

Example of good practice	From a waste disposal area to a protected area: the example of the Tivat salt flats
Category	Management; education; tourism
Organization	Centre for bird protection and monitoring (Centar za zaštitu i pručavanje ptica; CZIP)
Partners	EuroNatur; Morsko Dobro Public Institution; Tivat municipality; Tivat tourist board
Area of activity/location	Tivat salt flats
Country	Montenegro
National protection category (IUCN?)	Special nature reserve and ornithological reserve
Scope of implementation (local, national)	Local
Time needed to achieve solution	4 years
Number of employees	2
Budget	62 000€
Source of financing	EuroNatura; German State Environmental Protection Fund (DBU)
More information	<a href="http://www.birdwatchingmn.org/podrucja-za-ptice/obala/tivatska-solila">http://www.birdwatchingmn.org/podrucja-za-ptice/obala/tivatska-solila</a>
Contact person	Marija Stanišić; Igor Stojović
Accomplishments (overview)	<ul style="list-style-type: none"> <li>• The Tivat salt flats were proclaimed a protected area.</li> <li>• Educational field trips for pupils of primary and secondary fields from Montenegro – 5 schools, 2000 children from 6 towns:</li> <li>• Podgorica, Tivat, Budva, Kotor, Kolašin, Bijelo Polje.</li> <li>• Training sessions (ornithology camps, training) for young researchers (Faculty of Biology, University of Sarajevo/University of Podgorica) from Montenegro and BiH</li> <li>• Establishment of a new eco-tourism destination for Tivat and Montenegro</li> </ul>

	<ul style="list-style-type: none"> <li>• Promotion of the Tivat salt flats in the local, national and international press (350 articles)</li> <li>• Reductions in illegal activities</li> </ul>
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Problem/opportunity	
Problem to be resolved	<ul style="list-style-type: none"> <li>• Lack of infrastructure</li> <li>• Lack of information among the local population</li> <li>• Insufficient capacities of the manager</li> <li>• Habitat destruction</li> <li>• Poaching</li> <li>• Waste disposal</li> <li>• Habitat overgrowth</li> </ul>
Opportunity to be taken	<ul style="list-style-type: none"> <li>• Education outdoors</li> <li>• Cycling trails</li> <li>• Bird watching</li> <li>• Eco-tourism destination</li> <li>• Cultural heritage</li> </ul>
Planning	
Key requirements for success	<p>Legal:</p> <ul style="list-style-type: none"> <li>• Defining the authorities over the area</li> <li>• Management of the protected area</li> </ul>
	<p>Institutional:</p> <ul style="list-style-type: none"> <li>• Desire to cooperate by all interested parties</li> <li>• Infrastructure investments</li> <li>• Security funding</li> </ul>
	Internal capacities
How did the idea arise?	The area was protected on paper, but without any activities. The Nature Protection Institute and CZIP took the initiative. The Morsko Dobro manager and other partners were interested and active in cooperation.

Was the idea part of a wider strategy?	<ul style="list-style-type: none"> <li>• Spatial plan of Montenegro to 2020</li> <li>• Spatial plan of special purpose areas for Morsko Dobro to 2020</li> <li>• Local action biodiversity plan for the Tivat municipality</li> </ul> <p>After establishment of the protected area, a local biodiversity plan was drafted for the Tivat municipality, to include activities on the salt flats.</p>
What was the role of the partners?	<p>Morsko Dobro Public Institution: Manager of the Tivat salt flats area, develop plans and strategies for the area</p> <p>Euronatur: Finance project execution and provision of expertise for the drafting of the visitor management plan</p> <p>Tivat municipality: Earlier cooperation was further strengthened through the implementation of this project.</p> <p>Tivat tourist board: An important link in the process of promoting the salt flats area as an eco-tourism destination. The inclusion of the Tivat salt flats into the town tourist offer, creation of materials on the natural values of the salt flats, and promotion at tourism fairs.</p>
Implementation	
Key phases – from idea to realisation?	<ol style="list-style-type: none"> <li>1. Inclusion of all participants at the very start of the project or even while planning and writing the project! This is the only way to get all the right information, activities can be planned in greater details, and the support is higher during execution.</li> <li>2. A common vision of the salt flat area among all interested parties</li> </ol>

	<ol style="list-style-type: none"> <li>3. Capacity strengthening of the protected area manager and other interested sides (organisation of training sessions and camps)</li> <li>4. Establishment of tourism infrastructure (info point)</li> <li>5. Hiring guides</li> <li>6. Promotion of the area (tourism, education) and education of children</li> </ol>
Which actions did you take?	<ul style="list-style-type: none"> <li>• Including all interested parties from the very beginning (discussions on the project ideas with partners)</li> <li>• Joint identification of the issues and seeking solutions together with partners</li> <li>• Signing of a cooperation contract (CZIP) with the Tivat salt flats manager – Morsko Dobro Public Institution and the Tivat municipality, where the flats are found, and with Euronatur</li> <li>• Joint infrastructure investments (CZIP constructed two watchtowers for bird watching, info panels – 3 bilingual panels (Montenegrin/English), solar panels at the info point; Morsko Dobro Public Institute invested in renovating bridges, installing entrance gates, installing info points, installing equipment (benches, wastebaskets) along the ornithological path (700 m), building the access areas around the reserve)</li> <li>• A person from the local community was hired as a tour guide for the salt flats</li> <li>• Drafting of the visitor management plan for the manager Morsko Dobro</li> <li>• Drafting of promotional materials, i.e. leaflets and applications on the Tivat salt flats</li> </ul>

	<ul style="list-style-type: none"> <li>• Promotion of the Tivat salt flats in the local, national and international press</li> <li>• Educational excursions for pupils of primary and secondary schools from throughout Montenegro to the Tivat salt flats. The partners (Tivat municipality, Tivat tourist board, Morsko Dobro) and CZIP shared the costs of transport, food and beverages for the children.</li> <li>• Celebration of important international dates at the Tivat salt flats (World Wetlands Day, World Bird Watching Day, European Bird Watching Weekend, World Environment Day, etc.)</li> <li>• Training for young researchers (Faculty of Biology, Universities of Sarajevo/Podgorica) from Montenegro and BiH (ornithology camps, training sessions, conferences)</li> <li>• Installation of bird houses for nesting of the endangered species European roller (<i>Coracias garrulus</i>)</li> </ul>
How were partners involved?	<p>Tivat municipality: Included from the beginning as one of the main partners, as the Tivat salt flats are located within the borders of the municipality</p> <p>Morsko Dobro Public Institution: Involved from the very beginning as manager of the protected area</p> <p>EuroNatur: Long-term cooperation between CZIP and Euronatur lead to the development of the project idea</p> <p>Tivat tourist board: Once discussions with the municipality and other interested parties indicated that promotion would be an important fact, we included Tivat tourist board.</p>

How were local stakeholders selected?	We selected the groups that use this area (Krtoli local community, hunting associations, local schools) in order to explain all the benefits of the new management region, and outline the new rules in the space.
How were stakeholder involved?	<p><u>The local population</u> was invited to the presentation of the Memorandum of Cooperation amongst all partners in the project. Most were interested in the legal use of the road. It has now been closed and cannot be used (gravel road and wooden bridges). The salt flats area has been fenced.</p> <p>Training sessions and the organisation of study visitors to the Sečovlje salt flats in Slovenia ensured capacity building and strengthening of the manager of the Tivat salt flats – Morsko Dobro Public Institution, and the Tivat municipality and Tivat tourist board.</p> <p>A trained <u>guide</u> was hired at the salt flats; she is a local resident and is entrusted with raising awareness among the community of the importance of the salt flats and the need for their protection, and a large number of recreational activities has begun (walking, cycling).</p>
Which vulnerable groups were included, and how?	<p>Children from minority groups participated in educational tours.</p> <p>About 2000 children aged 5 to 18 years (primary and secondary school) participated in education programmes.</p> <p>Most participants of training sessions were middle aged men (manager, local community, hunters) while most representatives of the municipality, tourist board and teachers were women.</p>

Did you inform (local) stakeholders of their right to information?	This project raised the awareness of the local community about the importance of protected this area, and the benefits that it can have as an eco-tourism destination through promotion by the Tivat tourist board, the work of the partner and education of children in local schools.
Which communications activities did you undertake, and which channels did you use?	Internal communications – e-mail, telephone and meetings Media - Local radio Tivat and Duks covered all project activities – announcements beforehand and reports afterward. Local and national television ran pieces on the salt flats for important nature conservation dates and announced events. Social network – the Facebook page for the Tivat salt flats was kept by the guide during the project duration, and after the project was run by Morsko Dobro.
What were the challenges faced during implementation?	Financial: Due to a lack of financing, some of the planned ideas could not be executed.
	Administrative: Long permitted process. Construction of the watchtowers was planned at the beginning of the project, but since they were not included in the spatial plan, they could only be constructed at the end of the project (2 year process). Long public procurement process by Morsko Dobro, which resulted in delays in the construction and adaptation of infrastructure (info point)
	With stakeholders: Lack of understanding from local population, particularly from hunters regarding the issue of

	protecting this area and its valuation as an eco-tourism destination
Changes (your contribution to change)	
What are the positive changes for nature?	Increase in the number of bird species (from 111 to 114).
How were negative impacts on nature reduced?	There is no more poaching. No marine pollution since waste and wastewaters are no longer deposited at the Tivat salt flats.
Positive economic (E) and social (S) changes:	Public sector (local, national): E: One person was hired by the manager to serve as a guide. S: the Tivat tourism offer was expanded. Regular promotion of the salt flats at international tourism fairs by the Tivat tourist board. Education of the Tivat population to changes their stance on the values of protected nature.
	Private sector: E: tourist agencies from Tivat and Budva arranged tours to the flats as part of tourism packages S: new local tourism offer including bird watching and other activities (alternative activities in Tivat Bay).
	Protected area manager: S: Promotion and building an image of a good protected area manager Reporting illegal activities to inspections due to the lack of an established ranger service, which led to the reduction of such activities.
	Local population: E: Guide services are free of charge, no entrance tickets charged. Small economic benefit from tourism relating to the salt flats. S: Flats recognised as a place where the local populations and tourists can spend time enjoying the outdoors (walking, cycling).



	<p>Educational polygon for children at the local and national levels.</p> <p>Awareness has been raised about the importance of the salt flats.</p>
	<p>Scientific community:</p> <p>S: Positive opinions from all relevant institutions relating to all activities at the Tivat salt flats.</p>
Replication and recommendations	
Which key items were important for replication?	<ul style="list-style-type: none"> <li>• Inclusion of decision-makers and managers at the very beginning of project implementation</li> <li>• Good cooperation between project partners</li> <li>• Inclusion of the local tourist board in the project and employing a guide from the local community</li> <li>• Informing the local population and citizens of other towns about the plans to develop the Tivat salt flats</li> <li>• Inclusion of local (and other) schools in the work of the salt flats</li> </ul>
What would you recommend to others?	<ul style="list-style-type: none"> <li>• Installing signs for the Tivat salt flats on the main roads.</li> <li>• The guide should be a person from the local community who can (informally) educate the local population, to ensure greater support and understanding for the importance of the protected area</li> <li>• Inclusion of all participants at the very beginning of the project, or even during project planning is crucial.</li> <li>• Requesting the opinions from participants who have a negative opinion about the Tivat salt flats.</li> <li>• Proactive inclusion of hunters and other stakeholders, seeking their opinions is beneficial for them and for the salt flats.</li> </ul>

	<ul style="list-style-type: none"> <li>Developing the education model for the Tivat salt flats in schools and in the field, and outdoor classrooms should be a part of the accepted national curriculum.</li> </ul>
What is key for project sustainability?	<p>Finding the right management model.</p> <p>The manager Morsko Dobro Public Institution recognised its role and maintains activities in the salt flats (pays the guide, Facebook site, makes investments in infrastructure, education, promotion) after completion of project.</p> <ul style="list-style-type: none"> <li>Regular promotion of the salt flats at international tourism fairs by Tivat tourist board</li> <li>Celebration of important international dates by manager, CZIP and Tivat municipality</li> <li>Every year, the municipality gives an excursion as a prize for children making the best sculpture from recycled materials on Planet Earth Day (22 April)</li> <li>Manager drafts the annual report on all activities taken at the salt flats.</li> <li>One of the rare managers that requests information each year from all interested parties performing activities at the salt flats through the year</li> </ul>
What are your recommendations for policy improvement?	<ul style="list-style-type: none"> <li>When drafting the annual reports, the protected area managers should contact all interested parties conducting research/education or other activities in the area (e.g. national parks do not do this).</li> <li>Development of a ranger service for protected areas that do not have a developed management system</li> </ul>

	<ul style="list-style-type: none"> <li>• In areas where there is a ranger service, provide necessary equipment and suitable salaries.</li> <li>• When making comments on laws and ordinance, expert opinions should be considered more than technical comments.</li> <li>• Lack of implementation of the law in practice, slow reactions by the ministry.</li> <li>• Lack of experts (e.g. for large carnivores) in the country.</li> </ul>
Which good practices would you like to learn more about?	<ul style="list-style-type: none"> <li>• Inclusion of the protected area in education/curriculum at the national level, mandatory classes in the outdoors/protected areas.</li> <li>• Examples of including secondary school pupils in education about the values of protected areas.</li> <li>• Education of professors (at least in local schools surrounding the protected area) about its values.</li> <li>• How to measure the impacts of the project on the local population, e.g. the socioeconomic benefits, number of visitors, minorities?</li> <li>• How to influence local people to attend meetings and workshops in the areas where they are held?</li> <li>• How to react to conflicts between managers and the local community (outline solutions in possible study visits)</li> </ul>
Expectations	
What are your expectations from nature for people?	<ul style="list-style-type: none"> <li>• Exchange of experiences pertaining to the above examples of good practice needed by the CZIP</li> </ul>
What are your expectations from WWF?	<ul style="list-style-type: none"> <li>• promotion of the Tivat salt flats area</li> <li>• partnership</li> <li>• organisation of education and training</li> <li>• joint forces to influence policies</li> <li>• platforms (coalition 27 for Montenegro)</li> </ul>

