



**Ministry of Economy
Government of Montenegro**

**Multi-Annual Action Plan
for the Implementation of Industrial Policy of Montenegro until 2020**

Podgorica, June 2016.

INTRODUCTION

In accordance with the Government Work Programme for 2016, in cooperation with relevant institutions, the Industrial policy of Montenegro until 2020 with **multi-annual Action plan for its implementation in the period 2016-2020** has been prepared by the Ministry of Economy.

In order to create conditions for increasing the competitiveness of Montenegro's economy, the Industrial Policy aims at removing structural and sectoral imbalances, as well as overcoming the problem of a narrow production base. Taking due account of the fact that Montenegro's economy is based primarily on services, a policy for modern industrial development is needed that will take advantage of new sources of economic growth, encourage resource efficiency, and guide industry towards higher value-added production.

The planned activities defined in multi-annual Action plan are categorized under the four strategic objectives identified within policy as follows:

1. **Competitiveness of industry:** Better business environment and conditions for the competitiveness and sustainability of industry, including tourism and other sectors with high value added
2. **Investment and finance for industrial modernisation:** Improved investment framework for industrial modernization through better affordability, availability and access to finance
3. **Innovation and entrepreneurship:** Promotion of entrepreneurship and entrepreneurial culture for innovation and stable economic growth, increased productivity and employment
4. **Market access:** Simplification of procedures for trade and business access to domestic and international markets

Successful implementation of the policy and defined objectives implies growth of the following economic indicators:

- increase in the share of industry in GDP,
- increase in the number of employees in the industrial sector,
- increase in the share of industry in total exports,
- better ranking in the WEF (World Economic Forum) Global Competitiveness Report,
- better ranking in the World Bank Doing Business Report,
- better ranking in the Global Entrepreneurship & Development Index.

Achieving the above mentioned objectives will be realized through institutional and inter-sectoral cooperation, which will provide stable long-term development of industrial sector in Montenegro, for those sectors who are now considered to be significant, and those who will gain on its importance in the future period and become important and perhaps driving industrial sectors in Montenegro. In addition to this, implementation of defined objectives will create the preconditions for further employment and more balanced regional development, which represent one of the primary objectives of the Government of Montenegro economic policy.

STRATEGIC OBJECTIVE 1. COMPETITIVENESS OF INDUSTRY

- **R1.1: Improved international economic competitiveness**
- **R1.2: Improved business environment for all enterprises and entrepreneurs**
- **R1.3: Progress towards EU relevant goals within EU 2020 and SEE 2020**

No.	Planned activities	Expected results	Indicators of achievement (IoA) - Baseline 2015 - Target 2018	Means of verification (MoV)	Responsible Actors – Lead Institutions (LI) and Key Partners (KP)	Period/Means of Financing ⁱ
<p>Sub-Objective 1.1: IMPROVEMENT OF PHYSICAL CAPITAL – ENERGY, ICT, RAW MATERIALS AND TECHNOLOGIES - FOR COMPETITIVE ENTERPRISES</p>						
<p>Priorities:</p> <ul style="list-style-type: none"> • Securing energy supply, development of a competitive energy market and sustainable energy development • Establishing Montenegro as a digital state with recognition of the social and economic potential of ICT and broadband • The introduction of modern technologies and valorisation of available raw material in priority sectors through higher processing stages, in order to supply the market with high quality products 						
<p>1.1.1. Measure: Effective use of energy potentials Result: Completed reconstruction and rehabilitation of existing and developed conditions for construction of new energy power capacity, including the construction of small hydro and wind power plants and capacity to use solar energy</p>						
1.1.1.1.	Revitalization of existing and construction of new energy infrastructure capacities	<ul style="list-style-type: none"> • Completed revitalization of hydroelectric power plants (HPP Piva, HE Perucica, TE Pljevlja and small hydroelectric power plants) • Constructed small hydroelectric and wind power plants • Constant, safe, high quality and diversified power supply aimed to comply supply with the demands of companies and international technical standards • Reduced losses and negative impacts on the 	<ul style="list-style-type: none"> • IoA: Number of hydroelectric power plants that have been revitalized/level of investment achievement in revitalization <p>Baseline 2015: revitalization of HE Piva and HE Perucica started Target 2018: revitalization of HE Piva finalized/75% realization of investment; revitalization of HE Perucica finalized/50% realization of investment</p> <ul style="list-style-type: none"> • IoA: Number of thermal power plants that have been revitalized/level of investment achievement in revitalization <p>Baseline 2015: revitalization of TE Pljevlja started</p>	<ul style="list-style-type: none"> • MoV: ME report/Action plan for implementation of Strategy for development of energy until 2030 	<p>LI: ME KP: Montenegrin Electric Enterprise, Montenegrin Electrical Transmission system, TERNA, other investors</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,F

		environment	<p>Target 2017: revitalization of TE Pljevlja finalized/100% achievement of investment</p> <ul style="list-style-type: none"> • IoA: Number of small hydroelectric power plants revitalized/level of investment achievement in revitalization <p>Baseline 2015: without small HPP revitalized Target 2018: 7 small HPP/100% investment achievement</p> <ul style="list-style-type: none"> • IoA: Number of small hydroelectric power plants constructed/level of investment achievement in construction of small HPP <p>Baseline including 2015: 14 small HPP constructed Target 2018: at least 1 small HPP/65% investment achievement in construction of small HPP</p> <ul style="list-style-type: none"> • IoA: Number of wind power plants constructed/level of investment achievement in construction of wind power plants <p>Baseline 2015: without constructed WPP Target 2018: 2 wind power plants/80% realization of</p>			
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			investment in construction of wind power plants			
1.1.2. Measure: Use of ICT for development of competitive industry						
Result: Establishment of infrastructure and conditions for enterprises and employees to improve standard operating conditions through increasing the use of modern ICT across the whole of Montenegro						
1.1.2.1.	Development of a national broadband network	<ul style="list-style-type: none"> Open access to high speed broadband for all enterprises in Montenegro in order to expand the market and enable better services at affordable prices Established a quality broadband internet access in order to facilitating/ improving the business 	<ul style="list-style-type: none"> IoA: Guaranteed broadband access (agnostic access) for enterprises <p>Baseline 2015: 94.3% of companies have Internet access, and 10% of broadband users with access larger than 10Mbps</p> <p>Target 2018: 100% companies have Internet access, increase of broadband speed by at least 10% comparing to the 2015, with access larger than 30Mbps</p>	<ul style="list-style-type: none"> MoV: MIST reports/Reports on realization of Information Society Development Strategy 2012-2016 	LI: MIST KP: AECPS	2016 <ul style="list-style-type: none"> A,C
1.1.2.2.	Establishment and provision of a functional single contact point for providing information and services electronically for business with aim to increase their competitiveness	<ul style="list-style-type: none"> Improved availability and content of the portal eGov.me 	<ul style="list-style-type: none"> IoA: Provided the availability of the most used electronic services of the state administration from the 200 services by 2016 <p>Baseline 2015: 129 services Target 2018: 450 services</p>	<ul style="list-style-type: none"> MoV: MIST reports 	LI: MIST KP: State structures/ institutions	2016-2020 <ul style="list-style-type: none"> A,C,
1.1.3.Measure: Better availability of raw materials for priority sectors						
Result: Improved use of available raw materials within manufacturing industry through higher-stage production processing						

1.1.3.1.	Encouragement of investments in higher-stage of processing food products and marketing through grants (IPARD program and IPARD like Project)	<ul style="list-style-type: none"> Increased value added in the food industry Improved quality of food products Increased competitiveness in the food processing industry and diversity of products on the market Improvement of standards of food safety, phytosanitary and sanitary standards 	<ul style="list-style-type: none"> IoA: Total number of supported projects <p>Baseline 2015: 0 projects Target 2018: 100 projects</p>	<ul style="list-style-type: none"> MoV: MARD Report 	LI: MARD KP: ME-SMEDD, CCM, IDF	2016-2020 <ul style="list-style-type: none"> A,B,C,F
1.1.3.2.	Improvement in the offer of timber raw material in order to ensure its better accessibility for wood processing business	<ul style="list-style-type: none"> Increased availability and sale of processing of raw wood materials 	<ul style="list-style-type: none"> IoA: The annual rate of growth of standard timber raw materials <p>Baseline 2015: 613.670 m3 Target 2018: increase from 11% comparing 2015</p>	<ul style="list-style-type: none"> MoV: MONSTAT data 	LI: MARD KP: Business associations	2016-2020 <ul style="list-style-type: none"> A,E
1.1.3.3.	Development and encouragement of the economy through more efficient management of mineral resources	<ul style="list-style-type: none"> Increased volume of production of mineral resources by types Increased number of allocated concessions for the exploitation of mineral resources Increased protection of the consumers rights and competitiveness of the legal producers - concessionaries 	<ul style="list-style-type: none"> IoA: The annual production volume of mineral resources <p>Baseline 2014: Technical-construction stone: 653.507 m3 Architectural-construction stone: 5.851,38 m3 Gravel and sand: 39.381 m3 Brown coal: 0 Brown lignite coal: 1.650.037 t Red bauxite: 0 White bauxite: 2.086,28 t Lead and zinc: 968.428 t</p> <p>Target 2015-2018</p>	<ul style="list-style-type: none"> MoV: Report on ME, MONSTAT data 	LI: ME KP: Enterprises-concessionaires	2016-2020 <ul style="list-style-type: none"> F

			(cumulative): Technical-construction stone: 1.187.190 m3 Architectural-construction stone: 28.990 m3 Gravel and sand: 18.000 m3 Brown coal: 640.000 t Brown lignite coal: 6.000.000 t Red bauxite: 1.200.000 t White bauxite: 10.000 t Lead and zinc: 2.040.000 t			
1.1.4.Measure: Introduction of modern technologies within priority sectors						
Result: Defined conditions for enterprises in priority sectors to introduce and apply technology for enabling value added creation						
1.1.4.1.	Creation and implementation of a Pilot Programme for supporting industry modernization(combinated model of financing purchase of equipment realized through cofinanced grant support by MoE with credit financial arrangement from IDF)	<ul style="list-style-type: none"> Increased the volume of investment in modernization of industry Improved and modernized operational activities and efficiency and productivity Enhanced technological capacities 	<ul style="list-style-type: none"> IoA: Number of enterprises supported through the Programme <p>Baseline 2015: 0 (Programme starts in 2016) Target 2018: at least 10 supported enterprises</p> <ul style="list-style-type: none"> IoA: Value of total grant support <p>Baseline 2015: 0 (Programme starts in 2016) Target 2018: cca 300.000€ (envisaged amount, depending on results of the Pilot Program)</p>	<ul style="list-style-type: none"> MoV: Programme MoV: ME reports 	LI: ME KP: IDF,MARD,MS	2016-2018 <ul style="list-style-type: none"> A,C,F
1.1.4.2.	Provide national support for development of new technologies/innovate existing through EU Programmes	<ul style="list-style-type: none"> National grants provided within call for co-financing of science-research activity for projects related to development of new technologies and innovation of existing through 	<ul style="list-style-type: none"> IoA: Number of funded successful project proposals with enterprise participation in EUREKA (ICT area) <p>Baseline 2015: 1 Target 2018: at least 4 enterprises</p> <ul style="list-style-type: none"> IoA: Number of funded 	<ul style="list-style-type: none"> MoV: Report MS 	LI: MS KP: Licensed scientific research institutions, enterprises, ministries	2016-2020 <ul style="list-style-type: none"> A,B,C,D,F

		H2020, EUREKA	project proposals with enterprise participation in H2020 Baseline 2015: 0 Target 2018: at least 2 enterprises			
Sub-Objective 1.2.: DEVELOPMENT OF HUMAN CAPITAL AND SKILLS FOR INDUSTRIAL COMPETITIVENESS Priorities: <ul style="list-style-type: none"> • Linking higher education and the economy, establishing lifelong learning and raising the entrepreneurial and innovative character of education • Improving knowledge, skills and competences to increase employment opportunities and increase competitiveness through formal education, informal learning and training 						
1.2.1. Measure: Education aligned with labor market needs Result: Created system for required knowledge and skills development to meet the needs of the economy and promotion of the concept of lifelong learning						
1.2.1.1.	Modernization of educational programmes for vocational education level III and level IV in the field of industry	<ul style="list-style-type: none"> • Educational programmes for vocational education level III and level IV from the field of mechanical engineering, electrical engineering, food processing, construction etc. aligned with labor market needs 	<ul style="list-style-type: none"> • IoA: Number of innovated educational programmes Baseline 2015: 5 innovated educational programmes Target 2018: 25 	<ul style="list-style-type: none"> • MoV: Report MEd 	LI: MEd KP: Educational institutions	2016-2020 • A, C
1.2.1.2.	Development of occupational and qualifications standards in line with labor market needs in the areas of energy, telecommunications, manufacturing industry, food processing and construction	<ul style="list-style-type: none"> • Defined learning outcomes • Created a basis for an objective assessment of learning achievement 	<ul style="list-style-type: none"> • IoA: The number of occupational standards Baseline 2015: 248 occupational standards Target 2018: at least 288 more occupational standards 	<ul style="list-style-type: none"> • MoV: Decisions of the Qualifications Council (for occupational and qualification standards) and the National Council for Qualifications (for educational programmes) 	LI: MEd KP: VET, Qualifications Council, Sectorial commission, Educational institutions, Business Associations	2016-2020 A,C
1.2.1.3.	Modernization and promotion of study programmes in line with labor market needs, with a particular focus on the natural and engineering sciences	<ul style="list-style-type: none"> • Modularised study programmes 	<ul style="list-style-type: none"> • IoA: Learning outcomes for study programmes on institutions of higher education for the view of subjects defined Baseline 2015: all study 	<ul style="list-style-type: none"> • MoV: Report MEd 	LI: MEd KP: Educational institutions	2016-2020 • A,C

			<p>programmes in higher education institutions prepared on the bases of learning outcomes Target 2018: all study programmes on higher education institutions innovated and created on the basis of learning outcomes</p> <ul style="list-style-type: none"> • IoA: Number of graduates in natural and engineering sciences <p>Baseline 2015: around 700 Target 2018: 2100</p>			
1.2.1.4.	Improvement the quality of practical work (lifelong learning by working) in the fields of energy, telecommunications, manufacturing industry, food processing and construction	<ul style="list-style-type: none"> • Increased share (%) of the programmes in which the students of vocational high schools have practical work with the employer (company), together with improved quality of realization of practice • Improved cooperation between schools and employers • Improved industrial skills and competence of students of vocational schools • Faster transition from education to the business 	<ul style="list-style-type: none"> • IoA: % of technical schools that have practical work at the employer (company) <p>Baseline 2015: 60% Target 2018: 75%</p>	<ul style="list-style-type: none"> • MoV: Reports by the competent authority on establishing external quality of schools 	<p>LI: MED,VET</p> <p>KP: High vocational schools</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,C

1.2.2.Measure: Harmonization of the educational offer in line with labor market needs, as well as improving of availability of acquiring qualifications to different target groups

Result: Improved conditions in the labor market that strengthen capacities and skills, enabling greater labor mobility, employment and new job creation

1.2.2.1.	Implementation of a program for encouraging employment in industry and sectors that support industrial development	<ul style="list-style-type: none"> Increased self-employment and employment in the industry and sectors that support industrial development (manufacturing industry, mining and construction) by provision of credits for opening new enterprises and employing within existing. Credit support is 5,000€ per job position. 	<ul style="list-style-type: none"> IoA: Number of self-employed people in the industry sector <p>Baseline 2015: 9 people Target 2018: 17 people</p>	<ul style="list-style-type: none"> MoV: Report on the EA measures evaluation 	<p>LI: MLSW KP: EA</p>	<p>2016-2020</p> <ul style="list-style-type: none"> A
1.2.2.2.	Implementation of educational program and training for persons that are seeking for employment in accordance with industrial development needs	<ul style="list-style-type: none"> Acquired new professional qualifications, knowledge and skills of persons who completed educational programs and trainings for adult (programs for acquisition of vocational qualifications, as well as the knowledge and skills necessary for the jobs in tourism, construction, food processing, transport and other sectors that support 	<ul style="list-style-type: none"> IoA: Number of people who completed programme and training <p>Baseline 2015: 300 people Target 2018: 1.000 people</p>	<ul style="list-style-type: none"> MoV: Report on the EA programme evaluation, certificates on completed seminars 	<p>LI: EA KP: MED,MLSW, Examinations centre,VET,ME-SMEDD</p>	<p>2016-2020</p> <ul style="list-style-type: none"> A,C,F

		development of the industry)				
Sub-Objective 1.3: IMPROVEMENT OF THE BUSINESS ENVIRONMENT						
Priorities:						
<ul style="list-style-type: none"> • Improvement of the existing regulatory framework and business environment • Establish and improve required core business infrastructure 						
1.3.1.Measure: Improvement of regulatory framework and business environment						
Result: Improved business environment through creating a clear and predictable regulatory framework, reducing operating costs and achieving a high degree of automatization and use of e-Gov principles						
1.3.1.1.	Implementation of recommendations from the Action Plan for regulatory "Guillotine" related to the field of industry	<ul style="list-style-type: none"> • Implementation of defined approx. 195 recommendations in the field of industry related to the modification about 60 regulations in the field of industry 	<ul style="list-style-type: none"> • IoA: Number of implemented recommendations in the field of industry <p>Baseline including 2015: approx. 125 implemented recommendations in the field of industry Target 2018: approx. 70 recommendations</p>	<ul style="list-style-type: none"> • MoV: Reports MF 	LI: MF	2016-2018 <ul style="list-style-type: none"> • A
1.3.1.2.	Introduction of a complete online registration of companies and expansion of registration on 8 regional units for registration	<ul style="list-style-type: none"> • Simplified procedures for registration 	<ul style="list-style-type: none"> • IoA: Progress in ranking within World Bank Doing Business within the "enterprise registration" indicator <p>Baseline Doing Business Report 2015/2016: 59th Target Doing Business Report 2018/2019: rank < 10</p>	<ul style="list-style-type: none"> • MoV: The reports of the World Bank; Reports of the Council for improving the business environment, regulatory and structural reforms 	LI: MF KP: Council for improvement of the business environment, regulatory and structural reforms	2016-2018 <ul style="list-style-type: none"> • A
1.3.1.3.	Shortening of deadlines for registration of real estate in cadaster by increasing efficiency of cadaster	<ul style="list-style-type: none"> • Simplified procedures for registration of real estate 	<ul style="list-style-type: none"> • IoA: Progress in ranking within World Bank Doing Business within the "registration of real estate" indicator <p>Baseline: Doing Business Report 2015/2016: rank 79 Target: Doing Business Report 2018/2019: rank < 30</p>	<ul style="list-style-type: none"> • MoV: The reports of the World Bank; Reports of the Council for improving the business environment, regulatory and structural reforms 	LI: MF/Real Estate Agency KP: Council for improvement of the business environment, regulatory and structural reforms	2016-2018 <ul style="list-style-type: none"> • A

1.3.1.4.	Introduction of electronic business in the process of issuing permits for construction	<ul style="list-style-type: none"> Simplified procedures for issuing construction permits 	<ul style="list-style-type: none"> IoA: Progress in ranking within World Bank Doing Business within the “construction permit” indicator <p>Baseline: Doing Business Report 2015/2016: rank 91 Target: Doing Business Report 2018/2019: rank < 50</p>	<ul style="list-style-type: none"> MoV: The reports of the World Bank; Reports of the Council for improving the business environment, regulatory and structural reforms 	<p>LI: MF/MSDT KP: Council for improvement of the business environment, regulatory and structural reforms</p>	<p>2016-2017</p> <ul style="list-style-type: none"> A
<p>1.3.2.Measure: Development of the business infrastructure aligned with enterprises needs Result: Upgraded business activities of enterprises in priority sectors using enhanced services provided by business zones, technology parks, incubators, and business centres</p>						
1.3.2.1	Implementation of Regulation on business zones	<ul style="list-style-type: none"> Technical support for preparation for investments in business zone in 9 municipalities Changes and Amendments on the Regulation on business zones with the aim of establishing and managing business zones from local and national interest for Montenegro Improved support for promotion of opportunities for investments in business zones 	<ul style="list-style-type: none"> IoA: Number of supported business zones covered by technical support for the preparation of pre-investment studies <p>Baseline 2015: 0 Target 2018: 9</p> <ul style="list-style-type: none"> IoA: Number of designated zones with the status of zone from the national interest <p>Baseline 2015: 0 Target 2018: 6 zones in 4 municipalities</p> <ul style="list-style-type: none"> IoA: Number of promotional activities carried out <p>Baseline 2015: 1 Target 2018: 3</p> <ul style="list-style-type: none"> IoA: Number of enterprises within the zones/percentage increase in enterprises turnover 	<ul style="list-style-type: none"> MoV: Reports ME 	<p>LI: ME KP: Local Government</p>	<p>2016-2018</p> <ul style="list-style-type: none"> A,F

			Baseline 2015: / Target 2018: 3-5 enterprises/turnover increase from 5%			
1.3.2.2.	The project of establishing the first Scientific and Technological Park in Montenegro	<ul style="list-style-type: none"> Improved institutional infrastructure of STP Niksic through construction of IEC Niksic and beginning of works on central unit in Podgorica Strengthened scientific and economic capacities as well as connection between science and business and improved commercialization of research 	<ul style="list-style-type: none"> IoA: Established Innovative entrepreneurial center “Technopolis” in Niksic/number of enterprises-tenants (work on construction started) <p>Baseline 2015: works on construction of IPC “Tehnopolis” started Target 2018: “Technopolis”Niksic constructed/12 enterprises-tenants</p> <ul style="list-style-type: none"> IoA: Works on reconstruction/construction of STP in Podgorica started – central unit <p>Baseline 2015: 0/0 Target 2018: Central unit of STP in Podgorica in reconstruction/construction</p>	<ul style="list-style-type: none"> MoV: Reports MS 	<p>LI: MS KP: Licensed scientific research institutions, enterprises</p>	2016-2020 <ul style="list-style-type: none"> A,C,E
1.3.2.3.	Improvement of the capacities of the Business centers and incubators for provision of services to the companies	<ul style="list-style-type: none"> Provided services to enterprises Increased number of tenants 	<ul style="list-style-type: none"> IoA: Number of provided consulting services provided by Business centres <p>Baseline 2015: 50 Target 2018: 70</p> <ul style="list-style-type: none"> IoA: Number of services that incubator provide to the business 	<ul style="list-style-type: none"> MoV: Report of the SMEDD 	<p>LI: ME-SMEDD KP: Local Government, Incubators/Business center Bar, Incubator Berane</p>	2016-2020 <ul style="list-style-type: none"> A,C,F

			Baseline 2015: 40 Baseline 2018: 80 • IoA: Number of tenants Baseline 2015: 35 Target 2018: 40			
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STRATEGIC OBJECTIVE 2. INVESTMENTS AND FINANCE FOR MODERNIZATION OF INDUSTRY

- **R2.1: Improved availability, affordability and access to finance for enterprises**
- **R2.2: Improved financing for innovative enterprises**
- **R2.3: Increase direct investment into priority sectors**

No.	Planned activities	Expected results	Indicators of achievement (IoA) - Baseline 2015 - Target 2018	Means of verification (MoV)	Responsible Actors – Lead Institutions (LI) and Key Partners (KP)	Period / Means of Financing
<p>Sub-Objective 2.1.: IMPROVING ACCESS TO FINANCE FOR COMPETITIVE AND INNOVATIVE ENTERPRISES</p> <p>Priorities:</p> <ul style="list-style-type: none"> • Improving access to capital markets • More dynamic banking sector activities • Development of new financial instruments 						
<p>2.1.1. Measure: Involvement of IDF Montenegro in EU financial Programmes which will enable the development of new financial instruments</p> <p>Result: Expanded overall offer of IDF, as well as the use of available EU Programmes</p>						
2.1.1.1.	Provide credit lines for enterprise growth in priority areas of industry	<ul style="list-style-type: none"> • Credit funds issued for improvement of capacities of enterprises in priority areas of industry (manufacturing, tourism, services) with favorable interest rates (2,5-5%) 	<ul style="list-style-type: none"> • IoA: Number of supported enterprises through credit lines/volume of credit funds Baseline 2015: 220/62,8 mil€ Target 2018: Number of supported enterprises through credit lines increased by 20%/volume of funds increased by 20% • IoA: Number of new established enterprises in industry Baseline 2015: 8 enterprises Target 2018: 10 or more enterprises 	<ul style="list-style-type: none"> • MoV: Annual Report of IDF 	LI: IDF	2016-2020 A,E

2.1.1.2.	Provide financial support for liquidity in priority industrial areas through factoring arrangements	<ul style="list-style-type: none"> Financial funds issued for enhancement of liquidity in priority industrial areas 	<ul style="list-style-type: none"> IoA: Number of supported enterprises (Number of signed contracts) through factoring arrangements <p>Baseline 2015: 25 enterprises in industry sector Target 2018: 30 or more enterprises</p>	<ul style="list-style-type: none"> MoV: Annual Report of IDF 	<ul style="list-style-type: none"> LI: IDF 	2016-2020 A, E
2.1.1.3.	Provide credit line for investment in ICT sector and loans for graduates	<ul style="list-style-type: none"> New credit lines issued for improvements in ICT and employment of graduates in priority industrial areas 	<ul style="list-style-type: none"> IoA: Number of supported enterprises from ICT sector <p>Baseline 2016: 0 (credit line starts implementation in 2016) Target 2016: up to 5 enterprises Target 2018: up to 10 enterprises</p> <ul style="list-style-type: none"> IoA: Volume of credit funds placement <p>Baseline 2015: 0 Target 2016: credit funds placement up to 0,5% of total 2016 placement Target 2018: increase in credit funds placement by 10% in comparison to 2016</p> <ul style="list-style-type: none"> IoA: Number of new established enterprises by graduates in priority industrial areas <p>Baseline 2015: 0 (credit line starts implementation in</p>	<ul style="list-style-type: none"> MoV: Annual Report of IDF 	<ul style="list-style-type: none"> LI: IDF 	2016-2020 <ul style="list-style-type: none"> A,E

			<p>2016) Target 2016: 5 or more new enterprises to be established in 2016 Target 2018: 10 or more enterprise comparing to 2016</p> <ul style="list-style-type: none"> • IoA: Volume of credit fund placement <p>Baseline 2015: 0 Target 2016: 1% of total credit fund placement in 2016 Target 2018: increase by 10% comparing to 2016</p>			
2.1.1.4.	Implement new financial instruments from available COSME funds	<ul style="list-style-type: none"> • Signed Agreement with FI from EU regarding to use of COSME financial instruments for credit guarantees for financing priority industrial areas • Support to financial institutions for participation in COSME financial instruments 	<ul style="list-style-type: none"> • IoA: Number of signed applications for COSME/number of new financial instruments (credit guarantees) <p>Baseline 2015: 1/1 Target 2018: at least 2 applications/1</p>	<ul style="list-style-type: none"> • MoV: Annual Report of IDF/ Commercial Banks 	LI: IDF/ Commercial Banks	2016-2020 <ul style="list-style-type: none"> • A,E
<p>2.1.2. Measure: Creation of new financial instruments for investment in equity for innovative fast-growing enterprises and guarantee schemes that can be used by the banks, based on current EU Programmes for the Western Balkans, as well as preparation of infrastructure investment projects</p> <p>Result: Establishment of new financial instruments, in particular aimed at innovative and fast-growing enterprises and implementation of infrastructure projects</p>						
2.1.2.1.	Establish instruments of financial support for innovative and fast growing enterprises through investment in equity capital	<ul style="list-style-type: none"> • Investment in equity capital implemented through instruments of WB EDIF • Established ENIF Fund for innovative enterprises with 	<ul style="list-style-type: none"> • IoA: Number of supported enterprises through investment in equity capital <p>Baseline 2015: 0 Target 2018: 5 start ups/SMEs</p>	<ul style="list-style-type: none"> • MoV: Report of IDF/ME 	LI: ME/MF KP: IDF	2016-2020 <ul style="list-style-type: none"> • E

		<p>investors from Montenegro and national financial participation</p> <ul style="list-style-type: none"> • Financed start ups and SMEs from ENIF Fund through equity capital 				
2.1.2.2.	To candidate priority infrastructure investment projects related to industry for implementation within WBIF	<ul style="list-style-type: none"> • Increase of investment through development of infrastructure for the projects from the Single Project Pipeline (SPP-14 projects) in areas of energy, transport, environmental protection • Strengthen capacities for supporting preparation and implementation of priority infrastructural projects 	<ul style="list-style-type: none"> • IoA: Number of projects currently implementing and the % of total amount of investment <p>Baseline 2015: 0 Target 2018: Indicative number of proposed projects for investments for the period – 4 (Indicative in accordance with their total budget from SPP – 36% of planned investment)</p> <ul style="list-style-type: none"> • IoA: Number of institutions for strengthening capacities for support <p>Baseline 2015: 0 Target 2018: 7</p>	<ul style="list-style-type: none"> • MoV: Reports of National Committee for investment projects/ Secretariat for development projects 	<p>LI: Relevant ministries (6), sectorial working groups</p> <p>KP: National Committee for investment projects/ Secretariat for development projects, MFAEI, WBIF</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A, C, E
<p>Sub-Objective 2.2: ENCOURAGING DIRECT INVESTMENTS IN PRIORITY SECTORS</p> <p>Priority: Provide an appropriate framework and conditions for attracting new investments</p>						
<p>2.2.1. Measure: Promotion and communication for attracting investments into targeted sectors, as well as the application of the Regulation on encouraging direct investment</p> <p>Results: Increasing the level of direct investment in priority sectors; new job creation in priority sectors and less developed areas</p>						
2.2.1.1.	Implementation of the Regulation on encouraging direct investment	<ul style="list-style-type: none"> • Realization of investments projects with the allocation of funds for encouraging direct investment through direct 	<ul style="list-style-type: none"> • IoA: Number of signed agreements on the use of funds for encouraging direct investment <p>Baseline 2015: 0</p>	<ul style="list-style-type: none"> • MoV: Reports ME/Secretariat for development projects 	<p>LI: ME, Secretariat for development projects</p> <p>KP: Business organizations (applicants),</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,F

		<p>financial subsidization of investors</p> <ul style="list-style-type: none"> • Increased number of jobs creation • Realized support and promotional activities in order to implement Regulation on encouraging direct investment 	<p>Target 2018: 10</p> <ul style="list-style-type: none"> • IoA: Number of jobs envisaged by the Agreements and created through the investment projects <p>Baseline 2015: 0 Target 2018: 293</p>		<p>Commission for state aid control, Tax administration, Customs Administration, Central Register of Business Entities, Ministry of Justice, Ministry of Finance</p>	
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STRATEGIC OBJECTIVE 3. INNOVATION AND ENTREPRENEURSHIP

- **R3.1: The growth of enterprises through innovation within the priority sectors**
- **R3.2: Better linkage between research and industry that increases innovation of enterprises**
- **R3.3: Effective business support provided to all enterprises and entrepreneurs and at all stages of business development**

No.	Planned activities	Expected results	Indicators of achievement (IoA) - Baseline 2015 - Target 2018	Means of verification (MoV)	Responsible Actors – Lead Institutions (LI) and Key Partners (KP)	Period / Means of Financing
<p>Sub-Objective 3.1: IMPROVING INNOVATION EFFICIENCY OF ENTERPRISES</p> <p>Priorities:</p> <ul style="list-style-type: none"> • Creating conditions to stimulate the innovative potential within enterprises • Effective implementation of innovation within enterprises • Strengthening the linkages between science and economy 						
<p>3.1.1.Measure: Providing grants for R&D and other incentives to enterprise engagement in research and innovation</p> <p>Result: Operative institutional infrastructure facilitating science and economy linkage that realizes the innovative potentials of enterprises</p>						
3.1.1.1.	Improve cooperation between enterprises and science and encourage participation of enterprises through programme of competitive grants for R&D projects and through programme for Center of Excellence	<ul style="list-style-type: none"> • Improved cooperation between science (research institutes, university faculties) and enterprises (business sector) through grants for R&D projects and grant for Center of Excellence • Number of start ups established, innovative products or processes, patent application developed 	<ul style="list-style-type: none"> • IoA: Number of public/private partnerships/signed contracts between enterprises and research institutes or university faculties <p>Baseline 2014/2015: 9 partnerships established (including 1 Center of Excellence with participation of 2 enterprises)</p> <p>Target 2018: at least 12 successfully realized partnerships</p> <ul style="list-style-type: none"> • IoA: Number of created start-ups (from partnerships) <p>Baseline 2014/2015: 0 start-ups</p> <p>Target 2018: at least 2 start-ups established</p>	<ul style="list-style-type: none"> • MoV: Report MS 	<p>LI: MS</p> <p>KP: Center of Excellence, scientific and research institutions, enterprises</p>	<p>2016-2017</p> <ul style="list-style-type: none"> • A,C,D

			<ul style="list-style-type: none"> IoA: Number of Innovative products, processes or patents developed <p>Baseline 2014/2015: 1 protected patent Target 2018: at least 15 innovative products, processes or patents developed</p>			
3.1.1.2.	Implementation of Programme for innovation in SMEs - voucher schemes/grants	<ul style="list-style-type: none"> Defined and implemented model/scheme for improving product/service, process, organization and marketing Improved innovative potential of SMEs 	<ul style="list-style-type: none"> IoA: Number of SMEs application <p>Baseline 2015: 0 Target 2018: up to 10</p> <ul style="list-style-type: none"> IoA: Number of innovation (new/improved product/service, process, organization and marketing) <p>Baseline 2015: 0 Target 2018: indicative up to 10 successful applications</p>	<ul style="list-style-type: none"> MoV: Report ME/MS 	<p>LI: ME,MS KP: ME-SMEDD</p>	2016-2020 <ul style="list-style-type: none"> A,C
3.1.2. Measure: Promotion of mechanisms of energy efficiency and energy management						
Result: Rational use of energy resources in business based on principles of environmental protection, improving energy efficiency and greater use of renewable energy sources						
3.1.2.1.	Establishment and implementation of financial support mechanisms for improving energy efficiency in enterprises	<ul style="list-style-type: none"> Established financial mechanisms (grant scheme, subsidies etc.) for the implementation of innovative solutions and new technologies that will lead to the reduction of energy demand and greater use of 	<ul style="list-style-type: none"> IoA: Value of financial mechanisms for improving energy efficiency in enterprises (establishment of mechanism is planned in 2018 with duration until 2020) <p>Baseline 2015: 0 € Target 2020: minimum 500.000 €</p>	<ul style="list-style-type: none"> MoV: ME Reports 	<p>LI: ME KP: Enterprises from the industry sector</p>	2018-2020 <ul style="list-style-type: none"> A,C,D,E,F

		<p>locally available renewable energy sources</p> <ul style="list-style-type: none"> Realized projects with aim to support improving energy efficiency in enterprises Established systems for energy management in enterprises 	<ul style="list-style-type: none"> IoA: Number of implemented projects (realization of minimum 20 projects is planned by the end of 2020) <p>Baseline 2015: 0 Target 2018: 5 projects</p>			
3.1.2.2.	Realization of the Programmes for harmonizing certain economic branches with the Law on pollution and control of environment in order of obtaining an integrated permission	<ul style="list-style-type: none"> Reduced negative effects of industrial pollution on human health and reduced level of environmental pollution Increased energy efficiency of industrial plants Increased competitiveness of companies 	<ul style="list-style-type: none"> IoA: Number of issued IPPC permits <p>Baseline 2015: 4 Target 2018: 8</p>	<ul style="list-style-type: none"> MoV: Environment protection Agency Reports/MSDT 	<p>LI: MSDT KP: Enterprises defined within the Programme</p>	<p>2016-2017</p> <ul style="list-style-type: none"> F
<p>Sub-Objective 3.2: PROMOTION OF ENTREPRENEURSHIP AND DEVELOPMENT OF SMES</p> <p>Priorities:</p> <ul style="list-style-type: none"> Improvement of non-financial support enterprise development Strengthening the non-financial support aimed at improving innovative business performance and development of new businesses 						
<p>3.2.1.Measure: Improvement of the non-financial business support model in line with the development and needs of innovative enterprises</p> <p>Result: Establishment of an improved model that creates conditions for integrated non-financial support to meet needs of enterprises from local to national level</p>						
3.2.1.1.	Development of a comprehensive electronic guide on available support for business services in Montenegro (standardized set of services)	<ul style="list-style-type: none"> Increased level of information for enterprises on available business services 	<ul style="list-style-type: none"> IoA: Number of enterprises receiving electronic guide (standardized set of services) <p>Baseline 2015: 0 Baseline 2018: 100</p>	<ul style="list-style-type: none"> MoV: Guide - standardized set of services; ME-SMEDD Reports 	<p>LI: ME-SMEDD KP: Business centers; Local Government</p>	<p>2016-2018</p> <ul style="list-style-type: none"> A,C,D
3.2.1.2.	Provide business support services to enterprises in area of intellectual property rights protection and energy	<ul style="list-style-type: none"> Organized seminars on the importance of intellectual 	<ul style="list-style-type: none"> IoA: The number of events/number of persons who attended the seminars 	<ul style="list-style-type: none"> MoV: Reports ME, Intellectual Property Office 	<p>LI: ME, IPOM, ME-SMEDD KP: Business Associations,</p>	<p>2016-2020</p> <ul style="list-style-type: none"> A,C, E

	efficiency management (information, consulting, promotion campaign)	<p>property rights protection (patents and trademarks)</p> <ul style="list-style-type: none"> Improved awareness of enterprises on importance of appropriate energy management through organization of campaigns and seminars 	<p>Baseline 2015: 2 events/50 participants in IPR seminar Target 2018: 5 events/125 participants in IPR seminar</p> <ul style="list-style-type: none"> IoA: Number of events (campaign, seminars etc.)/number of participants <p>Baseline 2015: 0 events in EE management Target 2018: 2 events/50 participants in EE management</p>		enterprises from industry sector	
3.2.1.3.	Implementation of mentoring services for enterprises	<ul style="list-style-type: none"> Improved capacity of Business Centers for provision of mentoring services for enterprises in the field of industry Increased number of companies receiving mentoring support (support in preparation and implementation of development plans, making business cooperation, support in access to new technology, etc) 	<ul style="list-style-type: none"> IoA: Number of trained mentors <p>Baseline 2015: 14 Target 2018: 20</p> <ul style="list-style-type: none"> IoA: Number of enterprises that use mentoring services <p>Baseline 2015: 31 Target 2018: 60</p>	<ul style="list-style-type: none"> MoV: ME-SMEDD Reports 	<p>LI: ME-SMEDD KP: Business Centers, Local Government</p>	<p>2016-2020</p> <ul style="list-style-type: none"> A,C,E,F
3.2.1.4.	Realization of training programmes and consulting for key stakeholders in the process of creation of projects proposals for EU programmes	<ul style="list-style-type: none"> Increased level of utilization of available EU programmes (H 2020 and COSME) 	<ul style="list-style-type: none"> IoA: Number of trainings/number of participants (company representatives) 	<ul style="list-style-type: none"> MoV: Reports of held training programmes, lists of participant,ME/MN Reports, SMEDD 	<p>LI: ME,MS KP: SMEDD, MSDT,MARD, Business Associations</p>	<p>2016-2020</p> <ul style="list-style-type: none"> A,C,D

		to foster the development of innovative SMEs	<p>Baseline 2015: 2 trainings/30 company representatives Target 2018: 8/100</p> <ul style="list-style-type: none"> • IoA: Number of successful applications under the programmes <p>Baseline 2015: 0 Target 2018: 6</p>	Reports		
3.2.2. Measure: Encouraging industrial development in rural areas						
Result: Development of micro and small enterprises in rural communities in priority sectors						
3.2.2.1.	Creation of conditions for diversification of economic activities in rural areas through realization of support programmes (Agro budget, IPARD 2014-2020)	<ul style="list-style-type: none"> • Increased total number and turnover of enterprises/agricultural farms operating in rural areas • Increased employment • Reduced depopulation in rural areas 	<ul style="list-style-type: none"> • IoA: Number of projects supported <p>Baseline 2015: 13 projects Target 2018: 60 projects</p>	<ul style="list-style-type: none"> • MoV: MARD Reports 	<p>LI: MARD KP: MSDT, NTO, Business Association</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,C,F
3.2.2.2.	Encouraging development of food processing in rural areas through development of business (Agro budget)	<ul style="list-style-type: none"> • Increased provision of food products with defined geographic origin • Increased employment • Competitiveness of agricultural products strengthened • Value added of agricultural products created 	<ul style="list-style-type: none"> • IoA: Number of projects supported <p>Baseline 2015: 46 projects Target 2018: 150 projects</p>	<ul style="list-style-type: none"> • MoV: MARD Reports 	<p>LI: MARD KP: ME, NTO, Business Association</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,C,F
3.2.2.3.	Realization of the Programme of stimulating measures in the field of tourism 2016/2017	<ul style="list-style-type: none"> • Improved and diversified the tourism offer 	<ul style="list-style-type: none"> • IoA: Total number of manifestations 	<ul style="list-style-type: none"> • MoV: MSDT Report, NTO 	<p>LI: MSDT KP: NTO, Business Association</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,F,E

	(support for diversification and improvement of the offer, knowledge and skills necessary for tourism, maintenance events and availability)	<ul style="list-style-type: none"> • Reduced seasonality of destinations 	<p>Baseline 2015/2016: 296 Target 2018: increase from maximum 10% comparing previous call 2015/2016</p> <ul style="list-style-type: none"> • IoA: Number of projects with approved funds <p>Baseline 2015/2016: 56 Target 2018: increase from maximum 10% comparing previous call 2015/2016</p> <ul style="list-style-type: none"> • IoA: The amount of allocated funds for realization of the Programme <p>Baseline 2016/2017: 400.000€ Target 2018: time frame of Programme duration includes 2017, with possible continuation</p>			
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3.2.3. Measure: Encouraging improvement of existing and creation of new enterprises oriented towards priority sectors

Result: Established conditions for raising competitiveness at firm level, in particular those enterprises with innovative potential that are oriented towards sectors that have the potential for growth of competitiveness in domestic markets and export growth

3.2.3.1.	Implementation of incentives for increasing the quality standards of existing accommodation facilities as well as development of new high-quality accommodation facilities	<ul style="list-style-type: none"> • Raised the quality of services and improved competitiveness in the tourism sector • Implemented series of already started investments in high-quality hotel facilities • Expanded high quality specific tourist offer • Increased 	<ul style="list-style-type: none"> • IoA: Increased number of hotels with 4 and 5 stars <p>Baseline 2015: 125 Target 2018: 178</p> <ul style="list-style-type: none"> • IoA: The amount of allocated funds for subsidizing part of the interest rate on loans <p>Baseline 2015: 0 € Target 2018 (indicative): approx. 2 mil€</p>	<ul style="list-style-type: none"> • MoV: Report of Commission for categorization of accommodation facilities, MSDT 	<p>LI: MSDT KP: IDF, banking sector</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,F
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		employment and income				
3.2.3.2.	Diversification of tourism offer in the north of Montenegro	<ul style="list-style-type: none"> • Diversified and improved tourism product in the north of Montenegro • Increased number of tourists, overnight stays and incomes generated in the north of Montenegro on the basis of tourists stay • Increased number of SMEs engaged in tourism development • Increased number of jobs in the north of Montenegro 	<ul style="list-style-type: none"> • IoA: The Number of ski resorts in Montenegro Baseline 2015: 5 Target 2018: at least 8, depending on dynamics of projects realization • IoA: Amount of allocated resources for financing the reconstruction of existing and creation of infrastructure in new locations, designated for ski resorts Baseline 2015: around 6.4 mil € Target 2018: increase from at least 10% depending from defined model for further valorization of the ski resorts • IoA: Number of tourists/number of overnights in the north, in the cities in which investments in ski resorts and accompanying facilities are planned Baseline 2015/2016 winter season: 14.949 tourists/33.367 overnights Target 2017/2018 winter season: increase from minimum 10% comparing 2015/2016 both in the 	<ul style="list-style-type: none"> • MoV: Report MSDT 	<p>LI: MSDT KP: IDF, private investors</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A ,F

			<p>number of tourists and number of overnights</p> <ul style="list-style-type: none"> • IoA: The level of private investments in ski resorts <p>Baseline 2015: / Target 2018: investment amounted to a maximum 5% of the total investment from the budget for 2018¹</p>			
3.2.3.3.	Improvement of the tourism offer through valorization of the potential of nautical resources through construction of new berths in the marinas (sea, lakes, and rivers)	<ul style="list-style-type: none"> • Diversified tourist product • Better accessibility and connection between destinations • Number of jobs increased • Generated additional income 	<ul style="list-style-type: none"> • IoA: The number of berths in the marinas <p>Baseline 2015: 1.765 Target 2018: 3.520</p>	<ul style="list-style-type: none"> • MoV: MONSTAT, MSDT 	<p>LI: MSDT KP: SMEs, IDF</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,B,E,F

¹ The expected investment value in ski resorts by the private investors is up to maximum 5% of the total investments planned from the budget for 2018 (up to 350.000€).

STRATEGIC OBJECTIVE 4: MARKET ACCESS

- **R4.1: Reduced trade imbalance through increasing exports and reducing imports in the priority sectors in which Montenegro has comparative advantage**
- **R4.2: Better environment for trade facilitation through trade logistics that simplify and reduce the costs of international business for exporters**

No.	Planned activities	Expected results	Indicators of achievement (IoA) - Baseline 2015 - Target 2018	Means of verification (MoV)	Responsible Actors – Lead Institutions (LI) and Key Partners (KP)	Period / Means of Financing
<p>Sub-Objective 4.1: STRENGTHENING ENTERPRISE EXPORT PERFORMANCE IN PRIORITY SECTORS</p>						
<p>Priorities:</p>						
<ul style="list-style-type: none"> • Increasing the competitiveness of individual enterprises • Improving the structure of exports 						
<p>4.1.1. Measure: Improvement of the concept of the enterprises organization into clusters and strengthening of enterprise networks</p>						
<p>Result: Better informed and increased enterprises organization into clusters, particularly in priority sectors</p>						
4.1.1.1.	Support for cluster development through grants, strengthening capacities for managing of clusters and promotion of new clusters development as well as involvement in value chains	<ul style="list-style-type: none"> • Improved association of companies into the cluster (number of members) with grant financial support through implementation of the Programme for promoting cluster development in Montenegro until the end of 2016 • Increased capacity for cluster management and establishment of new clusters through technical support (training, workshops, conferences, exchange of knowledge and networking) • Improved recognition and promotion • Established 	<ul style="list-style-type: none"> • IoA: Number of supported clusters Baseline 2015: 1 Target 2016: 5 Target 2018: n/a (time frame for the Programme is 2012-2016) • IoA: The value of financial support Baseline 2015: 10.000 € Target 2016: 50.000 € Target 2018: n/a (time frame for the Programme is 2012-2016) • IoA: Number of supported clusters through technical support Baseline 2015: 4 Target 2018: 10 • IoA: Number of enterprises/clusters supported through 	<ul style="list-style-type: none"> • MoV: ME Report on realization of the Programme 	<p>LI: ME KP: ME-SMEDD, Tax Administration, UNDP and 3 local governments</p>	2012-2016 • A,E

		international partnerships through the available EU programmes	available EU programmes Baseline 2015: 1 cluster applied Target 2018: 2 clusters			
4.1.2. Measure: Realization of support programme for enterprises for implementation and certification based on standards						
Result: Increased number of enterprises with introduced required standards and certificates						
4.1.2.1.	Encouraging implementation and certification of food safety and quality management system, as well as inclusion of agricultural producers in registered quality schemes (Agro budget)	<ul style="list-style-type: none"> Improved quality and safety of food products Improved competitiveness Raised numbers of producers involved in quality schemes (organic farming, protection of geographical origin, etc.) Raised number of certificated organic producers 	<ul style="list-style-type: none"> IoA: Number of agricultural producers group <p>Baseline 2015: 0 Target 2018: 2</p> <ul style="list-style-type: none"> IoA: Number of supported producers for safety of food and quality management systems <p>Baseline 2015: 4 Target 2018: 15</p> <ul style="list-style-type: none"> IoA: Number of supported certificated organic producers <p>Baseline 2015: 71 Target 2018: 120</p>	<ul style="list-style-type: none"> MoV: MARD Reports 	LI: MARD KP: Monteorganica, Business Associations	2016-2020 <ul style="list-style-type: none"> A
4.1.2.2.	Implementation of Programme for Support to competitiveness of business entities through compliance with international business standards requirements	<ul style="list-style-type: none"> Improved implementation of international standards in industry and other business through financial grants 	<ul style="list-style-type: none"> IoA: Number of supported enterprises <p>Baseline 2015: 12 Target 2016: 15 Target 2018: n/a (time frame for the Programme is 2014-2016)</p> <ul style="list-style-type: none"> IoA: The value of financial support <p>Baseline 2015: 48.500 €</p>	<ul style="list-style-type: none"> MoV: ME Report on realization of Programme 	LI: ME KP: Accreditation bodies, ISME	2016-2020 <ul style="list-style-type: none"> A

			Target 2016: 100.000 € Target 2018: n/a (time frame for the Programme is 2014-2016)			
4.1.2.3.	Implementation of the activities within the plan for FSC certification of forestry management	<ul style="list-style-type: none"> Improvement of forestry management according to FSC standard Monitoring control chains Increased competitiveness of enterprises Easier access to European markets 	<ul style="list-style-type: none"> IoA: Surface of certificated forest <p>Baseline 2015: 0 ha Target 2018: 50.000 ha</p>	<ul style="list-style-type: none"> MoV: MARD data, Directorate for forestry 	LI: MARD KP: Directorate for forestry	2016-2020 <ul style="list-style-type: none"> A,E
4.1.3. Measure: Harmonization of technical regulations and standards						
Result: The adoption of technical regulations and Montenegrin standards which were created by taking over European and international standards						
4.1.3.1.	Further strengthening of the quality infrastructure system in order to further improve enterprise competitiveness	<ul style="list-style-type: none"> Established infrastructure in line with EU regulations and the WTO Completed legal basis for production that eliminates barriers for trade Raised the competitiveness of enterprises 	<ul style="list-style-type: none"> IoA: Number of harmonized regulations in the areas related to industry <p>Baseline 2015: 123 harmonized regulations in the field of industry (including 2015) Target 2018: approx. 200</p>	<ul style="list-style-type: none"> MoV: Report ME 	LI: ME KP: ISME; Accreditation Body; Agency for Metrology	2016 <ul style="list-style-type: none"> A,C
4.1.3.2.	The acceptance of harmonized EU standards	<ul style="list-style-type: none"> Complete membership in CEN (The European Committee for Standardization) Complete acceptance of harmonized European standards 	<ul style="list-style-type: none"> IoA: Number of adopted standards <p>Baseline 2015: approx. 14.000 adopted standards (including 2015) Target 2018: approx. 20.000 harmonized standards</p>	<ul style="list-style-type: none"> MoV: ISME Reports 	LI: ISME KP: Members of the Technical Committee of ISME from the area of industry, ME	2016-2020 <ul style="list-style-type: none"> A
4.1.4. Measure: Standardization of codification procedure and quality assurance of products for needs of defence purposes						
Result: The adoption of standards in the field of defence incurred by taking over NATO standards						

4.1.4.1.	Harmonization/implementation of NATO standards for the NATO codification area and assuring the quality of products in the industrial sector for needs of defence purposes	<ul style="list-style-type: none"> • Full membership in the NATO codification system • Taking over of NATO standards for this area • The possibility of codifying the original Montenegrin products • The possibility of certification of quality management in the enterprises from defence industry by NATO AQAP standards 	<ul style="list-style-type: none"> • IoA: The number of adapted NATO standards in the field of codification and assuring the quality of the products for the needs of defence <p>Baseline including 2015: 2 standards in the field of codification Target 2018: 3 standards in the field of codification and 10 NATO AQAP standards in the field of assuring the quality of the products for the needs of defence</p>	<ul style="list-style-type: none"> • MoV: Report MD 	<p>LI: MD KP: Interested enterprises</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A
<p>4.1.5. Measure: Support to internationalization of the enterprises and their business within foreign markets Result: Strengthened export performance of enterprises and their inclusion into markets within the region and the EU</p>						
4.1.5.1	Encouraging the internationalization of the domestic companies through providing information, organizing business meetings, trade fairs, missions for development through Enterprise Europe Network activities	<ul style="list-style-type: none"> • Increased willingness of enterprises to export and enhance internationalization through participation on business meetings, trade fairs and missions for development • Improved cooperation of the companies on the international level 	<ul style="list-style-type: none"> • IoA: Number of enterprises that have been provided with information about export markets and possibilities for international cooperation <p>Baseline 2015: 50 Target 2018: 100</p> <ul style="list-style-type: none"> • IoA: The number of participants on events <p>Baseline 2015: 50 Target 2018: 100</p> <ul style="list-style-type: none"> • IoA: The number of companies that have established cooperation 	<ul style="list-style-type: none"> • MoV: ME-SMEDD Report 	<p>LI: ME-SMEDD KP: Consortium members</p>	<p>2016-2020</p> <ul style="list-style-type: none"> • A,C,E,D

			Baseline 2015: 6 Target 2018: 25			
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Footnotes and Explanations

- i The most relevant potential sources of funding for each activity are structured as follows:
- A – resources from the state sector, from the national budget, including contributions from municipalities
 - B – resources from IPA II through budget support;
 - C – resources from IPA II for sector wide strategies (*fiche*) and projects;
 - D – resources from EU Programmes (e.g. Erasmus+, COSME, Horizon 2020);
 - E – resources from other donors;
 - F – contributions from the private sector.

LIST OF ACRONYMS

ME-Ministry of Economy
MIST-Ministry of Information Society and Telecommunications
MLSW-Ministry of Labour and Social Welfare
MARD-Ministry of Agriculture and Rural Development
MSDT-Ministry of Sustainable Development and Tourism
MUP
MS-Ministry of Science
MF-Ministry of Finance
MEd-Ministry of Education
MH-Ministry of Health
MD-Ministry of Defence
RAE-Regulatory Agency for Energy
IDF-Investment Development Fund
IFIs-International Financial Institutions
SMEs-Small and medium enterprises
UoM-University of Montenegro
VET-Vocational Education Centre
WBIF-Western Balkan Investment Framework
ISME-Montenegrin Institute of Standardisation
EBRD-European Bank for Reconstruction and Development
NTO-National Tourism Organisation
EA-Employment Agency of Montenegro
SMEDD-Directorate for development of small and medium-sized enterprises
AECPS-Agency for Electronic Communications and Postal Services of Montenegro
IPOM-Intellectual Property Office of Montenegro
Business associations include:
CCM-Chamber of Commerce of Montenegro
FEM-Federation of Employers of Montenegro
MBA-Montenegro Business Alliance
CC-Craft Chamber