

# National Road Map for Montenegro for implementation of LEADER/CLLD

Third Interim Meeting of the Regional Expert Advisory Working Group (REAWG) on LEADER

24<sup>th</sup> June 2020

Online meeting

Đorđije Brkuljan

# Overview of the process

- ▶ Desk research conducted
- ▶ Due to Covid - 19, only one meeting held
- ▶ First draft completed
- ▶ Draft has been shared with the representatives of the Ministry of Agriculture and Rural Development

# LEADER implementation in Montenegro

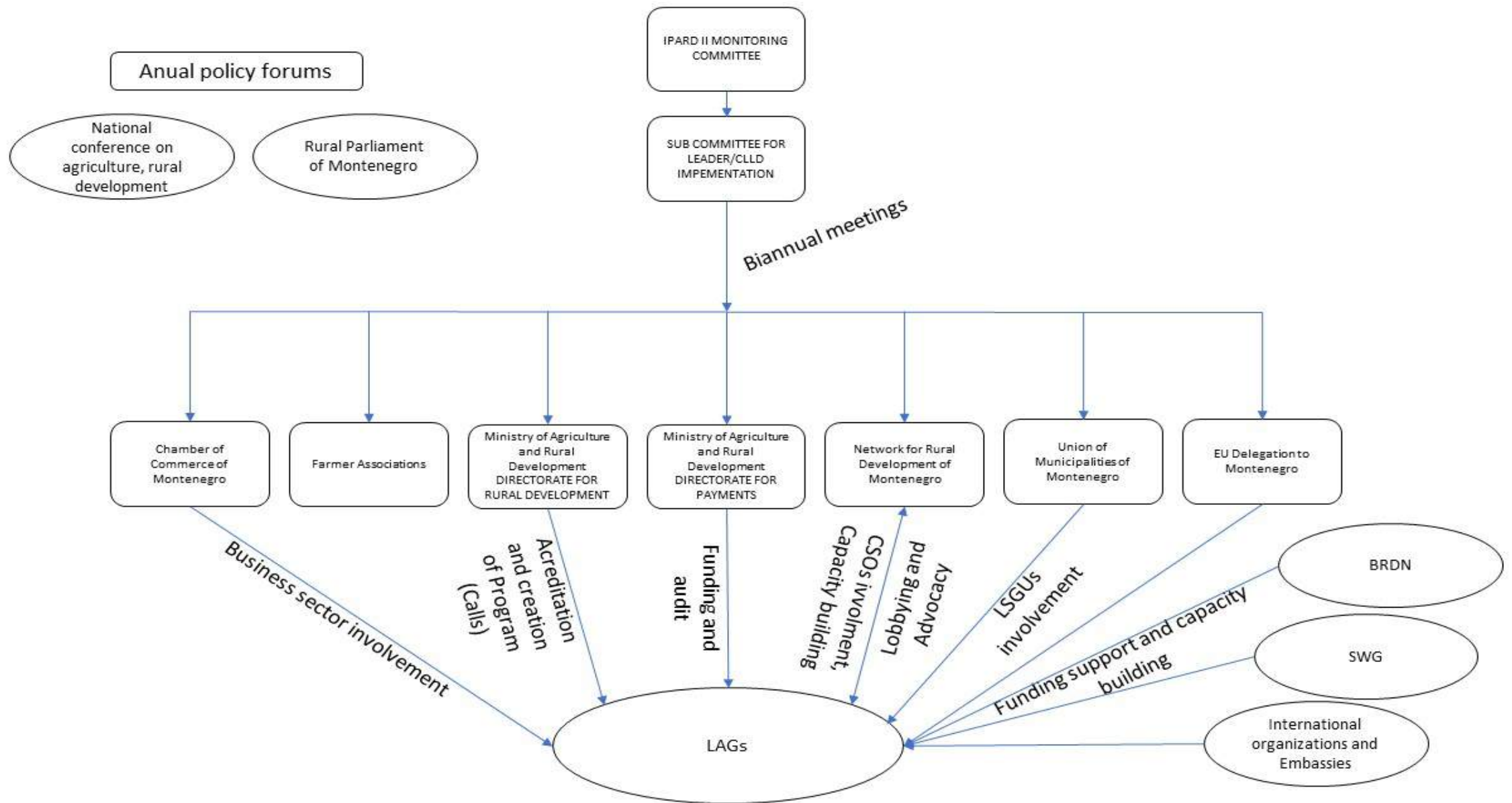
- ▶ LEADER measure has been introduced in the Law on Agriculture and Rural Development
- ▶ LEADER measure has been further elaborated in the Programme for the development of agriculture and rural areas in Montenegro under IPARD II 2014-2020
- ▶ There haven't been any substantial progress in the implementation of LEADER measure in Montenegro after enacting it in the Law on Agriculture and Rural Development and Programme for the development of agriculture and rural areas in Montenegro under IPARD II 2014-2020

# SWOT ANALYSES

	Human Resources and Organisational Capacities	Society	
		Development of cooperation systems	Development of enabling frameworks
<b>Strengths</b>	<ul style="list-style-type: none"> <li>⌚ Previous experience in implementation of measures 1 and 3 of IPARD II PROGRAME.</li> <li>⌚ Previous experience in introducing LEADER and CLLD in national legal and strategic framework.</li> <li>⌚ Now-how transfer of successful regional experience.</li> <li>⌚ Activation of local resources (situation with Covid-19 showed a great potential of using local resources in many fields)</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Existence of SWG RRD as intergovernmental organizations with LEADER oriented activities.</li> <li>⌚ Existence of Network for Rural Development of Montenegro as associations of CSOs working in the areas of agriculture and rural development.</li> <li>⌚ Existence of monitoring board for IPARD II Programme.</li> <li>⌚ Existence of Balkan Rural Development Network as Balkan association of national rural development networks of 7 WB countries.</li> <li>⌚ Involvement of Montenegrin CSOs and institutions in PREPARE.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Existence and enactment of LEADER in legal and strategic framework (Law on agriculture and Rural Development and Programme for the development of agriculture and rural areas in Montenegro under IPARD II 2014-2020).</li> <li>⌚ Political will in introduction of LEADER</li> <li>⌚ Existence of adopted local rural development strategies (1 strategy that expired) and on the level of local communities (Strategy for the development of community od Zupa).</li> <li>⌚ Recognition of financial measure 5 related to LEADER in IPARD II programme.</li> <li>⌚ Existence of non-formal LAG initiatives mostly among the members of NRD MN.</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>⌚ Lack of practical knowledge and awareness on LEADER AND CLLD</li> <li>⌚ Lack of formed and registered LAGs</li> <li>⌚ Lack of specific department within the Ministry of Agriculture and Rural Development with jurisdiction over LEADER implementation.</li> <li>⌚ Lack of specific department within the Municipalities with jurisdiction over LEADER implementation.</li> <li>⌚ Lack of capacities of LSGUs in local planning, lack of new ideas and projects and lack of private public partnerships.</li> <li>⌚ Lack of administration capacities within all the relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Lack of interorganizational national and local bodies related to implementation of LEADER that include most relevant stakeholders from all 3 sectors (public, civil and business)</li> <li>⌚ Lack of regular institutionalized platforms for policy discussions dedicated to LEADER and CLLS.</li> <li>⌚ Lack of database of major stakeholders from civil and private sector dealing with rural development.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Lack of legal frameworks (bylaws on for LAGs creation and accreditation)</li> <li>⌚ Lack of adopted unified methodology for development of local development rural strategies as a bas for further LEADER and CLLD development in Montenegro</li> <li>⌚ Lack of adopted local rural development strategies that are valid.</li> </ul>

	Human Resources and Organisational Capacities	Society	
		Development of cooperation systems	Development of enabling frameworks
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>⌚ Available regional and EU support in capacity building activities and LEADER and CLLD.</li> <li>⌚ Existence of non-formal LAG initiatives and different local rural development document as a base for further LEADER and CLLD development.</li> <li>⌚ Established national structures for implementation of IPARD II programme.</li> <li>⌚ Increased number of Academia, Businesses and CSOs interested in working within rural development area.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Organization of platform for policy discussion on national level dedicated to LEADER and CLLD through existing mechanisms like IPARD committee.</li> <li>⌚ Increase in number of associations connected to rural development topic gathering stakeholders from different sectors.</li> <li>⌚ Existence of Associations of Local Self Governments as a platform for enabling LEADER and CLLD on the local level</li> <li>⌚ Development of Regional parks of nature based on the structure of LAG nad based on local dev. Strategies.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Significant progress in EU Accession namely in chapter 11 - Agriculture and Rural Development.</li> <li>⌚ Implementation of the Smart specialization strategy in Montenegro connected to priority one - Sustainable Agriculture and Food Value Chain.</li> <li>⌚ Development of the new Rural Development and Programme for the development of agriculture and rural areas in Montenegro.</li> <li>⌚ Political commitment to implement LEADER and CLLD in Montenegro both on national and level.</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>⌚ Lack of will and interest and common objectives of most important stakeholders from 3 sectors (public, business and CSOs) for LEADER and CLLD.</li> <li>⌚ Inadequate dedication for improvement of administrative capacities for implementation of LEADER and CLLD.</li> <li>⌚ Lack of private stakeholders dedication for active involvement in the LEADER and CLLD implementation.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Lack of common interest and long-term vision and benefits of LEADER and CLLD implementation.</li> <li>⌚ Weak knowledge and interest of general public in the process of LEADER and CLLD implementation.</li> <li>⌚ Slow structural reforms process.</li> <li>⌚ Low regional cooperation in Montenegro among three major regions.</li> <li>⌚ Lack of existence of Regional Rural Development bodies such as Regional Development agencies, tourism offices etc.</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Delay in EU enlargement policy process for WB countries.</li> <li>⌚ Discrepancy in national and local policies and low level of involvement of the Municipalities in LEADER and CLLD implementation.</li> <li>⌚ Slow implementation of rural development policies on national level and local.</li> <li>⌚ Lack of budgetary funds on national and local level allocated for the implementation of policies concerning LEADER and CLLD.</li> </ul>

# Proposed steering structure



# Core processes

Level	Process Nr.	Description of process
1	1.1	IPARD preparation, certification and implementation
	1.2	Introducing LEADER in the Law on Agriculture and Rural Development
	1.3	Introducing LEADER in Program for Development of Agriculture and Rural Areas of Montenegro within IPARD II
2	2.1	Capacity building of rural stakeholders (CSOs, Agricultural producers, Community representatives, Cluster and Association representatives.)
	2.2	Development and implementation of international and regional EU funded projects related to LEADER/CLLD
	2.3	Creation and implementation of National policy discussion platforms with focus on LEADER/CLLD and LAG creation
	2.4	Implementation of subgrating programs for grass root organizations related to LEADER/CLLD and LAGs creation
3	3.1	Mapping process of potential LAGs in Montenegro for the porpoises of BRDN
	3.2	Creation of potential LAG
	3.3	Development of local strategic documents for Rural Development as a base for LAG development

# Priorities

	<p>Respective priorities set by the stakeholders for developing the LEADER system at three levels</p>
<b>...by public authorities</b>	<ul style="list-style-type: none"><li>⌚ Introduction of LEADER/CLLD into legislative and strategic framework (Law on Agriculture and Rural Development, Programme for the development of agriculture and rural areas in Montenegro under IPARD II 2014-2020 and Strategy for Development of Agriculture and rural areas) as a baseline for LEADER/CLLD implementation.</li></ul>
<b>...by networks and intermediary agents</b>	<ul style="list-style-type: none"><li>⌚ Raising awareness and Capacity building activities took place in the last 3 years mainly generated through international projects.</li><li>⌚ Advocacy and Lobbying activities took place in the last 3 years in order to start with the process of accreditation and implementation of LEADER/CLLD.</li><li>⌚ Process of mapping potential LAGs took place within the activities connected to BRDN.</li></ul>
<b>...by LAGs and local actors</b>	<ul style="list-style-type: none"><li>⌚ Some local actors (local grass root CSOs) started the process of preparation of Local development strategic documents and consultative meetings with potential LAG members in order to create baseline for future LAG development.</li></ul>



# ROAD MAP

The background features a series of overlapping, semi-transparent green triangles and lines that create a dynamic, abstract pattern. The colors range from light lime green to dark forest green. The overall composition is clean and modern, with the text 'ROAD MAP' centered in a simple, sans-serif font.

Action	Responsible actor and other contributing actors	Output	Date
🕒 Creation of the new in Program for Development of Agriculture and Rural Areas of Montenegro within IPARD II	🕒 Ministry of Agriculture and Rural Development	🕒 Program for Development of Agriculture and Rural Areas of Montenegro within IPARD II for the period 2021-2027	31.12.2020.
🕒 Creation of long-term strategy for raising awareness on LEADER/CLLD	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Strategy for raising awareness on LEADER/CLLD	31.05.2021.
🕒 Implementation of long-term strategy for raising awareness on LEADER/CLLD	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Awareness raised among major stakeholders among three sectors: public, private and civil.	31.12.2021.
🕒 Creation of Capacity building strategy	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Strategy for Capacity building on LEADER/CLLD	31.05.2021.
🕒 Implementation of Capacity building strategy	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Raised capacity for implementing LEADER/CLLD among major stakeholders among three sectors: public, private and civil.	31.12.2021.
🕒 Development of Legal Framework proposal for creation, registration and funding of LAGs	🕒 Ministry of Agriculture and Rural Development 🕒 Ministry of Public Administration	🕒 Defined legal framework for LAG creation and registration	31.09.2021.
🕒 Development of methodology for Local Development Strategy creation	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Defined methodology for Local Development Strategy creation that includes following scheme: diagnosis, mission/vision, goals/objectives, projects/tasks and monitoring	31.05.2021.
🕒 Mapping and stakeholder analyses for LEADER/CLLD for implementation	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 List of public stakeholders 🕒 List of private stakeholders 🕒 List of CSO stakeholders 🕒 List of potential LAGs	31.05.2021.
🕒 Capacity building activities for recognized potential LAGs	🕒 Ministry of Agriculture and Rural Development 🕒 Network for Rural Development of Montenegro (NRDMN)	🕒 Raised capacities of the recognized potential LAGs in the following topics: project and financial management; accounting for NGOs; management of investment projects; public procurement; tax administration for NGOs; employment law; basic IT tools, writing skills, communication	31.12.2021.

Action	Responsible actor and other contributing actors	Output	Date
<p>⌚ Development of financial and technical support for creation of potential LAGs</p>	<p>⌚ Ministry of Agriculture and Rural Development</p> <p>⌚ Network for Rural Development of Montenegro (NRDMN)</p>	<p>⌚ Defined financial support form Agro-budget for potential LAGs</p> <p>⌚ Defined technical support for potential LAGs</p>	<p>31.10.2021.</p>
<p>⌚ Creation of Subcommittee for LEADER/CLLD impementation</p>	<p>⌚ Ministry of Agriculture and Rural Development</p>	<p>⌚ Subcommittee for LEADER/CLLD established</p>	<p>31.05.2021.</p>
<p>⌚ Registration and accreditation of LAGs</p>	<p>⌚ Ministry of Agriculture and Rural Development (Directorate for Rural Development)</p> <p>⌚ Ministry of Public Administration</p>	<p>⌚ 5 LAGs established and accredited</p>	<p>28.02.2022.</p>
<p>⌚ Creation of Local Development Strategies for registered and accredited LAGs</p>	<p>⌚ LAG members, local animators, citizens of targeted geographical areas</p>	<p>⌚ 5 Local Development Strategies created</p>	<p>31.09.2022.</p>
<p>⌚ Start of the measure implementation of Local Development Strategies - LEADER/CLLD approach</p>	<p>⌚ Ministry of Agriculture and Rural Development (Directorate for Rural Development)</p>	<p>⌚ All the preparatory activities completed and following precondition satisfied.</p>	<p>31.12.2022.</p>
<p>⌚ Dissemination of the Local Development Strategies to key stakeholders and inhabitants of targeted local areas</p>	<p>⌚ LAGs</p>	<p>⌚ Local Development Strategies disseminated to key stakeholders and inhabitants of targeted local areas.</p>	<p>31.12.2022.</p>
<p>⌚ Organization of specific trainings in areas defined in the Local Development Strategies</p>	<p>⌚ LAGs</p>	<p>⌚ Specific trainings in areas defined in the Local Development Strategies organized for all 5 LAGs</p>	<p>01.04.2023.</p>
<p>⌚ Support of LAGs small scale projects</p>	<p>⌚ Ministry of Agriculture and Rural Development (Directorate for Rural Development)</p>	<p>⌚ Defined number of LAGs projects supported in accordance with pre-defined selection criteria trough open Call for proposal.</p>	<p>31.12.2023.</p>
<p>⌚ Improvement of the procedures</p>	<p>⌚ Ministry of Agriculture and Rural Development (Directorate for Rural Development)</p>	<p>⌚ Procedures improved</p>	<p>31.12.2023.</p>
<p>⌚ Improvement of the implementation of LEADER/CLLD</p>	<p>⌚ Ministry of Agriculture and Rural Development (Directorate for Rural Development)</p>	<p>⌚ Implementation of LEADER/CLLD improved</p>	<p>31.12.2023.</p>

Thank you for your attention!

Đorđije Brkuljan

Tel: +382 67 93 77 77

E-mail: [dordije.brkuljan@gmail.com](mailto:dordije.brkuljan@gmail.com)