

Short- and long-term training plan for implementation of NATURA 2000

Twinning Project MK 13 IPA EN 02 17

Strengthening the capacities for effective implementation of the acquis in the field of nature protection

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Summary

This Training Plan describes how the capacity of the personnel in nature protection organizations, other relevant administrations and stakeholders could be built to meet the challenges of the fast-developing working environment, especially in adopting the requirements of EU Habitat and Bird Directives. This training is targeting a period of three to five years. Nevertheless, it also includes short term proposals e.g. covering the duration of this project until August 2019. A brief assessment of the previous Long-term Training Plan from 2016 has been presented.

The plan is based on the following assumptions: 1) Accession process and implementation of EU legislation and standards are increasing the need of relevant data on biodiversity and are setting new goals for management and use of protected areas. 2) Working load - and eventually resources- in nature conservation will grow significantly before the EU accession. A competent expert body (e.g. Nature Protection Agency) will overtake the responsibility for the trainings and the development of working methods. 3) New funding possibilities will arise, part of those related to other sectors, e.g. agrienvironment or rural development 4) Increasing tourism is going to challenge the traditional role of protected areas. 5) Intensified land use and economic activities in and around protected areas are creating new type of pressures for protected areas; on the other hand, EU Directives give new tools for handling these cases. 6) Development of IT systems and new ways of communication significantly changes the work of the protected area administrations.

Lack of resources and lack of experts is hampering development of capacity building. However, there are possibilities to develop training activities already at this stage through appointing responsible persons in all units, intensifying the co-ordination on training issues within and between authorities and projects, establishing a national register, utilizing international training options, developing horizontal co-operation between administrations and inviting stakeholders to participate.

Careful arrangements are essential for a successful training. Thus, some recommendations are given in order to facilitate the technical preparation of trainings.

This training plan has the following overall objectives:

- To prepare in relation to implementation of the requirements of EU membership the personnel of PAs and the society as a whole for new tasks, duties, responsibilities and opportunities in nature conservation due to changes in legislation and practices, and to increase the awareness for those changes among target groups
- To strengthen the approach of learning together with all stakeholders and to build joint understanding and commitment for nature conservation

The focus in this plan is on the following two themes:

- a) Implementation of the Habitats and Birds Directives
- b) Inventories, monitoring and management planning in protected areas and Natura 2000 sites

This plan is covering altogether 41 training topics or modules, grouped under two themes, and presented in the tables after the text chapters. It also recognizes various technical and general training themes presented in previous training plans, which are still valid for implementation. In addition, it is emphasized that the organizers shall be open for new needs and ideas emerging during the implementation of this plan.

Background for updating training plan

Capacity building of people working on nature conservation issues has been a part of many earlier projects, and successful training courses have been organized e.g. related to the implementation of the Habitats and Birds Directives of the European Union. In 2016-17 an EU funded project “Strengthening the capacities for

implementation of Natura 2000” made a great work in preparing several reports and plans dealing with training activities:

- Report on Training Needs Assessment
- Plan for Strengthening the Administrative Capacity for Natura 2000 Implementation on Central and Local Level with Training Programme
- Training Plan for Short-term Trainings
- Training Plan for Long-term Trainings
- Training Curricula for Nature Protection according to Natura 2000 and Implementation of Short-term Training Plan

In addition, that project published a number of workshop materials and training programs from events held during the project. All that material gives a good ground for further planning and implementing of capacity building activities.

In this project, one of the expected results is to update the short-term and long-term training plans and organize a number of training courses under several topics (Activity 4.3. in project work plan). This document is covering both short and long-term trainings; in short term training, the focus is on the training which is planned to be implemented in the pilot sites by the Twinning project before August 2019. In long term training the scope is wider, but still mostly targeting the protected area level. In general, this training plan is a proposal how the Macedonian nature conservation society can promote capacity building among its administration and support knowledge-building among other administrations and stakeholders on implementing nature conservation measures, especially related to the application of Habitat and Bird Directives.

In principle, the long-term training plan is looking into the perspective of three to five upcoming years. Unfortunately, the legislation in nature conservation and the situation with resources is supposed to be changing so quickly that today it is not possible to see clearly the needs and ways of implementation for training for many years ahead.

The “Training Plan for Long-term Training” published in December 2016 is covering all the relevant topics that still can be considered important. The topics are grouped under four themes: managerial level, technical / knowledge level, other skills and local level. The proposed content, stakeholders (target groups) and level of training are described, and priority rating is given for each topic.

Hereinafter, some observations of the 2016 plan of the project “Strengthening the capacities for implementation of Natura 2000” (hereby called “the earlier project”) are compared with the work of this Twinning project and the development of this Training Plan (“this plan”):

- The earlier project was dealing with the implementation of the Habitats and Birds directives in the Republic of North Macedonia on national level, while this project is focusing more on local level. This project is working with practical issues, such as inventories and monitoring, management planning and studies for valorization of nature values, as well as, stakeholder involvement and joint management in Pelister NP and Prespa Lake NM.
- In the previous plan, the stress was more on managerial and administrative issues (general working skills), whereas in this plan many topics are based on the detailed needs for implementing practical management measures
- In this report, some new perspectives have been presented following the latest developments, and the discussions and interviews with stakeholders on local level
- Open Approach (in earlier plan e.g. “Multi-stakeholder process” and “Strategic planning using integrated approach”) as a working method in nature conservation organizations is included in both training plans, however, with higher emphasis in this plan
- Most of the topics from the earlier project are included in this plan, but some of them are combined and some priorities are changed. Only a few are dropped (abandoned) or postponed to later stages

- Cost estimation from the earlier project is still valid. Thus roughly, a training event of one whole day costs in average 100 euro per trainee. In case of two days, the cost would be higher, about 150 euro per trainee per day. All these estimations include a presumption of careful preparation of the respective workshop, seminar, training course etc.

The previous training plan identified several training topics, which are related to “technical skills” or in general common working skills in protected area administrations and these proposals are still valid but not repeated in this plan. This includes skill like:

- Managerial skills
- Team and trust building
- Negotiation and conflict management
- Participatory approach, stakeholder involvement
- Organizing public hearings
- Organizing field trips
- HRM - Human Resource Management
- Project and process management
- Multi stakeholder process (open approach)
- Strategic planning and visionary work
- Lobbying
- Publishing brochures and other printed materials

Additionally, in the Long Term Training Plan, a number of trainings were proposed related to general preparedness to work in any kind of organization. Once more, these proposals are still valid but not repeated in this plan:

- Communication
- Networking
- Effective meetings and seminars
- Presentations
- Media and PR activities
- Working in and with social media
- Designing effective campaigns, organizing specific events
- Languages
- Financial instruments
- Project application and logical framework
- Computer and software skills
- Time management

During the last two years, more information is gathered from the pilot sites of this project - Pelister National Park and Prespa Lake Natural Monument. Now there is more information available on biodiversity data and management practices in these protected areas. Increased contacts with local stakeholders have given new point of views for development of the pilot sites. Therefore, in this plan stronger emphasis is given to biodiversity subjects, with a greater focus on local level and different kinds of needs of various target groups in capacity building, which have been recognized.

Fast developing working environment

During the last two years, the training needs may have changed a bit, even though the main requests are still the same. In this training plan, the basic perspective is to be ready and prepared for the changes which are now just

behind the corner, mainly related to the accession process and implementation of the requirements of EU legislation and directives.

The **vision** for the future working environment can be summed up as follows:

- Accession process and implementation of EU legislation and standards are increasing the need of relevant data on biodiversity and are setting new goals for management and use of protected areas.
- Working load - and eventually resources- in nature conservation will grow significantly before the accession to the EU. A competent expert body (e.g. Nature Protection Agency) will overtake the responsibility for the trainings and the development of working methods.
- New funding possibilities will arise, part of those related to other sectors, e.g. agriculture or rural development
- Increasing tourism is going to challenge the traditional role of protected areas.
- Intensified land use and economic activities in and around protected areas are creating new type of pressures for protected areas; on the other hand, EU Directives give new tools for handling these cases.
- Development of IT systems and new ways of communication significantly changes the work of the protected area administrations

This vision describes the challenges and opportunities in near future. It gives strong support for the view that both nature conservation officials and stakeholders need information on what is coming. The authorities shall be ready to face changes in the working demands and conditions, , some of which are going to be significant. This Training Plan is describing how the capacity of officials, and partially the stakeholders, should be built to meet the challenges.

In the Macedonian society the development of nature conservation needs considerable support, both at national and local level. Strong support is needed especially from decision makers and from local communities. This support is crucial when the next big challenges, such as revision of Law on Nature Protection, implementation of Habitats and Bird Directives, including the establishment of Natura 2000 network, are to be carried through.

One of the guiding principles in this project is the implementation of an Open Approach in the work of protected area administrations and in practical management. This view is a part of the modern nature conservation methods and it is therefore emphasized in the "Stakeholders' Involvement Plan" prepared by this project. This idea is described in the Stakeholder's involvement plan and it is not repeated in this document. The idea behind the Open approach is that when increasing contacts and communication with stakeholders, a slow change in attitudes will take place within the administration, as well as among the stakeholders. That will lower the threshold for the stakeholders and visitors to approach the protected areas and the staff. If successful, it brings stronger local acceptance for the national parks and other protected areas and facilitates the designing of the new Natura 2000 sites' network in the country. It is expected that increased acceptance means also increased resources for meeting the challenges. This process, a gradual change following use of Open Approach in administration, can be described as follows:



Pelister National Park and Lake Prespa Natural Monument are among the most valuable parts of the Macedonian natural and cultural heritage. They are pilot sites in this project, and their successful development could pave the way for smooth development of nature conservation in the whole country.

More than 10 protected areas in the country are proposed to be Natura 2000 Site so far. This national network of protected areas will increase in future thanks to the results from the scientific researches. In most of cases public administrations is appointed as a management body of the protected area, which will be good starting point for many trainings to be organized in future.

Based from precious project, there is a roster of Natura 2000 Trainers who can be engaged for capacity building of the protected areas managers and administrations and to increase a number of experts for Natura 2000 Network. Industrial and urban investments are increasing the negative pressure over the protected zones, which impose the need of intensive training of the public administration and to increase public awareness for the nature values.

Some important preconditions for successful capacity building

Some preconditions for organizing successful trainings are described in this chapter. At the moment, there seems to be two things hampering - or curbing – the capacity building in the country: 1) lack of resources (financial, institutional, human) for training makes it difficult for implementing training ideas and programs, and 2) lack of available experts capable and willing to work as trainers or speakers on topics arising from the new issues, the directives and the new methods..

Regardless of those problems, there are always possibilities to advance and to continue the work already started. Among other options, acknowledgement of the importance of capacity building- e.g. through clarifying responsibilities - and further utilizing incoming projects with external funding, give support in taking steps ahead. In continuation of this text some useful proposals are presented.

Clarify responsibilities in planning and implementing trainings in organizations, departments and units. It has proven to be beneficial to have one person appointed by the director in each organization who will be responsible for trainings. The person shall be responsible for:

- Promoting trainings in its organization
- Gathering needs and ideas for training events and preparing annual and other plans for staff training
- Following up trainings arranged by others
- Looking for funding possibilities for trainings
- Organizing training events
- Informing regularly the staff about training possibilities inside and outside the organization
- Coordinating all kinds of capacity building actions with other actors
- Keeping register of trainings attended by each person working in the organisation and preparing annual reports (later on, saving info into the national register when established)

This kind of job description (not full-time position) shall be given to an appointed person in every nature conservation organization, regardless of the size and number of employees.

The previous Natura 2000 project prepared a report “Plan for strengthening the administrative capacity for Natura 2000 implementation on central and local level with training programme”. One of the proposals was to establish Capacity Building Team within MoEPP to overtake the leadership in training and to be responsible of the capacity building measures in the country. The team should update training plans prepared by projects and make annual working plans regularly. This proposal is worth of supporting and repeating also in this document.

More emphasis and resources on co-ordination of the trainings. Nowadays, several projects with external (or other kind of) funding are promoting nature conservation activities and implementing trainings in Macedonia. No doubt, same training topics are occasionally repeated in different projects. It is important to save scanty resources and therefore try to improve the co-ordination between different projects and other actors arranging trainings and encourage projects to intensify exchange of information. Some ideas are to be freely adopted by organizers:

- Information on incoming nature conservation trainings should be nationwide available in unified form in web pages, e.g. in Natura 2000 pages.
- To apply “Open doors” -policy (within realistic limits) for anyone to participate in nature conservation trainings
- To encourage co-ordination between organisers about the topics, speakers, timing etc. practical issues; sometimes it could be possible to have joint trainings with projects
- To develop common criteria and models for evaluation of trainings e.g. with online evaluation form, perhaps in connection with the training register

To create a National register on trainings. It would be recommendable, that the MoEPP could establish a national register of nature conservation trainings, trainers and participants. In the ministry, the person or the team responsible for trainings could inform about the upcoming training events in the country and abroad. This could take place e.g. on “Training window”, a web site maintained by the Ministry. And the feedback from trainings could be gathered in the same register with unified feedback form. Over the years, there will be a good amount of information to be used for analyzing training needs, developing trainings and improving the quality of programs.

To use actively the possibilities for International training. International seminars, workshops, conferences etc. on nature conservation are taking place all the time. . Particularly, implementation of Habitats and Birds directives, with different variations, is very popular topic on international forums. Some of these trainings would certainly be very useful for the Macedonian nature conservation staff, not only for learning more but for networking with colleagues and improving language skills. Many organizations are pleasantly welcoming participants from Macedonia and even covering costs for travel and accommodation. It is highly recommended to spread information of this kind of options to persons who might be interested. - After the participation, the person should be obliged to prepare a report where the experiences and ideas are shared with colleagues from the country. The report could be published on Internet.

To encourage protected areas to join international nature conservation organizations. Among others, Europark federation and Eurosite are organizing a lot of events for their members. Therefore, it would be advisable to have more active members from Macedonia too. They are organizing on site trainings, colleague meetings and have special programs e.g. in transboundary co-operation, tourism, Natura site management, management planning and with Junior Rangers program. Nowadays they also organize webinars, which does not require traveling.

Four levels of target groups. From the point of view of effective training, it is essential to clearly identify the target groups for each training. There are several levels of target groups dealing with nature conservation. Level of knowledge, need and use of information, different interests among stakeholders etc. vary among groups of people either working with nature conservation or belonging to the large group of stakeholders. Especially at local level, there are a great number of organizations, companies, entrepreneurs, nature enthusiasts, land owners etc. who have many kinds of interests in the protected areas close to their everyday environment.

From the point of view of nature conservation training, the target groups can be roughly divided in four levels, however knowing that in certain trainings it is useful to mix the levels and groups to increase the interest in involvement and discussion. The levels are:

1. Protected area managers and experts: Personnel in protected area administrations, including environment units in municipalities, scientists from scientific institutes, Scientific Council of the PA, environmental NGOs at national level
2. Local stakeholders: Stakeholders’ Council of the PA, local organizations, entrepreneurs, NGOs and ordinary people who are interested in developing protected areas
3. Other public administrations on local level: Municipal administrations (excluding PA administrations), district units (local branches) of governmental institutions
4. Central public administrations: Ministries and Public Enterprises

Within the levels above, training would, of course, concern those officials and other people, who are interested in getting more information, due to work, livelihood or hobby - or any other reason. This training plan is taking the approach based on the estimated or discovered needs of people at these four levels, however, putting stress on the on-site level.

To intensify horizontal co-operation with other sectors in society. In the fast developing working environment described above, new winds are bringing changes in nature conservation which inevitably have - mostly through land use - impacts on the work of other administrations and livelihoods, such as agriculture, forestry, pasture, hunting, spatial planning, construction of energy production and transfer etc. It is clear, that the nature conservation administration alone, with very small resources cannot keep all these administrations well informed and trained in nature conservation issues. Thus, horizontal co-operation is needed between administrations.

The EU funded project “Strengthening the capacities for implementation of Natura 2000” organized a series of trainings on the implementation of Habitats and Birds Directives. Those trainings were organized as “Training of Trainers”, and altogether 23 persons from many different sectors of administration, including some NGOs, attended very profound series of workshops in 2016. Now those persons need a kind of refreshing training including planning of how to bring information to their own organizations. It would also be recommendable to continue ToT programs in new areas.

In the current situation, when accession to EU is still ahead for some years, there is time to disseminate information about the directives so that all the administrations and stakeholders are prepared to meet the new demands put for nature conservation in Macedonia as an EU member state. But, this requires special targeted funding for implementation.

To involve stakeholders as a group with different interests. In this plan, the stakeholders are involved as a group of people and organizations with interest in nature conservation and in development of protected areas. Identification and analysis of stakeholders, and communication with them in different situations are presented in the “Stakeholders’ Involvement Plan” prepared by the project.

Stakeholders are a challenging group from the point of view of training, even if seeing them only as a group of persons and organizations with interest in protected areas in general or in a particular protected area. Nevertheless, the Stakeholder Councils of the existing protected areas, once operational, may become a valuable tool. Councils can be utilized in assessing the needs and interests of stakeholders which they are representing. Councils, together with the protected area administrations, can promote dissemination of information e.g. by arranging training events. Furthermore, through the contacts with the council’s members, information on local wishes or interests can be forwarded to the protected area administration.

So far, one of the challenges in the work of Stakeholders’ Councils has been to get the council members engaged and activated and to make them assume the role of representatives of their background organizations. While preparing the Stakeholders’ Involvement Plan, one of the observations was that many of the 36 organizations interviewed had interest or great interest in knowing more about Pelister NP or Lake Prespa NM and how those protected areas would be developed in future. For some reason, this interest has not yet fully found its way to the Stakeholders’ Council. In this respect, there are some proposals in the Stakeholders’ Involvement Plan how the council work could be developed and intensified.

Interest of the Ministry of Environment and Physical Planning and the Natura 2000 Site Administration may be encouraged to engage certified Trainers and as well to organize training sessions for inhabitants or organizations, on periodical or yearly basis. Topics could be about higher knowledge on BD, HD, Natura 2000 and National legal framework for nature protection.

Recommendations for technical implementation

Preparation of training events. Careful arrangements are essential for a successful training. The participants, as well as the speakers, shall get the feeling that they are welcome and expected by the organizers. It gives a good start for learning.

Even if the following recommendations are familiar for many officials in administration, it is worth of repeating some important details.

Preparing program

It is important to carefully prepare the program. The organizer usually proposes topics for the speakers, or they can at least be

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discussed so that the topics and speakers are prepared in time. When ready, the program should be sent together with the invitation to the target group and distributed also as information to other potential participants. The program sheet gives the first impression of the quality of preparations and makes the event attractive for the potential participants.

Character of the training	Workshop is a common type of training event in nature conservation. It usually contains presentations, discussions and group works. Field trips are good supplement, if possible. If field trips are included, the participants should be informed about needed outfits (shoes, warm clothes etc.). Workshops can be recommended for small and medium size groups. In case of larger audience, seminars with lectures and short discussions are also often used.
Choice of speakers	It is recommendable to have at least three different speakers during a one-day workshop. The choice of an interesting key-note speaker would add the value of the event.
Informing about the training	The importance of distributions of information in advance cannot be overstated. Inviting participants should be done carefully and on time: sending the invitation and the preliminary program to the main target group but also as information to potential other participants and publishing e.g. on relevant web page. Signing up in advance for the training is recommendable and makes the arrangements easier for the organizer. It strengthens commitment of the participants and as well can be used to create a list of attendees to sign it upon arrival.
Venue	The room available shall be large enough so that participants can feel free and have focus on the program and presentations. Video projector is a must. Name tags and distribution of program sheet on the spot would add value to the event. It is important to provide a venue properly heated or cooled during the weather seasons, with fresh air, and with appropriate lighting (daylight windows or chandeliers bulb). It is unwanted outcome for any public gathering to have unsatisfied audience who comment negatively on the topics presented just because of unpleasant accommodation, or lack of fresh air in the room.
Opening, chair, pauses, closing	Usually some key person is opening the training event. In high level occasions some known local or national level person would be valuable. If he/she can stay after the opening, it would give more importance to the training event. The chairperson of the event is holding the reins and looking after the schedule, and he/she should be informed properly in advance.

Frequent breaks are needed remembering that pauses are very important for networking of the participants. Pauses of 20-30 min with refreshments are recommendable, if possible.

Closing the training event (or the day) is almost as important as opening. Repetition of what has been learned can be done by the chairperson or the main organizer.

Field trips

Field trips are necessary or at least interesting part of the program if the topic is dealing with nature conservation and practical management measures. The target sites to be visited must be well chosen, and the spot properly prepared in advance. Transportation should also be provided. Refreshments are also crucial part of the field trip.

Training materials

It is recommendable to ask the speakers to deliver a copy of their presentation in advance, to be copied and distributed on the spot. If not available in advance, the presentations shall be distributed during the event. Particularly, when dealing with important topics (e.g. such as content of directives, characteristics of valuable species or habitats - or similar material with lots of important facts and details), the whole presentations are needed, not only a summary. The organizer can also ask for a permission from the speaker to use the material or parts of it in other trainings. If allowed, Power Point format would be easier for picking up details than pdf.

The training material should be distributed to the participants, if not on the spot, then afterwards by email or by downloading services. Some web page for training, e.g. one under maintenance of the MoEPP, could be a place where training materials could be gathered, and from where they could be downloaded and further disseminated.

Duration

Usually trainings of 1 day last per 1- 6 hours. Training with duration of 2-5 days can last per 6-8 hours each day by including theory and practical period and lunch breaks. For the multi days training an accommodation facility is preferably to be very close to the training room, or in the same building. Trainings after 17h are not recommended, but special social events could be organizes for networking.

Objectives for this training plan

This training plan contains the following overall objectives:

- To prepare in relation to implementation of the requirements of EU membership the personnel of PAs and the society as a whole for coming new tasks, duties, responsibilities and opportunities in nature conservation due to changes in legislation and practices, and to increase the awareness for those changes among target groups
- To strengthen the approach of learning together with stakeholders and to build joint understanding and commitment for nature conservation

Training modules. For achieving the overall objectives this training plan is proposing altogether 41 training topics or modules, grouped under the two themes:

- A. Implementation of the Habitats and Birds Directives
- B. Inventories, monitoring and management planning in protected areas and Natura 2000 sites

Most of the topics are formulated so that the modules can be developed into project descriptions or project applications. Hopefully, they can be utilized e.g. as local training courses organized by the ministry, protected area administrations, stakeholders or local action groups, if resources can be found.

Two main themes

The focus in this plan is on the following themes:

- A. Implementation of the Habitats and Birds Directives
- B. Inventories, monitoring and management planning in protected areas and Natura 2000 sites

This plan is covering altogether 41 training topics or modules, grouped under the two themes. They are presented below in separate tables. However, during the time period covered by this plan, certainly many new needs and ideas will appear. While organizing training practices within nature conservation, it is worth of keeping the system flexible for other topics, perhaps even outside the focus of this plan. And it is worth of keeping in mind also the topics, which are related to “technical skills” or general common working skills in Protected area administrations presented in chapter 2.

A. Implementation of Habitats and Birds Directives

Topic of the training	Objectives and description	Target groups	Priority / implementation / need for repetition	Responsible organizer
Introduction of Natura 2000 from the point of view of PA administrations and Municipal environmental units which are responsible for management of protected areas	To understand the basic facts of Habitats and Birds directives in order to be able to apply them. To know the difference on the management of national protected areas and Natura 2000 sites. To know the basic constraints and benefits what nomination brings to the PA and stakeholders	PA administrations, environment units in municipalities; administrations of pilot protected areas, Pelister NP and Prespa Lake NM	Medium / One day's workshop / Repetition when needed / Should be organized with all PA administrations, who will act as Natura managers	MoEPP, projects preparing the proposal for new Natura 2000 sites
Introduction of Natura 2000 from the point of view of Municipalities	To understand the basic facts of Habitats and Birds directives in general. To know the difference on the management of national protected areas and Natura 2000 sites.	Municipalities in which territory new potential Natura 2000 sites are identified and designed	Medium / One day workshop / Repetition when needed	MoEPP, projects preparing the proposal for new Natura 2000 sites

	To know the basic constraints and benefits what nomination brings to the municipalities and stakeholders			
Introduction of Natura 2000 from the point of view of stakeholders in Pelister NP and Prespa Lake NM	To understand the basic facts of Habitats and Birds directives in general. To know the difference on the management of national protected areas and Natura 2000 sites. To know the basic constraints and benefits what nomination brings to the PA and stakeholders	Stakeholders with Pelister NP and Prespa Lake NR; could be divided into several sub-groups, e.g. public administrations, private sector, NGOs and local interest groups	Medium/ One day (or half day) workshop / Repetition when needed	MoEPP
Introduction of Natura 2000 from the point of view of stakeholders in identified Natura 2000 sites	To understand the basic facts of Habitats and Birds directives in general. To know the difference on the management of national protected areas and Natura 2000 sites. To know the basic constraints and benefits what nomination brings to the stakeholders	Local stakeholders in the areas where new potential Natura 2000 sites are identified and designed	Medium / One day's workshop / Repetition when needed / Should be organized with all new identified Natura 2000 sites	MoEPP, projects preparing the proposal for new Natura 2000 sites
Habitats and Birds Directives and their implementation in Macedonia	To refresh knowledge of the directives, to update the knowledge on Natura 2000 in various point of views, to update training materials prepared by Natura 2000 project and to make a plan for further trainings in the background organizations	Participants of Training of Trainers (ToT) workshops in 2016	High/Medium / Two days workshop	MoEPP, projects preparing the proposal for new Natura 2000 sites
Implementation of the directives in forestry within PAs; Management principles of forest habitat types	To introduce principles of habitat mapping and basics on management principles of forest habitat types. To have an open discussion about implementation with important stakeholders. Discussing together how the directives should be taken into consideration in forestry and forestry planning in PAs (and close to those)	PA administrations, PE Macedonia Forests (local units), district adm. of MoAFWE (need for training also in central level)	Medium, two days' workshop, field trips / Repetition when needed / Should be organized with all new identified Natura 2000 sites	MoEPP, projects preparing the proposal for new Natura 2000 sites, Ministry of Agriculture, Forestry and Water Economy

Implementation of the directives in cattle and sheep grazing within PAs; Management principles of meadow and pasture habitat types	To introduce principles of habitat mapping and basics on management principles of meadow and pasture habitat types. To have an open discussion about implementation with important stakeholders. Discussing together how the directives should be taken into consideration in agriculture and grazing in PAs (and close to it)	PA administrations, PE Pastures (local units), district adm. of MoAFWE, (need for training also in central level)	Two days' workshop, field trips / Repetition when needed / Should be organized with all new identified Natura 2000 sites	MoEPP, projects preparing the proposal for new Natura 2000 sites, IPARD, Fund for supporting the agriculture
Implementation of the directives in rural development and tourism	To know the basic constraints and benefits what nomination brings to the development of sustainable tourism in protected areas and to discuss together how the directives should be taken into consideration in sustainable tourism development in PAs To have a dialogue on the different roles of PA administration, public administrations (municipalities etc.) and private sector in tourism development.	PA administrations, LAGs, tourist entrepreneurs, and organizations, district adm. of MoE, MOAFWE, National Association for Touristic Guides, National Agency for Supporting Tourism	Medium, two days' workshop, field trips / Repetition when needed / Should be organized with all new identified Natura 2000 sites	MoEPP, projects preparing the proposal for new Natura 2000 sites, National Agency for Supporting Tourism
Implementation of the directives with waters and fishing	To know the basic constraints and benefits what nomination brings to the development of sustainable fishing and water management in protected areas and to discuss together how the directives should be taken into consideration in the development of this topic. To have a dialogue on the different roles of PA administration, public administrations (municipalities etc.) and institutes as well as private sector in water management and fishing.	PA administrations, district adm. of MoAFWE, district adm. of MoE, local stakeholders	Medium, two days' workshop, field trips / Repetition when needed / Should be organized with all new identified Natura 2000 sites	MoEPP, projects preparing the proposal for new Natura 2000 sites
Introduction of new Law on Nature Protection (when in force)	The key principles of the new Law on Nature Protection Main changes after approval; changes what are valid only after the membership of EU	Pa administrations, municipalities, other public institutes and agencies, scientific and research community, NGOs	High priority when actual / One day workshop	MoEPP

To uses efficiently existing and new tools in funding nature conservation activities	To identify and get familiar with existing and new possibilities for external funding. Introducing different kinds of funding instruments and project types supporting nature conservation. Gathering ideas for new projects. Training on preparing project applications and logical framework.	Protected area administrations, NGOs, local communities, donors, LAGs,	Medium / Two day workshop with practical exercises	MoEPP, projects, donors
To establish operational databases and to use GIS in protected area/future Natura 2000 areas management	To learn to develop existing databases to fit the requirements of inventory and monitoring of habitats and species of EU interest. How to use existing and developed GIS applications in practical management. Introducing the system and relevant applications	Departments in MoEPP, PA administrations, NGOs	Medium / workshops, seminars, practical exercises / Regular repetition is needed	MoEPP, NGOs, projects
Training for persons responsible for organizing training	To give readiness to promote capacity building in own organization. Planning training plans, training events, co-ordination, gathering feedback, keeping register etc.	Persons responsible for training at different levels of administrations	Medium (after appointment of responsible persons) / Two days' workshop	MoEPP, projects
Handling efficiently recruitment process.	To give readiness for successful employments. Presenting possibilities for prioritizing skills and designing job descriptions, preparedness for conducting interviews. Demand for new officials will be high within some years and the organizations shall be well prepared for new employments	Professional level, MoEPP, PA administrations	Medium / Half-day workshop	MoEPP, projects, new expert body for nature conservation
Training of new recruits	To improve skills to work in the administration and to implement HD and BD legislations. Introducing protected area system, roles of actors, directives etc. for new employees. Specially tailored program for new employees including both special skills and general technical working skills. This kind training increase networking among the new recruits and commitment to the PA system.	New recruits in all administrative level	High (when relevant) / series of one or two day workshops / need for regular repetition	MoEPP, projects, new expert body for nature conservation

Use of social media in promoting Natura 2000	To be able to fully utilize the possibilities on social media in nature conservation and promoting Natura 2000. Presentation of the prospects different channels can offer, responsibilities and continuity. To introduced main channels and their pros and cons, how to organize responsibilities and how to secure continuity. To learn how to write and how to take photos and how to debate in social media.	MoEPP, PA administrations, local governments, NGOs	Medium / One day's workshop / Regular repetition is needed	MoEPP, projects
Sustainable development in the use of natural resources	To learn latest trends in developing sustainability in the use of natural resources, especially to learn good examples from other EU countries applied in the management of Natura 2000 sites. To introduce new/existing initiatives in certified production and/or products. To learn on EU funding mechanisms.	Experts in MoEPP, PA administrations and other public administrations (forestry, fishing etc.),NGOs and scientific institutions	Medium (one or two day workshop with field trip) / Regular repetition is needed	MoEPP, projects
Sustainable development in agriculture	To learn latest trends in developing sustainability in the agriculture (agri-environment schemes), especially to learn good examples from other EU countries applied in the management of Natura 2000 sites. To introduce new/existing initiatives in certified production and/or products. To learn on EU funding mechanisms.	Experts in MoEPP, PA administrations and other public administrations (PE Pastures, farmer associations etc.), NGOs and scientific institutions	Medium (one or two day workshop with field trip) / Regular repetition is needed	MoEPP, projects
Sustainable development in Tourism and rural development	To learn latest trends in developing sustainability in tourism and rural development, especially to learn good examples from other EU countries applied in the management of Natura 2000 sites. To introduce new/existing initiatives in certified production and/or products and principles of sustainable tourism. To learn on EU funding mechanisms.	Experts in MoEPP, PA administrations and other public administrations (municipalities), tourism entrepreneurs, NGOs and scientific institutions, National Association of Tourist Guides	Medium (one or two day worksop with field trip) / Regular repetition is needed, National Agency for Supporting Tourism	MoEPP, projects

Transboundary co-operation with PA administrations	To learn latest trends in developing the management of protected areas in border regions, especially to learn good examples and benefits from other EU countries applied in the management of transboundary Natura 2000 sites. To introduce new/existing initiatives in transboundary PA management, e.g. Europarc “Following nature’s design” scheme and European Green Belt initiative. To learn on EU funding mechanisms in transboundary areas.	PA administrations in border regions together with their counterparts abroad, local and international NGOs	Medium / Two day workshop with visits in the sites	MoEPP, projects
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B. Inventories, monitoring and management planning in protected areas and Natura 2000 sites

Topic of the training	Objectives and description	Target groups	Priority / implementation / need for repetition	Responsible organizer
Inventory and monitoring of vascular plants, mosses, fungi, lichens and algae according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize HD and nationally important species, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists , NGOs, personnel in projects	High / workshops with field trips / need to be repeated and deepened annually	Twinning project together with PA administration; MoEPP, projects, new expert body for nature conservation
Inventory and monitoring of invertebrates according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology (including the maintenance of the traps and other tools), to educate how to recognize HD and nationally important species, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists NGOs, personnel in projects	High / workshops with field trips / need to be repeated and deepened annually	Twinning project together with PA administration; MoEPP, projects, new expert body for nature conservation

Inventory and monitoring of mammals according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize HD and nationally important species, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists , NGOs, personnel in projects	Medium / workshops with field trips / need to be repeated and deepened annually	MoEPP, projects, new expert body for nature conservation
Inventory and monitoring of birds according to EU Bird directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize HD and nationally important species, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists NGOs, personnel in projects	High / workshops with field trips / need to be repeated and deepened annually	Twinning project together with PA administration; MoEPP, projects, new expert body for nature conservation
Inventory and monitoring of fish and other freshwater species as well as amphibians and reptiles according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize HD and nationally important species, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., research and scientific institutions, Institute of fishing, Hydrobiological institute Ohrid, NGOs, personnel in projects	Medium/High / workshops with field trips / need to be repeated and deepened annually	MoEPP, projects, new expert body for nature conservation
Inventory and monitoring of forest habitats according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize forest habitats and how to evaluate the functionality and structure of the habitats, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists NGOs, personnel in projects, Faculty of forestry, Public enterprise MK Forestry	High / workshops with field trips / need to be repeated and deepened annually	Twinning project together with PA administration, MoEPP, projects, new expert body for nature conservation
Inventory and monitoring of marches and water ecosystems according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize marches and water ecosystem habitats and how to evaluate the functionality and structure of	PA adm., researchers and scientists NGOs, personnel in projects	High / workshops with field trips / need to be repeated and deepened annually	MoEPP, projects, new expert body for nature conservation

	the habitats, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.			
Inventory and monitoring of meadow and pasture habitats according to EU Habitat directive in Natura 2000 sites	To introduce the content of information to be gathered (data form for inventory and monitoring) and practical inventory methodology, to educate how to recognize meadow and pasture habitats and how to evaluate the functionality and structure of the habitats, how to organize field work and how to update relevant databases as well as how to fill Standard Data Forms.	PA adm., researchers and scientists NGOs, personnel in projects, Agency of pastures	High / workshops with field trips / need to be repeated and deepened annually	Twinning project together with PA administration; MoEPP, projects, new expert body for nature conservation
Principles for developing monitoring methodology and protocols for habitats and species according to EU Habitat directive in Natura 2000 sites (Activity 3.2.)	To introduce the principles of inventory and monitoring methodology of species and habitats prepared by Twinning project. To discuss how to continue the implementation of inventories and monitoring protocols and how to share responsibilities. To introduce basic reporting requirements based on Article 17 in EU Habitat Directive.	Specialists in MoEPP, researchers and other experts, NGOs	High / one day workshop	Twinning, later MoEPP
Principles on preparing of national biodiversity monitoring program (Activity 3.2.)	To introduce the methodology and key components of national biodiversity monitoring program prepared by Twinning project. To discuss how to put the proposed program into practice and how to share responsibilities. To introduce basic reporting requirements based on Article 17 in EU Habitat Directive.	Specialists in MoEPP, researchers and other experts, NGOs	High / one day workshop	Twinning, new expert body for nature conservation
Principles for preparing management plans for Natura 2000 sites (Activity 1.2.)	To introduce the key component of the management plans needed for Natura 2000 sites based on Habitat and Bird Directives using Twinning project experience. To discuss how to integrate the requirements of the	Pelister NP and Prespa Lake administrations, MoEPP specialists, other interested specialists in PA	High / one day workshop	Twinning, MoEPP, new expert body for nature conservation

	directives and national rulebooks for management planning and studies for valorization of nature values.	administrations, research institutes and NGOs		
Appropriate assessment according to Article 6 in Habitat Directive	To introduce the basic requirements for implementing of Article 6 and the basic content of the draft Rulebook for Appropriate Assessment according to Article 6 of the Habitats Directive. Relations to other assessment, such as Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) To present the data and content requirement of the proper Appropriate Assessment report. To discuss on practical questions on applying the rulebook in practice and the roles of different actors in the process.	The training should be modified and tailor-made based on the target groups: a) Specialists in MoEPP (in all relevant units) b) PA administrations and municipalities c) Project owners and consultants drawing assessments	Medium / one or two day workshop(s) / after new Law on Nature Protection is in force and draft rulebook prepared / need to be repeated and deepened regularly	MoEPP
Training to use efficiently GPS for data collection	To introduce basics on the use of GPS and make practical exercises. To learn to make pixels/plots, to collect point data e.g. for the species inventory and how to collect data on nature/mountain trails and paths.	PA administrations, scientific institutions, MoEPP, NGOs	High / workshop with field visit	MoEPP, projects
Training of new recruits	To improve skills to work in the administration and to implement HD and BD legislations. Introducing protected area system, roles of actors, directives etc. for new employees. Specially tailored program for new employees including both special skills and general technical working skills. This kind training increase networking among the new recruits and commitment to the PA system.	New recruits in all administrative level	High (when relevant) / series of one or two day workshops / need for regular repetition	MoEPP, projects
THE FOLLOWING POPOSALS ARE PART OF THE MANAGEMENT PLANNING PROCESS IN PELISTER NP AND PRESPIA LAKE NM				

Analyzing the key results of the study for valorization on natural values and preparing strategical goals for the management plan	To work together and prepare draft strategy for the PA. Analyzing results from inventories for valorization. Preparation of vision, objectives, borders and zones of protected area together with PA authorities and key stakeholders.	PA administration, PA councils, environment NGOs, MoEPP	High / workshop	Twinning project together with PA administration and MoEPP
Preparing management program for natural heritage	To work together and prepare draft management program for the PA. To introduce basic requirements of Habitat and Bird Directives for protection of habitats and species. Program covers protection and management of biodiversity, physical environment and valuable landscapes.	PA administration, PA councils, environment NGOs, MoEPP	High / workshop	Twinning project together with PA administration and MoEPP
Preparing management programs for sustainable use of natural resources and forests	To work together and prepare draft management program for the PA. To introduce basic requirements of Habitat and Bird Directives for protection of habitats and species and for sustainable use of natural resources. Program covers sustainable use of natural resources including forests.	PA administration, PA councils, PE Macedonian Forest, PE Pastures, sheep and cattle breeders, berry pickers, NGOs	High / workshop	Twinning project together with PA administration and MoEPP
Preparing management programs for cultural heritage	To work together and prepare draft management program for the PA. To introduce basic requirements of Habitat and Bird Directives. Program covers protection and management of cultural heritage.	PA adm., both councils, local museum authorities, NGOs	High / workshop	Twinning project together with PA administration, MoEPP and MoC, agency for cultural heritage
Preparing management programs for sustainable tourism and local development	To work together and prepare draft management program for the PA. To introduce basic requirements of Habitat and Bird Directives for protection of habitats and species and for sustainable tourism and local development. Program covers rural development including tourism.	PA administration, PA councils, tourist entrepreneurs, municipalities, NGOs	High / workshop	Twinning project together with PA administration and MoEPP

Preparing management programs for public awareness	To work together and prepare draft management program for the PA. To introduce basic requirements of Habitat and Bird Directives for protection of habitats and species Program covers public relations and raising public awareness.	PA administration, PA councils, Municipalities, NGOs	High / workshop	Twinning project together with PA administration and MoEPP
Preparing management programs for monitoring and implementing monitoring program in PAs	To introduce the principles of inventory and monitoring methodology of species and habitats prepared by Twinning project. To discuss how to continue the implementation of inventories and monitoring protocols and how to share responsibilities. To prepare draft management program for the PA.	PA administration, PA councils, NGOs	High / workshop	Twinning project together with PA administration and MoEPP