP/RAC</b>
3. Support for the Coastal Area Spatial Plan (CASP) of Montenegro and ICZM framework setup	205.000	146.000	8.000	34.000 17.000	PAP/RAC SPA/RAC
1.1 Analysis of implications of the ICZM Protocol for spatial planning	65.000	48.000	3.000	14.000	PAP/RAC
1.2 CASP baseline studies enabling integration of ICZM principles	140.000	98.000	5.000	20.000 17.000	PAP/RAC SPA/RAC
4. ICZM Plan	83.000	40.000	5.000	14.000 8.000 10.000 6.000 3.000	PAP/RAC SPA/RAC MEDPOL CP/RAC INFO/RAC
2.1 ICZM institutional-legislative framework setup	20.000	10.000	2.000	8.000	PAP/RAC
2.2. SEA for ICZM Plan	42.000	16 000	3.000	5.000 8.000 3.000 10.000	PAP/RAC SPA/RAC INFO/RAC MEDPOL
2.2 Harmonisation of CASP with the ICZM Plan	21.000	14.000	-	1.000 6.000	PAP/RAC CP/RAC
<b>TOTAL BUDGET</b>	<b>479.000</b>	<b>254.000</b>	<b>21.000</b>	<b>204.000</b>	<b>PAP/RAC SPA/RAC INFO/RAC<sup>22</sup> MEDPOL CP/RAC</b>

<sup>20</sup> Pending

<sup>21</sup> Pending

<sup>22</sup> Pending

## **5 ACHIEVEMENT INDICATORS**

Achievement indicators will be applied when evaluating:

- a) progress of the Project implementation at the Project level and at the level of each Project activity;
- b) use of Project results in the Post Project period.

### **5.1 Progress Achievement Indicators**

When evaluating the progress of the Project implementation the following achievement indicators will be applied:

#### **5.1.1 Progress Achievement Indicators at the Project level**

- percentage of successfully implemented individual activities, as envisaged by the Project Workplan and by Technical Specifications;
- timely implementation of the Project – percentage of the time of extended Project duration, if any, in comparison with the original Timetable of the Project;
- overrunning of approved budget, if any – percentage of overrun;
- percentage of outputs produced in comparison with the number of planned outputs;
- number of national/local experts involved in the Project;
- the Participatory Programme: number of actions, number of NGOs involved, number of other organisations and number of stakeholders involved in the programme, feedback and quality;
- number of persons trained;
- equipment supplied;
- existing data base expanded (approx. percentage of expansion);
- the catalytic effect of the Project, intellectual, financial (if any, to be expressed in financial terms); and
- contribution of MAP consultants, experts, professionals.

The assessment of the progress according to the above indicators will be reported within regular Progress Reports at the Project level.

#### **5.1.2 Progress Achievement Indicators at the level of individual activities**

When evaluating the progress of individual activities, in addition to the achievement indicators listed above, specific progress achievement indicators will be identified for each activity within respective Technical Specification. The assessment of the progress according to these indicators will be reported within regular Activity Progress Reports.

### **5.2 Project Achievement Indicators**

When evaluating the Project results in the Post Project period, the following achievement indicators will be applied:

#### **5.2.1 Evaluation to be made by MSDT**

- provision of an integrated solution for sustainable development of the Project area;
- promotion of a sustainable use of major resources of the Project area, or an improved protection of resource productivity and ecosystems;
- implementation, at the Project level and at the country level;

- improvement of the quality of life and health conditions of the resident population;
- improvement of the socio-economic conditions in the region;
- benefits identified *versus* those expected, impacts on sustainable use of land resources;
- improved measures for the protection against pollution, emergency preparedness, protection of natural habitats and biodiversity, conservation of historic and cultural values, etc.;
- introduction of participatory activities and practice in the host country;
- implementation in practice of individual solutions and recommendations of the Project;
- formulation of a follow-up remedial programme on the basis of Project results;
- evaluation of professional capacity of involved institutions and authorities achieved by programme implementation;
- stakeholders response and participation;
- increased public awareness;
- inputs into national practice:
  - application of tools and methodologies;
  - implementation of recommendations related to improvement of institutional and legal arrangements in the country or in the Project area;
  - application of Project results in other areas of the host country;
  - initiation of similar programmes in the country; and
  - assistance by host country institutions and teams to other countries, if any.

### **5.2.2 Evaluation to be made by PAP/RAC**

In addition to the above-listed indicators, the following ones will have to be taken into account:

- successful application of methodologies, tools and procedures;
- successful integration of activities during the implementation stage, and of results in the final phase of the Project;
- the catalytic effect of the Project, expressed in qualitative terms;
- evaluation of conclusions of the Presentation Conference;
- inputs into national practice, or application of the results in other Mediterranean countries;
- inputs at the regional level:
  - to the Mediterranean Commission on Sustainable Development;
  - when formulating regional policies and strategies; and
  - when distributing and applying the Project results.

The assessment of Project results, taking into account the above-listed indicators, will be reported by MSDT within regular Post Project Reports, and by PAP/RAC within the Project Terminal Report, and other documents.

## **6 PROGRESS REPORTING**

Regular Progress Reports will be presented:

- a) at the Project level; and
- b) at the level of individual activities.

In addition, at the end of the Project, reports will be prepared at the Project level and for each activity.

Progress reports will be provided at a half-yearly base by:

- the respective Team Leader at the level of each individual Project activity;
- National Project Co-ordinator at the Project level; and
- MAP Project Co-ordinator.

The reports of Team Leaders will be presented to the Steering Committee and to PAP/RAC.

The reports of the National Project Co-ordinator and of the MAP Project Co-ordinator will be presented to MSDT, to PAP/RAC and to MEDU.

The Final Project Report will be prepared by the MAP Project Co-ordinator on the basis of the draft version to be prepared by the National Project Co-ordinator.

## 7 POST PROJECT ACTIVITIES

In order to provide conditions for the utilisation of Project results after the official closure of the Project, the following activities will be implemented:

- a) formulation and gradual implementation of a Follow-up Programme;
- b) monitoring of the use of Project results, evaluation of the monitoring results, reporting; and
- c) formulation of proposals for the use of Project results at the MAP level.

The time frame for implementation of the above activities is defined by the Project Workplan presented in section 4 of this Agreement.

### 7.1 Follow-up activities

Taking into consideration the solutions and recommendations presented by the Final Integrated Project Document, the Follow-up Proposals and Urgent Investment Portfolio, as well as the conclusion of the Presentation Conference, the Montenegrin Ministry of Sustainable Development and Tourism will prepare a Project Follow-up Programme (Plan of Actions). PAP/RAC will provide assistance as appropriate. The Follow-up Programme will be submitted to the relevant national authorities for approval. According to the Programme (Plan of Actions), the Project results will be gradually implemented / introduced in the national practice.

### 7.2 Monitoring, evaluation and reporting

MSDT will monitor the Project-related follow-up activities identifying and registering:

- a) the progress achieved;
- b) actions in preparation, on-going and implemented;
- c) Project results applied; and
- d) other benefits of the Project.

The process will be implemented at the Project area level (which coincides with the national level coastal area).

During the monitoring process the following aspects will be taken into consideration:

- activities implemented, their results and outputs, direct benefits, financial aspects, problems encountered, corrective actions undertaken;
- activities in preparation and/or on-going: present state, problems, actions undertaken or needed for solving them, prospective of implementing activities in preparation;
- methodologies, tools, and procedures applied by the Project: introduced or applied in national / Project area practice, problems encountered, corrective actions, expected results;
- planning initiatives / activities undertaken or in preparation;
- institutional and / or legal and / or management-related initiatives according to the proposals made by the Project;
- catalytic effect of the Project in the Project area or at the national level; and
- identification of direct, and of indirect benefits and beneficiaries of the Project.

The evaluation procedure, to be applied by the Montenegrin MSDT, will be based on the results of the monitoring process, following the elements listed above, and taking into consideration the following:

- a) evaluation of the achievements according to achievement indicators, defined in section 5.2; and

- b) evaluation according to the following:
- contribution to improved sustainability within the Project area, following sustainability indicators;
  - direct and indirect benefits of the Project, and their significance;
  - nature and significance of problems of a general nature and of those related to individual follow-up actions, impacts of these problems on the use of Project results; and
  - lessons learned.

PAP/RAC will provide assistance when establishing the monitoring process and evaluating the monitoring results. The results of the monitoring and evaluation process will be reported by MSDT to MAP through PAP/RAC. At the end of the reporting period, MSDT will prepare the Final Post Project Report, summarising the results achieved and benefits identified, indicating problems and lessons learned, and proposing further activities, as appropriate and needed.

### **7.3 Use of results at MAP level**

In order to create conditions for the use of Project results at the MAP level, PAP/RAC will formulate Reports, including proposals for the use of Project results at that level:

- a) after the official closure of the Project; and
- b) at the end of the post Project reporting period.

The PAP/RAC Reports will include:

- a) findings by PAP/RAC, related to:
  - results and experience of the Project, applicable at MAP level (policies, strategies, procedures, methodologies);
  - lessons learned, to be taken into account at the MAP CAMP level (related to the formulation and implementation of Projects, follow-up, use of Project activities, integration procedure, participation, etc.); and
  - results and experience to be recommended as pilot ones for solving similar problems in the region.
- b) findings extrapolated and summarised from the half-yearly Post Project Reports and the Final Post Project Report, and identification of results relevant for the MAP level; and
- c) proposals related to the use of Project results at the MAP level.

Evaluating the proposals and applying or using the results at MAP level is within the competence of the MEDU and of the MCSD.