

MAVA IUCN project: Buna Delta Protection Project
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Stakeholders assessment report

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LIST OF ACRONYMS

ADF	-	Albanian Development Fund
FMO	-	Fish Management Organization
ICZM	-	Integrated Coastal Zone Management
DAR	-	Regional education directory
NAPA	-	National Agency of Protected Areas
RAPA	-	Regional Agency of protected Areas
PA	-	Protected Areas
CCRD	-	Connected Capabilities for Research and Development
GO2	-	Go on 2 wheels

1. Executive summary

1. This stakeholder assessment report was undertaken for the project Buna Delta Protection Project in Albania. The project is financed by MAVVA and implemented by IUCN ECARO. Its target are the coastal and island wetlands of high ecological value. The sites where the activities will be implemented are the Buna River Velipojë protected Landscape in Albania.

2. The main objective of this assessment is to identify the main stakeholders which have a stake in the topic of interest and to use them as a valuable mechanism in order to working together and reverse or reduce the threats of the developments in Buna River Velipojë protected landscape and ensuring a long term conservation of habitats and species in this landscape. There will be used three different strategies to achieve the desired results: increasing the knowledge base and awareness on ecosystem service and values, integrated coastal wetland management and sustainable land use practices; improving the management of the pilot site and enabling a multi-stakeholder governance.

This report will be a supporting and orienting document for the third strategy of the project.

3. The methodology applied for the assessment included the use of a preliminary list of stakeholders which us further developed and updated and the application of stakeholder theory. For the assessment of stakeholders place in process was taken into consideration the ICZM process.

2. Summary of the project

The goal of the project is to ensure the long-term conservation of species and habitats in the Buna River Velipojë Protected Landscape with particular emphasis on halting or significantly reducing unsustainable development and water abstraction. In order to address these threats by 2022, a multifaceted action plan including knowledge and awareness, capacity development and site-based measures, as well as improved governance for the site, will be implemented. By 2022, it is expected that the development threats that affect the BRVPL are significantly reduced or eliminated. It is expected that no further development in high value wetlands will occur and further degradation of habitats halted. Furthermore, it is anticipated that damaged wetlands and coastal habitats will be restored. In order to address socio-economic issues and human well-being, sustainable tourism and land use practices will be introduced and promoted. The objective is to link local economic activities with preserved coastal and wetland habitats.

3. Objectives for the assessment report

The objective of this report is to create a comprehensive list of key stakeholders of the Buna River Velipojë Protected Landscape project. For the purpose of this report a stakeholder was defined as: "*any individual, group or institution who has interests in natural resources of the project area and who affects or can be affected by the actions of the project*". The stakeholders assessment report will contribute to the Handbook on governance and needs assessment which is part of the project.

4. Methodology

The stakeholder analysis was used as the primary mean of identification since it is a flexible tool which helps to identify the various stakeholders by following four steps:

- identification of stakeholders
- analysis of institutional stakeholders
- assessment of stakeholders importance and influence
- assessment of stakeholders "place in process"

Each of the following steps will be examined in details below in the report.

5. Results

5.1 The list of stakeholders

The main essential step of the stakeholders analysis is the identification of the key stakeholders with whom the project needs to engage with. Below is a list and a short presentation of the main identified stakeholders with a stake on the project.

Table 1. List of the key stakeholders

STAKEHOLDER				
Name	Short presentation	Private sector	Public sector	Civil society
MUNICIPALITY OF SHKODRA	Local decision making public institution which draws up plans, programmes, policies for the development of its territory and its residents benefits.			
Voltana Ademi	Mayor of Shkodra Municipality			
Mr. Arben Gjuraj	Deputy Mayor			
Ridvan Sokoli	Director of the Development Directory of Strategic Planning and improvement of			

	business climate			
Gjovalin Darragjati	Head of the administrative unit Dajç			
Altin Kaqi	Head of the administrative unit Velipojë			
Alban Sekja	Director of the Directory of Agriculture, rural development & managing of ATLP			
Aida Shllaku	Director of the Directory of Environment, Forests and Water Management			
Josef Ndoci	Specialist at the Directory of Environment, Forests and Water Management			
Besnik Tahiri	Specialist at the Directory of Environment, Forests and Water Management			
Erkam Borici	Specialist at the Directory of Environment, Forests and Water Management			
Gentian Mema	Director of Tourism Directory			
Renato Lumci	Specialist in the Tourism Directory			
Entri Çaku	Specialist Regional Education Directory Shkodra			
SHKODRA PREFECTURE	Assures the sovereignty, constitutional law, public health, control and development of territory and environment protection			
Cesk Millja	Head of the prefecture			
Andris Tufi	Specialist at the Regional Tourism Committee			
FMO Shkodra Lake	Regulates the activity of fishing, its management, protection of species through sustainable activities			
Arjan Cinari	Administrator			
Gezim Lezaj	Member			
ADF	Development organization for sustainable development of Albania			
Shpetim Quku	General Director			
Spartak Sokoli	Tourism Expert			
MINISTRY OF TOURISM AND ENVIRONMENT	Orienting and assuring the development of tourism and protecting the environment			
Blendi Klosi	Minister, Ministry of Tourism & Environment			
Klodiana Marika	Director of Biodiversity & Protected Areas, Ministry of Tourism and Environment			
<i>National Environment Agency</i>	Public central institution, dependable on the ministry			
Edison Konomi	Director, National Environment Agency			

<i>Regional Environment directory Shkoder</i>	Regional Environment Directory, Shkoder			
<i>National Tourism Agency</i>	Promoting tourism in Albania			
<i>National Coastal Agency</i>	Managing and protecting the natural coastal resources and promoting the touristic destinations			
Auron Tare	General director of National Coastal Agency			
NAPA	Management, protection, development, expansion and operation of the protected areas in Albania. Manages the network of protected areas			

Zamir Dedej	General Director of the National Agency for Protected areas			
RAPA SHKODRA	Institutional network which implement the duties for protection and development of PL of the region under the jurisdiction of RAPA			
Agim Dardlha	Director of RAPA Shkoder			
Tonin Macaj	Management director			
Vesel Tusha	Monitoring specialist			
Florinda Sterkaj	Member			
Festim Brojaj	Member			
Age Martini	Specialist			
Eduard Gajtani	Forest expert			
MINISTRY OF AGRICULTURE & RURAL DEVELOPMENT	Developing the agricultural sector and the rural one			
Bledar Cuci	Minister, Ministry of Agriculture and Rural Development			
Roland Kristo	Deputy Minister, Ministry Agriculture and Rural Development			
Arian Palluqi	Director of Fishing Directory			
MINISTRY OF INFRASTRUCTURE AND ENERGY	Planning & implementation of policies for the sectors of urban development, infrastructure & transport, etc			
Belinda Balluku	Minister, Ministry of infrastructure & energy			
Fiona Mali	Director/National Territorial Planning Directory			
NGOs and CIVIL SOCIETY	Focus their work on enhancing social inclusion, development, protection of society assets and natural resources			

Eltjana Shkreli	Urban Planner, CEO Sustainable Urban Planning Organization GO2			
Sokol Guri	Forest Federation Shkoder			
Petrit Imeraj	Albanian Alp Alliance			
Armando Lohja	Creative City, NGO			
Djana Bejko	Albanian Shkodra Lake Forum			
Mirjam Dibra	Woman in Integration			
Aurora Pirovic	Natural Guide, member of the BalkaNatureNet			
Matilda Andoni	Albanian Tourism Association			
Kastriot Faci	Eco social farm			
Mirsad Basha	EkoMendje			
Julinda Bala	CCRD			
Mark Rupa	Natural Resource Management Advisor CNVP			
UNIVERSITIES AND RESEARCH INSTITUTIONS	Creating high skilled human resources, researching and orienting development, training and assistance			
Adem Bekteshi	Rector of University of Shkodra			
Dr. Aurora Dibra	Lecturer, Department of Biology & Chemistry			
Anila Neziri	Lecturer Faculty of Natural Sciences			
Marash Rrakaj	Lecturer, Department of Biology & Chemistry			
Rrok Smajlaj	Lecturer, Department of Biology & Chemistry			
Suzana Kuci	Dean, Faculty of Natural Sciences			
Ervis Krymi	Lecturer, Department of Geography			
Dritan Rustja	Lecturer, Department of Geography			
Arjeta Troshani	Lecturer, Department of Tourism			
BUSINESSES	Creating offers, performing and offering services			
Mandarina project	Shkodra Tourist Official Brand & Shop			
Mirsada Lumci	Point Travel, Travel agency, Shkoder			
Silvi Bushi	Best Travel Adventures, Travel agency, Shkoder			
Andris Tufi	Vila Tufi, Hotel/restaurant, Velipoje			
Dorela Mema	Shkodra Travel & Tours, Shkoder			
Ajet Vataksi	Vataksi Bar/Restaurant, Travel agency, Buna			
Vasil Nikolli	VALZ hotel / Velipoje			
MEDIA	Reporting and informing the public			
TV1 Channel	Regional Tv Channel based in Shkodra			
Star Plus	Regional Tv Channel based in Shkodra			

The Shkodra Municipality has different directories which are importantly linked to the focus of the project such as: the Development Directory of Strategic Planning and improvement of business climate, the Directory of Agriculture, rural development & managing of ATLP, the Directory of Environment, Forests and Water Management and the Directory of Tourism and also important for the project activities, the Regional Education Directory. Each of the directories here are represented by their directors and specialists and cover areas of interest of the project as all have strong knowledge base, awareness and capacity towards the sustainable development of the Buna River Velipoja Protected landscape through their plans and programmes and areas of intervention. The Municipality has specifically its own plan for the protection of biodiversity in Shkodra Municipality. Considering the reorganization of the administrative-territorial division in Albania, since in 2014 what before was a commune now is an administrative unit such as for our projects interests are the Velipojë and Dajç.

The Shkodra Prefecture has a stake on the project since it is by law the representative of the Council Ministers of Albania and is in charge for the coordination of the work with municipality, Shkodra County and administrative units.

FMO Shkodra Lake, works with a contract with the ministry of Agriculture and rural development and focuses its activity on the sustainable use of natural resources through sustainable activities around the lake. Its activities impact the Buna river as it is connected with the Shkodra lake.

The Albanian Development Fund is a developing organization with 25 years of experience and mainly works for the development of the infrastructure, urbanisation, tourism and cross boundary cooperation. It has international partners and a portfolio of 1 mld euro for the period 1993-2020. Its projects on tourism and rural development give them a stake on the project.

The Ministry of Tourism and Environment is closely linked to the project. It has different agencies and directories under its dependence such as the agency of Environment, for Tourism or Coastal agency, both at national level. Through these directories the ministry assures the protection of the natural areas, the well management and further development. In the last few years, this ministry created the National agency of protected areas (NAPA) which has on its dependence the Regional agencies of protected areas (RAPA). The Buna River Velipojë protected landscape is protected and managed by these actors. The Shkodra RAPA has experts and members which work to achieve the goals of the NAPA and Ministry and manage the protected area.

The Ministry of Agriculture and Rural development is here related to the project since it has its framework and legal basis for the land use in rural areas and the national strategy of fishing. Meanwhile the Ministry of Infrastructure and Energy has under its dependence the National Territorial Planning Directory which further has developed the Integrated Intersectorial plan for the Coastline as a basis for the development on the coastal area.

The next group of stakeholders identified in the table above include NGOs and individuals with high interest in the project area. That because of the focus of their work and long lasting experience. They can bring their knowledge, relevant information and feedback from the applications of their prior projects focused on natural areas. The University of Shkodra is an actor of interest since it offers bachelor programmes on the areas of: biology, chemistry, tourism, geography. The benefits of the inclusion of this stakeholders is twofold: their staff and students they prepare, so becoming a knowledge distributor in the region and contributor to its development.

Business are those stakeholders which offer their services or products in or around the area of interest. So, through their business practices they can affect or can become affected by the project results. Each businesses can contribute through their real and everyday life experiences towards the promotion of the sustainable practices which can benefit them in the future. The projects is easily accepted if these stakeholders are an integral part as they are mainly run by owners who are from the areas around and have high knowledge about the culture, practices and communications which sometimes can trigger misunderstandings.

Lastly, I suggest the media to be a stakeholders, since we live in the society of information and people want and like to being informed of every ongoing situation.

It is important to include as much stakeholders as possible from the list above during the different project phases as it will include their different points of view which is a valuable asset. It is quite clear that there are stakeholders with different backgrounds and positions but it saves a lot of time and it increases the credibility of the projects results if these stakeholders are an important part of the project.

5.2 Analysis of institutional stakeholders

Through an analysis of existing institutions, their status and relevance were taken in consideration when mapping their roles, capacities and resources.

Table 2 . Institutional analysis

INSTITUTIONS					
Name	Remit	Role/Responsibility	Capacity	Decision making	Resources/Skills
MINISTRY OF TOURISM AND ENVIRONMENT	Main policymaking institution for the protection and administration of the PA	Approves and develops plans for the managing, zoning and status revaluation.	Capacity to design plans, measures, policies; coordinate work and approve objectives	The highest level of decision making regarding the PA	Skilled human resources, data gathering and dissemination, funding and international funds management

National Environment Agency	Has its own directory in Shkodra whose functions are foreseen by law	Gives permissions; evaluates the impact on environment and responsibilities fulfilment	Reports; publications; monitoring; accreditation	Is financed by the state but is an independent decision maker in its duties realization	Has different donators, adequate personnel, distributes information
National Tourism Agency	Using tools and different methods to manage the participation of Albania in fairs/events	Main activity is to promote Albania as a touristic destination	Include the PA in the destinations to promote; communications skills	Depending on the ministry; supporter	Specialists and financial resources for promotion, international relations; 25 employees
National Agency of Protected Areas (NAPA)	Depending on the ministry, administration and control of the PA	Organizing and controlling the area; collecting, analyzing on periodical basis; educating the community	Monitoring capacity, identification of different issues; special equipment for monitoring and evaluation	Not a decision maker but an implementer	Trained staff, financial resources from ministry/agencies or projects
RAPA Shkodra	Depending on NAPA, implement duties for the protection and development of the PA	Institutions which are specialized to implement the duties given by NAPA	Monitors and inspects the developments/threats in the area	Controlling implementation	Human skilled resources
National Coastal Agency	Mainly has a remit in the Velipoja area to assure the application of strategies	Protect the coastal area, promote and monitor projects, follow the development of the area	Cooperating actions; priority setting	Creates rules and standards for the administration of the public spaces along the coastal line	Collecting and dissemination of information, raising funds through projects; 30 employees
MINISTRY OF INFRASTRUCTURE AND ENERGY	Focuses on developing important sectors of the economy: urban development, energy, transport;	Regulates the sea transport	Analyse development, design measures, inspect the area	Has a legal basis and Decisions which give development and investment orientation	It has 21 directories, each with its own specialists

National Agency for Territory planning	Dependable on the ministry; of interest here is the focus on the coastal area	To create a better relation among business investments and sustainable development, protection of the area	Has a specific Integrated Intersectorial Coastal Plan	The law for the PA and Strategic evaluation of Environment	International collaborations, intersectoral collaboration
MUNICIPALITY OF SHKODRA	The protected landscape is part of the natural resources of managed by Shkodra Municipality. Acts according to the law.	Collaborates with the RAPA to implement the activities regulated by the law	Uses legal basis to design plans and implement them according the proper principles	Implementer	Information gathering and sharing, budget planning for intervention when needed
SHKODRA PREFECTURE	Representative of the Ministers Council	To take care, follow and take measures regarding the local institutions performance	Monitoring and evaluating capacity	Verifies the accountability of the acts approved by the local organs in communes and municipalities	Evaluation specialists; performance evaluation;
MINISTRY OF AGRICULTURE & RURAL DEVELOPMENT	Main focus is on fishing and supporting agriculture for rural development	Guiding the development of rural areas and supporting it	Designing measures, plans, projects, standards	Own strategies, regulations, agreements	Technical and financial skills
UNIVERSITIES AND RESEARCH INSTITUTIONS	Awareness about coastal problems	Creating awareness about the importance of sustainable development	Analysis capacity and mentoring	Interpretive and consultative capacity	High skilled researchers, skilled and informed youngsters; projects on natural resources

The institutional stakeholders category may be the one which is more complex to be clearly identified but is among the most important stakeholders for the project legitimacy. As it is shown above, the main institutions identified are the ministries, prefecture, municipality and

university or research institutions. The most important ministries related to the project are the Ministry of tourism and environment, Ministry of agriculture and rural development and the Ministry of infrastructure and energy. These ministries have agencies which are specialized on a special area. Taking into consideration the characteristics of these stakeholders, they set the framework for effective planning and goal achievement.

5.3 Assessment of stakeholders' importance and influence

After the identification of stakeholders, analysis of the institutional stakeholders more in detail, the next step of the analysis includes the evaluation of stakeholders importance and influence. The power, interest and legitimacy were evaluated as high, medium, low, none. Considering their combinations the categories below were identified.

Table 3. Stakeholders categories

STAKEHOLDER	Power	Interest	Legitimacy	Category
MUNICIPALITY OF SHKODRA	high/medium	high/medium	high/medium	a1
SHKODRA PREFECTURE	high/medium	low/none	high/medium	b1
MINISTRY OF TOURISM AND ENVIRONMENT	high/medium	high/medium	high/medium	a1
MINISTRY OF AGRICULTURE & RURAL DEVELOPMENT	high/medium	low/none	high/medium	b1
MINISTRY OF INFRASTRUCTURE & ENERGY	high/medium	low/none	high/medium	b1
RAPA SHKODRA	high/medium	high/medium	high/medium	a1
NAPA	high/medium	high/medium	high/medium	a1
FMO Shkodra Lake	high/medium	high/medium	high/medium	a1
ADF	high/medium	low/none	high/medium	b1
NGOs and CIVIL SOCIETY				
Sustainable Urban Planning Organization, GO2	low/none	high/medium	low/none	c2
Forest Federation Shkoder	low/none	high/medium	high/medium	
Albanian Alp Alliance	low/none	high/medium	low/none	c2
Creative City, NGO	low/none	high/medium	low/none	c2
Albanian Shkodra Lake Forum	high/medium	high/medium	low/none	a2
Woman in Integration	low/none	high/medium	low/none	c2
Natural Guide, BalkaNatureNet	low/none	high/medium	low/none	c2
Albanian Tourism Association	low/none	high/medium	low/none	c2
Eco social farm	low/none	high/medium	low/none	c2
EkoMendje	low/none	high/medium	high/medium	c1
CCRD	low/none	high/medium	low/none	c2
Natural Resource Management Advisor CNVP	low/none	high/medium	high/medium	c1
UNIVERSITIES AND RESEARCH INSTITUTIONS	low/none	high/medium	high/medium	c1
BUSINESSES	low/none	high/medium	low/none	c2
MEDIA	low/none	high/medium	low/none	c2

Shkodra municipality, the ministry of tourism and environment, RAPA Shkodra and NAPA are all included in the A1 category which has the following characteristics:

High/medium power, High/medium interest, High/medium legitimacy
Stakeholders belonging in this category are characterised by a combination of high or medium power to promote or oppose the implementation of the management instrument, high or medium interest in its outcomes and the legitimacy attributed by their legal rights or responsibilities to be engaged in the public participation procedures. These characteristics make them very valuable for any management instrument activity implementation, since they can influence, promote or inhibit it.

All these identified stakeholders have high interests in the positive outcomes of the projects which will bring sustainable development of the area.

Shkodra Prefecture, Ministry of Agriculture and rural development, Ministry of Infrastructure & Energy, FMO Shkodra lake are category B1 as they have high power and high or medium legitimacy but low interest in the project since they are not directly affected. Other characteristics of the B1 category are: they have high or medium legitimacy to be involved in the management instrument implementation which derives by their legal rights or responsibilities, despite the fact that they have little of nothing to gain or lose from the management instrument outcomes. Their characteristics bestow them influence which could be employed creatively and objectively.

A higher range of diversity exists in the group of NGOs and civil society since some of them are part of the C1 category and some of the C2.

EkoMendje, Natural Resource management advisor CNVP and the university are categorized as C1 by having low power, high or medium interests and mainly medium legitimacy towards the implementation and the results of the projects considering their areas of expertise.

GO2, Albanian Alp Alliance, Creative City, Woman in Integration, the natural guide, Albanian Tourism Association, Eco social farm, CCRD, Businesses and Media are considered as C2 category since they have low power, high or medium interest and low legitimacy to participate or affect the management of the project.

Other characteristics of the C1 category include: the actors are found in a rather vulnerable position since, according to their characteristics, they do not have the power to defend their interests or assert their legitimacy, however high these may be. Because of this, it is imperative that any such stakeholders be given the opportunity to input and participate in the management instrument implementation and therefore their collaboration should be actively sought.

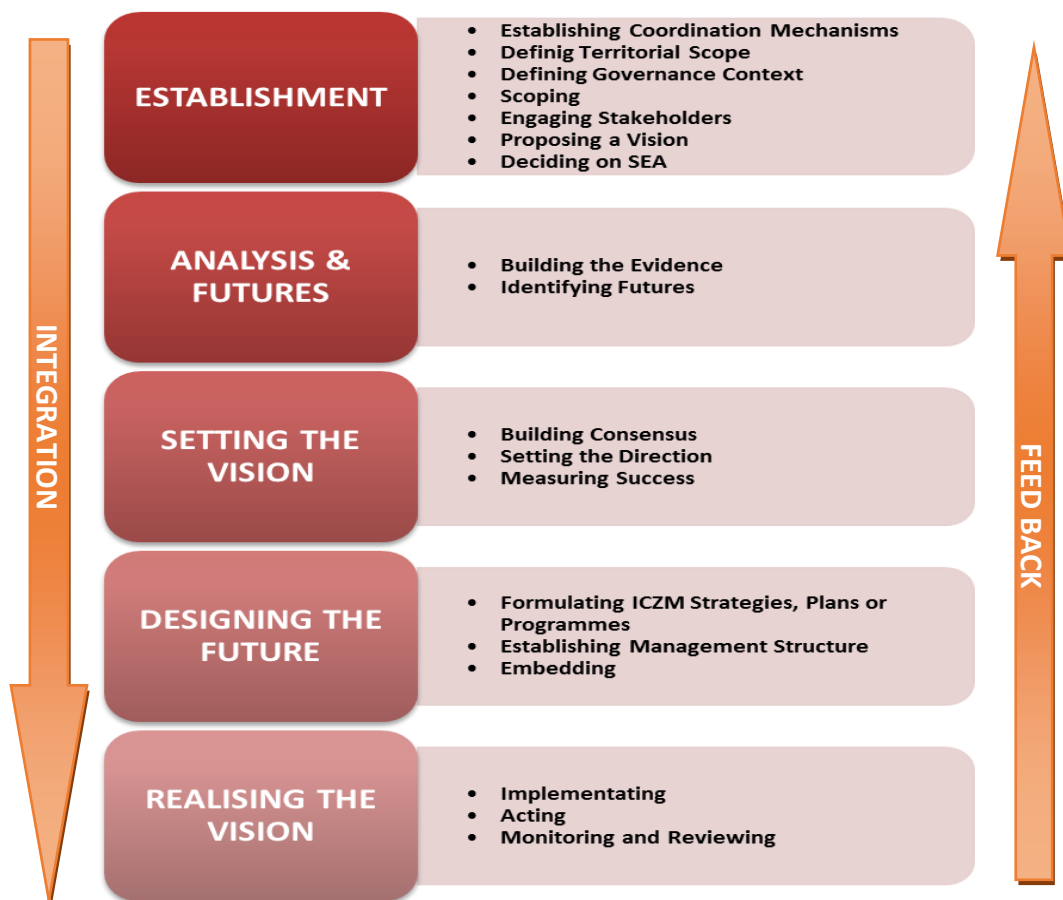
Meanwhile the stakeholders belonging to the C2 category are characterised by low or no power and legitimacy to participate and affect the implementation of the management instrument, in spite of having high or medium interests to do so.

5.4 Assessment of stakeholders "place in process" actors

For the successful realization of all project stages, it is important to have a clear insight of the stakeholders place during the ICZM process.

The Integrated Coastal Zone Management Process is designed to assist the implementation of the ICZM Protocol which provides a common legal framework to promote and implement the ICZM in the Mediterranean. It includes five stages : the establishment, analysis and futures, setting the vision, designing the future and realizing the vision.

Figure 1. The stages of the ICZM Process



Considering these five stages the stakeholders were tallied by also considering the level of participation which begins with informing, continues with consulting and involving and ends with collaboration. Each level of participation is explained in details below:

Inform: Provide the stakeholders with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.

Consult: Obtain stakeholders feedback on analysis, alternatives and/or decisions. Keep the stakeholders informed, listen to and acknowledge their concerns and provide feedback on how public input influenced the decision.

Involve: Work directly with stakeholders throughout the process to ensure that public concerns and aspirations are consistently understood and considered. Ensure that stakeholders' concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how their input influenced the decision.

Collaborate: Partner with stakeholders in each aspect of the decision, including the development of alternatives and the identification of the preferred solution. Look to the stakeholders for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

The results of the combination of the stages of the ICZM process and level of participation are summarized in the table below.

Table 4. Assessment of stakeholders' place in process

		Level of engagement/participation			
		Inform	Consult	Involve	Collaborate
Stage in ICZM process	Establishment	NGOs & civil society, media, universities & research institutions, businesses, ADF	Ministries, FMO Shkodra lake, Municipality, Prefecture		
	Analysis and futures	Media, Universities & Research institutions	NGO & Civil society, FMO Shkodra Lake, Prefecture, ADF	Ministries, Municipality, Businesses	
	Setting the Vision	Media	ADF, Universities & research institutions	Ministries, Prefecture	Municipality, Businesses, FMO Shkodra lake, NGOs & civil society
	Designing the future	Media	ADF, Universities & research institutions	Ministries, Municipality	Prefecture, Businesses, NGOs & civil society, FMO Shkodra lake
	Realising the vision	Media, Universities & Research institutions, ADF	Municipality, Prefecture	FMO Shkodra lake	Ministries, Businesses, NGOs & civil society

During the first stage of the ICZM process, the stakeholders are mainly informed and consulted considering here their power, interests and legitimacy. In the second stage, the analysis and futures, stakeholders which have high/medium power and high/medium interests are considered important to being involved. In the third stage, setting the vision, is important

to build consensus, set the direction and measuring success, thus the level of engagement includes here collaboration with stakeholders who have high/medium power and high/medium interests and that are affected and have a very good understanding of how they desire the future to be. During this stage ministries and prefecture will be involved, ADF and Universities consulted and media informed.

The process continues with the future design, formulating strategies, planes and programmes, establishing the management structure and embedding. Here the level of engagement of prefecture moves to the collaborative one, since it will become the head of the management committee. Meanwhile the Municipality is involved in the process as of its power and legitimacy. The role of media, ADF and universities remains unchanged.

The ICZM process ends with the vision realization stage, implementation, acting and monitoring and reviewing. It is important to keep media, universities and ADF informed about the realization of the project, consulting the municipality and prefecture since of their legitimacy in the area of the project, to keep the involvement of the FMO Shkodra lake and the close collaboration with the ministries for any possible reviewing. The collaboration here is important with businesses, NGOs and civil society since from them can come direct advices, solutions and recommendations.