



**UNITED NATIONS DEVELOPMENT PROGRAMME**

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**UNLEASHING SUSTAINABLE TOURISM ENTREPRENEURSHIP  
IN THE AREA OF DURMITOR NATIONAL PARK MONTENEGRO  
(Savnik, Zabljak, Pluzine)  
PROJECT ACTION PLAN**

**April 2005**

## **PROJECT IMPLEMENTATION ACTION PLAN**

### ***1. Public private partnership for sustainable tourism development among stakeholders in the area of Durmitor National Park introduced – kick-off workshop***

#### ***Activities***

#### ***1.1. Organize and conduct start-up workshop for approximately 30 participants – sustainable tourism stakeholders from Zabljak, Pluzine and Savnik – April 2005***

The formal purpose of the workshop is to develop the implementation work plan of the project. The real objective of it is to bring together for the first time all sustainable tourism stakeholders from the region of Durmitor National Park and relevant stakeholders from the republic level. Through the first step of planning of the project activities the participants will start building first bricks of the future partnerships for sustainable tourism in the region.

#### ***1.2. Produce workshop materials – April 2005***

The workshop materials include:

- The program of the workshop
- Presentation of the project in Power point
- Presentation of the principles of sustainable tourism and partnerships
- Handouts

#### ***1.3. Produce report on the workshop including the assignments for the project activities – April 2005***

The report will include the proceedings of the workshop and the actual action plan for the project implementation. The plan will be shared with all participants.

<i>Timeline/ Activity</i>	<i>Conduct workshop</i>	<i>Produce materials</i>	<i>Produce report</i>
<i>Teams</i>	UNDP	UNDP	UNDP
<i>Initializing</i>	Issue ToR	Issue ToR	Issue ToR
<i>March</i>			
<i>April</i>	Conduct workshop	Produce materials	<ul style="list-style-type: none"> <li>▪ Produce report</li> <li>▪ Distribute Action Plan to participants</li> </ul>

## ***2. Improvement of the rafting product through capacity building in the area of hospitality, interpretation and safety.***

### ***Activities:***

#### ***2.1. INFO DAY– April 2005***

Rafters will gather during the INFO DAY seminar at the end of April which is going to be organized by UNDP and JP National Park and National Park Durmitor. The aim of the INFO DAY is to present to rafters (and hikers), in an interactive manner, information on legislation and regulation within National Park. All participants should use this opportunity to explore possibilities for improving their cooperation. Participants on INFO DAY will be:

- Rafters from 3 municipalities
- Hikers
- JP National Park and NP Dumitor representatives
- UNDP as facilitator

#### ***2.2. Workshop on Institutional framework for rafting services - Experiences from Slovenia – May 2005***

Workshop for Institutional framework for rafting services – Experiences from Slovenia is going to be held at the beginning of May (tentative day is 6<sup>th</sup> of May). The main goal of this workshop is to present relevant stakeholders with the laws and procedures related to rafting services in Slovenia, licensing process, Code of Conduct.

Participants of the workshop will be:

- Group of Rafters – at least three representatives
- Ministry of Tourism
- Ministry of Maritime Affairs and Traffic
- Ministry of Agriculture, Forestry and Waters
- Ministry of Environment Protection and Urban Planning
- JP National Parks of Montenegro
- Directorate for sport and youth in Government of Montenegro
- Ministry of Internal Affairs (sailing unit- chief)
- Republic Secretariat for legislature
- NP Durmitor
- Representatives of local municipalities (Pluzine, Savnik Zabljak);

Experience from Slovenia will be presented with respect to following topics:

- Relevant Laws regulating rafting,
- Training Centre for Rafters
- Institutional framework for providing rafting services – who are relevant authorities in charge of the rafting activities and what is the division of responsibilities
- Basic documents such as Code of Conduct.

After the presentation of the Slovenian experience time will be allowed for discussion that should be focused on:

- Providing concrete suggestions/proposals on how to structure institutional framework for rafting in Montenegro,
- Define/form a working group that will have representatives from all interested parties (institutions & rafters) that will if agreed, meet regularly and design institutional framework for rafting in Montenegro.

It is expected that meeting on the INFO DAY will, among other things, be used to nominate rafters' representatives for this workshop and to define who and until which date will provide written inputs to UNDP in preparation for this workshop.

If provided written inputs not exceeding 2 pages from those not present at the workshop will be read by representatives who attend the workshop.

*Responsible person(s):* Two rafters already designated as contact persons in the procedure working group and representatives of rafters selected during the INFO DAY. This activity should be performed in close cooperation with UNDP, which will take the responsibility of inviting relevant ministries.

*Timeframe:* Beginning of May

### **2.3. Interpretation training for rafters – end of May 2005**

Interpretation training and consultations will be provided to the group of rafters to allow improvement of the rafting tourism product through capacity building. A consultant will be hired to design a 3-5 days training programme for rafters in the areas of hospitality and interpretation and to provide inputs/guidance for the rafting brochure.

The training will cover following topics: Principals of nature interpretation; Principals of hospitality in rafting services; Basic communication skills needed for the interpretation services of rafters. Based on available information consultant will work with the trainees to develop the basic interpretation program for Tara river rafting.

Rafters which are potential beneficiaries of the training should compile in advance of the training the available information about the National Park, the Tara river, the local communities and local culture, the traditions of rafting in the region, the traditional wooden rafts, etc. will be collect. The consultant will help them interpret this information in an appropriate way for the purposes of the sustainable tourism product.

*Responsible person:* UNDP will provide a consultant.

Inputs/information about the National Park, the Tara river, the local communities and local culture, the traditions of rafting in the region, the traditional wooden rafts, etc. from rafters should be prepared by 10<sup>th</sup> of May, 2005.

Zoran Lekovic to prepare inputs on traditional wooden rafts.

*Timeframe:* Inputs provided by 10<sup>th</sup> of May, training organized by end of May.

#### ***2.4. Produce Interpretation leaflet and promotional flyer – June – July 2005***

Two different publications will be produced in support of the improved rafting product:

- The Interpretation leaflet will cover part of the information of the rafting way and the National park and will be part of the cost of the service. It will be distributed only to the clients of the rafting services and will be included in the price of the service.

The idea is this leaflet to be reproduced in the future with the resources which rafters will gain as a result of the improved services.

- The promotional flyer is a simple and small advertisement tool, which has some illustrations, the prices of the different products and contact information for booking – bilingual. It will be widely distributed, available in all hotels, associations, tour operators' offices, etc.

*Responsible person:*

Momir Tomcic and Zoran Lekovic (inputs regarding wooden rafts)

*Timeframe:* Inputs provided by end of May.

***NOTE: Two publications have to be graphically designed in the same way – same style, same graphic design, same facts.***

<i>Contact for the WG rafters</i>	<i>To be determined on the INFO DAY</i>			
<i>Timeline\ Activity</i>	<i>Initiative group, INFO DAY</i>	<i>Institutional framework for rafting services</i>	<i>Interpretation training</i>	<i>Promotion materials (leaflet and flyer)</i>
<i>Task force</i>			Zoran Lekovic	Tomcic, Lekovic, P. Bandovic?
<i>April</i>	End of April, INFO DAY – organized by National Park rules and regulations within the park (with emphasis on rafting and hiking), contracts, certificates in relation to project activities			
<i>May</i>		Provide written inputs for the workshop (submit to UNDP) Workshop for Institutional framework for rafting services – Experiences from Slovenia (consultant to be selected by UNDP)	Rafters to collect/provide inputs by 10 <sup>th</sup> of May Zoran Lekovic to provide inputs (wooden rafts) Conduct training by end of May	Momir Tomcic to develop initial concept and content
<i>June</i>		Form a working group 1 <sup>st</sup> draft		Develop requirements for the production
<i>July</i>		End of July 2 <sup>nd</sup> draft		Produce and deliver
<i>August</i>	PARTICIPATION IN THE PROMOTIONAL EVENT			
<i>September</i>				
<i>October</i>		Final draft		

**NOTE: The promotion material should be adequately presented on the website.**

### ***3. Upgrading of two hiking trail services***

#### ***Activities:***

The group identified two hiking trails in Durmitor National Park which will be covered by this project. These are: round trail rim around Crno Lake and trail rim to Zminje Lake were proposed for the improvement

#### ***3.1. Training – May – July 2005***

The training will be provided on two stages. On the first stage the acting mountain guides will train 5 local young guides in providing hiking services in the above mentioned two parks. In the second stage a consultant will deliver training to all seven guides in interpretation skills and will help design the interpretation boards and the interpretation leaflets for the hiking tourism product for the two trails in Durmitor National Park.

*Responsible person:* Zoran Vojinovic for training

NP to prepare certificate, contracts, and to appoint members of the commission that will examine candidates

UNDP will provide consultant for interpretation.

*Timeframe:* For the draft of the curriculum, draft of certificate, commission, and training - end of April 2005.

Training around 20<sup>th</sup> of May

Certificates 6<sup>th</sup> of June

End of June – international consultant to provide training on interpretation

#### ***3.2. Produce Interpretation leaflet and promotional flyer – June – July 2005***

Two different publications will be produced in support of the improved hiking product:

- The Interpretation leaflet will cover part of the information and a map of the two trails and the National park and will be part of the cost of the service. It will be distributed only to the clients of the hiking services and will be included in the price of the service.

The idea is this leaflet to be reproduced in the future with the resources which mountain guides will gain as a result of the improved services.

- The promotional flyer is a simple and small advertisement tool which has some illustrations, the prices of the different products and contact information for booking – bilingual. It will be widely distributed, available in all hotels, associations, tour operators offices, etc.

*Responsible person:* A. Djuraskovic (map for two trails) & Jovo Adzic (data/text on trails)

*Timeframe:* Prepare for the beginning of June, publish in July.

### ***3.3. Improve interpretation infrastructure along the identified two trails***

Produce signboards and install them along the two trails including at the beginning of each trail and at appropriate viewpoints. The signboards will be designed with the support of the international interpretation consultant and will cover interpretation information about Durmitor National Park and the specific feature of the two trails. The interpretation signboards will be designed appropriately with the help of the international consultant and will be produced and installed by local designers.

*Responsible person:* J. Adzic, Zoran Vojinovic

*Timeframe:* Design to the end of June, Production and installation of signboards at July

<i>Contact for WG hikers</i>	<i>Zoran Vojinovic, Aleksandar Djuraskovic</i>			
<i>Timeline/ Activity</i>	<i>Training of Guides for professional skills</i>	<i>Training of Guides for interpretation skills</i>	<i>Publish a leaflet for both selected Trial rims</i>	<i>Interpretation (Info tables) on both selected Trial rims</i>
<i>Task force</i>	Zoran Vojinovic Jovo Adzic Batric Grbovic	Jovo Adzic Batric Grbovic Zoran Vojinovic	A. Djuraskovic P. Bandovic Jovo Adzic Z. Vojinovic	J. Adzic, Zoran Vojinovic, Danilo Grbovic
<i>April</i>	<ul style="list-style-type: none"> <li>▪ Prepare and participate at Info Day</li> <li>▪ Written approval of NP Durmitor that two instructors can provide training for 5 new guides</li> <li>▪ Curriculum for training provided/shared at INFO DAY</li> </ul>			
<i>May</i>	<ul style="list-style-type: none"> <li>▪ NP to approve training curriculum</li> <li>▪ NP to appoint examination/certification commission</li> <li>▪ NP - Draft the certificate</li> <li>▪ NP to draft the contract for candidates for training with which they will oblige to provide guided tours in two tracks in NP Durmitor</li> <li>▪ Training of 5 new guides</li> <li>▪ Examination (commission is including a representative of NP Durmitor and Mountaineering Association)</li> </ul>			
<i>June</i>	Certificates delivered to the guides on 6 <sup>th</sup> June (World Environmental day)	<ul style="list-style-type: none"> <li>▪ International consultant provided</li> <li>▪ Training for (5+2) candidates</li> </ul>	Prepare inputs for leaflet and flyer for both selected Trial rims	<ul style="list-style-type: none"> <li>-Design and placement of the Info Tables agreed</li> <li>-NP approves design and placement</li> </ul>
<i>July</i>		<ul style="list-style-type: none"> <li>▪ Examination</li> <li>▪ Certificates delivered (NP Durmitor)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Printing of the Leaflet and flyer</li> <li>▪ Deliver the Leaflet</li> </ul>	Production and installation of the sign boards
<i>August</i>	PARTICIPATION IN THE PROMOTIONAL EVENT			

***NOTE: The interpretation boards and the two publications have to be graphically designed in the same design – same style, same graphic design, same maps and facts.  
The promotion material should be adequately presented on the website.***

#### ***4. Conducting of marketing event – opening of the upgraded attractions***

Tourist destination Durmitor (Savnik, Zabljak, Pluzine) and its two services (rafting & hiking) will be promoted through an event and will involve local and national tour operators. The event needs to be extensively covered by the media. The event will serve both as marketing and a public awareness tool, and will include conducting of quiz with small prizes to stimulate knowledge about the area and sustainable tourism.

The event has three-fold purpose:

- To promote the Durmitor (Savnik, Zabljak, Pluzine) as a sustainable tourism destination;
- To serve as a catalytic event in the partnerships development of the different stakeholders
- To serve as a catalytic event for the public awareness raising of the local people regarding sustainable tourism and nature conservation.

##### ***4.1. Design and organization of the event, concept***

The overall concept of the event needs to be developed. It is possible to involve an international marketing consultant to support the initiative group in the development of the overall design. The business plan of the whole event will need to be developed. The international consultant will need to work with the group organizing the event and with all service providers.

This activity includes following components:

- Overall coordination of the event
- List of invitees
- Invitations
- Information Center
- Coordination with all suppliers that will offer different services – rafters, hikers, summer skiing, accommodation, etc.

*Responsible persons:* Sinisa Stevovic, Milos Stanic

*Timeframe:* May

##### ***4.2. Public awareness for local people and Durmitor Tradition***

This event will be also used as a catalytic event for the public awareness raising of the local community. This involves a small leaflet type of Q&A about sustainable tourism and the opportunities of Zabljak for sustainable tourism development. Students from the local school will serve as volunteers to distribute it to each local family. An initiative for cleaning up the town of Zabljak and its surroundings will be organized at the eve of the event.

Another aspect of this will be the special initiative on Durmitor Tradition which will be offered during the same event.

*Responsible person:* Sinisa Stevovic plus partner NGO's from Savnik and Pluzine

*Timeframe:* End of April to form the group  
Flyers and cleaning action - end of June

#### ***4.3. Promotion of the event***

The event itself is one business opportunity and needs to be promoted. This activity involves several initiatives: creation of a name and logo, production of a promotional flyer and poster, website, media relations.

*Responsible person:* Sinisa Stevovic, Ana Katnic, Anna Grbovic  
UNDP will provide support for design and maintenance of website

*Timeframe:* Start in May, end by the end of July

#### ***4.4. Performance***

The core of the long weekend event will be a performance which will bring together all participants at the event for a period of two- three hours. Video-bim presentation with a quiz will be organized. The design of the scene and the performance itself and their implementation are the concrete actions.

*Responsible person:* Sinisa Stevovic and Milos Stanic plus NGO's from Savnik and Pluzine  
UNDP will provide the consultant

*Timeframe:* Consultant to be hired by the end of July

<i>Contact for WG promoters</i>	<i>Sinisa Stevovic</i>			
<i>Timeline/ Activity</i>	<i>Organization</i>	<i>Community public awareness and Durmitor's. tradition</i>	<i>Marketing</i>	<i>Scenario</i>
<i>Task Force</i>	Sinisa Stevovic, Milos Stanic, Gordana Radevic, Ana Grbovic	Slobo Marjanovic, Djuro Stevovic, Milos Stanic, Sinisa Stevovic, Ana Grbovic	Ana Katnic, Anna Grbovic, Milos Stanic, Nikola Juric, Sinisa Stevovic	All from the group
<i>First Step April</i>	Meeting about the concept			
<i>End of April</i>		Discussion – NP and Municipality	Consultative meeting	
<i>May</i>	Establishment of OC, meeting, concept, budget, finalization	Design of the campaign List of participants	Name and logo Internet presentation	Scenario
<i>June</i>	Info center, Invitations	Flyers and cleaning action Space, Location	Propaganda material, press	
<i>July</i>	Info center	Booking, Cleaning Space, Location	Advertisements	
<i>August</i>	Info center, Event - End of August	Booking Event - End of August	Event - End of August	Event - End of August

## ***5. Media coverage and website maintenance***

Events and whole project will be promoted through the media coverage and website. Medias will be assisted through the promotional task force in Zabljak and the media officer of the UNDP LO.

### ***5.1 Web site***

***5.2 Five press releases released – for the initial workshop, the trainings, the event and the final workshop***

***5.3 Two press conferences conducted – for the event and for the final workshop***

<i>Timeline/ Activity</i>	<i>Website</i>	<i>Press releases</i>	<i>Press conferences</i>
<i>Task Force</i>	Sinisa, UNDP LO	Sinisa, UNDP LO	UNDP LO, WG promoters
<i>April</i>	Overall design	Initial workshop coverage	
<i>May</i>	Start up, Design website, chose name & logo	Training of rafters Training of new guides	
<i>June</i>	Update and maintenance	Training in interpretation for guides	
<i>July</i>	Update and maintenance		
<i>August</i>	Update and maintenance Event end of August	Event end of August	Event end of August
<i>September</i>	Update and maintenance		
<i>October</i>	Update and maintenance	Final workshop	Final workshop
<i>November</i>	Update and maintenance		

*Responsible person:* Sinisa Stevovic to maintain and update the website  
Milos Stanic to provide filmed inputs for WG promoters

*Timeframe:* see above

## ***6. Development of procedures***

Having in mind the objectives and scope of the project, as well as ideal future conditions and the current situation, participants identified following activities that could improve the existing situation.

***6.1. Establish info day before tourist season, when representatives of tourist activities will be meet with NP regulation.***

***6.2 Institutional framework for rafting practice - Government level plus inputs from rafters.***

***6.3. Forming Project working group.***

***6.4. Public Private partnership models (approvals, certificates, Info Day, etc)***

***6.5. Changing NP day***

<i>Contact for WG on procedures:</i>	<i>Tomo Pajovic, Jovo Adzic</i>			
	<i>Public-Private partnership models</i>	<i>Institutional framework for rafting</i>	<i>Project Working group</i>	<i>Changing the NP day</i>
<i>Task Force</i>	Tomo Pajović JPNPCG Zoran Vojinovic Jovo Adzic	Tomo Pajović, Mile Leković, Danilo Grubač, lawyer from park, Veljko Vujanovic	Tomo Pajović and one contact person from each working group and a representative of the local government	Tomo Pajović, JPNPCG
<i>Initial Activities – April</i>	<p><i>*Preparation for Info day - JP NP, Tomo Pajović and UNDP</i></p> <p><i>*NP authorities to present Rules and Regulations within the Park on Info Day + rafters &amp; hikers to provide inputs &amp; ask for new models/modifications</i></p> <ul style="list-style-type: none"> <li>▪ NP to approve curriculum for hiking training</li> <li>▪ NP to form the examination/certification commission</li> <li>▪ NP - Draft of the certificate</li> <li>▪ Develop a Public-Private partnership through which enough funds will be secured for training of new guides to be held next year!</li> </ul>	<p>IV week – agree at INFO DAY on who will be providing inputs/written statements for the workshop</p> <p>Agree on who will be the representative at the meeting in Podgorica and whether there is a need for an international consultant to come to Zabljak.</p>	Regular meetings once in two weeks – send info to Sinisa for updating the website	
<i>May</i>	Examination of hikers			I week: animate initiative
<i>June</i>	6 <sup>th</sup> – certificates for hikers Info Tables (approve)			II week: changing the NP day on JPNPCG Administrative committee sitting
<i>July</i>	Certificates delivered for interpretation training (NP Durmitor)			

