



BlueMed PLUS

Capitalization by transferring to new Med territories the BlueMed multidisciplinary model
for sustainable and responsible coastal tourism development

M3 - Transferring Mainstreaming

3.5 Adaptation of BlueMed Roadmap and Action Plan to the needs of “receiver” territories

BLUEMED PLUS: “Budva” Roadmap

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1. Milestone 1: Mapping & selection of site

1.1 Description of the Underwater Cultural Heritage Sites

The geographical position of Budva and the diversity of natural resources in the hinterland led to the early urban development. Located on a constantly turbulent crossroads between East and West, littoral of Budva have had frequent marine traffic through all historical periods. This is reflected in the cultural deposits on the seabed dating from the Hellenistic and Roman periods, all away to the Modern Ages. The underwater cultural heritage sites which are taken in consideration during the mapping and selection process are the sites which are declared underwater cultural heritage by the Article 1 of the UNESCO Convention on Protection of Underwater Cultural Heritage. The sites of underwater cultural heritage which are mapped are ancient shipwrecks Budvanski Zaliv 1, 2, 3, and 4, SMS Zenta which sank in the First World War and SS Oreste and MY Littorio which sank in the Second World War. All these sites have immeasurable contribution to the touristic attractiveness of the municipality of Budva.

Figure 1.



Underwater cultural heritage sites of the municipality of Budva

The result of the selection process revealed that most suitable site for the establishment of accessible underwater cultural heritage site (AUWCH site), in the context of underwater museum or the dive park is the site of SS Oreste. SS Oreste is the most visited shipwreck of the Municipality of Budva. Relatively close to tourism infrastructure and facilities SS Oreste (Location: 42°16'14.40"N, 18°48'6.12"E) is in the vicinity of the Trsteno Bay and Jaz Bay, at the cape Jaz. She is easily approachable by the dive boat from Budva`s harbor.

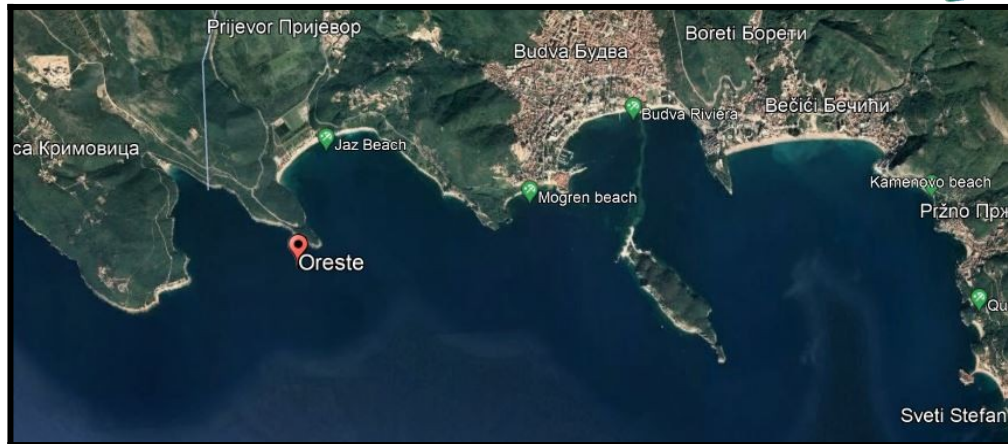


Figure 2. Location of the shipwreck SS Oreste

SS Oreste was built in the Ropner and Sin shipyard in Stockton in 1896 and initially was named Moorby. The name was changed to Oreste by new owner Mateo Scuderia in 1926. Her home port was Catania. In the beginning of World War Two SS Oreste was in civil use. During the navigation from port of Bar to Split on March 27, 1942, at about 10 o'clock SS Oreste hit the underwater mine and sank within two hours in the vicinity of the cape of Jaz. The explosion broke the ship in two parts which are resting on the sandy seabed at a depth of 32 meters about 20 meters from each other. The wreck was explored first time in 1955 by the Yugoslav shipbuilding company "Brodospas". On the stern propeller shafts are preserved. The loading winches, in almost intact condition, are visible on the deck. Remains of the steam engine protrude from the deck of the ship. On the scattered parts of the command bridge, one can clearly see parts of the steering gear. The kitchen is well preserved with a distinctive stove. The structures collapsed while the structural enforcements are still reassembling her original shape. She has been subject of pillaging by the divers who have removed some installations and parts of the structure. Visibility is ranging from 5 to 8 meters.

Nevertheless, SS Oreste is still popular recreational diving venture in the area. The wreck is located 250 meters from the nearest coast of Cape of Jaz and 2 Nm from the city of Budva. She is accessible by a boat ride from Budva or from Jaz or Trsteno bays. These bays are connected by coastal road network with the city of Budva. The diving is organized by local dive centers from Budva area during the touristic season. Annual number of visitors is 25 – 50. The depth of the shipwreck and the proximity to the shore is suitable for installation of surface marker buoy which would be used for mooring of dive boats. This would prevent the damage to the site due to anchoring or deployment of the shot line. The site is too deep for snorkeling and for visits by glass bottom boats.

The sites of Budvanski Zaliv 1, 2, 3 and 4 and SMS Zenta, are well preserved and attractive due to higher depth which is suitable for technical diving. Those sites are very far from the shore, at approximately 2.5 to 3 nautical miles. Unfortunately, dive centers from the municipality of Budva and in the rest of Montenegro do not offer professional technical diving services. Therefore, should those sites be declared underwater museums the economical sustainability would be impossible. Installation of the surface marker buoys and mooring facilities, their maintenance and monitoring would be difficult and cost consuming. Without those facilities the sites would be heavily exposed to damage caused by deployment of the shot lines or anchoring of the dive boats. The sites are disqualified due to low score in criteria of location and accessibility, exposure to threats, feasibility of development and maintenance of infrastructure for physical access. Nevertheless, they will be digitally documented *in situ* and their attraction will be presented through 3D prints, virtual reality and dry dive experiences in the exhibition facility. It is of utter most



importance for those sites to be well preserved and protected as the development of the dive tourism in Budva will sooner or later consider promotion of technical diving. Their presentation and promotion through virtual reality and digital visualization tools could spark the interest in investment and development of technical diving facilities. Therefore, these preserved sites would have a great contribution to the further development of the sustainable technical dive tourism. Their attributes could be attractive for manned submersibles, a newly touristic market which is growing and requires different model of management and legislation. The site of MY Littorio did not satisfy the requirements of condition and preservation of the site and doesn't offer enough attractiveness for dive tourism. The structural integrity is very low and the parts of the shipwreck are hardly recognizable along with the bad visibility due to swage exhaust.

Dive tourism is well established in the municipality of Budva. There are three dive centers members of PADI which are offering recreational diving services as per international standards. The municipality of Budva is well connected with other coastal municipalities and the municipalities in the hinterland by a good and well maintained road. In the coastal part, the municipality of Budva borders with the municipality of Kotor and the municipality of Bar, and on the mainland with the municipality of Cetinje. Budva is located on the coastal corridor Ulcinj - Bar - Budva - Boka Kotorska and through Cetinje the road leads to capital of Montenegro, Podgorica. There are two airports within the range of 100 kilometers, Tivat airport and the airport of Podgorica, both well connected by a road with Budva. The closest railway station is in Bar for the trains connecting with Belgrade. In terms of the development, the municipality of Budva, is one of the most dynamic and the city is constantly growing. Rich touristic assets are attracting huge number of visitors all year around what is making Budva the capital of coastal tourism.

1.2 Criteria for the selection of the site

The aim of establishing selection criteria is to propose methods and guidelines to identify and select underwater cultural heritage sites attractive for diving tourism and the general public in the context of AUWCH and KAC or underwater and land based museums. Hereby proposed methodology is based on the examples from the academic literature such as the Conservation Prioritization Model (CPM), as well as good practices that have been successfully implemented through BlueMed and other international projects.

The first challenge in the adaptation of BlueMed Road Map is definition of the selection criteria for sites from Budva region that could be used for the establishment and declaration of the Accessible Underwater Cultural Heritage sites, underwater museums or diving parks and their presentation in the exhibition concepts similar to Knowledge Awareness Center (KAC) through physical exhibition and state of the art technology for virtual and augmented reality and dry dive experiences. The AUWCH sites must be identified taking into account their attributes such as historical and natural value at the national and international levels. Condition and preservation of the site must be taken into account as well as their exposure to threats in the context of allowed accessibility. Important is to evaluate attractiveness of the site for diving tourism, the location and accessibility, feasibility of development and maintenance of infrastructure for physical access. Also, selection criteria have to include the quality of the site for digitization and presentation through dry dive products.

Evaluation score is offered in the range from 1 to 5, where 1 is lowest and 5 highest score. The selection criteria are as follows:

- Historical value at the national level – 1 - 5
- Historical value at the international level – 1 – 5



- Natural value at the national level – 1 – 5
- Natural value at the international level – 1- 5
- Preservation and condition of the site – 1 – 5
- Location and accessibility of the site – 1 – 5
- Attractiveness of the site for diving tourism – 1 – 5
- Exposure to threats – 1- 5
- Feasibility of development and maintenance of infrastructure for physical access – 1 – 5
- Quality of the site for digitization and presentation through dry dive products (3D, VR, AR) – 1-5

Selection criteria	Name of the site	Budvanski Zaliv 1	Budvanski Zaliv 2	Budvanski Zaliv 3	Budvanski Zaliv 4	SMS Zenta	SS Oreste	MY Littorio
Historical value at the national level		5	5	5	5	5	3	2
Historical value at the international level		2	2	2	2	5	4	4
Natural value at the national level		1	1	1	1	1	1	1
Natural value at the international level		1	1	1	1	1	1	1
Preservation and condition of the site		5	5	4	4	4	3	2
Location and accessibility of the site		1	1	1	1	1	5	5
Attractiveness of the site for diving tourism		5	5	5	5	5	4	2
Exposure to threats		1	1	1	1	1	4	4
Feasibility of development and maintenance of infrastructure for physical access		1	1	1	1	1	5	5
Quality of the site for digitization and presentation through dry dive products (3D, VR, AR).		5	5	5	5	5	5	1
Total score:		27	27	26	26	29	35	27

Based on the proposed selection criteria the most suitable underwater cultural heritage site at the territory of the municipality of Budva is the site of SS Oreste. Being in civil use during Second World War, SS Oreste was connecting the harbors of various countries and regions which gave her higher international value. After her sinking and the site formation process, she became a habitat of marine life particular for the Adriatic Sea without identified endemic or rare species. Although structurally not well preserved and with signs of devastation she is still very attractive for dive tourism. Due to her depth which is in the range of recreational diving and relative proximity to the coast and municipality harbor it is feasible to install and maintain infrastructure for physical access such is surface marker buoy and mooring system. Declaration of AUWCH site and establishment of protection through the underwater museum would mitigate her high exposure to threats. Her structure, condition and preserved points of interests are making her suitable and attractive for digitization and presentation through VR and other dry dive products.

The underwater cultural heritage sites of the ancient shipwrecks Budvanski Zaliv 1, 2, 3, 4 and SMS Zenta which sunk in the First World War have high historical value. Their condition and the level of their preservation are very attractive for dive tourism. Nevertheless, their distance from the shore and the higher technical diving depth is making them inadequate for installation and maintenance of the facilities for physical access. Yet, the dive tourism



sector is not offering technical diving services. Through digital documentation and the development of VR, 3D prints and dry dive products attractiveness of these sites would be presented in the KAC, physical museum. The structural condition of MY Littorio and the quality of underwater environment is very low for establishment of AUWCHS, underwater museum or development of digital products.

1.3 Site's compliance with legislation promoting Underwater Cultural Heritage (UCH)

Notwithstanding diving at underwater cultural heritage sites is not forbidden, Montenegro lacks developed strategies, policies and regulations with regards to dive tourism and open access to underwater cultural heritage sites, dive parks, or underwater museums. To the present date in Montenegro there are only three legally protected sites. Bigovica bay and royal yacht Rumija were declared as legally protected cultural goods some decades ago, while the 16th century shipwreck in the vicinity of Kabala cape was declared as legally protected cultural good in 2016 after the anchor has been stolen from the site. Although numerous initiatives were submitted for the declaration of legal protection of underwater cultural deposits as cultural goods (some of which are already cultural heritage sites by the provision of the Article 1 of UNESCO Convention for Protection of Cultural Heritage) there was no avail from the Authority after the acknowledging reception and the acceptance of the initiatives.

Dive visits to the underwater cultural heritage of Montenegro are not legally forbidden neither the sites are closed for diving. On contrary, divers are free to dive most of the sites which are underwater cultural heritage by the provisions of Article 1 of the UNESCO Convention on Protection of Underwater Cultural Heritage. Yet, there is a lack of institutional capacities for protection, systematic management and recognition of UCH as a touristic resource. Moreover, the dive tourism sector is out of institutional control under the burden of inappropriate regulations and obsolete approaches.

Nevertheless, within existing legislative framework actions can be taken towards the declaration of accessible underwater cultural heritage sites and their appropriate protection and management. Prior to definition of the action plan the legislative framework would be analyzed.

The Law on the Protection of Cultural Properties

Cultural heritage both on land and under the water is regulated by the Law on the Protection of Cultural Properties ("Official Gazette of Montenegro", no. 049/10 of 13.08.2010, 040/11 of 08.08.2011, 044/17 of 06.07.2017, 018/19 of 22.03.2019). According to the Article 6 Montenegro is obliged to ensure the protection and preservation of all cultural assets located on its territory, including inland waters and territorial sea, as well as to take care of the protection and preservation of assets located abroad if they are important for national history or culture. Article 18 is defining the way protection of cultural good is declared. The protection of a cultural good shall be declared by determining the previous protection and by determining the status of the cultural good. The protection of cultural good shall be declared by the Authority for Protection of Cultural Goods. By Article 19 anyone may submit an initiative for the declaration of the protection of cultural good to the Authority for Protection of Cultural Goods. The Authority is obliged to consider the initiative and to notify response in writing, within 90 days from the day of submission.

In the part of the Law covering management of cultural goods which is directly related to the initiative for declaration of AUWCH, underwater museum or dive park, the Article 39 is defining Management of state-owned cultural good, through following paragraphs (1) The Government of Montenegro and the competent body of the



municipality are obliged to determine the entity that will manage the cultural goods which are at the disposal of the state or the municipality, in accordance with the law. (2) If the subject referred to in paragraph 1 of this Article does not keep or use the cultural good in the prescribed manner, the Authority for Protection of Cultural Goods shall propose to the Government or the competent municipal body to confiscate the cultural good from that entity and hand it over to another entity. (3) Funds for the costs of preservation and maintenance of cultural good referred to in paragraph 2 of this Article shall be provided by the state or the municipality that disposes of the cultural good. Purpose of use of the cultural good is clarified in the Article 57 through following paragraphs: (1) Cultural good is used for traditional or other appropriate purpose determined by the Authority for Protection of Cultural Goods. (2) The purpose of use of a cultural good is determined for the purpose of its sustainable use, in a way that ensures and respects its integrity and understanding of its cultural value.

The Law on the Protection of Cultural Properties is making difference between following terms, archeological site as a part of the space on land and underwater with the remains of buildings or other objects created by human activity; an archaeological reserve as a spatially limited area that contains traces of human existence, including places on land or underwater, whose excavation and research is left to future generations; cultural landscape as a space whose characteristic appearance is the result of the action and interaction of natural and anthropogenic factors over a long period of time. The Law in the part Concession on cultural goods, in Article 59 is defining that Subject of concession (a) Immovable cultural good in state ownership may be given for use through a concession, in accordance with the law governing concessions and this law, for the performance of: 1) tourist, catering, trade, craft or other service activities; 2) original or related industrial or production activities; 3) activities in the field of education, science, culture, information, health, sports and recreation. (b) The subject of the concession may not be a cultural good which is: 1) unexplored archeological site: 2) a memorial building, a memorial and a cult or landmark; 3) a place and object associated with a custom, belief or tradition; 4) archeological reserve.

In the Article 60 the Law is defining that a concession on a cultural good may be granted to a domestic or foreign legal or natural person who, in addition to the conditions prescribed by law, also meets the following conditions: 1) that it is registered for the performance of activities referred to in Article 59, paragraph 1 of this Law or in accordance with the regulations of a Member State of the European Union; 2) to have a revitalization program and management plan.

By the Article 61 the concession act and the contract on concession on a cultural good, in addition to the elements prescribed by law, shall contain: 1) measures for the protection and preservation of cultural good, the conditions and manner of their implementation; 2) guarantees of the concessionaire in case of damage or destruction of the cultural good; 3) reasons for termination of the concession contract before the expiration of the concession. During the duration of the concession, the annex to the concession contract may change the conditions and manner of protection and preservation of cultural good, with the consent of the Authority for Protection of Cultural Goods. If during the duration of the concession a change occurs on the cultural good due to which it is necessary to limit the scope of the concession or change the manner of use of the cultural good, the concessionaire is obliged to accept the changes in the agreed conditions and to take all actions ordered by the Authority for Protection of Cultural Goods. A concession on a cultural good, in addition to cases prescribed by law, shall be revoked if the concessionaire does not preserve or maintain the cultural good in accordance with established conditions or uses it in a manner that damages or endangers its cultural value. The Authority is obliged to regularly monitor the condition of cultural goods during the concession. By the Article 80, Research of cultural goods, Objectives and types of research, The Ministry shall prescribe the procedure and manner of granting approval for



the underwater activities in the internal waters and territorial sea of Montenegro in the areas where cultural goods are located.

UNESCO Convention on Protection of Underwater Cultural Heritage

Government of Montenegro ratified UNESCO Convention on Protection of Underwater Cultural Heritage and issued the Law on Ratification of the Convention on the Protection of Underwater Cultural Heritage in 2008 ("Official Gazette of Montenegro", no. 04/08 of 01.07.2008). The main concepts of the Convention have not been yet incorporated in any national or regional law, strategies and policies. Nevertheless, the Constitution of Montenegro in the Article 9 states that confirmed and published international treaties and generally accepted rules of international law are an integral part of the domestic legal order taking precedence over domestic law and are directly applicable when relations are regulated differently from domestic law. Therefore, the rules of Convention declaring in situ protection as a first option and promotion of public access to in situ underwater cultural heritage, except where such access is incompatible with protection and management, have a legal power.

In 2016 The Ministry of Culture has established cooperation with the Joint Operations Team, which is composed of representatives of the Maritime Security, the Navy of Montenegro and the Department of Border Police - South Sector, on the monitoring process of the underwater cultural heritage sites. The Joint Operations Team, which was formed on the basis of the Agreement on mutual cooperation in the fields of security and safety of maritime navigation, integrated system control, monitoring and sea protection and sea border control, carried out monitoring of Montenegrin coast sites during the summer months. Monitoring of the underwater heritage was a pilot project, which shortly contributed to the protection and preservation of cultural heritage. Considering the existence of such inter-ministerial agreement from 2016 there is a model for this cooperation to be restored and continue in the future.

Law on Spatial Planning and Construction of Facilities

Law on Spatial Planning and Construction of Facilities ("Official Gazette of Montenegro", No. 064/17 of October 6, 2017, 044/18 of July 6, 2018, 063/18 of September 28, 2018, 011/19 of February 19, 2019, 082/20 from 06.08.2020) in the Article 2 is defining Planning and construction goals. The goals relevant to AUWCH sites are: rational and efficient use and preservation of spatial potentials and resources on land, sea and seabed and protection of natural resources; development of regional spatial particularities, preservation of identity and recognisability of landscapes; protection and improvement of cultural assets and protected environment while preserving the integrity and authenticity of cultural values, creating conditions for sustainable use of cultural assets and high-value built space with respect and development of specific characteristics, integrity and values of natural and urban landscapes and environments. Maritime spatial planning is covered by Article 10 stating: in order to achieve economic, environmental and social goals, the planning of the sea area is also considered during spatial planning. The Spatial Plan of Montenegro, described in Article 16 is a strategic document and general basis for the organization and spatial planning of Montenegro which determines state goals and measures of spatial development, in accordance with the overall economic, social, environmental and cultural-historical development of Montenegro. The Spatial Plan of Montenegro determines, in particular: the policy of space use and the development of functions and activities in Montenegro; the concept of maritime spatial planning. The Spatial Plan of Montenegro contains guidelines for the protection of cultural heritage. The General Regulation Plan of Montenegro by Article 17 is a planning document which determines in more detail the goals and measures of spatial and urban development of Montenegro, taking into account specific needs arising from regional specifics, elaborates spatial



planning goals and regulates rational use of space and sea areas, in accordance with economic, social, environmental and cultural-historical development.

The Spatial Plan of Montenegro until 2040 is presenting perspective of Montenegro as a country that follows modern European principles, with the aim to become prosperous, environmentally friendly, environmentally attractive state for life and investment in the field of tourism through the offer of mountain, rural and coastal tourism.

Vision of the development of the Coastal Region in **The Spatial plan of special purpose for the Coastal area of Montenegro** from 2018 is considering protection of cultural heritage. Protection is defined and elaborated through the measures given in the Study of the Protection of Cultural Heritage for Coastal region. This is to ensure cultural and natural identity. Through the development of tourism it is expected that coastal region foster the whole socioeconomically development of Montenegro. **The Study of the Protection of Cultural Goods for The Municipality of Budva** in the scope of the development of The Spatial plan of special purpose for the Coastal area of Montenegro from 2016 does not cover any aspects of underwater cultural heritage neither is considering its protection. The Study of the Protection of Cultural Goods for the Municipality of Budva from 2019 is declaring that underwater cultural heritage within the scope of the planning document is protected in accordance with the provisions of the UNESCO Convention on the Protection of Underwater Cultural Heritage ("Official Gazette of Montenegro" 04/08). Nevertheless, the Study does not mention neither covers any of the underwater sites of the municipality of Budva which are declared underwater cultural heritage sites by the provisions of UNESCO Convention; such as the ancient shipwrecks Budvanski Zaliv, 1, 2, 3, 4 and the site of SMS Zenta, etc.

Montenegro accepted **Protocol on Integral coastal zone management of the Mediterranean** ("Official Gazette of Montenegro", no. 16/2011) and the related Conceptual framework for sea area planning in the Mediterranean to ensure the fulfilment of obligations and key principles prescribed in the Directive 2014/89 / EU for establishing a framework for maritime spatial planning. This Directive was response to the growing demand for marine space for different needs, for example for power plants from renewables, oil and gas exploration and production, marine and fishing activities, ecosystem conservation and biological diversity, exploitation of mineral resources, coastal tourism, aquaculture facilities and underwater cultural heritage.

Vision of the coastal area of Montenegro in the **National Strategy for Integrated Coastal Management** from 2015 is projecting that coastal area of Montenegro should be resilient and healthy, with recognizable identity and authenticity, to ensure benefits to the present population, as well as to the generations to come. According to the vision the areas of prominent natural landscape and cultural values should be preserved. Protected areas of natural, cultural and landscape values should be sustainably valorised. The development of the coastal area should be harmonized with the protection of its resources. Elements of natural and cultural heritage, as a basis for attractiveness, should be placed in the function of sustainable development of the coastal area. The coastal area should have a sustainable tourism offer throughout the year with a preserved attractiveness. Entrepreneurship based on the protection of natural areas and cultural values is being developed.

The Law on the Sea

The Law on the Sea ("Official Gazette of Montenegro", No. 17/07 of 31.12.2007, 06/08 of 25.01.2008, 40/11 of 08.08.2011) is only covering the aspects of the research related to underwater cultural heritage stating the responsibility of the ministry for cultural affairs. In the Article 9 the Law is declaring that research, surveys and



hydrographic survey of the sea and internal waters of Montenegro for scientific purposes, could be done only with the approval of the ministry responsible for affairs of education and science. Archaeological research of cultural goods at seabed of the sea and internal waters of Montenegro could be conducted with the approval of the ministry responsible for cultural affairs. At least one professional person appointed by the ministry in charge of cultural affairs should be on board.

The Law on Nature Protection

The Law on Nature Protection ("Official Gazette of Montenegro", no. 054/16 of 15.08.2016, 018/19 of 22.03.2019) is declaring protected natural assets and their preservation and management, in order to preserve or improve the objectives of protection. The Law is defining the procedure for declaration, criteria for evaluation and categorization of the protected areas. The categorization is considering cultural aspects of protected areas. Zones and the regimes of protection are defined as well as the Act on the proclamation of a protected area. In the Article 34, Declaration of protected areas, marine protected areas whose territory partially or completely enters the marine zone shall be declared by the Government, except the national park.

After years of initiatives led by Institute of Marine Biology of University of Montenegro, aiming to protect valuable species and habitats, in the Marine Protected Areas are declared as Nature Parks Platamuni, Katic and Old Ulcinj, whilst two sites are temporarily protected in the Bay of Kotor - Dražin Vrt and Sopot. Marine protected areas are declared by following decrees: **Decision on declaring the protected area Nature Park "Katič"** ("Official Gazette of Montenegro", No. 113/21 of 25.10.2021); **Decision on declaring the protected area Nature Park "Stari Ulcinj"** ("Official Gazette of Montenegro", No. 015/22 of 11 February 2002); **Decision on declaring a protected area of the Nature park "Platamuni"** ("Official Gazette of Montenegro", No. 063/21 of June 14, 2021). Each of the decrees is describing the rules for protection and development as well as the areas of protection.

Recreational diving is only regulated by a short Article in a **Decree on minimum technical conditions and rules of providing certain tourist services that include sports-recreational and adventure activities** ("Official Gazette of Montenegro", no.2/18, 13/18 and 25/19) which is a bylaw of the Law on Tourism and Services. The decree is requesting from the service providers to be in possession of hyperbaric chamber, among other paragraphs that are not in line with internationally accepted standards of dive services. The requirements for operation of dive centres proposed in this act have significantly bad impact on the dive tourism sector which is at the beginning of its development in Montenegro.

The initiative to declare the site of SS Oreste as an AUWCH site or underwater museum is compliant with all legislation relevant to protection of cultural heritage of Montenegro. By the Article 6 of the Law on Protection of Cultural Properties, Montenegro is obliged to ensure the protection and preservation of all cultural assets located on its territory, including inland waters and territorial sea. The initiative for legal protection of SS Oreste is submitted to the Authority for Protection of Cultural Goods as per recommendations of the Law. Once declared as cultural good the initiative for establishment of management over the site of SS Oreste is compliant with the Article 39 which is defining that the Government of Montenegro and the competent body of the municipality are obliged to determine the entity that will manage the cultural goods which are at the disposal of the state or the municipality, in accordance with the law. The establishment of management could be done through the Article 60 and 61 which are regulating the terms and conditions of concessions on a cultural goods. The concept of AUWCH site of SS Oreste is corresponding with recommendations of UNESCO Convention on Protection of Underwater Cultural Heritage. The rules of Convention declaring in situ protection as the first option and promotion of public access to in situ underwater cultural heritage are legally endorsing the initiative. The selected site is compliant with The Law on



Spatial Planning and Construction of Facilities which is recognising a necessity for protection and improvement of cultural assets and protected environment while preserving the integrity and authenticity of cultural values. The tourism development aspects and effects of SS Oreste, as managed AUWCH site, are corresponding with the perspective defined by Spatial Plan of Montenegro until 2040 by which Montenegro is a country that follows modern European principles, with the aim to become environmentally attractive state for life and investment in the field of tourism through the offer of coastal tourism. Protected AUWCH site of SS Oreste is compliant with The Spatial plan of special purpose for the Coastal area of Montenegro which is emphasising the importance of protection of cultural heritage as well as with the Protocol on Integral coastal zone management of the Mediterranean and the Directive 2014/89 / EU which are mitigating the response to the growing demand for marine space. The concept of AUWCH site and underwater museum is following recommendations of The National Strategy for Integrated Coastal Management from 2015 which is advising that elements of natural and cultural heritage should be placed in the function of sustainable development of the coastal area. The initiative is compliant with the Law on Nature Protection which criteria for evaluation and categorization of the protected areas are considering their cultural aspects. The previous declaration of Marine Protected Areas and Nature Parks can be used as an example to support the initiative for AUWCH site of SS Oreste to be declared protected with the establishment of management. The inappropriate legislation relevant to tourism dive activities does not support the development of the recreational dive tourism and should be improved according to internationally recognised standards and practices.

1.4 Site's contribution to national/regional strategies

The sea is borderless. Maritime activities with military, merchant or travel objectives were multicultural interactions since the earliest periods of history. The most of underwater cultural heritage sites of Montenegro are international by the origins of the vessels and cultural material. The efforts for their protection, preservation and wide public access through the diving activities, state of the art exhibitions and publications is fostering the tourism and contributing to the attractiveness of the coastal region. The concept of accessible underwater cultural heritage sites, underwater museums or dive parks has positive direct and indirect impact on social and economic development of the coastal communities. Therefore the report on the contribution of AUWCH sites to sustainable tourism development of Montenegro and the scope of their regional socio economic impacts should be discussed.

Tourism development strategy to 2025 is considering development of cultural tourism. The potential for the development of a tourism product based on culture and tangible and intangible cultural heritage is emphasized. Cultural tourism in Montenegro should be developed because it contributes to the better image of the destination, extension of the tourist season and protection of cultural heritage in the context of sustainable development. The strategy recognizes sustainable cultural tourism, which takes care of the consumed culture, as a symbol of quality tourism. During 2022, the Cultural Tourism Development Program will be prepared with the Action Plan for 2023-2025 in order to ensure continuity in the development of this extremely important segment of the tourist offer. Establishment of protected, smartly managed and accessible underwater cultural heritage site as underwater museum or a dive park contributes to the improvement of the image of the destination by presenting the efforts for protection and appreciation of underwater cultural heritage assets. Moreover such initiative will demonstrate improved maritime management and control as well as dive tourism development efforts. The AUWCH sites will positively affect extension of the tourist season by attracting the dive tourists who prefer to organize their visits during the low season periods. By imposing strict protection rules and monitoring mechanism, the underwater cultural heritage sites will have sound perspective of preservation. The sites would be protected from unauthorized



visits and looting. Smartly managed and preserved attractive underwater cultural heritage will ensure long time revenue through dive tourism and its contribution to sustainable development of the coastal region. Cultural Tourism Development Program and its Action Plan for 2023-2025 should consider smart management of AUWCH sites as important asset of cultural tourism sector which attractive and innovative concept would enhance general tourism offer. The strategy for tourism development considers development of dive tourism by recognizing diving in the waters of Montenegro with underwater landscapes, caves and shipwrecks as exceptional experience. Diving would be improved as a special type of tourist offer in Montenegro in the coming period, both through legal regulations and program documents. Regulations based on ISO standards by which the quality and safety of service would be regulated as it is in the countries of EU would contribute to the economic sustainability of AUWCH sites, dive parks, underwater museums and vice versa. Montenegro should pay more attention to the resources of these touristic sectors as those are easy to be develop and contribute to positive image of the destination.

RIS3 supports the creation of knowledge-based jobs and growth not only in leading research and innovation (R&I) hubs but also in less developed and rural regions. Montenegro adopted its RIS3 in 2019 by following the JRC methodological framework for Smart Specialization. The visions of development of Montenegro, expressed in the Smart Specialization Strategy 2019-2024, are based on the increase of competitiveness of the economy. Three key strategic directions were identified, as follows: 1. Healthy Montenegro; 2. Sustainable Montenegro; 3. Digitalized Montenegro. Vision of Digitalized Montenegro by 2024 involves the use of advanced ICT solutions in all sectors of the economy and developed IT awareness that enables a dynamic and proactive access to new and innovative technologies such are virtual reality, augmented reality and 3D. Mapping of economic, innovative and scientific potential of Montenegro resulted in the identification of the government's priority sectors: agriculture, energy, ICT, manufacturing, medicine, health, and tourism. Vision of Montenegro by 2024 is to be recognized destination for sustainable tourism with diversified and authentic tourism offer based on innovative business models and services. Digitalization of cultural and natural heritage and its connection with tourist services is projected through the development of the e-platforms and applications for tourist services, e-tourism, e-visitor and applications that use VR/AR. Underwater cultural heritage sites are attractive and unique for the development and enhancement of dive tourism. Their promotion is contributing to the originality of the destination and competitiveness on the international tourism market. Application of state of the art methods of digital documentation and 3D visualization production such are virtual and augmented reality products based on AUWCH sites is contributing to Digitalized Montenegro by 2024 perspective and fosters e-tourism initiatives. These products are offering opportunity for wide non diving audience to visit, enjoy and appreciate underwater cultural heritage of Montenegro. These kinds of products are making exhibitions more attractive enhancing economic sustainability. Innovative management and monitoring tools for the AUWCH sites based on mobile applications, IoT and AI solution is endorsing the vision of the use of advanced ICT solutions. Both AUWCH sites and the tourism products based on real dive experiences at the sites and dry dive through AR/VR within the KAC or a museum will contribute to diversified and authentic tourism offer based on innovative business models and services.

Vision of sustainable development of Montenegro until 2030 described in the National Strategy for Sustainable Development 2016 perceived Montenegro as a community based on openness and diversity of culture - in terms of preserving all forms of cultural historical heritage. It is a state in which natural, regional and cultural values are highlighted, preserved and placed in the function of sustainable development. Protected, managed and accessible underwater cultural heritage sites will support the vision of openness and diversity of culture emphasizing the original cultural context of the AUWCH sites. Promoted as a touristic asset open for visitors through the revenue based on tickets and other relevant services AUWCH sites will develop to function economically sustainable.



Promoting its attractiveness and dive tourism services will have many positive direct and indirect economic impacts on the municipal and regional level.

National Employment Strategy until 2025 set the strategic goal of the employment policy until 2025 referring to stable and sustainable employment growth, which is based on equal opportunities, decent work environment, further development of knowledge and skills and greater social inclusion. The establishment of AUWCH sites and KAC exhibition concepts will contribute to the employment growth. The new and innovative management of underwater cultural heritage will improve business environment making the example of good practice which should uptake other cultural heritage sectors. The labor market and citizens of Montenegro face multiple challenges, particularly the sectors related to cultural heritage is recognized as low job opportunities, the operational goals of AUWCH sites and KAC will turn the challenges into new opportunities for the socio-economic development of the country and for the progress of each individual. The job opportunities are based on equal opportunities for the persons with educational background in maritime archaeology and history, cultural heritage management and tourism, diving tourism, boat handling, IT, 3D visualization, etc. The AUWCH site and KAC would be decent innovative work environment which would require further development of knowledge and skills following the technological innovations and growth.

Sustainable management of underwater cultural heritage has positive socio-economic impacts which are already demonstrated in various countries. Implementation of the underwater cultural heritage management system was beneficial in the aspects of new direct and indirect job opportunities, development of the new fields of education relevant to underwater cultural heritage and diving tourism. Promotion of attractive, protected and managed underwater cultural heritage sites brought economic benefit to the coastal regions. The economic benefit was direct for the management entity and dive service providers. Other tourism service providers, such as travel agencies, accommodation providers, entertainment providers, cultural tourism sector, restaurants, bars, etc, benefited indirectly from the increase of the visits and higher tourist flow. The educational effect of underwater museums and KACs on the local community and visitors enhanced comprehension of maritime history and culture.

Municipality of Budva lacks the attention to its underwater cultural and natural heritage. Apart from number of artefacts in the Archaeological museum, there are no permanent exhibitions relevant to maritime history of the city or underwater ecosystems. The underwater cultural heritage sites as well as diving tourism is poorly promoted and it is not recognized as one of important factors for sustainable economic development and enhancement of tourism offer. Establishment of management system of the accessible underwater cultural heritage site, underwater museum in the municipality of Budva and opening of innovative museum based on KAC concept would have positive socio – economic impact. The establishments of AUWCH site and the museum dedicated to underwater cultural heritage of the municipality would open new job opportunities. Consequently with the job growth, the specific professionals would be required in different fields from cultural heritage management, tourism, navigation, research, conservation, to diving service executives and personel. Promotion of new and innovative concept of AUWCH site management and the state of the art museum will increase tourist flow in the area. The increase of local and international divers could be expected in the low season with positive effect on the season extension. The economic benefits would be direct to the entity which would manage the site and the KAC through income from the tickets, events and souvenirs. Dive service providers approved to organize visits to AUWCH sites would have direct benefit from the increase of the clients. More significant is indirect economic impact from which the region would benefit. The increased tourism flow would positively affect accommodation, entertainment, transport, excursions and trips providers, restaurants and bars, rent a car and general touristic agencies. The standardized and safe dive service offered for visit of underwater museum, AUWCH site will help promotion of Budva as a safe dive destination.

Through the attractiveness of the site itself the visitors will learn about other sites they may visit. This will increase the revenue of the dive service providers. The first museum based on KAC concept which would use hi-tech technology to present underwater cultural and natural assets of the municipality of Budva to the wide audience would have positive educational impact on the local and national community by offering an opportunity to learn about maritime history using traditional exhibition model and modern learning aids as VR and AR, touch screens, hologram projections. Educational effect on the international visitors and tourists would cause better promotion of the turbulent and diverse history of Budva internationally. The international character of underwater cultural heritage will foster social inclusion of different social and national groups.

2. Milestone 2: Sustainable tourism development

2.1 Assets supporting sustainable tourism for the AUWCH site

The natural ambient of the cape of Jaz which is surrounding the shipwreck site of SS Oreste is pristine, attractive for tourists and it is a micro destination on its own. The area consists of two bays, Jaz and Trsteno, divided by Jaz cape with steep cliffs and forest. Jaz beach is the longest sandy beach in Budva with crystal clear water. Trsteno is a much smaller beach surrounded by a forest which is providing a shade in the hot summer months. The important touristic asset is that the whole area is undeveloped without construction building or extensive traffic. By approaching and landing at the site and getting ready for the visit on the moored dive boat the visitors would enjoy the beautiful landscape of the surrounding area. The natural attractive asset of the SS Oreste site itself is in its marine biodiversity. After the wreckage the site became a habitat of marine inhabitants typical for the Mediterranean and Adriatic Sea such are damsel fish, octopus, lobsters, moray eels, crabs, jellyfishes, etc. This newly formed vivid ecosystem is enhancing and completing cultural and historical beauty of the site.

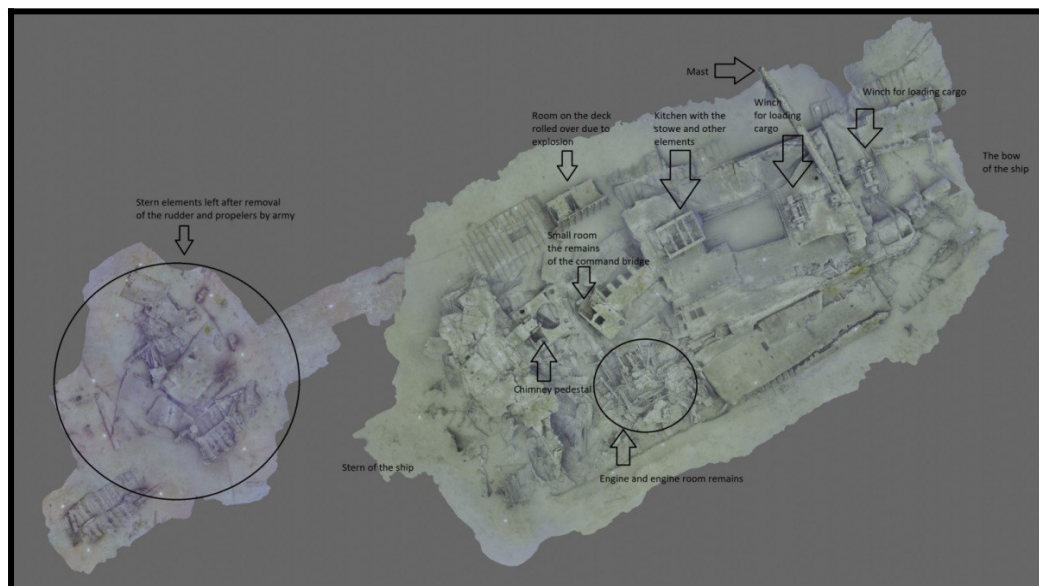


Figure 3. Topography of SS Oreste site (Damjan Tadic, Budva Dive Center, DryDive Project)

The historical and technical context of SS Oreste site is an attractive dramatic story to be told to the visitors during the briefing so they can enjoy and appreciate the shipwreck as a whole. The shipwreck of SS Oreste has cultural value with the respect of its type and age. The site is telling a story of an early 20th century transport



steamship class used in the Adriatic. Besides those ship construction characteristics the cultural value of the SS Oreste site is in its historical context of the Second World War. At the beginning of the war on April 17, 1941 Italian army occupied territory of the municipality of Budva. From 1942 to mid-January 1943 Italian navy was laying the mines to protect the harbors. The minefields were laid with insufficient navigational accuracy, and the ships were usually not well informed about the positions of the minefields. The mines have been laid in front of the coast of Budva as well. On March 27, 1942, at about 10 o'clock, SS Oreste, on her way from Split to Bar, struck the underwater mine and sank within two hours. The cultural assets which could be seen on the site itself are different parts of the wreck and remaining ship equipment and installations. There are visible stern elements left on the seabed after the salvage operations 1955. Steamship chimney pedestal is still visible as well as engine and room remains. Structure of the Command Bridge and small cabin room are still well preserved. Ship's kitchen with the stove and other kitchenware is interesting point of interest and one of the attractive assets along with fallen mast at bow and two winches for loading of cargo. All these cultural assets and attributes are making SS Oreste attractive tourist site telling the story of transport cargo steamship sunk in the minefield of Second World War.

2.2 Offered diving services

Three dive centers are operating at the territory of Municipality of Budva, Diving team R Montenegro, Pro Diving Montenegro and Budva Dive Center. All three are conducting diving activities according to PADI standards and have appropriate dive boats. Dive centers have rating of PADI 5 star Dive Center, PADI Dive Resort and PADI Dive Center. They offer guided dives to most attractive diving sites in the area such are shipwrecks SS Oreste, Blue Cavern, Pyramid, The Tunnel, Twin Caves, Fisherman Reef and Poseidon Cave. PADI dive courses are taught as per standards and supported with powerful PADI eLearning® platform. Offered courses are from Discovery SCUBA Diving program, Open Water Diver, Advanced Open Water Divers, Rescue Diver, and Dive Master. Occasionally Instructor development program is conducted at the 5 stars PAD dive center. There is an opportunity to sign in for Diving internships, develop professional dive skills and get certified as a Dive Master in exchange for work and help in the dive center during the season. Most of dive centers are offering a boat tours as well.

Once the SS Oreste would be declared as protected accessible underwater cultural heritage site managed by municipal legal entity for cultural heritage, the dive centers which would apply for permit would benefit from the annual education of their dive leaders on protection and presentation of the site to divers. The dive guides would learn the main points of interest at the site of SS Oreste and how to present them to their respective clients as an underwater tour, before and during the dive. Registered dive centers would be granted VR headsets, 3D models and 3D prints in order to conduct the state of the art dive briefing and present the dive to their clients virtually before the dive. The site of SS Oreste will be suitable for deep and Nitrox dives, Deep diver specialty, Wreck Diver Specialty. The SS Oreste could be a focal point of underwater cultural routes based on shipwrecks from the Second World War, Steamships of Montenegro, concept which would extend and enhance the offer creating new diving tourism products.

2.3 Available tourism infrastructure at the site

Although it is one of the smallest municipalities in Montenegro, the municipality of Budva is considered to be the capital of tourism and the most promising region in terms of economic and other potentials. Rich touristic assets are attracting huge number of visitors all year around. Budva relies on guests who have already stayed in Budva. Around 55% of guests have visited this destination several times; almost every fifth guest visited Budva more than 10



times. Most numerous are guests from the Western Balkans. Budva is also witnessing a significant number of repeat visits from other regions such as the EU and the former USSR.

Accommodation facilities of the municipality of Budva are growing to meet the needs of constant tourism increase. On the municipal territory all types of accommodation are well represented, including hotels of all the categories, private accommodation, holiday homes, hostels, motels and campsites. During the 2021 season Budva had 130 available hotels from which more than half are four and five star rated. Hotel accommodation is counted in 18.934 beds. Private accommodation such as rooms, apartments, suites, houses, villas for rent offers about 3000 rooms, or about 32.000 beds. Most of the hotels of higher ranking have restaurants offering full board service. Private accommodation is based on self-catering. In the municipality of Budva, there is a need for creation of hotel facilities with more complete services for high quality vacation such as sports, health, family and entertainment offers. These activities are important for the extremely short summer season to be extended. Accommodation during the low season can be booked onsite, while during the high season it is more convenient to book in advance. Booking can be done through most of the online booking platforms for various categories of accommodation facilities.

Municipality of Budva has very diverse offer for visitors and tourists to spend quality leisure time. The beautiful beaches and coastal landscapes are the main attraction for the majority of visitors. The most famous and most visited beaches are Milocer Beach, also known as "King's Beach", "Queens Beach" is in the vicinity of the hotel "Milocer", Bečići Beach won the "Grand Prix" in Paris in 1935 and was proclaimed the most beautiful beach in Europe, Slovenska beach is the longest city beach in Budva, stretches from the city port to the hotel "Park", one of the most beautiful is Mogren beach, Ploce beach and Drobni pijesak beach. Jaz Beach is about 2.5 kilometers away from Budva in the direction of Kotor and Tivat. It has two parts, one about 800 meters long and the other about 400 meters. Small town of Petrovac has two beautiful beaches. Two kilometers away from Petrovac, in the direction of Bar, is the longest beach on the Budva Riviera, the second longest on the Montenegrin coast. The island of Saint Nicolas is the biggest island in Montenegro and apart from natural beauty has several nice beaches approachable by boat ride from Budva. Should one fancy a more active day on the beach, there is a wide range of activities such as parasailing, diving and water skiing or hovering over the water on a "flyboard". One may explore the coast on a pedal boat or stand up paddle, the underwater world can be experienced in a tourist submarine, or enjoy adrenaline rush on the so-called "banana" and "ringo" power boat rides or use fast jet ski.

There is extensive number of sightseeing attractions on the territory of the municipality. The old town of Budva is one of the oldest settlements on the Adriatic and it is an unavoidable place when visiting Budva. Two and a half thousand years ago, the town is called, according to historical sources, the "city of Illyria". Besides its cultural and architectural value expressed through old churches and palaces, the old town is today hosting many restaurants, bars and shops. An olive tree about 2000 years old which is considered one of the oldest in the Adriatic could be visited in the village of Ivanovići, near Budva. Island of Sveti Stefan, today connected with coast, is one of the most exclusive summer resorts in the Mediterranean. Sveti Stefan settlement is built more than five centuries ago and today the stone houses and palaces are part of high class luxury hotel. Milocer Park, a garden of exotic trees and flowers has been formed around the Milocer Hotel built 80 years ago as a summer resort for the Yugoslav Karadjordjevic dynasty. Visitors can explore many cultural heritage sites and learn about dynamic and dramatic history of Budva by visiting Museum of Budva, Archaeological museum, Ancient necropolis of Budva, Budva city walls, Citadel of Budva, and Roman mosaics in Petrovac. Modern Gallery of Budva is offering insight into the contemporary art scene. Those interested in religious tourism could spend their leisure time visiting monasteries and



churches of the municipality such are Church of Santa Marija in Punta, Church of Saint Trinity, Church of saint Ivan, or monasteries of Praskavica, Gradiste, Stanojevici, Podmaine, Duljevo, Vojnici, Rustovo, Rezevici, Podlastva. On its 25-kilometer-long Riviera, Budva has about 50 kilometers of hiking trails that run through beautiful hinterland, connecting authentic coastal villages. Most of the interesting places and monasteries can be visited walking along those trails. After sightseeing the tourists can enjoy domestic and Mediterranean cuisine in one of the numerous restaurants and spend evenings in bars, nightclubs and casinos. Depending on the time of the visit tourists may enjoy festivals and manifestations organized in Budva such are Beer festival, Carnivals, concerts of various music genres by international performers, bands and DJs. To facilitate and help the visitors the Tourist Organization of the Municipality of Budva has five permanent information and tourist centers spread across the most visited places within the city and municipal region. From May to October, seasonal info centers are open at various locations in Budva, as well as in Bečići, Rafailovići, Pržno, Sveti Stefan, Petrovac and Buljarica. Info centers are offering free tourist maps of the city; brochures and promotional materials about the tourist offer of Budva, as well as other services and useful information are available to visitors.

The municipality of Budva is well connected with other coastal municipalities and the municipalities in the hinterland by good and well maintained road. In the coastal part, the municipality of Budva borders with the municipality of Kotor and the municipality of Bar, and on the mainland with the municipality of Cetinje. Budva is located on the coastal corridor Ulcinj - Bar - Budva - Boka Kotorska and through Cetinje the road leads to capital of Montenegro, Podgorica. Budva is well connected by bus lines with the cities on the coast and in the hinterland as well as with Croatia, Serbia, North Macedonia, Bosnia and Hercegovina. There are two airports within the range of 100 kilometers, Tivat airport is at 17 kilometers and the airport of Podgorica is at 70 kilometers, both well connected by a road with Budva. The closest railway station is in Bar for the trains connecting with Belgrade. To get around within the municipality and the city of Budva the rent a car or taxi service is most convenient way. Rent a bicycle service is available at several spots within the city of Budva. In terms of the development, the municipality of Budva, is one of the most dynamic and the city is constantly growing. Rich touristic assets and good tourism facilities are attracting huge number of visitors all year around what is making Budva the capital of coastal tourism.

3. Milestone 3: Cooperation Framework

3.1 Cooperation approach

Recognizing the importance of protection and promotion of underwater cultural heritage as an attractive tourism resource the Municipality of Budva decided to take steps towards systematic protection and sustainable management of underwater cultural heritage sites of its littoral. To achieve the goal of establishing accessed underwater cultural heritage site the bottom up approach is selected as most appropriate in the context of roles of relevant stakeholders, procedure requirements and current legislative framework.

Municipality of Budva has well developed administrative and organizational structure at the local level to commence the procedure for establishment of AUWCH site and implementation of its sustainable management. The first step is setting the foundations of cooperation at local level. The municipal initiative should be presented to the public bodies responsible for cultural heritage and tourism and relevant representatives of private sector such are dive centers. Public entity Museums and Galleries of Budva (JU Muzeji i Galerije Budva) is the municipal entity responsible for cultural heritage within which new unit should be established to manage the AUWCH site and KAC museum. Municipality of Tourist Organization of Budva is the municipal entity responsible for promotion of tourism assets and for creation of conditions for activation of touristic resources on the territory of the municipality. Tourist



Organization of Budva should support the promotion of new tourism products based on AUWCH site and KAC museum. The Office for EU Integration and Cooperation is the municipal body for management and implementation of EU projects and policies. They should develop project proposals relevant to needs of establishment and operation of AUWCH site and KAC museum. The dive centers operating at the territory are the stakeholders which are direct providers of tourism services relevant to the access to underwater cultural heritage sites. Through the agreement on the project proposal for establishment of AUWCH site and cooperation of those local entities the core group and initial network of stakeholders would be created.

The initiative of the municipality and local stakeholders on the further development of the project proposal should be presented to the relevant higher level institutions. The Institute for Marine Biology of University of Montenegro should be asked to conduct marine biological research of the selected site, to identify and produce a study of species which inhabit the site and propose approaches of protection in the context of public access. The study of biodiversity of the site and experience of Institute in establishment of Marine Protected Areas should be beneficial for further institutional steps. The Laboratory of Maritime Archaeology of Faculty of Maritime Studies, University of Montenegro could provide an expertise in underwater cultural heritage, documentation, protection and management as well as in building human resources through bespoke educational courses and trainings. Cooperation with Maritime Safety Department of Montenegro based on the concept of the Joint Operations Team established by The Ministry of Culture in 2016 should contribute to the monitoring of the protected sites, navigational regulatory aspects of installation of facilities for physical access such are mooring buoys for dive boats. Their role in protection of the underwater cultural heritage sites and monitoring through VTS system is of crucial importance as well. JP Morsko Dobro could transfer the experience in management and operational framework of Marine Protected Areas and share resources for monitoring. The Authority for Protection of Cultural Goods should declare the accessible underwater cultural heritage site and other relevant sites of the municipality legally protected as cultural goods. The Authority should declare the use of the site, propose conservation measures for the sites, approve and oversee the installation of mooring buoys. Center for Conservation and Archaeology of Montenegro should communicate the list of archaeological material relevant to maritime cultural heritage of Budva which is stored in their premises and take an active part in the establishment of AUWCH site and KAC through participation in research and conservation activities. National Tourism Organization should be part of the whole process with the aim of promotion of new tourism product.

Following the work within the previously mentioned cooperation network the legal request should be submitted to highest level stakeholders such are Ministry of Culture and Ministry of Ecology, Spatial Planning and Urbanism according to the legal requirements. In the final phase the Government of Montenegro should grant the management to the municipal entity for management of cultural heritage as per provisions of the Law on Protection of Cultural Properties.

Upon the establishment of the AUWCH site and the definition of management approach, the tour operators and agencies as well as various traditional and digital media should be considered as a part of the stakeholder's network.

Relevant local stakeholders:

- Municipality of Budva
- JU Muzeji i Galerije Budva
- Tourism Organization of Budva
- The Office for EU Integration and Cooperation
- Budva Diving PADI Dive Center



- Pro Diving Montenegro PADI 5 star Dive Center
- Diving team R Montenegro PADI Dive Resort
- Tour operators
- Tourism agencies

Relevant national stakeholders:

- Government of Montenegro
- Ministry of Culture, Directorate of Cultural Heritage
- Ministry of Ecology, Spatial Planning and Urbanism
- Authority for Protection of Cultural Goods
- Center for Conservation and Archaeology of Montenegro
- Maritime Safety Department of Montenegro
- National Tourism Organization of Montenegro
- Institute for Marine Biology, University of Montenegro
- Laboratory of Maritime Archaeology, Faculty of Maritime Studies, University of Montenegro
- JP Morsko Dobro

3.2 Communication Plan

Communication plan for the establishment of AUWCH site has to be divided into phases. The first phase should propose communication for establishing stakeholder’s cooperation network with an aim to set legal foundations for operation of AUWCH site. Second phase of communication should be related to promotion of AUWCH site and public outreach.

Communication plan for initiation of process

Description	Timetable/frequency	Channels	Audience	Owner
Establishing local stakeholder’s network	Daily	Email, Zoom, Meetings, Workshops	JU Muzeji i Galerije Budva, Tourism Organization of Budva, The Office for EU Integration and Cooperation, Dive Centers	Municipality of Budva
Securing the initial investment through project application development, municipality budget, fundraising campaign	Daily	Email, Zoom, Telephone, Meetings	JU Muzeji i Galerije Budva, The Office for EU Integration and Cooperation	Municipality of Budva
Initiative for legal protection of underwater cultural heritage sites and	As needed	Email, Meetings	The Authority for Protection of Cultural Goods	JU Muzeji i Galerije Budva



declaration as cultural goods.				
Biological research, archaeological, conservation, navigational issues and impact assessment, establishment of stakeholder`s network for preparation of the documentation needed for process	Weekly, as needed	Email, Zoom, Meetings, Workshops	Authority for Protection of Cultural Goods, Center for Conservation and Archaeology of Montenegro, Maritime Safety Department of Montenegro, Institute for Marine Biology, University of Montenegro, Laboratory of Maritime Archaeology, UoM	Municipality of Budva, JU Muzeji i Galerije Budva
Initiation of the procedure for declaration of AUWCH site	Daily, weekly, as needed	Email, personal meetings.	Government of Montenegro, Authority for Protection of Cultural Goods, Ministry of Culture, Directorate of Cultural Heritage, Ministry of Ecology, Spatial Planning and Urbanism	Municipality of Budva, JU Muzeji i Galerije Budva
Submission of the request for declaration of the AUWCH site, protected zone in the sea, underwater museum,	As needed	Email, personal meetings, hard copy documentation	Authority for Protection of Cultural Goods	Ministry of Culture, Directorate of Cultural Heritage, Ministry of Ecology, Spatial Planning and Urbanism, Municipality of Budva, JU Muzeji i Galerije Budva
Establishment of site`s management body, Implementation of	Daily, Weekly, as needed	Email, Viber, Zoom, personal meetings	Dive Centers, Maritime Safety Department of Montenegro,	JU Muzeji i Galerije Budva



the management plan			Authority for Protection of Cultural Goods, Ministry of Culture	
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Communication plan for public outreach

Description	Timetable/frequency	Channels	Audience	Owner
Development of visual identity, design, logo, etc	Daily, Monthly.	Email, Personal communication, phone, etc.	Wide audience.	JU Muzeji i Galerije Budva, Designers, branding company.
Development of video and photo material	Daily, Monthly, Annually.	Email, Personal Communication, phone, etc.	Wide audience.	JU Muzeji i Galerije Budva, Underwater photographers, video editors, creative industries.
Development of printed materials, flyers, brochures, booklets.	Daily, Monthly, Annually.	Email, Personal, communication, phone, etc.	Wide audience	JU Muzeji i Galerije Budva, Graphic designers.
Touristic promotion, tourism info, tourism fairs, dissemination of promotional materials, flyers, brochures, etc.	Daily, Weekly, as needed	Email, personal meetings, zoom	Tourism organization of Budva, National Tourism Organization	JU Muzeji i Galerije Budva
Dive shows (EUDI, Diveboot, etc)	As needed	Email, personal meetings, zoom	Tourism organization of Budva, National Tourism Organization, Dive Centers	JU Muzeji i Galerije Budva
Web site updates	As needed	Email, Zoom	Wide public	JU Muzeji i Galerije Budva
Social media updates	Daily	Facebook, Instagram, LinkedIn, Twitter, etc	Wide public	JU Muzeji i Galerije Budva
Training for dive instructors and guides	Annually, as needed	Workshop	Dive operators, instructors, dive guides, local diving community, etc.	JU Muzeji i Galerije Budva
Public outreach for students and pupils	Monthly	Email, Zoom, Personal meetings	High and elementary schools, University of Montenegro	JU Muzeji i Galerije Budva, Dive Centers
Media outreach	Monthly, as needed	TV stations, radio stations	Wide public	JU Muzeji i Galerije Budva

Workshop on Protection of underwater cultural heritage	Annually	Workshop	NGOs, public bodies, Local/Regional/Public authorities, Academia, Dive centers	JU Muzeji i Galerije Budva,
Stakeholders meeting on protection and promotion of accessible underwater cultural heritage	Six months	Meeting	Authority for Protection of Cultural Goods, Center for Conservation and Archaeology of Montenegro, Maritime Safety Department of Montenegro, Institute for Marine Biology, University of Montenegro, JP Morsko Dobro, Ministry of Culture, National Tourism Organization, Tourism Organization of Budva	JU Muzeji i Galerije Budva
Dive magazines, journals, web sites, portals	Monthly, Annually, as needed	Written articles and photography, Publication in journals, magazines, web sites, portals	Wide dive public	JU Muzeji i Galerije Budva
Visit of dive journalists, underwater photographers, travel bloggers, influencers, etc.	Monthly, Annually, as needed	Written articles and photography, Publication in journals, magazines, web sites, portals	Wide dive and travel public	JU Muzeji i Galerije Budva
Conferences on management of Accessible Underwater archaeology and related technologies	Annually, as needed	Presentations and articles in proceedings	Scientific public	JU Muzeji i Galerije Budva

3.3 Funding sources ensuring long term financial sustainability



To secure initial investment and develop AUWCH site and KAC, and a museum various financial instruments may be used. These instruments are national and regional financial support, EU programs and structural funds, funding from private investors through sponsorships, whilst the financial sustainability should also be supported by revenues resulting from tickets, services, events, activities, and the support from municipal budget. Indicative funding instruments and initiatives that may support the project are briefly presented below.

The government of Montenegro through the Program of Incentive Measures in the Field of Tourism for 2022 allocated 400 thousand euros through four support measures. The goal of the adopted program is to enrich and improve the quality of the tourist offer while improving marketing activities in order to attract tourists from new emitting markets, in the direction of generating higher revenues in tourism, extending the tourist season, increasing occupancy, consumption and employment. Through this support instrument the funds for promotion of the AUWCH site could be allocated in order to promote the site through the various media and channels in the EU, UK, and US.

The Investment and Development Fund of Montenegro (IRF CG) aims to encourage and accelerate the economic development of Montenegro. The goal of the program is to improve the existing and build and put into operation the new tourist infrastructure and non-board offer in order to reduce the seasonality of the destination, generate new jobs and additional income from tourism and related activities. Loans are intended for investments in fixed assets - tangible assets (buildings, equipment and devices, small inventory) and working capital. IRF CG A.D. can directly finance up to 70.00% of the value of the total investment. The amount of equity must not be less than 25% of the value of total liabilities, increased by the amount of the requested loan. The amount of the loan intended for investment in working capital can be up to 30.00% of the total loan amount. This instrument could be used as an initial investment for the establishment and operation of the site.

Project "Norway for you - Montenegro" through the second phase of the project, which will run from July 2021 to September 2023. The project will support improvement of the efficiency and effectiveness of support for the development and transformation of the micro, small and medium enterprises sector, as well as improving the innovation ecosystem and strengthening innovation institutions in Montenegro, in line with the new legal and strategic framework and best European practices. Budget is 2.4 million euros.

The Instrument for Pre-accession Assistance (IPA) is the mean by which the EU has been supporting reforms in the enlargement region with financial and technical assistance since 2007. IPA funds build up the capacities of the beneficiaries throughout the accession process, resulting in progressive, positive developments in the region. The EU pre-accession funds are a sound investment into the future of both the enlargement region and the EU itself. They support beneficiaries to implement the necessary political and economic reforms, preparing them for the rights and obligations that come with the EU membership. Those reforms should provide their citizens with better opportunities and allow for the development of standards equal to the ones we enjoy as citizens of the EU. The pre-accession funds also help the EU reach its own objectives including a sustainable economic situation, energy supply, transport, the environment and climate change, and stability. The new programming framework 2021-2027 reflects the specific objectives of the IPA III Regulation and focuses on the priorities of the enlargement process according to five thematic windows, which mirror the clusters of negotiating chapters as per the revised enlargement methodology. The indicative allocations which are compliant with AUWCH site initiatives are Window 4 Competitiveness and inclusive growth and Window 5: Territorial and cross-border cooperation.

IPA II (2014-2020) cross-border and transnational cooperation programs overview:



Program	Program priorities relevant to BlueMed PLUS RoadMap	Budget in previous calls
Bilateral cross-border cooperation programme Montenegro – Albania	- Promoting tourism and cultural and natural heritage	Total budget amounting up to 13.790.000 EUR for period of 2014-2020
Bilateral cross-border cooperation programme Bosnia and Herzegovina –Montenegro	- Promoting tourism and cultural and natural heritage	Approximate total budget per previous calls: 4.4 million €
Bilateral cross-border cooperation programme Serbia – Montenegro	- Promoting tourism and cultural and natural heritage	Approximate total budget in previous calls (excluding technical assistance) 8.894.117,66 EUR
Trilateral Interreg IPA Cross-border Cooperation Programme: Croatia, Bosnia and Herzegovina and Montenegro	- Contributing to the development of tourism and preserving cultural and natural heritage - Enhancing competitiveness and developing business environment in the programme area	The overall programme EU budget is EUR 57,155,316
Trilateral Interreg IPA Cross-border Cooperation Programme: Italy, Albania and Montenegro	- Smart management of natural and cultural heritage for the exploitation of cross border sustainable tourism and territorial attractiveness	Total budget amounting up to 93 million Euro for period of 2014-2020
Danube Transnational Programme	- Environment and Culture responsible Danube Region	The total programme budget is 274 578 077 EUR
Mediterranean Transnational Programme (MED)	- Promoting Mediterranean innovation capacities to develop smart and sustainable growth - Protecting and promoting Mediterranean natural and cultural resources	The total budget for the 2014-2020 period amounts to 265 million EUROS
Adriatic-Ionian Transnational Programme (ADRION)	- Innovative and smart region 15.7 - Sustainable region - Connected region	The overall programme budget amounts to 117.918.198 EUR



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Ambassador’s Fund for Cultural Preservation (AFCP) was established to support countries in preserving their cultural heritage and to demonstrate U.S. respect for other cultures. The AFCP competition for Montenegro aims to preserve cultural sites or objects and museum collections of historical or cultural significance to the cultural heritage of Montenegro. This award is considered to be an important contribution to the preservation of world cultural heritage. The U.S. Embassy is accepting project proposals to preserve cultural sites or objects and museum collections of historical or cultural significance to the cultural heritage of Montenegro ranging from \$10,000 to \$200,000 for the AFCP Small Grants Program and from \$200,000 to \$800,000 for an AFCP Large Grants Program.

Crowdfunding campaign at national and international level for a cause such is protection, preservation and public access to underwater cultural heritage could engage range of donors through sponsorships from private and corporate sector and single donations of wide public through campaigns on fundraising online platforms.

4. Milestone 4: Operational Framework

4.1 AUWCH site Operational Framework

Although Montenegro does not have any specific legal instrument related to the declaration and establishment of protected accessible underwater cultural heritage sites, underwater museums or dive parks, within existing legislative it is possible to declare underwater cultural heritage site protected and accessible in the legislative framework which would include provisions on use, protection and management based on previously presented legal mechanisms backed by the concepts of presented and set in the various previously discussed strategies.

List of the stakeholders which should be involved in the legislative framework initialization process:

1. The Government of Montenegro
2. Ministry of Culture, Directorate of Cultural Heritage
3. Ministry of Ecology, Spatial Planning and Urbanism
4. Authority for Protection of Cultural Goods
5. Center for Conservation and Archaeology of Montenegro
6. Municipality and its legal entity for management of cultural heritage “JU Museums and Galleries of Budva”

List of relevant legislative which is legally supporting the process:

1. The Law on the Protection of Cultural Properties ("Official Gazette of Montenegro", no. 049/10 of 13.08.2010, 040/11 of 08.08.2011, 044/17 of 06.07.2017, 018/19 of 22.03.2019).
2. Law on Ratification of the Convention on the Protection of Underwater Cultural Heritage ("Official Gazette of Montenegro", no. 04/08 of 01.07.2008).
3. Law on Spatial Planning and Construction of Facilities ("Official Gazette of Montenegro", No. 064/17 of October 6, 2017, 044/18 of July 6, 2018, 063/18 of September 28, 2018, 011/19 of February 19, 2019, 082/20 from 06.08.2020)
4. Protocol on Integral coastal zone management of the Mediterranean ("Official Gazette of Montenegro", no. 16/2011).
5. The Law on the Sea ("Official Gazette of Montenegro", No. 17/07 of 31.12.2007, 06/08 of 25.01.2008, 40/11 of 08.08.2011).



6. The Law on Nature Protection ("Official Gazette of Montenegro", no. 054/16 of 15.08.2016, 018/19 of 22.03.2019).

According to the Law on the Protection of Cultural Properties and The Law on Nature Protection the initiative for declaration of AUWCH site should commence from the municipal level towards the ministerial and ending with the Government decision. The initiative at this stage should develop scientific archaeological, biological and environmental study to support the arguments for government's decision to declare the site as accessible protected area in the sea.

Following the survey and documentation of the site, the protection of AUWCH site as a cultural asset shall be declared by the Authority for Protection of Cultural Goods as a first step towards the establishment of AUWCH site. The legal entity for the management of cultural heritage of the Municipality of Budva, "Public entity Museums and Galleries of Budva" (JU Muzeji i Galerije Budva) should submit an initiative for the declaration of the protection of underwater cultural heritage sites as cultural goods to the Authority for Protection of Cultural Goods as per Article 19 of the Law on the Protection of Cultural Properties. The Authority is obliged to consider the initiative and to notify response in writing, within 90 days from the day of submission. Should the Authority accept the initiative, the process of preparation of a study would commence to examine and determine the cultural values of the site. The study assesses whether the underwater site meets various criteria to be declared as a cultural asset or a cultural good. If the study determines that the criteria are met, the Authority is issuing a decision on the legal protection.

The Authority for Protection of Cultural Goods should issue a decision on protection and clarify the purpose of use of the cultural good according to advises of the Article 57 of the Law on the Protection of Cultural Properties by which cultural good should be used for traditional or other appropriate purpose. The purpose of use should ensure and respect the integrity and understanding of cultural value which is compliant with the initiative of establishment of AUWCH site following the rules of *in situ* protection and managed public access. The purpose of the use of AUWCH site doesn't defer from various on-land cultural heritage sites which are touristic attractions. The decision on declaration of protected underwater cultural heritage site should contain provisions on borders of the site, description of the site's values, protection and development, area of protection, protection measures, use of the site, management body of the site, provisions with regards to management plan and annual management plan, services, finance, marking of the site borders, etc. Once declared as cultural good the site is owned by the state.

The Government of Montenegro and the competent body of the municipality are obliged, by the Article 39 of the Law on Protection of Cultural Properties, to determine the entity that will manage the cultural assets which are at the disposal of the state or the municipality, in accordance with the law. Once the site is declared as legally protected and got a status of cultural good, the Municipality of Budva should submit the request through the Ministry of Culture, Directorate of Cultural Heritage to the Government of Montenegro to grant the use and management of AUWCH site declared as cultural good to the "Public entity Museums and Galleries of Budva", as a legal municipal entity for management of cultural heritage.

Should the research reveal the presence of important and protected flora and fauna species on the underwater cultural heritage site, the Law on Nature Protection ("Official Gazette of Montenegro", no. 054/16 of 15.08.2016, 018/19 of 22.03.2019) could be applied to support the legislative framework set by The Law on Protection of Cultural Properties. The Law is defining the procedure for declaration, criteria for evaluation and



categorization of the protected areas. The categorization is considering cultural aspects of protected areas. The protected areas are declared by the Government of Montenegro.

The Ministry of Culture, the Municipality of Budva and PE Museums and Galleries of Budva should develop an agreement based on the Article 80 of the Law on the Protection of Cultural Properties which is prescribing the procedure for granting approval for the underwater activities in the internal waters and territorial sea of Montenegro in the areas where cultural good is located. This agreement should contain clarification of The Authority for Protection of Cultural Goods on the purpose of use of the cultural good and provisions and advices of UNESCO Convention on Protection of Underwater Cultural Heritage on *in situ* preservation and public access protocol and explain in the detail the role of dive centers in relation with management body of the site which should grant permit for access and organized tourist visits.

Upon the agreement between The Government of Montenegro and the competent body of the municipality, according to the Article 39 of the Law on Cultural Properties, to grant management of AUWCH site to Public entity Museums and Galleries of Budva (JU Muzeji i Galerije Budva), a new unit within Public entity Museums and Galleries of Budva should be established as a site`s management body. This unit would be responsible for management of the AUWCH site, KAC (museum) and in general for research, monitoring, protection and promotion of underwater cultural heritage of the municipality of Budva after fulfilling the all legal requirements.

Ministry of Culture, Directorate of Cultural Heritage, Authority for Protection of Cultural Heritage, Center for Conservation and Archaeology of Montenegro, in collaboration with Municipality of Budva and Museums and Galleries of Budva, Tourism Organization of Budva, National Tourism Organization, experts from Institute of Marine Biology and Laboratory of Maritime Archaeology, dive centers, other tourism service providers should work together to develop management and operational plan according to the law.

The optimal maximum initial investment to start the operation of the site is 199.200 EUR. The initial investment excludes the staff costs and considers only equipment and infrastructure needed for the operation of the site. The management body should be stationed within the KAC, museum therefore the investment necessary for infrastructure of office and technical facilities will be presented in the following sections of this document.

As the KAC, museum and AUWCH site management body would be part of a large municipal entity for management of cultural heritage bellow are presented core professional staff duties of the Local Management Body. Auxiliary staffs such is cleaners, front desk personnel and guides will support the management body as per roster of PE Museums and Galleries of Budva.

Executive Director - (Manager of Cultural Heritage site, MA or PhD in disciplines relevant to maritime history, archaeology or underwater cultural heritage, diver, English speaking, multi lingual) – plan the weekly, monthly and annual budget, plan maintenance and service of equipment and tools, plan monthly and annual activities and events according to management framework, plan promotional activities, lead communication with relevant local and national stakeholders, lead communication within the Public entity Museums and Galleries of Budva, supervise income and expenses, supervise all activities of the staff, lead national and international communication in preparation of multidisciplinary project proposals, lead and supervise research projects, lead exhibition designs,



organize and lead stakeholders meetings, lead the production of promotional materials and organize dissemination, lead the scientific publishing and participation in conferences.

Curator - Maritime Archaeologist (Bachelor, MA in Archaeology or relevant sciences, diver, drone pilot, ROV pilot, English speaking, multi lingual)– plan and supervise the weekly, monthly and annually patrols and checkups of the visitors and operation of dive centers on the site, supervise the booking and number of visitors to AUWCH site and KAC, monitoring of the condition of the site, guide the KAC, museum tours, organize the events and activities, communicate through social media channels, communicate with dive centers and visitors, organize and lead education workshops for dive leaders, organize and lead public outreach for schools, organize filed schools logistics and participate and lead the scientific research, participate in scientific publishing and conferences, conduct the documentation of the site, document maritime cultural heritage of the municipality, keep the database of maritime cultural heritage up to date, participate in conservation activities, participate in checkups and patrols, participate in maintenance of mooring and physical access facilities at the site, supervise and participate in maintenance of dive and other equipment.

Curator - Maritime Archaeologist, Historian or Conservator (Bachelor, MA in Conservation or relevant sciences, diver, drone pilot, ROV pilot, English speaking, multi lingual)– plan and supervise the weekly, monthly and annually patrols and checkups of the visitors and operation of dive centers on the site, supervise the booking and number of visitors to AUWCH site and KAC, monitoring of the condition of the site, guide the KAC, museum tours, organize the events and activities, communicate through social media channels, communicate with dive centers and visitors, organize and lead education workshops for dive leaders, organize and lead public outreach for schools, organize filed schools logistics and participate and lead the scientific research, participate in scientific publishing and conferences, conduct the documentation of the site, document maritime cultural heritage of the municipality, keep the database of maritime cultural heritage up to date, participate in conservation activities, participate in checkups and patrols, participate in maintenance of mooring and physical access facilities at the site, supervise and participate in maintenance of dive and other equipment.

Technician - (boat skipper, driver, mechanic, dive equipment service specialist) – conducts guard boat patrols and checkups on the sites, supervise the number of visitors at the AUWCHS, conduct maintenance and service of dive equipment, compressor, car, guard boat and outboard engine, conduct all necessary work relevant to logistics to the activities and events organized within the KAC, museum.

Interns – during the high season from the beginning of May to the end of October students of history, archaeology, and relevant disciplines would be invited to take part in internship. Interns would have duties which would support and assist in the duties of the professionals and technician. Interns would take active role in research projects and in full operation of the AUWCH site and KAC, museum.

Volunteers – the management body would be open for international volunteers who are willing to support the work and research projects.



Optimal equipment and infrastructure needed for the operation of the site.

Q	Office, transport and digitization equipment	Q	Dive and in situ conservation equipment	Q	Guard Boat equipment	Q	Mooring installation for physical accessibility to the site
3	Laptops	3	Regulators	1	Rib boat, 6.75 x 2.23, dive rack	1	Navigation Special Mark Buoy with IALA Certificate 1,2m to support mooring of 2 boats
1	3D processing workstation desktop	3	BCDs	1	Outboard engine 250 HP	1	50 meters of galvanized chain
2	AgiSoft MetaShape	3	Dry suits	4	Fenders	1	1,5 m X 1,5 m concrete block for the bottom
1	UW camera housing	3	Wet suits	1	Set of ropes and anchor	1	Tools for maintenance of the SMB and mooring installation.
1	Mirrorless camera	3	Fins	1	Navigational instrument with sonar		
1	Wide angle lens	3	Masks	1	VHF Radio station and AIS		
2	Video lights 32k lumen	3	12 Liters cylinders	1	Set of flags		
1	Pick-up truck	3	18 liter cylinders	1	Life jackets and emergency kits		
1	Booking software/application	1	Compressor 250l/min	1	Boat trailer		
1	Mooring in city marina	3	Dive computers	3	Handheld VHF radios		
1	Drone, quarto copter with 3 batteries	1	Water pump				
1	Handheld GPS	1	Set of hoses				
1	Set of scales and targets (GCP)	1	Dredge				
2	Binoculars	3	Brushes, shovels, etc				
2	Camera with zoom						

Operating period of the site should be all year around. The winter months due to bad weather conditions might have low or even zero visits in some periods. Nevertheless, weather permitting, the site should remain open



and mooring facility for physical access maintained in the communication with relevant dive centers and their booking requests, taking in account weather conditions and estimated number of visitors.

Within the KAC, museum the dry dive visit to the SS Orsete site would be offered through virtual reality application which would simulate a real dive at SS Oreste, including whole experience with educational background through the introduction of the site and relevant points of interest. Beside SS Orsete, four ancient shipwrecks and SMS Zenta would be presented through virtual reality as well. Whole VR package would present the shipwrecks integrated into the timeline of maritime and general history of the municipality of Budva from ancient to modern times. The visitors would be able to see 3D prints of all the shipwrecks, exhibition of photographs and artefacts. The documentary and short cut movies relevant to maritime history and underwater cultural heritage sites will be presented on the big screen. Educational touch screens with various applications for presentation and quizzes will be available within the KAC, museum. Service of Maritime Archaeologist or Historian onboard of dive vessel or guiding underwater by KAC, museum staff would be part of the offer. Commercial photography and commercial video service would be part of the offer. Various events relevant to maritime history of the municipality of Budva will be organized.

The administrative requirements which dive centers should fulfill in order to organize dive visits to the AUWCH site are based on legal national registration as a tourism service providers and on the quality of the service demonstrated through membership in renowned dive association which are functioning according to ISO 24803 recreational dive service standards. This would ensure high and equal quality of service among different service providers and a base for marketing framework. The eligible dive service providers are obliged to sign the contract and Terms and Conditions with the PE Museums and Galleries of Budva agreeing on the procedures of organizing visits to the AUWCH site. After the staff participation in the educational workshop for dive center management staff, dive guides and instructors, the dive centers should be registered and approved to conduct underwater tours on the AUWCH site. The workshop would introduce terms and conditions for visits to the AUWCH site, the management system, booking system, protection rules and measures. Only dive service providers which satisfied all the requirements, which are approved by PE Museums and Galleries of Budva and the site management body, would be able to operate at the AUWCH site. The grace period should be granted in order to soften implementation of the system, lower the resistance of this stakeholder group used on uncontrolled access to underwater cultural heritage sites and measure the tourist flow in order to set parameters for promotion campaigns. Following the grace period approved dive centers would be paying registration fee and selling the tickets to their clients for the visit to AUWCH site of SS Oreste or for visit to both AUWCH site and KAC, museum. In return they would benefit from marketing campaigns which would promote their service. Dive centers would be facilitated with promotional materials and briefing aids in order to deliver information about the AUWCH site, KAC, museum and maritime history of Budva municipality to the visitors. Beside organized guided diving tours, the dive centers would be authorized to conduct the specific dive training courses on the AUWCH site at separate terms and conditions. Technical diving on protected sites of ancient shipwrecks would be conducted only for the research proposes whilst the diving on SMS Zenta should require permit under special terms and conditions where the management body would take care of the logistics and organization of the access to the shipwreck which would be subject of separate pricing policy.

4.2 Marketing Plan

Lack or recognition of touristic attractiveness of underwater cultural and natural heritage of Montenegro and under-developed dive tourism sector led to very low presence on the international tourism market. Diving is just



briefly mentioned in an Active Holiday brochure issued by National Tourism Organization. The official multilingual Dive Guide book doesn't exist, although there are more than 40 attractive dive sites. The country has never held a stand on any of dive shows, neither the dive tourism have been recognized to be promoted on general tourism expos. The existing legislative framework for dive service providers is corrupted and illiterate. Consequently, the AUWCH site management body's rigid requirements for high quality of service as per ISO standards has been requested from the dive operators in order to create internationally recognized tourism product which could be promoted. Nevertheless, the fact that Montenegro as a dive destination is pretty much internationally unknown could be seen as an opportunity to address the wide world market and gain attention with positive move forward through the creation of new tourism offer of AUWCH site. This tailored and managed tourism product could spark an interest of the dive audience to experience European new destination which was a bit hidden for a long time. In a long term this initiative could be a game changer and influence the decision makers to systematically organize dive tourism sector, create an offer at national level and promote it accordingly.

Before the discussion on competitiveness on targeted markets, marketing approach and outline of the marketing campaign, the analysis of visitors' profiles and relevant aspects should be presented. According to the data from the surveys done in 2020 by a private consultant company which are corresponding to the data of national agency for statistic MONSAT from 2018, 32% of the visitors of the municipality of Budva are from the region of the West Balkan, countries of Serbia, Bosnia and Hercegovina, North Macedonia, Albania, Kosovo. Tourists from Russia and ex USSR countries are 24% and 7% are local and national visitors. Visitors from far countries such are China, Australia, USA, etc. are participating with 4% on the market. More than a half of visitors are arriving by airplane, quarter by car and the rest by bus, train, ferry, boats. Average of stay is 7-8 nights. Budva is destination with significant number of repeating visitors, 55% of tourists have already been in Budva several times. There is a significant number of young guests, the share of people aged 16-29 is 37%. Most of Budva's visitors during preparation of the holiday is using information from other people's experiences, either from friends and relatives, from online platforms or from personal experiences from previous visits. Smaller percentage is getting informed from tour operators and guide books. Consequently, 78% of tourists are arriving in self-organized way by booking airlines and accommodation directly, instead of combined reservations as a tourist package offered by tour operators. On contrary, guests from the countries of the former USSR and EU prefer package deals. The most common motives for staying in Budva are "the beauty of nature" and "experiencing culture". Thus, special attention should be paid to the beauty of nature and cultural diversity attractiveness, because the guests which are looking for it, plan and pay for their trip in advance. This is a very important for planning a marketing campaign of innovative tourism product, as AUWCH site and KAC, museum are in accordance with the needs of the guests. Guests are showing the highest level of satisfaction with the hospitality of the local population, accommodation services, gastronomic services and guest information services. Unfortunately, the following aspects are rated below average: shopping and souvenirs, sports activities, cultural activities, guide / excursion services, local transport and rental services. Therefore the rigid requirements of management body towards dive service providers and professional services at the KAC, museum are necessity to support adequate marketing approach and strategy. The recent political events which isolated Russian and some of ex USSR markets have forced the Montenegrin tourism authority to consider the new markets and gain more visibility on EU, US and UK markets.

Taking in account the analysis above, the ex USSR republics and West Balkan region should be firstly considered as targeted markets. The high number of repeaters may tell that the AUWCH site of SS Oreste has been already visited and is well known, although number of annual visit reported from dive centers is quite low.



Nevertheless, the dive activities with educational background conducted by trained personnel and delivered at high quality service enhanced with KAC museum experience would be an innovative, new tourism product.

Competitive advantages of the offer would be an innovation on the tourism market of Montenegro, the demonstrated quality of service, ease of access, safety, interactivity of dive briefing, virtual dive experiences and educational exhibition. The new concept of AUWCH site and KAC is never seen in the region of West Balkan from where most of the visitors are. Museum exhibition which is experience more than a usual exhibition is very novel approach in the regional museology and should leave visitors impressed and attract many new visitors. Guided underwater tour on the SS Oreste would give new quality and safety approach which is not common in Montenegro. The offered quality product would level up the aspects of sports and cultural activities which were rated below average. One of main advantages should be the motivation of repeating visitors to make a new experience in Budva which is both experience of the beauty of nature and experience of culture. Due to the geopolitical changings the marketing activities should target markets of EU, US and UK. Main competitive advantage for these markets is that Montenegro is relatively unknown dive destination and this offer would give confidence to the visitors from those markets who are demanding quality and extraordinary experience. The dive tourists from EU, US and UK traveled and dived worldwide and they are always keen to discover new destinations and places, therefore Montenegro itself is quite new destination. The disadvantage of low trust in dive destination facilities and service quality, which is a consequence of non-existing promotional activities and lack of appropriate legislation, would be mitigated by new tourism product based on AUWCH site and KAC museum which will ensure monitored and controlled quality of service as per ISO standards, ease of access, safety, interactivity of dive briefing, competent dive guides, virtual dive experiences and educational exhibition with application of state of the art technologies. Internationally promoted previously mentioned competitive advantages should bring positive image to the destination and foster development of structured national dive tourism offer.

Marketing approach should be defined by the identification of targeted audiences which are dive tourists and tourists interested in cultural heritage tourism from West Balkan, ex USSR, EU and UK and other markets. To reach the goals and objectives of promotion of the AUWCH site and KAC museum and increase of touristic potential the campaign impact should be set mainly internationally. Nevertheless, taking in account high percentage of repeaters the campaign has to have local and national impact as well. To reach the targeted markets and customers utilization of various media channels has to be considered with some even bespoke campaigns. These media channels are municipality billboards, airport billboards, newspapers, TV and radios with national frequencies, international dive journals, dive tourism online platforms, various social media channels, Facebook, Instagram, YouTube, LinkedIn, dive webinars, dive podcasts, popular science magazines, flyers, brochures, interactive touchscreens, etc. The branding and visual identity of the whole tourism package should be developed along with authentic copywriting style. The approximate budget of the campaign is estimated to 10.000 EUR. The campaigns should have three phases, first phase which would introduce and prepare the audience for the opening, second phase is marketing of open AUWCH site and KAC museum and the third phase is continuous marketing campaign.

Outline of marketing campaign:

First phase: Introduction

First phase should commence a year ahead from opening of AUWCH site and KAC museum. The campaign should be branded, local, regional and international. The message should be strong, provocative, authentic and



enigmatic, but the result should be hidden, it should spark curiosity of the receivers. On the local level it should focus on repeater tourists inviting them to revisit Budva because of attractive forthcoming offer. On the regional and international level it should spark interest in a new, mysterious, innovative, quality tourism product. This part of the campaign should spark curiosity and prepare the audience for the opening.

Channels: Billboards in the municipality and the airports, local and national TV and radio, digital media, social networks, dive tourism online platforms, portals and journals, dive shows, tourism expos and fairs. Promotion should be both paid and organic.

Second phase: Establishment and opening

Second phase should be an answer on the first phase of the campaign. It should announce opening of the AUWCH site and KAC museum. Main point of promotion should be maritime history of Budva, underwater cultural heritage sites of the municipality, quality and safety of dive services, innovations of exhibition concept of KAC, innovation of public access management of AUWCH site. Through this phase strong connection and cooperation with creative industries should be required. The viral effect should be produced and the dissemination of the information should be as wide as possible. Most impact had to be dedicated to EU, US, UK markets. The front pages of the main dive magazines, journals and online platforms should carry the news. It has to carry sensational and clear message to motivate the people to visit Budva and enjoy the new tourism product.

Channels: Billboards in the municipality and the airports, local and national TV and radio, daily newspapers, news platforms and portals, digital media, social networks, dive tourism online platforms, portals and journals, dive shows, tourism expos and fairs, scientific conferences and journals, popular science media, lifestyle, nautical, maritime, historical media, etc. Promotion should be both paid and organic.

Third phase: Continuous marketing campaign

To keep up presence in the media new tourism sub-products should be created through design of various events and happenings relevant to AUWCH site and KAC museum.

Channels: Billboards in the municipality and the airports, local and national TV and radio, daily newspapers, news platforms and portals, digital media, social networks, dive tourism online platforms, portals and journals, dive shows, tourism expos and fairs, scientific conferences and journals, popular science media, lifestyle, nautical, maritime, historical media, etc. Promotion should be both paid and organic.

4.3 Pricing policy and annual budget for site's operation

Initial pricing policy is identified according to the profile of the visitors from targeted markets and quality of the service or experience provided. Tickets are to be charged for visit of AUWCH site, KAC museum, various events, dive courses, commercial photo and video fee, ROV tours, guide service of the professional at AUWCH site. Following the first year of test period through which the dive centers would get into the routine of the implemented system and experience its benefits reflected in the rise of the demand for visit to the AUWCH site the pricing policy will be implemented. During the test period the indicators would be monitored and the pricing policy might be adjusted accordingly.



The Dive Centers which are satisfying the administrative requirements should be registered with the new unit of Public entity Museums and Galleries of Budva at an annual price of 100 EUR. Registration would give a permission to the Dive Centers to exclusively offer guided visits to AUWCH site and get benefits from promotion of the new tourism product of the municipality. The Dive centers would be authorized to sell the tickets for the visit of both AUWCH and KAC, events at KAC, ROV tours and merchandise items of KAC museum wining commission of 15% on sale.

The staff costs would be covering four permanent employees responsible for management of AUWCH site and KAC museum. Operational costs are projected to cover consumables and expenses such are fuel for car and boat needed for operation of patrols, checkups, transport of equipment and staff. Office consumables are all materials which are spent during the office work, papers, printer toner, pens, flipchart paper, etc. Electricity, internet, phones, utility bills should be covered for offices and KAC museum. Budget line Software licenses should cover licenses for professional software and subscriptions for various platforms such are AgiSoft MetaShape, Reality Capture, ArcGIS, sketchfab, marine traffic, etc. Budget for marketing should cover all the expenses needed for annual promotion of the AUWCH site and KAC museum including printed materials, brochures, flyers, advertisements, banners, billboards, articles in journals, adverts on social media, dive magazines, portals, etc. Budget is projecting participation in dive fairs and expos such are EUDI Dive show and Frankfurt Dive Boot. Budget line of Publications should cover scientific publications, monographs, books printing and publishing. Budget for Travel expenses should cover staff travels to conferences, meetings, fairs, etc. Diving and research consumables budget line is dedicated to cover dive compressor filters, gases, service kits or various additional dive equipment needed.

Maintenance costs should cover the annual maintenance of dive boat such is sand blasting, antifouling protection and painting along with necessary additional services. Dive boat engine maintenance should be done every 100 hours of engine use. Car service should be conducted as needed whilst the car engine maintenance is to be done every 10 000 kilometers. Annual dive equipment maintenance budget line is covering expenses of service of dive regulators, BCDs, dry suits, dive cameras, lights and other dive equipment. Budget line of the other equipment maintenance is left as a buffer budget line for unexpected costs during the operation or research and conservation projects. Service-provision costs are considering the costs of technical diving services and conservation at greater depth during the works on Budvanski Zaliv 1,2,3,4 and SMS Zenta shipwrecks. Tech diving and photogrammetry service costs are covering documentation of those shipwrecks for research and presentation purposes. Creative industries services are various services such are VR production, video production, design, etc. Catering budget line is to cover the expenses of food and drinks during the events at KAC museum.

Initial pricing policy

Pricing policy	EUR
Annual Dive Center registration fee	100
Entrance ticket for both AUWCH site and KAC museum	18
Entrance ticket for AUWCH site	10
Entrance ticket for KAC museum	10
Entrance ticket for events at KAC museum	15
Dive course at the AUWCH site fee	20
Commercial photo and video fee	300
Maritime archaeologist as a dive guide	50
ROV tour at the site fee	10
Merchandise	EUR
T-Shirt SS Oreste	25



T-Shirt SMS Zenta	25
T-Shirt Hellenistic shipwreck of Budva	25
T-Shirt Roman shipwreck of Budva	25
Hoodie (SS Oreste, SMS Zenta, Hellenistic shipwreck of Budva, Roman shipwreck of Budva)	50
Mug	15
Magnet	5
3D Prints - SS Oreste, SMS Zenta, Hellenistic shipwreck of Budva, Roman shipwreck of Budva	50
Monographs, Books	10 – 25

The annual budget estimate

Staff Costs	EUR
Executive Director	14400
Curator Maritime Archaeologist	12000
Curator Maritime, Archaeologist, Conservator, Historian	12000
Technician	9600
Operational Costs	
Fuel for car and boat	6000
Office consumables	5000
Electricity, internet, phones, utility bills	3600
Software licenses	2000
Marketing including printing materials, advertisements, merchandise items, etc.	10000
Dive fairs and expos	13000
Publications	12000
Travel expenses	12000
Diving and research consumables	3000
Maintenance costs	
Dive boat and engine maintenance	2000
Car and car engine maintenance	1000
Dive equipment maintenance	1000
Various equipment maintenance	3000
Service-provision costs	
Tech diving and conservation	5000
Tech diving and photogrammetry	5000
Creative industries	5000
Catering	3000
Total budget	139600 EUR



5. Milestone 5: Management Framework

5.1 AUWCH site Management Framework

Management framework from the beginning of the process should be clearly defined to guaranty the success of the establishment and operation of a protected AUWCH site and KAC museum as a novel touristic product. The aims of the management framework are to present innovative approach in the protection of accessible underwater cultural heritage sites as an example of good practice. A new policy of management and protection of the AUWCH sites under a strict and precise framework could be applied on other sites within the country. The goal is to demonstrate the power of institutional synergies in protection of the AUWCH sites and the open accessibility through the involvement of tourism service providers as a base for economic development of coastal regions. Implementation of state of the art technology in the KAC museum would set new trends in the experience based exhibition design in Montenegro.

- The municipality of Budva, The office for EU integration and cooperation and Public entity Museums and Galleries of Budva should work together to find initial investment for establishment of AUWCH site and KAC museum. This should be done through the development of project proposal and application on current calls. Part of the investment could be secured through support by municipality budget or by fundraising, sponsorship campaign.
- Public entity Museums and Galleries of Budva should submit initiative for legal protection and declaration of underwater cultural heritage sites as cultural goods to the Authority for Protection of Cultural Goods.
- The Authority for Protection of Cultural Goods should respond to the initiative and commence the research activities in order to complete the study.
- The Authority for Protection of Cultural Goods, The Laboratory of Maritime Archaeology, The Institute for Marine Biology of University of Montenegro and Center for Conservation and Archaeology should be involved in the study development. During the documentation process the data for 3D products could be collected for SS Orešte, ancient sites and SMS Zenta.
- The Authority for Protection of Cultural Goods should issue a decision on protection and clarify the purpose of use of the cultural good according to advises of the Article 57 of the Law on the Protection of Cultural Properties.
- The Government of Montenegro and the competent body of the municipality should, by the Article 39 of the Law on Protection of Cultural Properties, determine the Public entity Museums and Galleries of Budva as an entity that will manage the underwater cultural assets which are at the disposal of the state or the municipality, in accordance with the law.
- The Municipality of Budva should submit the request through the Ministry of Culture, Directorate of Cultural Heritage to grant management of diving activities on AUWCH site and the rest of underwater cultural heritage sites of the municipality to the “Public entity Museums and Galleries of Budva”, as a legal municipal entity for management of cultural heritage.
- The Ministry of Culture, the Municipality of Budva and PE Museums and Galleries of Budva should develop an agreement based on the Article 80 of the Law on the Protection of Cultural Properties which is prescribing the procedure for granting approval for the underwater activities in the internal waters and territorial sea of Montenegro in the areas where cultural goods and underwater cultural heritage is located.
- Municipality of Budva and Public entity Museums and Galleries of Budva should define establishment of a new unit within the Public entity Museums and Galleries of Budva which would be management body for AUWCH site and KAC museum. The unit should have systematization of employees as previously presented.



- Maritime Safety Department of Montenegro as an entity for navigational control to monitor the sites by VTS system and to observe the sites during the patrols. JP Morsko Dobro as a management body over Marine Protected areas should be involved in the monitoring and protection process during the patrols and control of MPA. Sharing the resources Public entity Museums and Galleries Budva would have means to monitor the sites and to help the other stakeholders in monitoring of MPA and general navigational security.
- National Tourism Organization and Tourism Organization of Budva should be involved in promotional activities and work with the municipality and PE Museums and Galleries of Budva to develop campaign and promote novel tourism product on various markets.
- Dive Centers interested in providing the service of guiding the visitors should fulfill all necessary requirements to register with PE Museums and Galleries of Budva. Dive Centers would be responsible to monitor the condition of the site and report to the management body and to the Authority for Protection of Cultural Goods.
- The management body should supervise diving activities and monitor the rest of the sites of underwater cultural heritage at the municipal territory.
- The management body upon the implementation of the project should plan the weekly, monthly and annual budget, supervise income and expenses, lead exhibition design, plan and execute monthly and annual activities and events, organize and lead stakeholders meetings, plan promotional activities, lead communication with relevant local and national stakeholders, lead communication within the Public entity Museums and Galleries of Budva, lead national and international communication in preparation of multidisciplinary project proposals, lead and supervise research projects, lead the production of promotional materials and organize dissemination, lead the scientific publishing and participation in conferences.

Technological development in the last decades changed the concept of museum exhibitions. The philosophy of the exhibitions shifted from object based to experience based. Technological solutions became an important aid for interactive learning and the uptake of knowledge through multimedia experiences which merged with physical objects gave a framework of innovation in the exhibition halls.

Development of optical and acousting equipment for digitization of underwater cultural heritage made documentation more accurate, realistic and compatible with various digital solutions for presentation. During the documentation and study process all the sites would be recorder with MBES, SSS and photogrammetrically scanned. This methodology will deliver accurate photorealistic 3D models of the sites which would be used to develop virtual reality tours. The 3D model will be imported into the Unity engine with graphically adequate scene. The scenario will have a concept of the diving simulation in which the underwater cultural heritage sites will be of main interest through elaborated history of the site and specific points of interest. At ancient sites VR product will contain the general history of the period in the municipality of Budva, points of interest would be amphorae and their typology, interesting marine life features, or other parts of the shipwreck such is anchor, etc. Modern sites VR presentation will tell the story of the ship and event of wreckage, points of interest could be various parts of the wreck such is bridge, captain's cabin, sailor's cabins, life boats, winches, anchors, and other ship equipment or mariners belongings. Through such a product non-diving visitors would be able to experience diving, visit the wrecks and learn about their history and events which caused the wreckage. The VR product may help diving visitors to prepare for he dive and modernize he dive briefing at the registered dive center as well.

Produced 3D models could be presented on the touch screens and used for the development of interactive applications with educational effect. These applications could be quizzes and puzzles, various games based on questions and answers. The touch screens could be used to engage different visitors to immerse into exhibition, to play and touch the objects virtually. They can be places on tables, floor or on the walls. Printed 3D models would enrich the exhibition as the visitors may see the condition of the shipwreck on the seafloor and visually impaired



visitors may be able to touch and feel the structure of the wreck. These prints can be used for dive briefings and offered as souvenirs.

To enhance experience of the exhibition of physical objects, such as amphorae, ship tableware and kitchenware, personal items of mariners augmented reality applications may be used in a way to position the object within the authentic scene and teach the user on the purpose and the real life use of the object. These concept may allow user, visitor to use the exhibited object virtually or to experience the atmosphere and environment in which object is used. Exhibition experience may be enhanced by artificial intelligence applications for object recognition and description.

The exhibition hall as well as the sites could be promoted through 360 virtual exhibition tour online aiming to encourage visitors to visit the KAC museum and dive at the AUWCH site.

Considering all necessary funds are secured and stakeholder network established, the project implementation should take approximately one year as per timetable below.

Time	Activity	Activity	Activity
1 st – 2 nd month	Establishment of the new unit, AUWCH site, KAC, museum management body within PE Museums and Galleries Budva	Initiative for declaration of UCH sites as cultural goods and declaration of use and management.	Call for employment, vacancies within the new management unit. Selection of the candidates and commencement of work.
2 nd – 6 th month	Works for adaptation of space for KAC, museum, offices.	Procurement of all the equipment, tools, and materials needed.	Digital documentation of the site and commencement of the study development.
6 th – 8 th month	Production of VR, AR, touchscreen, AI, applications, website development, design, preparation and commencement of marketing campaign.	Installation of mooring buoy for physical access facilitation at AUWCH site.	Finalization of the study, legal adjustments and declaration of the sites.
8 th to 12 th month	Marketing campaign	Training and workshops for Dive Centers and other involved stakeholders, meetings to finally adjust the operational and management plan.	Final works at KAC museum, final set up and adjustment of the exhibition, final check and adjustment of the all equipment.
12 th month	Opening event and conference, activities. Commencement of testing period.	Commencement of period for dive centers to organize the visits and test the product.	Stakeholders meetings for education, planning and strategy definitions.

5.2 Identified risks

Various risks may affect the implementation of the project. These risks are technological, economic, environmental and sociotechnical. To prevent difficulties during the implementation phase, a preparation phase must be based on detailed research, number necessary analysis, clear and direct communication, involvement of external experts and support of the international institutions. Indicative risks and mitigation measures for the territory of municipality of Budva and Montenegro are:

a) “Designing / Planning” Phase

Social/Political risks	Mitigation actions
Decisions and legislative modifications may result in delays, should many responsible Ministries/ Authorities be involved.	Keeping the communication constant and clear, finding the channels of influence to support the process. No legislative modifications are needed in Montenegro, but the project may propose it along with implementation of new procedures.
Possibility of misunderstanding of AUWCH site and whole BlueMed concept by Ministries and Authorities.	In the preparation phase the concept of AUWCH site and KAS, museum establishment should be presented and communicated clearly to the officials and involved employees of Ministries and Authorities.
Possibility of legislative misunderstanding by Ministries and Authorities.	Support of local and UNESCO lawyers for the legislative analytics, clear and direct communication.
Possibility of delays due to low institutional capacities.	Support of external experts to complete the work necessary for decision making.
Selection of a site based on politics, which, in real conditions, cannot be sustainable.	Selection of the AWUCH site which has clear status and low conflict of interest. Selection of the space for the KAC, museum which is without burden or history of legal issues.
Miscommunication among stakeholders and bad planning.	Clear, honest, constant and direct communication with stakeholders, planning by the results of analytics, research and “real life” situation.
Resistance of the stakeholders, badly planned communication and implementation.	Finding a common ground with stakeholders, design of negotiations strategy based on analytics, designing the mechanism of involvement by which stakeholders would accept the changes and recognize their benefit.

Economic risks	Mitigation actions
Sustainability issues for plans aiming at the promotion of UCH sites.	Good planning and execution of the operation and management framework, check of the quality of service of service providers, timely check of quality, budget securing and design of effective promotional



	campaign, follow up and enhancement of the campaign through messages for viral or organic promotion.
Increased competition from other sites, which have better touristic infrastructure and better sustainability potential.	Research on competition touristic infrastructure and sustainability potential, its assets and advantages. Research on touristic infrastructure and sustainability potential of the sites region. Comparing results to define the assets and advantages of the site and promoting them through various channels.
Legislative issues with ownership AUWCH site and space and building for KAC, museum.	In the preparation phase, all legal documents related to the AUWCH site and space for KAC, museum should be examined by lawyers. The courts should be asked to declare that site and venue do not have any legal burden and are not in the process. Ownership status must be clear with all necessary document and proofs before the commencement of work the project proposal.
Lack or limited funding hold back any initiatives about promoting the UCH site.	Reconsideration of strategy campaign. Finding organic and viral promotion opportunities based on clear and effective marketing message. Organic promotion through online media and social network channels. Promotion through free portals and magazine articles, TV and radio.
A single AUWCH site which is not considered a strong or sustainable attraction for a small coastal or island economy that is not a mainstream tourism destination.	Research and analysis of the AUWCH site aiming to reveal interesting stories, connection to feed the promotion and sensation. Connecting the area with closest mainstream tourism destination. Communication advantages and ease of access.

b) “Real-life operation” Phase

Social/Political risks	Mitigation measures
Limited acceptance by the stakeholders.	In depth understanding of the stakeholders, identification of their relationships and interests. Design of lobbying, negotiation strategy and approach. Clear and direct communication emphasizing their benefits.
Resistance of stakeholders, especially resistance of dive centers and local diving community.	Tactic of soft implementation of teams and condition with the clear message on benefits. Educational process, period of free registration and use of the site to experience the benefits of promotional campaign and implemented system.
Covid-19 travel restrictions and pandemic, may	Focus on local and regional market. Rules for access



affect the number of the visitors of the site.	and simple protocols.
Insufficient cooperation among site's involved stakeholders and responsible authorities.	Identification of interests of all stakeholders, constant communication and encouragement of cooperation through workshops and teambuilding activities.
Accident(s) during dives.	Strict safety protocol to be required for all dives conducted and touristic visits of the AWUCH site. Clear terms and conditions for registration of dive centers and the requested quality of their service. Education of dive service providers and periodic checks of the delivered services as the site by personel of managment body.
Destruction or stealing of sites' assets (i.e. amphorae, ship equipment).	Clear rules of non-contact, no touch diving, education of the dive service provides on importance of buoyancy control of their clients. Dive service providers responsible for monitoring the structural integrity of the site. Periodic monitoring of the site by optic and acoustic survey equipment and comparison method. Guard boat patrols.
Successful marketing campaigns that lead to increased touristic demand but insufficient ability (services of bad quality) to address it, which will lead to dissatisfied tourists/visitors.	Clear rules for dive service providers on quality of service and standardization of delivered services. Education of stakeholders. Strict rules for registration of service providers. Trained and educated staff at KAC, museum to give attention to all visitors. Periodic monitoring of the quality of service. Clear and proper marketing communications based on the identified abilities and qualities.

Economic risks	Mitigation measures
Economic environment may affect the smooth management and operation of the site.	Constant follow up of the economic environment and management decision making according to the situation for the sustainability of operation of the site.
Insufficient number of involved diving centers, in order to support the accessibility of the site by the visitors.	Communication and negotiation strategy must be based on the results of identification of dive centers attitude, needs and interests. Careful communication with dive centers with clear recognition of their needs and interests. Education about the operation aims and benefits, soft implementation of ticketing and booking system, soft implementation of teams and conditions.
Lack of resources for marketing campaigns and/or insufficient/badly organized marketing campaigns.	Clear and detailed planning of marketing campaign based on available resources. Consultation with experts for marketing and campaigns.



Wrong target group for marketing campaign.	Detailed research and analysis of the market, market fluctuations and trends. Projection of the market trends for several years ahead. Design of marketing campaign based on the results of studies and analytics. External experts for marketing and identification of target groups.
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Environmental risks	Mitigation measures
Environmental pollution that may affect the ecosystem of the site.	Periodic measurement of pollutants, cooperation with the institutions and agencies responsible for pollution response and mitigation.
Climate change and changes in the marine environment (i.e. increase in the number of jellyfishes and lionfishes, may have significant impact on the ecosystem of the site).	Monitoring of ecosystem of the site in cooperation with institution responsible for marine biology. Involvement of the experts and institutions for mitigation of invasive species at the site.
Uncontrolled navigation around the site (i.e. jet skis, power boats).	Clear communication of terms and conditions with maritime community, monitoring and patrols, communication with the body responsible for navigational control and management.
Dynamite fishing, fishing with harpoon and scuba equipment.	Clear communication of terms and conditions, monitoring of the sites, involvement of responsible institutions such as police, navy, authority for security at the sea.

5.3 Sustainability KPIs

Key Performance Indicators (KPIs) are the critical (key) indicators of progress towards an intended result. KPIs provide a focus for strategic and operational improvement. They are a quantifiable measure of performance over time for a specific objective. KPIs provide targets to accomplish, milestones to gauge progress, and insights that help the decision makers and employees to make better decisions.

Indicative KPIs for measuring the sustainability of the new site of the municipality of Budva are:

a) For AUWCH sites

- Environmental
 - Approximate number (abundance) of species in the UCH site.
 - Habitat distribution and complexity.
 - Accidental pollution incidents in the site in the past 10 years.
 - UCH site water quality (i.e., acidity (pH), color, dissolved oxygen and turbidity).
 - Marine Litter collected (in Kg) over the previous 5 years.
- Cultural



- Local community perception of the UCH site (positive/negative).
 - Public awareness of the site's natural and cultural history.
 - Level of understanding of human impacts on cultural and natural assets
 - Level of degradation of cultural assets due to visitors' accessibility
 - Impact of the organized entrance of visitors and entrance fee to the protection of cultural assets

- Social
 - Existence and adequacy of enabling legislation
 - Availability of human resources to sustainably manage the AUWCH site (% of sufficient capacity)
 - Number of scientific/research institutions for cooperation & sustainable exploitation of the UCH site
 - Number of stakeholders trained in sustainable use of the site
 - Level of stakeholders' participation and satisfaction in offered services and activities
 - Level of stakeholder involvement in surveillance, monitoring and enforcement
 - Level of visitors' satisfaction on the guided diving service
 - Level of satisfaction on the PolS (do they meet informational objectives?)
 - Existence of a decision-making and management body
 - Existence and adoption of a UCH site management plan
 - Local stakeholders/visitors/residents understanding of UCH site rules and regulations
 - Degree of interaction between managers and stakeholders
 - Degree of information dissemination to encourage stakeholder involvement (n. of dissemination instruments and implemented dissemination/communication activities)
 - Visitors' estimation/satisfaction regarding the educational impact of the site

- Financial
 - Net revenues from the operation/visits of the AUWCH site
 - Number of divers visiting the site annually
 - Total number of dives per year
 - Annual expenses for the operation/maintenance of the site
 - Number of other users of the site (annually)
 - Number of foreign users of the site (annually)
 - Cash flow needed to cover site needs

b) For KAC, museum

- Social
 - Availability of human resources to sustainably manage the KAC, museum (% of sufficient capacity)
 - Degree of awareness raising to encourage stakeholder involvement (n. of dissemination instruments and implemented dissemination/communication activities)
 - Number of returning visitors to the KAC, museum
 - Existence of a decision-making and management body



- Existence and adoption of a KAC, museum management plan
 - Level of stakeholders' participation and satisfaction in offered services and activities
 - Level of visitors' satisfaction from the use of the Virtual reality diving system
 - Number of students visiting the KAC, museum
- Cultural
 - KAC, museum visitor's perception of the value of the UCH assets (lukewarm/positive/negative)
 - KAC, museum visitor's level of understanding of human impacts on natural and cultural resources
 - KAC, museum visitor's knowledge of local natural and cultural sites
- Environmental
 - % of total waste recycled per year (or per year/visitor)
 - Water consumption (in m³) per year (or per year/visitor)
 - Energy consumption (KWh) per year (or per year/visitor)
 - Environmental policy availability
 - Solid waste production in Kg per year or per year/visitor
 - Ratio of recycled waste compared to the total waste per year or per year/visitor
- Financial
 - Net revenues resulting from the operation of the KAC, museum
 - Annual operating expenses
 - Number of tourists visiting the KAC, museum (domestic/foreigners)
 - Number of users visiting the KAC, museum
 - Number of foreign users of the KAC, museum
 - Cash flow to cover KAC, museum needs

5.4 Business Plan for the operation of the site

Business Plan for the operation of the site is intertwining with operation of KAC museum at which management body and souvenir shop would be based. Main revenue sources are from tickets, services, merchandise and funding from sources such as various projects. The income of the site and the KAC museum will mostly rely on annual dive center registration fee, entrance ticket for both AUWCH site and KAC museum, entrance ticket for AUWCH site, entrance ticket for KAC museum, entrance ticket for events at KAC museum, a fee for dive courses conducted at the AUWCH site, commercial photo and video fee, maritime archaeologist as a dive guide, ROV tour at the site fee. Merchandise of souvenirs would create additional revenue from sold 3D prints, mugs, magnets, t-shirts and hoodies with prints of SS Oreste, SMS Zenta, Hellenistic shipwreck of Budva, Roman shipwreck of Budva. Monographs and books on shipwrecks from the municipality of Budva and Montenegrin coast as well as dive guides would be sold as well. Management body should act proactive with regards to development of externally funded projects and offer services to institutions to create additional revenue.

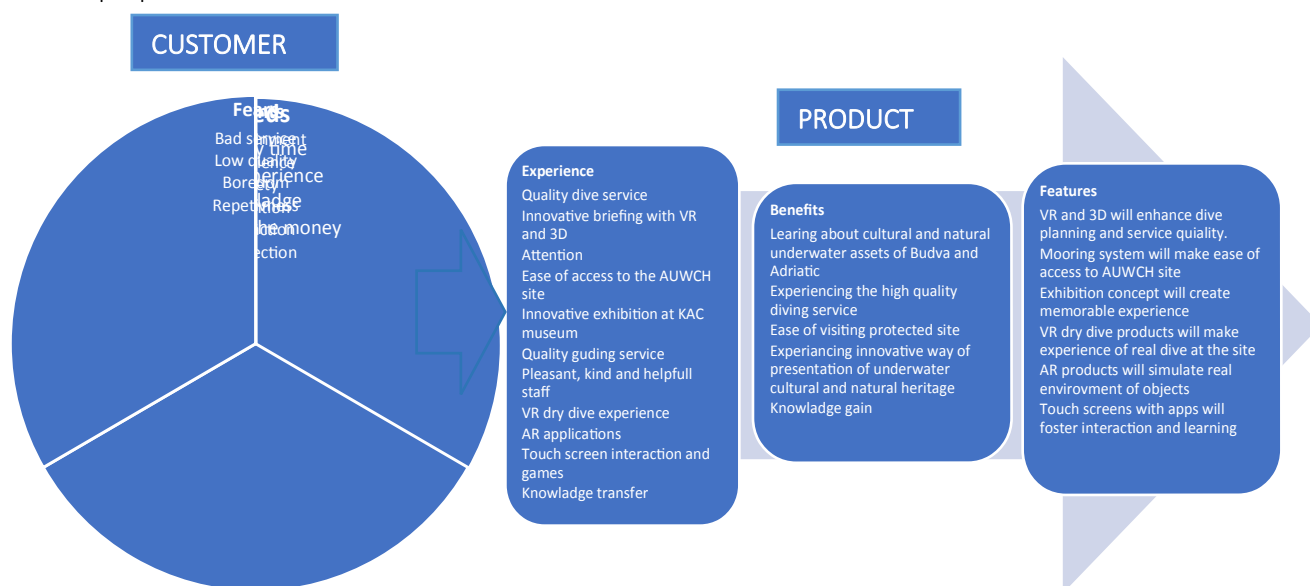
Estimated annual revenue projection, ticket prices as set in §4.3:



Period	Maximum number of visitors of KAC, museum per working hours, ticket price 10 EUR	Working hours	Income from tickets
High season: June, July, August	8 visitors x 12 hours x 10 EUR x 90 days	9 am to 10 pm	86400 EUR
Low season: May, September, October	4 visitors x 12 hours x 10 EUR x 90 days	9 am to 10 pm	43200 EUR
The rest of the year	2 visitors x 8 hours x 10 EUR x 180 days	9 am to 5 pm	28800 EUR
Period	Maximum number of visitors of AUWCH site per dive	Number of dives per day	Income from tickets
High season: June, July, August	4 divers x 2 dives x 10 EUR x 90 days	2 dives	6120 EUR
Low season: May, September, October	2 divers x 2 dives x 10 EUR x 90 days	2 dives	3060 EUR
The rest of the year	2 divers x 1 dive x 10 EUR x 180 days	1 dive	3060EUR
		Annual revenue from tickets	170640 EUR

The estimate of the annual budget necessary to smoothly run AUWCH site and KAC museum set in \$4.3 is 139600 EUR, whilst the estimate of the annual revenue only from the tickets is projected to 170640 EUR. The annual revenue for tickets is calculated by estimating maximum number of visitors per hour. This was multiplied by number of days and by ticket price. Considering that profit from merchandise sale, services and income from projects or investments is not accounted, AUWCH site and KAC museum has strong potential for financial sustainability.

Value proposition canvas:



Main value of the proposed tourism product is in its novelty. Montenegro doesn't have an underwater cultural heritage site equipped for visits as an underwater museum. Most of the museums around the country have obsolete



exhibition designs which are usually not enriched with new objects or exhibition steps, neither there are organised events with the museums. Therefore, museum with a novel concept of the exhibition based on innovative interior design and utilisation of state of the art technologies would be an added value to the cultural heritage offer. Nevertheless, museums and exhibition spaces of the municipality of Budva do not cover the marine neither maritime aspects relevant to underwater natural or cultural heritage. Establishment of AUWCH site and KAC, museum will initially have a great value as it would be the first touristic product of that kind.

Managed AUWCH site and KAC, museum will satisfy the need of divers to visit accessible, attractive and protected underwater cultural heritage site and the need of wide audience such as non diving tourists and local people to learn about underwater natural and cultural heritage of the municipality of Budva in an innovative way. The visiting divers would experience innovative way of dive briefing through 3D model and VR aids for dive planning as well as ease of access to UCH site by mooring system. Requirements for safety and standardised quality of service along with trained dive center's staff will assure all dives at AUWCH site are conducted with highest level of customer service. The dives would be safe, educational and entertaining experience with full attention to customers. Within the KAC, museum the marine biodiversity and maritime history and underwater cultural heritage of the municipality of Budva would be presented in an exhibition concept and design based on experience with strong educational and entertaining value. It will be a new innovative tourism product based on natural and cultural heritage for tourists and educational tool for local community, especially for students and kids. Pleasant, knowledgeable and helpful staff would deliver quality guiding service whilst the VR experiences of dry dives, AR applications on physical exhibition, touch screens with educational entertaining content will enhance the experience and knowledge transfer.

The target group of the proposed tourism product are visitors and local people of the municipality of Budva. National, regional and international diving tourists would be interested in diving AUWCH site and visiting KAC, museum to enhance their knowledge and experience of underwater environment. Wide range of non diving tourists, students, kids would benefit from the educational experiences by visiting KAC, museum exhibition or events.

The proposed ticket price of 10 euro for AUWCH site and 10 euro for KAC, museum, or 18 for both is projected on the average budget of visitors of the municipality of Budva and average income of national tourists and locals in order to offer best value for the money.

<p>Key partners:</p> <ul style="list-style-type: none"> - Municipality of Budva - Authority for Protection of Cultural Goods - Ministry of Culture - National and local tourism organisations - Dive Centers - Tour operators - Creative industries 	<p>Key activities:</p> <ul style="list-style-type: none"> - Management of underwater cultural heritage - Promotion of underwater cultural and natural heritage - Education on underwater cultural and natural heritage <p>Key resources:</p> <ul style="list-style-type: none"> - Protected underwater cultural heritage - Quality dive service providers - Innovative exhibition 	<p>Value proposition:</p> <ul style="list-style-type: none"> - Quality dive service - Innovative briefing with VR and 3D - Attention - Ease of access to the AUWCH site - Innovative exhibition at KAC museum - Quality guiding service - Pleasant, kind and helpful staff - VR dry dive experience - AR applications - Touch screen interaction and games - Knowledge transfer 	<p>Customer relationship:</p> <ul style="list-style-type: none"> - High quality customer service <p>Channels:</p> <ul style="list-style-type: none"> - Billboards - TV, Radio, newspapers - Online portals and platforms - Online media - Social networks - Tour operators 	<p>Customer segments:</p> <ul style="list-style-type: none"> - Dive tourists - International tourists - Regional tourists - Local population - Students - Kids - Visitors interested in maritime cultural heritage
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Cost structure: -Staff costs, -Operational Costs -Maintenance costs -Service-provision costs	Revenue streams: -Tickets -Events -Projects -Investment -Merchandise
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Profit and loss projection is calculated for the period of three years in order to present financial sustainability of AUWCH site and KAC, museum.

In the Year 1 the estimate of the investments for AUWCH site operation of 139600 EUR and the costs for development of KAC, museum of approximately 150000 EUR, was accounted along with an annual budget of 138780 EUR necessary to smoothly run AUWCH site and KAC museum. Estimate of the maximum annual revenue from the tickets for KAC is projected to 158400 EUR. Tickets from AUWCH site are not accounted in the first year as it is the test year for Dive centers to experience benefits of being allowed to take visitors to AUWCH site. Estimated annual profit from merchandise is projected on sale to 30% of visitors and average amount of profit per item, thus the profit in the first year is 82080 EUR. After deducting total expenses of Year 1 from Year 1 Annual Profit the loss estimate is approximately 187900 EUR.

Gradual increase of visitors should be expected in the year 2 as a consequence of marketing campaign and proven quality service. Total expenses of Year 2 are estimated to 326680 EUR after summation of Year 1 loss and Year 2 annual budget. Visitors increase is reflected in an increase of annual income from tickets of 239400 EUR which is including the tickets for AUWCH site as well. Likewise, estimated annual profit from merchandise increased to 143640 EUR giving total annual profit of 253760 EUR. Consequently, Year 2 has lower loss as the total expenses of Year 2 deducted from Year 2 annual profit results in 72920 EUR of loss.

Third year of operation is a beginning of sustainability and gradual increase of visitors. Total expenses of Year are estimated to 211700 EUR as a total of annual budget and the loss from previous year. Estimated annual income from tickets is 306000 EUR following visitors increase. Consequently estimated annual profit from merchandise increased to 183600 EUR giving annual profit of 489600 EUR. Deducting total expenses from annual profit in the third year profit estimate is 277900 EUR which is proving sustainability of the whole implemented management system as presented in the tables below.

3-Years Profit & Loss estimate:

Year 1:

Year 1 expenses			
Investment for AUWCH site		139600 EUR	
Investment for KAC museum		150000 EUR	
Annual budget		138780 EUR	
Total expenses of Year 1		428380 EUR	
Year 1 Profit			
Period	Maximum number of visitors of KAC, museum per working hour, per period, ticket price 10 EUR	Working hours	Income from tickets



High season: June, July, August	8 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	86400 EUR
Low season: May, September, October	4 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	43200 EUR
The rest of the year	2 visitors x 8 hours x 180 days x 10 EUR	9 am to 5 pm	28800 EUR
Annual income from tickets for KAC			158400 EUR
Estimated annual profit from merchandise (30% of visitors x 20 EUR)			82080 EUR
Annual profit			240480 EUR
Year 1 loss estimate (Total expenses of Year 1- Year 1 Annual Profit)			187900 EUR

Year 2:

Year 1 loss			187900 EUR
Year 2 expenses			
<i>Annual budget</i>			138780 EUR
Total expenses of Year 2 (Year 1 loss + Year 2 annual budget)			326680 EUR
Year 2 Profit from revenues			
Period	Maximum number of visitors of KAC, museum per working hours per working days, ticket price 10 EUR	Working hours	Income from tickets
High season: June, July, August	10 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	108000EUR
Low season: May, September, October	6 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	64800 EUR
The rest of the year	3 visitors x 8 hours x 180 days x 10 EUR	9 am to 5 pm	43200 EUR
Period	Maximum number of visitors of AUWCH site per dive	Number of dives per day	Income from tickets
High season: June, July, August	6 divers x 2 dives x 90 days x 10 EUR	2 dives	10800 EUR
Low season: May, September, October	4 divers x 2 dives x 90 days x 10 EUR	2 dives	7200 EUR
The rest of the year	3 divers x 1 dive x 180 days x 10 EUR	1 dive	5400 EUR
Annual income from tickets			239400 EUR
Estimated annual profit from merchandise (30% of visitors x 20 EUR)			143640 EUR
Annual profit			253760 EUR
Year 2 loss estimate (Total expenses of Year 2- Year 2 Annual Profit)			72920 EUR

Year 3:

Year 2 loss			72920 EUR
Year 3 expenses			
<i>Annual budget</i>			138780 EUR
Total expenses of Year 3 (Year 3 annual budget + Year 2 loss)			211700 EUR
Year 2 Profit from revenues			



Period	Maximum number of visitors of KAC, museum per working hours per working days, ticket price 10 EUR	Working hours	Income from tickets
High season: June, July, August	12 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	129600 EUR
Low season: May, September, October	8 visitors x 12 hours x 90 days x 10 EUR	9 am to 10 pm	86400 EUR
The rest of the year	4 visitors x 8 hours x 180 days x 10 EUR	9 am to 5 pm	57600 EUR
Period	Maximum number of visitors of AUWCH site per dive	Number of dives per day	Income from tickets
High season: June, July, August	8 divers x 2 dives x 90 days x 10 EUR	2 dives	14400 EUR
Low season: May, September, October	6 divers x 2 dives x 90 days x 10 EUR	2 dives	10800 EUR
The rest of the year	4 divers x 1 dive x 180 days x 10 EUR	1 dive	7200 EUR
Annual income from tickets			306000 EUR
Estimated annual profit from merchandise (30% of visitors x 20 EUR)			183600 EUR
Annual profit			489600 EUR
Year 3 profit estimate (Total expenses of Year 3- Year 3 Annual Profit)			277900 EUR

6. Milestone 6: Knowledge Awareness Center (KAC)

6.1 KAC design Plan

Municipality of Budva has pristine and unique underwater landscapes some of which are part of marine protected areas. Attractive underwater cultural heritage sites are telling the history of Budva from the Hellenistic era to modern times of 20th century. Nevertheless, municipality of Budva doesn't have any museum or exhibition space which is shedding light on the marine environment, its biodiversity or underwater natural attractiveness. Neither there is any exhibition or museum related to maritime history or underwater cultural heritage. Therefore Knowledge Awareness Center or a museum related to the sea should be designed to cover the aspects of underwater landscapes, marine geology and biodiversity as an introduction to the maritime history and dramatic events which left the shipwrecks at the seabed.

KAC, museum would be established in the existing building in the proximity of the Old town of Budva and the city's harbor (Figure 4). The historic and maritime surrounding is corresponding with context of the KAC, museum exhibition and purpose. The selected location has high ambient value. From the spots in the vicinity of KAC, museum visitors may enjoy the view on the area of ancient harbor of Budva, the walls of the old town, Budva's modern promenade and the landscape with the mountains behind. They can see the island of Saint Nicolas enclosing the Budva's bay. Location is carefully selected to be near the most visited touristic area and naturally part of the walking and sightseeing itineraries. Located in the touristic hot spot of Budva's downtown with available parking lot would ensure ease of access and increasing number of visitors all year around. The direct access to the harbor facilities would simplify operations relevant to management of AUWCH site and underwater works.

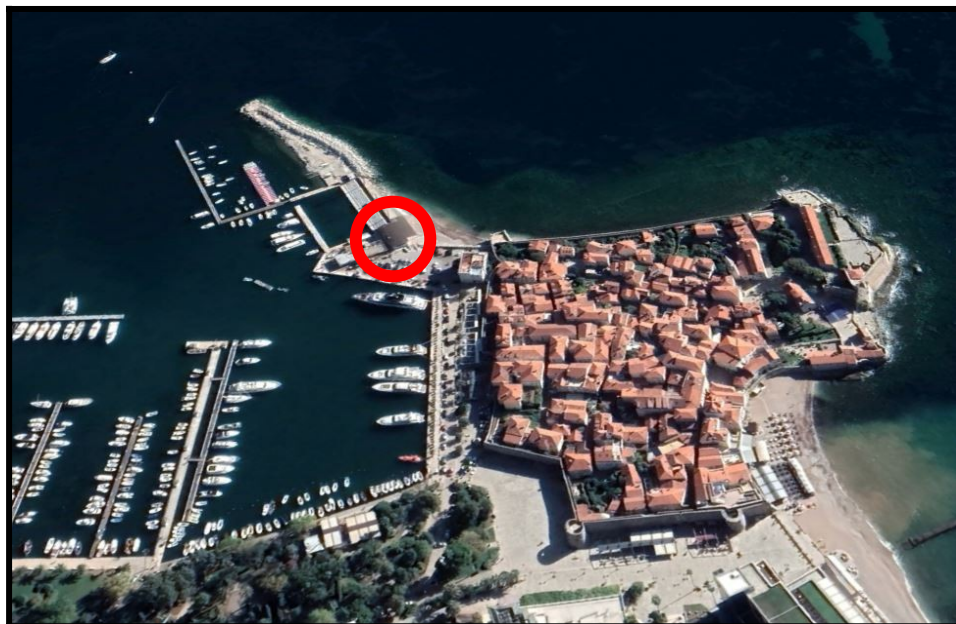


Figure 4. Location of KAC, museum in the vicinity of the Old town of Budva (Google, 2022)

The proposed space for KAC, museum (Figure 5) is already divided into four areas suitable for establishment of the exhibition spaces, offices, equipment store room and toilets. The space would require fundamental infrastructural works and adaptations. Main works consider separation of space by walls for tickets sale and souvenir shop, separation of space in the office area, building of the new toilets, new electrical installations, installation of ventilation and air conditioning system, design of lighting system, wall plastering and painting. Redesign of facade and exterior should be considered in order to corresponds with the environment, context and purpose of KAC, museum.



Figure 5. Current state of proposed space for KAC, museum

The KAC, museum would be divided into four areas (Figure 6). Two areas would be exhibition spaces with visitor's center for ticket sale, souvenir shop and toilets and two areas for offices, store room and toilets for employees. These areas would have separate entrances. The first area would be accessed through the visitor center at which visitors would buy tickets, souvenirs and merchandise and enter the area dedicated to marine environment and biodiversity of Budva's littoral. Following the visit to first exhibition space in the second exhibition space would present the underwater cultural heritage and maritime history of Budva. Finishing with visit the visitors would exit

KAC museum from the second exhibition. The exhibition space would be designed to receive 15 visitors at the same time. Second area would host offices of the employees and management body as well as storage room for diving and other equipment.

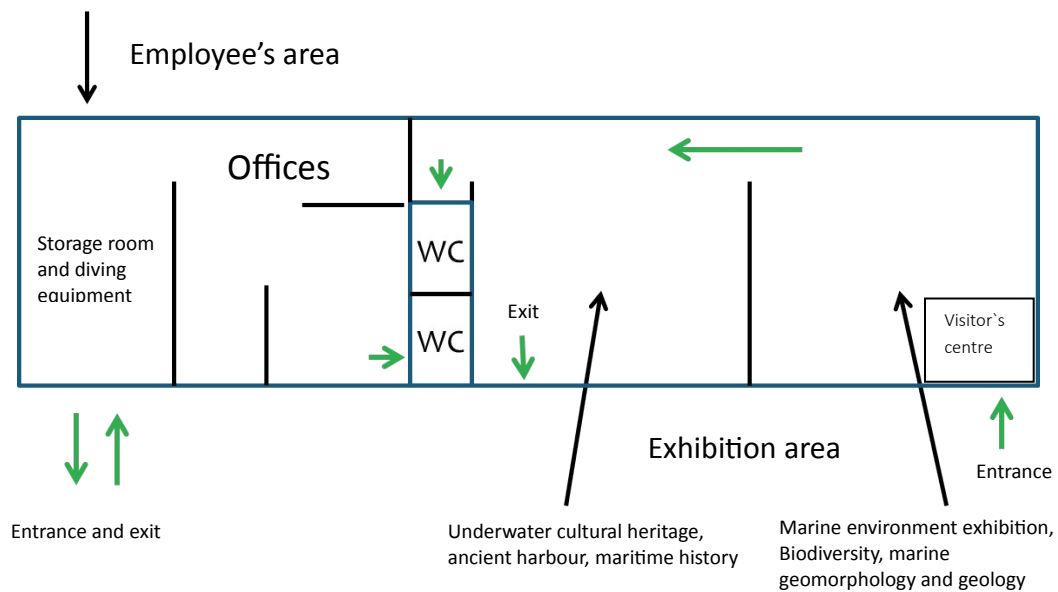


Figure 6. KAC's museum space management

The exhibition concept would be based on the innovative interior design, utilization of state of the art technology and physical artifacts in order to create an experience for the visitors. The main idea of the KAC, museum would be “experience, not only exhibition”. The format would be comprehensive for various age groups of visitors.

Entering the first exhibition space the visitors would be introduced to marine environment of Budva, its geomorphology and geological history. The light would be reduced with light beams enlightening the physical part of the exhibition. The ceiling will have a canvas over which the video of the waves would be projected with sound effects of the sea and wind. The bathymetry multi beam sonar data would be used to present 3D relief of the seabed on floor screen. The visitors would get more information on the seabed, various reefs, underwater structures such as “Tunja” and biodiversity by touching the 3D map with various information on the several touch screens distributed within the room. Touchscreens would offer interactive educational games on marine biodiversity, geology and the matters of sea pollution. Physical part of the exhibition will present various kinds of geological features, rocks, shells, and marine organisms. By using the educational AR application for a smartphone or tablet these objects could be places in the original environment. Sited area with touch screen table would be places in the corner of the exhibition room. Short videos will tell a story of marine pollution to raise awareness on protection of marine environment.

The whole exhibition in the first area would set the scene for the space dedicated to maritime history and underwater cultural heritage. Interior of this area would be designed to symbolically reassemble interior of the ship, ship windows. The lighting effects would create an experience of sailing supported by sound effects of wind and sails or diving. Within this area the maritime history of Budva would be presented in comprehensive way by timeline on the wall. Each point on the timeline will have small touch screen to give more information and presenting 3D models and reconstructions. One area would be dedicated to Virtual Reality dry dive experience. This application will allow visitors to dive to the different sites of Budva's underwater cultural heritage such are SS Oreste, SMS Zenta, or ancient Hellenistic and Roman shipwrecks. The VR products would tell the story of the historic context, the site itself



and points of interest. The physical part of the exhibition would present the amphorae's and other material recovered from the sites. The AR application would be used so visitors can put an object to the original environment and learn about it. The sited areas would have touch screen tables with interactive games and quizzes. The awareness on protection of underwater cultural heritage would be a subject and message of the exhibition as well.

KAC, museum would be a hub of many activities relevant to the underwater cultural heritage, maritime history, marine biology, biodiversity and geology of the sea. KAC, museum would host events, workshops and lectures for general public on underwater archaeology, marine biology, marine geology, projects and new discoveries. The workshops and lectures would be organized by staff or visiting lecturers. Special attention would be given to the lectures and workshops for kids and students during the low season periods. Through these events kids and students will learn about the importance of caring for maritime cultural heritage and natural assets of the sea. During the touristic season KAC, museum will host various events related to the milestones of maritime history of Budva and its underwater cultural and natural heritage. KAC, museum would work on the popularization of diving and will offer an open day events, or events designed for general public to take part in the daily activities. Events would focus on the awareness building for protection of underwater cultural and natural heritage and marine environment in general. Some of the events may be organized in other venues like public outreach campaign which would consider staff visit to the schools and faculties. Events, workshops and lectures may be organized in collaboration with various national and international entities.

KAC, museum and AUWCH site would be managed by newly established management body within PE Museums and Galleries Budva. The core staff of the management body, systematization of workplaces and staff duties for AUWCH site are elaborated in §4.1. Duties concerning especially KAC, museum are as follows.

Executive Director - (Manager of Cultural Heritage site, MA or PhD in disciplines relevant to maritime history, archaeology or underwater cultural heritage, diver, English speaking, multi lingual) – plan the weekly, monthly and annual budget, plan maintenance and service of equipment and tools, plan monthly and annual activities and events according to management framework, plan promotional activities, lead communication with relevant local and national stakeholders, lead communication within the Public entity Museums and Galleries of Budva, lead communication with tour operators and agencies, supervise income and expenses, supervise all activities of the staff, lead national and international communication in preparation of multidisciplinary project proposals, lead and supervise research projects, lead exhibition designs, organize and lead stakeholders meetings, lead the production of promotional materials and organize dissemination, lead the scientific publishing and participation in conferences.

Curator - Maritime Archaeologist (Bachelor, MA in Archaeology or relevant sciences, diver, drone pilot, ROV pilot, English speaking, multi lingual) – supervise booking and number of visitors to KAC, guide the KAC, museum tours, participate in design and development of the exhibitions, organize the events and activities, communicate through social media channels, organize and lead events, organize and lead public outreach for schools, participate and lead the scientific research, participate in scientific publishing and conferences, lead communication with relevant partners, execute duties assigned by the director.

Curator - Maritime Archaeologist, Historian or Conservator (Bachelor, MA in Conservation or relevant sciences, diver, drone pilot, ROV pilot, English speaking, multi lingual)– supervise booking and number of visitors to KAC, guide the KAC, museum tours, participate in design and development of the exhibitions, organize the events and activities, communicate through social media channels, organize and lead events, organize and lead public



outreach for schools, participate and lead the scientific research, participate in scientific publishing and conferences, lead communication with relevant partners, execute duties assigned by the director.

Technician - (boat skipper, driver, mechanic, dive equipment service specialist) – participate in the exhibition setup and maintenance, conducts services within KAC, museum, conduct all necessary work relevant to logistics to the activities and events organized within the KAC, museum.

Interns – during the high season from the beginning of May to the end of October students of history, archaeology, and relevant disciplines would be invited to take part in internship. Interns would have duties which would support and assist in the duties of the professionals and technician. Interns would take active role in research projects and in full operation of KAC, museum.

Volunteers – the management body would be open for international volunteers who are willing to support the work and research projects.

Since KAC, museum would be part of a bigger entity for management of cultural heritage, apart from core staff which roles are elaborated above; the auxiliary staff would take the duties of security guards, or jobs at ticket service and visitor center as per roster.

KAC, museum is located near the touristic area of the Old town of Budva, on the seafront near the harbor and it is easily accessible on foot, by the car and by the boat. Placed in the ground floor the KAC, museum would be physically accessible for persons with walking problems and the wheelchairs. The exhibition design would be set to be easily accessible so persons in the wheelchairs can freely move through. The staff will be educated and responsive to offer help in guiding. For the visually impaired persons an entry path would be installed as well as the exhibition path by floor guidelines. The exhibition would be offered to be followed by audio guide, it will contain the captions in braille alphabet and 3D prints of the objects, so the visually impaired persons can enjoy the visits. The support and help of the educated staff would be always offered.

Whole operation and management of AUWCH site and KAC, museum would take particular care to various sustainability matters. To achieve sustainability and move towards circular economy the management would balance economic, social and environmental sustainability factors towards equal harmony. The environmental sustainability would consider controlled consuming of natural resources such are materials, energy fuels, and water at a sustainable rate. The material scarcity will be considered and the damage to environment from extraction of materials. Whole internal communication would be digital and use of paper set to minimum. Various applications would be used to lower paper use where ever it could be applicable. Alternative solutions would be considered always when it comes to marketing and all kinds of printing materials. Once profit and budget allows solar panels would be installed on the roof of the building. Garbage would be separated by materials for recycling. The zero carbon solutions would be applied wherever is possible along with climate positive principles. The environmental principles would be implemented to be in balance with the economy. Therefore the use of resources would be efficient and responsible so KAC can operate in a sustainable manner to produce an operational profit to sustain its activities. In the context and applicable constraints of environmental and economic sustainability the management of KAC would strive to achieve a good social wellbeing. The safe and secure work environment would be offered, with promotion of employee's participation, employee's cooperation, equal opportunities, employee's development, health and safety. The care would be taken on physical & mental support of the employees, education training



opportunities would be provided to ensure progress of the staff. In the context of visitors, the KAC, museum would be safe and secure area which would contribute to and promote education and growth, an extraordinary experience and support the development of the society and local and national level through various activities.



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