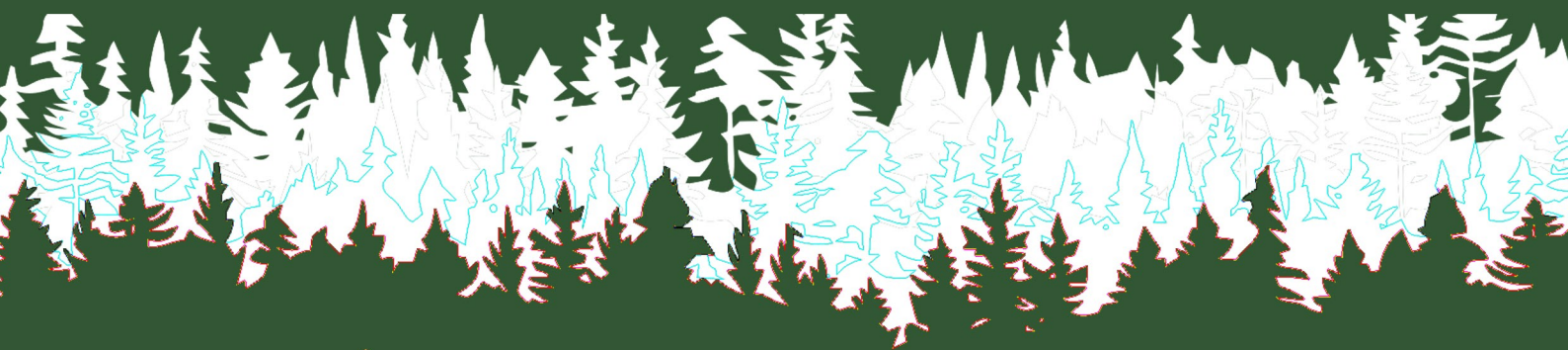


BEAR IN MIND



*CAPACITY ASSESSMENT REPORT WITH RECOMMENDATION
FOR CAPACITY BUILDING PROGRAMME FOR RELEVANT
STAKEHOLDERS FOR MANAGEMENT OF FOUR PROTECTED
AREAS IN MONTENEGRO AND BOSNIA AND HERZEGOVINA*



Funded by:



IPA Instrument for Pre-accession Assistance
Bosnia and Herzegovina / Montenegro



Crna Gora
Ministarstvo javne uprave

List of abbreviations

| | |
|------|--|
| B&H | Bosnia and Herzegovina |
| CA | Capacity Assessment |
| CB | Capacity Building |
| CD | Capacity Development |
| IUCN | International Union for Conservation of Nature |
| LGU | Local Governmental Unit |
| MARD | Ministry of Agriculture and Rural Development |
| MSDT | Ministry of Sustainable Development and Tourism |
| MTMA | Ministry of Transport and Maritime Affairs |
| MNE | Montenegro |
| MU | Management unit |
| NEPA | Nature and Environmental Protection Agency |
| NGO | Non Governmental Organization |
| NPD | National Park “Durmitor” |
| NPS | National Park “Sutjeska” |
| PAs | Protected Areas |
| PENP | Public Enterprise “National parks of Montenegro” |

ANNEXES

ANNEX I

QUESTIONNAIRE

Contents

| | |
|--|----|
| 1. INTRODUCTION..... | 4 |
| 2.OBJECTIVE AND PLANNED RESULTS | 6 |
| 3. METHODOLOGY..... | 7 |
| 4. ENABLING ENVIRONMENT | 9 |
| Overview of institutions | 9 |
| 4.1. Bosnia and Herzegovina (B&H)..... | 10 |
| 4.1.1.1. Federation of B&H..... | 10 |
| 4.2. Montenegro..... | 13 |
| 4.2.2. Local self-governments | 16 |
| 4.2.2. NGOs..... | 17 |
| 4.2.3. The private sector in the management of protected areas (B&H and MNE)..... | 18 |
| 5.THE ORGANIZATIONAL LEVEL _ANALYSIS OF COLLECTED ANSWERS | 18 |
| 5.1. PE NATIONAL PARKS OF MONTENEGRO | 19 |
| 5.1.1. NP DURMITOR..... | 21 |
| 5.2. NATURE PARK PIVA | 22 |
| 5.3. NP „SUTJESKA“ | 26 |
| 5.4. NP „BLIDINJE“ | 30 |
| 6. LOCAL GOVERNMENTS | 32 |
| 6.1. Bosnia and Herzegovina | 32 |
| 6.1.1. Posušje..... | 32 |
| 6.1.2. Kalinovik..... | 32 |
| 6.1.3. Mostar | 32 |
| 6.1.4. Jablanica..... | 33 |
| 6.1.5. Tomislavgrad | 33 |
| 6.2. Montenegro..... | 33 |
| 6.2.1. Plužine | 33 |
| 6.2.2. Žabljak | 35 |
| 6.2.3. Mojkovac..... | 35 |
| 6.2.4. Pljevlja | 35 |
| 7. ANALYSIS OF CAPACITIES FOR PAS MANAGEMENT _INDIVIDUAL LEVEL..... | 36 |
| 7.1. Existing capacity..... | 36 |
| 7.2. Future capacity..... | 38 |
| 8. STRENGTHS AND WEAKNESSES OF THE PA INSTITUTIONS..... | 39 |
| 9. RESULTS AND DISCUSSION..... | 40 |
| 9.1. CAPACITY NEEDS ASSESSMENT | 40 |
| 9.2. IDENTIFYING CAPACITY GAPS..... | 41 |
| 9.3. Gender Composition | 47 |
| 10. CONCLUSIONS..... | 47 |
| 11. MECHANISM FOR STAKEHOLDERS INVOLVEMENT | 52 |
| 12. RECOMMENDATIONS FOR STRENGTHENING TECHNICAL AND HUMAN CAPACITIES FOR BETTER MANAGEMENT..... | 52 |
| 13. Bibliography..... | 54 |
| 14. ANNEX I | 57 |
| QUESTIONNAIRE | 57 |

1. INTRODUCTION

Protected areas at the local level and national level are a cornerstone of biodiversity conservation, while at the same time significantly contributing to people's livelihoods, particularly at the local level. *Protected areas are at the core of efforts towards conserving nature and the services it provides us – food, clean water supply, medicines, and protection from the impacts of natural disasters* (Watson J.E.M at all, 2014).

As per International Union for Conservation of Nature (IUCN) definition from the year 2008: "A protected area is a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values".

Further on, IUCN provides the classification of protected areas according to their management objectives:

- **Ia Strict Nature Reserve**

Category Ia is strictly protected areas set aside to protect biodiversity and also possibly geological/geomorphic features, where human visitation, use, and impacts are strictly controlled and limited to ensure the protection of the conservation values. Such protected areas can serve as indispensable reference areas for scientific research and monitoring;

- **Ib Wilderness Area**

Category Ib protected areas are usually large unmodified or slightly modified areas, retaining their natural character and influence without permanent or significant human habitation, which is protected and managed to preserve their natural condition;

- **II National Park**

Category II protected areas are large natural or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible, spiritual, scientific, educational, recreational, and visitor opportunities;

- **III Natural Monument or Feature**

Category III protected areas are set aside to protect a specific natural monument, which can be a landform, seamounts, submarine caverns, geological feature such as a cave or even a living feature such as an ancient grove. They are generally quite small protected areas and often have high visitor value;

- **IV Habitat/Species Management Area**

Category IV protected areas aim to protect particular species or habitats and management reflects this priority. Many Category IV protected areas will need regular, active interventions to address the requirements of particular species or to maintain habitats, but this is not a requirement of the category;

- **V Protected Landscape/ Seascape**

A protected area where the interaction of people and nature over time has produced an area of distinct character with significant, ecological, biological, cultural and scenic value: and where safeguarding the integrity of this interaction is vital to protecting and sustaining the area and its associated nature conservation and other values;

- **VI Protected area with sustainable use of natural resources**

Category VI protected areas conserve ecosystems and habitats together with associated cultural values and traditional natural resource management systems. They are generally large, with most of the area in a natural condition, where a proportion is

under sustainable natural resource management and where low-level non-industrial use of natural resources compatible with nature conservation is seen as one of the main aims of the area;

Although not entirely aligned with Bosnia and Herzegovina and Montenegro legislation and its categorization, these definitions are the best illustration of the intended results of management practices for protected areas applicable worldwide.

This document aims to assess capacities for the management of the protected area in Montenegro and Bosnia and Herzegovina according to the BEAR in Mind project conditions.

Some of definition which will be used in this Assessment are:

1. **CAPACITY:** understood as the ability of people, organizations, and society as a whole to manage their affairs successfully.
2. **CAPACITY ASSESSMENT:** *an analysis of desired capacities against existing capacities; this generates an understanding of capacity assets and needs, which informs the formulation of capacity development (CD) response”.*¹

Also, the definition of Capacity Assessment (CA) is: *“The process of broadly assessing both the current state of the developing countries’ capabilities for handling issues (capacity) at multiple levels—including the individual, organizational, and societal level—and the extent to which development process has brought about positive changes, and then sharing the results from this with concerned parties to formulate CD strategies.”*

- **CAPACITY DEVELOPMENT (CD):** the process by which individuals, groups, and organizations, institutions, and countries develop, enhance, and organize their systems, resources, and knowledge. Actual CD is reflected in their individual and collective abilities, to perform functions, solve problems, and achieve objectives.

Capacity development is therefore to be considered as a learning process. The temporal aspect of the process is crucial since capacity development is complex and involves different stakeholders and levels (societal, institutional and sectorial) within a delimited timeframe.

Capacity development is a process of change that aims to induce various actors to adopt new responsibilities, skills, behaviors, values, and policies. It entails behavioral changes at two levels:

- Among individuals (i.e. human and social capital) so that with new knowledge, skills, attitudes, values and relationships, they can leverage strengths and create new opportunities;
 - In the performance culture of entities (i.e. organizational capital) so that with the adoption of new information, technologies, strategies, policies, values and/or responsibilities, individuals collectively can improve organizational structures and systems, both from within and outside organizations, thereby influencing reforms in larger systems and societies. ²
- **PROCESS:** this refers to the learning path for the deployment of certain capacities. This trajectory is the product of knowledge and practice.

¹ [UNDP Practice Note: Capacity Assessment, September 2008](#)

² UNDP definition

There are three perspectives of CA:

- Assessments of capacity itself: Assessments of the current state of capacities and the possible changes;
- Assessments of CD programmes: establish the right paths to CD;
- Assessments of modalities for CD support: Examining donors' current approach for CD and their working system³

2. OBJECTIVE AND PLANNED RESULTS

Following the Terms of Reference, the objective of this Capacity assessment is to provide support to the improvement of specific skills of Protected Areas (PAs) managers/staff by selecting priority areas for capacity building under EU best practices. Prepared Capacity assessment report with recommendations for Capacity building programme which will be the base for training implementations.

The Capacity assessment will result in the concrete recommendation, focused on the organizational structure of the PAs, on coordination between its organizational units, but also on the coordination of the PAs with other institutions in the field of protected areas and other related areas according to the eligible information and data.

Aims of this CA are:

1. To share the results of the assessment to the target states and to create programme for Capacity Building (CB);
2. To determine the baseline and changing process of capacities of the target organizations and assess potentials for implementing of CB programme;
3. To improve dialogue between target institutions and management of protected areas with the relevant recommendation for Capacity building programme which will support the professional development of staff in the PE NP "Durmitor" and "Sutjeska", NP "Piva" and "Blidinje" and select local municipalities that are responsible for the planning and administration of the different categories of protected areas in Montenegro and Bosnia and Herzegovina.

The activities undertaken before preparation of the Capacity assessment was directed at:

- Identifying the desired skills and competence standards required for effective protected area planning and management at the different occupational levels within the PENP and select local municipalities;
- Assessing the current skills base and competence levels of planning and operational protected area staff in PENP and select local municipalities, and identifying the critical 'gaps' for the different levels.

According to that will be developed an institutional skill and training program for the PAs management units and select local municipalities.

³ https://www.jica.go.jp/jica-ri/IFIC_and_JBICI-Studies/english/publications/reports/study/capacity/200809/pdf/01.pdf

3. METHODOLOGY

During work, firstly it was conducted an investigation by questionnaire for all target groups (4 protected areas and municipalities targeted by the project)⁴. In cooperation with project manager and partners on the Project, consultations with relevant stakeholders and assessment of their needs and capacities were conducted. The adequate questionnaire was prepared and distributed to the PAs management units, local governments and other stakeholders on which this document could have an influence. The officials from PAs management units fulfilled the self-assessment questionnaires, prepared by Tenderer and delivered by Project's partners to the four PA units. The results of these questionnaires are summarized in Chapter „Results and Discussion“. Also, few letters sent to the relevant stakeholders and PAs management units for collecting relevant information regarding the organization chapters, number of employees, relevant training realized in the previous few years, capacities for management and implementation of the strategies and plans related to the good management of PAs.

After the collection of relevant information and their analysis, it was realized desktop research in this field. This research was included all available and published strategies, adopted spatial plans, adopted and/or draft management plans for protected areas, work's reports, governmental reports, information and in direct contact with relevant stakeholders. The material studying is included an overview of the electronic form available documents on English, Montenegrin and Bosnian and Herzegovinian languages, on the topic of the institutional framework and protected area management. During the preparation of this CA Report, it was considered the stakeholders' views on the capacities of existing PAs management units, practices and the latest plans and programmes of management of PAs. The strengths and weaknesses of different structures of protected areas are considered and the principles of good governance in protected area systems in Montenegro and Bosnia and Herzegovina were discussed.

According to that investigation, Tenderer prepared the First Draft of Capacity assessment report with recommendations for the Capacity building programme.

This First Draft also includes: draft analysis of collected answers; draft analysis of capacities and needs for four PAs and draft recommendations for the necessary training programme for capacity building for key stakeholders.

In this CA Report, Tenderer analyses the current capacities of the PAs management units with the focus on human resources, organization and allocation of functions and work methods and rules. These capacities are analyzed at the following levels:

- the **enabling environment**: describes the system of the PAs management units and position, responsibilities, structure and relations with other relevant institutions;
- **the organizational level**: internal rules and procedures that define the work methods, human resources and functioning of the PAs management units;
- **the individual level**: the staff capacities in the PAs management units.

⁴ For more information, see ANNEX I

The tenderer has found the other necessary data for this assessment in Montenegro and Bosnia and Herzegovina legislation, policy documents and other relevant acts and documents. The report is the output from surveys of capacity development needs in two countries: Bosnia and Herzegovina and Montenegro.

A Questionnaire (Annex I) was completed by 9 respondents, representing 4 protected areas covering 117.510,24 ha, employing 200 staff. Results presented in one part of this report are shown results for each protected area separately and in the other part have been aggregated for all (four) protected areas.

The results of the surveys provide information on staffing profiles (numbers, job levels, education and experience), training provided and structured assessments of competence in specific protected area skills across two categories of protected area in two countries.

Tenderer undertook an overview of documents and information available in electronic form in English and local language, on the institutional framework and the management of protected areas, capacity building practices and good example cases. In this respect, policies, plans, strategies, reports, laws and regulations in Bosnia and Herzegovina and Montenegro, numerous drafts and unpublished documents laws, governance structures, principles of good governance and examples of sustainable development in protected areas, financing, guidelines and guides for protected areas are reviewed. Development contexts, strategies, individual examples and best practices were analyzed.

An important step in the process of capacity needs assessment is to identify key issues and strengthening the capacity of staff. Depending on the composition, structure and ability of stakeholders to articulate their perception of issues and problems, the list may be imprecisely formulated and long. However, being precise in the analysis of a problem is probably the most important step towards identifying priority issues.

The tenderer has verified all solutions recommended in this assessment against the following criteria:

- **work based on the EU good practice;**
- **feasibility**, which means that they: can achieve the desired growth in capacity and that they can be realized in short or medium-term future concerning Montenegro and Bosnia and Herzegovina legal system and another aspect of the enabling environment;
- **efficiency** according to the material, human and financial point of view.

In the chapter which is focused on enabling environment, they were identified the relevant institutions for this issue and analyzed it according to their relevance to influence and capacity.

To the management of protected areas, organizational and technical background for biodiversity data management relevant institution was recognized in Montenegro and Bosnia and Herzegovina. These institutions are engaged in the management of protected areas, biodiversity data inventory, storage, processing and reporting.

All relevant institutions were ranked with respect to their political influence, relevance, capacity, roles and reporting obligations by the professional experience of Tenderer and other available information.

The first role has states' institutions that prepared relevant legal acts for the management of protected areas after they are PAs management units, local governments, NGOs and individuals who collect biodiversity data in the field about habitats and species.

During investigation and data collection, communication and consultations with the project's partners were continuous.

The focus of the Report's framework is the finding of solutions for efficient PAs management.

In the discussion and discussion's parts of this Report will be analyses capacity assets and needs and formulating a capacity development response by establishing indicators for capacity development and benchmarks for measuring progress on it.

4. ENABLING ENVIRONMENT

Governments define policies/strategies for protection of nature and natural values and in that context managing of those values and action plans in order to implement established policies/strategies. Assessment at this level includes the management and accountability, resources and processes and how resources and information flow both formally and informally. For this sectoral level, the analysis would include only the relevant components. The entry point for nationals' assessments was the role and functioning of the legal framework (laws, legislation) and strategical framework as part of the management of protected areas. A number of approaches are possible for mapping the policy environment (Brinkerhoff 2002) such as policy characteristics analysis, political mapping, or policy network mapping. All are based on simple unifying themes and can be presented as models or matrices.

- Policy characteristics analysis: assists in identifying the driving forces and decision-makers, responsibilities;
- Political mapping: identifies stakeholders in policy-making, inter-sectoral cooperation; cooperation between external stakeholders, social groups, pressure groups and assessment of their different levels in supporting influence;
- Policy network: present the linkages between different actors in policy-making for assessment of 'joined-up government'.
- Assessment of the legal and regulatory framework relevant to PA management and to identify the gaps and needs.

Both the policy processes and legal framework is taken into account for the assessment of management of PAs within its wider context.

Overview of institutions

Traditionally capacity development and organizational strengthening focused almost entirely on human resources, processes and organizational structuring. It is important

to include interactions with other organizations and stakeholders within the wider enabling environment. In an increasingly complex world, it is important to form partnerships and to network with other organizations for synergy and complementarity in delivering services.

4.1. Bosnia and Herzegovina (B&H)

Bosnia and Herzegovina has **two entities**: Federation of Bosnia and Herzegovina (with ten cantons) and the Republic of Srpska, and **one district**, Brčko.

According to the Constitution of Bosnia and Herzegovina, jurisdiction over environmental issues is the responsibility of the institutions within the two entities.

4.1.1. State institutions

At the State level, **the Ministry of Foreign Trade and Economic Relations** of Bosnia and Herzegovina is responsible for defining policies, international cooperation, EU integration activities related to the use of natural and water resources and environmental protection. The Ministry establishes clear coordination mechanisms, guidelines and reporting procedures for the administrative organizations, coordinates and participates in the development of overall policies for the appropriate sector in which administrative organizations operate, and coordinates and participates in the development of new regulations and implementing acts. ⁵

4.1.1.1. Federation of B&H

Government institutions

The main institutions in the Federation of B&H responsible for nature conservation are:

- Federal Ministry of Environment and Tourism;
- Environmental Protection Fund of the Federation of B&H;
- Public enterprises, public institutions;
- Management department at the municipality level.

Federal Ministry of Environment and Tourism is responsible for:

- Environmental protection of air, water and soil;
- Strategies and policies for environmental protection;
- Quality standards for air, water and land;
- Environmental monitoring and control of air, water and land.

Collecting and distributing financial resources for nature conservation in the Federation of B&H is the responsibility of **the Environmental Protection Fund**. That resources provide the preparation, development and implementation of programmes and projects in nature conservation and sustainable use of biodiversity.

⁵ <http://www.mvteo.gov.ba/Content/Read/agencije-u-nadleznosti-ministarstva>

Other relevant institutions indirectly linked to nature conservation in the Federation of B&H are Federal Ministry of Spatial Planning, Federal Ministry of Agriculture, Water Management and Forestry, Federal Administration for Inspection Activities and Federal Office of Statistics.

Public Enterprise Blidinje Nature Park is Cantonal Institution. It performs the activity of protection, maintenance and promotion of "Blidinje Nature Park" in order to protect and preserve the originality of nature, ensures the smooth running of natural processes and sustainable use of natural resources and monitors the implementation of conditions and measures for nature protection. It also monitors the manner of performing permitted economic activities, with the aim of ensuring the rational and sustainable use of natural resources.

In this territory are important Herzegovina-Neretva Canton, Herzeg-Bosnian Canton and Canton 10. In **Canton 10** Nature protection is a responsibility of **the Ministry of Construction, Reconstruction, Spatial Planning and Environmental Protection**.

Local governments (municipalities: Jablanica, Mostar, Rama, Tomislavgrad, Posušje) are responsible for:

- Environmental protection policies (establishment and implementation);
- Management of natural resources of the local self-government units;
- Management, financing and improvement of the operations and facilities (water supply, wastewater disposal and treatment and solid waste collection and disposal);
- Management, financing and improvement of parks.

4.1.1.2. NGOs

NGOs are most actively engaged in raising public awareness on biodiversity and environmental issues. Some of the most active NGOs in the field of nature conservation are the following:

- "Naše ptice" Ornithological Society, Sarajevo
- Association for environmental protection and sustainable development „Naša baština", Tomislavgrad;
- NGO „Novi Val“
- NGO „Lijepa naša“
- NGO „Čaplja“.

Ornithological Society "Naše ptice" has permanent employees working on biodiversity-related projects.

4.1.2. The Republic of Srpska

The entity Republic of Srpska is responsible for:

- Environmental protection;
- Water management;
- Integrated protection and improvement of environment and nature in general;
- Research, planning and management of environmental protection;
- Comprehensive protection of natural resources, natural and cultural heritage;

- Participation in the development and implementation of projects on the international and domestic level in the field of environmental protection;
- Cooperation and exchange experiences with international and domestic agencies, organizations and NGOs in the field of the environment;
- Participation in the implementation of projects financed by international financial organizations in the field of environmental protection.

Government institutions of the Republic of Srpska involved in nature conservation are:

- Ministry of Spatial Planning, Civil Engineering and Ecology of the Republic of Srpska;
- Republic Institute for the Protection of Cultural, Historical and Natural Heritage;
- Environmental Protection and Energy Efficiency Fund of the Republic of Srpska;
- Ministry of Agriculture, Forestry and Water Management;
- Public institutions for national parks.

Ministry of Spatial Planning, Civil Engineering and Ecology is responsible for: management planning and protection measures, protection of the natural assets of general interest, natural resources, natural and cultural heritage, and supervision of urban planning, construction and environmental protection. ⁶

The Republic Institute for the Protection of Cultural, Historical and Natural Heritage has headquarters in Banja Luka and offices in Pale and Trebinje. The Institute is responsible for: research, evaluation of natural areas under preliminary protection, maintenance of a central registry of protected resources, drafting of expert analyses on protecting and using resources during the development of spatial and urban development plans, defining conditions for using protected resources, performing other tasks related to protection and use of natural heritage, information exchange. ⁷

The Environmental Protection and Energy Efficiency Fund is responsible for delivering the financing for projects and programmes in the nature conservation field.

Ministry of Agriculture, Forestry and Water Management is responsible for agriculture, water, forestry, veterinary and management of the Sava River Basin and water district of the Trebišnjica River. ⁸

In the Republic of Srpska there are two management authorities for two national parks: Public Institution of Kozara National Park and the **Public Institution of Sutjeska National Park**. ⁹

Local governments (municipalities) are responsible for:

- Ensuring of preservation of natural resources in the area;
- Ensuring of improvement of air quality and publish information about the state of air quality;
- Determination of water management requirements;

⁶ <https://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mgr/Pages/default.aspx>

⁷ <http://www.nasljedje.org/>

⁸ <https://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mps/Pages/default.aspx>

⁹ <http://npsutjeska.info/en/home/>

- Implementation of specific activities for the protection and preservation of the environment.

Other institutions involved in nature conservation are research, scientific institutions and NGOs. Prominent research institutions are the **Genetic Resources Institute** (Centre for Biodiversity) and the **Institute for the Protection and Ecology of the Republic of Srpska**.

4.1.2.1. NGOs

Relevant NGOs are Center for environment and Society for Protection and Research of Biodiversity.

4.2. Montenegro

4.2.1. Governmental institutions

Responsibility for the management of protected areas is split at two levels: national and local. Also, few line ministries have some competencies relevant for managing of PAs.

Capacities of the existing institutions are of critical importance for the implementation of policies, legislation and strategies in the area of biodiversity. Another important issue for PAs management ensures integration of biodiversity policy and requirements for its protection or sustainable use into other sectoral policies, strategies and plans.

National Council for Sustainable Development, Climate Change and Integrated Coastal Zone Management¹⁰ was founded in 2002. Its role is to oversee implementation of the National Strategy for Sustainable Development (NSSD), as well as to review strategic development documents, investment programmes and similar, in order to provide for integration of sustainable development approaches into sectoral policies. It is chaired by the President of Montenegro and it has 26 members. The Council has working groups for revision and monitoring the implementation of the National Strategy for Sustainable Development; Sustainable Management of Resources; Mitigation and Adaptation to Climate Changes, Integrated Coastal Zone Management.

The main role in nature protection has **the Ministry of Sustainable Development and Tourism**. The responsibilities of the environment sector are to develop national strategies, policies, laws and standards for environmental protection. The previous Direction for Nature Protection is merged with Direction for Industrial Pollution Control and Chemicals Management. Currently, just two¹¹ employees work on a set of nature protection related tasks, including sustainable use of natural resources; Nature conservation, national parks, protected areas and biodiversity; etc.¹²

Department for Spatial Planning is very important for PAs establishment and management, primarily through its land use/ spatial planning functions.

¹⁰ <http://www.mrt.gov.me/odrzivi/odrzivi-nacionalni-savjet>

¹¹ Rulebook on Organisation and Sistemization of Work for Ministry of Sustainable Development and Tourism

¹² <http://www.mrt.gov.me/en/ministry>

For issues related to this Capacity Assessment very important role has **the Ministry of Agriculture and Rural Development**.¹³

The Environmental Protection Agency was established in 2008 by the Government of Montenegro based on the provisions of the Law on Environment (2008). The Environmental Protection Agency was transformed into **Nature and Environmental Protection Agency** (NEPA) in 2017. The purpose of the establishment of the NEPA was to separate environmental policy and legislation tasks from executive ones and thus strengthen the overall capacities of environmental administration.

NEPA has a number of responsibilities in the area of nature protection. With the inclusion of the Nature Protection Institute into the organizational structure of EPA, all tasks related to the implementation of nature protection legislation was performed by a single institution. Nature conservation experts are employed mainly in the Sector for Nature Protection, Monitoring, Analysis and Reporting. Among many tasks, the Agency is in charge of the monitoring of the state of nature, development of relevant studies in the process of establishment of protected areas, preparation and realization of monitoring programmes, development and maintenance of the database on the environment (including biodiversity), development of strategic environmental impact assessments and environmental impact assessments, approvals for the collection, use, breeding, keeping and approvals for the collection, use, breeding, keeping and trafficking of wild animals, approvals for the collection, use, cultivation, keeping and movement of protected wild herbs and fungi, scientific and educational research, educational activities and free public access to information regarding nature protection.¹⁴

Ministry of Agriculture and Rural Development (MARD) is responsible for forestry, agriculture, fishery, and water protection and use. MARD's key competences that are relevant for nature protection and PAs management include management and protection of forests, hunting and fishing. In each of these areas, MARD has a duty in the preparation of laws, policies and management plans, protection of resources, development and maintenance information systems, etc. In the forestry area, fulfillment of MARD's responsibility is supported by Forestry Administration as an executive body in charge of forestry planning and issuance of concessions. The Ministry also has an important role in agro-biodiversity due to its competences for agriculture development and agricultural land management.¹⁵

Ministry of Transport and Maritime Affairs (MTMA) has a wide range of competencies related to the transport system. Responsibilities particularly relevant for nature protection include planning and development of transport infrastructure.¹⁶

Ministry of Science (MS) is responsible for scientific research strategies, the realization of many international research programmes, monitoring of scientific research activities, etc.¹⁷

¹³ <http://www.minpolj.gov.me/ministarstvo>

¹⁴ www.epa.org.me

¹⁵ <http://www.minpolj.gov.me/ministarstvo>

¹⁶ <http://www.msp.gov.me/ministarstvo>

¹⁷ <http://www.mna.gov.me/ministarstvo>

Ministry of Culture (MC) is responsible for the protection and valorization of national cultural heritage, public information and awareness on cultural heritage, media, etc.¹⁸

Ministry of Education (MoE) is responsible for education policies and strategies, functioning of the national education system, etc.¹⁹

Ministry of Finance (MF) is responsible for financial and budgetary issues.²⁰

Other administration bodies with important competencies for nature protection are **Forestry and Water Administrations**, as well as **Real Estate Administration**.

Water Administration (WA) has important competencies for the implementation of water legislation which include: implementation of measures and works on the regulation of watercourses, protection from harmful impacts of water and protection of water from pollution; providing for the use of water, materials from watercourses, and the use of land adjacent to waters through the issuance of concession; preparation of relevant plans and programmes; management and supervision of investment works; calculation of water management fees and charges and overseeing their use in line with the Government's programme; organization and management of water management monitoring; and preparation of proposals for water management legislation. River basin management plans and designation of water protected areas, as required under the Law on Water, is also within competencies of Water Administration.²¹

Forest Administration (FA) is a state administration body responsible for: forest management planning, development of inventories, planning bases and programmes for forest management and use, and development of forestation projects and plans; issuance of concessions for the use of state-owned forests; maintenance of forest information system; improvements in forest development, protection and use; provision of adequate care for biological reproduction of forests and work on production and improvements of seeds and seedlings; protection of natural and man-made forest values, prevention and mitigation of negative impacts on forest, and in cases when these impacts endanger forest values, implementation of rehabilitation programmes; protection of forests and forest lands from illegal land uses, forest fires and similar threats; marking of trees for logging, issuance of logging certificates, etc. Forest Administration manages state-owned forests and performs expert services (such as planning, marking, protection) for management of privately owned forests. Forest Administration also assumes a role in managing protected areas that will be designated within forested zones (except for the forests of the national parks, which are regulated under the Law on National Parks and managed by a separate authority – Public Enterprise National Parks).²²

¹⁸ <http://www.mku.gov.me/ministarstvo>

¹⁹ <http://www.mpin.gov.me/ministarstvo>

²⁰ <http://www.mif.gov.me/ministarstvo>

²¹ <http://www.upravazavode.gov.me/uprava>

²² <http://www.upravazasume.me/prva.php>

Real Estate Administration has important competencies related to land use and spatial planning as it keeps the data on all types of land and property registers²³ and provides land recodes (supervised by the Ministry of Finance). It has sectors and departments responsible for geodesy, photogrammetry, cartography (including GIS), surveying, and planning. The administration has branch offices in each of the municipalities.²⁴

Inspectorates are organized at the national level, as well as on local levels for the areas and competencies that are delegated to local self-government. Inspectorates that are particularly relevant for PAs management are ecological, spatial protection, construction, forestry, fisheries, hunting and water inspectorates. Overall, the capacities of these institutions are not sufficient to ensure effective protection of biodiversity and PAs and coordination of their work is particularly important in order to strengthen weak enforcement capacities.²⁵

PA managers depend on different inspectorates for enforcement of regulations related to PA management and biodiversity protection and for addressing the threats to which PAs are exposed.

Bio-technical Institute works as a separate research unit within the University of Montenegro. The Institute is funded through the state budget and has an important role in soil and forestry research and in soil protection activities.²⁶

Important strengthening of the overall human resources capacity of nature protection administration is planned through different Governmental strategies and plans.

4.2.2. Local self-governments

The Law on Nature Protection delegates competences for proclamation and management of certain categories of nature protected areas (namely for regional/nature parks, natural monuments, and landscapes with outstanding characteristics) to local government level. Local government initiatives, as a rule, fell short of establishing adequate management structures and providing adequate resources for PAs. The actual performance of municipalities in relation to these competences is limited because of the lack of financial resources, technical facilities and human capacity. Even those municipalities that have more substantial budgets and human resources did not implement active policies on protected areas, as biodiversity protection was rarely considered as a high priority area. There are, however, exceptions to this prevailing situation and examples where local governments have considerable interest in protected areas yet lack mechanisms to carry out such aspirations. Capacity constraints are also present in the area of spatial planning (local governments are responsible for drawing up different types of spatial plans for their respective territories) which is another important tool for the protection of valuable ecosystems and for setting up criteria and conditions for conservation of local natural values.

²³ An up to date registry of land property rights for the whole country is not in place yet.

²⁴ <http://www.nekretnine.co.me/>

²⁵ <http://www.uip.gov.me/>

²⁶ <https://www.ucg.ac.me/btf>

Other competencies of local governments that are related to protected areas include general environmental protection and local level inspectorates. Capacity deficiencies are evident. In municipalities Žabljak, Mojkovac, Pljevlja and Plužine environmental tasks are covered by a single person dealt with the whole environment, not just for nature protection or management of protected areas. There isn't a separate Unit for Environment or Nature Protection. Management is achieved through the work of the various municipal bodies.

Local governments are also in charge for: implementation of Biodiversity Strategy through the development of Local Action Plans for Biodiversity; financial and budgetary provisions; a proclamation of Protected Areas of Category III and lower and appointment of Managers of protected areas; providing for the management of protected areas declared at the local level including regional parks, parks of nature, and monuments of nature.

At the local level, there is also communal inspection.

4.2.2. NGOs

Environmental NGOs and those that focus specifically on nature protection issues have developed significantly over the course of the last two decades. The development refers to both the number of present organizations and the number and scope of their projects and has made nature NGOs an increasingly important stakeholder for PAs. Some of the key national NGOs that have been active in nature protection areas in Montenegro include Centre for the Protection of Birds, Green Home, Greens of Montenegro, and others. The most notable results of the activities undertaken in the past by NGO sector include raised awareness about values of PAs and threats they are facing, promotion of PAs and of the cross-border cooperation, concrete improvements related to the protection of certain species and habitats, contributions to research and biodiversity information, initiatives for the protection of new areas, and improvements in cooperation with local communities. The main donors for the NGO activities in the so-far period were international organizations, while the share of national funding sources remained on the lower level.

As for the capacity of NGOs, the weaknesses they exhibit include (still) limited impact at the policy level, as well as lack of capacity to implement more complex and multi-impact projects. These weaknesses can be attributed to the fact that many NGOs have difficulties with securing financial sustainability and that networking and mutual support are on the sub-optimal level. On the other hand, the advantages these stakeholders have to include flexibility and ability to motivate the general public, knowledge and information, as well as a strong dedication to nature protection not burdened with political and other policy agendas.

For ensuring sustainable use of PA resources and raising public awareness on PAs very important roles have local communities and resource users, as well as media.

The relevant NGOs in Montenegro are Centar za inicijative iz oblasti održivog turizma – CSTI (Centre for Sustainable Tourism Initiatives), NVO Exeditio, Kotor; NVO NATURA, Kolašin; NVO Green Home, Podgorica; NVO CZIP Podgorica (Center for Protection and

Research of birds of Montenegro); NVO FORS , Nikšić; NVO North Land , Berane; Regional Agency for Bjelasica, Komovi and Prokletije, NVO Ozon, Nikšić; NVO „ Zeleni Crne Gore" (Greens of Montenegro), Podgorica; NVO „ ADP ZID", NVO Evropski dom, (European House), Tivat; CNVP Connecting Natural Values and People Foundation; NVO Zeleno Srce (Green Heart); FAKT, Podgorica; NVO Program za životnu sredinu – EnvPro (Programme for Environment); NVO Eco-team; NVO Crnogorsko društvo ekologa (Montenegrin ecology society); NVO Društvo mladih ekologa Nikšić (Society of Young Ecologist).

4.2.3. The private sector in the management of protected areas (B&H and MNE)

Small and medium-sized enterprises in tourism and forestry sectors, agricultural producers and industrial facilities all comprise private sector stakeholders that have the potential to play an important role in providing for adequate protection and sustainable use of PAs resources that is not recognized at this moment. The obstacle for the introduction of the private sector in nature protection is a low level of integration of biodiversity into sectors' policies, poor enforcement and other weaknesses in the nature protection system, low awareness about PAs values. There is generally a lower level of priority attached to nature protection in situations where it 'competes' with economic development objectives.

It is necessary to increase the level of cooperation and understanding about mutual benefits (ex. between tourism companies, tour-operations, NGOs and PA institutions) from well managed PAs. Specific areas where the private sector could further contribute to the protection and improved management of PAs include different forms of sustainable tourism (especially nature-based and agro-tourism), development of small scale businesses for typical agricultural produce, collection and marketing of non-timber forest products, etc. There is a growing number of a business that depends on/are benefiting from PAs. They have to show social responsibility as a tool for supporting the PA system.

5. THE ORGANIZATIONAL LEVEL _ANALYSIS OF COLLECTED ANSWERS

Assessment of existing capacity at the organizational level taken into account relevant organizations within their institutional context and considered their linkages and relationships with other relevant organizations. The first step in capacity assessment at the organizational level was enabling environment and stakeholder analysis.

These are the PAs management units who are the principal beneficiaries of PAs, the wider local community, local and national governments, private sector organizations, NGOs. Stakeholder analysis can be used to determine who is and should be involved in the nature of their involvement (role, responsibilities), and magnitude of involvement (professional and full activities or specific activities only). Only very few need to be involved in capacity assessments in the initial policy/concept development stages. There are a number of techniques, tools and methods that can support the stakeholder analysis such as surveys, workshops and conferences. The mechanism for stakeholder involvement is another key area. They may be represented through formal management

and some of them may be represented through advisory or consultative councils/boards, surveys, research, workshops and conferences.

With the existing number of employees, organizational structure and budgetary sources, the assessed institutions are not able to fully implement the adopted management plans and relevant legislation. The PAs management units (Durmitor, Sutjeska, Piva and Blidinje) have low or no capacities to respond to present and future challenges posed by the accession to the EU, especially in the area of nature protection and management and monitoring in the protected area.

All fulfilled questionnaires are assessed. The tenderer has received ten (10) responses.

The questionnaire contained 31 different types of the capacity of the PA management units and local government. With regard to each of these capacities, they were asked to:

- assess the **current capacities** by giving it a grade from 1 (very bad) to 4 (very good);
- state the **desired capacity building programme with the aim to increase future capacities;**
- and rate each capacity in accordance with **its importance.**

The 31 capacity types were clustered into the following groups:

1. Regulatory and Finance Framework (5 types),
2. Institutional Capacity (5 types)
3. Monitoring and Evaluation (5 types),
4. Resource Management (6 types),
5. Implementation Capacity (10 types).

5.1. PE NATIONAL PARKS OF MONTENEGRO

The main role for PA management in Montenegro has *Public Enterprise National Parks of Montenegro* (PENP). PENP is responsible for the protection and management of the five Montenegrin national parks - Durmitor, Biogradska gora, Skadar Lake, Lovćen and Prokletije, including the development and implementation of management plans and annual programmes (which require direct government approval), and promotion of the parks. The Enterprise was established in 1993, based on a governmental decision and under provisions of the Law on National Parks. It comprises six administrative units, one for each national park and a central headquarter in Podgorica. It is governed by a Management Board and a Director. According to the Rulebook on Organization and Systematization of PE National Parks of Montenegro, headquarter office in Podgorica currently has 78 employees and 49 employees (with 14 wardens) in PE NP „Durmitor“ (the number is without other four Parks).²⁷ National parks management is funded from budgetary transfers, own sources (i.e. revenues collected by the PENP based on the use of parks' resources) and donations. Based on the provisions of nature protection and national parks legislation, Public Enterprise National Parks of Montenegro is responsible for the preparation and implementation of management plans and programmes for protection, promotion and the use of National Parks. Management plans are adopted every 5 years and annual programs are developed in line with the

²⁷ http://stari.nparkovi.me/sajt/images/stories/Pravilnik_o_organizaciji_i_sistematizaciji_radnih_mjesta_JPNPCG_2017.pdf

management plans. These plans need to be approved by the Government. The operation of governing bodies (the Board and Director) is regulated through the Public Enterprise's Statute (Article 17). The Board is the managing body of the National Parks of Montenegro while the director has executive powers. Members of the Board are appointed from among the scientific workers and experts (three members), as well as from the professional staff employed in the Public Enterprise (2 members). Board members are appointed for a term of four years and may be reappointed. Director is appointed for a period of four years and may be reappointed (Article 23). Main responsibilities of the Director are to undertake measures and activities to meet the objectives and fulfill set policies on management, utilization, protection, development and improvement of national parks (Article 24).

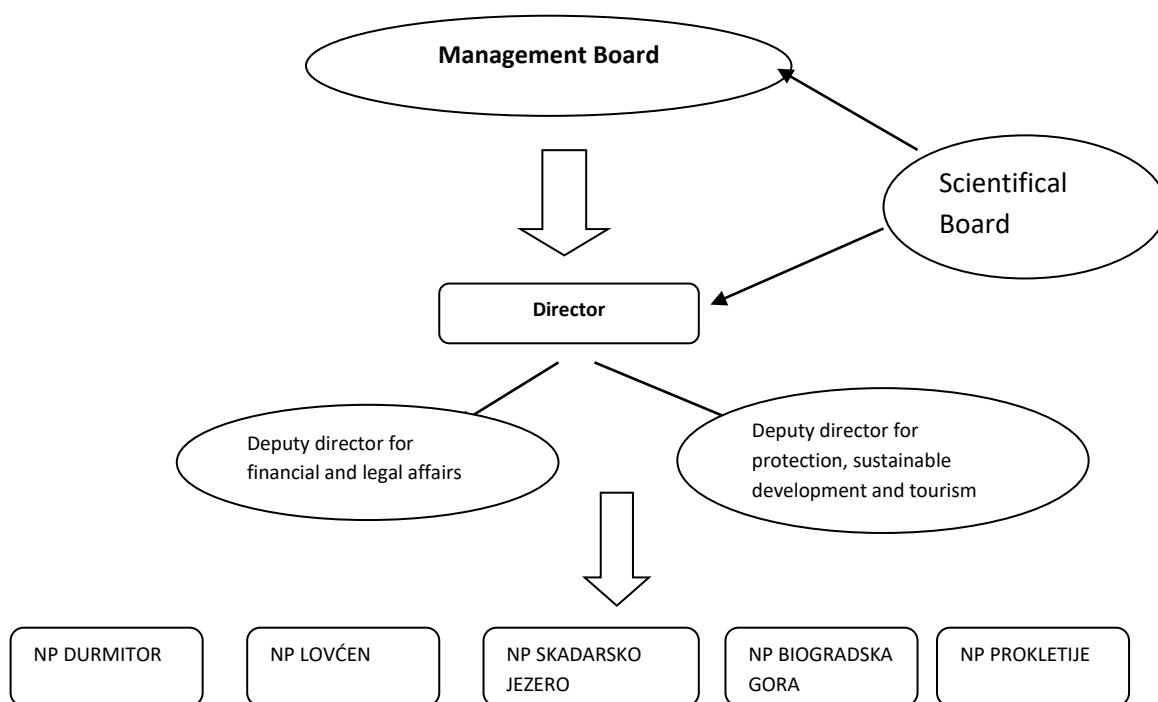


Figure 1: Organizational chart of the PENP of Montenegro

In the Office for promotion, education and tourism are employed 21 people (5 graduated biologist, 4 graduated economists for tourism, 1 graduated economist, 1 graduated ethnologist, 1 graduated lawyer, 1 graduated geographer, 1 graduated politicolog, 1 graduated ecologist, 1 graduated metallurgist engineer, 1 organizer for legal work, 1 economist for tourism, 1 technologist and 2 technicals. University high education has 16 employees, 3 have a bachelor's degree and 2 have a high school degree. Employees have had some relevant workshops for management of protected areas organized by different institutions (School for education and communication-University of Sweden and the University of Montenegro, GIS training, TEM project – transboundary management of ecosystems, GTZ, WWF, GIZ, School network in protected areas –project “Child-friendly tourism”).²⁸

In the Office for Nature and Cultural Protection and Sustainable Development has 11 employees (5 graduated biologist, 1 graduated meteorologist, 1 graduated forestry engineer, 1 graduated civil engineer, 1 graduated historian of art, 1 graduated engineer

²⁸ Answer on Free access on information No. 03-535/1

of environmental protection, 1 bachelor). Of 11 employees 4 are master of science and 1 is Ph.D. They passed training for NATURA 2000 network, preparation of management plans and GIS training.

In the Office for Projects and International cooperation has 3 employees (1 master of science - politicologist, 1 graduated economist and 1 manager for tourism). Employees are trained for the preparation of transboundary projects.

All employees mentioned above are permanent staff.

PENP cooperate with many NGOs and international organizations: Parks Dinarides, Sport-fishery club Podgorica, Citizens' initiative „Stop illegally fishery“, GIZ, NGO NOE, NGO Living green, NGO Center for Protection and Research of Birds, NGO Green Home, NGO Group for protection of Common carp, NGO Society of rafters and citizens of Durmitor, NGO KOD. Memorandum of Understanding is signed with Nature Park „PIVA“.

During recent years, several initiatives and programmes were carried out aiming to increase the level of capacity among the NPs staff. Different parks also engage in various projects and initiatives that occasionally comprise training/capacity-building activities. Nevertheless, training and capacity building initiatives to date remained fragmented, carried mainly on an ad hoc basis and therefore achieving sub-optimal results.

5.1.1. NP DURMITOR

Management of national parks in Montenegro is coordinated by the Public Enterprises “National parks of Montenegro”.²⁹ NP Durmitor is one of the five management units. Durmitor has the status of a World Heritage property (from 1980), which requires a special management approach. It is proclaimed as a National park in 1952.

Nine (18%) of the total employees' number (49)³⁰ have a University degree. 42 of them are permanent employees and 7 is engaged during the touristic season. According to the Manager's opinion that is enough for well-balanced management. But the structure of employees is unsatisfactory for relevant management and strategical improvement of this National park (1 graduated biologist, 2 graduated economists, 3 graduated layer, 1 graduated politicologist, 1 manager of media, 1 manager in banking) and 40 employees with high school) as a shown in Figure 2. There is missing the adequate monitoring of biodiversity and the full implementation of the management plan. Also, as a UNESCO site, Durmitor has to prepare a specific management plan with clear and precisely created measures and recommendations for protection and site improvement.

National park Durmitor has some direct cooperation with tourist agencies in organizing visitation/ boat tours and rafting.

²⁹ Described above

³⁰ Free access to information (No. 08-243)

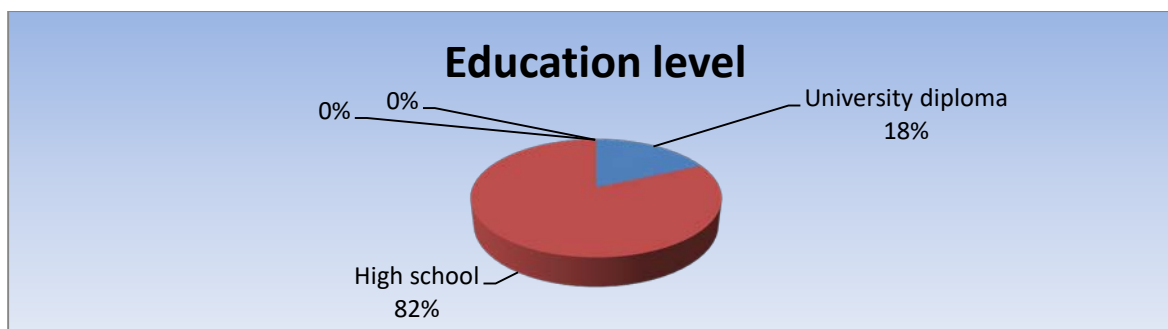


Figure 2: Level of education NP "DURMITOR"

5.2. NATURE PARK PIVA

Nature Park „PIVA“ has legal status and it is responsible for the management of Nature Park.

The questionnaire is fulfilled by all (eight) permanent employees (one of them has III degrees of education according to the National education scale, three have an IV degree of education, two have a bachelor's degree and two have a University diploma). All of them are permanent staff in Nature Park. During the analysis of answers, it is concluded that everybody has a clear vision of their own work duties but it is not so clear which kind of competencies and knowledge they have to have for their jobs (that is not marked what are their responsibilities, obligations, etc.). Regarding the knowledge of languages three of them have knowledge of two languages (English and Russian) on different levels, one knows the English language and three of them know no one. Six employees have had relevant training.

In the case of Piva Regional Park, the Plužine municipality was in charge of management. Prior to the proclamation, the Forest Administration had managed most of the area to be protected. Private ownership and the traditional rights of residents of these areas had to be taken into account when identifying structures and management.

Bearing in mind a large number of stakeholders and the not infrequently opposed relationship between the Forest Directorate, the local population, the civil sector, and the public, it was important to be the careful and participatory approach to form a governance structure and work to achieve synergies between mandates and plans and to foster consensus-based decision-making. In order to establish fairness in the approach to resource utilization and profit-sharing and to establish sector integration and use of all capacities and potentials for protection and valorization it is necessary to improve present situation. Very important in this part is the establishment of regulations on the property, traditional and managerial rights of stakeholders, both legally and in practice.

Vertical (and horizontal) coordination of economy and natural values scale, synergy, and goal integration are important for regional/nature parks and their integration into central-level policies.

The figures and text below illustrate the management structures listed and their main characteristics.

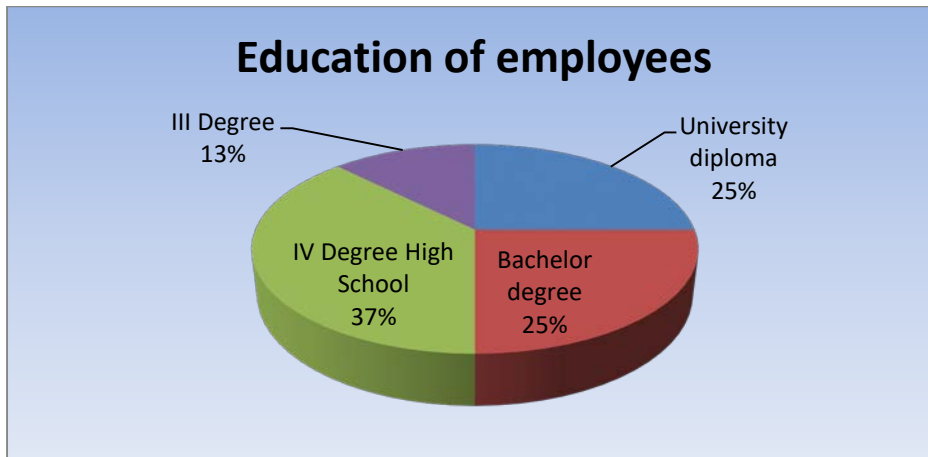


Figure 3: Level of education of employees in NP PIVA

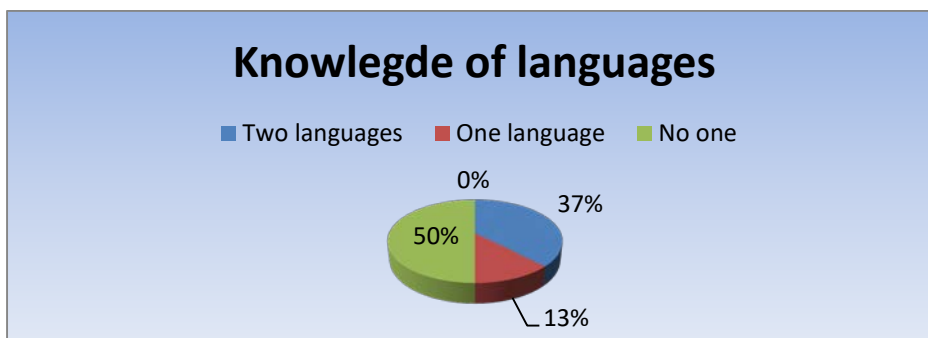


Figure 4: Knowlegde of languages _Employees in NP PIVA

As a topic theme for future training employees in NP Piva recommended as a following:

1. Communication skills (6 of 8 employees),
2. Knowledge of international and national conservation strategies and protected area policies,
 - Environmental quality monitoring
 - Physical and landscape planning in protected areas,
 - Visitor safety planning (5 of 8 employees),
3. Biodiversity monitoring and management (4 of 8 employees),
 - Preparing grant proposals;
 - Financial management and planning,
 - Law enforcement
 - Sustainable tourism and marketing in protected areas (2 of 8 employees),
4. Human resources management (1 of 8 employees).

Topics such as Planning and design of interpretive structures and media, Environmental education planning and social policies, community involvement and conflict resolution are not recognized as important knowledge for good management of the protected area.

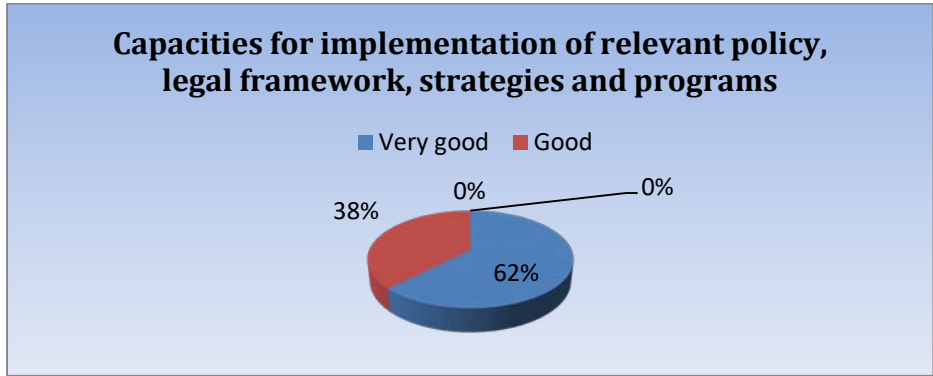


Figure 5: Capacities for implementation of relevant policy, legal framework, strategies and programs are marked with average rating of 3.6 (max 4).

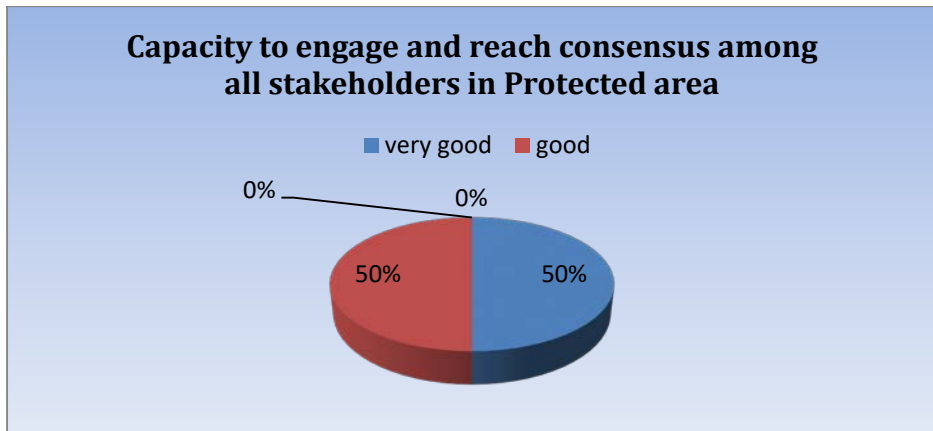


Figure 6: Capacities to engage and reach consensus among all stakeholders are marked with average rating of 3.5 (max 4).

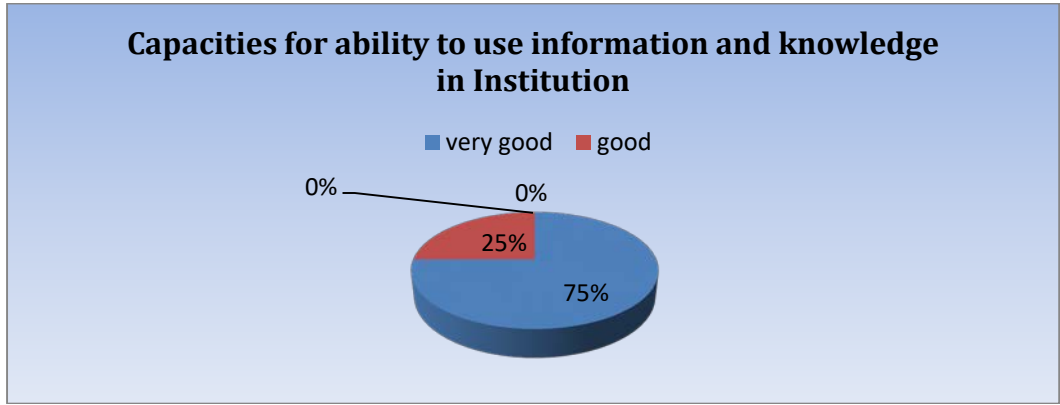


Figure 7: Capacities for ability to use information and knowledge in Institution are marked with average rating of 3.75 (max 4).

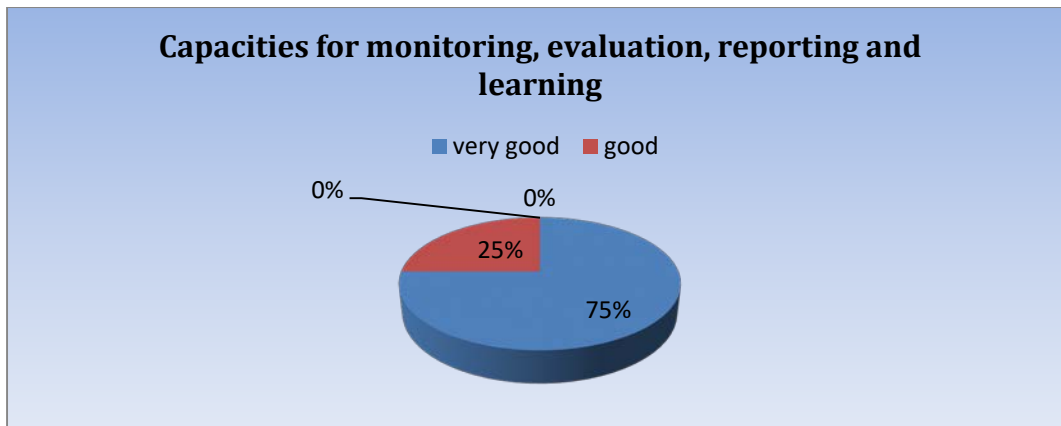


Figure 8: Capacities for monitoring, evaluation, reporting and learning are marked with average rating of 3.75 (max 4).

All employees think that the relevant legal framework is in enforce in the part of controlling the illegal activities and poaching, that the protected area has clear boundaries and a clear demarcation with neighbouring estates.

The Protected area is managed in accordance with management objectives defined in the relevant regulations and management plan and that it provides economic benefits to local communities. Also, all activities are recognized by the annual Programme of work which describes the responsible persons, deadlines and sources of funding.

Opinion about the adequate staff and about the current budget for adequate management of the protected area is split (three employees think that is enough and five think that is not enough).

All employees think that the local community is included in the decision - making process.

Content for visitors is not recognized by the questionnaire just marked as a rich and interesting (e.g. Hiking, biking, rafting).

For entry into this protected area the fees are obligatory.

According to the information delivered through the mechanism of Request for Free Access to Information, it could be concluded that NP "PIVA" has 8 employees and executive director. All employees are passed relevant training for their jobs. NP "PIVA" has good cooperation with NGOs who are working in the field on nature protection (eg. "Green Home" –one ongoing project; Parks of Dinarides –realized project which is resulted with much relevant training for staff in NP „PIVA" and National park "Sutjeska").

NP "PIVA" marks that the main user of the park's resources is the Directorate for Forestry who is the manager of the Hunting area with a special purpose „PIVA". On the other hand, NP "PIVA" has obligation to monitor, conserve and improve the biodiversity in this area.

The NP “PIVA” is financed by fees for different kinds of services and donations from projects.

The number of visitors, entries and overnights is increased from year to year.

| YEAR | ENTRANCE | OVERNIGHTS | NUMBER OF VISITORS |
|-------------|-----------------|-------------------|---------------------------|
| 2016 | 5.066 | 6.260 | 39.948 |
| 2017 | 5.060 | 6.309 | 44.578 |
| 2018 | 7.350 | 7.568 | 48.144 |
| 2019 | 9.099 | 9.908 | 32.321 |

Table 1: Number of visitors in NP PIVA

5.3. NP „SUTJESKA“

National Park Sutjeska (“NP Sutjeska”) was founded in 1962, due to its natural and cultural importance. NP Sutjeska is managed by Public Institution National Park „Sutjeska“ Tjentište („PI NPS“) adopted by the Government of Republic of Srpska in 2011 and financed from the budget of the Republic of Srpska. The public institution manages the natural and cultural-historical values, land, buildings and other immovable property owned by the Republic of Srpska, transferred to management and used in accordance with the law prescribed by the public service system regulations and planning documents. Public institutions are established by the Republic of Srpska.

The general status of national parks in the Republic of Srpska is regulated by the Law on National parks („Official Gazette of RS“ No. 75/10).

National park „Sutjeska“ was constituted by Law on National park „Sutjeska“ („Official Gazette of RS“, No. 121/12, „Sutjeska Law“). Sutjeska Law regulates the boundaries, protection regimes, management, protection and development issues of Sutjeska. Sutjeska extends to the municipalities of Foča, Gacko and Kalinovik in the total area of 16,052.34 hectares.

The management, protection and development of Sutjeska is based on the National Park Management Plan (2014-2029), adopted by the Government of the Republic of Srpska, on the proposal of the PI NPS.

PI NPS has the following managing authorities:

- Management board and
- Director.

Management board and director are appointed by the Government of RS at the proposal of Ministry responsible for environmental protection, for a four-year period.

The Management Board is entitled to: adopt the PI NPS Statute; decide on PI NPS business activities; review and adopt business reports and annual accounts; decide on the use of funds; adopt the annual program of protection and operation of the PI NPS at the proposal of the director; perform other activities.

The director manages PI NPS and is an authorized representative of PI NPS.³¹

PE has four departments: Department for Nature and cultural protection and their management, Department for Development of National park, presentation and popularization of natural and cultural values, Department for tourism, hospitality and trade, and General Service office.

Depending on the needs and organizational activities, NP Sutjeska employs three categories of employees: full-time employees, seasonal employees and service contract employees. Full-time employees are employed in NP Sutjeska during the whole year. NP Sutjeska hires additional seasonal employees due to the increase in activities during the summer period. Service contract employees are mostly hired in the protection of the natural resources sector for maintenance of infrastructure and natural resources, as well as in the hospitality sector.

The number of permanent employees is 78 and 33 of them are employed in Expert service. Employees in NP Sutjeska have fulfilled the one questionnaire relevant for the assessment of NP's capacities.³² Sutjeska National Park has a sufficient number of employees, but their education is not adequate for good management of protected area. Regarding the educational level, 21 of them have University diplomas or 27% (5 engineer, 9 graduated economists, 2 layers, 13 employees with Faculty of social sciences), 4 have Bachelor degrees, 29 have high school and others are highly qualified (8), qualified (12), or nonqualified workers (4).³³

The figures and text below illustrate the management structures listed and their main characteristics.

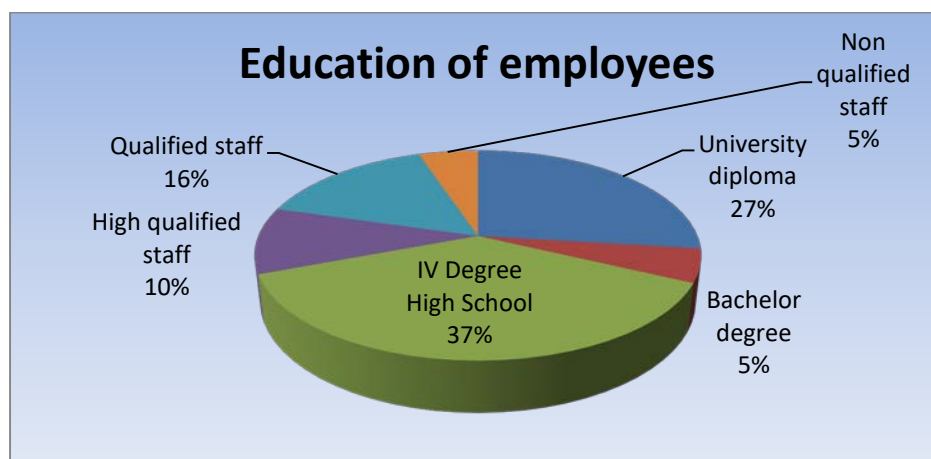


Figure 9: Level of education of employees in NP Sutjeska

³¹ („Official Gazette Republic Srpska,, , No.17/06)

³² See Annex I

³³ Free access of information, delivered by e-mail to Naše ptice

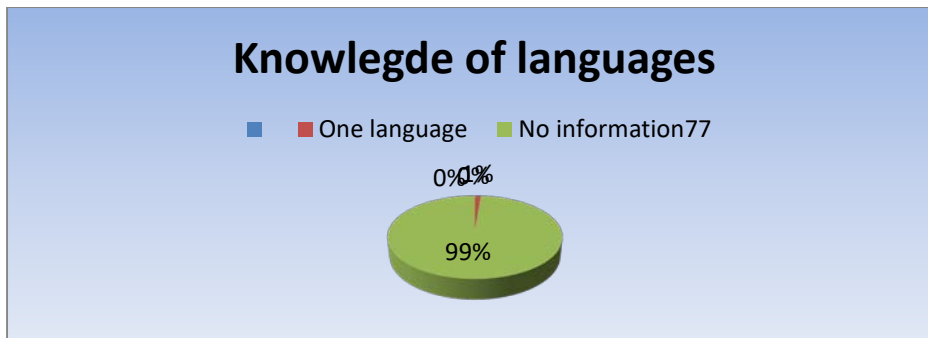


Figure 10: Knowlegde of languages_Employees in NP Sutjeska

As a topic theme for future training employees in NP Sutjeska recommended as a following:

1. Knowledge of international and national conservation strategies and protected area policies,
2. Environmental quality monitoring,
3. Biodiversity monitoring and management,
4. Physical and landscape planning in protected areas,
5. Sustainable tourism and marketing in protected areas.



Figure 11: Capacities for implementation of relevant policy, legal framework, strategies and programs are marked with average rating of 3 (max 4).

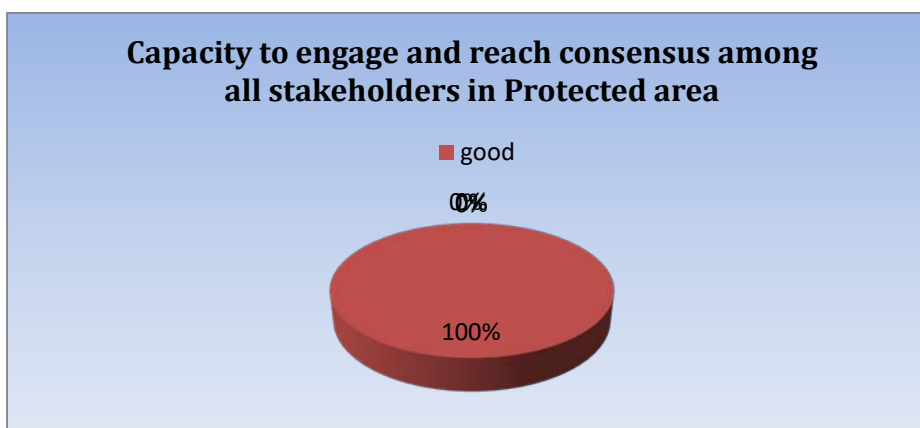


Figure 12: Capacities to engage and reach consensus among all stakeholders are marked with average rating of 3 (max 4).

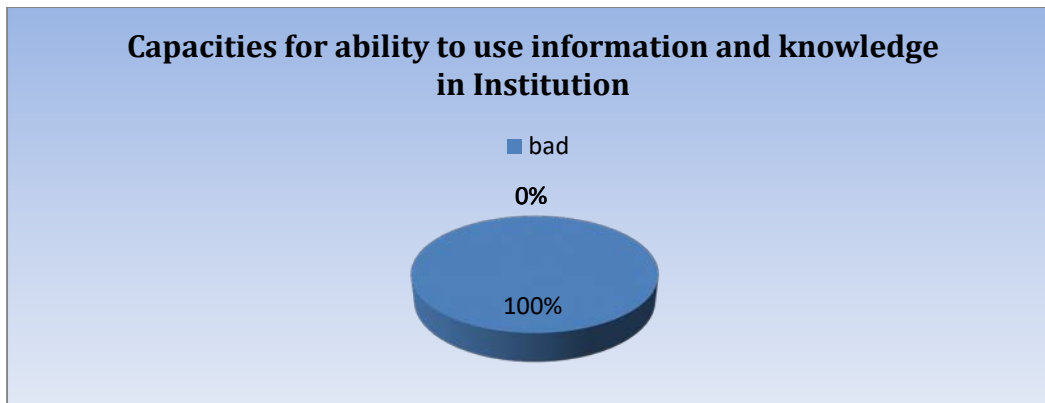


Figure 13: Capacities for ability to use information and knowledge in Institution are marked with average rating of 2 (max 4).

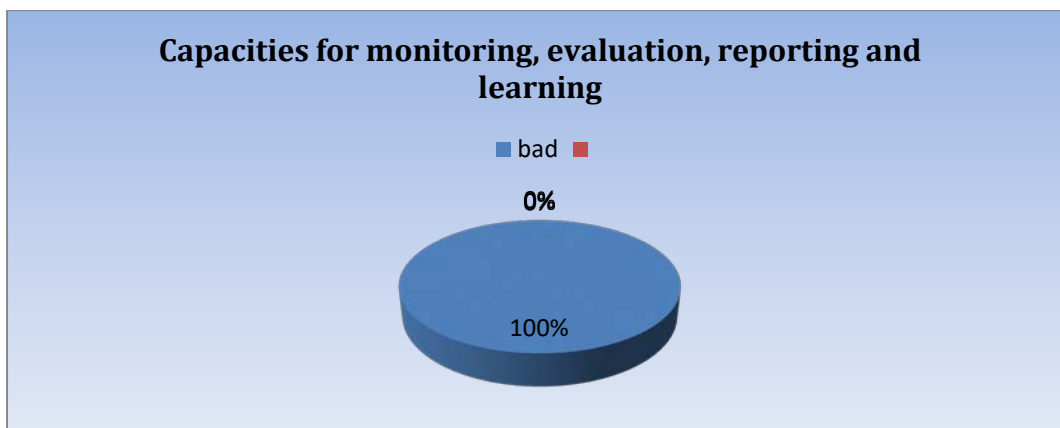


Figure 14: Capacities for monitoring, evaluation, reporting and learning are marked with average rating of 2 (max 4).

Employee think that the relevant legal framework is in enforce in the part of controlling the illegal activities and poaching, that the protected area has clear boundaries and a clear demarcation with neighbouring estates.

There is marked that the Protected area is managed in accordance with management objectives defined in the relevant regulations and management plan and that it provides economic benefits to local communities. Also, all activities are recognized by the annual Programme of work which describes the responsible persons, deadlines and sources of funding.

Opinion about the adequate staff and about the current budget for adequate management of the protected area is that there are not enough.

Employee thinks that the local community is included in the decision - making process.

Content for visitors is not recognized by the questionnaire just marked as a rich and interesting (e.g. different types of tourism, primary based on nature).

For entry into this protected area the fees are obligatory. National park is financed by fees for different kinds of services, by State's budget, donations from projects (Park has a good cooperation with WWF, OXFAM, ALLISEI) and income from hunting (bear, wood grouse) which are significant. Income from using of sands and waters are slight.

According to the publicly available information³⁴ Special Purpose Hunting Area "Zelengora" is located on an area of 53,240 ha. This area is managed by PI National Park Sutjeska. Here are breeding many game species. The fauna of the Park is very rich and diverse, starting from a large number of invertebrates, especially from the order of butterflies (Lepidoptera), amphibians, reptiles and fish, 36 species and 18 families of mammals, and numerous species of birds. The rivers Sutjeska, Hrčavka and Jabušnica, as well as some lakes Zelengora, are rich in fish, especially Brown trout. This could be in conflict with good PA management.

There is collecting of medical herbs, forest fruits, mushrooms, blueberries.

Number of visitors is about 30.000 with overnight of 9.779.

Regarding the Management plan and other relevant and available documents, Sutjeska National Park is in accordance with PA objectives. There is MP for period 2016-2020 and Draft Management plan for period 2020-2025.

There was organized the relevant training for employees.

5.4. NP „BLIDINJE“

Nature park Blidinje is proclaimed in 1995. This area is managed by Public Enterprise "Nature Park Blidinje" (PE NPB). The public enterprise manages the natural values, sustainable use of natural resources, biodiversity monitoring and nature protection measures. Blidinje Nature Park has a need to redefine boundaries which implies other changes in PA.

The questionnaire is fulfilled by the Director of PA.

Blidinje Nature Park does not have a sufficient number of employees and their education is not satisfactory (graduated economist and economist). There are two employees (director and accountant).³⁵ Director has a University degree and knowledge of German language and he passed relevant training for the management of protected areas organized by Via Dinarica and WWF. The accountant has a high school.

The management plan is prepared by „REC“ Sarajevo according to the tender announced by FMOIT, with the assistance of NP Blidinje, but they aren't capacities for own self preparation of this kind of document.

Company "Lareco" L.C.C. rents ski resorts and facilities that belong to them and it has employees qualified for that kind of job (four people).

Wardens and professional associates with Protected management have not been hired due to lack of funds to finance them.

Park cooperates with the agency "Visit Blidinje" about all actions in the protected area, sports competitions, bicycle tours, economic eco fair, etc. and has communication with

³⁴ www.npsutjeska.info

³⁵ Management Plan NP Blidinje 2020-2030 (Draft)

the local self-government on a daily and monthly basis (waste, traffic, poaching, snow clearing, hiking trails, etc.)

There are no companies who use the resources of the Park. Within the protected area, private farmers have some kind of agricultural production.

On the annual base the Park estimated that has between 10.000 and 15.000 visitors with about 8,000 overnight.

Implementation of the regulations related to hunting and illegal fishing isn't enforced. There are no enough employees. It is necessary to increase the number of employees such as biologists, archaeologists, forestry engineers, IT staff and layers. Local citizens are not included in the decision-making process. There is also an insufficient budget for protected area management and biodiversity conservation. Park has adequate visitor facilities but there are no entrance fees which could be a manner of financing. PA objectives are matched by the adopted Management plan but its implementation could be a problem regarding the staff structure and lack of finance.

PE NPB has the following managing authorities:

- Assembly,
- Management board,
- Director and
- Committee for Revision.

Relevant documents for the regulation of activities are:

1. Spatial plan for Nature park Blidinje (1996.)
2. The management plan for Nature park Blidinje (2020-2030)

As a topic theme for future training manager of NP Blidinje recommended as a following:

1. Knowledge of international and national conservation strategies and protected area policies,
2. Biodiversity monitoring and management
3. Preparing grant proposals;
4. Sustainable tourism and marketing in protected areas.

Topics such as Communication skills, Environmental quality monitoring, Physical and landscape planning in protected areas, Human resources management, Visitor safety planning, Financial management and planning, Law enforcement, Planning and design of interpretive structures and media, Environmental education planning and Social policies, community involvement and conflict resolution are not recognized as important knowledge for good management of the protected area.

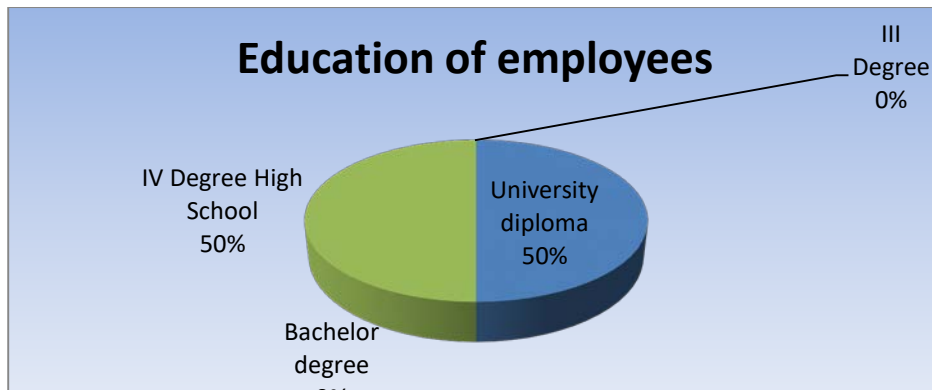


Figure 15: Level of education of employees in NP Blidinje

During the collection information, it was conducted interviews with local communities and Tenderer concluded that there is some limited transboundary cooperation between NP Durmitor and Nature Park Piva in Montenegro and NP Sutjeska and NP Blidinje in Bosnia and Herzegovina.

6. LOCAL GOVERNMENTS

6.1. Bosnia and Herzegovina

6.1.1. Posušje

There isn't a relevant organization and employees dealing with nature protection and protected area management. In the previous period, the municipality implemented some project activities with "Visit Blidinje".

At the territory of the municipality, there are some hunting and one fishing organization that use natural resources.³⁶

6.1.2. Kalinovik

There isn't a relevant organization, employees, NGOs, or private sector dealing with nature protection and protected area management. At the territory of the municipality, there is two hunting area with two organizations: "Zagorje" and "Zelengora" and one fishing organization "Ulog" which use the natural resources but they are under the control of inspections.

Municipality introduced that one Small-hydropower plant is constructed on the Bisterica river and there is on-going constructing of the hydropower plants on the Neretva and Jezernica rivers.

Lack of budget for nature protection is evident.³⁷

6.1.3. Mostar

This municipality refused to answer on the request of Free access to information.³⁸

³⁶ Free access to information (by e-mail)

³⁷ Free access to information (by e-mail)

³⁸ Memo No. UPI-I-02-04-4542/20

6.1.4. Jablanica

According to information delivered by Administration for Spatial planning, constructing, environmental protection and housing-communal issues, there are two positions related to nature protection. Employees have longterm experience and passed relevant training.

Finance is planned in period one until three years in accordance with the Action Plan of Integrated Development Strategy for Local Government Jablanica.³⁹

6.1.5. Tomislavgrad

There isn't relevant organization and employees dealing with nature protection and protected area management and information about using of natural resources.⁴⁰

6.1.6. Konjic

There isn't organization and employees primary dealing with nature protection and protected area management and information about using of natural resources.⁴¹ Many different secretariats are dealing with different issues regarding the nature protection. Municipality has some documents regarding the environment and nature protection. It is included in many project with NGOs and works on the implementation of the project "Via Dinarica II". Very important ongoing project is "Establishment and effectively management of Protected area and Capacity building in Bosnia and Herzegovina " in cooperation with UNDP. Location of the new protected area is at the territory of Bjelašnica, Treskavica, Rakitnica Canyon.

6.2. Montenegro

6.2.1. Plužine

According to information delivered by Secretariat for finance, economy and local public revenues⁴² there is one job position for ecology and environment (start position)⁴³. The employee has started with work on 01st July 2019 and has not passed yet training relevant for good management of protected areas.

The Plužine Municipal's Assembly at the Session held on 12th October 2015 adopted the Decision on the Establishment of the "Piva Regional Park" LLC.⁴⁴, as a one-member management company in accordance with the Decision on the Proclamation of the Piva Regional Park and the Nature Conservation Act described that the aim of protection is:

- Maintaining biodiversity and geological and geomorphological values in the conserved state, maintaining existing ecological processes in the conserved state and maintaining the diversity of the genetic stock;
- Maintaining the richness of forest, meadow, aquatic and other habitats important for the conservation of biodiversity and identified in this area;

³⁹ Free access to information, Memo No. UPI-I-02-04-4542/20

⁴⁰ Free access to information, Memo No. 06-45-563/20

⁴¹ Free access to information

⁴² Free access to information, Memo No. 04-037/20-UPI-39/1

⁴³<http://pluzine.me/uploads/RAZNO/Pravilnik%20o%20unutrasnjoj%20organizaciji%20i%20sistematizaciji%20radnih%20mjest%20Sekretarijata%20za%20finansije.%20ekonomiju%20i%20lokalne%20javne%20prihode%2019.02.2019%20godine.pdf> - Rulebook No. 032-04-294,19th February 2019

⁴⁴ <http://pluzine.me/index.php?page=odluke-za-2015-godinu>.

- Maintaining the wealth of protected and endangered plant's and animal's species;
- Establishing of corridors for connection of protected areas;
- Creating benefits for the local population without damaging the park's natural values;
- Experiencing nature with sports activities (hiking, kayaking, rafting, cycling, ski touring);
- Experiencing nature in a unique part of the area of particular interest to a large number of tourists through a special regime of environmental impact control;
- Maintaining the existing cultural landscape and maintaining the cultural heritage;
- Development of tourist facilities in accordance with natural values within the regional park;
- Controlled use of natural resources in a regional park;
- Control of urbanization in particularly sensitive natural areas of a regional park;
- Improvement of the environment in the Regional Park;
- Development of tourist facilities in the Municipality's territory, outside of the borders of the regional park.

The employees have had the training as a follow: training for security guards; training for using the GPS devices and space orientation training; training in the use of rescue equipment in inaccessible terrain; training for fishermen; training to monitor the brown bear population.

The Forest Administration is the largest beneficiary of the Park's assets. The Forest Administration, in accordance with legal obligations, has the competence to deal with the cultivation and protection of forests, felling planning, remittance, activities on the receipt of wood assortments, establishment of forest order, dispatch of wood assortments and management of non-timber forest products. The Forest Administration also manages the Hunting Area of Special Purpose "PIVA", which is located almost on its entire surface in the area of the Piva Nature Park.

The Park, in accordance with legal regulations and the Decision on the Proclamation, is obliged to ensure the implementation of nature protection measures in accordance with the protection objectives, zones and regimes of protection, preserve, improve and promote the protected area, ensure the running of natural processes and sustainable use of the protected area, monitor the situation in the protected area and controls the use of natural resources in the Park.

The sources of Park 's financing are mostly provided through fees for stay and services (entrance fees to the Park), fees for the use of facilities (Mountain Lodge - Memorial House in Crkvičko Polje with 40 beds, fully equipped kitchen, 30 mountain bikes, snowshoes for walking, snowmobiling), equipment and terrain for specific purposes; fees for harvesting and harvesting forest fruits; fishing fees in the Park; rafting and boat use fees (fees for boats and rafters on the Tara River); the fee for the use of motorboats, boats and kayaks on the Piva Lake and entry into the Piva Nature Park, which includes the Piva Lake; the fee for using the name and sign of the Park. Another significant form of financing for the Park is through the implementation of numerous projects implemented in cooperation with numerous domestic and foreign organizations.

6.2.2. Žabljak

According to information delivered by Secretariat for Land use planning, Environmental protection and Communal and Housing Affairs,⁴⁵ there is one job position for ecology and environment. The employee passed training for Strategic Environmental Assessment and Environmental Impact Assessment. They are marked that they have good cooperation with NGOs and PE NP „Durmitor“.

Financial resources are not allocated especially for nature protection. This Secretariat doesn't have information about the use of natural resources by the business sector on the territory of the Municipality Žabljak (hunting, fishing, forestry, use of water, sand, medical herbs, etc.).

6.2.3. Mojkovac

According to information delivered by Secretariat for Land use planning and Sustainable Development,⁴⁶ there is one job position for ecology and environment. Employee and secretary of the Secretariat didn't pass relevant training for protected areas management. Secretariat has not established cooperation with protected area management units Durmitor and Piva. They are marked that they have cooperation with NGOs („ADP ZID“, „Udruženje građana Polja“, „Terra Nostra“, „Udruženje gajdera sjevera“) in projects' realization.

Natural resources on the municipality's territory are used by the following subject: Hunting organization „Milorad Bulatović“, Sport-fishing club „TARA“, „FLORES“ (using of medical herbs). Also, they are marked that many activities, based on using of natural resources, are ongoing: Small-Hydropower plant on the river Ljevak, future small-Hydropower plant on the Mišnića stream, constructing the two hydropower plants on the Bjelojevića river and one on the Štitarička river. There is an exploitation of the sand at the Tara river (at three locations), which is part of the MAB area.

Financial resources are not allocated especially for nature protection. This Secretariat points out that the financial resources aren't enough for the implementation of all obligations. According to that, they have cooperation with donors such as Delegation of European Commission in Montenegro who donated the amount of 300,000 € for Conservation Study for Sinajevina and Management plan for future Regional Park „Sinajevina“.

6.2.4. Pljevlja

According to information delivered by Secretariat for Land-use planning⁴⁷ there is Department for Environment as a part of this Secretariat. Department has Head of Department (graduated biologist) and one employee for ecology and environment issues (graduated engineer of Landscape Architecture). Employee and Head of Department are passed training for rural development, ecological building, biodiversity and environmental protection.

⁴⁵ Free access to information, Memo No. UPI- 04-332/20-31

⁴⁶ Free access to information, Memo No. 09-322/20-657

⁴⁷ Free access to information, by e-mail

They are marked that they have a cooperation with NGOs in common work in preparation of important documents (Local Environment Plan, Local Plan for Biodiversity).

This municipality in its own territory has a part of NP Durmitor (right side of the Tara river canyon with the canyon of River Draga). The municipality is involved in the preparation of an Action plan for the Management plan of NP Durmitor.

Natural resources on the municipality's territory are used by the following subject: Hunting Society „Pljevlja“, Sportfishing club „Lipljen“. Forest resources are used by private companies. Forest Administration is responsible for forest management.

On the Ćehotina river, there is accumulation „Otilovići“ used by TPP Pljevlja i „Vodovod“ (for water supply) and accumulation „Durutovići“ used by “Coal Mine”, J.S.C. Pljevlja. Water from Mjedenički stream, Šula is used by „Gradir Montenegro“, L.C.C.

Financial resources are not allocated especially for nature protection. This Secretariat points out that the financial resources aren't enough for the implementation of all obligations. According to that, they have cooperation with national and international donors.

7. ANALYSIS OF CAPACITIES FOR PAS MANAGEMENT _INDIVIDUAL LEVEL

This chapter contains an overview of individual capacities. It also contains Tenderer's recommendations for the strengthening of these capacities.

The capacity assessment was based on a self-assessment questionnaire and analyses of job descriptions. This is combined with a skills assessment of the individual and future desire.

The assessment is designed to assess individual capacity gaps and for giving recommendations for training and development plans which will be prepared and address them. Strategies that point out continuous learning and professional development are also important.

The assessment generates information on existing capacity. Assessing future capacity is based on the needs of States at the way on the EU integration process and good practice in the management of protected areas.

7.1. Existing capacity

A very important fact for undertaking an assessment is the entry point. For this CA Report, firstly it is assessed the enabling environment, following by assessment of organization-level and at the end assessment of individual capacity and also the role of individuals within organizations.

PENP MNE has a multi-functional role, which besides protection and enhancement of natural resources in the national parks includes tourism and recreation, economic, communal, and scientific and research functions. Its main responsibilities thus include:

Planning and implementing measures aimed to protect and enhance conditions in the national parks; Maintaining a cadastre on the state of animal and plant ecosystems, their habitats and communities; Controlling the use of natural resources in the national parks; Determining the internal rules of conduct in the national parks, and Performing other activities of public interest.

PAs management units in Montenegro are partly self-financed (fees, donations, loans) and partly supported by the state budget.

Structure of **PENP MNE** staff by qualification levels is shown in Figure 1, for headquarter unit relevant for the management of PAs. Most of the staff with University diploma works within the common services of the PENP. About 63% of the total number of employees has a University diploma and in daily tasks, they are dealing with preparation and implementation on management plans, programmes, projects' preparation and implementation, promotion and sustainable use of resources.

In **NP „Durmitor“** works 47 employees (Executive director and 46 employees). The structure of staff by qualification levels is shown in Figure 2. Nine employees has University diploma and they are dealing with duties relevant for preparation and implementation on management plans, programmes, projects' preparation and implementation, promotion and sustainable use of resources, while most of the staff are with lower levels of qualifications (secondary schools levels). The total number of wardens is 14.

In **NP „PIVA“** works 9 employees (Executive director and 8 employees). The structure of staff by qualification levels is shown in Figure 3. With University diploma is two employees (or 25%) and they are dealing with duties relevant for preparation and implementation on management plans, programmes, projects' preparation and implementation, promotion and sustainable use of resources. Two employees (or 25%) have a bachelor's degree while one half of the staff is with lower levels of qualifications (secondary schools or lower levels). The total number of wardens is 5.

In **NP „Sutjeska“** works 78 employees. The structure of staff by qualification levels is shown in Figure 9. With University diploma is 21 employees (or 27%). Four employees have bachelor degrees (or 5%). Most of them are with inadequate qualifications and high school.

NP **„Blidinje“** has just two employees (director and accountant). Director has a university diploma and accountant has high school degree. There is no staff relevant for the management of the protected area.

The legal basis for PENP's MNE work is set in the laws regulating national parks and nature protection, as well as in the spatial plans for the national parks as special-purpose areas. According to the previous Law on Spatial Planning and Construction of Facilities, Spatial plans had been adopted for each of the five NPs. Based on the provisions of these acts PENP is responsible for the preparation and implementation of periodic programmes for protection, promotion and use of national parks, i.e. management plans. These plans need to be approved by the Government. But, by the adoption of new Law on Spatial Planning and Construction of Facilities (2017) that is no

more obligation. The same provisions are still obligatory according to the Law on National Parks and this could be marked as a conflict in a part of the mechanism of nature protection and hierarchy of planning documents which is necessary for the realization of Management plans for national parks.

In 2016 Management Plans for all of the five national parks for a period of 2016 until 2020 are adopted by the Government of Montenegro. Based on these plans, annual programs are prepared.

According to the last Annual Report, PENP focused on the following operational tasks and activities in 2019 relevant for Project's target area:

- Regular management activities set out in management and financial plans;
- Cooperation with international organizations and donors,
- PENP's employees participated in the preparation of the Reserve's Periodic Report of the biosphere-basin Tara River which is submitted to the UNESCO Secretariat;
- Management Programs of National Parks for 2020 have been developed and submitted to consent to the line Ministry;
- In the program year it is marked that the number of visitors is increased compared to the previous year for 30%.

During the last year employees in PENP MNE are passed training, relevant for the Project's activities, for:

- English language training and certification;
- Participation in training on modern communication for contemporary business in the organization Associations of Managers of Montenegro.

7.2. Future capacity

Assessing future capacity could be a difficult step. Stakeholders could change priorities during the work and sometimes don't have a clear vision of what they would like to achieve. A realistic assessment of development objectives, resources and timing are required. In this CA Report, future capacity needs are based on the EU obligations and Nature protection standards regarding the best EU practice. Also, the process is based on the requests of PAs management units for training based on a specific topic and on the Tenderer's conclusions made after analyses of relevant and available documents. In practice, however, it may not always be possible to follow such a logical pathway. It is clear that capacities are not static; it is a continually developing and changing process.

During the last years, according to the available and delivered information, continuing many realized programmes were carried out aiming to increase the level of capacity among the PAs staff. Different Parks engage in various projects and initiatives that occasionally comprise training/ capacity-building activities. Nevertheless, training and capacity building initiatives to date remained fragmented, carried mainly on an *ad hoc* basis and therefore achieving sub-optimal results.

According to the mentioned above, proposals for capacity building programme and needs are given in Chapter 13 of this Report.

8. STRENGTHS AND WEAKNESSES OF THE PA INSTITUTIONS

Insufficient capacities (human, technical, financial) of nature protection administration in Bosnia and Herzegovina and Montenegro have been widely recognized as the key gaps and barriers for the expansion of PAS and its effective management. Other factors that hamper progress with management of the PAs at both levels in both countries include poor coordination between various levels of administration, lack of support for securing a well-protected status of all the valuable ecosystems, low level of integration of biodiversity concerns into sectors' policies, poor enforcement capacity, generally weak implementation of policies and regulations, and similar.

On the other hand, a number of assets can be identified when institutions responsible for PA management are in question. These include long tradition with nature protection activities, the fact that PA institutions are in place with developed organizational structures and the fact that there is an evident trend of increase in the capacity of these institutions during the last years.

Generally speaking, for both countries, the strengths and weaknesses of institutions that have various roles and responsibilities to PAs include:

1. Strengths

- Good level of commitment to biodiversity protection;
- Cooperation with the donor community;
- NP PIVA is very well organized and interested in cooperation with reasonably and responsible management.

2. Weaknesses

- Institutions operate based on incomplete information on biodiversity and PAs, and there is a lack of systemic approach to PA planning and management;
- Lack of competencies for complex procedures of nature protection and PAs development for National park management units regarding the special preconditions according to the ratified multilateral agreements (Durmitor);
- Insufficient research and monitoring, inadequate information management;
- Lack of strategic competences and abilities to recognize the nature protection as a priority;
- Inadequate enforcement and implementation capacities;
- Cooperation and partnership building with other relevant stakeholders is not on an optimal level;
- Communication with local communities is not developed enough;
- Institutions are not continuously included in a policy and legal frameworks improvements,
- Existing of conflict of interest between nature protection, hunting and forestry.

9. RESULTS AND DISCUSSION

9.1. CAPACITY NEEDS ASSESSMENT

After collecting the information it was looking at future capacity which largely depends on policies and strategies for future development and in these moments may not be as clear as they should be.

This is the main obstacle to the third step of assessing the gaps and hence on developing programmes to fill the gaps.

There is an overall need for improved capacity among protected area staff at two levels of protected areas (national parks and nature park/regional park) in Bosnia and Herzegovina and Montenegro. Although a wide range of training programmes have taken place, staff development in Bosnia and Herzegovina and Montenegro does not appear to be fully institutionalized and training programmes are largely dependent on support by donors.

It is necessary that the programmes and projects better designed to ensure sustainability and success. One way is to use existing capacities as the basis for capacity development.

For this is necessary to have an institutional capacity building programme based on the human resources strategies. Another way is to continue with ad hoc training according to the donors' funds and priorities and the last and the best is to improve capacities according to serious defined capacity building programmes according to the EU obligations in this field.

The future situation in both countries is influenced by the external environment. It is necessary that both central level governments carry out to manage the environment.

It is needed to include building capacity for preparation and development policies and legislative frameworks based on relevant data and analysis, biodiversity monitoring and implementation of management plans, providing public finance for PA management improvements and strengthen and reinforce the organizational capacity and staff competence.

The only way to address PA management problems is to move the protected areas needs from the periphery to the core of decision-making.

Institutional capacity is often weak and fragile; more analysis is needed for understanding and quantifying factors that determine these characteristics.

The capacity assessment and development cycle needs to be fully integrated into activity and budget planning. Such integration will enable countries, on the one hand, to set feasible development goals in the short-term perspective and, on the other hand, identify capacity that is required for achieving mid- and long-term goals, as well as measures and resources that are necessary to develop capacity.

Capacity development is commonly a long process. To monitor and evaluate progress, regular reviews will be necessary. Monitoring and evaluation will serve as a basis for learning from experience, improving capacity development outcomes, planning and allocating resources, and demonstrating results. The monitoring and evaluation framework should be participatory and owned.

Finally, monitoring and evaluation should develop the capacity of development partners. Independent monitoring by non-governmental actors or the international community can enhance the impact.

A significant and sustainable change in the capacity of a given institution or system, which enables that institution or system to improve its efficiency and effectiveness in the accomplishment of its own mission, while ensuring coherence with other institutions' missions within the system, is the result of a deep internal learning process.

9.2. IDENTIFYING CAPACITY GAPS

In this CA Report, it is taken into account the existing capacity at the level of individuals, organizations and the enabling environment as a reference (situation A) and compares it with future needs at the respective levels (situation B). The gap between the two situations A and B recognized as the capacity needs.

The step from A to B poses a serious conceptual and methodological challenge and problem, especially in a multi-stakeholder and multi service-provider context.

Taking a multi-stakeholder perspective, it is no more the difference between an organization and an individual's existing and future circumstances. Rather, a capacity gap is defined as the difference between the existing and future demand for a variety of services and the difference between the existing and future capacity of all service providers.

It began the capacity assessment with the local and indigenous knowledge of an organization and its members and enhances its understanding and appreciation.

Analyses of management plans and their implementation could be concluded that management plans are prepared and implemented routinely without a relevant scientifically base.

Regarding the answers delivered after self-assessment could be concluded that the overall capacities are higher than actual is identified.

Assessment for improvement is based on the possibility to choose one of the four offered options (as answers that best describes circumstances in question) and to, therefore, assign scores ranging from 1 (for the worst situation) to 4 (for the best)⁴⁸.

⁴⁸ Descriptive and numerical scores are the following: 1 – very bad; 2 – bad; 3 – good; and 4 – very good.

In Montenegro, the participants differently assessed management planning. At the central level, it is assessed that the management practices, research and monitoring in protected areas are implementing good or very good. That is also assessed by Regional park staff. According to the answers and information delivered from relevant institutions and stakeholders could be concluded that the weakest segment is researching, strategically planning and the lack of financial resources. Communication with the local community and including their representatives in the joint decision-making process needs to be improved in order to provide more effective management of the protected areas and sustainable development in general. All the participants agreed that systemic research and management planning would be required at the overall protected area system-level. A closer look shows more variations. According to the participants' answers, the PE National parks of Montenegro has the best capacities for the formulation and implementation of management plans and for the preparation of projects and implementation of daily tasks in accordance with the legal and strategic framework. In comparison between NP Durmitor and NP Piva, it could be concluded that NP Piva has better capacities for the management of protected areas than NP Durmitor.

In Bosnia and Herzegovina, there is no headquarter office. In comparison to two institutions, NP Sutjeska has better capacities for formulation and implementation of management plans and for the preparation of projects and implementation of daily tasks in accordance with the legal and strategic framework than NP Blidinje.

The lowest capacity scores are for human resource management and human resource planning. There is the greatest gap between the importance of capacity and its current rate.

Two worryingly low capacity scores were given to the uniform institutional framework for policy-making and coordination between the institutions in the field and to the integration of the field into the national policies, strategies and plans. Thus, in accordance with the opinion of the respondents, the PAs management units cannot effectively represent nature protection and other issues in implementing procedures, and its issues are not sufficiently integrated into the relevant management plans.

All interviewees have expressed a need for the organization of educational and training courses.

The current perception derived from the interviews and questionnaires is that the PAs management units would need more relevant human and financial resources to effectively carry out their responsibilities. Bosnian and Herzegovinian and Montenegrin protected area units employ a relatively balanced range of staff, with the majority working with high school education level and with lack of experience for the management of protected areas. The qualifications of employees are perceived as insufficient for the execution of prescribed functions, duties and EU obligations. The most of the employees has not university graduates with certain experiences and are not properly qualified for the tasks assigned to them. In NP Blidinje there isn't an employee related to the specific tasks in the nature protection field. In all PAs, only a relatively small number of employees are fluent in foreign languages, especially English

which is a prerequisite for efficient and unobstructed communication with international organizations, donors, EU, etc. This is evidence that staffing structure is typical in centralized PA administrations that include a strong technical and administrative team (Montenegro).

Overall results for four PAS are summarized presented in Table 2.

| Issues | Average grade⁴⁹ |
|--|-----------------------------------|
| Capacity to implement policies, legislations, strategies and programmes | 2.5 |
| Capacity to engage and build consensus among all stakeholders | 2.5 |
| Capacity to mobilize information and knowledge | 3 |
| Capacity to monitor, evaluate, report and learn | 3 |
| Levels | Average grade |
| Systemic | 2.5 |
| Institutional (NP Piva, NP Durmitor, NP Blidinje, NP Sutjeska and local governments) | 3 |
| Individual (<i>Level of education of employees (University diploma or higher), knowledge of foreign languages, training, relevance for the current job</i>) | 3.5 |
| Total score | 2.86⁵⁰ |

Table 2: Capacity assessment results

Capacities to mobilize information and knowledge and to monitor, evaluate, report and learn received the highest scores among the four areas assessed with average grade of 3. The remaining three capacity areas – referring to systemic, institutional and individual abilities to build consensus and partnerships for PA management and build consensus among all stakeholders received scores of 3. Capacity to implement policies, legislations, strategies and programmes and to monitor, evaluate, report and learn received scores of 2.5. These findings should be treated with Capacity building programmes and training which will be implemented on the basis of this Assessment.

As for the capacity levels, results of the assessment indicate that systemic and individual levels need special attention as they have received substantially lower scores compared to the institutional level. Once again, assessment of the institutional level capacity made through the Assessment and presented here is representative mainly of the capacity of the existing institutions (primarily PAs management units, also, relevant ministries and local governments) while the overall capacity of PA institutions is on a lower level due to lack of implementing part of work for all the PAs.

For the component related to the education, knowledge of employees, clear vision of duties, knowledge of foreign languages it is important to explain reasonably clear importance of individual for institutional setup. Strong individual capacities will improve institutions for planning, implementing and enforcement of legal and strategic

⁴⁹ Score from 1 to 4

⁵⁰ Based on delivered fulfilled questionnaire

framework. On the other hand, without systemic influence individual and institutional capacity for PA agenda implementing will be with little effect or influence.

For the component related to the implementation of policies, legislation, strategies and programmes – weakest points were assessed to be linked to split responsibilities between different levels and institutions. It is very important also to ensure the effectiveness of the leadership of PA institutions; levels of qualifications and motivation of human resources; the ability of institutions to mobilize sufficient funding and human and other resources to effectively implement their mandate; transparency and public accountability of PA institutions; and opportunities for training and career development/ provision of training systems and mentoring for the new staff.

Related to the capacities to engage and build consensus between partners and stakeholders many questions were self-assessed (by employees) with the score 'good' or 'very good'. But, if we consider all issues and include the level of political support for PAs, the level of public support, answers of local communities (by field interviews) it could be concluded that it is necessary to improve capacity for this component.

Answers related to the capacity to mobilize information and knowledge were with the best-assigned score. In other words, it was assessed that the information needed to develop and monitor strategies and action plans for the PAS management were on the top of priorities and capacities together with the capacity to monitor, evaluate, learn and report.

Regarding all answers, relevant policies and publicly available documents related to the management of protected areas it was assessed that there is no adequate, systematic protected area policy (despite the fact that certain aspects of such policy are addresses through different documents) and secondly, that there were no systems in place for measurement of performances of individuals working within PAs.

Also, it is questionable are institutions able to adapt and to change, to conduct the dialogue between local communities, NGOs, private sectors, on the one hand, and PAs, on the other, and establish mechanisms for internal monitoring and evaluation related to the best EU practice.

After analyses of relevant documents could be concluded that there is a lack of clear PA policy and lack of integration of biodiversity conservation policy into planning and programming in other sectors. That is the first step that has to be improved for effectiveness in establishing and managing PAs. Related to this is the need to improve closer cooperation and coordination, primarily among public institutions, as a precondition for the fulfilment of PA objectives. Also, the issue is a link between the policy and coordination and the lack of effective mechanisms to resolve potential and actual conflicts related to PAs and resource uses, where there is a clear need for a well-informed social dialogue and improved political and public support for PAs.

Human and technical resources in some PAs management units (ex. Blidinje) are not sufficient to ensure a well-functioning PAS, fulfillment of national objectives and EU integration obligations, including for example establishment of the ecological network Natura 2000. The existing information system is poor and it does not represent an

adequate basis for decision-making and efficient management, while advanced techniques and methods for regular biodiversity monitoring and reporting have not been applied.

On the level of PA management, capacity gaps are varying depending on the category of protected areas – from the low capacity for NP Durmitor or enough capacities of PENP MNE, with space for improvement, and very responsible and nature-based management in NP Piva but with conflict in management with Forestry Directorate. Specific management issues that have been directly affected by capacity constraints include, for example, biodiversity inventories and monitoring of the state of species and populations, as well as systematically preparation and development of management plans based on scientific data.

It could be concluded that in both countries management plans drafting is based on a top-down approach, without significant participation of local communities and with financial and business planning as, particularly weak components. It is necessary to generate optimal responses to threats to which the parks have been exposed. Cooperation with local communities is insufficient to ensure favourable protection outcomes and should be thus improved through capacity development measures.

There are enough employees in PENP of Montenegro. Most of them with relevant education are employed in headquarter. They are passed some training regarding the planning and project proposals preparation, identification and mapping of Natura 2000 sites, GIS techniques, financial planning in national parks, and strengthening of rangers' skills.

In NP Durmitor, as one of five management units, it is evident lack of human resources for good management of the protected area. Employees are not passed important specialized training for biodiversity conservation and management measures. Management capacities in this protected area have to be improved and increased with educated staff. Also, it is necessary to solve the conflict between economic development and nature protection in the same territory.

In NP Piva, proclaimed in 2015, management is established from the local level according to the Law on Nature Protection. All employees fulfilled the questionnaire and show a high level of cooperation. They indicated that they had had some study visits to regional institutions related to nature protection management (Croatia) for a better understanding of processes related to the management of protected areas. There were some training workshops organized in the field of nature conservation, space orientation, training for rangers, alpinists training, monitoring of wild animals, preparation of project proposals, training for marketing skills.

In NP Sutjeska, it is evident lack of human resources for good management of the protected area. Management capacities in this protected area have to be improved and increased with educated staff. Also, it is necessary to solve the conflict between economic development and nature protection in the same territory.

In NP Blidinje there aren't relevant employees for protected area management and it is needed to employ new staff relevant for these issues.

The total institutional score for all protected areas is assessed with 3 according to the existing of relevant documents, clear vision of duties, annuals work plans with indicators, boundaries of protected areas, legal status, communication and cooperation with local communities and other relevant institutions in the field of nature protection.

The total score for all levels and all components of assessment is 2.86.

The number of employees per PAs Management units is shown below:

| Name of protected area | Number of employees (University diploma or higher) ⁵¹ | Surface (ha) | Number by surface (1 Employees per ha) |
|------------------------|--|--------------|--|
| NP Sutjeska | 21 (total 78) | 16.052,34 | 764.4 |
| NP Durmitor | 9 (total 49) | 33.180,00 | 3.686,66 |
| NP Blidinje | / (total 2) | 35.800,00 | 0 |
| NP Piva | 2 (total 9) ⁵² | 32.477,90 | 16.238.95 |

Table 3: Capacities for management (by surface)

There are no strategic or planned capacity building programmes carried out for protected areas managers in Bosnia and Herzegovina and Montenegro which are publicly available. All the training events that took place in the previous period were on an *ad hoc* basis and mainly driven by the external subjects who provided financial support for such initiatives. It is needed to prepare an adequate programme and allocate annual finance resources for staff education and spend money in accordance with the real needs.

Most of the capacity building programmes are short-term training events on things like project management, fund-raising, or in the form of study visits to other protected areas in the region. Rangers have to undertake training in law enforcement, and the newly employed ones usually learn fieldwork from their older colleagues.

Training programs will have to be designed very carefully, in order to be case-specific and take those things into consideration. The thing that could potentially be motivating is study visits, i.e. visits to other protected areas. Such visits could be very useful for rangers and for them this could be very beneficial (ex. NP Piva, new employees in NP Blidinje).

Capacity building needs assessment is based on qualitative assessments and resulting in training programs. There are important conclusions drawn from the analysis of the results achieved. Capacity development should be focused on rationally identified needs, appropriate to the participants, professionally designed, delivered and assessed, and is affordable and sustainable. Protected area (PA) managing institutions should have capacity development plans and priorities with allocated budgets for these purposes. Information and data management should be an integral part of the operations of protected areas management. Training in biodiversity conservation should focus on management-oriented skills rather than academic studies.

⁵¹ Relevant for management and monitoring

⁵² With director

Capacity Development has to improve:

1. Capacity to prepare and develop policies, legislations, strategies, and programmes;
2. Capacity to implement policies, legislations, strategies, and programmes;
3. Capacity to engage and build consensus among all stakeholders;
4. Capacity for information and data management;
5. Capacity for biodiversity conservation;
6. Capacity to mobilize information and knowledge;
7. Capacity for monitoring, evaluation, reporting and learning.

9.3. Gender Composition

A recruiting system that would take gender issues into account does not exist. The lack of such a policy may lead to a pronounced gender imbalance, which is not good for the functioning of the institutions. According to the description of daily duties, especially for outdoor work, it could be concluded that this type of job is not satisfactory for women.

It should establish the system which would enable the long-term achievement of gender balance goals at the PAs management units.

10. CONCLUSIONS

Protected area institutions exist but leadership is weak and provides little guidance. Also, some political will exists but is not strong enough to make an improvement. Existing mechanisms are unable to develop enough and a full range of skills needed, especially in the part of monitoring, evaluation, reporting and learning. There is evident limited support for protected areas. Risks are the establishment of an adequate institutional framework for protected areas.

The protected area system has many gaps in terms of representativeness regarding the number of employees and geographical coverage. Overall improving capacity among protected area staff at both levels in Bosnia and Herzegovina and Montenegro is needed. Skills are insufficient in all Protected Areas. There is a need for further staff training and education in all Protected Areas Management Units. Managers generally monitor their staff but without relevant programmes. Some types of training have taken place but they have been limited and are mainly dependent on donators' support. *The ad hoc* approach for capacity development is not sustainable and does not strengthen capacity at the institutional level. This leads to the conclusion that protected area management to not have formal, systematic, internal capacity development programmes for their staff, which leads to inefficiency and limits the effectiveness. Some skills exist but not enough to guarantee effective planning and management. Human resources qualification is nonconforming with some well qualified, but mostly unqualified employees. Career tracks are weak and training possibilities are few and not well managed. Individuals are reasonably skilled but could further improve for an optimum match with the job requirement. Individuals interact in a limited way and sometimes in teams but this are rarely effective and functional. Education in English language is needed.

Regarding the categories of protected areas could be concluded that National parks (Sutjeska and Durmitor) have longer relevant experience in protected areas management than Nature parks (Blidinje and Piva). Sutjeska and Durmitor National Parks have a sufficient number of employees, but their education is not adequate. NP Piva has a management structure and staff with relevant education but they need more training. It is needed that the NP Blidinje establishes a structure for good management. Blidinje Nature Park has not a sufficient number of employees and their level of education is unsatisfactory. Some initial capacity building for new staff has been provided by the ongoing and/or planned projects. It is expected that the training needs for those new staff will be extensive and somewhat different from those of the national parks (i.e. they will be starting from the beginning, with no previous experience in biodiversity protection and its sustainable use, project management, nature protection legislation enforcement, financial management and other matters relevant for PA management).

The knowledge and capacities of local governments concerning their obligations in Nature Protection issues are generally very low.

Montenegro has a plan for administrative and institutional capacity building in the environmental field in focus. The training plan will be with a focus on the implementation of EU legislation, including the implementation of mechanisms for the protection and preservation of the integrity of the ecological network and focusing on the potentials of TAIEX and Twinning programs. It is planned to increase the number of employees and to reorganize existing capacities. 53

Owners are not a part of the improvement of the system for protected areas which could generate many conflicts which are solving thought the judges system and become an obstacle for development and objectives realization, not enough knowledge and will for including local communities in the decision making process.

Weakness is existing in the part of integration the nature protection objectives in different sectors: energy, tourism, agriculture and linked activities which are the main channel of the national economy, foreign help, the closeness of political structures and governing generalized political decision-making, rather than professional. There is currently a problem with the lack of data and harmonized documentation, as well as the names of certain categories.

On the one hand, Montenegro and Bosnia and Herzegovina should demonstrate full compliance with the requirements of the Habitats and Birds Directives, as well as international conventions on biodiversity. On the other hand, the achievement of these objectives should be achieved at the lowest possible cost and to maximize the economic benefits of ecosystem services provided by nature and increase opportunities for local development in and around the protected areas. The management context determines whether the management objectives are met, whether they are fair and sustainable.

⁵³ Ministry of Sustainable Development and Tourism

Governance context depends on formal authorities, institutions, processes and relevant customary and legal rights.

It can also be influenced by history and culture, economic outlook, access to information and many other factors. There have been designated responsible persons related just to the topic of management of protected area and management of future Natura 2000.

The forthcoming preparations for Natura 2000 management implementation and the full application of the Nature Protection Acquis cannot be handled with the current situation. The increase of well-trained staff and improved organization and management are a key prerequisite to meet the new obligations.

The lack of reliable data makes the management of the protected area and setting up of the Natura 2000 network very complicated and also from this point of view the need for good qualified additional staff is necessary with a view to speeding up professional data collection.

Protected area policy and planning show weaknesses. These relate specifically to management effectiveness monitoring and conservation.

Law enforcement is a traditional aspect of protected area management, where the need for capacity is governed by the severity of the threats to protected areas and biodiversity. There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps. Institutions are understaffed and employees are not sufficiently skilled to implement the obligations arising from adopted legislation. Knowledge of the functioning of EU institutions should be increased by the provision of training.

Although conservation is the main foundation of protected area management, this category is a significant weakness at both levels in both countries. Existing data are usually unavailable. Data processing is not so successful. Some information exists but is of poor quality and of limited usefulness and difficult to access. Field equipment could be marked as insufficient. All Protected Areas need scientific research in the field. Research and monitoring could be improved, some in collaboration with faculties, others with their employees and through projects implemented in the field. Blidinje Nature Park cannot make create an analysis of and strategy for research regarding staff structure.

All Protected Areas set protection, enhancement and adequate use of PAs as priorities. But in practice, the use of resources is unsustainable. Sustainable development and community involvement are a major weakness at both levels. The staff does not recognize the need to build their skills in working with local stakeholders, managing resource use and resolving conflicts. It could be pointed out that there is unsatisfied cooperation between PA management units and local communities. The management units pointed out that the decisions making process is transparent, but decision making has to be improved communication with local communities. Local communities are not well informed and do not participate in decision making. Blidinje Nature Park recognizes the main resources, but more research is needed.

Management of National Park “Sutjeska” and National Park “Durmitor” have not much contact with local communities. National Parks should be more active in municipal activities; the cooperation so far was based exclusively on individual initiatives. Sutjeska National Park spreads over the state boundary with Montenegro and Durmitor National Park. The boundaries will be redefined and new zoning will be performed. Durmitor has a Spatial Plan of the Special Purpose but it will be out of the force when Plan of General Regulation will be prepared.

Nature Park “Blidinje” also has a problem with the local community primarily due to illegal construction and poaching. Nature Park “Blidinje” has a specific status. It is currently on the budget of three different counties/cantons, but only Hercegovina/neretvanska county/canton actually provides resources, and the remaining two don't. According to the Federal Act on Nature Protection a Protected Area that spreads across the territory of two or more counties/cantons should be financed from the federal budget. Nature Park „Blidinje” has a problem of usurpation and conversion of land into construction land. There is the spatial plan which defines the park boundaries and zoning has also been performed.

Nature Park “Piva” could be in problem with conflict management with Forestry Directorate. There are no obligations recognized by the laws to prepare a Spatial Plan for Nature Park.

The majority of PA managers said they were successful in solving the conflicts with local communities, so for example National Park “Sutjeska” pays indemnities to the local community for the damage caused by wolves (sheep) and bears (honey).

Management Plans for Bosnia and Herzegovina and Montenegro are generally in accordance with PA objectives but without coordination of priorities and specificity of each area and employees should understand objectives. PAs Management Units have annual plans.

NP Durmitor has a management plan but not up-to-date and it is typically not comprehensive and was not participatory prepared.

NP Sutjeska and NP Blidinje have up-to-date management plans.

A very important aspect of the management of IUCN categories III and lower is the provision of clear guidelines and principles for the protection and possible valorization. The management or designation of the managers for these categories has been entrusted to local authorities.

The most prominent problems may be observed in infrastructure in all Protected Areas. Transportation infrastructure does not meet the objectives in some parts of protected areas and that in some Protected Areas it doesn't exist at all. In some Protected Areas approach roads are in bad condition.

Most parks do not have adequate visitor facilities.

Regarding the enabling environment assessment, governmental reports and other relevant documents it could be concluded that the communication between different sectors inside the ministries, nature protection institutions, PAs management units, local governments, NGOs and other relevant stakeholders has to be improved. There are only *ad hoc* meetings and no regular organized communication flow. The different sectors, departments, institutions contact each other only on *ad hoc* basis. Cooperation between these stakeholders should be strengthened, e.g. through quarterly meetings.

In the financial sector, according to the majority of managers, financial stability is very questionable. According to the finances, there are huge differences regarding this issue from one PA to the other. Some of the Protected Areas have not received any funding (ex. Blidinje in the past) and some received some funding which was not sufficient for even the most basic activities so that they secure some funding from the projects on their own. Legislation obliges founders to care for PA.

It could be concluded that there are certain problems in the planning and management of finance, priorities, capacity building.

Possibilities for improving the management of protected areas are increased implementation of management plans at the central and local level, increasing level of knowledge about principle of good management and opening toward new models and modern practice, quickly improvement of the institutional framework for biodiversity in the context of preparation for EU accession, centralized information system of biodiversity and improvement of biodiversity monitoring, increasing of green marketing through increased interest for ecological products (organic food, eco-tourism, hiking, biking, rural tourism) which could generate financing of protected areas and self-sustainability, introducing ecosystem services as a manner for benefits diversification for protected areas and its' management.

Reviewing information and documentation on protected areas could be concluded about the challenges:

- protected areas are not managed on the expert basis;
- areas are not adequately valorized;
- no adequate monitoring of these areas.

According to the mentioned above, it is necessary as a follow:

- Establish the standards for the proclamation of protected areas and their management;
- Establish the database;
- Cooperation with civil organizations, stakeholders and owners in the process of decision making.

According to mentioned in previous chapters and regarding the obligation of institutions the individual should be able to: implement protected area policy, planning and projects; providing a strategic and rationally planned framework for protected area governance and management.

PAs managers should be able to: enable the establishment and integration of a protected area system within national, regional and international policies and plans;

support developing and implementation of strategies, plans and projects for achieving protected area goals, establish and sustain well-governed, managed and led organizations for protected area management, ensure good human resource management, establish an adequate, competent, well-managed and supported workforce for protected areas.

11. MECHANISM FOR STAKEHOLDERS INVOLVEMENT

It is recommended to PAs authorities to implement mechanisms for stakeholders' involvement. Mechanisms are: informing (the lowest level of participation), consulting, deciding together, acting together and supporting independent community interests.

Local communities should be motivated to communicate with rangers and PAs management units, in the case of inadequate monitoring/reporting by rangers. For efficient monitoring and reporting, it is recommended that the PAs management units adopt standard forms to be completed by rangers. Relevant stakeholders should have cca 4 regular annual meetings for assessment of all management plans implementation aspects based on established success indicators.

12. RECOMMENDATIONS FOR STRENGTHENING TECHNICAL AND HUMAN CAPACITIES FOR BETTER MANAGEMENT

Sometimes the training courses conducted in the field of PA management are not tailored to the needs of participants. Many learning initiatives are driven by donor priorities, existing funding, or preferences of project managers. From that reasons in this Project is prepared questionnaire with the aim of assessing the real needs of PAs management units and their employees. Their answers were the basis for future training. Analysis of desired, on the one hand, and existing performance, on the other, leads to the definition of training programmes to respond to the gap between the four protected areas.

Some training activities are proposed aimed at improving the technical capacity of PA management staff for the implementation of management plans and for biodiversity protection and monitoring in Montenegro and Bosnia and Herzegovina.

Specific skills categories that should be taken into consideration:

- There is potential to train staff in training techniques and to pilot the development of internal training programmes.
- Field staff would also benefit from training in supervision and instruction in the workplace, which could provide a low cost, sustainable and effective way of providing training.
- Information and data management is an important need, but for training to be effective this requires improvement of institutional as well as individual capacities.
- All protected areas staff whose work involves contact with the public, communities and other stakeholders would benefit from training in basic communication and interpersonal skills.
- Language training is a very important need.

- All protected areas field staff should have at least basic training in basic first aid, safety and security.
- Training in biodiversity conservation should focus on management-oriented skills rather than academic studies. The focus should be on developing, applying and monitoring the impact of specific measures designed to achieve the defined conservation goals of protected areas.
- Training in working with communities at all levels; should be a priority topic in future initiatives.
- A regular programme of training would also be beneficial for all staff in order to keep staff updated and to ensure that new staff are trained.
- Training for staff should focus on the day-to-day management of tourism, on impact assessment and on visitor management at the site.

Training in awareness, education and public relations, while important, would probably be most effectively delivered within training in tourism and recreation and in working with local stakeholders.

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14. ANNEX I

QUESTIONNAIRE

1. Protected Area _____

2. Education

- a) IV degree
 - b) VI degree
 - c) VII/1 degree
 - d) VII/2 or more degree
- _____

3. Knowledge of foreign languages (which and level)

4. Trainings during your current job:

5. Current job:

Position:

- a) employee
- b) consultant
- c) intern
- d) other:

6. Type of contract:

- a) permanent
- b) temporary
- c) other:

7. Existing institutional job description:

- a) yes
- b) no

(if yes, could you please attach a copy, if no please answer the following questions)

- Current duties: _____

- Current responsibilities: _____

8. List the knowledge needed in your job (what you must know):

9. Please list what you mark as a very important lesson learned from previous projects?

10. List the skills needed in your job (what you must be able to do):

11. Tick the training topics you think might be useful to improve your professional effectiveness:
- International and national conservation strategies and protected area policies
 - Environmental quality monitoring
 - Biodiversity monitoring and management
 - Communication skills
 - Physical and landscape planning
 - Planning and design of interpretive structures and media
 - Environmental education planning
 - Visitor safety planning
 - Human resources management
 - Preparing grant proposals
 - Financial management and planning
 - Social policies, community involvement and conflict resolution
 - Law enforcement
 - Sustainable tourism and marketing in protected areas
 - Other:
12. Did PA staff in your enterprise participate in any capacity-building programmes within international projects? If “yes”, what was the purpose, the target audience and when did it take place?
13. Are any international training courses and staff exchange visits organized between PA staff of your country and other States?
14. Capacity to implement policies, legislation, strategies and programmes:
- a) Very good
 - b) Good
 - c) Bad
 - d) Very bad
15. Capacity to engage and build consensus among all stakeholders:
- a) Very good
 - b) Good
 - c) Bad
 - d) Very bad
16. Capacity to mobilize information and knowledge
- a) Very good
 - b) Good
 - c) Bad
 - d) Very bad
17. Capacity to monitor, evaluate, report and learn
- a) Very good
 - b) Good
 - c) Bad

d) Very bad

18. Does the protected area have legal status?

a) Yes

b) No

19. Do you implement all regulation related to the control of illegal activities and poaching in the protected area?

a) Yes

b) No

20. Is the boundary known and demarcated?

a) Yes

b) No

21. Do you have a regular work plan with deadlines, job holders, sources of funding

a) Yes

b) No

22. Are there enough employees to manage the protected area?

a) Yes

b) No

23. Is the current budget sufficient for adequate management?

a) Yes

b) No

24. Do traditional peoples resident or regularly using the PA have input to management decisions

a) Yes

b) No

25. Visitor facilities

26. Do commercial tour operators contribute to protected area management?

27. If fees (tourism fines) are applied, do they help protected area, management?

28. Is the protected area being managed consistent to its objectives defined by relevant legal acts?

29. Is the protected area providing economical benefits to local communities?

a) Yes (please explain)

b) No

30. Do you have a management plan for PA?

a) Yes (please give information about period for implementation)

b) No

31. Do you have own internet site?

a) Yes

b) No