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Marseille, France, 17-18 October 2016

**Agenda item 9: From measures to investment needs and projects (Capacity building session)**

**Training material for prioritizing projects for investment needs to contribute to NAPs implementation**

*The meeting has been organized in collaboration with the EU-funded Regional Project “SWIM and Horizon 2020 Support Mechanism”*



SWIM and Horizon 2020 Support Mechanism

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## **I. Introduction**

1. In 2015, the Contracting Parties to the Barcelona Convention updated their NAPs further to COP 18 Decisions, Istanbul, Turkey 2013, and as a follow-up to Decision IG 17/8 adopted by COP 15 in Almeria, Spain in 2008. The aim of this update was to contribute to the achievement of good environmental status (GES) through the implementation of the requirements of the LBS Protocol regional plans and the provisions of SAP-MED. The updated NAPs were endorsed in COP 19 meeting, Athens, Greece, February 2016. The NAPs include project fiches for financing investments of infrastructure projects in the fields of wastewater collection and treatment, municipal solid waste management, hazardous waste management facilities, and programmes to remediate contaminated industrial sites and close illegal waste dump sites.

2. In order to move the proposed NAP investment projects forward from concept to reality, national environmental agencies have to create the favorable conditions and the supporting environment needed for realization of these projects. In this document, the underlying conditions necessary for realizing investment projects are identified. Criteria for scoring and prioritizing project fiches based on their level of maturity for implementation are elaborated. A short training course titled: “From measures to investment needs and projects” is developed. The aim of this course is to assist representatives of national environmental agencies and relevant stakeholders to underline NAP project fiches with the highest potential for realization.

3. This document is prepared as a training material for NAP update teams to further enhance their capacity in designing project ideas and investment needs responding to measures and operational targets. This document has been prepared with the technical and financial support of the EU-funded Regional Project “SWIM and Horizon 2020 Support Mechanism”.

## **II. Underlying conditions for realizing investment projects**

4. As part of the NAP updating process, Mediterranean countries transformed priority investment measures into project fiches that capture conceptually the environmental aspects of infrastructure development for the protection of the Mediterranean marine environment. In total, 64 “investment” project fiches were prepared by 11 countries in the southern and eastern Mediterranean and the Balkans.

5. Following the completion of the project fiches, national environmental agencies are expected to undertake concrete steps to move the proposed projects forward from concept to reality. This is achieved by getting actively involved with key stakeholders in the project planning and preparatory phases.

6. In the planning phase, the national environmental agency should conduct a critical review and validate data included in the projects fiches. Gaps in data and information should be closed. The national environmental agency should also assess challenges and identify obstacles that prevent the project from securing the necessary funding for implementation.

7. In the preparatory phase, the national environmental agency should coordinate with the principal agency/entity responsible for project implementation (such as water and wastewater utility, industrial facilities, etc.). Specifically, the national environmental agency should accomplish the following tasks:

- a) Agree with the implementing agency on the “scope of project” in order to ensure that the project:
  - o Targets critical infrastructures, such as municipal wastewater treatment facilities, solid waste and marine litter management systems, or new technologies (BAT and BEP) that limit generation and/or appropriately manage the discharge of hazardous wastes,

- aqueous effluents, and air emissions from industrial facilities.
  - Stresses the strategic focus provided by UNEP/MAP hotspots list and National Action Plans (NAPs).
  - Addresses regional or cross-border impacts, if applicable.
- b) Agree with the implementing agency on the “concept of project” in order to ensure that the project:
- Is technically feasible, cost effective and contributes in an integrated manner to reduction of impacts on the “marine” environment.
  - Reflects future trends in pressures and impacts according to the present national baseline budget of pollutants (NBB) and the environmental issues of related hotspots.
  - Is effective in meeting the long-term provisions of the SAP; the legally binding measures of the regional plans and their timetables for implementation; and the GES targets regarding EO5 on eutrophication, EO9 on pollution and EO10 on marine litter.
  - Contributes to building human capital, improving institutional structures and national regulatory frameworks.
- c) Establish the necessary “supporting environment” by ensuring that the project is:
- In line with sectoral strategies and national development plans.
  - Has political backing and support for project concept and selection and is supported by stakeholders.
  - Coordinated with potential donors in the planning and preparation phases.

8. Ultimately, the measure of success is the ability of the national environmental agency to secure donors’/IFIs’ support and financial commitment for realization of the project. For that reason, national environmental agencies should allocate the necessary resources during the project planning and preparation phases to undertake and accomplish the above noted tasks.

### III. Criteria for scoring and prioritizing project fiches

9. Based on the aforementioned tasks, criteria for scoring and prioritizing project fiches are elaborated in Table 1. These criteria fall under three categories: (i) project scope, (ii) project concept and (iii) supporting environment. Under each category, assessment criteria are formulated and scoring measures are defined. For each measure, a score from 1 to 4 is assigned. Data and information in the project fiches are matched to the scoring conditions included in the table. An appropriate score pertaining to the selected condition is assigned accordingly. A score of 4 reflects a situation of meeting the assessment criterion to a large extent. A score of 1 indicates that the assessment criterion is not fulfilled.

Table 1: Criteria for scoring and prioritizing project fiches

ASSESSMENT CRITERIA	SCORING CONDITIONS			
	4	3	2	1
<b>Scope of project</b> (highest score 12 - a minimum score of 6 should be achieved for further consideration)				
Project targets critical infrastructures (municipal wastewater treatment facilities, reception facilities for solid waste and marine litter, BAT/BEP)	Includes wastewater treatment facilities or solid waste reception facilities or BAT/BEP that <u>directly</u> reduce discharge of pollutants to Sea	Includes wastewater treatment facilities or solid waste reception facilities or BAT/BEP that <u>indirectly</u> reduce discharge of pollutants to Sea	Includes other types of infrastructure (i.e. WWTP or reception facilities or BAT/BEP are not foreseen)	Consists mainly of soft measures with infrastructure construction budget of less than 50%

ASSESSMENT CRITERIA	SCORING CONDITIONS			
	4	3	2	1
Project stresses the strategic focus provided by UNEP/MAP hotspots list	Project measures directly contribute to the elimination of hotspots	Project measures moderately contribute to the elimination of hotspots	Project measures have weak contribution to the elimination of hotspots	Project measures have no contribution to the elimination of hotspots
Project addresses regional or cross-border impacts, if applicable	Area of the project is far from the border with no direct/indirect effects on the Mediterranean environment	Area of the project is close to border discharging treated effluent with negligible amounts of nutrients and/or toxic substances	Downstream area of project is close to border discharging treated effluent with moderate amounts of toxic substances	Downstream area of project is close to border discharging treated effluent with significant amounts of toxic substances
<b>Concept of project</b> (highest score 16 - a minimum score of 8 should be achieved for further consideration)				
Technically feasible, cost effective and contributes in an integrated manner to reduction of impacts on the "marine" environment	Project measures are technically feasible and cost effective and <u>reduce</u> impacts on the marine environment	Project measures are technically feasible and cost effective with <u>limited</u> impact on the marine environment	Project measures are <u>not</u> technically feasible and/or <u>not</u> cost effective	Project measures do <u>not</u> contribute to reduction of impacts on the marine environment regardless of cost
Reflects future trends in pressures and impacts according to the present NBB and the environmental issues of related hotspots	Project does not discharge any pollutants included on the NBB list with significant impacts on the marine environment	Project discharges pollutants high on the NBB list, and includes <u>effective</u> measures for pollution prevention and control	Project discharges pollutants high on the NBB list, but its measures are <u>ineffective</u> for pollution prevention and control	Project discharges pollutants high on the list of NBB and <u>does not include</u> any measures for pollution prevention and control
Effective in meeting the long-term provisions of the SAP; the legally binding measures of the regional plans and their implementation timetables; and GES targets <sup>1</sup>	Project measures <u>will fulfill</u> the legal provisions for pollution prevention and control of the applicable regional plans	Project measures will fulfill to a <u>large extent</u> the legal provisions of the applicable regional plans	Project measures will fulfill to a <u>small extent</u> the legal provisions of the applicable regional plans	Project measures will <u>not</u> fulfill the legal provisions of the applicable regional plans

<sup>1</sup> The legally binding measures, adopted in the context of implementation of Article 15 of the LBS Protocol, include plans and standards to reduce input of BOD, Mercury and POPs from municipal wastewater facilities and industrial facilities into the Mediterranean Sea. They also include a strategic framework and plan for marine litter management, in addition to criteria and standards for bathing waters quality.

ASSESSMENT CRITERIA	SCORING CONDITIONS			
	4	3	2	1
Invests in building human capital, improving institutional structures and national regulatory frameworks	Project includes concrete provisions for capacity building, improving institutional structures and regulatory frameworks	Project includes only special provisions for training on operation and maintenance of infrastructure facilities	Project builds on training provided in previous projects for operation and maintenance of infrastructure facilities	Project does not include any training on operation and maintenance of new infrastructure or improvements of institutional structures or regulatory frameworks
<b>Supporting environment</b> (highest score 12 - a minimum score of 6 should be achieved for consideration)				
Has political backing and support by relevant stakeholders for project concept and selection	Project has full political backing by the national planning authority as a high priority project in the national sectoral plan	National planning authority does not object to project even though it has a low priority in the national sectoral plan	National planning authority objects to project as it is not included in the national sectoral plan	National planning authority and public opinions do not advocate implementation of project
In line with sectoral strategies and national development plans	Project objectives are <u>fully</u> in line with the goals of national sectoral strategies and/or national development plans	Project objectives fulfill to a <u>large extent</u> the goals of national sectoral strategies and/or national development plans	Project objectives fulfill to a <u>small extent</u> the goals of national sectoral strategies and/or national development plans	Project objectives are <u>not related</u> to the goals of national sectoral strategies and/or national development plans
Coordinated with potential donors/IFIs in the planning and preparation phases	Donors and IFIs have undertaken feasibility studies for the project or prepared master plans for the project area	Donors and IFIs were presented with feasibility study based on which they appraised the project for implementation	Donor and IFIs simply financed project measures implemented by the governmental agencies	Donors and IFIs were not involved in project preparation or financing.

10. It is suggested that each project fiche fulfills a minimum of 50 percent of the highest score for each category. Hence, the minimum score that a project fiche would have to achieve to qualify for further consideration is 20. The maximum score is 40. The calculated final score would allow national environmental agencies to prioritize project fiches for further consideration with the relevant implementing agencies and interested stakeholders.

#### IV. Course setting and training tasks

11. The course is set in a roundtable workshop format. Working groups consist of participants of same countries.

12. Presentations are given to participants by the course facilitator on:

- a. the underlying conditions necessary for realization of investment projects;
- b. detailed explanation of the scoring and prioritizing criteria included in Table 1; and
- c. an example assessment against the aforementioned scoring criteria for a project fiche from Montenegro.

13. Results of the Montenegro project fiche assessment can be found in Annex A.

14. With 2 to 3 participants expected to attend from each country, two investment project fiches are provided to each country working group. In total, 11 countries from the southern and eastern Mediterranean have prepared project fiches.

15. The training programme tasks, responsibility for delivery and durations are listed in Table 2.

16. Each working group is provided also with a copy of Table 1 that includes the criteria for scoring and prioritizing project fiches, and a blank copy of Table 3 (follows) for documenting the results of the assessment.

17. Country group members are requested to assess the selected project fiches with regards to applicability to the scoring criteria included in Table 1, and to formulate their conclusions regarding any additional missing information to be obtained, or modifications to be made in the project fiche.

18. At the conclusion of the group assessment exercise, representatives from at least half the working groups make presentations of the highest scoring project fiches focusing on the key issues to be addressed for further consideration of the project.

19. The training course is designed to be completed in the allocated time period of 160 minutes.

*Table 2: Training programme tasks, responsibility for delivery and duration*

<b>Task No.</b>	<b>Task description</b>	<b>Responsibility</b>	<b>Approximate duration</b>
1	Welcoming course participants and assignment to round tables	Facilitator	10 min
2	Presentation on the underlying conditions for realizing investment projects, and criteria for scoring and prioritizing project fiches followed by application on concrete example	Facilitator	35 min
3	Distribution of materials to the working groups; and explanation of the tasks to be carried out	Facilitator	5 min
4	Working group undertakes assessment of project fiches and documents its findings	Country working groups	50 min
5	Presentation of working groups' assessment findings and conclusions	Group representative	50 min
6	Summary points and concluding remarks	Facilitator	10 min
<b>TOTAL</b>			<b>160 minutes</b>

## **V. Conclusion of course**

20. Upon completion of the training course, participants are expected to better identify the links between NAPs measures and investment needs. They are also expected to have built their capacities on better aligning the content of NAPs project fiches with the targets and measures set out in the NAPs.

21. In order to ensure that the aforementioned learning outcomes are achieved, the course facilitator will provide an overall summary of findings and conclusions presented by the individual working groups. Key points will highlight principal aspects that national environmental agencies should focus on when developing further their project fiches. Key points will also address the critical aspects of the supporting environment needed for securing funding from donors and IFIs.

## **Annex I**

**Assessment of an example project fiche from Montenegro against  
the scoring and prioritizing criteria**





<b>General description</b>	<p>Urban area of Kotor municipality is situated in patches around the most inland part of the Bay of Kotor. The largest urban cluster is Kotor/Dobrota, with a combined population of 14,000 inhabitants. Another 9,000 people live in smaller settlements along the Bay, such as Risan, Perast and Prčanj, and in the Grbalj area which is home to villages such as Radanovići.</p> <p>Tourism is of relatively low importance compared to the other municipalities on the coast, with a peak tourist number of about 10,900, adding some 50% to the population. Most of tourist activities take place around the bay.</p> <p>Kotor municipality has an industrial zone, situated in Grbalj. Industries used to contribute considerably to the local economy, but activities have practically ceased.</p> <p>The present sewerage network of Kotor is connected to the regional transmission main which transports sewage to the Trašte sea outfall. The original design included combined conveyance of wastewaters from Tivat and the industrial area of Kotor through this system.</p> <p>Sewerage coverage inside the town is relatively low, with small coverage in the old town, Dobrota and Kotor town proper, serving an approximate 8,200 permanent residents and 1,400 tourists.</p> <p>The structural condition of the existing network of Kotor is very bad for 70% of the sewerage network which regularly collapses. Wastewater is saline during the summer months due to the drinking water source being saline and possibly infiltration of saline groundwater.</p> <p>Bathing water quality at many beaches does not meet the relevant national and international standards.</p> <p>The long-term aim is to provide all settlements along the Bay of Kotor with piped sewerage, with sewage treated and discharged to the sea in an environmentally acceptable way that meets the relevant national and international legislation requirements. The total population of the municipality is not expected to increase significantly, only to 24,000 permanent residents and 12,900 tourists as a maximum. The sewerage network would serve 32,000 people, 87% of the total population. Industrial zone at Grbalj will also be served. Houses in the outlying settlements will continue to have on-site sanitation facilities such as septic tanks.</p> <p>Sewerage network in the settlements around the Bay will cover 630ha, tripling the present 210ha. Pressure mains will interconnect various settlements. Regional system will convey all sewage to Trašte, where a wastewater treatment plant will be located. The WWTP will also serve Tivat.</p> <p>The municipality of Tivat is located around the Tivat Bay, part of the Bay of Kotor. The town is situated on the north-eastern shore and has a population of about 11,500 permanent residents (including the population of Mrcevac). A further 2,200 citizens live in other parts of the municipality in smaller settlements.</p> <p>Tourism is of importance, more than doubling the population in the summer season; there are an estimated 15,700 tourists in Tivat during the peak season, of which about 6,700 holiday makers on the Tivat side of the bay, while 9,000 are on Luštica, the peninsula shading the bay from the open sea. The latter includes settlements with holiday houses such as Radovići and Krasići.</p> <p>The only industry of relevance for wastewater management is the shipyard, situated adjacent to the town.</p> <p>The present sewerage network of Tivat is very underdeveloped, with an estimated 6,000 people served during the summer season (4,000 permanent residents and 2,000 tourists). Overall Tivat has the lowest level of connection to the sewerage network of all the municipalities in the project area and lack of a sewerage network poses a risk to public health. In the household survey Tivat residents showed the lowest level of satisfaction with sewerage services as compared to all the other municipalities.</p> <p>The town of Tivat has four small service areas, each with its own sea outfall. The Seljanovo outfall serves the largest area and a pumping station is installed to pump</p>
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wastewater to the outfall, but the station often does not run, resulting in raw sewage disposal adjacent to the shore.

The structural condition of about 50% of the existing network is bad, with the remainder being of fair (average) condition.

Bathing water quality at the beaches where sampling and analysis is carried out meets the relevant national and international standards. However, continued discharge of raw sewage to the sea via short outfalls is a risk both to bathing water quality and public health.

The long-term aim is to provide all settlements along the Bay with piped sewerage by the year 2028, with sewage treated and discharged to the sea in an environmentally acceptable way that meets the relevant national and international legislation requirements. It is estimated that by 2028 the total population of the municipality would rise to 17,800 permanent residents plus 19,000 tourists. Sewerage network would then serve approximately 38,000 people, nearly the entire summer population.

Houses in the few outlying settlements will continue to have on-site sanitation facilities such as septic tanks.

The sewerage network of Tivat is connected to the regional wastewater system that also serves Kotor and its industrial area. This regional system has a large sea outfall at Trašte, near the hotel resort Plavi Horizonti on Luštica. The wastewater treatment plant, funded with KfW support, is near the outfall.

The town of Tivat is especially dependent on the regional system and a relatively high investment is required to connect the town to the system. It is only then that a technically sustainable system in the town can be developed and pollution of the Bay stopped.

The settlements (mainly tourist) on Luštica are less dependent on the regional system as they are located at its downstream side, near the outfall. However, sewerage here is less urgent than in Tivat town because of lower population numbers and housing densities. In addition to that, wastewater flows are low, as in the summer months there is insufficient water to supply this area regularly.

The aim of the project is to build the sewage network and WWTP in accordance with Council Directive 91/271/EEC, and thus prevent waste water from being discharged into the Adriatic Sea.

In the long run, construction of sewerage network and treatment plant will provide for the reduction of pollution and protection of the Adriatic Sea.

Construction of the wastewater treatment plant for Tivat and Kotor (72.000 PE) and of a part of the sewerage network is underway. Sources of funding: KfW bank's loan and Government of Montenegro. In order to achieve the objective, it is necessary to continue the development of the system sewerage network and WWTP in small settlements along the coast.


For projects that have not secured funding and are listed in the previous section (Estimated Project Value), schematic outline of main activities is as follows:

- providing financial resources
- preparation of project documentation
- EIA
- Construction.

<b>Depollution potential</b>	<p>The proposed project is related to the implementation of the NAP measure on improvement of the sewage system and construction of WWTFs in municipalities Kotor and Tivat which is coded EO5/MW1/M3, EO/MW1/M10.</p> <p>Thus, its implementation will highly contribute to decreasing the depollution potential through improvement of the public utility infrastructure in this part of the coastal area. The aim is to achieve targets defined in the Directive 271/91/EEC according to which parameters cannot exceed specified values at the outfall:</p> <ul style="list-style-type: none"> <li>- BOD5 (25 mg/l O<sub>2</sub>)</li> <li>- COD (125 mg/l O<sub>2</sub>)</li> <li>- TSS 35 mg (for more than 10 000 PE) 60 mg (for more than 10 000 PE).</li> </ul>
<b>Technical description</b>	<p>Master Plan for Wastewater Treatment and Disposal for the Montenegrin Coast and the Municipality of Cetinje (2005) and Feasibility Study "Wastewater Discharge in the Coastal Region" were developed for the purpose of improving sewage systems in Tivat and Kotor. They include a detailed analysis of:</p> <ul style="list-style-type: none"> <li>- the existing system,</li> <li>- proposed investment measures,</li> <li>- necessary rehabilitation and extension measures,</li> <li>- prioritization of measures,</li> <li>- design criteria,</li> <li>- return ratio,</li> <li>- technical design and alternative options,</li> <li>- cost estimate and O &amp; M costs,</li> <li>- implementation schedule,</li> <li>- financial analysis, and</li> <li>- sewage sludge disposal strategies, etc.</li> </ul> <p>In accordance with the situation presented above, the project has been assessed as sustainable.</p>
<b>Degree of preparation</b>	<p><b>Background documentation:</b></p> <ul style="list-style-type: none"> <li>- Master Plan for Wastewater Treatment and Disposal for the Montenegrin Coast and the Municipality of Cetinje (2005) - Studies financed by the EU</li> <li>- Feasibility Study "Wastewater Discharge in the Coastal Region" (2007) - Studies financed by KfW bank.</li> </ul>
<b>Economic &amp; Financial</b>	<p>In cooperation with the Project Implementation Unit, Ministry of Sustainable Development and Tourism conducted a number of projects such as: building sewerage network in Kotor, Tivat, Herceg Novi (KfW), WWTP in Kotor and Tivat (KfW), building sewerage network (IPA) and a WWTP (EIB) in Nikšić, building sewerage network and a WWTP (IPA, WBIF) in Pljevlja, etc.</p> <p>Implementation of the project contributes to the improvement of human health and of the environment (Adriatic Sea). The project will also have a direct impact on tourism and therefore, on employment.</p>
<b>Institutional &amp; Regulatory Framework</b>	<p>Representatives of the Ministry of Sustainable Development and Tourism, municipalities Kotor and Tivat as end users, project implementation unit (Vodacom doo) and IFIs will be actively involved in project implementation. Good coordination is very important throughout the project. The proposed project is in line with the strategic documents that were adopted by the Government of Montenegro: the 2005-2029 Master Plan for Wastewater Treatment and Disposal for the Montenegrin Coast and the Municipality of Cetinje (2005) and the Eco-remediation Strategy for Montenegro with its 2014-2020 Action Plan.</p>
<b>Social and Environmental Impact</b>	<p>The project will contribute to improving the environment. It will also have a positive impact on tourism, and it is expected to have an impact on household income.</p>

1. Based on the provided information in the project fiche No. 4 for Montenegro, an assessment is conducted to analyze project fiche contents against the scoring and prioritization criteria included in Table 1. Table 3 provides the results of this assessment. As can be seen, findings are presented for each of the three categories: (i) project scope, (ii) project concept and (iii) supporting environment. Under each category, required assessment criteria are listed and the actual relevant project measures are identified. For each measure the related scoring condition along with the associated score as per Table 1 is indicated. The sub-scores for each category along with the total score are finally computed as can be seen in Table 3.

Table 3: Results of the assessment of Montenegro project Fiche No. 4 against the scoring criteria

Category	Assessment criteria	Documented project measures	Scoring conditions	Score
Scope of project	Project targets critical infrastructures	Construction of WWTP, sewerage and storm drainage network for municipalities located around bay of Kotor	Includes wastewater treatment facilities that <u>directly</u> reduce discharge of pollutants to Sea	4
	Project stresses the strategic focus provided by UNEP/MAP hotspots list	Contributes to elimination of Hot Spot: Port of Kotor, category: B	Project measures directly contribute to the elimination of hotspots	4
	Project addresses regional or cross-border impacts, if applicable	 <p>The aim is to achieve targets defined in the Directive 271/91/EEC according to which parameters cannot exceed specified values at the outfall:</p> <ul style="list-style-type: none"> <li>– BOD5 (25 mg/l O<sub>2</sub>)</li> <li>– COD (125 mg/l O<sub>2</sub>)</li> <li>– TSS 35 mg and 60 mg</li> </ul>	Area of the project is close to border ( <i>Croatia</i> ) discharging treated effluent with negligible amounts of nutrients and/or toxic substances	3
<i>Sub-score (minimum 6)</i>				11
Concept of project	Technically feasible, cost effective and contributes in an integrated manner to reduction of impacts on the “marine” environment	Project involves construction of WWTP (with eco-remediation measures if possible), sewage and storm drainage networks,	Project measures are technically feasible and cost effective and <u>reduce</u> impacts on the marine environment	4
	Reflects future trends in pressures and impacts according to the present NBB and the environmental issues of related hotspots	In the matrix with ranking of impacts from land-based sources of pollution on the marine ecosystem, municipal wastewater form public water supply and utility companies and illegal outfalls was ranked highest due to lack of WWTP.	Project discharges pollutants high on the NBB list, and includes <u>effective</u> measures for pollution prevention and control	3
	Effective in meeting the long-term provisions of the SAP; the legally binding measures of the	Project addresses municipal sewage system (new construction and rehabilitation) in municipalities of Kotor and Tivat,	Project measures <u>will fulfill</u> the legal provisions for pollution	4



Category	Assessment criteria	Documented project measures	Scoring conditions	Score
	regional plans and their implementation timetables; and GES targets	improves bathing water quality, in addition to construction of a WWTP in Tivat municipality. The aim of the project is to build the sewage network and WWTP in accordance with Council Directive 91/271/EEC, and thus prevent waste water from being discharged into the Adriatic Sea.	prevention and control of the applicable regional plans ( <i>regional plan on BOD from municipal WWTP facilities, and criteria and standards for bathing waters quality</i> )	
	Invests in building human capital, improving institutional structures and national regulatory frameworks	No concrete information on the aspect of capacity building in project fiche, but it is known that KfW and EIB, as institutions, only finance projects which include an accompanying measure component for capacity building and improvement of institutional and regulatory structures.	Project includes only special provisions for training on operation and maintenance of infrastructure facilities	3
<i>Sub-score (minimum 8)</i>				14
<b>Supporting environment</b>	Has political backing and support by relevant stakeholders for project concept and selection	Project developed in cooperation with the Project Implementation Unit, Ministry of Sustainable Development and Tourism	Project has full political backing by the national planning authority as a high priority project in the national sectoral plan	4
	In line with sectoral strategies and national development plans	Master Plan for Wastewater Treatment and Disposal for the Montenegrin Coast and the Municipality of Cetinje (2005) and Feasibility Study "Wastewater Discharge in the Coastal Region" were developed for the purpose of improving sewage systems in Tivat and Kotor.	Project objectives are <u>fully</u> in line with the goals of national sectoral strategies and/or national development plans	4
	Coordinated with potential donors/IFIs in the planning and preparation phases	Master Plan for Wastewater Treatment and Disposal for the Montenegrin Coast and the Municipality of Cetinje was financed by the EU and the Feasibility Study "Wastewater Discharge in the Coastal Region" was financed by KfW. Hence, project coordinated with IFIs	Donors and IFIs have undertaken feasibility studies for the project or prepared master plans for the project area	4
<i>Sub-score (minimum 6)</i>				12
<b>Total score (maximum 40)</b>				<b>37</b>

2. As can be seen from Table 3, a total score of 37 (from a maximum of 40) is obtained for Montenegro's project fiche No. 4. This indicates that the project is indeed a priority investment project as per the defined assessment criteria. Minimum sub-scores are all met. It is recommended that the project fiche includes additional details on capacity building activities in addition to details for strengthening existing institutional and legal structures.