

PARTICIPATORY PROCESS for Preparation of the ICZM Strategy in Montenegro

Initial Proposal

CEED Consulting



Podgorica, July 2013

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

Introduction

Preparation of Strategy for Integrated Management of Coastal Area and Integrated Coastal Area Management Plan is the main activity of the CAMP project and way of its implementation in integrated approaches practice and new institutional/coordination mechanisms. The Article 18 of ICAM Protocol anticipates preparation of ICAM strategy, plans and programs. National strategy ICAM will define a set of long term objectives, taking into account 20-year time frame. ICAM Plan will serve as a support to achievement of Strategy objectives.

ICAM Strategy and Plan refer to entire coastal area. One of key steps in their preparation is analysis of management system of relevant coastal area. In addition, a critical component of ICAM process is participation process of relevant stakeholders, particularly those referring to estimate and set off of management system changes. To that end, a particular stress will be put on timely actions in terms of involvement of all stakeholders in the decision-making process.

Methodology

The objective of the survey, which CEED Consulting is conducting, is to use adequate techniques to include public in the process of creating ICAM Strategy. With the purpose of obtaining adequate results, several techniques will be used: desk research, in depth interviews, focus groups and workshops. Each of these techniques provides better insight in the current situation, while interaction with survey participants is aimed at identifying real problems population is facing with and providing adequate recommendations and measures for their solving.

Desk research is a research technique usually related to collecting data from existing sources and is considered a cheap technique when compared to field research, since the main costs include spent time and telephone costs. Desk research includes collection of data already existing either within client's internal source or in publications issued by relevant national institution/nongovernmental organization, on the internet, professional magazines, annual company reports and commercial data bases.

Desk research will be carried out based on:

1. Internal Desk Research – it can be regarded as a starting point in every research. Much information on national and local institutions, business sector as well as for non governmental agencies can be found in documents, which organization is already possessing and this is a normal course of data collection.
2. External Desk Research- it includes research carried out outside organizational framework and gathering relevant information mainly related on institutional framework and institution representatives critical for project implementation, with the focus of information filtration (due to large amount of available information).

In depth interview is carried out as a free discussion about pre-defined topics to be included in the questionnaire, which content the Client must approve first. The in depth interview is open enough to allow participant to express personal opinions and views and is primarily used when we need to get professional opinion about specific topics, trends in particular area or if we just want to elaborate on certain topic. The advantage of in-depth interviews is in obtaining clearer picture of institutional

frameworks and comprehending social and economic issues in coastal area. In depth interview is a research method used when opinion from several relevant stakeholders is required: decision makers, experts in complicate and sensitive topics, and one of the goals is to obtain information to help in comprehending the operating of these institutions and possible internal conflicts that may occur.

Focus groups are very efficient research technique for assessment of quality, provided service or testing new ideas. Focus group usually includes group of 8 to 10 persons. The approach is to create a group small enough to allow everyone to express their opinion, but also big enough to present different views and experience of participants. Participants are selected from different socio-economic groups and zones respecting gender equality depending on project needs. Focus group is very efficient when the subject of a research is a topic because participants have the ability to oppose to and/or support each other. The aim of focus groups to be conducted for the needs of CAMP is to establish conflicts and deficiencies in functioning of the current coastal area management system.

Workshop is characterized by active involvement of all participants. Workshop coordinator has the task to, based on defined guide harmonized with the Client's needs, encourage discussion, exchange of opinions and providing of possible suggestion for identifying key issues. Workshops encourage interactions and exchange of information of small group of participants. Advantages of this method are the following:

- Personal approach - free expression of opinion;
- Encouraging non verbal form of expression;
- Activity and spontaneity;
- Practicality and instantaneity.

The aim of a workshop is to hear and accept participant's opinion about potential solution on evident issues.

Quantitative research is research which, relying on the theory of probability and statistics, extrapolate results obtained on the defined sample to entire population. The aim of such research can be description of current state or establishment of cause-effect relation between certain variables. This type of research includes field research or poll taking, which is to be done in this project. Quantitative surveys are conducted on samples which size and method of selection must meet strict methodological criteria. Field research (face-to-face surveys) are performed by highly trained associates- poll takers, which enables fast conducting of the survey and reduced the possibility of making mistake in data entry. Wide network of poll takers, which CEED Consulting is cooperating with, is of critical importance for even coverage if the entire territory as defined by ToR.

Work Phases

Note: In accordance with the implementation schedule, the document will be extended with details relevant to each stage.

1. FIRST PHASE (May October)

1.1. Collection of information - desk analysis

In **this phase**, key problems of the area identified in sector analyses will be summarized. In addition, in this phase, potential focus group participants will be identified, and their task will be to verify problems, set priorities and identify problem causes. CEED Consulting will prepare draft guide for focus groups, which will later on be adjusted with the demands of Ministry of Development and Tourism. In this phase, a preliminary analysis of key institutions in coastal zone management will be prepared based on the desk research and analyzed harmonization with the Protocol provisions.

Deadline: 15.07.2013.

1.2. First field researches

In **this phase**, a quantitative or field research (face-to- face survey) will be prepared in order to get insight into awareness of population living in coastal area about the Protocol and concept of Integrated Coastal Area Management and their opinion about the effects of residential tourism on life of local population. In six municipalities of coastal zone, covered by the Project, trained poll takers will conduct 600 interviews or 100 interviews with local population in each municipality. In order to carry out given task, CEED Consulting will hire at least four poll takers (per municipality). Before starting the quantitative survey, CEED Consulting will create questionnaire in accordance with the Client's request. Polltakers hired for the task will pass the training, where a survey coordinator will introduce them with the objectives of the research and give clear instructions for work. During the data collection process, survey coordinator will be in constant communication with poll takers and control their work. The survey will be carried out following defined quotas (gender, age and area) which are to be defined based on Census 2011. After the qualitative survey is conducted, data entry will be performed, followed by data base 'cleaning' and interpretation of the results. In addition, there will be two focus groups organized to evaluate the work methodology and accuracy of gathered data. It is planned to have two sector focus groups (tourism and agriculture) with relevant sector experts on the local and national level. There will be a questionnaire created for each focus group containing relevant questions for each sector in particular. The questionnaire will be made in compliance with MSDT's demands. The aim of the focus group, apart from collecting necessary information, is to check the functionality of sectoral approach and to give recommendations for potential improvements. In this implementation phase, based on collected data from the previous phase, in depth interviews will be conducted with representatives of relevant institutions both on national and local level, based on which external and internal problems in functioning of these institutions will be identified, as well as sector problems in target areas (agriculture, tourism, etc.). In-depth interview moderator will use the questionnaire made in compliance with MSDT demands.

Deadline: 30.08.2013.

1.3. Other field research

In this phase, focus groups will be organized to discuss about problems in the coastal area. The aim of focus groups is to present participants the identified sectoral problems and to, through discussion, **set priorities** and **identify causes** of defined problems. In addition, focus group participants will talk about future vision of the coastal area development. It is planned to organize sectoral focus groups, which will include relevant experts both on national and local level. Focus group moderator will receive a questionnaire, which content will be previously approved by the Client. The questionnaire will be the same for all focus group participants. One of the moderator's tasks is to get participants familiar with the main principles and objectives of the Protocol, primarily those related to target topic. In this phase, in depth interviews will be organized in case of being prevented to be held in the previous phase due to objective circumstances (vacation, tourist season, etc.). In this phase, the analysis of examples for case studies on conflict situations will be prepared. In addition, a 'Coast Day' - an event traditionally held in Mediterranean countries will be organized in Ulcinj on 25th of September. The aim of this celebration is to promote sustainable coast management and protection. One of the activities will be to translate the Protocol ICZM to Montenegrin, to print it and distribute it during the event. Beside the Protocol itself, promotional material (brochures, publications, posters, etc.) will be distributed as well. The target groups are local population, decision-makers and young people.

Deadline: 30.09.2013.

1.4. Prioritizations

In this phase, conflicts and deficiencies in institutional and legal framework will be identified based on cross-tabulation of obtained results (desk research, in depth interviews, focus groups); Apart from this, received results from sectoral focus groups will be summarized, based on which, the final list of priority problems will be prepared as well as causes of these problems; and finally several options for vision will be prepared. After processing received data, workshops will be organized (in the coastal area) with representatives of national and local institutions, non government organizations and scientific institutions where the prepared material will be presented. The workshop is designed to be an open discussion about the quality of prepared material and opportunity to give recommendations and suggestions to presented material. In this phase, the performance of the Management Board within CAMP project will be analyzed based on Board meeting minutes.

Deadline: 30.10.2013.

2. SECOND PHASE (November - January)

2.1. Second round of focus groups

In this phase, focus groups will be organized in order to elaborate priorities in detail, particularly causes of problems and associated objectives and indicators. There will be two focus groups organized in each coastal municipality (one with representatives of local nongovernmental organizations and the second one with business sector), except for Kotor and Tivat, which due to their vicinity, will have one joint focus group for nongovernmental organizations and business sector. After that, focus group will be

organized with representatives of state administration and investors seated in Podgorica, who as one of the activities have investing in the coastal area. Focus group moderator will receive questionnaire, which content will be previously approved by the Client. The questionnaire will be the same for all focus group participants. In this phase, Management Board performance in capacity of coordination body for implementation of the Strategy of Integrated Management of Coastal Area will be analyzed and proposals of possible options for coordination mechanism will be provided as well.

Deadline: 15.12.2013.

2.2. Presentation of results

In this sub phase, workshop with representatives on local and national level will be organized, where the results will be presented, adopted and adjusted. In addition, the Analysis of Institutional-Legislative Framework will be finalized as well.

Deadline: 30.01.2014.

3. THIRD PHASE (February – April)

3.1. Work on measures

Deadline: 15.03.2014.

3.2. Work on action plan

Deadline: 15.03.2014.

4. FOURTH PHASE (May – June)

4.1. Presentation of Strategy Overview

Deadline: 30.05.2014.

4.2. Final conference

Deadline: 30.06.2014.