

Towards the effective  
management in Key  
Biodiversity Area Cijevna  
Canyon – Nature Monument,  
Montenegro

## Sustainable Tourism Development Strategy 2025-27 Tuzi, Montenegro



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## Abbreviations and Acronyms

ATTA	Adventure Travel Trade Association
B2B	Business-to-Business
B2C	Business-to-Consumer
CZIP	Centar za zaštitu i proučavanje ptica Crne Gore Center for Protection and Research of Birds of Montenegro
EU	European Union
GD	Green Destinations
GSTC	Global Sustainable Tourism Council
IUCN	The International Union for Conservation of Nature
JPNPCG	Public Enterprise for National Parks of Montenegro
MAK	Mali Alpinistički Klub
MNE	Montenegro
MT	Ministry of Tourism
NGO	Non-Governmental Organisation
NP	National Park
NTOCG	National Tourism Organisation of Montenegro
PA	Protected Area
RCC	Regional Cooperation Council
RDA	Regional Development Agency of Bjelasica, Komovi and Prokletije
SME	Small- and Medium-sized Enterprise
SWOT	Strengths, Weaknesses, Opportunities, Threats#
TIA	Tourism Impact Assessment

© Cover photos, from top left:

Balkan Expeditions – Packrafting Cijevna river <sup>1</sup>

Rock climbing – climbers-heaven.me<sup>2</sup>

Marianne van Twillert – Cemetery of Vuksanlekaj<sup>3</sup>

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<sup>1</sup> <http://balkanexpeditions.com/>

<sup>2</sup> The website is under construction (30 Oct 2024).

<sup>3</sup> <https://montenegro-for.me/2017/01/the-mysterious-cemetery-of-vuksanlekaj-tuzi/>

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## Foreword and Summary

When Parks Dinarides contacted me about their Cijevna project at the end of January 2024, I was not fully aware of the potentials that the municipality of Tuzi is having as a destination for sustainable tourism development. The few known highlights have stayed „niche insider“ information, like the rock climbing areas. Or they are separately offered experiences and rather short such as local events. There are also cafes, restaurants, local producers to visit. Not to mention a good number of natural and cultural beauty spots, but so far without proper management, maintenance and marketing.

Sustainable tourism in its full meaning - ecologically, socially and economically viable – is not a project, but a process which needs a system and accountable, cooperation ready and communicative people in that system, working with proven, mostly digital tools. This strategy is proposing that approach, to help the bottom-up work, knowledge, skills and initiatives meet the strategic and operational frameworks of a small but interesting municipality that is full of untapped potential. There are quite a few studies and papers already done and delivered, and we keep referring to partly very valuable insights and recommendations.

Assuming that the Municipality of Tuzi with its Tourism Organisation, and both protected areas' (PAs) management and staff members decide to work together and follow the recommendations in this paper, they need to

- Commit to joint measurable goals and publicly and regularly report on the achievements.
- Strengthen communication and cooperation with the local community - independent of party books -, NGOs and business alike.
- Build continuous communication with local capacities, and the relevant national institutions responsible for tourism and ecology – independent of changes in the government.
- Be initiative towards working together with the national public institutions, and across municipality borders - especially recommended with Shkodra, Podgorica, Zeta.
- Co-finance professional visitor information services.
- Support targeted education measures in the own institutions, and for local businesses.
- Keep improving and maintaining sustainable tourism related infrastructure.
- Promote and put Tuzi's current and future tourism services on the market in a smart manner.
- Tap into new sources of financing for conservation, product development, maintenance and marketing (public and private).
- Continue identifying and strengthening links and cooperation projects with partners in the region and internationally.
- Follow the global trends of tourism development, keep studying relevant trends and educating all local stakeholders about those.
- Reach measurable improvements in new performance indicators of sustainable tourism in the next 3-4 years - and keep measuring those to justify further recognition, investment and funding.

For any of the above fields, we are happy to stay at the disposal of Tuzi's decision makers and partners as required, and provide assistance in the further efforts to help with the realisation. Today, I would like to thank all local, national and international partners and supporters, above all the project management of Parks Dinarides, all local partners and stakeholders with a heart for Tuzi, the Regional Development Agency of Bjelasica, Komovi and Prokletije (RDA), for the informative contributions and dedicated cooperation.



# 1. Background and scope

## 1.1 Rationale, context, purpose, objectives and goals

The municipality of Tuzi, while being rich in natural beauty, biodiversity, rural capacities and cultural heritage, has stayed under the radar of tourism development, perceived often merely as a „transit“ town to or from Albania. It is home to the significant natural landmarks Skadar Lake National Park and the Cijevna Canyon Nature Monument. These areas are not only vital for their ecological value but also for their potential to boost local sustainable tourism and economy when managed sustainably.

**The rationale** for creating a Sustainable Tourism Development Strategy (STDS) in Tuzi is rooted in these assets, their need for good management - and in the increasing demand for eco-friendly travel experiences. The local government recognises the need to balance tourism development with environmental conservation, to ensure long-term benefits for both nature and the community.

This STDS aims to leverage Tuzi's resources rooted in its people and places to create economic opportunities while preserving its ecological integrity. This approach aligns with

- the development strategy of Tuzi Municipality
- the national strategy of tourism development 2022-2025
- the recommendations of the latest study on certifications used in Montenegro<sup>4</sup>
- the broader goals outlined in the "Guidelines for Biodiversity Integration in Spatial Planning"<sup>5</sup> which emphasize the integration of biodiversity considerations into development policies to mitigate negative impacts on the environment.

### Context

From 1st November 2023 to 31 October 2024, **Parks Dinarides – network of protected areas of Dinarides** is implementing the project *Towards the effective management in KBA Cijevna Canyon – Nature Monument, Montenegro*<sup>6</sup>. "KBA" stands for Key Biodiversity Area. KBAs derive from scientific identification while protected areas (PA) are a conservation tool with legal recognition and governance arrangements. KBAs are the most important places in the world for species and their habitats.<sup>7</sup>

Furthermore - the Skadar Lake National Park, the Cijevna Canyon, connecting with the Kuči Canyon, belong to the Important Bird Area (IBAs) – as shown in the map on the next page.<sup>8</sup> The lake is also one of the three Ramsar sites of Montenegro.<sup>9</sup> On the shores of the lake, Tuzi has the Strict Nature Reserve of Pančeva oka (300 ha, IUCN Category 1a).<sup>10</sup>

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<sup>4</sup> Ministarstvo turizma, ekologije, održivog razvoja i razvoja sjevera Izvještaj o šemama eko-sertifikacije u turizmu koje se primjenjuju u Crnoj Gori, Februar 2024

<sup>5</sup> Ministarstvo turizma, ekologije, održivog razvoja i razvoja sjevera, GEF 7 Projekat: Integrisanje biodiverziteta u sektorske politike i prakse i jačanje ključnih tačaka biodiverziteta u Crnoj Gori: Smjernice za integraciju biodiverziteta u prostorno planiranje, Knjiga I: Biodiverzitet u prostornom planiranju, Nacrt, p. 25

<sup>6</sup> <https://parksdinarides.org/en/towards-the-effective-management-in-kba-cijevna-canyon-nature-monument-montenegro/>

<sup>7</sup> <https://www.keybiodiversityareas.org/>

<sup>8</sup> <https://datazone.birdlife.org/site/factsheet/ku%C4%8Di-and-cijevna-canyon-iba-montenegro>

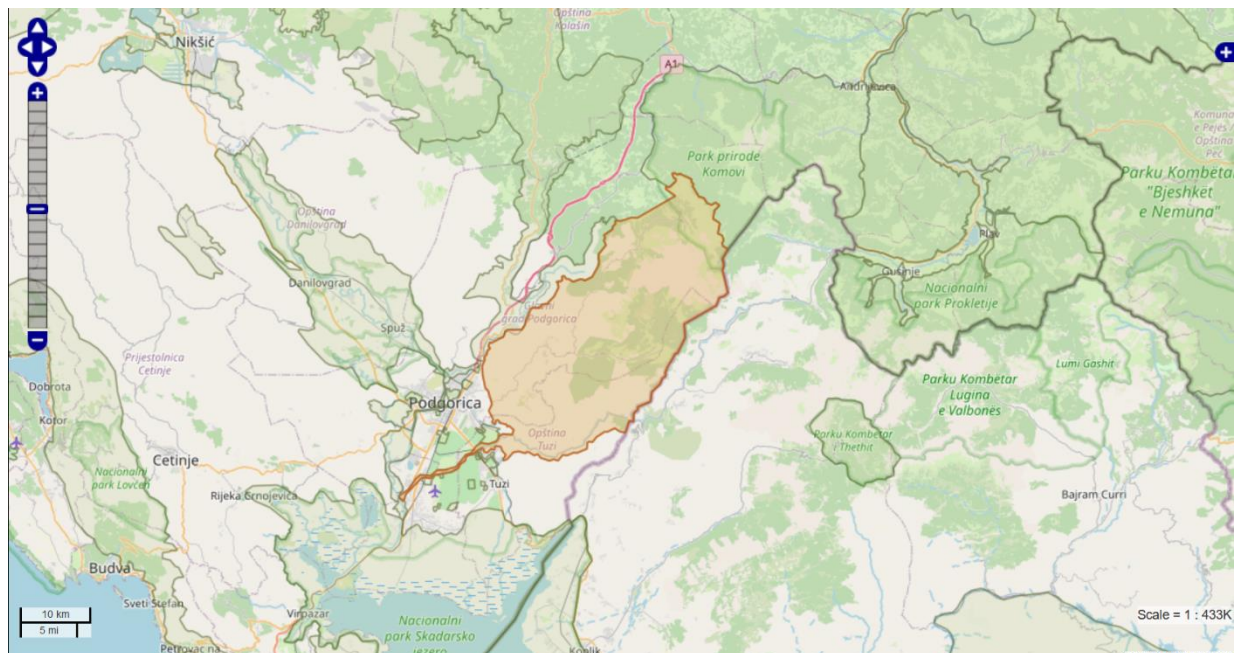
<sup>9</sup> <https://www.ramsar.org/country-profile/montenegro>

<sup>10</sup> <http://prirodainfo.me/>

Faced with the global environmental crisis - climate change that relates to the disastrous loss of biodiversity - Montenegro needs to focus local and national collective efforts on conserving the places that are still preserved and matter most.

For economic development, including recreation, tourism and rural activities, this means also the need to accept and implement good governance and limits to growth.

**Figure 1: Overview Map: Tuzi and the Protected Areas in the Cross-Border Region<sup>11</sup>**



The main project of Parks Dinarides has been prepared and developed in cooperation with the Municipality of Tuzi, the manager of the Cijevna River Canyon Nature Monument, and aims to contribute to more efficient, improved management of the PA, through the following activities:

- identification and mapping of the main pressures along the river
- preparation of the plan for identification and mitigation of pressures in the Canyon
- the organisation of two events on the topic of poaching and improving management
- development of a communication strategy for the PA Cijevna River Canyon
- organising training for the implementation of the communication strategy
- organisation of a four-day study visit to Slovenia with the aim of education locals about the benefits of sustainable fishing and the protection of fish species
- promotion of the Cijevna River Canyon (production of a brochure and videos)

To give all this a wider and future oriented frame, a STDS for Tuzi became necessary. It shall be implemented in cooperation with the Tourism Organisation of the Municipality of Tuzi. The project is supported by the Critical Ecosystem Partnership Fund (CEPF) and BirdLife International. CEPF is a joint

<sup>11</sup> BirdLife International (2024) Important Bird Area factsheet: Kuči and Cijevna canyon (Montenegro). Downloaded from <https://datazone.birdlife.org/site/factsheet/kuči-and-cijevna-canyon-iba-montenegro> on 04/09/2024.

initiative of l'Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the Government of Japan and the World Bank.

Additionally, the STDS is informed by ongoing regional projects such as the **Skadar/Shkoder Lake Watershed - a Transboundary Biosphere Reserve**<sup>12</sup> initiative. Both projects highlight the importance of cross-border cooperation and effective management of KBAs to enhance conservation efforts and promote sustainable cross-border tourism.

### Objectives of the assignment

- Identify the existing position of the municipality of Tuzi in tourism and assess its real market potential („what is / what could be“).
- Shape and set the direction of development of sustainable tourism that will result in new tourist products and experiences.
- Provide operational guidance for key planning and operational steps.
- Help initiate new ways of cooperation between the public and private sectors in order to diversify the local economy through tourism.
- Promote culturally and ecologically aware tourism.

### Purpose of STDS – why is it important?

The development of a sustainable tourism development strategy has two main purposes: to maximise the benefits from tourism to the stakeholders of a destination, while minimising any potential negative impacts. This is done by establishing a framework to improve the quality and efficiency of the sector, implementing a system for monitoring and control, and protecting resources.<sup>13</sup>

For a tourism destination to be successful it must be both competitive and sustainable: Both elements are key to a future-proof strategy. Sustainability in tourism refers to *“the ability of a destination to maintain the quality of its physical, cultural, social, and environmental resources while it competes in the marketplace”*<sup>14</sup>, or *“enhancing local development as well as protecting natural environment and traditional and cultural heritage”*.<sup>15</sup>

The consultation and involvement of local stakeholders in the development of a tourism management strategy and policy is essential. As issues and decisions pertaining to sustainable development can be very complex, with unknown consequences and potential conflicts, the wide variety of perspectives, priorities, and ideas offered by different actors must be considered.<sup>16</sup>

Long-term, the aim is to develop several aspects for a better quality of life for the local community, hand in hand with tourism that can bring more benefits for the people and its PAs than is the case today.

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<sup>12</sup> <https://envpro.me/projects/Sliv-Skadarskog-jezera-prekogranicni-rezervat-biosfere>

<sup>13</sup> Vanhove, N. (2002). Tourism policy — between competitiveness and sustainability: The case of Bruges. *Tourism Review*, 57(3), 34-40. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/eb058385/full/html>

<sup>14</sup> Ibid.

<sup>15</sup> Castellani, V., & Sala, S. (2010). Sustainable performance index for tourism policy development. *Tourism Management* 31(6), 871–880. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0261517709001721>

<sup>16</sup> Ibid.



## Goals

The Sustainable Tourism Development Strategy for Tuzi is designed to help achieve the following goals and by pursuing them, the municipality of Tuzi can start positioning itself as a destination for sustainable tourism in Montenegro and the Western Balkans region, ensuring that its natural and cultural resources are preserved while contributing to the local economy and community well-being.

- Establishment of **systematic sustainable destination management** with relevant qualification and tasks that go beyond marketing (see chapter 2.3).
- **Enable and promote responsible tourism practices:** Encourage the development of sustainable tourism products and practices that follow globally acknowledged standards and principles, i.e. minimising negative impacts, and maximising positive ones. This will work best by increasing relevant education at all levels, promoting rural tourism, ecotourism, adventure travel, local products and local conservation efforts. Furthermore it is important to implement necessary infrastructure, basic tourism facilities and services together with the public and private sectors.
- **Enhance biodiversity conservation:** Protect and preserve the unique ecosystems within Tuzi, particularly in and around the PAs, by integrating conservation measures into tourism planning and development.<sup>17</sup> Biodiversity is often a key attraction for visitors, and many branches of tourism are based precisely on the presence of certain species or ecosystems or protected areas (e.g. birdwatching, photo safaris, wildlife conservation tourism). The negative impact is reflected in excessive construction, excessive influx of tourists – which creates disturbance and habitat degradation. *Therefore, the preservation of natural habitats and species diversity contributes to the tourism economy.* Although the primary goal of Protected Areas (PA) is biodiversity and ecosystem conservation, they typically can leave a substantial economic and social footprint, locally, nationally and globally. For Tuzi, they can play major role as one of the municipality's sustainable tourism cornerstones. While focussing on the special educational and conservation aspects of PAs, they should serve *special interest, high value, authentic and sustainable* travel experiences as well.
- **Foster community engagement and economic growth:** Involve residents in tourism planning and development to ensure that economic benefits are distributed equitably and that local culture and traditions are respected and promoted. This includes creating jobs, supporting local businesses, and enhancing the quality of life for residents.<sup>18</sup>
- An important component is the **local community awareness and participation**, as well as promotion and highlighting **all benefits** (quality of life, health, economic...) **of living near biodiversity rich habitats.** The local community needs to be invited to engage in measures to protect their cultural and natural spaces, but also to take part in the creation of responsible tourism offers, in the role of local guides, providers of accommodation, gastronomy, local products and souvenirs.

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<sup>17</sup> Lokalni plan zaštite životne sredine opštine Tuzi za period 2024-2027, p. 83

<sup>18</sup> Ibid., p. 36

- **Develop infrastructure and capacity building:** Invest in infrastructure improvements and capacity-building initiatives to support sustainable tourism, including training programs for local stakeholders, developing visitor facilities, and improving transportation networks to enhance accessibility while maintaining environmental standards.<sup>19</sup>
- **Continue to strengthen cross-border and regional cooperation:** Collaborate with neighboring regions and countries to develop joint tourism initiatives, service infrastructure and conservation projects, leveraging shared natural resources and cultural heritage to attract visitors and enhance regional stability.<sup>20</sup>

## 1.2 Methodology, activities and principles

The process of developing a strategy or a deeper topical policy should begin with establishing **shared aims and goals** for the destination, then focusing on how these targets can be achieved. The time frame and resources to do this, to serve a full scale STDS has been minimal – usually you would spend at least a year, including a targeted stakeholder mapping, several workshops, many more interviews, personal meetings, experience exchange with other destinations etc. than what could be performed for the preparation of this paper.

Therefore, it is mainly designed to assist the municipality staff, together with the Tourism Organisation of Tuzi, to **continue in a structured way** along concrete tasks and issues of sustainable development and monitoring. The STDS can serve as a first roadmap for Tuzi institutions' management, local businesses and wider population.

Consequently, we have kept focus on **action planning** for the next 3 years (soft starting 2024 – further 2025-26-27) and including basic promotion and marketing advice.

A **review cycle of 4 years** is recommended, and the Tourism Organisation of Tuzi is advised to make it publicly available, to inform visitors and tour operators on the sustainable tourism policy through the destination's webpage (which does not exist yet but is recommended to be set up as part of the 2025 actions). An action plan needs a review on a **yearly basis**.

For the **implementation** a sustainable tourism development and monitoring programme, we are recommending Tuzi to join the **Green Destinations (GD) proven concepts, methods and tools**, that have been partly already shared and used in the development of the STDS such as stakeholder mapping or the Tourism Impact Assessment (TIA, [ANNEX A](#)).

All **digital tools** can be made available, also in local language, if Tuzi decides to join the programme 2025+. In tourism of developing destinations, the time from the first educational steps to measurable success will take at least 2-4 years. One of the biggest advantages in the digital reporting is that it is independent of political changes or staff fluctuation; the work done with it is available to the next one and not lost or forgotten.

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<sup>19</sup> More in: [www.parksdinarides.org](http://www.parksdinarides.org).

<sup>20</sup> More in: [www.envpro.me](http://www.envpro.me)

**Between March and September 2024**, the consultants have initiated, reported back and/or participated in

- 4 full-day **terrain familiarisation** / working days in the Tuzi territory
- 2 half-day **workshops in Tuzi**, attendance in ANNEX D
  - with focus on the public sector (towards a future “Green Team”, Part 1)
  - with focus on private sector stakeholders (businesses, NGOs) and with the additional support of the RDA in issues of rural tourism (towards a future “Green” Team, Part 2)
- 9 individual **meetings with NGOs, businesses and potential future partners** for Tuzi and cross borders
- internal **coordination/consultation meetings and correspondence** with Parks Dinarides and the Tourism Organisation of Tuzi

**Further work performed:**

- reviewed existing and (partly) adopted **planning documents and relevant data** for tourism development (see ANNEX E, literature)
- analysed **potentials and guidelines** for the development of tourism in Protected Areas: River Canyon Cijevna and Lake Skadar National Park (part)
- visited and evaluated (a small part of the) **current / potential attractions and new potentials** of supply and demand
- shared a **stakeholder mapping** template with the Tourism Organisation (model for the formation of a “Green Team”); to make sure everybody is informed, and all relevant stakeholders get the chance to be involved in the planning and implementation processes
- coached Parks Dinarides and the Tourism Organisation in **Tuzi’s 1st Tourism Impact Assessment**, as one important basis for the STDS; so that this has multi-sectoral implications
- **started** local community-based **product development**, with Interpret Europe<sup>21</sup> methodologies; Status quo and identification of new opportunities around nature, culture, heritage
- assessed **synergies with current other projects and policies** (national level and neighbouring municipalities incl. cross-border)
- considered **Key Performance Indicators (KPI)** that will be discussed in the presentation event of this paper. They should be verified for acknowledgement at the national level, feasibility and decided on for continuous monitoring and then communicated. The chosen KPI should demonstrate changes / improvements that can realistically be monitored in a year, in 3 years, in 5 years and after.<sup>22</sup>

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<sup>21</sup> <https://interpret-europe.net/>

<sup>22</sup> See also the UN Tourism new framework: <https://www.unwto.org/news/un-adopts-a-new-global-standard-to-measure-the-sustainability-of-tourism>

Figure 2: Impressions from the Workshops I and II



## 2. Introduction to sustainable tourism development

The major change on the side of PAs in the past decades is the understanding of their meaning and legacy. The role of people and the way of management has changed: While in the 1960's people were supposed to be excluded and the management of PAs was exclusive, today the man has to be involved, and the management must be not only participatory, but inclusive.<sup>23</sup>

Parallel to this shift, also tourism has become diversified and the travellers' values, expectations and mindsets are quite different from those in the 1960s. Most tourism themes today are either culture or nature-based. They express the underlying aspirations of travellers, and their motivation to travel. The following definitions are relevant for the development of Tuzi's tourism services and products, which should include elements of these five:

### 2.1 Definitions for Tuzi's tourism segments

1) What to promote in PAs is not just any kind of tourism, but **sustainable tourism**: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".<sup>24</sup> For tourism in PAs to be sustainable, it must, first and foremost, contribute to the *conservation of nature* over the long term, *not just briefly or sporadically*, and ensure that conservation is not compromised by inappropriate or poorly managed visitor use.

<sup>23</sup> Gugić, G., presentation at the 4<sup>th</sup> International Conference of Parks Dinarides, Budva, Montenegro, 7<sup>th</sup> Nov 2018

<sup>24</sup> <http://sdt.unwto.org/content/about-us-5>

This follows directly the basic definition of PAs:<sup>25</sup> A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the *long-term conservation of nature with associated ecosystem services and cultural values*.

“Sustainable tourism is not a product, a niche, a market proposition or even a ‘form’ of tourism – all types of tourism can be made more sustainable. Neither does it connote a particular level of luxury or service (although arguably it offers a better visitor experience). Importantly, sustainability is a process and not a goal – there is always more to achieve. It can be helpful to think of sustainability as a ‘lens’ through which to view all tourism activity, to consistently ensure that the way it is structured and delivered enhances rather than diminishes destinations as places to live, work, visit and enjoy. All stakeholders have a vital role to play in creating a sustainable destination.”

Source: European Travel Commission (ETC), 2021<sup>26</sup>

With this fundamental principle, **sustainable tourism in Tuzi and its PAs** should, in all its phases from policy to planning to management:

- Safeguard the environmental qualities that attract visitors by maintaining essential ecological processes and aesthetic qualities, and by helping to conserve natural heritage and biodiversity
- Respect the rights of local communities and their sociocultural authenticity, conserve their built and living cultural heritage and traditional values
- Ensure viable, long-term economic operations, providing fairly distributed socioeconomic benefits to all rights-holders and stakeholders that are affected by tourism, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation
- Provide appropriate opportunities to facilitate meaningful and high-quality visitor experience that will contribute to an increased sense of stewardship for nature and protected areas.

All those involved in developing and managing tourism in Tuzi should aim for these basic goals. **Tourism that does not meet these goals - that is not sustainable** - should not be allowed in its Protected Areas.

**2) Ecotourism** is “responsible travel to natural areas that conserves the *environment*, sustains the well-being of the *local people*, and involves *interpretation and education*” (Global Ecotourism Network, GEN, 2015). Cijevna Canyon being one of the largest botanical locations, as well as a habitat for protected bird species – together with Lake Skadar, Tuzi can become Montenegro’s next bird watching destination.

However, **not all tourism in nature is “ecotourism”!**<sup>27</sup> Tuzi’s general development strategy also mentions hunting as a possible product. This would not fit with the other economic and ecological targets. Claims to be contributing to conservation and local communities, outfitters often fail to meet

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<sup>25</sup> Leung, Y.-F., Spenceley, A., Hvenegaard, G., and Buckley, R. (eds.) (2018). *Tourism and Visitor Management in Protected Areas: Guidelines for sustainability* Best Practice Protected Area Guidelines Series No. 27, Gland, Switzerland: IUCN. xii + 128 pp., p.2, in: <https://portals.iucn.org/library/node/47918>

<sup>26</sup> European Travel Commission (ETC): Encouraging Sustainable Tourism Practices, Brussels, 2021

<sup>27</sup> <https://www.globalecotourismnetwork.org/>



the principles of being non-consumptive/non-extractive and ethical in relation to nature. Therefore, also Montenegro's National Tourism Organisation stopped promoting hunting as early as in 2007.

### 3) Rural tourism

In Montenegro: rural tourism is a multifaceted activity that takes place in rural areas, which is functionally rural, built on the specific characteristics of the rural world (small business, open space, contact with nature, traditional character), usually locally controlled in terms of development, which should imply sustainability, i.e. the controlled use of resources and the preservation of nature, culture and general rural character of the area. Rural tourism includes not only farm holidays, but also a variety of other products and experiences.<sup>28</sup> Good examples are given by the members of the Rural Tourism Association.<sup>29</sup> **Fishing tourism** is often linked to rural and freshwater areas, seen as part of the "Blue Economy" and rural development strategies; the United Nations Tourism Organisation (UN Tourism) also defines rural tourism as including activities like angling (fishing) that are related to nature, agriculture, and rural lifestyles.

### 4) Wine tourism

Also known as *enotourism*, is a specialized form of travel focused on exploring and experiencing the world of wine. It involves visiting wine-producing regions, wineries, and vineyards to engage in activities centered around wine appreciation, production, and culture.<sup>30</sup> Key aspects of wine tourism include:

- Winery and vineyard tours
- Wine tastings and food pairings
- Educational experiences about winemaking processes
- Participation in wine-related events and festivals
- Exploring the cultural and historical aspects of wine regions

Wine tourism appeals to a diverse range of travelers, from wine connoisseurs to casual enthusiasts and even those simply curious about the wine world. It offers visitors the opportunity to immerse themselves in the local culture, traditions, and landscapes while learning about and enjoying various wines.

For Tuzi, wine tourism already serves as a valuable marketing tool and revenue stream. Wine tourism allows producers to showcase products, build brand loyalty, and sell directly to consumers. Additionally, it contributes significantly to local economies by creating jobs, supporting ancillary businesses, and promoting regional development. As the industry continues to grow, wine tourism is increasingly recognized as a key driver of economic growth and cultural preservation in wine-producing regions worldwide. In Tuzi, apart from the best know and biggest site<sup>31</sup>, smaller, family-run operations, which

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<sup>28</sup> ECONOMIC diversification policies and rural tourism in South East Europe / Standing working group for regional rural development (SWG RRD), 2020 - Editors: Suzana Đorđević-Milošević, Kirsi Hyvaerinen, Boban Ilić, Dori Pavloska Gjorgjieska, Benjamin Mohr, Anica Palazzo, [https://seerural.org/wp-content/uploads/2020/11/Economic\\_diversification\\_policies\\_and\\_rural\\_tourism\\_in\\_SEE\\_2020.pdf](https://seerural.org/wp-content/uploads/2020/11/Economic_diversification_policies_and_rural_tourism_in_SEE_2020.pdf)

<sup>29</sup> <https://www.ruralholiday.me/en/st2/rural-activities/>

<sup>30</sup> <https://enoturismo.conchaytoro.com/en/what-is-wine-tourism-and-where-can-you-find-it/>

<sup>31</sup> <https://www.plantaze.com/en/visit-us/>

are becoming increasingly popular for wine tourism should be further supported in their marketing efforts.<sup>32</sup>

**5) Adventure travel**, based on Adventure Travel Trade Association's (ATTA) research conducted in 2005-2006 and updated in 2016, the current definition is "any tourist activity that includes at least two of the following: physical activity; a cultural exchange or interaction; engagement with nature." This definition describes the key ingredients of an adventure travel trip from the *external, delivery perspective*.<sup>33</sup> An in-depth look at adventure travellers' most important elements (with net agree scores higher than 80%) and how they should be translated into the specific context of wildlife tourism, are:

- being in a natural environment → *Protected Areas*
- learning → *About wildlife, co-habitation, nature's seasons*
- meaningful human experiences → *With local communities, incl. rangers*
- experiencing a new culture<sup>34</sup> → *Montenegro, Western Balkans, local lifestyle, history, arts, local food traditions, current forms of creativity*

Today, this is the more refined understanding: „**Adventure travel** describes trips that provide *experiences* (both mental and physical) to places which are *novel or unique* to the traveler, emphasize the *natural environment*, and provide *challenge* through experiences of *culture, activities* that promote physical health, and *excitement/fun*.“<sup>35</sup>

The highly relevant sub-concept for Tuzi of "**nearby adventures**" in tourism refers to engaging in adventure tourism activities that are accessible and close to one's home or within a short travel distance. This approach allows visitors to experience the thrill and excitement without the need for extensive travel, making it a more sustainable and convenient option. Nearby adventures can include activities such as hiking, cycling, rock climbing, kayaking and packrafting.

This form of tourism is particularly appealing as it offers the excitement of adventure travel while **reducing travel time and costs, and minimizing the environmental impact** associated with long-distance travel. The concept of nearby adventures aligns with the broader goals of adventure tourism, which include personal growth, cultural engagement, and environmental sustainability. By focusing on the local destination Tuzi, visitors will contribute to the local economy and promote the conservation of its natural and cultural resources.

## 2.2 Basics: Why, who & how

Sustainable tourism for Tuzi as a semi-urban area, but with rich rural production, cultural heritage, and protected areas is a multifaceted and community-based approach that aims to balance economic growth, cultural preservation, and environmental protection. This concept is crucial in ensuring that

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<sup>32</sup> Such as <https://dedvukajvineyards.com/> (website not yet active), Troja,

<sup>33</sup> Adventure Travel Trade Association (ATTA, various authors): *North American Adventure Travelers*, October 2017 Update, p.3 ff.

<sup>34</sup> *ibid.*

<sup>35</sup> ATTA, various authors: *North American American Adventure Travelers*, October 2017 Update, p.21

tourism development does not compromise the integrity of natural and cultural resources for future generations by „over-valorization“.

Even though Tuzi has not yet experienced the negative impacts of traditional „mass“ tourism and overcrowding like has been growingly the case e.g. in Kotor<sup>36</sup> – leading to environmental degradation, unbearable traffic jams, cultural erosion, and bad economics (e.g. spending per visitor and income leakages to abroad), it is essential to plan ahead. Why focus on sustainable tourism and not e.g. on big international hotels, luxury resorts, etc.?

### Because sustainable tourism helps...

- **...preserve cultural heritage:** Tuzi has unique cultural assets that are partly endangered or already lost, and stay vulnerable to globalization and urbanization. Sustainable tourism can help document and protect these cultural elements, ensuring they remain vibrant and integral to community identity.
- **...protect natural resources:** With two protected areas, sustainable tourism can play a pivotal role in conserving biodiversity and Tuzi's unique landscapes. It encourages practices that minimise environmental footprints, such as eco-friendly rural accommodations and responsible wildlife viewing.
- **...promote economic growth:** By supporting local small businesses and rural producers, sustainable tourism is the best choice to stimulate the local economy. It creates jobs and generates income while ensuring that economic benefits are distributed fairly among community members.<sup>37</sup>

### Who benefits from sustainable tourism? And who is needed for it?

- **Tuzi local community** should expect job creation, improved infrastructure, enhanced quality of life, preservation and restoring of cultural heritage. Sustainable tourism typically empowers communities by fostering a sense of ownership and pride in the cultural and natural heritage.
- **Visitors** benefit from authentic experiences that are educational, experiential and enjoyable. Sustainable tourism offers a deeper understanding of the local cultures, habits and environments, enriching the travel experience and not staying limited in „sightseeing“.
- **Environment and wildlife:** Sustainable tourism initiatives support conservation efforts, ensuring that natural habitats are preserved and wildlife is protected from exploitation and harm.

**Community-based** sustainable tourism development is a **multi-stakeholder effort** that requires transparency, communication, never-ending involvement and cooperation between the following entities:

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<sup>36</sup> <https://www.theguardian.com/artanddesign/gallery/2024/aug/12/tourists-engulf-montenegros-adriatic-gem-in-pictures> and <https://novski.me/mjestani-kotora-traze-uvodenje-takse-zbog-rasta-broja-turista-protesti-u-evropi-zbog-prekomjernog-turizma/>

<sup>37</sup> Compare: <https://www.gstcouncil.org/>

Figure 3: Who Is Needed for Sustainable Tourism Development?



Outside Tuzi, **educational and research Institutions, the tourism faculties and training centers** conduct research on and can provide training programs for locals and tourism professionals. **EU, international development agencies and NGOs** provide funding, expertise, and global best practices to support sustainable tourism initiatives. They can further support Tuzi to implement projects and processes. **Collaborative networks and partnerships** facilitate collaboration among various stakeholders, depending on the context.

## How to implement?

Implementing sustainable tourism in Tuzi involves the following strategic steps:

- 1) **Cultural heritage documentation:** Identify and document cultural heritage assets with the help of community members and experts. This includes both tangible assets like historical sites and intangible ones like folklore and traditions. In Tuzi, this has been largely done and documented by in the study *ELABORAT PREZENTACIJE I EVIDENTIRANJA KULTURNOG MATERIJALNOG NASLJEĐA OPŠTINE TUZI - Upravljanje lokalnim razvojem i prostornim planiranjem na osnovu procjene kulturnog nasljeđa u Opštini Tuzi – Održivo i kreativno planiranje čuva vrijednosti kulturne baštine* – an effort of a team and further under work by Mr. Anton Pllumaj.
- 2) **Natural resource asset mapping:** This is typically conducted by a combination of local governments, environmental organisations, and academic institutions. In Montenegro it is primarily organized by the Agency of Nature Protection, which conducts research and specialist activities aimed at protecting natural resources. The Ministry of Agriculture and Rural Development, along with the Forest Management Administration, collaborates with the Agency to gather and update information on forest ecosystems, with the aim to integrate biodiversity considerations into forest management. Additionally, various NGOs, such as CZIP, play a role in environmental protection and sustainable development, contributing to the mapping and management of natural resources.
- 3) **Continuous community involvement:** Engage local communities in planning and managing tourism activities. This can be achieved through workshops, training programs, and the establishment of community-based tourism that align with local values and needs. One example with focus on ecotourism is MEET – Mediterranean Experience of Ecotourism network, an association of Mediterranean PAs developing high-quality ecotourism that aims to benefit conservation and local communities.<sup>38</sup>
- 4) **Development of sustainable tourism products (experiences!) and their marketing:** Create tourism offerings that highlight Tuzi's unique natural and cultural features. This would involve developing thematic trails (local stories, heritage and nature-based), promote kayaking, rock climbing, hiking, cycling, working with local arts, crafts, products and organising regular cultural and rural events. To be sustainable, all this should be marketed especially outside Montenegro's two peak summer months.
- 5) **Information and marketing:** Tuzi's future **tourism branding and marketing strategy** should influence the number, type and origin of visitors. Therefore, marketing has an important function in determining how successfully destinations achieve their aims and objectives both

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<sup>38</sup> <https://www.meetnetwork.org/>



environmentally and culturally.<sup>39</sup> Therefore, it is important to promote alternative modes of consumption, and adhere to the critical consumer consciousness. In many cases, marketing seems at odds with the ideals of sustainability as it is often associated with competitive business strategy, short-termism, and a profit imperative. For this reason, Tuzi should aspire its marketing and promotion to:

- provide alternative desirable experiences that deflect consumers' attention from buying the most unsustainable products and actions by making them not even available or much less attractive, particularly in situations where sustainability arguments are seen as a "threat" to one's freedom as consumer.<sup>40</sup>
  - put the emphasis on doing things together for collective benefits. It is very important for Tuzi and its PAs to accurately reflect the aims, values, and actions in the communication.
- 6) **Partnerships and collaborations:** To access resources and expertise, collaborative efforts can enhance financing sources, marketing, infrastructure development, and capacity building. A wider destination management and marketing approach as a regional cluster with Podgorica and Zeta - and cross-borders with Shkodra - should be considered.
- 7) **Monitoring and evaluation:** Continuously assess the impact of tourism activities on the community and environment. Implement corrective measures as needed to ensure that tourism remains sustainable and beneficial to all stakeholders.<sup>41</sup> This would be largely supported by the GD development and monitoring process.

### 2.3 Destination management

These obligations collectively contribute to the effective management and sustainable development of a tourism destination. Therefore, Tuzi's Tourism Organisation needs strengthening of education, capacities and resources:

- **Strategic planning:** Develop long-term strategies to enhance the destination's appeal and competitiveness by leveraging its unique assets.
- **Data collection and analysis:** Gather and analyse data on visitor satisfaction, trends and preferences to inform decision-making and strategy adjustments.

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<sup>39</sup> Xavier Font & Scott McCabe "Sustainability and marketing in tourism: its contexts, paradoxes, approaches, challenges and potential, *Journal of Sustainable Tourism*," (2017) DOI: 10.1080/09669582.2017.1301721

<sup>40</sup> A typical critical example in Montenegro: ATVs in Protected Areas – forbidden since June 2023 in the National Parks outside of registered roads, and 2024 including drones. <https://feral.bar/post/21430> and <https://www.vijesti.me/vijesti/drustvo/705925/u-nacionalnim-parkovima-zabranjena-voznja-kvadova-van-puteva-i-koriscenje-dronova>

<sup>41</sup> <https://www.unwto.org/sustainable-development>

- **Stakeholder engagement:** Facilitate collaboration among local businesses, government agencies, and community groups to align tourism development with local interests.
- **Sustainability initiatives:** Implement practices that protect the environment, preserve cultural heritage, and ensure tourism benefits the local community.
- **Quality assurance:** Ensure high standards of service and product quality across the tourism sector to improve and maintain the destination's reputation.
- **Marketing and promotion:** Create and execute marketing campaigns to attract visitors by highlighting the destination's unique attractions and experiences.
- **Visitor experience enhancement:** Improve tourist services and amenities to ensure a positive and memorable visitor experience.
- **Infrastructure development:** Plan and support the development of essential infrastructure, such as transportation and accommodations, to meet visitor needs.
- **Policy advocacy:** Work with policymakers to develop regulations and policies that support sustainable tourism growth and protect local interests.
- **Crisis management:** Develop plans to manage and mitigate the impact of crises, such as natural disasters or pandemics, on tourism.

The transition from a „Tourism Organisation“ towards a „Destination Management Organisation“ (DMO) is therefore remarkable and necessary. The management tasks of a DMO were presented with the below overview, in a workshop 6th May 2021, with all Coastal and Central Montenegro Tourism Organisations, including Tuzi, and the National Tourism Organisation. There also the main principles and working methods of the Global Sustainable Tourism Council (GSTC), its accredited partner, Green Destinations and the first success stories of Tivat as the pilot destination in Montenegro were discussed.

Figure 4: From „Tourism Organisation“ to Destination Management Organisation



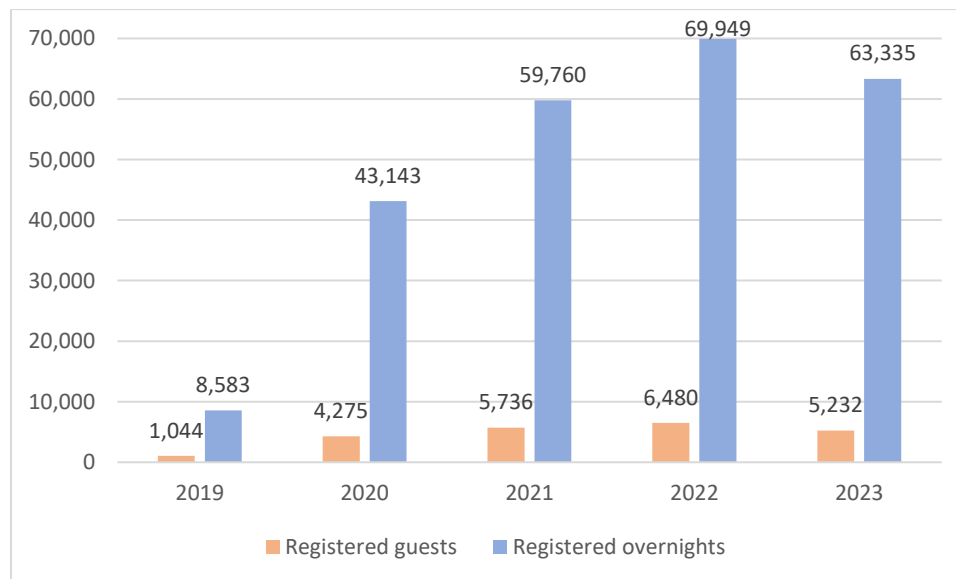
### 3. Assessing the current tourism landscape of Tuzi

#### 3.1 Facts & figures - recommendations

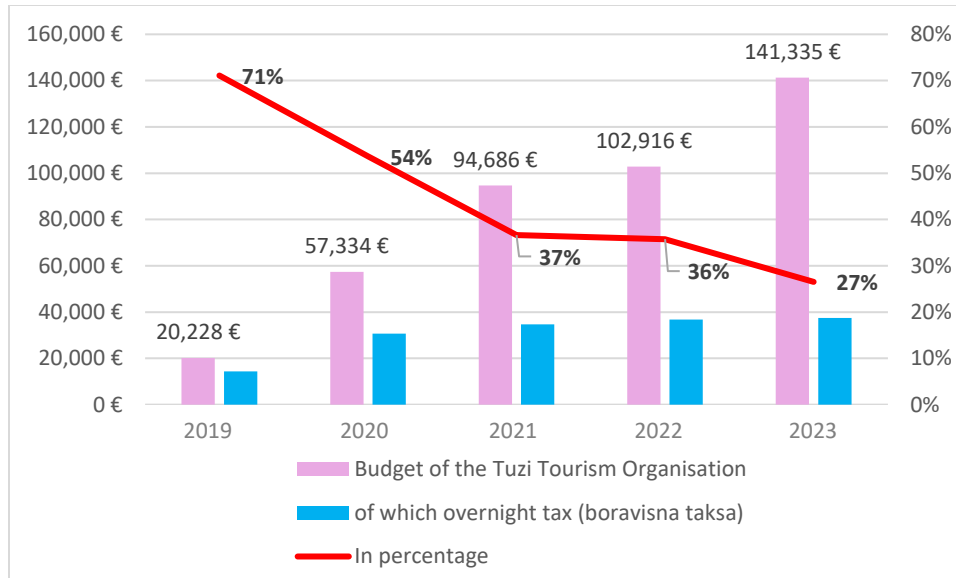
According to the data of the Secretariat for Economic Development, in 2023, 42 catering establishments were registered. coffee bars (15), pizzerias (10), restaurants (2), kebab shops (2), pastry shops (3), bakeries (4), fast food (3), beer shops (3). The most famous is the ethno-style restaurant "Troja" in town and the national restaurant "Niagara" of Kuća Rakić by the Cijevna river. There are two hotels: "Oasis" with 4 stars and small hotel "Liria" with 3 stars, with a total capacity of 93 beds, motel "Don", an inn and one registered private accommodation.

The below statistic gives an idea of the current level of registered tourism arrivals, overnights spent and public income from tourism, and the budget of the Tourism Organisation that has been growingly topped up from the municipality budget. Although the number of overnights has been growing, the percentage of the Tourism Organisation budget from overnight taxation is declining (red line). Moreover: The true number of overnight capacities, i.e. **all** available accommodations are unknown: They are partly unregistered. A look into the currently offered accommodations on *Booking.com* and *Airbnb.com*, on Instagram<sup>42</sup> and further portals - across the whole territory of Tuzi – show that tourism is obviously developing, but partly unmanaged.

Figure 5: Registered Visitors, Overnights vs. Tuzi Tourism Organisation Budget 2019-2023



<sup>42</sup> e.g. [https://www.instagram.com/tvrdjava\\_cijevna/](https://www.instagram.com/tvrdjava_cijevna/)



Year	2019	2020	2021	2022	2023
Registered <b>guests</b>	1,044	4,275	5,736	6,480	5,232
Registered <b>overnights</b>	8,583	43,143	59,760	69,949	63,335
<b>Budget of the Tuzi Tourism Organisation</b>	<b>20,228 €</b>	<b>57,334 €</b>	<b>94,686 €</b>	<b>102,916 €</b>	<b>141,335 €</b>
<i>of which overnight tax (boravisna taksa)</i>	14,381 €	30,746 €	34,686 €	36,801 €	37,485 €
<i>In percentage</i>	71%	54%	37%	36%	27%
<b>Municipality / Opština Tuzi</b>	3,000 €	25,000 €	60,000 €	60,000 €	95,000 €
<i>In percentage</i>	15%	44%	63%	58%	67%
<b>Membership fees /Članski</b>	2,846 €	1,588 €	0 €	6,114 €	8,850 €
<i>In percentage</i>	14%	3%	0%	6%	6%

Why and what to do? The total capacities must be mapped and registered, because accommodation capacities are an important metric in destination management, including financing. Understanding and managing them as one basic figure is crucial for all this:

- Assessing the destination's ability to host visitors and manage tourism flows
- Identifying capacity constraints during peak seasons
- Informing infrastructure and development planning
- Calculating economic impact of tourism
- Developing marketing strategies and managing seasonality
- Having the achievable level of budget for the above-described tasks of a DMO:
- What comes from tourism (overnight taxes) must go back to tourism development and maintenance purposes.

By regularly tracking accommodation capacities and utilization rates, Tuzi can make data-driven decisions to sustainably grow tourism, develop the seasonality, while avoiding overtourism issues. The

data also helps identify opportunities for expanding or diversifying accommodation options to meet the demand. It is recommended to use the following standard methods.

The most common measure of accommodation capacity is the number of guest beds available:

- Hotels, resorts, private accommodations, rural households offering overnights report their total number of beds available for guests.
- Private accommodations like vacation rentals and Airbnbs are also included in the bed count.
- The total bed capacity across all types of accommodations gives the maximum number of overnight guests a destination can host.

### **Room Capacity**

In addition to beds, room capacity is also calculated:

- This includes the total number of rooms available across all types of entities.
- Room capacity can be used to calculate **occupancy rates** when compared to actual bookings.

### **Calculation methods and utilization metrics for Tuzi to follow:**

- Annual surveys of accommodation providers to report their bed and room counts.
- Data from online travel portals (such as Booking.com and Airbnb) on listed properties and capacities.
- Require regular reporting of capacities from registered accommodations (some may be growing).

### **Raw capacity numbers are used to calculate key utilization metrics:**

- Occupancy rate: Percentage of available beds/rooms occupied over a time period.
- RevPAR (Revenue Per Available Room): A measure of both occupancy and average daily rate.
- Bed occupancy rate: Percentage of total bed capacity utilized.

As next step, the great number of **rural households** (around 600 was mentioned in the workshops) should be motivated, educated and supported to start offering overnight capacities and rural experiences. Currently there is the “Stara pjesma” - listed on a Ministry governed website under Podgorica, but by its location belonging to Tuzi, in the village of Rudine. During summer 2024 a further “seoska domacinstva” has started, but with a small number of rooms as the main business are organic olive products.<sup>43</sup>

The presentation of Jelena Krivčević in the 2nd workshop gave clear directions and good examples from the so far area of action, as also demonstrated on the website of the Rural Tourism Association.<sup>44</sup> The further support of the RDA could be strengthened by joining forces with them, to work project-based more for the South of Montenegro and starting from Tuzi and the joint cross-border area. This has

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<sup>43</sup> <https://mnevillage.gov.me/household/stara-pjesma-rural-household/>, <https://www.luckaolive.me/>

<sup>44</sup> <https://www.ruralholiday.me/>



already been the case 2018-2020. A brochure with an itinerary for accesible tourism and an app were produced.

However, when the results of such project don't get maintained and marketed further, they are a „drop on a hot stone“, i.e. disappear and do not reach any target groups! Resources have been spent in vain.<sup>45</sup> The application „P.A.S.T. 4 FUTURE“ has only 100+ downloads (on Google Play). The brochure PDF is not made publicly available any further, neither locally nor through the channels of the NTOCG.

Therefore it is much more efficient to rely on existing popular channels, sites and applications and build the contents there, where the users are.

Figure 6: „P.A.S.T. 4 FUTURE“ Interreg IPA Italy-Albania-Montenegro Project Results, 2018-2020



How far the other activities (marked it

- Uspostavljanje kancelarija za upravljanje destinacijom (Cross border Destination Management Organisation – DMO) za pristupačni I održivi turizam koji će omogućiti ljudima sa posebnim potrebama (npr. Porodice sa djecom, lica sa invaliditetom, stariji ljudi, ljudi koji imaju intoleranciju na određenu hranu, ljudi sa privremenim deformitetom itd) da na bezbjedan i udoban način.
- Organizovanje edukativne ture za evropske turoperatore pristupačnog I održivog turizma radi testiranja destinacija koje će biti isplanirane tokom trajanja projekta na osnovu mapiranih pristupačnih lokacija, atrakcija i usluga.
- Uspostavljanje prekogranične mreže za pristupačni I održivi turizam uključujući projektne partnere I druge državnne i private aktere u turizmu I turističkoj industriji svake ciljne.
- Organizovanje radionica za članove prekogranične mreže za pristupačni I održivi turizam i drugih relevantnih stejkholdera fokusiranih na tržište pristupačnog i održivog turizma.
- Dizajn i implementacija veb platforme i App za pomoć turistima, pogotovo onima sa posebnim potrebama u identifikovanju I lociranju turističkih usluga I atrakcija mapiranih tokom trajanja projekta.<sup>46</sup>

<sup>45</sup> <https://tuzi.org.me/cg/promocija-pristupacnog-i-odrzivog-turizma-za-buducnost/>

<sup>46</sup> <https://tuzi.org.me/cg/promocija-pristupacnog-i-odrzivog-turizma-za-buducnost/>

### 3.2 SWOT – Strengths, Weaknesses, Opportunities, Threats

For this chapter, own assessment and inputs from meetings, workshops and the citizen survey ([ANNEX B](#)) have been used to describe the situation, and some reference is also made to the findings in the TIA ([ANNEX A](#), separate document) and the The Strategic Development Plan of Tuzi Municipality 2021-2026.<sup>47</sup>

The strengths and opportunities of Tuzi are connected with its geographical position, landscapes, natural, cultural and culinary richness including biodiversity, and its human capital in the country and abroad. By the climate and basic infrastructure - all-year offering of sustainable travel and tourism is possible.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Good accessibility from the capital city - since 2<sup>nd</sup> September<sup>48</sup> with a regular public bus as well - and for international guests, from the main airport of Podgorica, and from / to Albania, with two border crossings.</li> <li>▪ Belonging to and located next to important PAs (Cijevna, Skadar Lake as well as Komovi and Prokletije) and internationally popular adventure travel trails (e.g. Peaks of the Balkans).</li> <li>▪ Capable - but so far in their work rather separated - local small businesses and NGOs.</li> <li>▪ Local, detailed knowledge of Tuzi’s history, local traditions, nature’s treasures etc.<sup>49</sup></li> <li>▪ Experienced local administration staff members, incl. gaining and implementing EU projects (Interreg IPA CBC).<sup>50</sup></li> <li>▪ Small municipality, but with lots of natural, cultural attractions, soft adventure travel and culinary experiences potential (more details in the product development chapter 5.3) in and around Tuzi.</li> <li>▪ Being part of the future Skadar/Shkoder Lake Watershed - a Transboundary Biosphere Reserve of UNESCO Man and Biosphere Programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Destination management, e.g. across the different tourism related institutional and local stakeholder groups – continuous communication and cooperation needed.</li> <li>▪ Yet missing management of the PA Cijevna – leading e.g. to unorganised banks of the river, waste problems etc.</li> <li>▪ Lack of visible, bookable tourism offers (experience packages).</li> <li>▪ Inadequate and insufficient presentation of many attractions.</li> <li>▪ Missing data of all accommodation capacities and their qualities.</li> <li>▪ No guest surveys yet done on their satisfaction, interests, socio-demographics, behaviour, length of stay<sup>51</sup>, spending, etc.</li> <li>▪ Unorganized approach / access to the Lake Skadar, lack of a safe and regulated swimming area.</li> <li>▪ Marketing: Mission, vision, brand of Tuzi undeveloped yet; missing website to inform and inspire visitors, with all offers (<a href="http://www.tuzi.travel">www.tuzi.travel</a>); very few and so far separated offers online.</li> <li>▪ Educational efforts in tourism are</li> </ul>

<sup>47</sup> Strateški plan razvoja Opštine Tuzi za period 2021 – 2026, p. 44-46

<sup>48</sup> [https://www.instagram.com/reel/C\\_c4eNLNcuO](https://www.instagram.com/reel/C_c4eNLNcuO)

<sup>49</sup> Collected since 15 years and currently best presented on [https://www.instagram.com/malesia\\_adventure](https://www.instagram.com/malesia_adventure)

<sup>50</sup> <https://tuzi.org.me/cg/projekti/>

<sup>51</sup> The length of stay that can be calculated from the currently available numbers needs to be critically reviewed; e.g. for 2023 it results in 12 days - this might be mainly due to workers, diaspora etc.

	depending on projects; therefore e.g. lack of: joint experience product development, marketing, local trained and certified guides, (and other tourism staff), evidence-based growth of accommodation types and numbers, as well as local tour providers.
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ To complete the tourism asset mapping (existing and potentials) started, and priorities for development:</li> <li>▪ New product and service development, based on the nature, culture, local suppliers, rural households.</li> <li>▪ Center for rock climbing (see chapter 5.3)</li> <li>▪ Detailed study of cultural assets (see literature)</li> <li>▪ Customer orientation – to develop a common understanding of visitor needs.</li> <li>▪ To turn to content that is plenty into a digital homebase for all tourism (website, then social media – currently the other way round and not tapping the full potential).<sup>52</sup></li> <li>▪ Village revival concept development for old settlements, e.g. Priftën</li> <li>▪ The railway between Albania and Montenegro – to become a new sustainable public transportation cross-border offer.<sup>53</sup></li> <li>▪ Continued cooperation and support for improvements in environmental protection, sustainable tourism and rural development.<sup>54</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ Missing management and communication between the PAs, especially NP Lake Skadar, and local tourism actors.</li> <li>▪ Overbuilding by the freshwater PAs - if spatial planning laws not implemented in practice – illegal buildings</li> <li>▪ “Weekend-housification”, i.e. too much 2<sup>nd</sup> home ownerships or only peak-seasonally used real estate – turning villages into places for short stays by urban escapees or diaspora members.</li> <li>▪ Sticking to “old” indicators of tourism success - numbers of visitors.</li> <li>▪ Staying a “transit” destination for bus tourists, short stays and little spending locally.</li> <li>▪ Few people knowing what Tuzi has and can offer.</li> <li>▪ In ecology and rural development: Climate crisis impacts - increasing severity of droughts, wildfires, hydrological alterations following, over-abstraction of surface and ground waters, water pollution, and invasive species.<sup>55</sup></li> </ul>

<sup>52</sup> <https://www.instagram.com/traveltuzi/> - [https://www.instagram.com/malesia\\_adventure/](https://www.instagram.com/malesia_adventure/) - [https://www.instagram.com/komuna\\_e\\_tuzit\\_opstina\\_tuzi/](https://www.instagram.com/komuna_e_tuzit_opstina_tuzi/) - [https://www.instagram.com/qki\\_malesia\\_kic\\_malesija/](https://www.instagram.com/qki_malesia_kic_malesija/) -

<sup>53</sup> <https://www.railwaypro.com/wp/albania-montenegro-rail-link-rehabilitation-endorsed/>

<sup>54</sup> E.g. further EU cross-border cooperation; MEET Network; RDA; financial support programmes of the Government and NTOCG as well as regional funds

<sup>55</sup> Compare: Darwall, W., Carrizo, S., Numa, C., Barrios, V., Freyhof, J. and Smith, K. (2014). Freshwater Key Biodiversity Areas in the Mediterranean Basin Hotspot: Informing species conservation and development planning in freshwater ecosystems. Cambridge, UK and Malaga, Spain: IUCN, p. 8

### 3.3 Assets need mapping and marketing

The biggest weakness is that Tuzi is rather unknown – for example, on TripAdvisor there are **only two** mentions under „**Things to Do in Tuzi**” (Wine cellar 13. Jul Plantaze and St. Anthony Church). On WikiTravel / WikiVoyage „nothing of particular interest“. (Wiki pages are free to edit!)

At the same time this impression is an opportunity: Where offers are not yet developed and marketed, they can be shaped and communicated from the beginning in a sustainable and market-resonant way.

Figure 7: Tuzi on WikiTravel



To start with, the destination Tuzi needs a comprehensive inventory of its assets and attractions that are or can be interesting for tourism. The best way is to find ways of working together with local knowledgeable people. In Tuzi, there is already such a work being performed since 15 years<sup>56</sup> by the Malësia Adventure NGO founder Mr. Anton Pllumaj, whose work is also largely in the background of the *“Elaborat prezentacije i evidentiranja KULTURNOG MATERIJALNOG NASLJEĀA OPŠTINE TUZI Upravljanje lokalnim razvojem i prostornim planiranjem na osnovu procjene kulturnog nasljeĀa u Opštini Tuzi” - Održivo i kreativno planiranje čuva vrijednosti kulurne baštine.*

[A similar enthusiastic mapping effort lead in 2009 to the primary production of a guidebook across Montenegro’s unknown thousands of kilometers of backcountry roads and trails, adopted for MTB / cycling tours – “Montenegro Mountainbike Guide: 17 Mountainbike Trails from East to West”<sup>57</sup>]

### 3.4 Key challenges

Implementing sustainable tourism in Tuzi faces several key challenges and addressing these requires a coordinated effort involving local authorities, regional partners, and international stakeholders to ensure that tourism development in Tuzi is both sustainable and beneficial to the local community and environment.

<sup>56</sup> [https://www.instagram.com/p/C-f\\_rITk6v](https://www.instagram.com/p/C-f_rITk6v)

<sup>57</sup> <https://www.amazon.de/-/en/Rade-Minic/dp/3935806167>

- **Environmental pressures:** The natural habitats in Tuzi, particularly around Skadar Lake and the Cijevna Canyon, are under significant pressure from urbanization and infrastructure development. This leads to habitat loss and fragmentation, which threaten local biodiversity. The increasing urban sprawl and construction activities can degrade the quality of these natural environments.
- **Biodiversity conservation:** Tuzi is home to diverse ecosystems that require careful management to prevent biodiversity loss. The integration of biodiversity into spatial planning is crucial but challenging due to the need to balance conservation with development. The presence of endemic and endangered species in the region necessitates stringent protection measures, which can be difficult to enforce amidst development pressures.
- **Water and wastewater management:** The hydrology of Tuzi, including important water bodies like Skadar Lake, faces threats from pollution and unsustainable water management practices. Ensuring the quality of water resources is vital for the quality of life, biodiversity conservation and tourism, but this requires significant investment and regulatory oversight.
- **Community engagement and economic development:** Engaging local communities in sustainable tourism initiatives is essential for success. However, achieving this can be challenging due to varying levels of awareness and interest in conservation efforts. Additionally, ensuring that tourism development translates into tangible economic benefits for residents is a complex task that requires careful planning and inclusive policies.
- **Cross-border and regional cooperation:** Tuzi's proximity to the border adds a layer of complexity to sustainable tourism development. Effective management of transboundary natural resources, i.e. those shared with the neighbouring Albania, requires strong cross-border cooperation and alignment of conservation policies. Success in partnering and producing results in EU funded projects is one key element and already practiced. Currently especially important is the active participation in the Skadar/Shkoder Lake Watershed - a Transboundary Biosphere Reserve project.
- **Legislative and policy frameworks:** The implementation of sustainable tourism strategies is often hindered by insufficient or fragmented legislative frameworks. The need for comprehensive policies that integrate environmental, social, and economic aspects of sustainability is critical, yet challenging to develop and enforce – especially until there are concrete policies, roadmap, support and guidance from the national level.<sup>58</sup>

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<sup>5858</sup> After the adoption of this study of February 2024, such next steps could be expected: *Pajovic, I: Izvještaj o šemama ekofertifikacije u turizmu koje se primjenjuju u Crnoj Gori* – coordinated by the Ministry of Tourism, Ecology, Sustainable Development and Development of the North, through the project Biodiversity Mainstreaming into Sectoral Policies and Practices and Strengthened Protection of Biodiversity Hot-Spots in Montenegro. The project is financed by the GEF Trust Fund.

Connected with that, the **EU Green Claims Directive** (“Anti-Greenwashing Directive”) will have its implications also for Montenegro’s tourism destinations and businesses. Here what this directive could mean for a destination:

- Increased **scrutiny of sustainability claims**: Tourism destinations will need to ensure that any environmental or sustainability claims they make in their marketing and communications are backed by **verifiable scientific evidence and data**. This includes claims about eco-friendliness, carbon neutrality, or environmental impact of attractions and activities. Just claiming to be an “ecological state” will not be enough.
- Need for robust measurement and reporting: Destinations will likely need to implement more comprehensive **systems to measure, monitor and report** on various sustainability metrics related to their tourism activities. This could include tracking energy usage, waste management, biodiversity impacts, and community benefits.
- Potential for differentiation through **verified sustainability**: Destinations that can effectively comply with the directive's requirements may gain a competitive advantage. By providing independently verified sustainability information, they can build trust with environmentally conscious travelers who are increasingly basing their travel decisions on sustainability factors.

Based on the current timeline, the earliest the Green Claims Directive could become enforceable law across EU member states is likely to be sometime in 2026 or 2027, depending on how quickly the final negotiations and adoption process concludes.

## 4. Sustainable tourism development strategies

### 4.1 Community engagement – stakeholder involvement

#### Why is this important?

Local stakeholders in a destination are likely to have a different set of interests, needs, and expectations in the development of tourism. This variety has the potential to see conflicts emerge or letting the DMO overlook important concerns and potential opportunities, creating more problems in the long-term. It is therefore essential to not just include, but to collaborate and cooperate with the variety of stakeholders throughout the tourism-related planning and development processes.

Making sure all stakeholders are included can be a tricky procedure. To ensure the success of the management process, it is crucial to make sure to identify all affected parties and give their voices an equal weight to provide them a fair representation.<sup>59</sup>

Studies found that the engagement of a broader stakeholder group in destination management leads to higher chances of realising their sustainability goals.

<sup>59</sup> <https://www.greendestinations.eu/>, Criteria 1.4 Guidance



Community involvement and engagement play a crucial role in tailoring sustainable tourism strategies for different types of tourists in Tuzi. Here are some keyways in which community engagement can enhance and customize these strategies:

1. **Local knowledge and cultural insights:** Community members possess valuable local knowledge and cultural insights that can be leveraged to create authentic tourism experiences. By involving locals in the planning and implementation of tourism activities, Tuzi can offer unique cultural and historical tours that cater to cultural and heritage tourists. This approach ensures that the tourism products are genuine and resonate with the local culture and traditions.
2. **Economic empowerment:** Involving the community in tourism development will create new job opportunities and support existing local businesses. Locals can be trained as guides, operators of eco-friendly accommodations, appealing to eco-conscious tourists. This not only helps in distributing the economic benefits of tourism more equitably but also encourages community members to take an active role in preserving their environment.
3. **Customisation of tourism offerings - product development:** Community involvement allows for the customisation of tourism offerings to meet the diverse interests of different tourist segments. For example, families might be interested in educational-experiential nature tours, while adventure travellers might seek more challenging outdoor activities. And everybody wants to eat and drink well. By engaging with the community, Tuzi can develop a range of activities that cater to the varied interests, ensuring that all tourist types find appealing options.
4. **Sustainable practices and conservation efforts:** Local communities are ideally the stewards of their natural environment. By involving them in sustainable tourism initiatives, Tuzi can promote conservation efforts and sustainable practices. Community-led conservation projects, such as habitat restoration or wildlife monitoring, can be integrated into volunteer tourism packages, and citizen science, attracting visitors who are interested in contributing to environmental preservation.
5. **Feedback and continuous improvement:** Engaging the community provides a mechanism for continuous feedback and improvement of tourism strategies. Community members can offer insights into the effectiveness of tourism initiatives and suggest improvements based on their interactions with tourists. This feedback loop ensures that tourism strategies remain relevant and effective in meeting the needs of both locals and tourists.

Overall, community involvement is essential for implementing actions that are inclusive, culturally sensitive, and environmentally responsible. By actively engaging with local stakeholders, Tuzi can create a tourism model that benefits both visitors and residents, ensuring long-term sustainability and success.

### How can a Tourism Organisation / DMO do it?

**Identify** relevant stakeholders, as well as their interests and sustainability issues, goals, and expectations (= beyond “Stakeholder mapping”).

- Establish a mechanism to ensure the involvement of all relevant stakeholders in sustainable destination management, and make sure **enough time** is provided during processes and planning to allow for stakeholder participation.
- Hold **regular meetings** to allow stakeholders to express their views and contribute with their input.
- Establish a **line of contact** between the DMO and the stakeholders. Apart from personal contact, e-mail, phone – today there are many digital tools that can serve this purpose. Often an Intranet (login-based area in the destination website) can be very helpful to keep the most important information in one place, structured, up-to-date, accessible 24/7.
- **Online surveys and e-meetings** can be considered effective tools for communication with stakeholders.
- Make sure that **opinions, ideas, and goals** of various stakeholders are considered in planning decisions.
- Use an adaptive management process to **allow for changes** based on **stakeholder feedback**.
- **Promote awareness** among stakeholders of their ability to get involved in sustainable destination management.
- **Motivate by example!**

*[Ethical imperative]*

*“Always act so as to increase the number of choices.” (Heinz von Förster)*

*Always communicate so that others can participate. (Dr. Mokka Mueller)*

### 4.2 Balancing economic and environmental goals

Balancing economic and environmental objectives in sustainable tourism for Tuzi involves a strategic approach that integrates ecological conservation with economic development. Here are some key strategies that can help achieve this balance:

#### Evaluating the carrying capacities

"Tourism Carrying Capacity" is defined by the UN Tourism as "The maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, socio-cultural environment and an unacceptable decrease in the quality of visitors' satisfaction". It is not a fixed number, but rather a process that should be continuously assessed and monitored. The calculation involves a combination of quantitative data and qualitative assessments, taking into account the specific context and goals of the destination. The methodology for a study to be made for Tuzi and its PAs for the assessment of tourist carrying capacity, includes three phases:

- analysis and identification of bottlenecks, limitations and risk factors of sustainable development
- looking at the determinants of acceptable carrying capacity,
- operationalising the concept through the destination policy, ensuring sustainable development

### Why is this important?

- Overcrowding, overtourism, “loving the places to death” can happen anywhere!<sup>60</sup> Today, the time between initial development and overtourism is significantly shortened.

At Montenegro destination level, there are already periods and places with alarming signs, and they are by far not limited to the coast. In the popular destinations and PAs the problems have started to show in the peak months of July-August in bad parking situations, too many people on same trails, not enough quality infrastructure (like clean public toilets), erosion, etc.

- Overtourism consequences are:
  - damage to nature
  - alienation of residents
  - degradation of tourist experiences
  - overloaded infrastructure
  - threats to culture and heritage

Preventing this should go into the core of Tuzi’s plans for its PAs. The latest report of the World Travel and Tourism Council (WTTC)<sup>61</sup> “*Coping with Success: Managing Overcrowding in Tourist Destinations*” includes good further insights.

**Integrating biodiversity into planning:** One of the primary strategies is to incorporate biodiversity considerations into spatial planning processes. This involves especially protecting areas of ecological significance, - the Cijevna Canyon and NP Skadar Lake, which are crucial for biodiversity and well-managed visits. By doing so, Tuzi can ensure that tourism development does not compromise the ecological integrity of these areas.

**Promoting eco-friendly tourism practices:** Encouraging sustainable tourism practices is essential. This includes promoting ecotourism activities that are low-impact and environmentally friendly, such as bird-watching, hiking, cycling, rock climbing and cultural tours. These activities not only attract tourists but also raise awareness about the importance of conservation.

**Community involvement for economic benefits and ecological engagement:** Engaging Tuzi’s local community in tourism development is one more key. This can be achieved by involving them in decision-making processes and ensuring that they benefit economically from tourism activities, and engage in environmental protection, e.g. by joining sustainability education and recognised certification schemes. Local businesses are needed to provide the full variety of services and products to tourists, thereby boosting the local economy.

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<sup>60</sup> <https://www.theguardian.com/environment/2018/nov/20/national-parks-america-overcrowding-crisis-tourism-visitation-solutions>

<sup>61</sup> <https://www.wttc.org/-/media/files/reports/policy-research/coping-with-success---managing-overcrowding-in-tourism-destinations-2017.pdf>

**Cross-border and regional cooperation:** Given Tuzi's proximity to international borders, cross-border cooperation with neighbouring regions can enhance sustainable tourism initiatives. Collaborative projects can help manage shared natural resources effectively and promote regional stability.<sup>62</sup>

**Infrastructure development and capacity building:** Investing in sustainable infrastructure and capacity-building initiatives is vital. This includes developing eco-friendly accommodations, improving transportation networks with minimal environmental impact, and providing training programs for local stakeholders to enhance their skills in sustainable tourism management (Source: parksdinarides.org).

#### **Plan habitat maintenance near tourist facilities**

On the one hand, the *contribution of biodiversity to the transport sector* is primarily reflected in the provision of ecosystem services, namely: prevention of erosion, which can damage infrastructure and endanger traffic safety, flood control, purification of air and soil from contaminants from means of transport, as well as improving the aesthetics of areas along roads, which has a positive effect on the experience of travelers, especially tourists and visitors.

The *impact of traffic on biodiversity* is primarily reflected in the loss and fragmentation of habitats due to the construction of traffic infrastructure, the reduction of the quality of the surrounding habitats due to noise, vibrations and pollution, the interruption of migratory corridors, and the reduction of population numbers due to collisions with vehicles and vessels. Traffic also makes previously untouched areas accessible to human activities, and contributes to the spread of invasive species. Therefore:

- Plan the transport infrastructure in accordance with the presence of important habitats and migratory corridors, as well as the specific requirements of valuable biodiversity in the given area,
- Introducing the obligation of certain categories of tourist facilities to introduce ecological certificates and standards that reduce their impact on biodiversity,
- Identify sensitive areas and direct tourist activities away from them,
- Plan visitor management systems, especially in the protected areas and sensitive habitats,
- Undertake measures to restore habitats that have suffered degradation as a result of tourist infrastructure and activities.

**Monitoring and evaluation:** Establishing a robust system for monitoring and evaluating the environmental impacts of tourism activities is essential. This involves regular assessments of biodiversity and ecosystem health, as well as the implementation of corrective measures when necessary.

### **4.3 Capacity building**

This needs to happen at all levels of the tourism value chain, including the public and private stakeholders. For all levels, the networking in peer-to-peer situations is important and often eye-opening.

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<sup>62</sup> <https://envpro.me/projects/Sliv-Skadarskog-jezera-prekograncni-rezervat-biosfere>

- For the **Tourism Organisation of Tuzi** staff, it is recommended to get educated in sustainable destination management. Both Green Destinations<sup>63</sup> and GSTC trainings<sup>64</sup> are of great value.
- For the **Cijevna management and staff**, joining specific courses, trainings and events e.g. of EUROPARCS are warmly recommended.<sup>65</sup>
- For both PAs **rangers** who will be working on terrain and meet tourists: education in the values and specifics of the PAs, a “quick reference card” of their protection, wildlife etc., interpretation skills and general communication with visitors.
- For the **private sector**, introduction to sustainable business management in different sectors (restaurants, cafes, accommodations, tour providers, guides) should happen with internationally recognised programmes that do not leave space for „greenwashing“ and are in line with the Sustainable Development Goals (SDG).<sup>66</sup> The recognition and promotion with a certificate are a logical result of good work, not a goal per se.

### Interpretation – what is it and why is it important?

There are techniques for communicating ideas and concepts to a group of disparate people.

Interpretation is among the most important. Mostly interpretation is understood as the process through which a person translates *one language into another*. At a very basic level that’s effectively what interpretation is: translating.

In the tourism context, however, environmental and cultural interpretation involves translating the technical language of natural science, cultural information or related fields into terms and ideas that people who aren’t scientists can easily understand.

Many guides struggle to understand that their job is not to “teach” their audiences in the same way they were taught in school – by relating facts and information. Tourists want to learn about their destination, but their attention must be earned by the guide who must transmit concepts and information in an interesting way and avoid technical terms, lists of dates and numbers recounted in a repetitive (routine shows!) or in an overly academic manner. To effectively deliver information, guides should instead rely on the interpretive approach of communication, which has four essential qualities:

- **It has a theme.** This is the most important quality of interpretation. Theme is the principal message about the subject that you want to relate to your audience.

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<sup>63</sup> <https://www.greendestinations.org/training/>

<sup>64</sup> <https://www.gstcouncil.org/sustainable-tourism-training/#sttptpschedule>

<sup>65</sup> <https://www.europarc.org/training-and-events/>

<sup>66</sup> <https://www.gstcouncil.org/certification/accreditation-certification-recognition/> <https://travalyst.org/news/travalyst-unveils-list-of-sustainability-certifications-compliant-with-its-criteria/>

- **It's pleasurable.** Although entertainment isn't interpretation's primary goal, it's one of its essential qualities (e.g. using the appropriate tone of voice, using game-like activities, incorporating humour, using active verbs, showing cause and effect, etc.).
- **It's relevant.** Information that's relevant to us features two qualities: it's *meaningful* - we're able to connect it to something already inside our brains - and it's *personal* - new information has to be linked to something we already know, like or care to be personal.
- **It's organised.** Information and stories must be presented in a way that is easy to follow or does not require a lot of effort for the guests to comprehend them.

Easy as it sounds, interpretation is however a difficult form of communication to master. Therefore, an interpretation course to local guides and who wish to become one in the Tuzi area is recommended, with The Country Coordinator for Montenegro of Interpret Europe - European Association for Heritage Interpretation.

#### 4.4 Instruments for implementation, monitoring and evaluation

As presented during the workshops, the key to an effective and continuous development and monitoring process leads through the following steps:

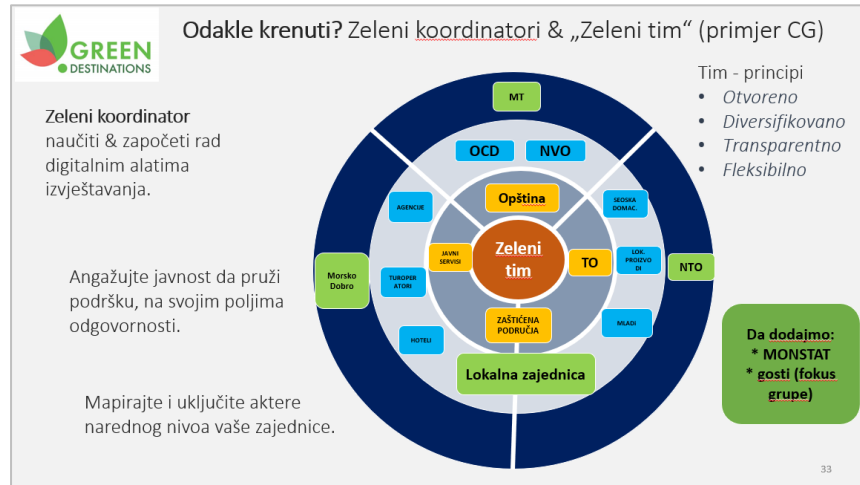
- Nomination and education of a "Green Coordinator" – mostly from the municipality or tourism organisation staff
- Setup of a Tuzi "Green Team", consisting of public, private and civil society organisations, across generations and different types of businesses
- Registration on the Green Destinations platform (via the regional representation Balkan Green)
- Organising basic education to all "Green Team" on what is expected and how this works; induction training to destination sustainability and how to apply the GD Standard, and report compliance to the GD Standard on the joint online assessment platform. Coaching by local representative.
- Starting the reporting with the first 15-30 criteria; further ones in the coming 2-3 years
- Evaluation: technical check and independent audit of reported sustainability compliance
- Award in 3 levels and at the very end – Certification with the full set of GSTC criteria: A Certification Committee evaluates auditor conclusions and (upon sufficient score), issues the Award or GSTC Certification, which remains valid for 2 or 3 years, respectively.
- Action planning for continuous improvement - best with the integrated online tool: the GD online platform provides an Action Planning tool and good practice examples for easy planning and implementing sustainability improvements following the independent evaluation recommendations
- Celebration and promotion of the destination nationally and internationally, publication on the Good Travel Guide, public awarding, social media etc.<sup>67</sup>

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<sup>67</sup> <https://www.greendestinations.org/awards-certification/>



Figure 8: Green Team Principle Setup



### “What you do not measure you cannot manage”

The general need to change the set of KPIs in tourism has become a “hot” topic not only in overtourism troubled destinations. The results of any chosen measurement methods are important not only for the management and improvements, but also to give „reasons why“ for any future financing and sponsoring.

At the European level, the European Travel Commission (which NTOCG is member of)<sup>68</sup> already started shifting its marketing strategy in 2019, moving **from a volume to a value-based** approach, to help improve the quality of life on site and putting a big emphasis on **experiences** over specific destinations (places).

The Green Destinations reporting platform provides also a set of relevant indicators as a tool. However, it would be recommended to discuss the necessary sustainability and tourism indicators with the Ministry of Tourism – and the next national Tourism Development Strategy (current one phasing out 2025). For example, Croatia has a new Law on Tourism soon to be introduced that has such indicators built in (mandatory and optional ones).<sup>69</sup>

### How can Tuzi and its PAs management grow sustainably, get feedback and measure success?

By tapping existing tools and resources for own monitoring and evaluation. In PAs, these would look deeper into the biodiversity and environmental indicators Especially for Cijevna, its **ecotourism** development and monitoring purposes, it is recommended to consider joining the MEET network or the EUROPARCS Network of PAs (Group E).<sup>70</sup> The MEET Indicator Monitoring Platform allows destinations in

<sup>68</sup> <https://skift.com/2018/11/29/europe-wants-value-not-volume-in-2019-tourism-push/>

<sup>69</sup> [https://narodne-novine.nn.hr/clanci/sluzbeni/full/2023\\_12\\_156\\_2382.html](https://narodne-novine.nn.hr/clanci/sluzbeni/full/2023_12_156_2382.html)

<sup>70</sup> <https://www.meetnetwork.org/become-a-park-member> and <https://www.europarc.org/sustainable-tourism/network-sustainable-destinations/>

and around PAs to conduct self-assessments of the sustainability and quality of their multi-day tourism products.<sup>71</sup>

- By systematically and regularly questioning the residents, tourism stakeholders and visitors
- By studying (and responding to) the online conversations on social media and feedback given

## 5. Recommendations for marketing

### 5.1 Place brand development

The current problem of „there is nothing there!“ (Figure 7) image takes the development of a Tuzi place (not only destination!) brand. Place branding is a broader concept that encompasses the overall identity and perception of a location, including its appeal to residents, investors, businesses, and visitors alike. Destination branding, on the other hand, is a subset of place branding that specifically focuses on promoting a location as a tourist attraction, emphasizing its unique experiences and amenities to potential visitors.

Developing the brand involves a strategic approach that begins with thorough research and analysis of Tuzi’s unique attributes, target audiences, and competitive landscape. This foundational work helps define the brand identity, including core values, personality, and differentiators that make Tuzi unique. To be effective, there must be harmony between the perceptions of a both Tuzi’s visitors and residents regarding the brand, in terms of the key assets and the way in which they are presented in marketing communications.

Tuzi’s positioning, messaging, and visual identity would come next; currently these are not existing or rather random. Engaging stakeholders including residents is crucial for ensuring buy-in and consistent brand delivery. Tangible elements—like logos, taglines, imagery—are then created visually.

Implementation must be consistent across all touchpoints, including marketing channels and visitor experiences. Training brand ambassadors—all tourism staff and local stakeholders—ensures that the brand promise is delivered. Tracking brand performance (e.g. awareness, loyalty, visitor experience etc.) allows for necessary refinements. The success of the brand from tourism viewpoint hinges on delivering an authentic visitor experience that aligns with its messaging.<sup>72</sup>

### 5.2 Guest information and engagement online and on site

Also according to the stakeholder survey (see [ANNEX B](#)), Tuzi tourism needs its own **website**. Currently these key tasks are not happening – respectively only a little via Instagram posts. A website for Tuzi Tourism Organisation ([www.tuzi.travel](http://www.tuzi.travel)) serving (a growing number of) local businesses and visitors should focus on these key tasks:

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<sup>71</sup> <https://monitoring.meetnetwork.org/>

<sup>72</sup> Comprehensive advice to be found in: World Tourism Organization and the European Travel Commission, Handbook on Tourism Destinations Branding, Madrid, 2009

- Showcase destination highlights: Present the main attractions, activities, and unique experiences through engaging content, high-quality images, and videos. This helps inspire potential visitors and gives them a compelling reason to choose Tuzi.
- Provide practical travel information: Offer essential details like transportation options, accommodation choices, culinary recommendations, and local customs. Including maps, travel guides, and itinerary suggestions to help visitors and tourism businesses plan trips effectively.
- Feature and promote local tourism- businesses. Include directories, listings, and links to their websites to drive traffic and support the local economy.
- Facilitate bookings and reservations: Provide direct links to allow visitors to easily reserve accommodations, tours, and activities. This streamlines the planning process and encourages immediate action.
- Deliver up-to-date information: Maintain a current events calendar, seasonal highlights, and real-time updates on weather, travel conditions, and any relevant alerts for informed decisions better overall experience.
- Engage with visitors: Incorporate interactive elements such as user-generated content, reviews, forums, and social media integration to build a sense of community, provide social proof, and to encourage repeat visits to the website and Tuzi.

**On location:** The Tourism Organisation -the location and building itself should be well visible, welcoming, attractive, friendly, accessible, and open at the hours that are publishes on site and online. The current building frontside, entrance and spaces need better design, clearly marking, local products to be presented, basic information material, and the clear message to be fucntional as guest information and service. The location on Google Maps must be correct and the contact data included.<sup>73</sup>

## 5.2 Demand side: Sustainability - trends and targets

Booking.com’s latest yearly (global) Travel Predictions (2024) reveals a continued sense of desire and awareness, with **83% of travellers** confirming that sustainable travel is important to them, but new insights show a sense of weariness could be emerging globally, fuelled by the ongoing challenges that travelers experience to make more sustainable choices. Some findings turn out to be very favorable for destinations and hosts that are “under the radar”, pay attention to sustainability – also in an innovative way, not only along technical checklists, - “hidden gems” allowing experiences to connect with locals in “less-travelled areas”.

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<sup>73</sup> <https://maps.app.goo.gl/JCjDYV2F4ER63csk9>

Figure 9: Speaking for Tuzi: Booking Travel Predictions 2024<sup>74</sup>



Since 2019, and especially during the COVID-19 pandemic environmental concerns turned **into greater environmental concern and action**. Travellers started to look for sustainable experiences in their destination, while service providers must look to increase their **sustainable credentials**.

In 2024, 75% of global travellers say that they want to travel more sustainably over the next 12 months, and (43%) would feel guilty when they make less sustainable travel choices. When it comes to motivators among those who want to travel more sustainably, (32%) want to do so because they believe it's the right thing to do.

A noteworthy 71% of travellers say they want to leave the places they visit better than when they arrived (up from 66% last year), and this year's additional research shows 45% think they themselves have the potential to counteract the social impacts of travel. On the other hand, 44% think governments hold the most potential for countering the economic effects, and 43% believe travel service providers hold the key to addressing environmental factors. Furthermore, 40% of travellers believe that public institutions are responsible for educating people on the impacts of travel and tourism. Not seeing sustainability in action is also contributing to the sense of powerlessness; more than a third (34%) of travellers believe that being more sustainable in a destination that is not implementing sustainability practices itself feels pointless.<sup>75</sup>

Increasingly, people are using travel experiences to unplug, focus inward, and regain a sense of control over their daily lives. More trips are being offered as restoration, recovery, digital detox, back-to-nature,

<sup>74</sup> <https://www.booking.com/c/trends/travelpredictions2024.en-gb.html>

<sup>75</sup> <https://news.booking.com/latest-bookingcom-sustainable-travel-data-reveals-ongoing-challenges-for-consumers--highlights-a-heightened-opportunity-for-cross-industry-collaboration/>

which seek to offset the intensity of modern life. This increased focus on “mindfulness” links travellers to having a greater interest on their **personal impact** on the places and people they visit.

Millennials feel it is important to get “under the skin” of their travel destination: Living like a local and creating memories because of these experiences are amongst the strongest motivations for them.<sup>76</sup> Not only learning about new places or visiting a community but the importance of, in some way, during the travel experience. Seeking out local farmers’ markets, learning about nature and people’s lives, enjoying local food, paying attention to waste, and sharing the experiences with others are signs of this mentality.<sup>77</sup>

### **All-year target groups: Local, Podgorica and Shkodra area residents**

Tuzi's sustainable tourism strategy can be tailored to different types of tourists by considering their diverse interests and needs while ensuring environmental sustainability and community engagement. In any case, the year-round accessibility for residents and visitors of the neighbouring towns are the first and most reliable potential! Here are some approaches to achieve this:

**Nature lovers:** Develop and promote eco-trails and hiking routes, offering guided tours that emphasize the region’s biodiversity and natural beauty. This caters to tourists interested in soft adventure and nature experiences while promoting conservation awareness (Source: LEAP-Tuzi, p. 36).

**Adventure and sports:** Introduce activities which are low-impact on the environment but high in adventure value, attracting thrill-seekers and nature enthusiasts.

**Cultural and heritage interested:** Organize tours that highlight the cultural heritage of Tuzi, including visits to historical sites, villages, and local festivals. This can include storytelling sessions and workshops on local crafts, providing an immersive cultural experience.

**Local cuisine:** Always promote culinary experiences by offering food and wine tours that feature traditional dishes, using locally sourced ingredients; this supports local agriculture and provides tourists with an authentic taste of the Tuzi area.

**Family-friendly activities:** Develop family-friendly attractions with educational programs for children, interactive exhibits on local wildlife, and picnic areas. These activities can be designed to educate families about local ecology in a fun and engaging manner.

**Volunteering:** Create opportunities for visitors to engage in conservation projects, citizen science, or habitat restoration, allowing them to contribute positively to the local environment and community.

**Cross-border and regional:**

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<sup>76</sup> World Youth Student and Educational Travel Confederation: *Millennial Traveller, Executive Summary* 2014

<sup>77</sup> <https://www.adventuretravelnews.com/2018-travel-trends-adventureelevate-session-analyzes-year-to-come>

Cross-border collaborations: Leverage Tuzi's strategic location as a border region to create joint tourism packages with the neighbours. This can include cross-border trails or cultural exchange programs, enhancing the appeal to tourists interested in regional exploration.

For the international markets, in good cooperation with the National Tourism Organisation marketing strategies and tactics, Tuzi can raise profile when the right kind of products are in place.

### 5.3 Product and pricing

Figure 10: Key Questions for Product Development



When developing the new tourism products, Tuzi will need answers to three main groups of questions, namely what makes a new product - especially if a cross-border products are planned:

- **Attractive:** Does it have its own character or is it just a „2nd ....something“ - cheap copy? Is it relevant to target groups? Does it have a „story“ to tell – i.e. also profiling potential? Is it reliable, i.e. with repeatable service quality? What are the potentials for **good impacts** for the destination?
- **Accessible:** Is the product or experience with a free, regulated or limited access? Does everyone know the (especially cross-border) procedure? What are the best seasons? What are the winter / shoulder season alternatives (if needed)?
- **Available:** It's important to make sure that everyone involved in the product (all staff, travel agencies, foreign tour operators, local guides) know where and how to buy and sell the product – in “look to book” best practices show an easy and safe “3 clicks” principle.



Tuzi's best potentials are well in line with the three tourism products with the best growth opportunities, as shown already in the Strategic Marketing Plan presentation in November 2017: Adventure, nature, villages (rural tourism), cultural tours.

**Figure 11: Recommended 3 Most Competitive Tourism Product Segments - Montenegro<sup>78</sup>**

STRATEGIC MARKETING PLAN FOR TOURISM IN MONTENEGRO 2018-2022

Procjena je pokazala da postoje 3 proizvoda u kojima Crna Gora može da bude naročito konkurentna



THR

15

### Potential activities

The diversification of Tuzi's assets can enable interesting touristic offers which incorporate all experiential aspects and landscape values of both PAs, the town itself, its backcountry and villages, local products, activities. Authenticity, value for money to a package of memorable, positive experiences for high value visitors.

### Thematic trails and multi-active adventures

By now there are thousands of kilometres of hiking trails in Montenegro and cross borders – some of them have developed in the past 10-15 years to internationally popular ones – such as Peaks of the Balkans. Therefore, to stand out and give people reasons to take a trail, an amazing landscape is not yet enough – after all, our region is full of those too.

The long geological history, tradition and life of people have potential to make the Cijevna Canyon a flagship of the tourism offer of the Tuzi Municipality – and its multiactivity potentials are next to none.

<sup>78</sup> Ministry of Sustainable Development and Tourism / THR: Strateški marketing plan za turizam u Crnoj Gori 2018-2022 – Dajoagnostika i marketinška strategija, p. 15

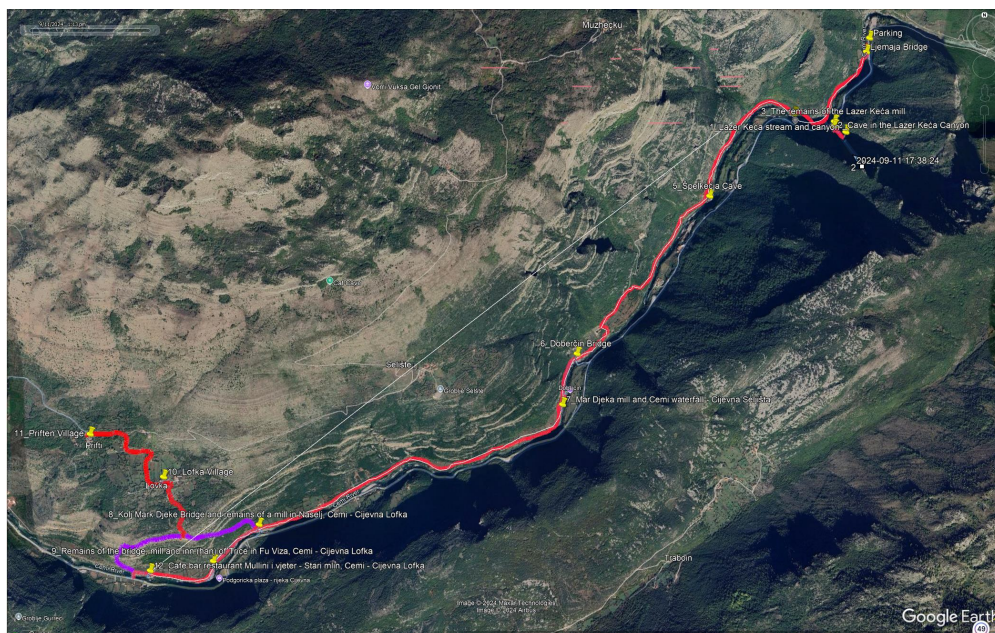
In [ANNEX F1](#) we have mapped and describe a new tour that packs it all in and can be extended to a full-day experience, with the aim to leave also an economic impact in the area, the **Cijevna Canyon Mystics Trail**:

*Traces of a trade road through the canyon that was used for many centuries confirm many stories that are an inspiration for the new thematic/educational trail development and the improvement of the Tuzi municipality tourism offer. So, this trail follows the remains of the old trade route that according to some sources of information was the medieval Via De Zenta route connecting Skadar and Kosovo. In addition to this trade route, part of the thematic/educational trail are two local paths connecting the trade route with the villages on the very edge of the canyon allowing visitors to experience Cijevna River and life in its canyon from both perspectives – walking along the river and enjoying the view from above. The diversity of natural and cultural heritage phenomena makes the canyon a real gem to be explored. The proposed thematic/education trail has a great potential to reveal them.*

*Geomorphological features confirm turbulent and long processes that took place during the long evolution making the canyon a natural corridor great to travel through. Among many landforms, caves are real attractions of the canyon and some stories confirm their importance for the people. Some of them were used as natural shelters and some to keep food like in a fridge, while some are just natural attractions confirming layers of different geological age. As a great natural corridor, the canyon has made travelling easier.*

*The beaten path that is used for traders and other travellers in the past confirms the canyon’s significance as a connection between distant destinations and trade centers. Remains of private hotels – inns, locally known as hanovi prove the intense presence of caravans, and ancient hospitality of the local people too. Remains of old watermills along the river get visitors more familiar with the power of the river and how people used it, revealing many individual stories, but also indicating some the times culturally significant for the whole community. Meeting the local people who live next to the river and high above opens the door of the charming local lifestyle, traditional architecture, typical products and gastronomy. All these values could be presented by this thematic/educational trail.*

**Figure 12: Map of „Cijevna Canyon Mystic Trail“**



For shorter thematic walks, also with a local topic, the recommendation is to choose a circular tour, of max. 3km and give it a clear storyline. [ANNEX F2](#) shows in detailed project data such a trail that our consulting team developed for all Montenegro's National Parks 2014-2015, assigned by the Ministry and JPNPCG – this one is for Lake Skadar and just has not been realised yet, as have been the ones in NP Biogradska Gora and NP Durmitor.

### Local product experiences

Especially in rural tourism, there are little limits to creativity to what can be done together with local producers (in Tuzi: herbs, olive products, wine, agriculture...). They must not limit themselves to showing, tasting, buying the ready products but also introduce experiences that combine learning and fun – these are also (collecting - baking - cooking classes – making own natural cosmetics – participation in seasonal activities of a farm - interaction with farm animals etc.).

### Walking and hiking trails

Overall, Tuzi's combination of natural beauties and cultural heritage presents a promising opportunity and significant potential for local cultural and nature trails – for developing a **network of hiking trails** that would boost local tourism and showcase the unique offerings. Currently, Malesia Adventure is actively promoting outdoor activities in the area, offering guided tours and experiences. This indicates a growing interest in soft adventure tourism in the region.

Furthermore, that traditional architecture, local customs, and historical sites are interesting, suggesting potential for creating cultural hiking trails education or visitors about the region's rich heritage, including its Albanian influences and unique local traditions.

By further developing and marketing local hiking trails, Tuzi could attract more visitors interested in nature-based tourism and cultural experiences to various skill levels and interests. The area offers opportunities for both challenging mountain hikes and more leisurely nature / culture walks.

### Cijevna: Cycling, Kayaking, Packrafting, Swimming

The canyon can become a multiactivity jewel; the road has no heavy traffic (trucks) and the places to take a splash are plenty. For cycling, the route is ideal for a tour on any type of bicycles; here an interesting round trip could be developed (together with Albania). For road cycling (faster) this would ideally look into Lepushe – Hot – back to Tuzi. Kayaking and packrafting need to be developed with local responsible and experienced operators and guides. For the promotion of the cycling Tuzi is advised to

- Place cycling as one **strategic, diversifying** development area in local **mobility** (as already started)- also to encounter climate change and develop alternatives to individual car traffic - **and tourism**.
- Check the **standards** and their way of implementation (mapping, signposting, bike friendly accommodations etc.).
- Map the best trails to connect with the **national network** and develop one “**signature trail**” along Cijevna that is a pilot of a high quality, well-marked, signposted and served cycling trail. Keep in mind what different types of cyclists want.<sup>79</sup>

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<sup>79</sup> At the highest level of tour cycling are e.g. ADFC “quality routes”, <https://www.adfc.de/artikel/adfc-qualitaetsradrouten>

- Connect with the **EuroVelo 8**, towards the Albanian part and in cooperation with the municipalities directly along that route.<sup>80</sup>
- Involve local cyclists into the **development** and **maintenance**. Without a maintenance concept, don't do it.
- Learn and work with from international key associations such as the European Cycling Federation and ADFC in Germany.
- **Publish** all developments and information on the tuzi.travel future web page, in a dedicated section.
- **Monitor** your results within 3-5 years.

### Cijevna: Rock Climbing

Tuzi can become a high-quality center for rock climbing, because it has the many prerequisites, the rest needs development. By focusing on these areas, Tuzi can work towards becoming a recognized rock climbing destination that attracts both local, regional and international climbers. It often takes years of dedicated effort by the local climbing community to fully develop an area's potential. In Tuzi the start has been made in voluntary work.

- High-quality rock and diverse climbing opportunities: A climbing destination needs to have abundant and varied rock formations suitable for climbing, like the granite walls of Yosemite or the limestone cliffs of Kalymnos, Greece.
- Having a mix of climbing styles (sport, trad, bouldering) and difficulty levels is important to attract a wide range of climbers.
- Ease of access and infrastructure: Climbing areas should be relatively easy to access, with good roads and short approaches. Having nearby amenities like accommodation, food, gear shops etc. makes it more appealing for climbers to visit.
- Route development and maintenance: Dedicated local climbers and organisations are needed to scout, develop and maintain climbing routes. This includes cleaning rock, bolting routes, creating guidebooks (or an app like the Montenegro Climbing), and ongoing maintenance.
- Supportive local community and regulations: A welcoming local climbing community helps attract visitors. Reasonable regulations and permitting processes for climbing are important.
- Natural beauty and good climate: Scenic surroundings and favourable weather for climbing add to the appeal.
- Promotion and climbing tourism infrastructure: Marketing the area as a climbing destination and having climbing-specific tourism services like guides helps attract visitors.
- Preservation of the environment: Sustainable practices to protect the natural environment are crucial for long-term viability.
- Unique features or climbing styles: Having some unique or iconic climbs/features can help put a destination on the map.
- Safety considerations: Having systems in place for climber safety and rescue if needed.

Based on the information available online, here below are some potential rock climbing spots and related attractions in Tuzi that could be of interest – rock climbing as an activity that fits in sustainable tourism.

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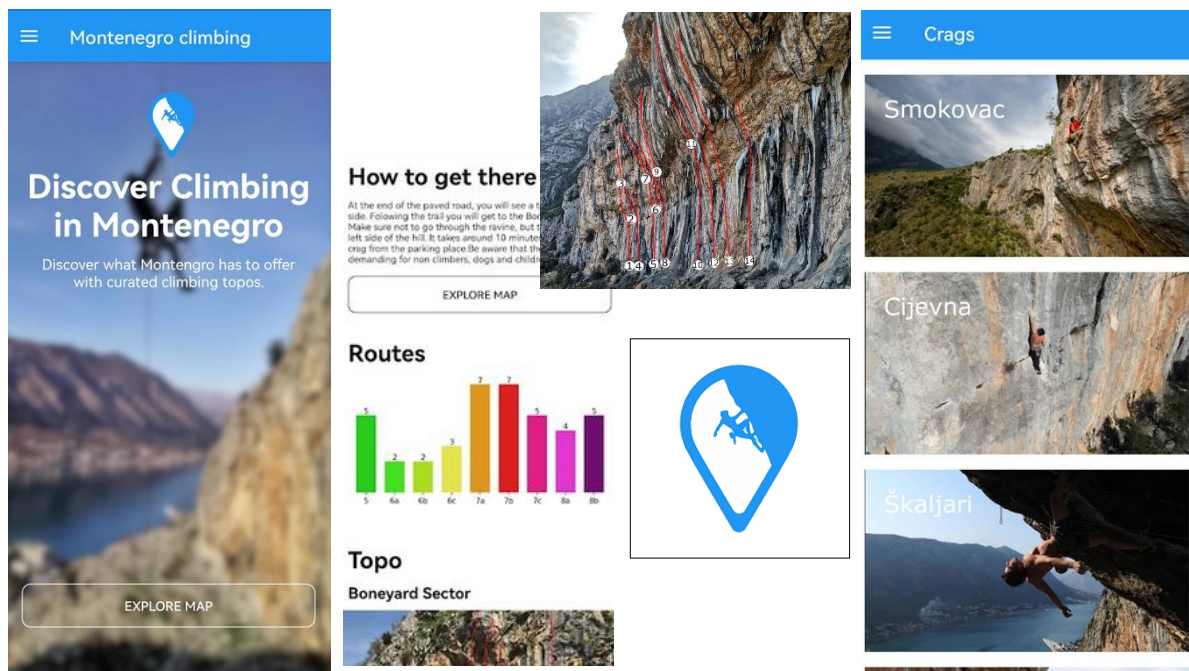
<sup>80</sup> <https://en.eurovelo.com/ev8/montenegro>



Currently the best mapping of the offer is based on voluntary work by Mr. Ilija Gračanin and his free app “MONTENEGRO CLIMBING” with rich and useful information.<sup>81</sup> Currently this is not developed to any commercial offer for rock climbing – but the word goes around in the community because of the very high and interesting quality and variety of the rock-climbing opportunities here.

Currently campers come and stay for 4 days and up to months. What is missing are accommodations - and they must not even be “next to the rocks”. Therefore, a great opportunity for future village households of Tuzi. The market is interesting – e.g. in Germany, as one potential source market, rock climbing participants tend to come from higher income brackets, with households earning 3,200 € or more per month accounting for approximately 60% of participants.<sup>82</sup> “You can start in Munich in the morning and go climbing in the afternoon” stated the German alpinist Michael Reithinger in a meeting interview in May.

Figure 12: App „Montenegro Climbing“ e.g. on Google Play Store



The offer can be diversified at low cost and must be well and safely managed:

- Local climbing initiatives: Some local adventure groups or tourism initiatives may organize climbing activities or have identified specific climbing routes in the region. Engaging with these groups through social media platforms like Instagram can provide more detailed insights into available climbing spots.
- Community-led tours: Local guides may offer tours that include climbing activities, providing tourists with safe and guided experiences while exploring Tuzi's natural landscapes.

<sup>81</sup> [https://play.google.com/store/apps/details?id=com.ilija97.montenegroclimbing&pcampaignid=web\\_share](https://play.google.com/store/apps/details?id=com.ilija97.montenegroclimbing&pcampaignid=web_share)

<sup>82</sup> Cui Qianru, Li Yuan: Economic driving force: An Analysis of Rock Climbing Tourism in developed countries, from [https://www.e3s-conferences.org/articles/e3sconf/abs/2021/27/e3sconf\\_ictes2021\\_03033/e3sconf\\_ictes2021\\_03033.html](https://www.e3s-conferences.org/articles/e3sconf/abs/2021/27/e3sconf_ictes2021_03033/e3sconf_ictes2021_03033.html)

- Environmental considerations: Any climbing activities in Tuzi should be conducted with a focus on sustainability, ensuring minimal impact on the natural environment and promoting conservation efforts in these ecologically sensitive areas.
  - Cijevna Canyon: This area is known for its dramatic cliffs and natural beauty, making it a potential spot for rock climbing. The canyon's unique geological formations provide a challenging and scenic environment for climbers.
  - While there may be more (yet unknown and unmarked) hills suitable for climbing development, especially for enthusiasts, Cijevna should be the main focus here and now, having the potential for “thousands of routes”.
  - The investment is minimal: To develop one route costs ca. 200€. The routes in Cijevna won't need any maintenance for the next 5 years. There are currently around 150. If 10% of bolts and anchors get replaced annually that costs an estimated maximum of 4,000€ when this area becomes more popular. Currently there is not much traffic so this amount is a very safe overestimation. Also the approach trails should be cleaned annually; another 500€ to calculate. Mali Alpinisticki Klub (MAK) would be interested in bolting and cleaning at this very low cost of maintaining an internationally interesting rock climbing area. Part of the money must be used for the best of materials, the work to be done, and also a small event 1-2 x a year with MAK and the Tourism Organisation, to introduce rock climbing to more people.

Additionally, the marketing for Tuzi's hiking, cycling, climbing should reach out to the most powerful user platforms such as **outdooractive** – here Tuzi is missing, for nearly 15 million user community members currently.<sup>83</sup> Equally important will be to invite some of the target markets' best operators<sup>84</sup>, most influential magazines to tell the stories, and to use the power of social media.<sup>85</sup>

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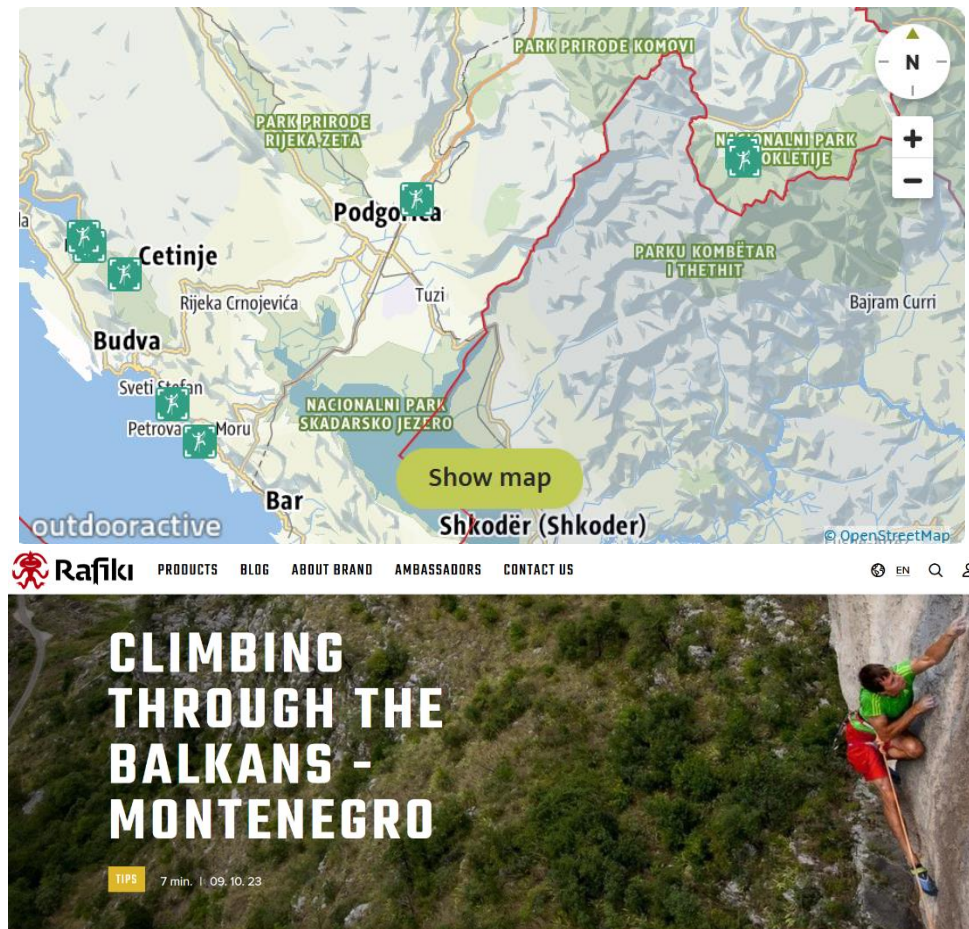
<sup>83</sup> <https://www.outdooractive.com/en/crags/montenegro/climbing-in-montenegro/272488880/#caml=668,37nqf7,70edwy,0,0> and its subsites like wildwesternbalkans.com

<sup>84</sup> E.g. [https://www.instagram.com/mapo\\_tapo/](https://www.instagram.com/mapo_tapo/)

<sup>85</sup> E.g. in Germany: <https://www.outdoor-magazin.com/klettern/> or <https://kletterszene.com/>



Figure 13: outdooractive.com - So Far without Tuzi vs. Featured in a Gear Brand Magazine



Interview with Ilija Gračanin - enthusiastic climber, boulderer and creator of 2 climbing apps for climbing in Montenegro.

SHARE

Any product in a PA should represent good value for money. They should never be competing through pricing but quality; clients are usually happy to pay a little more for something that works well for them. But if it doesn't, a bad review goes around via social media very fast and lasting.

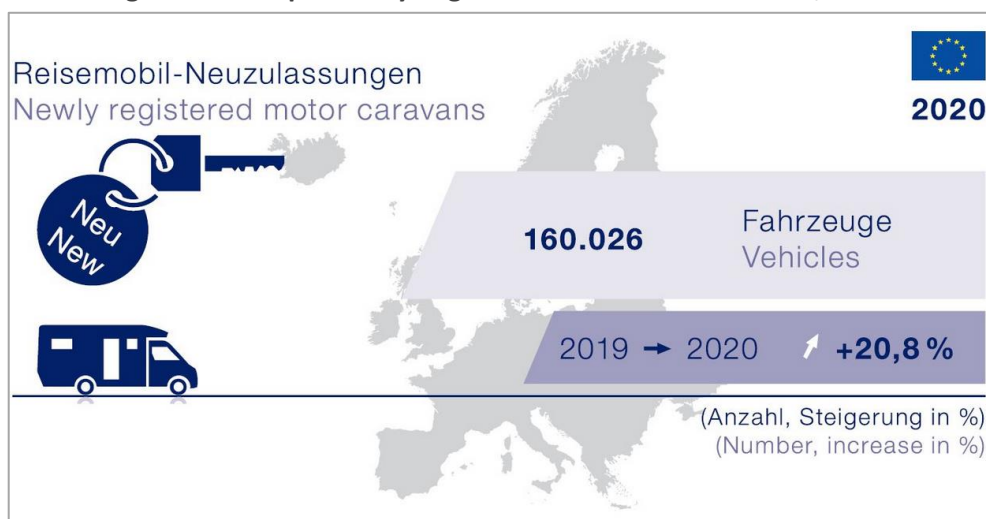
In the final prices should be calculated a contribution to corporate environmental responsibility, i.e. a direct contribution from every guest's spending should be used for the cause of conservation and maintenance of Cijevna. This must be made very transparent in the collection, reporting and use of the funding – the “feelgood” moment can be an additional reason for someone to book an experience.

### Mobile homes and Campsites

Camping and caravanning holidays remain one of the most popular pastimes of Europeans. The European caravanning industry has registered an impressive sales growth. The more than 210,000 new motor caravans and caravans sold over the course of the pre-pandemic year 2019 represent the second-best result in the industry's history. Sales in almost all national markets have been up as well; often because of the COVID-19 pandemic, there was a record number of new motor caravan registrations. And the buyers are not poor people; the basic average cost just for the purchase are between 30,000

and 50,000 Euro.<sup>86</sup> And they stay longer in a region, spend money on their trips and often prefer the less travel seasons. Some development figures from the market:

Figure 14: Europe: Newly Registered Motor Caravans 2019, 2020<sup>87</sup>



Country	2019	2020	Change %
Germany	53.922	78.055	44,8
France	23.776	24.961	5
UK	15.342	12.613	-4,4
Sweden	4.147	4.011	-3,3
Italy	6.092	6.515	6,9
Switzerland	5.345	6.731	25,9
Belgium	5.007	5.437	8,6
Spain	5.977	6.149	2,9
Norway	3.590	3.384	-5,7
Netherlands	2.099	2.449	16,7
Finland	1.727	1.984	14,9
Austria	1.704	2.969	74,2
Denmark	764	1.298	69,9
Slovenia	380	311	-36,3
Portugal	282	309	9,6
Luxembourg	237	321	35,4
Other	2.105	2.529	20,1
<b>Total</b>	<b>132.496</b>	<b>160.026</b>	<b>20,8</b>

The top 5 countries by overnights have strong domestic markets (**Figure 9**). Looking at Germany alone, holidaymakers with motor caravans, caravans and tents generated for the German economy a turnover of 14 billion euros through their consumption during the 2018 holidays. This was a significant increase of 11.5 percent compared to 2016. In France, during the past summer holidays, the motorhome boom was undoubtedly confirmed as well. According to summer 2021 online research in France, around 500,000 French motorhome owners would remain in their own country<sup>88</sup> that has more than 8,000 campsites – more than any other country except the U.S.<sup>89</sup>

In Germany, the sales of mobile homes in 10 years (2014-2024) have more than doubled, from from 369.087 to 907.900.

<sup>86</sup> <https://www.pincamp.de/magazin/ratgeber/fuer-einsteiger/kosten-gebuehren-steuern>, date of access: 15th October 2021

<sup>87</sup> <https://www.civd.de/en/artikel/european-market/>, date of access: 1st October 2021

<sup>88</sup> <https://bulletindescommunes.net/boom-camping-car-succes/>, date of access: 15th October 2021

<sup>89</sup> <https://www.forbes.com/sites/alexledsom/2019/09/09/the-boom-in-posh-camping-people-want-wilderness-combined-with-creature-comforts/>, date of access: 15th October 2021

Figure 15: Camping Overnights Growth Rates in 29 European Countries 2013-2018<sup>90</sup>

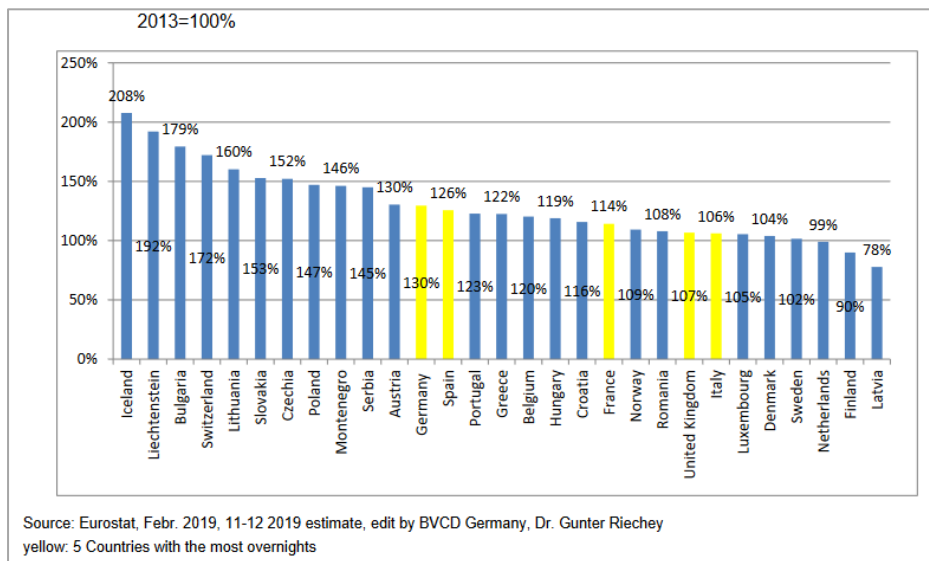
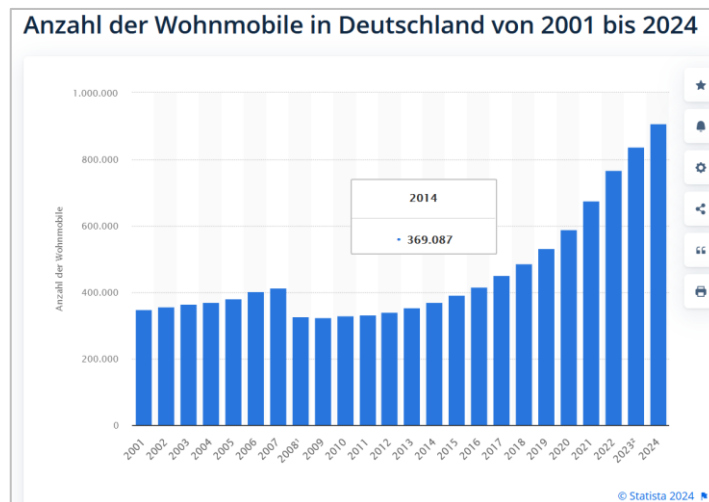


Figure 16: Boom: Number of Mobile Homes in Germany 2001-2024<sup>91</sup>



Currently Tuzi has no offer – therefore also no income – from one of the fastest grown tourism segments – now travelling along Montenegro’s Panorama Roads and staying overnights – often wherever, whenever and free of charge. The “in and near nature” sites shared on the application park4night<sup>92</sup> are shown in the below map – including 7 sites in Tuzi. One has been next to the street, and is further recommended to the community of currently 8 million downloads. To create and manage a top quality site is therefore strongly encouraged. Best practice examples should be well studied and the location chosen well. The income potential is remarkable; a price example from the best rated sites near or in protected areas in Croatia, in the month of October varies between 29€ to 42 € per night.<sup>93</sup>

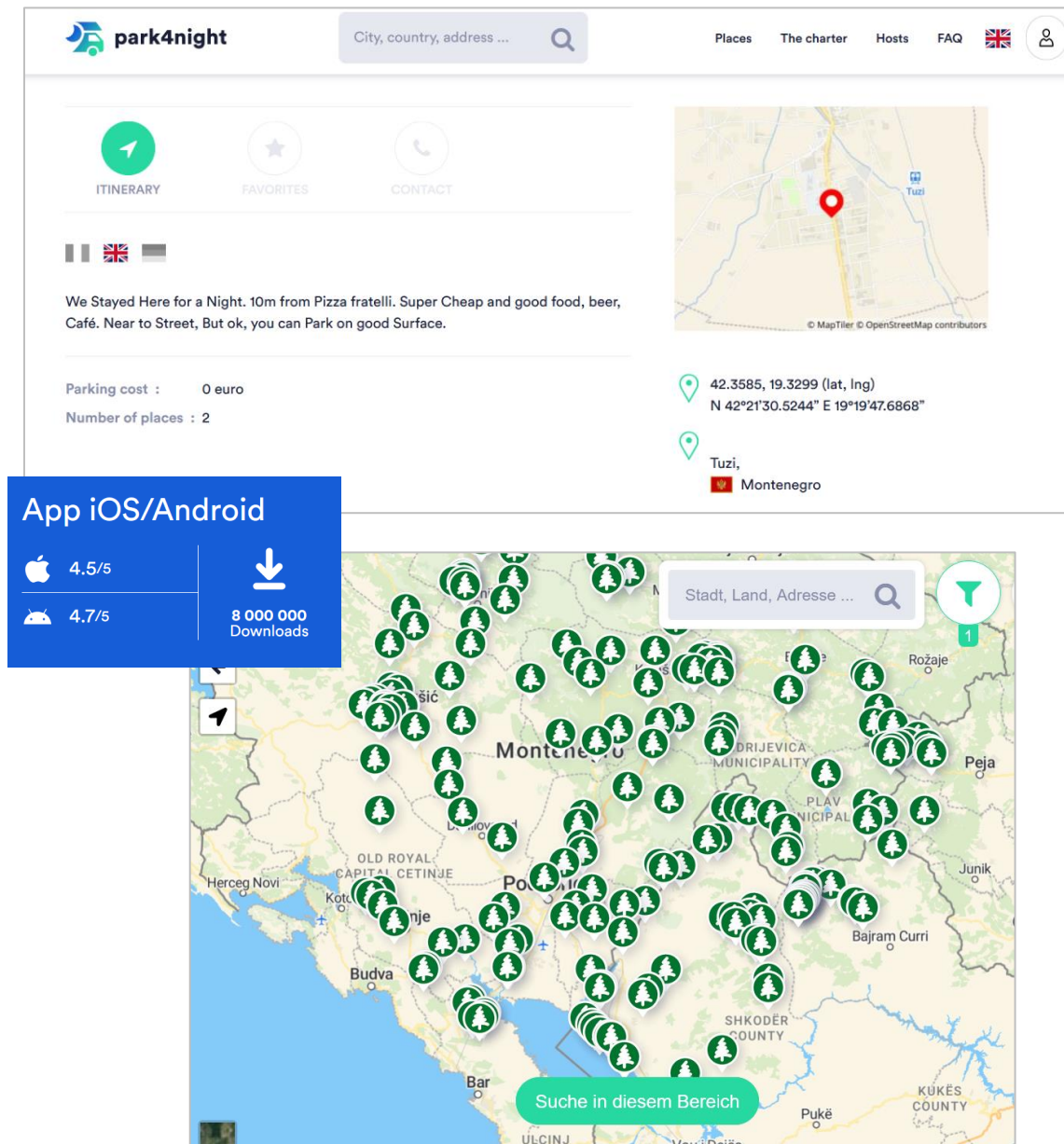
<sup>90</sup> <https://www.efcohp.eu/reports>, date of access: 18th September 2021

<sup>91</sup> <https://de.statista.com/statistik/daten/studie/152231/umfrage/anzahl-der-wohnmobile-in-deutschland/>

<sup>92</sup> <https://park4night.com>

<sup>93</sup> <https://www.pincamp.de/>

Figure 17: park4night: 8.000.000 Downloads - Sites in Montenegro <sup>94</sup>



### Bookable activities calendar – “fixed departures”

A start has been made to offer bookable experiences (here below example from 2022) but they have not yet become a regular offer. The NP Skadar Lake pioneered 2009 with the “Breathe in Spring” bookable day/ weekend tours with guaranteed departures for bird watching, hiking, biking, kayaking, visits to the wine producers, traditional river boats, excursions and events for children. Similarly Tuzi with its local businesses and guides could produce and publish its own program “tiles”, to reduce the currently high **seasonality** concentration on two months out of 12. The booking of these could happen B2B or also with a minimum number of participants given, B2C.

<sup>94</sup> <https://de.statista.com/statistik/daten/studie/152231/umfrage/anzahl-der-wohnmobile-in-deutschland/>



Figure 18: Examples of Bookable Programs (Tuzi 2022, NP Skadar Lake, 2009)<sup>95</sup>



## 5.4 Promotion and place

### From themes to keywords – messages – marketing and sales

Most tourism themes are either culture or nature-based. Montenegro’s national brand „*Wild Beauty*“ delivers the perfect backdrop for the promotion of Tuzi and its PAs. Tuzi’s tourism logo speaks the nature language – but it is not a „brand“! PAs are per se a grateful object for marketing, having all the cornerstones of what marketing needs: The themes, „storytelling“, the nature and people aspects. They are „places with a character“, but here they still need products and services in and around.

Also the essential qualities of adventure travel experiences are about central themes that fit. Keywords that are associated with the „Top 10“ themes basically show what Montenegro’s **nature-based brand narratives** (texts and visuals) should be built around. These themes and keywords describe the ideals from the **traveller perspective**, highlighting the personal benefits and emotional appeal that should relate also to Tuzi, its PAs and their future offers.

#### 5.4.1 Internal promotion in Montenegro

##### General public, younger generations, especially Podgorica residents

- If Cijevna canyon starts to collect entry fees - for all domestic visitors it would be desirable to introduce a **free promotional month** - ideal before the start and after the storm of the season, but while the weather is still nice and stable.
- **Schools** from Tuzi and the neighbouring towns (Podgorica, Zeta, Bar, Cetinje, Kolašin, Shokdra) should have an introduction to Tuzi. Continuous communication with schools is an excellent tool. For the start, a **calendar of school visits** with guest lectures by the staff of NP Skadar Lake, Cijevna, Tuzi, partner businesses and NGOs) could be created; this could happen across the whole school year.

<sup>95</sup> Sources: <https://www.instagram.com/p/CiZifdhtq2P/> and the original brochure of NP Skadar Lake

- During these visits, the topics can vary from **nature-based activities, trails, to environmental education and protection, Leave No Trace, adventure travel and bushcraft skills, up to internships and job opportunities in adventure travel and ecotourism.**
- **Universities** with relevant education programs (biology, economy, tourism, agriculture...) can be approached by personal presentations to the dedicated professors first, and upon interest, to lead groups to the PAs.
- The most important **national and international institutions and organisations** in Montenegro must be informed (partly in writing, partly in person): Government, parliament, NTOCG, EU Delegation, remaining donor organisations, embassies, spouses, the growing expat and remote working (“digital nomads”) community...
- Like the **“educational promotional events” or “walks with ambassadors”** have been realised by the JPNPCG, such invitation could be planned for the opening of the 2025 springtime season.<sup>96</sup> Many of them can be important as potential future promoters and co-financing partners of projects.
- More visibility for the tourists arriving in Montenegro either from Albania or via the Podgorica airport - the **borders and the airports’ arrival areas** are good spots for promotion – ideally with a further leading information on the internet.

#### Location-based

- A **study trip** for domestic and Albanian tour operators, guides, media, - with a full-day program in Tuzi and the PAs, provided that new local offers and activities could be „tested“ in early spring 2025.
- At the **Tourism Organisation and in the future information centers/souvenir shops/payment points** of the Cijevna Canyon and the NP Skadar Lake there must be seasonally up-to-date basic information, placed also on the outer walls of the centers (to be visible also in times when the buildings are closed).
- Especially where private accommodation is popular, many accommodation providers and taxi drivers function as „information filters“ and advisors to their guests, who often do not go at all to the local info points or centers. Therefore, to **inform local businesses** - including restaurants, cafes, also the more remote ones, as well as local travel agencies, taxi companies, car rentals etc. – of new offers on social media postings, with flyers and posters is helpful

#### Tourism professionals, multipliers

- For Montenegrin **tour operators and travel agencies** especially:
  - 1) a bi-yearly **newsletter / 1-page e-mailing** with the presentation of new possibilities for their clients (tour operators and individuals)
  - 2) **Invitation period** of 2 months to the PAs - “come and try”, with one or two official invitation days per year, with qualified guiding and full information.
- Tuzi Tourism Organisation to invite **Montenegro Convention Bureau** with members – Destination Management Companies – to consider new activities for their groups of MICE (meetings, incentives, conferences, events) market – integrating as part of nature- and culture-based pre/post programs where appropriate.

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<sup>96</sup> The educational-promotional events (organised 2008-2010) of the national Hiking and Biking project had at the end 100 such participants, including media, see: <https://youtu.be/K4VdzMQRt-g?feature=shared>



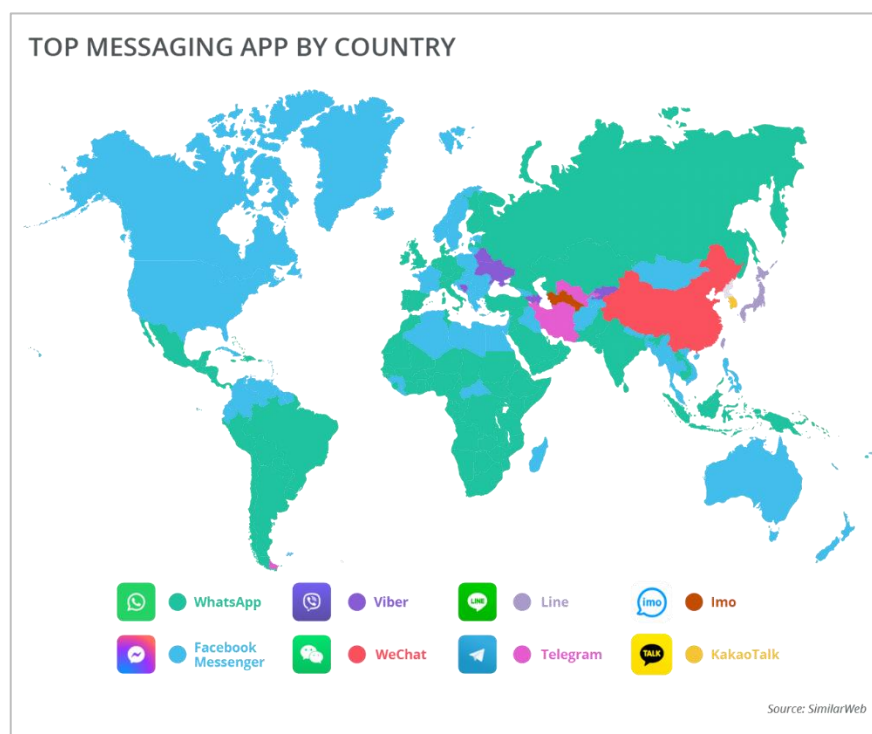
- As the budget that could be used is far too low too low for strong campaigns, the focus should be on „**low cost – high cooperation**“ type of marketing initiatives and new financing sources. When the national and local actors work together, external promotion becomes easier.

#### 5.4.2 External promotion

##### E-marketing – new website, social media, public relations & more

The „customer journey“ starts and ends today mostly online and mobile. Therefore, to invest more on e-marketing and e-media work than on printed brochures – with the exception of good maps for sale – is the main recommendation. To be active *in the right way* in the most important sources of inspiration, information and advice is a must. A website is today only one main basis and should not stay in isolation: the relevant communication happens elsewhere – mostly in social media.

Figure 19: Top Messenger Apps by Country<sup>97</sup>



- Initiate own contacts and support **individual journalists and micro bloggers** that want to showcase Montenegro, Albania and Tuzi with the relevant tourism product themes.
- Between online, social media and offline worlds are **e-newsletters** – the tools to collect and manage mail addresses, design the letters and send them are today available for free up to a certain number of subscribers<sup>98</sup> - their opening rates are higher if the content is interesting.
- Today messengers such as **WhatsApp** and **Facebook Messenger** are becoming more and more important. WhatsApp has **two billion monthly active users worldwide** (doubled since 2021).<sup>99</sup>The average text has a 98% opening rate. That makes WhatsApp one the most engaging

<sup>97</sup> <https://www.tyntec.com/blogs/whatsapp-statistics/>

<sup>98</sup> Examples: <http://webmarketingtoday.com/articles/25-Free-Email-Tools/> and <http://www.emailtooltester.com/newsletter-tools/>

<sup>99</sup> <https://backlinko.com/whatsapp-users>

marketing channels. The most popular one (viber) in Montenegro stays under the radar in Western and Northern European countries as well as in the Americas.<sup>100</sup>

### Printed publications and souvenirs

It is suggested to make one motivating, **imagebuilding overview mapflyer**, with a short introduction to Tuzi and its attractions, including useful information and links. This should be produced in Albanian, Montenegrin and English languages, printed in large enough numbers and with the Montenegro national corporate design basics. This production should be a **low-cost, free of charge** product, addressing all the national and local target groups, being used anywhere and anytime etc. A „credit card format“ foldable map is such a good distribution article.

Maps and souvenirs must be made available where direct consumers find them easiest to buy. At info points, in restaurants, receptions. Also the owners of local businesses must be educated in the impacts their choices make. **Local products mean local jobs and income.**<sup>101</sup>

### New Tuzi souvenirs should...

- be (hand)made in the area - or at least in Montenegro!
- contribute to new local income opportunities
- get officially branded as a product from Tuzi
- contribute to equality goals (e.g. souvenirs also made by handicapped people)
- use local natural materials (wool, wood, herbs, olives, fruit,...) and pack with zero plastic
- be available year-round or according to seasons (food souvenirs)

### Fairs & events

- With the current offer and budgets, there is no point for Tuzi to pay for presence at fairs, especially international ones. When the products and services have been developed, it would be an idea to join forces with Podgorica, Zeta, Danilovgrad in target markets where the NTO is present.
- Generally, fair presentations abroad should be planned a year in advance, and the participation also not last minute – in order to take advantage of lower travel cost (hotels, air tickets) and better choices with the fair organisers.
- So far the local events that have been promoted by the on Instagram only are a good starting point, but there they reach so far a relatively limited audience.

### Supporting customer loyalty (B2C) and transition

Some additional measures could be introduced how to serve locals better and motivate new visitors to return and/or stay longer. A Guest Card concept that could be developed together with the NTO or the neighbouring municipalities also as an app: It would help navigate the places and encourage to spend more and to spend in more places. Of the money collected, again a certain percentage should be directed to conservation infrastructure and activities. Also the „customer journey“, i.e. which places are visited in which combinations could be followed – market research relevant information would then be part of the concept.

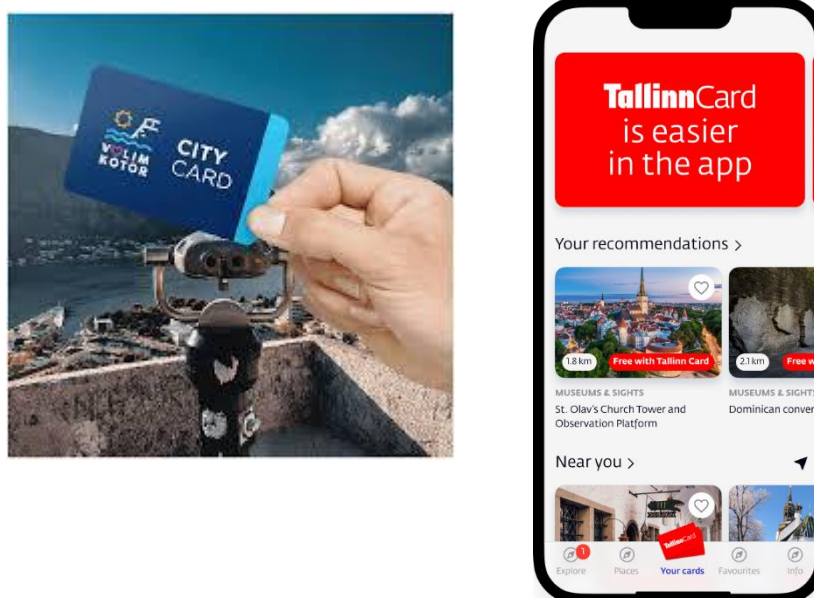
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<sup>100</sup> <https://www.tyntec.com/blogs/whatsapp-statistics/>

<sup>101</sup> In summer 2024, e.g. Hotel Oasis had only externally produced glass souvenirs on sale.

Kotor has been the first municipality to develop a card concept, but so far only for the citizens.<sup>102</sup> A stronger approach towards a sustainable transition is practiced in the Transition Towns such as Darmstadt in Germany.<sup>103</sup> Since the beginning of September 2018, there has been a printed (and digital) city map that presents sustainably working initiatives, projects and shopping opportunities. This work is based in the Transition Network collective.<sup>104</sup>

Figure 20: City Card „Volim Kotor“ vs. Guest Card and App of Tallinn<sup>105</sup>



## 6. Action planning 2025 +

For a more detailed action planning, it will be necessary to verify the initial situation, concrete goals, current figures and discuss realistic target values for the years 2025-2026-2027 of every measure.

The below table suggests a **basic structure**, using some of the identified gaps and recommended steps towards sustainable tourism development, management and marketing of Tuzi.

In the Tourism Impact Assessment ([ANNEX A](#)) there are also areas of improvement that need to be included (such as: Cijevna management and maintenance related) and cannot be estimated without further insights. The time planning will have to get done in communication with the accountable, responsible and actively involved (such as MAK or a website delivery company).

N.B. Consequently, only after when all baseline numbers are reliable, all necessary decision makers, managers and stakeholders get together to define the concrete goals, further course of action, with the financing sources and spending, i.e. when it is clear which recommendations get financed and done in practice during 2025, it is possible to make a realistic Action Plan for 2026 and 2027.

<sup>102</sup> <https://bokanews.me/volim-kotor-kartica-za-lokalno-stanovnistvo-za-lakse-koriscenje-usluga/>

<sup>103</sup> <https://transition-darmstadt.de/projekte/wandelkarte/>

<sup>104</sup> <https://transitionnetwork.org/>

<sup>105</sup> <https://www.visittallinn.ee/eng/visitor/tallinn-card/tallinn-card/what-is-tallinn-card>

Objective	Measure	Action	Accountable/Responsible	Cost – 2025	Indicator of successful completion
<b>Improvement of knowledge and skills</b>	Education of DMO key staff	GSTC – Sustainable Tourism Course and exam	Tourism Organisation / Director and 1 staff	1,000 € (incl. Certificate)	2 staff qualified
<b>Systematic destination development, management and monitoring</b>	Introduce Green Destinations at destination Tuzi level	From registration to promotion (chapter 4.4), incl. coaching and participation in Top 100 Good Practice Stories 2025	Municipality / Tourism Organisation	5,000 €	Tuzi awarded 2026, Top 100 Good Practice Story recognized Tuzi gets a page on <a href="https://goodtravel.guide/">https://goodtravel.guide/</a>
<b>Inclusion of Tuzi in the GD network</b>	Best practices, promotion, experience exchange	Participation in the GD Global Conference (location TBA, Europe)	Tourism Organisation	3,000 €	Post-conference report, knowledge sharing in “Green Team”
<b>Business engagement: sustainability management and certifications</b>	Education and support to pilot 5 businesses / service providers	Good Travel Seal	Tourism Organisation / 5 tourism businesses / service providers	2,000 €	5 pilot businesses certified and promoted
<b>Product development and diversification</b>					
Skilled and trained local guides and hosts	Introduce Interpret Europe methods	Interpretation training for local guiding; recommended number of participants: 10	Tourism Organisation / Trainer	5,200 €	10 stakeholders trained incl. guides, bookable
Rock climbing, improvement	From climbers to climbers, integrating the protected area limitations	Maintenance, new crags, 1-2 events	Municipality / Tourism Organisation / MAK / Cijevna Management	3,500 € (based on an offer as shared by MA, Sept.2024)	150 safe routes, 3-4 new ones, min. 1 event organised
Rural tourism development, increase accommodation capacity	Grow number of rural hosts (seoska domacinstvo)	Education and support – in cooperation with RDA	Municipality / Tourism Organisation / RDA	To be discussed: Tuzi to support and promote	The number of registered and active rural hosts raises from the current level annually. Their marketing is secured in the most relevant digital channels.
Mobile home site development	Location choice and concept (PPP) development	Feasibility study	Municipality / Cijevna Management	To be confirmed	Feasibility study delivered, location and concept clear. Wild sites controlled, guests informed and serviced.
Hiking and walking	2 Thematic Trails	Project “Cijevna Canyon Mystic Trail” and one Tuzi thematic round walk	Municipality / Cijevna Management / Tourism Organisation	Estimated 8,000 € plus material (digital maps, signposting, audio guide)	Both trails realized
Support to “fixed departures” of nature-culture based experiences	Programme development for 2025-26	Plan and schedule in cooperation with activity experts	Cijevna Management / Tourism Organisation	To be discussed; the fees to split between the delivery partners and the PA	Programme published, tours made bookable
<b>Digital marketing improvement</b>	Website www.tuzi.travel	Request for proposals	Municipality / Tourism Organisation	4,000 €	Website is online and all relevant content available
<b>Visibility and sales improvement</b>	B2B promotion	Fam trip for tour operators and select media	Municipality / Tourism Organisation	2,500 €	5-10 MNE tour operators have Tuzi in their 2025+ local community- and nature-based package offers

## 7. Financing

### Main and further sources of financing

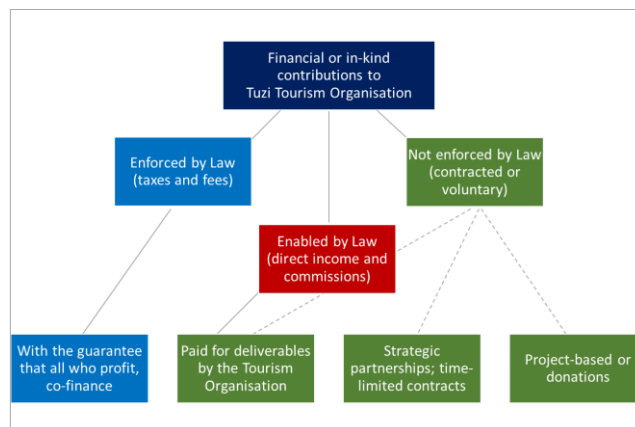
Apart from public funds and entry fees, and the existing programs, there are other sources of funding which could be tapped. This chapter suggests

- diversification of Tuzi's tourism financing sources
- full public transparency in collection processes and use of funds, including the PAs:
- The income from tourism in the PAs should be steered back to their further conservation, maintenance, education and marketing measures.

The most obvious areas to develop the financial situation are in the categories of **direct income** and **commissions**, by growing

- the palette of what can be done in and around Tuzi, activities, experience packages, events
- the sales of branded maps, and local souvenirs
  - Professional products with quality design would only be accepted as official. These products would carry the brand.
  - Visitors should receive information about where their money for their spending (in taxes, fees, purchases) will go. For example, in the case of cultural conservation, infrastructure measures, maintenance of trails, safety measures, cleaning, information, etc.
  - The sales of promotional products can take place on site (Tourism Organisation offices, info points, local souvenir shops, hotels, restaurants, PA info centers) and be advertised on the future website and the social media channels.

Figure 21: Rational Criteria and Categories for Financial or In-Kind Contributions



More potential is in the **brand management**: There is also an option to **licence** the brand to quality, local products (food, drinks, honey, herbs, textiles, handicrafts, etc). A difference should be made between licencing brand models for **“promotional”** and **“product sale”** use. The promotional use (for example, on websites) should stay free of charge (but under control). If used to promote product sales, an application process should be followed by a **fee** paid, if a product is accepted.<sup>106</sup>

<sup>106</sup> Example Tyrol brand licencing: <https://www.tirolwerbung.at/unternehmen/marke-tirol/>

A similarly interesting category are **strategic partnerships and sponsorships**. They include **time limited contracts** with the general co-promotion of the destination. For example, 2-3 strategic partners would have the logo and direct linking from the website, at fairs stands, on press conference roll ups etc., thereby making their presence and participation at these events more attractive. A standard contract is written for the obligations and rights of both sides. The compensation can be either financial, barter agreement (e.g. “unlimited WLAN use for 50 free overnights at fam trips / for journalists”) or a combination. Potential partners can be local businesses, producers, restaurants, retailers, hotels, etc. and maybe even in the diaspora community.

Potential companies can be screened and approached to become strategic partners, to co-fund activities, for example, on a bi-yearly contract. Proper preparation and clear deliveries are required on both sides. *Needing the money is not enough*. Important questions to check in advance:

- Have they ever partnered with a public organisation before?
- Who else are they currently sponsoring?
- Why?
- What is the best timing of a proposal? (the majority of companies organise their budgets between September-November each year)
- Who is the best person to speak with about sponsorship?
- Are they interested? What is the offer?

There are many reasons that companies may decide not to invest in sponsorship opportunities, e.g.:

- Bad timing – missing their budgeting cycle
- Misalignment of target markets - are the supporters their customers?
- The approach and proposal were too generic
- No clear opportunities for how the company can participate
- No measurability or opportunity for return on investment
- Worst of all: unmaintained relationships

Further, **Corporate Social Responsibility (CSR)** programs of companies with relation to sustainable products, outdoor activities, culture, wildlife should be considered - not only in Montenegro, but internationally.

**Project based co-financing** via **national (NTOCG and Ministry of Tourism), regional and EU support programmes** are already in use, but eventually not to the extent and intensity that they could.

In a **Strategy for Utilisation of EU funds**: Tuzi can integrate the sector-based approach under **EU IPA III (2021-2027)** to serve tourism development purposes. Partnering in EU projects with the RDA (for the southern part of Montenegro) is a further opportunity.

It's important for SMEs to stay informed about specific calls for proposals and application deadlines for EU programmes for SME, to enhance their competitiveness, sustainability, and alignment with EU standards.

The **Regional Cooperation Council (RCC)** in Sarajevo is an EU-funded potential partner, implementing tourism development and promotion projects. RCC tourism project called "Tourism Development and



Promotion" with project duration 2018-2021 had a total budget of 5 million Euro and has awarded up to 30 small grants worth about 50,000 €. <sup>107</sup>

Another regional source is the **Western Balkans Fund**, <sup>108</sup> started in 2017 with the first call for regional project proposals. The objectives of the fund will be pursued through financial support of activities in fields which contribute to cross-border and inter-regional cooperation and to the strengthening of regional cohesion, in the following relevant areas:

- Promotion of sustainable development
- Promotion and development of scientific exchanges, research and cooperation
- In the field of education
- Promotion and development of exchanges between young people

## 8. Summary of conclusions and recommendations

Depending on the maturity of a destination, usually in tourism development, the recommended actions take a minimum of 3-4 years: From the first stages of awareness raising amongst all involved, to good cooperation models, and improvements in all necessary areas.

### Overview of sustainable tourism potential in Tuzi

Tuzi possesses significant natural and cultural assets that have largely remained underutilized in terms of tourism development. Key attractions include the Cijevna Canyon Nature Monument and Skadar Lake National Park, which are crucial for biodiversity and have the potential to attract eco-conscious travellers. This paper emphasizes the need for a structured approach to manage these resources effectively while promoting sustainable tourism practices.

### Strategic goals and objectives

The primary goal of the STDS is to balance tourism growth with environmental conservation. Specific objectives include:

- Maximizing economic benefits: Leverage local resources to create economic opportunities while ensuring ecological integrity
- Enhancing community engagement: Foster collaboration among local stakeholders, including businesses, NGOs, and government entities, to create a unified approach to tourism development.
- Improving infrastructure: Develop and maintain sustainable tourism-related infrastructure to support increased visitor numbers without compromising environmental standards.

### Key recommendations for implementation

To achieve the outlined objectives, several recommendations are proposed:

- Establish joint goals: The Municipality of Tuzi should commit to measurable goals related to sustainable tourism and regularly report on progress.

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<sup>107</sup> [https://www.rcc.int/priority\\_areas/40/tourism-development-and-promotion](https://www.rcc.int/priority_areas/40/tourism-development-and-promotion)

<sup>108</sup> <http://westernbalkansfund.org>

- Strengthen communication: Enhance dialogue between local residents, NGOs, and public institutions to ensure transparency and cooperative efforts.
- Invest in education and training: Provide targeted training for local businesses and stakeholders on sustainable tourism practices and the importance of biodiversity conservation.
- Market development: Create a robust marketing strategy that highlights Tuzi's unique offerings while promoting responsible tourism practices.

### Action Planning and Monitoring

Effective action planning is critical for the successful implementation of the STDS. Key actions include:

- Developing a comprehensive marketing plan: Focus on branding Tuzi as a sustainable sub-urban tourism destination, with nature, culture and villages, through digital platforms and partnerships with other tourism organisations.
- Implementing monitoring systems: Establish metrics for evaluating the impact of tourism on local ecosystems and communities, allowing for adaptive management strategies.
- Fostering regional cooperation: Collaborate with neighboring municipalities and cross-border initiatives to enhance the overall tourist experience in the region.

### Financial strategies for sustainability

Securing funding is essential for the long-term success of sustainable tourism initiatives.

Recommendations include:

- Diversifying funding sources: Explore public-private partnerships, grants from international organisations, and community fundraising efforts to support the tasks in tourism development and conservation projects.
- Promoting sustainable tourism products: Develop eco-friendly tourism products that can attract niche markets willing to pay a premium for responsibly planned and delivered experiences.

### Conclusion: A path forward

The STDS for Tuzi outlines a clear framework for developing sustainable tourism that benefits both the local community and the environment. By committing to collaborative efforts, investing in education, enhancing infrastructure, and implementing effective marketing strategies, Tuzi can position itself as one of the pioneering destinations for sustainable tourism in Montenegro. Continuous monitoring and adaptation will be key to ensuring that tourism development aligns with ecological preservation, socio-economic impact goals over the coming years.

### Closing remarks

With this paper, I hope to have spotlighted some key opportunities and needs for Tuzi, together with new ideas and perspectives of realisation. I trust and hope that many of the initiatives will soon be propelled forward. I am happy to stay at the disposal of the municipality, supporters, implementing organisations and partners to assist in any of the topics, and also to help establish useful new contacts and capabilities with international responsible tourism players, be it the recommended accredited organisations, businesses, associations, education, or media.

## ANNEX A: Tourism Impact Assessment (TIA) - Tuzi

### Why is this important?

A Tourism Impact Assessment (TIA) is a comprehensive analysis of the impacts of tourism on the natural, cultural, social and economic environment, and of the main factors that impact tourism in the destination (including e.g. environmental risks and other hazards such as climate change, earthquakes and volcanism).

Developing a TIA that analyses tourism impacts and risks on the natural, cultural, and socio-economic environment, as well as its destination assets, is a top priority for every destination. It should make use of the inventory of destination assets and provide the basis for (or be part of) the development of a Tourism Management Policy.

**A TIA forms the basis for the development of the destination strategy and action planning in tourism**, and feeds into several other criteria of the Green Destinations' standard. This TIA done, Tuzi already has a document which is not yet required within the first levels of the GD development and monitoring programme, with up to 30 criteria to report on. According to experience it is very important to make and update such an assessment **every 4 years (i.e. next time 2028)**. It is a mandatory requirement for the Green Destinations (full scale) Awards & Certification programme.<sup>109</sup>

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<sup>109</sup> <https://www.greendestinations.eu/> - Green Destinations Assessment & Reporting System, Criteria 1.6

# 2021 Green Destinations - Tourism Impact Assessment Worksheet



<b>Destination:</b>	TUZI
<b>Country:</b>	Montenegro
<b>Date of completion:</b>	20.06.2024.
<b>Prepared by (name):</b>	Milica Kandic, Leonora Dedivanovic, Lejla Djokovic
<b>Version:</b>	1 <sup>st</sup> - 2024

This work sheet directly facilitates compliance with GD Standard criteria 1.5 and 1.6. The first column also refers to other criteria of the GD Standard, as it will contribute to compliance with those criteria as well. Make sure to refer to this worksheet when reporting on these criteria.

Critically review this worksheet on a yearly basis to monitor opportunities and threats to sustainable destination management.

Theme / topic	1.5: Inventory (describe key resources and values)	1.6: Tourism Impact Assessment (key impacts of tourism, currently and expected in the next 2-4 years)	Policies, protection & management to ensure protection and sustainability in the next 2-4 years
<b>A. Nature &amp; Scenery</b>			
<b>A1. Protected Areas</b> (2.1 Nature Conservation. 2.2 Tourism Impacts on nature)	<i>List your protected areas and indicate for each their key values (the reasons of their protection)</i> Key values may be related to nature, landscape, scenery, geo-values etc.	<i>Briefly indicate the positive and negative impacts of tourism on these areas. For example:</i> <ul style="list-style-type: none"> <li>+ contribution to area management and protection: in cash (e.g. visitor revenues, taxes, permits, concessions) or in kind (e.g. voluntourism)</li> <li>+ contribution to local appreciation of nature</li> <li>- degradation from tourism (trash, erosion of trails, disturbance of wildlife).</li> </ul>	<i>Indicate how these key values are protected:</i> + by law or regulations (international, national, local) + by management or accessibility rules (e.g. interpretation panels, centre; only accessible on signposted trails; guided tours; ... <b>Indicate whether the key values are sufficiently protected in the next 2-4 years.</b>
Fill in for your destination:	<p style="text-align: center;"><b>CJJEVNA RIVER CANYON</b></p> <p><i>Cijevna River Canyon – IUCN Category V - By the decision of the Tuzi Municipal Assembly the canyon of the Cijevna River was declared a Monument of Nature in 2022, due to its exceptional natural values. This Decision is part of the Canyon Cijevna was declared a protected natural asset of local importance. The total length of the river is 58.8 km, of which 32.3 km flows through Montenegro. The area of the Cijevna river canyon represents one of the exceptional natural ones values of the Morača river basin and the Skadar lake basin.</i></p>	<p><b>Positive impacts:</b></p> <ul style="list-style-type: none"> <li>- Contribution to local appreciation of nature, raised awareness of locals.</li> <li>- Contribution to promotion and protection of area as a unique biodiversity hotspot.</li> <li>- Diversification of offers – kayaking, climbing, hiking, research, birdwatching.</li> <li>- Contribution to the local economy: .g. visitor revenues, taxes, permits, concessions.</li> </ul>	<p><i>Cijevna River Canyon is proclaimed as a PA by - By the decision of the Tuzi Municipal Assembly in accordance with the Law on Nature Protection. Also, Cijevna River Canyon is listed as an EMERALD site according to the Bern Convention and it will be future Natura 2000 site,</i></p> <p><i>The manager of this Protected area is Secretariat for urbanism of Municipality Tuzi. So far have been developed the Draft of the Management Plan for PA Cijevna River Canyon but it has not been adopted by Municipal Assembly.</i></p> <p><i>Manager of the PA have not had structure in terms of Department for research and promotion, Renger department. There is no annual plans for PA Cijevna River Canyon which have to be in force. Cijevna River</i></p>

Theme / topic	1.5: Inventory (describe key resources and values)	1.6: Tourism Impact Assessment (key impacts of tourism, currently and expected in the next 2-4 years)	Policies, protection & management to ensure protection and sustainability in the next 2-4 years
	<p><i>The canyon of the Cijevna River has been identified as an Emerald area, that is, an exceptional area natural values, in the entire area. The Cijevna River Canyon area is characterized by a high degree of biodiversity - species and ecosystem - which is reflected in the presence of a large number of endemic and relict plant species. The forest community of the area has valuable dendrophilia species. In the area of Cijevna Canyon 28 species of fungi were identified, which belong to the divisions of Basidiomycota and for the most part represent species that are characteristic of thermophilic habitats.</i></p> <p><b>Key values:</b></p> <ul style="list-style-type: none"> <li>- <i>endemic and relict species spatially plant species.</i></li> <li>- <i>geomorphological values.</i></li> </ul> <p><b>NATIONAL PARK SKADAR LAKE – IUCN Category II</b></p> <p><i>The area of Lake Skadar was declared a National Park on Montenegrin territory in 1983. year, because of its natural values, historical and cultural importance. Skadar lake NP is classified as a protected natural resource of the II category of protection according to the IUCN categorization - "a protected natural asset of great importance".</i></p> <p><i>Part of Skadar Lake (20,000 ha) has been declared Ramsar area in 1995 and was included in the world list of wetland areas from of international importance, especially as a waterfowl habitat (Ramsar list). NP Skadar lake the lake has been identified as an important area for birds IBA (Important Bird Areas) in all 40,000</i></p>	<p><b>Positive impacts:</b></p> <ul style="list-style-type: none"> <li>- <i>Promotion of natural landscapes beauty.</i></li> <li>- <i>Contribution to local appreciation of nature, raised awareness of locals.</i></li> <li>- <i>Contribution to promotion and protection of area as a unique biodiversity hotspots.</i></li> <li>- <i>Contribution to the local economy: .g. visitor revenues, taxes, permits, concessions.</i></li> </ul> <p><b>Negative impacts</b></p> <ul style="list-style-type: none"> <li>- <i>Since in Tuzi's part of the National Park there is special reserve Panceva oka, the management of tourist's visits should be done on appropriate way and in accordance with the nature protection.</i></li> </ul>	<p><i>Canyon PA is protected area on the paper but in the practice and on the field it is not protected.</i></p> <p><i>In terms of communication and promotion, there is no info centre, signal tables, guides.</i></p> <p><i>There is an urgent need for establishing manager of PA who will have efficient manage this PA.</i></p> <p><i>Law on National Parks; RAMSAR SITE; EMERALD SITE, Natura 2000, candidate of UNESCO MAB site. In terms of management, the very important document is: <u>Spatial plan of special purpose for NP Skadarsko jezero – SPSP NP SKADAR LAKE that was adopted in 2001, that is, before of the Law on Nature Protection. So, there is no defined protection zone in accordance with the Law. Valid SPSP for Skadar Lake National Park defines "zones of value categories" and not "protection zones and regimes", as defined by the Law. In addition, they are defined two protection zones, contrary to the Law on Nature Protection, which defines three protection zones. Also, herewith The spatial plan defines special and general reserves, which is contrary to the Law on Protection of nature, where the categories strict reserve and special reserve are prescribed. Draft of the new Spatial of the special purpose plan for NP Skadar lake was done in 2018, but it has not yet been done</u></i></p>

Theme / topic	1.5: Inventory (describe key resources and values)	1.6: Tourism Impact Assessment (key impacts of tourism, currently and expected in the next 2-4 years)	Policies, protection & management to ensure protection and sustainability in the next 2-4 years
	<p><i>ha of the Park, since 1989 and an important area for plants IPA (Important Plant Areas).</i></p> <p><i>There is a special reserve in the area of NP Skadar Lake, which belongs to the municipality of Tuzi of the nature of Pančeva Oko based on the richness and diversity of the bird fauna, which it also has ornithologically importance (nesting of colonial species).</i></p> <p><b>Key values:</b></p> <ul style="list-style-type: none"> <li>- <i>Ornitofauna</i></li> <li>- <i>Ichthyofauna</i></li> <li>- <i>Wetland vegetation</i></li> </ul>		<p><i>adopted. Adoption of a new Spatial Plan is necessary for adequate and efficient management special purposes for the Skadar Lake National Park, which will define its future character of the Park area and define new protection zones.</i></p>
<p><b>A2. Wildlife species</b> (2.6 Wildlife protection; 2.4 Invasive species; 2.7 Nature &amp; wildlife interactions)</p>	<p><b>List the destination's flora and fauna species of special interest;</b> in particular those on IUCN's red list</p>	<p><b>Briefly indicate any positive and negative impacts connected to tourism;</b> for example:</p> <ul style="list-style-type: none"> <li>- <i>Loss of biodiversity (e.g. due to infrastructure, hotel, golf course, airport construction)</i></li> <li>+ <i>Invasive alien species removal projects for tourists</i></li> <li>- <i>Introduction of invasive alien species.</i></li> </ul>	<p><b>Indicate how these key values are protected:</b></p> <ul style="list-style-type: none"> <li>+ <i>by law or regulations (e.g. CITES, EU legislation, Ramsar convention)</i></li> <li>+ <i>by management or accessibility rules</i></li> </ul> <p><b>Indicate whether the key values are sufficiently protected in the next 2-4 years</b></p>
<p><i>Fill in for your destination:</i></p>	<p><b>CIJEVNA RIVER CANYON</b></p> <p><b>In Cijevna Canyon was noted presence of valuable plant species, such as:</b></p> <ul style="list-style-type: none"> <li>o <i>Edraianthus tenuifolius, narrow-leaved bellflower.</i></li> <li>o <i>Edraianthus ginzbergeri, ginzberger's bellflower.</i></li> <li>o <i>Ramonda serbica;</i></li> <li>o <i>and a larger number of species orchid.</i></li> </ul> <p><b>Cijevna canyon is the habitat of the rare plant community <i>Adiantum Pinguiculetumhirti florae</i>.</b></p>	<p><b>Negative impact:</b></p> <ul style="list-style-type: none"> <li>- <i>introduction of the new invasive species.</i></li> <li>- <i>Habitat degradation due to development tourist infrastructure.</i></li> </ul> <p><b>Positive impact:</b></p> <ul style="list-style-type: none"> <li>- <i>Promotion of the biodiversity richness and education in that sense.</i></li> </ul>	<p><b>Putting effective management of Cijevna River Canyon in place should be protect its key values.</b></p>



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	<p><i>In the Cijevna River Canyon, 15 species of herpetofauna were recorded (4 species of amphibians and 11 species of reptiles) and all are on national or international lists of protected species.</i></p> <p><i>Within the biodiversity of the Cijevna Canyon, there is a rich and diverse fauna of gastropods (snails). The research revealed 20 species of snails, of which three species are naked snails protected by national legislation. Also, a large number of species have been registered in the area of insects, including taxa protected by national legislation. Bern Convention protects 4 types of insects: <u>Lucanus cervus</u>, <u>Lzcaena dispar</u>, <u>Euplagia quadripunctaria</u> and <u>Eriogaster catax</u>.</i></p> <p><i>In terms of ichnofauna, in Cijevna lives a endemic salmonid species such as: <u>Salmo marmoratus</u> and <u>Salmo farioides</u>.</i></p> <p><i>Of the mammal species that have international status (Resolution 6 of the Berne Convention) u The canyon of the Cijevna river is inhabited by the wolf (<u>Canis lupus</u>) and the European otter (<u>Lutra lutra</u>).</i></p> <p style="text-align: center;"><b>NATIONAL PARK SKADAR LAKE</b></p> <p><i>The fauna of Lake Skadar is characterized by the presence of a large number of relict and endemic species animal species.</i></p>	<p><b>Negative impact:</b></p> <ul style="list-style-type: none"> <li>- <i>introduction of the new invasive species.</i></li> <li>- <i>Habitat degradation due to development tourist infrastructure.</i></li> </ul> <p><b>Positive impact:</b></p> <p style="text-align: center;"><i>Promotion of the biodiversity richness and education in that sense;</i></p>	<p><i>Adoption of the Spatial Plan for Spatial Purpose will contribute to the effective management of this area. Cooperation between LTO and NP Skadar lake should have to be improved.</i></p>

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	<p><i>48 species of fish live in Lake Skadar, the most numerous of which are: bream, carp, carp, flounder, brca, klijen, eel, kubla, cipol, grasshopper.</i></p> <p><i>Lake Skadar has a variety herpetofauna. The lake is an ideal habitat for a large number of amphibians. Reptile fauna and the surrounding area are made up of the following species: harka, common smurf, marsh white, gray lizard, wall lizard, land turtle, karst lizard, littoral lizard, blaver, viper, colorful salamander.</i></p> <p><i>Lake Skadar is home to 280 species of birds. The most important are the marsh birds: crested grebe, curly pelican, woodpecker, crow, grey heron, little white and yellow heron, great white heron, red-headed plover, wild duck, grebe, grebe, grebe, merganser, common mullet, king snipe, long-legged plover, harrier, kingfisher, herring gull, common tern, white-bearded tern.</i></p> <p><i>Fifty species of mammals have been recorded on Lake Skadar.</i></p> <p><i>Characteristic the aquatic representative of mammals is the otter, while the mammals that live on land include: the blind mole, the squirrel, water vole, wolf, fox, ferret, weasel, wild boar.</i></p> <p><i>Protected insect species that inhabit The Skadar lake is: ant, deer, rhinoceros, swallowtail, sailfish.</i></p> <p><i>IUCN species are: Quercus robur ssp scutariensis (CR), Marsilea quadrifolia (CR), Acipenser naccarii</i></p>		

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	<i>(CR), Anguilla anguilla (CR), Hyla arborea (LC), Testudo hermannii (LC), Pelecanus crispus (LC).</i>		
<b>A3 Captive Animals</b> (2.8 Captive Animal Welfare)	<b>Are there animals kept captive for tourism purposes in your destination?</b> Describe the species held captive or bred and in what settings (e.g. zoo, sanctuary, entertainment park, circus, horseback/elephant riding). How do you rate the way they are housed, handled and taken care of?	<b>Briefly indicate the MAIN positive and negative impacts connected to tourism;</b> for example: Negative impacts - tourism encourages animal captivity for financial gain - overworked animals (e.g. horse-drawn carriages) + tourism money for endangered species reproduction and conservation + tourist pressure for animal welfare to be respected	
Fill in for your destination:	<b>In Tuzi there is no animals kept captive for tourism purposes. But there is a problem with the abandoned dogs. There is no dog shelter.</b>	<b>Negative impacts:</b> - Negative perceptions of place by tourists	<b>In the document: Strategic Plan of Municipality Tuzi 2021 – 2026 there is defined activity: Development of shelter for abandoned animals.</b>
<b>A4. Landscape and scenery</b> (2.5 Landscape & scenery)	<b>List the destination's landscape and scenic features</b> (natural or man-made cultural landscapes) and indicate for each their <b>key values</b> .	<b>Indicate positive / negative impacts connected to tourism, e.g.</b> + preservation/restoration of e.g. cultural landscapes because of tourists' appreciation. - hotel and golf course developments; race tracks and other attractions	<b>Indicate how these key values are protected:</b> + by law or regulations + by management or accessibility rules <b>Indicate whether key values are sufficiently protected in the next 2-4 years</b>
Fill in for your destination:	<b>Canyon of Cijevna river</b> <b>Delaj view</b> <b>Niagara Waterfalls;</b> <b>Necropola Vuksanlekaj</b> <b>Priftenambient unit</b> <b>Rocks below Lofka</b> <b>Vitoja, Zbelj</b> <b>Specijalni rezervat Pančeva oka</b>	Preservation. cultural and natural landscapes because of tourists' appreciation.	<b>These sceneries are under the regulations for PA Cijevna River Canyon:</b>  - Canyon of Cijevna river - Delaj view - Priftenambient unit - Rocks below Lofka  <b>Under NP Skadar lake:</b>  • Vitoja, Zbelj • Specijalni rezervat Pančeva oka  <b>Necropola Vuksanlekaj – It is not protected. It was initiative to candidate this location for the cultural</b>

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			<p><i>good but it is not approved having in mind that it is ongoing cemetery around.</i></p> <p><i>Niagara waterfalls – it is not protected.</i></p>
<b>A5. Other Natural Resources</b> (2.3 Natural resource protection; include palaeontology, fossils, geological features)	<i>List and briefly describe your important other natural resources such as (e.g. fossils, shells etc.) and geological features (e.g. mountains, volcanoes, canyons, gorges, beaches, salt flats etc.) and indicate for each their key values</i>	<i>Indicate positive / negative impacts connected to tourism, e.g.</i> <ul style="list-style-type: none"> <li>- degradation and illegal removal by visitors</li> <li>+ preservation and protection from illegal removal</li> <li>+ improved protection (e.g. from mining) and clean-up of contaminated sites</li> </ul>	<i>Indicate how these key values are protected:</i> <ul style="list-style-type: none"> <li>+ by law or regulations</li> <li>+ by management or accessibility rules.</li> </ul> <i>Indicate whether key values are sufficiently protected</i>
<i>Fill in for your destination:</i>	<b>Canyon of Cijevna river</b> <b>Beaches on Cijevna river</b> <b>Caves (Cat cave tc.)</b>	<b>Preservation and promotion/Destruction of plant and animal world</b> <b>Development of tourism and sport fishing/ pollution</b> <b>Preservation and promotion/Destruction of cave jewelry</b>	<i>It is protected by regulations for PA Cijevna River Canyon. Also, according to the Law on fisheries, Cijevna as a river is managed by local Sport Fishing Club. Until July 2022 Cijevna river have not had Sport fishing club responsible for the managing of Cijevna fishing waters.</i>
<b>B. Environment</b>			
<b>B1. Noise</b> (3.1 Noise)	<i>List sources of noise and noise contours (such as airports, events, power generators, traffic, etc.)</i>	<i>Briefly indicate issues and challenges related to tourism., e.g.:</i> <ul style="list-style-type: none"> <li>- Airplanes, helicopter tours</li> <li>- Loud motorcycles and cars</li> <li>- Bars and outdoor terraces, noisy tourists</li> </ul>	<i>Indicate how major risks and challenges are dealt with. Indicate whether sufficient protection against noise is guaranteed (eg. a noise contour map is part of spatial planning regulations)</i>
<i>Fill in for your destination:</i>	<b>Traffic noise</b> <b>Very close Airport Golubovci</b>	<ul style="list-style-type: none"> <li>- <i>Challenges – more tourist who are passing Tuzi and go to Albania could produce more traffic noise.</i></li> <li>- <i>More tourist means more airplanes and more noise;</i></li> </ul>	<p><i>The Municipality of Tuzi, with the Decision on establishing acoustic zones on the territory of the municipality of Tuzi (joined the effective on 12.10.2022. year) determined the acoustic zones on its territory, and defined them permissible day, evening and night noise level. Noise limit values are defined at basis of the <u>Rulebook on limit values of noise in the environment, the method of determination indicators of noise and acoustic zones and methods of assessing the harmful effects of noise.</u></i></p> <p><i>In the following period Municipality Tuzi should:</i></p>

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			<ul style="list-style-type: none"> <li>○ <i>Develop of the Strategic Noise Map and Action Plan in accordance with the current Law on Noise Protection in the environment.</i></li> <li>○ <i>Implement of noise monitoring on the territory of the municipality.</i></li> <li>○ <i>Implement of inspection supervision on compliance with noise limit values in acoustic zones.</i></li> <li>○ <i>Greening of the belt along traffic roads with medium and tall green plants.</i></li> <li>○ <i>Regulate Traffic in the center of the municipality through traffic bans for certain categories vehicles in a certain part of the day.</i></li> <li>○ <i>Limiting the speed of vehicle movement in the center of the municipality and other sensitive acoustic areas zones.</i></li> <li>○ <i>Encouraging the local population to use bicycles as a means of transportation for local people's needs.</i></li> <li>○ <i>Placement of parking lots for bicycles in a larger number of places throughout the municipality.</i></li> <li>○ <i>Installation of a fixed noise meter in the most sensitive part of the municipality.</i></li> </ul>
<b>B2. Light</b> (3.2 Light Pollution)	<i>List sources of light related to beaches, natural areas and forests</i>	<i>Briefly indicate issues and challenges related to tourism, e.g.:</i> <ul style="list-style-type: none"> <li>- <i>light-sensitive fauna</i></li> <li>- <i>darkness and skylight experience</i></li> </ul>	<i>Indicate how major risks and challenges are dealt with. Indicate whether sufficient protection against light is guaranteed (eg. a Dark Sky Policy)</i>

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<i>Fill in for your destination:</i>	<i>The centre of municipality Tuzi based on <a href="#">light pollution map</a> is classified on scale 5 which is suburban.</i>	<i>In the area of Skadar lake and Cijevna River Canyon according to the light pollution map it is classified in class 4 - rural/suburban transition, which means low light pollution.</i>	<i>The measure which will contribute to the lower light pollution is replacement of street lightening. Having in mind that the lightest pollution coming from Podgorica it would be useful to have joint activities between Municipalities.</i>
<b>B3. Water sources</b> (3.4 Water sourcing; 3.5 Water consumption reduction)	<i>List the sources of water supply</i>	<i>Briefly indicate issues and challenges related to tourism (incl. related to water quality and scarcity).</i>	<i>Indicate how major risks and challenges are dealt with. Indicate whether a safe water supply is guaranteed (eg. in regulations, policy, program)</i>
<i>Fill in for your destination:</i>	<i>The municipality of Tuzi with its suburban settlements is supplied with drinking water from four sources, with a total installed capacity of 330 L/s:  PS TUZI, 12L/s PS Milješ – 78L/s PS Vuksanlekići 130L/s PS Dinoše 110 L/s  Chemical and bacteriological analysis of water is done by DOO Vodovod I kanalizacija Podgorica.</i>	<i>In the area of Kuca Rakica there <a href="#">is a problem with water supply</a>.</i>	
<b>B4. Water quality, hydrology</b> (3.6 Water quality monitoring & response)	<i>List your coastal waters, rivers, lakes, waterfalls etc. and indicate for each their key values</i>	<i>Briefly indicate any positive and negative impacts connected to tourism; for example:</i> <ul style="list-style-type: none"><li>- Improved attention to water quality for tourism purposes</li><li>- Hotel wastewater discharge in water bodies.</li></ul>	<i>Indicate how these key values are protected: + by law or regulations (e.g. Marine Protected Area management plans, EU legislation, Ramsar) + by management or accessibility rules Indicate whether the key values are sufficiently protected in the next 2-4 years</i>
<i>Fill in for your destination:</i>	<i>Cijevna river – cross border river. Key values: clean and pristine water; canyon; presence of fish species, landscape beauty, EMERALD site, potential NATURA 2000 site.  Niagara waterfalls Landscape beauty. Recognized tourist place.</i>	<i>Unsustainable development of touristic infrastructure (restaurants, hotels, apartments, bungalows) could have an impact on biodiversity through the losing habitats, water pollution, producing more communal waste and noise.</i>	<i>Cijevna River Canyon – PA – Monument of nature; EMERALD SITE, Potential for NATURA 2000 site.  Skadar Lake – PA – National Parks, Ramsar site, Emerald and Natura 2000 site, IBA and IPA site.  Law on Nature protection, Law on National Parks.</i>



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	<p><i>Scadar lake</i>  <i>Key values: richness of biodiversity, landscape beauty, protected area on international level as a RAMSAR site, IBA (important bird area); IPA (Important plant area)., NATURA 2000 site. Candidate for UNESCO MAB Site.</i></p> <p><i>Rujela river – small river in municipality Tuzi</i></p>		<p><i>Draft of the Management Plan for Cijevna River Canyon – it is not adopted;</i></p> <p><i>Management Plan for National Park Skadar Lake.</i></p> <p><i>Rujela it is not protected.</i></p>
<p><b>B5 Wastewater</b> (3.7 Waste water treatment)</p>	<p><i>Describe where/how sewage and industrial wastewater is treated and released</i></p>	<p><i>Briefly indicate issues and challenges related to tourism.</i></p>	<p><i>Indicate how major risks and challenges are dealt with. Indicate whether safe water treatment is guaranteed (eg. in regulations, policy, program)</i></p>
<p><i>Fill in for your destination:</i></p>	<p><i>Settlements pollute surface and underground water through their sewage outlets. The biggest part of municipal wastewater consists of used water from the household. It is characteristic for them constant composition in one region, because of the standard of living and way of life population. The main quality characteristic of municipal wastewater is the inorganic content and organic matter. Municipal wastewater mainly contains large residues (pieces paper, wet wipes, fruit and vegetable peels, etc.), fats, detergents, food residues, etc.</i></p> <p><i>Atmospheric water from the settlements is also a very important source of certain burdens and pollution segments of the environment. Atmospheric waters are formed by washing atmospheric precipitation with public areas (streets, sidewalks, parking lots, squares and other public areas).</i></p> <p><i>On the territory of the municipality of Tuzi, a unique collector (sewage) system has not been built, which would wastewater from the</i></p>	<p><i>Unsustainable development of touristic infrastructure (restaurants, hotels, apartments, bungalows) could polluted the water. Having in mind that on the territory of the municipality of Tuzi, a unique collector (sewage) system has not been built. The question is how would be wastewater from tourist infrastructure collected and treated.</i></p>	<p><i>The Law on Municipal Wastewater Management regulates management municipal wastewater, conditions that should be met by the collector system and facilities for the purification of municipal wastewater, the method of collection, purification and municipal wastewater discharges and other issues of importance for municipal management wastewater.</i></p> <p><i>Wastewater management plan in Montenegro (2020-2035);</i></p> <p><i>Rulebook on quality and sanitary-technical conditions for discharge of wastewater, method and procedure of testing the quality of waste water i the content of the report on the established quality of waste water</i></p>

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	<p><i>settlement was collected and further transported to the treatment plant wastewater, but household waste water is poured into separate, private septic tanks.</i></p> <p><i>However, septic tanks are usually not designed and built according to current standards, and do not they have an impermeable chamber. Due to all of the above, it can be assumed that the content from of these septic tanks' infiltrates into the soil, bringing a high risk of groundwater contamination and the surrounding land.</i></p> <p><i>In addition to wastewater from households, there is a significant impact on the quality of groundwater and soil they also have wastewater from economic entities engaged in certain production, as well as waste water from farms and other places for raising animals.</i></p> <p><i>Due to all of the above, in the following period it is necessary to carry out actions and activities on providing the conditions for the realization of the construction of the public sewage system, which consists of collector system and wastewater treatment plant on the territory of the municipality.</i></p> <p><i>According to the Municipal Wastewater Management Plan in Montenegro (2020-2035), for in the agglomeration of Tuza, the construction of a plant for the treatment of final wastewater is planned with a capacity of 9,000 ES (inhabitant equivalent), with secondary treatment. Within the proposed technical measures, it is estimated that</i></p>		

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	<i>it will be necessary to build 29 km of sewage network.</i>		
<b>B6 Waste management</b> (3.8/3.9/3.10 Solid waste reduction, separation, disposal)	<i>Describe where/how waste is reduced, collected and disposed (plastic bans, organisation of waste management, recycling facilities)</i>	<i>Briefly indicate issues and challenges related to tourism.</i>	<i>Indicate how major risks and challenges are dealt with. Indicate whether sustainable waste management is guaranteed (eg. in regulations, policy, program)</i>
<i>Fill in for your destination:</i>	<p><i>In the municipality of Tuzi, communal services are entrusted to a limited liability company "Kumunalno/Kumanale"-Tuzi, which is involved in the waste collection, transport and by depositing communal, bulky and green-biodegradable waste.</i></p> <p><i>A total of 234 containers for the disposal of communal waste were placed in the area of the municipality of Tuzi waste, volume 1.1 m<sup>3</sup>, and one container with a volume of 5 m<sup>3</sup>. Concrete bins for disposal 14 pieces of municipal waste were placed, and they were distributed in the area of the park in the centre Tuzi, at the Health Centre and at the KIC "Malesija".</i></p> <p><i>Collection and removal of waste from containers and bins is carried out in two shifts, which enables adequate maintenance of cleanliness in the municipality itself.</i></p> <p><i>In settlements: Drume, Zatrijebač, Krševo, Passhkale, Gurec, Pikalja, Lovka, Donje Selište, Gornje Selište, Prifta, Barlaj, Rudine, Budza, Stjepoh, Delaj, Benkaj and Poprat, waste is not collected and is taken away by the utility company, but the locals themselves take the waste to the nearest roadsides container. The reason is the distance and the inadequate local</i></p>	<p><i>Challenges: organize a proper waste management in municipality Tuzi and provide clean environment.</i></p> <p><i>Issues – illegal landfills and inappropriate waste management including communal, animal and construction waste.</i></p>	<p><i>Waste management is on a proper way regulate by the new Law on waste management. But is still missing its implementation on local level. There is no enough charges for the people who are disposed waster beside the containers. There is no awareness on the importance of waste reduction, reusing and recycling. Also, there is the need for the development of Local waste management plan which will be in accordance with the National Waste Management Plan which is in the final phase of preparation.</i></p>

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	<p><i>road in these settlements, which is why it is not can be accessed by dedicated vehicle.</i></p> <p><i>According to information from the competent utility company, in the territory of the municipality of Tuzi it was established is 18 locations where waste is disposed of in an illegal manner, which is why "wild landfills" of waste.</i></p> <p><i>The municipality of Tuzi does not have precise data on the total annual amount of generated i disposed bulky waste, biodegradable waste, waste tires and construction rubble as of the most common types of waste that can be found with containers for communal waste disposal, and "wild", unorganized landfills.</i></p> <p><i>All collected waste is disposed on Llvade landfill.</i></p>		
<b>B7. Green Energy</b> (3.16 Reducing energy consumption; 3.17 Renewable Energy)	<b>Describe where/how renewable energy is generated/ sourced in the destination; and how energy consumption is reduced</b>	<b>Briefly indicate issues and challenges related to tourism., especially when energy use is increased by tourism (e.g. aircon, terrace heaters, scooters, segways, quads, e-bikes, ...)</b>	<b>Indicate how major risks and challenges are dealt with. Indicate whether renewable energy generation is guaranteed (eg. in regulations, policy, program)</b>
<i>Fill in for your destination:</i>	<p><b>There was project: LEC - Energy sustainable local communities</b></p> <p><b>The project results:</b></p> <ul style="list-style-type: none"> <li>- <i>The Municipality of Tuzi (LP) in the Secondary Mixed School "25. may" replaced wooden windows with aluminium ones carpentry and provided the installation of hexagonal PVC hardware with steel reinforcements and thermal insulation thermopane glass.</i></li> </ul>		
<b>C. Culture</b>			
<b>C1. Built heritage</b> (4.1 Tangible cultural heritage;	<b>List sites of cultural (built) heritage in the destination such as: Architecture (churches,</b>	<b>Briefly indicate any positive and negative impacts connected to tourism; for example:</b>	<b>Indicate how these key values are protected: + by law or regulations, e.g. monument lists</b>

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4.2 Managing tourism impacts on culture; 4.3 Protecting cultural artefacts)	<i>temples, castles, walls, cities, trails etc) Museums (history, art, etc) Archaeological sites and artefacts</i>	<ul style="list-style-type: none"> <li>- <i>Preservation and protection for tourism purposes</i></li> <li>- <i>Impacts due to overtourism</i></li> </ul>	<p>+ by management or accessibility rules</p> <p><b>Indicate whether key values are sufficiently protected</b></p>
<i>Fill in for your destination</i>	<p><b>Cultural and artistic activity in the area of the municipality of Tuzi takes place within the framework of cultural institutions:</b></p> <ul style="list-style-type: none"> <li>- <b>Cultural and informational center "Malesija" - Tuzi</b></li> <li>- <b>House of Culture in Sukuruć</b></li> <li>- <b>House of culture in Triesh</b></li> </ul> <ul style="list-style-type: none"> <li>○ <i>Memorial bust of Mother Teresa near the Church of St. Anthony in Tuzi;</i></li> <li>○ <i>Memorial bust of Gjergj Kastriot Skenderberg, in the courtyard of the school of the same name in Triesh/ Zatrijebač;</i></li> <li>○ <i>Memorial plaque on the occasion of the Uprising of Malesia in 1911, in Bratilja - Hoti;</i></li> <li>○ <i>Memorial plaque on the occasion of the Uprising of Malesia in 1911, in the town of Čijepur – Hoti.</i></li> <li>○ <i>Monument to the seven heroes of Koća, in the town of Koća;</i></li> <li>○ <i>Memorial bust of the national hero of the Albanians Deda Gjon Ljulji, in the house-museum of Deda Gjon Ljulji in Bardhaj - Hoti.</i></li> <li>○ <i>Memorial bust of the national hero of the Albanians, Dede Gjon Ljulji, near the Pastoral Center in Tuzi.</i></li> <li>○ <i>Grave of the heroine Tringa Smajilja Ivezaj (Grudina Tringa), in the town of Krševo;</i></li> <li>○ <i>The grave of Vuksan Gelje on the hill of Suka - Grude.</i></li> </ul>	<p><i>Development of cultural tourism could have a positive impact for promotion and development off this region. It could let to the proper preservation and improvement of some locations.</i></p>	<p><a href="#"><u>Culture Development Program, Municipality Tuzi, 2023 – 2026;</u></a></p> <p><b>Elaborat kulturnih dobara, Opstina Tuzi</b></p>

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<p>In the area it covers today municipality of Tuzi, archaeological reconnaissance and excavations have never been carried out. Bearing in mind that this area was densely populated, since early antiquity and throughout the Middle Ages, it is to be expected that it will be in the future important archaeological sites in this area. This applies both to normal reconnaissance and to safe underwater reconnaissance in the future (Skadar lake, Cijevna river bed).</p> <p>So far, it is certain that in the territory of Malaysia, there is an archaeological site of great regional importance, which</p>	<ul style="list-style-type: none"> <li>○ <i>Veliše Cave in Selište;</i></li> <li>○ <i>Cat's pit (Biga e macës), on the hill of Suka - Gruda.</i></li> <li>○ <i>Sebilj in the park in Tuzi.</i></li> <li>○ <i>Etnološki muzej Malesia</i></li>   <li>○ <i>Samobor fortress.</i></li> <li>○ <i>Dečić fortress</i></li> <li>○ <i>Samobor Bridge on Lake Skadar in the town of Pothum; - Ottoman fortress on Šipčanički brdo;</i></li> <li>○ <i>Prison hill in Dušići (Burg hill);</i></li> <li>○ <i>Necropolis in Vuksanlekaj (submitted initiative to be declared a cultural asset);</i></li> <li>○ <i>Tomb in Koder Kiš, in the village of Hoti (submitted initiative for declaration of cultural property);</i></li> <li>○ <i>Nizam cemetery in Tuzi.</i></li> <li>○ <i>Archaeological site in Čafa e Kišes –S. Veneranda</i></li> <li>○ <i>Planinica/Planica - Dinoša;</i></li> <li>○ <i>Noron Road through Dinoša – Trgaje - Gusinje, then Noron Road through Dinoša – Tuzi – Kopljik - Skadar;</i></li> <li>○ <i>Đuteza Dinoša in the village of Dinoša;</i></li> <li>○ <i>Merces fortress in the village of Vranj.</i></li> <li>○ <i>Spomenik rodoljubima iz I svjetskog rata</i></li> <li>○ <i>Spomenik- II svjetski rat- Zarnica</i></li> <li>○ <i>Rimski akvadukt Cijevna</i></li> <li>○ <i>Ostaci crkve u Pljoči</i></li> <li>○ <i>The old mill in Tuzi</i></li> <li>○ <i>The remains of the Ottoman fortification in Šipčanik</i></li> <li>○ <i>Bridge on Lemaja</i></li> <li>○ <i>The Nizam cemetery in Tuzi</i></li> <li>○ <i>Gruda Cemetery in Prifti</i></li> <li>○ <i>Čazim Beg's mosque in Tuzi</i></li> <li>○ <i>Church of St. Anthony in Tuzi</i></li> <li>○ <i>Hasan Nike bridge in Šipčanik</i></li> <li>○ <i>Kurti Gjokaj's Baca house in Gornji Milješ</i></li> <li>○ <i>Milješki well in Donji Mileš</i></li> </ul>		



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<p>the local population calls it "Qytetza" (on the hill above Dinoša), which in translation means "town", which is badly damaged over time both by natural disasters and by the careless behavior of citizens. Others the archaeological site is the aqueduct that led from the Cijevna River to the ancient city of Dokleja, today's Duklja. This site has also been severely damaged by the human factor.</p> <p>Architectural monuments are construction and architectural monuments, as well as their interior, other immovable buildings, specific parts of buildings that refer to one specific territory, such as: old churches, monasteries, mosques, old towns and their remains, old fortifications, old mines, bridges, old fortifications, mills, clock towers, old cemeteries, tombstones, etc.</p>	<ul style="list-style-type: none"> <li>○ <i>Bogić's mill in Kuće Rakić</i></li> <li>○ <i>Turusković well in Tuzi</i></li> <li>○ <i>Miljokaz, Tuški Rogami</i></li> </ul> <p><b>Tumuli</b></p> <p><b>Tumuli Djonikaj</b></p> <p><b>T. Drume</b></p> <p><b>T. Kaljturk</b></p> <p><b>T. Kodra e madhe</b></p> <p><b>T. Skorać</b></p> <p><b>T. Spinja</b></p> <p><b>T. Dinoša</b></p> <p><b>T. Gropa e Ugles</b></p> <p><b>T. Merçes</b></p> <p><b>T. Dušić</b></p> <p><b>T. Mogilja e Lçetit, Traboin</b></p>		

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<b>C2. Intangible heritage</b> (4.4 Intangible heritage, 4.5 Respecting authenticity)	<p><b>List and briefly describe the 'living' cultural heritage in the destination</b> such as:</p> <ul style="list-style-type: none"> <li>- Folklore (music, dance, costumes, rituals etc)</li> <li>- Language</li> <li>- Regional products and cuisine</li> <li>- Events (festivals)</li> </ul>	<p><b>Briefly indicate any positive and negative impacts connected to tourism;</b> for example:</p> <ul style="list-style-type: none"> <li>- Preservation and protection for tourism purposes</li> <li>- Awareness raising</li> <li>- Change or loss of local (indigenous) identity and values (e.g. adaptation of rituals etc. the tourist demands.</li> </ul>	<p><b>Indicate how these key values are protected:</b> + by law or regulations + by management or accessibility rules <b>Indicate whether key values are sufficiently protected</b></p>
<p>Fill in for your destination:</p>	<p><b>In addition to the mentioned cultural institutions, cultural and artistic societies/associations from Tuzi have been preserving and present the traditions and culture of the people living in Tuzi, among which the most important are:</b></p> <ul style="list-style-type: none"> <li>- NVU KUD "Ramadan Šarkić"</li> <li>- NVU KUD "Besa"</li> <li>- NVU KUD "Rapsha"</li> <li>- NVU KUD "Koha"</li> <li>- NVU KUD "Liria"</li> <li>- NVU KUD "Dedë Gjon Luli"</li> <li>- NVU KUD "Tuzi"</li> <li>- NVU KUD "Shqiponja"</li> </ul> <p><b>One of the most traditional events in the municipality of Tuzi is the "Carnival Koret" event every year it organizes and realizes the association of the same name - NGO Karnevali Koret. The event is being held for the first time organized in 1996, and since then, without stopping, this traditional event has been organized and held every year</b></p>	<p><b>Positive impacts should be:</b></p> <ul style="list-style-type: none"> <li>- Increased number of tourists should push up local communities in terms of development tourist infrastructure.</li> <li>- It will raise awareness of locals regarding development of sustainable tourism.</li> <li>- It will promote identity and culture of this region.</li> <li>- It will increase local economy.</li> <li>- It will promote the nature landscapes.</li> </ul>	

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	<p><i>carnival in Tuzi, with a rich carnival and entertainment program. Carnival, as an event, has a wider regional character, since it gathers carnival groups from Malaysia, other carnival cities of Montenegro such as Kotor, Budva, Tivat and Herceg Novi, and in the previous period, carnival groups from Albania, Bosnia and Herzegovina, Croatia and Fig.</i></p> <p><i>In addition to the above, it is worth emphasizing that in 2006, Tuzi as a city/municipality became a full member of the European Federation of Carnival Cities (FECC) and on that occasion it was held in Tuzi in 2009 International Convention of Carnival Cities, which event gathered delegates/representatives of 24 European carnival cities. Even today, the Karnevali Koret event is successfully implemented and organized by the NGO Karnevali Koret, and in 2020 the association celebrated the 25th anniversary of the carnival in Tuzi, making this event it belongs to the most traditional and most visited activities of our municipality.</i></p> <p><i>What Tuzi Municipality is widely known for is the activity and success of many cultural and artistic events associations. As a result of the success of many folklore associations both on the domestic and international scene, Since 2003, KUD - SHKA Rapsha has been successfully realizing the largest folklore festival in the municipality of Tuza, known as "Festivali maşrekombëtarë Shqiptarë". The</i></p>		

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	<p><i>festival takes place every fourth year and gathers dozens cultural and artistic associations from Montenegro, Albania, Kosovo, Macedonia, Serbia, Italy, USA and others country where Albanians live, which gives this manifestation an international character. The festival is held at the picnic area Vitoja on the shore of Lake Skadar.</i></p> <p><i>The list of festivals and events in Optina Tuzi is as follows:</i></p> <ol style="list-style-type: none"> <li><i>1. Book fair</i></li> <li><i>2. International folklore festival "Rapša" every fourth year</i></li> <li><i>3. Summer in Malesia, cultural, artistic and literary events</i></li> <li><i>4. Carnival festivities KORET</i></li> <li><i>5. Tourist attractions, such as pumpkin festivals, handicrafts, Love fest etc.</i></li> <li><i>6. Christmas bazaar</i></li> </ol> <p><i>The organizers of the events are mainly the Municipality of Tuzi, i.e. The Secretariat for Local Self-Government, LTO Tuzi, as well as non-governmental organizations.</i></p> <p><i>The art colony called "One glass for Gjeloš" should also be singled out, gathering painters from the region and Montenegro, which celebrates the name of the most important painter from this region, Gjeloš Gjokaj.</i></p> <p><i>Narodna nosnja - Dzubljeta – UNESCO 2022;</i></p>		

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	<p><b>Gastronomy tourism and characteristic kitchen for this area such as: Planinska kuhinja – espataly pita flija;</b>  <b>Orjentalna kuhinja; - cookies.</b></p> <p><b>Potentials:</b>  <b>Manifestatios:</b></p> <ul style="list-style-type: none"> <li>- <i>Kajak tour on Skadar lake Samobor – Vitoja;</i></li> <li>- <i>Crap Days – lokation Zbelj and Podhum;</i></li> <li>- <i>Pelican Days</i></li> </ul> <p><b>Tourism products:</b></p> <ul style="list-style-type: none"> <li>- <i>Flyfishing on Cijevna;</i></li> <li>- <i>Rock climbing;</i></li> <li>- <i>Triatlon;</i></li>   <li>- <i>Biking trail – Dinosa – Grabom; Tuzi – Božaj.</i></li> </ul> <p><b>Hiking trails:</b></p> <ul style="list-style-type: none"> <li>- <i>Hum</i></li> <li>- <i>Dečić;</i></li> <li>- <i>Deljaj – Cijevna;</i></li> <li>- <i>Možečk – Cijevna;</i></li> <li>- <i>Traboin – Grzoi;</i></li> <li>- <i>Kaženik .</i></li> <li>- <i>Krug oko korita, Zatrijebačka strana;</i></li> <li>- <i>Suka Gruda;</i></li> <li>- <i>Šipčanik</i></li> </ul>		
<b>D. Social</b>			
<b>D1. Local community features</b> (5.15 Avoiding Overtourism)	<p><i>Indicate important features of the local population:</i></p> <p><i>a. local population trend (growth/decline)</i></p> <p><i>b. tourist/locals ratio in peak season, peak weekends</i></p>	<p><i>Briefly indicate any positive and negative impacts connected to tourism, and when relevant important external pressures other than tourism</i></p>	<p><i>Indicate how major risks and challenges are dealt with. Indicate whether synergy between the local community and sustainable tourism development is guaranteed</i></p>

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	c. when relevant for tourism: local ethnicities, "minorities"		
Fill in for your destination:	<p>According to data from the 2011, 11,420 inhabitants live in the Tuzi municipality. Average the age of the population is around 35 years, which belongs to the demographic age stage (35-39 years). Also, there are about 4,000 residential units or houses in the area. The main ones the characteristics of demographic trends are reflected in the demographic aging of the population, depopulation especially in the hilly part of the municipality and population migration.</p> <p>The largest number of inhabitants is concentrated in the city settlement of Tuzi, where they live 4748 inhabitants or 41.6% of the total number of inhabitants of the municipality of Tuzi. Other significant populated place in terms of population, they represent: Vranj, Gornji Milješ, Donji Milješ, Dinoša and Vladni.</p> <p>Tourism in the area of the municipality of Tuzi is not developed, although there are potentials for the development of this branch of the economy. The visitors of Municipality Tuzi are mostly workers from the North Macedonia, Albania, Kosovo who are working on Plantaže and construction works in Municipality Tuzi, Podgorica.</p> <p>The peaks of the workers are during the spring and summer season.</p> <p>Also, visitors in Municipality Tuzi is diaspora who are have familis in Municipality Tuzi. The peaks of the diaspora visits are June, July and August.</p>		



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	<i>In the summer time, beaches on Ciejvna river is visited by locals and also people from Podgorica as well.</i>		
<b>D2. Local community values</b> (5.3 traditional access rights; 5.8 Resident engagement & feedback, 5.10 Inhabitant satisfaction; 5.16 Property exploitation)	<b>Indicate perceived community values, e.g.:</b> <i>Social fabric, cohesion</i> <i>Individual, social and cultural respect</i> <i>Housing availability</i>	<b>Briefly indicate any positive and negative impacts on the local population connected to tourism; for example:</b> <ul style="list-style-type: none"> <li>- <i>Improved well-being, civic engagement and pride</i></li> <li>- <i>Pressure on traditional land use and property rights</i></li> <li>- <i>Cultural clashes, misbehaviour by tourists</i></li> <li>- <i>Crime, pickpockets</i></li> <li>- <i>Child labour, human trafficking, (child) sex tourism</i></li> <li>- <i>Reduced housing options for residents</i></li> </ul>	<b>Indicate how major risks and challenges are dealt with. Indicate whether synergy between the local community and sustainable tourism development is guaranteed</b>
<i>Fill in for your destination:</i>	<b>Hospitality of people.</b> <b>Authentic kitchen.</b> <b>multiethnic environment</b> <b>Cultural legacy.</b>		
<b>E. Local Economy</b>			
<b>E1. Tourism Business sector</b> (5.11 Monitoring economic impacts)	<b>Summarise how the tourism sector is organised</b> <i>Describe the tourism supply chain: restaurants, hotels, bars, homestays, Airbnb, trips, tours, activities, transportation; and their suppliers.</i> <i>Specifics e.g.:</i> <i>a. estimate number of large vs small enterprises</i> <i>b. local organisation of the sector (associations)</i> <i>c. seasonality of tourism activity</i>	<b>Briefly indicate any positive and negative impacts connected to tourism; for example:</b> <ul style="list-style-type: none"> <li>- <i>Enhanced entrepreneurship</i></li> <li>- <i>Seasonal character of jobs</i></li> <li>- <i>Impacts from seasonal unemployment</i></li> </ul>	<b>Indicate how major risks and challenges are dealt with. Indicate whether synergy between the private sector and sustainable tourism development is guaranteed</b>
<i>Fill in for your destination:</i>	<b>According to the data of the Secretariat for Local Self-Government on the territory of the municipality of Tuzi, there are 27 hospitality facilities. The field of hospitality is quite developed.</b>		

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	<p><b>There are some restaurants and cafes:</b></p> <ul style="list-style-type: none"> <li>- ethno-style restaurant "Troja" in Tuzi;</li> <li>- national restaurant "NIAGARA" on the river Cijevna;</li> <li>-</li> <li>- rural household "Stara pjesma",</li> <li>- cafes "Teatro", "Martini", and "Main street" in Tuzi;</li> <li>- Caffe Cemi on Cijevna river – work only on summer.</li> <li>- Resturant Stari ribar Zbelj;</li> </ul> <p>When it comes to accommodation facilities, there are two hotels on the territory of the municipality of Tuzi: "Oasis" and "Liria" with with a total capacity of 93 beds, the "Don" motel and the registered private accommodation of Đeka Sinistaj.</p> <p>Although there are potentials for the development of rural tourism, there is only one registered in the municipality of Tuzi "<a href="#">Stara pjesma</a>" rural household located in the village of Rudine near Tuza. <a href="#">The household contains two apartments and provides catering services, serving products from its own production.</a></p> <p>In the Korita area there are some bungalows.</p> <p><b>Small enterprises:</b>  <a href="#">Ljekovito Bilje – Rasadnik Becovic</a>  <a href="#">Lučka olive</a>  <a href="#">Stara pjesma</a>  Caffe Cemi</p> <p>In the territory of the municipality of Tuzi there is a wine cellar "Šipčanik", which located at an</p>		

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	<p><i>average depth of more than 30 meters underground in the form of a tunnel 356 meters long, a it covers as much as 7000 m2. A tour of this cellar is an essential part of the tourist program "Wine path". Also, within the framework of wine tourism, it is possible to include the small wineries "Fishta" and "Troja", as well and wineries that plan to register (Cem, Tarri and P. Dedvukaj winery).</i></p>		
<p><b>E2. Economic impact</b> (5.12 Supporting local entrepreneurs; 5.13 Promoting local products and services; 5.14 Promoting local employment in tourism)</p>	<p><b>Indicate local economy related to tourism</b>  <i>a. estimate and describe the inclusion of residents in the local tourism industry</i>  <i>b. estimate % of local economy managed by locals</i>  <i>c. estimate % of residents economically depending on tourism</i></p>	<p><b>Briefly indicate any positive and negative impacts on the local economy connected to tourism; for example:</b></p> <ul style="list-style-type: none"> <li>- <i>increased employment in tourism and supporting sectors (suppliers, agriculture etc)</i></li> <li>- <i>leakage of tourism revenues out of the destination</i></li> <li>- <i>Increased prices, economic inequality</i></li> </ul>	<p><b>Indicate how major risks and challenges are dealt with. Indicate whether synergy between the local community and sustainable tourism development is guaranteed</b></p>
<p><i>Fill in for your destination:</i></p>	<p><i>Visitors of municipality Tuzi are workers and diaspora, and they are paying tourist taxes. In that sense, it is estimated that from the period of the 01.01.2024. – 01.07.2024. it is 23,81% contribution from the local budget through the tourist taxes.</i></p> <p><i>There are not data's regarding b and c.</i></p>		<p><b>Challenge is to diversify tourist offer of Municipality Tuzi.</b></p>

## Stakeholders checklist

Use the table below to indicate the key stakeholders in the destination. This provides input for adequate stakeholder communication, participation and involvement.

Stakeholders	Government	Private sector	NGOs	Education & science	Inhabitants & workforce
<b>1. Destination Management</b> organisation, planning, monitoring, ethics & legal	<ul style="list-style-type: none"> <li>- Local administration/ council</li> <li>- Tourism department</li> <li>- Spatial planning dep.</li> </ul>	<ul style="list-style-type: none"> <li>- DMC</li> <li>- Local/regional tourism associations, e.g. chamber of commerce; guides association</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- CBT / ecotourism development organisations</li> </ul>	<ul style="list-style-type: none"> <li>- University (national / international – e.g. tourism development department)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> <li>Labour Unions</li> </ul>
<i>Add for your destination</i>	-	-	-	-	
<b>2. Nature &amp; Scenery</b> conservation, biodiversity, visitor management, landscape & scenery	<ul style="list-style-type: none"> <li>- Nature/conservation department</li> <li>- National Park</li> <li>- Spatial planning dep.</li> </ul>	<ul style="list-style-type: none"> <li>- Local/regional tourism associations</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- Nature conservation organisations (local, national, international)</li> <li>- Animal welfare org.</li> </ul>	<ul style="list-style-type: none"> <li>- University (national / international)</li> <li>- Professional education institutes (e.g. guide and TO training)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> </ul>
<i>Add for your destination</i>	-	-	-	-	
<b>3. Environment &amp; Climate</b> pollution, water, mobility, waste, energy, climate	<ul style="list-style-type: none"> <li>- Environmental department</li> <li>- Public services department</li> <li>- Spatial planning dep.</li> </ul>	<ul style="list-style-type: none"> <li>- Local/regional tourism associations</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental awareness groups</li> </ul>	<ul style="list-style-type: none"> <li>- University (national / international)</li> <li>- Professional education institutes (e.g. guide and TO training)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> </ul>
<i>Add for your destination</i>	-	-	-	-	
<b>4 Culture &amp; Tradition</b> heritage conservation, traditions, visitor management	<ul style="list-style-type: none"> <li>- Culture department</li> <li>- Spatial planning dep.</li> </ul>	<ul style="list-style-type: none"> <li>- Local/regional tourism associations</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- Culture conservation groups (language, dance, cuisine folklore etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- University (national / international)</li> <li>- Professional education institutes (e.g. guide and TO training)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> </ul>
<i>Add for your destination</i>	-	-	-	-	
<b>5. Social Well-being</b> human rights, community, local economy, health & safety	<ul style="list-style-type: none"> <li>- Social department</li> <li>- Security and crises response department</li> </ul>	<ul style="list-style-type: none"> <li>- Local/regional tourism associations</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- Human/minority / indigenous / community rights &amp; empowerment groups</li> </ul>	<ul style="list-style-type: none"> <li>- University (national / international)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> <li>Labour unions</li> </ul>
<i>Add for your destination</i>	-	-	-	-	
<b>6. Business &amp; Hospitality</b> private sector involvement, marketing, visitor satisfaction	<ul style="list-style-type: none"> <li>- Economic affairs department</li> <li>- Tourist information office</li> </ul>	<ul style="list-style-type: none"> <li>- Local/regional tourism associations</li> <li>- Business owners/managers</li> </ul>	<ul style="list-style-type: none"> <li>- CBT / ecotourism development organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Professional education institutes (e.g. hospitality training)</li> </ul>	<ul style="list-style-type: none"> <li>Community representatives</li> </ul>
<i>Add for your destination</i>	-	-	-	-	

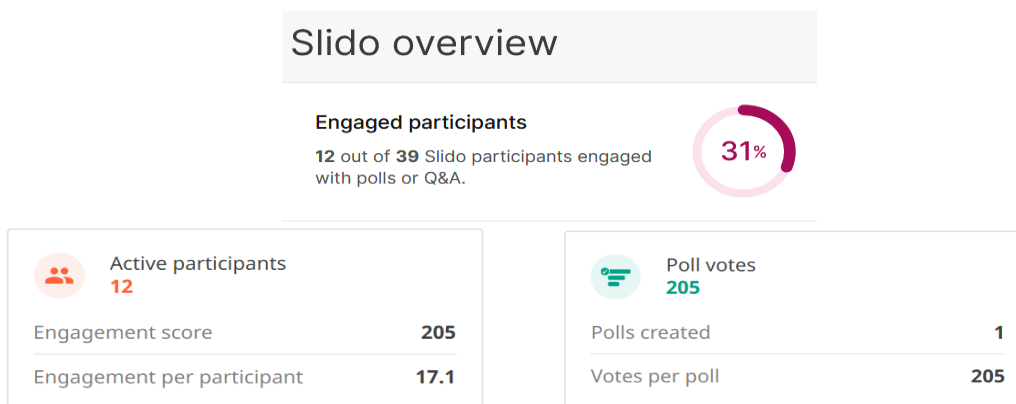
## ANNEX B: Citizen survey analysis

The citizen survey was open online to anybody interested in Tuzi's further development and was shared by the municipality and the tourism organisation several times in two languages – Montenegrin and Albanian:

*Tuzi proces održivog razvoja života i turizma: predlozi (CG)*

It was possible to answer by any mobile device or at a computer desk between 8th May and 15th September. The Albanian version got **zero** engagement, and the Montenegrin one registered 39 participants, but only 12 active ones, i.e. with answers and suggestions.

Figure 22: Overview of Participation in Digital Citizen Survey May-September 2024



- Therefore, the unfiltered, results presented here are not representative of the Tuzi population / stakeholders, but they do provide **good indications of where more information, transparency, cooperation and training / education** are needed. There are also experiences and suggestions that fit in with the recommendations of this strategy.
- Colour codes are given approximately for **positive**, **negative** and neutral answers and suggestions as well as **"not informed"** messages.
- The low participation rate also shows that more motivation is needed to get the **local community more often and deeper involved in the planning and work processes** of the municipality and of the tourism organisation. This can only succeed if good suggestions are heard and implemented.

<b>1. Tuzi - Vizija - kao dobro mjesto za život i posjetu?</b>	Posjeta
	Tuzi kao potencijal razvoja ruralnog turizma, pješačkih staza i drevnih lokaliteta
	Tuzi ima puno potencijala, mislim da bi trebalo mnogo više da se radi na marketingu i upoznavanju ljudi sa dobrima koji Tuzi nudi.
	Mirno mjesto za zivot blizu je svemu neophodnom za zivot a unisto vrijeme i daleko da bi imao miran zivot. Puno prirodnih ljepota na jednom mjestu.
	Moze postati
	Po mom misljenju nasa opstina je dosta dobro mjesto za zivot. Takodje jeste i veoma zanimljiva opstina za posjetu raznih manifestacija
	Tuzi ima dosta toga da ponudi ali treba da se radi na marketingu za turiste a i za stanovnistvo!
	Naravno, relativno mirno mjesto, bogato prirodnim ljepotama i dobrim ljudima!
	Tuzi posjeduje mnoga prirodna bogastva i ljepote koje su vrijedne posjeta.. Kanjon rijeke Cijevne i svi vidikovci koji su već poznati, domaća tradicionalna hrana, gostoprimstvo mještana..
	Tuzi vidim kao mjesto sa: - dva zaštićena područja - kanjon Cijevne i Skadarsko jezero; - velikim potencijalom za proizvodnju zdrave hrane; - veliki potencijal za razvoj seoskog turizma; - veliki potencijal za razvoj kulturnog turizma. Sinergija i dobro upravljanje navedenim segmentima smatram da će doprinijeti da Tuzi bude dobro mjesto za posjetiti i za zivot.
<b>2. Da li je zaštita prirodnih resursa adekvatno organizovana i sprovedena, a izbjegava se neodrživa upotreba?</b>	<b>Sigurno nije</b>
	Nije adekvatno organizovana zaštita prirodnih resursa ali se radi na tome
	nije, mora mnogo da se radi na poboljsanju toga i edukaciju stanovnistva.
	Daleko smo adekvatne zastite zivotbe okoline. Treba da se usvoje i primjene mnoga pravila kako bi se zastitila zivotna sredina .
	Mora jos puno toga da se uradi u tom pogledu, narocito zastita kanjona rijeke Cijevne..
	Nasa okolina je dosta dobro odrzana i organizovano ciscenje
	Nije, mora mnogo da se radi na odrzavanju cistoce!
	Zaštita nije adekvatno organizovana. Ona praktično i da ne postoji. Ne postoji upravljač zaštićenim područjem, ne postoji Plan upravljanja kao ni rendžerske službe.
	<b>Ne</b>
	Mislim da tu može da se uradi mnogo više, potrebna je saradnja svih institucija!
Donekle jeste.. međutim uz veću saradnju istitucija može se stići i do većeg nivoa zaštite..	
Trenutno, zaštita prirodnih resursa prije svega rijeke Cijevne nije na zadovoljavajućem nivou. U rijeci Cijevna zive patrmske vrste poput glčavatice koje su veoma atraktivne sa aspekta sportskog riubolova. NPr. u rijeci Soci u Sloveniji, uhvati - pusti dozvola za glavaticu - socansku pastrvu je 75EUR i cijeli kraj izuzetno dobro živi i9 razvoija se od sportskog ribolova. Cijevna ima potencijal da bude rijeka sa veoma očuvanim ribljim fondom što može biti osnova za razvoj Oodrživog turizma. Takodje, kanjon Cijevne je zasticen na papiru u praksi, nema zastite i nema upravljackog tijela koji bi se bavio rijekom Cijevnom i njenom zastitom. Krivolov je dosta prisutan. Takodje, gradnja malih hidroelektrana na rijeci Cijevna u Albaniji značano utiče na rijeku Cijevnu u CG. Na linku su dostupni zakljucci koji su proistekli sa dogadjaja Okrugli sto koji su organizovani PD. <a href="https://parksdinarides.org/wp-content/uploads/2024/03/Zakljucci-21.03.2024..pdf">https://parksdinarides.org/wp-content/uploads/2024/03/Zakljucci-21.03.2024..pdf</a>	



<p><b>3. Zaštita životinja - koji je nivo zaštite i kontrole?</b>  <i>Koji nivo zaštite i kontrole postoji, osiguravajući dobre životne uslove životinja? Uzmite u obzir i životinje u turizmu i kod kuće (uključujući stoku, konje, domaće životinje, divlje životinje, ribe, "mini zoološke vrtove", mačke, pse...)</i></p>	<p>Ne znam ništa o zaštiti životinja u Tuzima</p>
	<p>Zaštita životinja je na individualnom nivou</p>
	<p>Sto se lokalne samouprave tice o tome se malo radi samo malo sto drzava radi o tome, a nivo zastite i kontrole je veoma nizak!</p>
	<p>Postoji neki nivo zastite zivotne sredine ali iako postoji ne postuje se i ne primjenjuje kako bi trebao. Treba uvesti storzija pravila i stroziju prinjenu</p>
	<p>Jako slaba zastita i kontrola kako divljih tako i domacih zivotinja postoji, npr psi lualice su veliki problem drustva</p>
	<p>Mislim da su stanovnici poceli dosta da brinu o zivotinjama i brinu da zastitimo zivotinje koje su za turizam i da vrsimo redovnuu kontrolu hrane koje jedu</p>
	<p>Dovoljan!</p>
	<p>Ne</p>
	<p>Dio kanjona rijeke Cijevne je zaštićeno područje, tip Spomenik prirode. Kontrola ne postoji ili nije adekvatna.</p>
	<p>Prosjecan</p>
	<p>Nizak nivo, ima dosta krivolova, i uvećan je broj pasa lualica!</p>
	<p>Krivolov na Skadarskom jezeru postoji i teško da se na adekvatan način može smanjiti, veliki broj psa lualica i sl.</p>
	<p>U Tuzima nema zoo vrtova. Napuštenih pasa i macaka ima. Ne postoji azil na teritoriji opštine. Nemam informaciju o nacinu držanja stoke.</p>
<p><b>4. Tretman otpadnih voda?</b>  <i>Objašnjenje: Tretman otpadnih voda je adekvatno organizovan i sprovode se relevantni propisi koji imaju za cilj minimizaciju uticaja na ljude i životnu sredinu; ovo se takođe odnosi na postavljanje, održavanje i ispitivanje ispuštanja iz septičkih jama.</i></p>	<p>Čisto sumnjam da se tretman otpadnih voda adekvatno sprovodi. Šta je sa kućama na obali rijeke Cijevne?</p>
	<p>Rješavanje otpadnih voda je u u toku.</p>
	<p>mi nemamo regulisan tretman otpadnih voda!</p>
	<p>Mislim da nema nikakvog regulisanog sisitema za tretiranje otpadnih voda .</p>
	<p>Mislim da se po tom pitanju nista nije uradilo</p>
	<p>Nedocoljan!</p>
	<p>Ne, mozda</p>
	<p>Sistem upravljanja otpadnim vodama uopšte ne postoji na teritoriji opštine Tuzi. Ne postoji PPOV, dok septičke jame koje su izgrađene su vodopropusne u koje se otpadna voda isušta bez predtretmana.</p>
	<p>Nikako</p>
	<p>Rezultate najbolje vidimo kada su obilne kiše, mislim da i tu treba da se radi na poboljšanju!</p>
	<p>Otpadne vode su koliko toliko pod kontrolom, međutim kada raste vodostaj rijeke Cijevne prilikom kišnih dana, na vidjelo izađu sve što je bačeno gdje ne treba.</p>
	<p>Tuzi nemaju Postrojenje za preciscavanje otpadnih voda. S obzirom da vecina ljudi zivi u kucama, septičke jame su nacin zbrinjavanja otpadnih voda.</p>

<p><b>5. Redukcija čvrstog otpada?</b>  <i>Objašnjenje: Bilo koja vrsta čvrstog otpada se adekvatno kontroliše, smanjuje, selektuje i reciklira i postavljaju se kvantitativni ciljevi, naročito u pogledu smanjenja plastičnog otpada.</i></p>	<p>Ne znam da li se čvrsti otpad u Tuzima se lektira. Bio bih iznenađen ako je tako</p>
	<p>OpštinaTuzi je počela sa osvajanjem otpada, 4 vrste, papir, karton, plastika i metal u okviru projekta Novi pristup revitalizaciju životne sredine kroz prekograničnu saradnju na programu Crna Gora - Kosovo</p>
	<p>radi se o tome i na dobrom smo putu.  Samo se odvozi smeće . Trebalo bi se uvesti sistem recikliranja. Treba podsticati ljude da recikliraju cak i nekom vrstom nagradjivanja tj. Koristi za obje strane.</p>
	<p>U zadnje vrijeme urbani dio Tuzi je dobio kontejnere koji selektuje vrstu otpada, ali sto se tice ostalog dijela jos uvijek postoje brojni problemi, narocito divlje deponije, nedostatak kontejnera, nedostatak kanti itd..</p>
	<p>Nasa opstina veoma se brine o otpadima,sad imamo i kao male kontenjere koje su za papir, plastiku kako bi mogli da recikliramo</p>
	<p>Radi se dobro na tome!  Nedovoljno</p>
	<p>Sistem upravljanja otpadom nije zadovoljavajući. Obalu rijeke Cijevne karakteriše veliki broj nelegalnih odlagališta svih vrsta otpada uključujući i opasni otpad.</p>
	<p>Ne radi se  Čistoća u gradskoj opštini Tuzi radi solidan posao, zadovoljni smo!</p>
	<p>Adekvatna kontrola, pogotovo novi vid podzemnih kontejnera.  Koliko je meni poznato u Tuzima izostaju zbrinjavanje otpada na mokru i suhu frakciju. Otpad se odlaže u kontejnerima i nema selektivnog odvajanja. Takodje izostaju mjere za smanjenje otpada. Na terenu, pored rijeke Cijevne dosta često odlaže se građevinski otpad. Kontrola i sankcionisanje pojedinaca koji odlažu otpad mora biti efikasnija.</p>
<p><b>6. Čvrsti otpad u preduzećima?</b>  <i>Objašnjenje: Podsticanje preduzeća da smanjuju, ponovo koriste i recikliraju čvrsti otpad.</i></p>	<p>Odlična ideja</p>
	<p>Nije se još otpočelo  mora da bude promjeneno i da preduzeca imaju posebno mjesto za odlaganje otpada.</p>
	<p>Treba i firme motivisati da recikliraju tako sto bi im se smanjila neka vrsta poreza,naknada prema drzavnim institucijama. A  Nisam siguran da to rade preduzeca</p>
	<p>Preduzeca trebaju sto vise da ponesu otpade za recikliranje kako bi ocuvalii teritoriju</p>
	<p>Nije organizovano kako treba jer oni pacaju otpad dje i drugi gracani!</p>
	<p>Ne znam  Ne radi se</p>
	<p>Trebalo bi se ugledati na Evropske države kada je ovo u pitanju!  Moramo raditi mnogo više i biti mnogo odgovorniji nego do sad!</p>
	<p>Preduzeća kontrolišu svoje otpade.  nemam informaciju.</p>

<p><b>7. Da li su postavljene kvantitativni ciljevi i preduzete mjere radi smanjenja potrošnje energije i unapređenja efikasnosti njenog korišćenja u destinaciji? Ako da, koje su to mjere?</b></p> <p><i>Objašnjenje: Preduzimaju se mjere za smanjenje potrošnje električne energije u destinaciji; stanovnici i posjetioci se podstiču da redukuju potrošnju energije bez ugrožavanja bezbjednosnih usluga.</i></p>	<p>Nisam. Upoznat</p>
	<p>Nije a trebalo bi</p> <p>Ne znam dal se koriste mjere za smanjenje potrosnje elektricne energije, ali znam da je dosta ljudi iz Opstine Tuzi instaliralo solarne panele, kako bi koristili i taj izvor energije..</p>
	<p>Ne!</p> <p>Jesu</p>
	<p>Ne preduzimaju se adekvatne mjere za smanjenje potrošnje energije. Ne postoje ni adekvatne podsticajne mjere koje bi doprinjele ovom cilju.</p>
	<p>Ne</p> <p>Ne, u našoj opštini niko i ne misli o ovome!</p> <p>Tačnije i da hoćemo nemamo prave eksperte koji bi znali da se pozabave ovim problemom!</p>
	<p>Donekle u smislu da su održane radionice na temu postavljana solarnih panela u cilju korišćenja do maksimuma sunčevu energiju.</p>
	<p>nemam informaciju.</p>
<p><b>8. Tuzi - poštovanje autentičnosti: Da li turizam poštuje kulturu življenja i tradiciju, podržava i slavi zaštitu istog?</b></p> <p><i>Turizam je senzitan i sa poštovanjem pristupa kulturi i tradiciji koje žive i ne ometa ih svojim funkcionisanjem, dok u isto vrijeme uključuje lokalne zajednice i donosi im koristi.</i></p>	<p>Trebalo bi da je tako.</p>
	<p>Kroz kulturno umetnička društva se uglavnom čuva kultura i tradicija. Kroz turističku ponudu slabije</p>
	<p>sto se turista u tuzi tice to su vecina stanovnici ovog podrucja koji su migrirali na zapad i u vecini slucajeva postuju.</p>
	<p>U zadnje vrijeme se vise ppsvecuje paznje na kulturu i tradiciju , ali i tom segmentu ima mjesta za unapredjenje.</p>
	<p>U tim mjestima gdje ima turizma prilicno je u skladu sa kulturom i tradicijom ovoga kraja</p>
	<p>Opstina svake godine obilježava dan budnjeva koje se nasi stanovnici bave</p>
	<p>Ne!</p> <p>Dosta se uradilo u poslednje vrijeme</p>
	<p>Ne</p> <p>Da, mislim da turizam tačnije turisti osjete nas kao miroljubiv narod, i cijene poštuju našu kulturu i tradiciju, a da pritom mi ne izlazimo van okvira naše autentičnosti, nego im predstavljamo sebe,grad,tradiciju onako kako jeste!</p>
	<p>Mještani naše opštine se trude da zadrže tradiciju i kulturno nasljeđe. To se može ogledati u postojanju rustičnih restorana kao što je Troja koja uz "starinski" izgleda prednjači vremenu, kao i postojanje raznih Kulturno umjetničkih društava koji širom Evrope promovišu naše nošnje i plesove.</p>
	<p>Smatram da da.</p>

<p><b>9. Koje su Vaše ideje za diversifikaciju ponude Tuzi (i da posjetiocima date razloge za duži boravak) - prirodom, kulturom, kulinarstvom, sportom, zdravljem, iskustvima...?</b></p>	<p>Tuzi su mala opština ali imaju potencijal za razvoj outdoor sportova na rijeci i na stijenama.</p>
	<p>mi moramo da radimo puno na marketingu jer Tuzi ima mnogo toga da ponudi.</p>
	<p>Ljeti imamo jaku turističku sezonu zahvaljujući rijeci Cijevni, jezeru, pa čak i planinama koje ne iskoriscavamo koliko bi trebalo.</p>
	<p>Npr rafting Cijevnom, ture na Skadarskom jezeru, planinarenje, kampovanje, lov i ribolov..</p>
	<p>Turistima bih preporucila da obidju rijeku cijevnu, muzej u Lekovici, crkve, dzamije, razne restorane koje su napravljeni kao nekad od drva</p>
	<p>Mali biznisi i cijevna!</p>
	<p>Custije okruzenje, vise sadrzaja</p>
	<p>biciklizam, photosafari, posmatranje ptica, flyfishing, kajakarenje</p>
	<p>Nzm</p>
	<p>Nažalost na ovome treba da se proradi malo više s obzirom da imamo prirodne ljepote kao što su: Skadarsko jezero, Rijeka Cijevna, Korita itd, gdje bi s lakoćom mogli da zadržimo turiste i ponudimo najbolje što imamo, ali sve je do nas, treba veliko angažovanje i trud, da bi u budućnosti uspjeli biti opština koja pridobija turiste iz cijelog svijeta!</p>
	<p>1. Avanturistički park 2. Udruženje žena koje bi spremale tradicionalnu hranu jednom mjesečno i izlagale svoje proizvode za mjestane</p>
	<p>Zasticeno podrucje moze mnogo da donese lokalnoj zajednici i opstini Tuzi. Zastita rijeke Cijevne i njeno efikasno upravljanje treba da bude drustveni dogovor unutar opstine Tuzi.</p> <ul style="list-style-type: none"> <li>- kanjon rijeke Ciejvne - vrlo atraktivan za planinarenje, penjanje, biciklizam;</li> <li>- rijeka Cijevna - atraktivna za razvoj spoprtskog ribolova na pastrmske vrste poput glavatice i potocne pastrmke.</li> <li>- kajak</li> <li>- poljoprivredna gazdinstva + zasticeno područje - seoski turizam</li> <li>- kreirati npr neku kulturnu rutu koja bi obuhvatila sve kulturne znamenitosti Tuzi + edukacija u LTO oko interpretacije kulturnog nasljeđa;</li> <li>- kreirati npr neku tematsku stazu koja će najbolje opisati prirodne vrijednosti kanjona Cijevne.</li> <li>- uvezati par poljoprivrednih gazdinstava gdje će turisti moći da dodju da probaju lokalne proizvode, možda da imaju mogućnost i da rade na imanjima.</li> </ul>

<b>10. Informisanje stanovnika o održivom turizmu?</b> <i>Objašnjenje: Stanovnici se redovno uključuju u diskusije o mogućnostima, izazovima i razvoju održivog turizma.</i>	Bilo bi dobro da je tako
	Ne
	veoma mala.
	Mislim da samo mali broj ljudi tu ucestvuje. Mora da se vise promovise.
	Informacije su uglavnom dostupne na sajtu Opstine vezano za neki dogadjaj u njihovoj organizaciji, ili preko drustvenih mreza, ali treba raditi na promociji toga
	dosta su ljudi angazovani za turizam ali trebalo bi jos vise jer nasa opstina je prekrasna
	Nedovoljan!
	Nema ga
	Ne uključuju se. Nema ni dovoljnog broja prilika/događaja gdje mi se lokalno stanovništvo moglo edukovati.
	Nzm
Solidno...	
Prvenstveno moramo probuditi svijest institucija unutar naše opštine pa tek gradjana, i napokon krenuti u poboljšanju našeg turizma!	
Stanovnici nisu informisani pretjerano o održivom turizmu	
Potrebno je kroz kreiranja turističkog sadržaja u opštini Tuzi uključiti predstavnike mjesnih zajednica i generalnop lčokalne zajednice kako bi oni stekli utisak i da su oni dio price i da mogu pokrenuti određene promjene u svom gradu.	
<b>11. Zadovoljstvo stanovnika?</b> <i>Objašnjenje: Zadovoljstvo stanovnika razvojem turizma i upravljanjem destinacijom redovno se prati i rezultati se blagovremeno</i>	Zvuci suviše dobro da bi bilo istinito.
	Ne prati se redovno
	nedovoljno.
	Neznam nista o tome
	Mislim da niko nije radio kakve analize i istrazivanja po tom pitanju, sem ovoga
	Stanovnici su po mom misljenju veoma zadovoljni jer mnogo toga smo vidjeli i mi sami upoznali nasu opstinu pomocu turističke organizacije tuzi
	Srednje!
	Nezadovoljni uglavnom
	Nzm
	Mi kao gradjani opštine Tuzi smo zadovoljni sa radom Turističke organizacije, smatramo da je direktorica ove organizacije sa svojim timom uradila mnogo za poboljšanje našeg turizma, ali isto tako smatramo da je opština trebala još snažnije da stoji iza njih!
Mislim da su stanovnici donekle zadovoljni brojem turista, to se ogleđa i u broju manifestacija koje se organizuju za vrijeme ljetnje sezone.	
Kontinuirano bi trebalo da se prati zadovoljstvo stanovnika i olsuskuju njihove potrebee.	

<p><b>12. Da li se sprovodi optimizacija doprinosa privatnog sektora?</b> <i>Objašnjenje: Podržavaju se mala i srednja preduzeća (npr. kroz redovne edukacije i obuke, zajedničku promociju, finansijsku podršku, projekte...); preduzimaju se mjere za optimizaciju doprinosa privatnog sektora lokalnoj ekonomiji.</i></p>	<p>ne.</p>
	<p>nisam obavjestena</p>
	<p>Bilo je nekoliko radionica u organizaciji Opštine na tu temu, kao i pomoci od strane Opštine narocito za zene preduzetnice, ali mora se jos poraditi na tom polju</p>
	<p>Ne!</p>
	<p>Ne znam</p>
	<p>Ništa konkretno, ovdje bi trebalo da se uradi mnogo mnogo više!</p>
	<p>Ne</p>
<p><b>13. Da li se prati održivi razvoj nekretnina - uz transparentnost prema građanima, dovoljno informacija i vođenje računa o autentičnosti i zaštiti prirode?</b> <i>Objašnjenje: Uticaj razvoja nekretnina na lokalnu zajednicu se na odgovarajući način prati i preduzimaju se mjere za optimizaciju njihovog doprinosa lokalnoj ekonomiji.</i></p>	<p>Ne vjerujem</p>
	<p>djelimicno.</p>
	<p>Nismo jos dostigli taj nivo, gradi se sve gdje se moze</p>
	<p>Nisam siguran da se to prati, ili ne makar u dovoljnoj mjeri</p>
	<p>Malo!</p>
	<p>Ne znam</p>
	<p>U Tuzima se razvoj odnosi na par ljudi, bliski vlastima, a što se transparentnosti tiče, to je itekako stroga tajna... Kad je ova oblast u pitanju, naši građani su informisani 0%, gradovi u Ugandu i Zimbabwe imaju veću transparentnost!</p>
	<p>Ne</p>
<p><b>14. Da li su potrebne mjere ponašanja posjetilaca na osjetljivim lokacijama, odnosno zaštićenim područjima i njihovim zonama, ali i ruralnom zemljištu?</b> <i>Cilj smjernica za odgovarajuće ponašanje posjetilaca je da se smanje negativni uticaji na osjetljive lokacije i ojača prihvatljivo ponašanje posjetilaca. Da li su lokalni akteri uključeni u kreiranje informacija za posjetioce?</i></p>	<p>Da bilo bi dobro upoznati posetioce da se nalaze na nekom zaštićenom Podrucju</p>
	<p>Da, Ne</p>
	<p>jesu, i cilj smjernica je edukacija</p>
	<p>Ne znam</p>
	<p>Definitivno treba, narocito na nekim lokacijama</p>
	<p>Bitno je da se drze tog pravila da ne bacaju smece u destinacije</p>
	<p>Edukacija stanovnistva i turista!</p>
	<p>Jesu</p>
	<p>Posebno Cijevna i jezero</p>
	<p>Da</p>
	<p>Ima dosta informacija, postavljene su tabele svuda, tako da kad je riječ o ovome vidljiv je napredak.</p>
	<p>Na svim područjima ima tabli koje pokazuju kako se treba ko ponašati, ali ljudi to ne poštuju pretjerano.</p>
	<p>S obzirom da sada nema nikakve evidencije o broju ljudi koji posjecuju podrucje, prije svega bi trebalo da se oformi upravljacko tijelo zasticenog podrucja koje bi pratilo brojnost posjetitelja u zasticenom podrucju. Na Skadarskom jezeru nemam informaciju da li se i na koji nacin prati broj posjetilaca u regionu koji pripada Opštini Tuzi.</p>



Figure 23: Questions 15.-17. posed on marketing, with answers



## ANNEX C: Key screening questions for tourism in Protected Areas<sup>110</sup>

Directions to some of the key questions (regarding appropriate target groups, activities, who should provide them, involvement of the local community etc.) have been given in this report. However, for a qualified judgement and development many questions remain and should be answered and actioned, with the management of the PA Cijevna:

1)	Does the ÜA and its surrounds or region have the planning laws, regulations and infrastructure in place to manage the levels of anticipated visitation sustainably?	Yes / No → Action, When → Responsible
2)	Are all the values of the site well known and documented as the basis for both planning and monitoring of impacts?	Yes / No → Action, When → Responsible
3)	What constraints on tourism development or use flow from the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
4)	What kind and scale of infrastructure is appropriate and where should it be located?	Known / Unknown → Action, When → Responsible
5)	What level of biophysical impacts, if any, is acceptable given the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
6)	What level of impacts to biodiversity and the physical environment is acceptable given the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
7)	How can communities within and adjacent to the PA sustainably participate in its tourism development?	Planned / Unplanned → Action, When → Responsible
8)	What kinds of services and engagement should be offered by surrounding local communities?	Planned / Unplanned → Action, When → Responsible
9)	How will tourism- and visitor-generated funds be secured and distributed for the PA work - for conservation - for communities?	Planned / Unplanned → Action, When → Responsible
10)	How can PA management determine and plan for an acceptable level of impacts and appropriate experience opportunities?	Known / Unknown → Action, When → Responsible
11)	How will management actions and their outcomes be monitored?	Known / Unknown → Action, When → Responsible
12)	How can policy be influenced within conservation planning and tourism sectors to address these issues?	Known / Unknown → Action, When → Responsible

<sup>110</sup> Leung, Y.-F., Spenceley, A., Hvenegaard, G., and Buckley, R. (eds.) (2018). *Tourism and Visitor Management in Protected Areas: Guidelines for sustainability* Best Practice Protected Area Guidelines Series No. 27, Gland, Switzerland: IUCN. xii + 128 pp., p.3, in: <https://portals.iucn.org/library/node/47918>

## ANNEX D: Participants in workshops and final conference

### Attendance list – 1st Workshop, 16th of April 2024



**LISTA UČESNIKA / ATTENDANCE LIST**  
**I radionica :Izrada Strategije razvoja održivog turizma u opštini Tuzi / First workshop with relevant stakeholders –**  
**Development of Strategy on sustainable development in Municipality Tuzi**  
**16.04.2024. / 16<sup>th</sup> of April 2024.**

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Attendance list – 2nd Workshop, 16th of May 2024



LISTA UČESNIKA / ATTENDANCE LIST *second*

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Development of Strategy on sustainable development in Municipality Tuzi  
16.05.2024. / 16<sup>th</sup> of May 2024.

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Conference, Integrated management of Cijevna river, challenges and perspectives**

**03.10.2024. / 3<sup>rd</sup> October 2024**

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- <https://www.instagram.com/p/CiZjfdhqt2P/> and the original brochure of NP Skadar Lake
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- <https://www.instagram.com/traveltuzi/>
- [https://www.instagram.com/tvrjdjava\\_cijevna/](https://www.instagram.com/tvrjdjava_cijevna/)
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- <https://www.meetnetwork.org/>
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- <https://www.outdooractive.com/en/crags/montenegro/climbing-in-montenegro/272488880/#caml=668,37nqf7,70edwy,0,0> and its subsites like [wildwesternbalkans.com](http://wildwesternbalkans.com)
- <https://www.outdoor-magazin.com/klettern/> or <https://kletterszene.com/>
- <https://www.pincamp.de/>
- <https://www.pincamp.de/magazin/ratgeber/fuer-einsteiger/kosten-gebuehren-steuern>, date of access: 15th October 2021
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- <https://youtu.be/K4VdzMQRt-g?feature=shared>

## ANNEX F1: Cijevna Canyon Mystics Trail

### Cijevna Canyon Mystics Trail

Long geological history, tradition and life of people have potential to make the Cijevna Canyon a flagship of the tourism offer of the Tuzi Municipality.



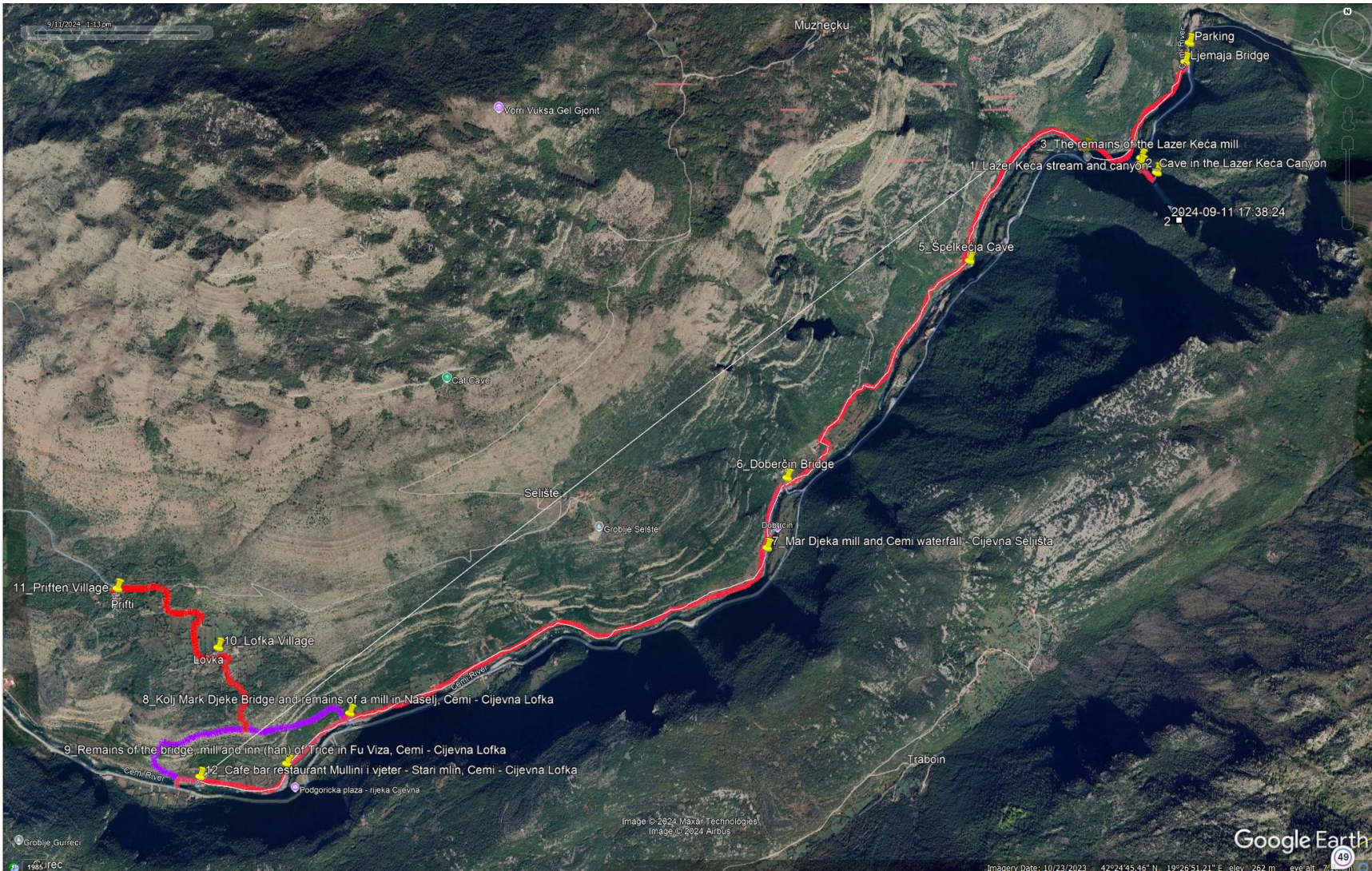
*Cijevna Canyon from the walk along the trail*

Traces of a trade road through the canyon that was used for many centuries confirm many stories that are an inspiration for the new thematic/educational trail development and the improvement of the Tuzi municipality tourism offer. So, this trail follows the remains of the old trade route that according to some sources of information was the medieval *Via De Zenta* route connecting Skadar and Kosovo. In addition to this trade route, part of the thematic/educational trail are two local paths connecting the trade route with the villages on the very edge of the canyon allowing visitors to experience Cijevna River and life in its canyon from both perspectives – walking along the river and enjoying the view from above. The diversity of natural and cultural heritage phenomena makes the canyon a real gem to be explored. The proposed thematic/education trail has a great potential to reveal them.

Geomorphological features confirm turbulent and long processes that took place during the long evolution making the canyon a natural corridor great to travel through. Among many landforms, caves are real attractions of the canyon and some stories confirm their importance for the people. Some of them were used as natural shelters and some to keep food like in a fridge, while some are just natural attractions confirming layers of different geological age. As a great natural corridor, the canyon has made travelling easier. The beaten path that is used for traders and other travellers in the past confirms the canyon's significance as a connection between distant destinations and trade centers. Remains of private hotels – inns, locally known as *hanovi* prove the intense presence of caravans, and ancient hospitality of the local people too. Remains of old watermills along the river get visitors more familiar with the power of the river and how people used it, revealing many individual stories, but also indicating

some the times culturally significant for the whole community. Meeting the local people who live next to the river and high above opens the door of the charming local lifestyle, traditional architecture, typical products and gastronomy. All these values could be presented by this thematic/educational trail.





Cijevna Canyon Mystics Trail, Google Earth Review



## Technical details and proposals

1. The trail goes along the river and then up to the edge of the canyon. There is a possibility to make a loop just on the part where it goes up to the villages on upper part of the canyon. The trail is available to be walked in both ways: first along the river and then to hike uphill to the villages on upper part of the canyon or vice versa - first to hike downhill from the villages above the river to the mostly flat part along the river. It depends on the preferences and capacities of the visitors, as well as from where they arrive in the canyon – from Tuzi or the Prokletije Mountains area.

Points of Interests on the trail are:

- 1) Ljemaja Bridge (start/end) (available parking is close)
- 2) Lazer Keća Stream and Canyon
- 3) Cave on the Lazer Keća Stream
- 4) The remains of the Lazer Keća watermill
- 5) Cafe bar Cemi
- 6) Špelkečja Cave on the river Cijevna
- 7) Doberčin Bridge
- 8) Mar Djeka mill and Cemi waterfall - Cijevna Seljišta
- 9) Kolj Mark Djeke Bridge and remains of a watermill in Naselj, Cemi - Cijevna Lofka
- 10) Remains of the bridge, watermill and inn (*han*) of Trice in Fu Viza, Cemi - Cijevna Lofka
- 11) Lofka Village (upper part of the canyon)
- 12) Priften Village (upper part of the canyon)
- 13) Cafe bar restaurant "Mullini i vjeter" - "Stari mlin", Cemi - Cijevna Lofka

Except the following four points:

- 2) Lazer Keća Stream and Canyon
- 3) Cave on the Lazer Keća Stream
- 4) The remains of the Lazer Keća watermill
- 5) Cafe bar Cemi

all other ones are on the right bank of the river along which the trail goes. It is recommended to visit all these four points on the left side, but from June to September/October because it is time when Café Cemi works, and when there is no water along the trail and points 3, 4 and 5 can be visited.

For point 13 is also important to mention that it is open for visits from June to September.

Other Pols are available during the whole year.

2. The length of the full trail is 12.2km (max), including all 13 Pols, but there are possibilities to walk less depending on visitors' preferences. There are some bridges across the river, connecting the trail with the asphalt road and making visitors able to adapt the duration of the walk to their preferences.  
Part of the trail that goes along the river is 9.5km long (max). It is the distance between Ljemaja Bridge and Cafe bar restaurant "Mullini i vjeter" - "Stari mlin", Cemi - Cijevna Lofka. From that place, the trail goes up to the edge of the canyon (less than 1km long trail) and part to the villages of Lofka and Priften follow (1.7km).



Also, there is an option - to go on the upper part of the canyon from point 8) Kolj Mark Djeke Bridge and the remains of a mill in Naselj, Cemi - Cijevna Lofka, and the trail is a few hundred meters shorter.

3. Along the river, the lowest point is 104m a.s.l. and the highest is 180m a.s.l., while the highest is 341m a.s.l. in the Lofka and Priften villages area.
4. The terrain is a combination of soil, stones and small part of asphalt as the trail follows a dirty road, a narrow path and the asphalt road between the villages of Lofka and Priften.
5. The part of the trail is in good condition. Some parts along the river must be cleaned as well as parts towards the upper part of the canyon. Also, it is important to signpost the trail and regular maintenance is required.
6. Heritage interpretation is proposed as a tool to develop the content on the tables along the trail, as it ensures meaningful experiences that modern travellers are looking for. The trail values should be interpreted in an inspiring way considering the content, design and media that will be used, as well as the interpretive knowledge and skills of certified interpretive guides.
7. Comprehensive research should be done to develop stories as content revealing the meaning of the attractions. It will be a part of an interpretive program. The results of this research will be used to develop short stories on the boards along the trail and also to develop longer stories on the website written according to heritage interpretation methods and techniques. Full stories should be available to the certified interpretive guides (it is recommended to engage local people to be guides and trained to get the certificates).
8. The signage along the trail should be developed considering all standards of signposting, but also with intentions to be authentic. Based on examples of good practice, signage must not be offensive, but well designed. Also, it should follow the interpretive program in terms of benefits in giving meanings to experiences, strengthening awareness and educating local residents and visitors about the values of the protected area, as well as environmental protection – the concept of Leave no Trace. It is recommended to consider:
  - The specifics of this area - the trail goes all along the river which water level in winter conditions can cause the signage destroyed for some phenomena.
  - The facts that ordinary info-tables spoil landscape values, so, it is proposed to develop authentic signage, made of natural materials (with necessary maintenance and protection), with interesting very short inspiring content, but the details on various topics about the rarities and authenticity of this area, and life of the people with the river and its canyon. Some details visitors should hear from certified interpretive guides and also could find more on website scanning the QR code on the pillars and tables. Finally, these inspiring contents should encourage visitors to become friends of the area – as an example is a signage in the Columbia River Gorge to thank volunteers. This builds a higher level of understanding, respect and protection of the area's values.

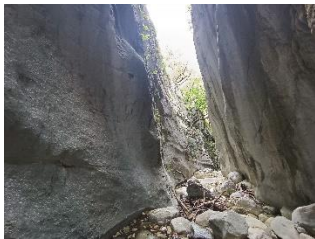
In addition to all these things related to amenities along the trail, it is good to have benches, but also a kind of viewpoints above the canyon/shelters in the case of a bad weather conditions, to enjoy the view or need of visitors to rest.



Authentic pillars and boards. 1st - Long Village Fitness Walk Trail in Dugo Selo, Croatia; 2nd and 3rd - Columbia River Gorge

9. Photos of the Points of Interest on the trail:

- 1) Most Ljemaja (start/end)
- 2) Lazer Keća Stream and Canyon:



- 3) Cave on the Lazer Keća Stream:



- 4) The remains of the Lazer Keća watermill

- 5) Café bar Cemi:





6) Špelkečja Cave on the river Cijevna

7) Doberčin Bridge:



8) Mar Djeka mill and Cemi waterfall - Cijevna Seljišta:



9) Kolj Mark Djeke Bridge and remains of a watermill in Naselj, Cemi - Cijevna Lofka:



10) Remains of the bridge, watermill and inn (*han*) of Trice in Fu Viza, Cemi - Cijevna Lofka:



11) Lofka Village:



12) Priften Village:



13) Cafe bar restaurant "Mullini i vjeter" - "Stari mlin", Cemi - Cijevna Lofka:



10. This trail could be a backbone for the further development of Tuzi municipality's tourism offer, as there are a lot of scenic trails used by locals in the past that could be connected with this thematic/educational trail.



*Two perspectives of the canyon – the view from the river and the view from above*



## ANNEX F2: Example of a thematic trail project documentation (separate document) for the National Park Lake Skadar

This document gives a practical example of how a local thematic trail can be planned and documented in the way that it is ready to be realised as a project. It was one of the 5 Thematic Trails fully developed in a public tender project of the Ministry of Sustainable Development and Tourism 2014-15, for the 5 National Parks of Montenegro, of which 2 have been realised so far – in NP Durmitor and NP Biogradska Gora. The full documentation can be shared by the author of this strategy.

***Staza broj 2 - Nacionalni park Skadarsko jezero***

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Ostaci manastira Prečista Krajinjska



Rad na razboju



Jedan od dvanaest bunara

***LEGENDE I ŽIVOT U KRAJINI I OSTROSU***  
*- Ljubav i tradicija koja traje -*

***LEGENDS and LIFE of KRAJINA-OSTROS***  
*- Love and Lasting Local Traditions -*

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## ANNEX G: Contacts for further information

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