



Montenegro
Ministry of economy

ACTION PLAN
FOR IMPLEMENTATION OF INDUSTRIAL POLICY OF MONTENEGRO 2019-2023,
FOR THE 2019-2020

Podgorica, October 2019

The Ministry of Economy has prepared an Action Plan for the period 2019-2020, for the Implementation of the Industrial Policy 2019-2023.

Within the Action Plan for 2019-2020 the following strategic goals have been defined:

- **SC1: IMPROVING INFRASTRUCTURE AND BUSINESS ENVIRONMENT FOR EFFICIENT INDUSTRIAL DEVELOPMENT:** further development of the energy sector and transport (improved physical capital), strengthening of ICT infrastructure, encouraging sustainable resource management, development of human capital and improving the regulatory framework and business environment.
- **SC2: IMPROVING INVESTMENTS AND FINANCE FOR MODERNIZATION OF INDUSTRY:** Improved investment and legislative framework for modernizing industry through better accessibility, availability and availability of finance, improving access to finance for competitive and innovative enterprises with the growth of investment investments in the manufacturing sector.
- **SC3: STIMULATING INNOVATION, TECHNOLOGY TRANSFER AND DEVELOPMENT OF ENTREPRENEURSHIP:** improved infrastructure for innovation and cooperation between research institutions and business, enhanced administrative capacity for access to EU funds, development of institutional infrastructure and support services for entrepreneurship development, green economy development, diversification of the supply of industrial sector in the regional context and dynamic digitalization of society and business;
- **SC4: IMPROVING ACCESS TO THE MARKET:** simplified trade procedures and reduced technical barriers to trade, improved clustering and international value chains, and strengthening the export performance of the company.

Within the defined strategic goals, 17 operational objectives have been further defined. **All operational Target values were followed up with appropriate output indicators in terms of the baseline for 2018 and projections in the form of the 2020 Target value value and Target value 2023.**

For the implementation of the Action Plan 2019-2020 a total amount for two years has been proposed at the level of €812,806,954.93 i.e. €410,341,268.93 for 2019 and €402,465,686.00 for 2020, as follows:

- National budget - €97,889,828.00 (12%)
- Public sector - €416,095,006.00 (51%)
- IPA - €24,442,256.24 (3%)
- Donor programs - €29,338,066.50 (4%)
- Private sector - €245,041,798.19 (30%)

Observed by **strategic goals**, the most funds are allocated for the implementation of strategic goal 2, total of €386,213,806.24 or 47.5%, strategic goal 1, total €336,405,370.00 or 41.5%, then strategic goal 3, total €86,376,880.50 or 10%, and the least for the realization of strategic goal 4, total €3,760,898.19 or 1%. Bearing in mind the complexity of the implementation of industrial policy, effective coordination on the implementation of all identified activities is crucial for achieving the expected results set by the Industrial Policy of Montenegro for the period 2019-2023.

ACTION PLAN FOR THE PERIOD 2019-2020

STRATEGIC GOAL 1.		IMPROVING INFRASTRUCTURE AND BUSINESS ENVIRONMENT FOR EFFICIENT INDUSTRIAL DEVELOPMENT					
Operational objective 1.1.		Improvement and further development of energy and transport infrastructure					
Outcome indicator 1 Installed capacity power of the energy sector	Baseline 2018 884.975 MW	Target value 2020 981.675 MW				Target value 2023 1.414.675 MW	
Outcome indicator 2 Global Competitiveness Index 2 nd pillar - Infrastructure	Baseline 2018 Rank 86/140 (GCI, WEF 2018)	Target value 2020 Rank 80				Target value 2023 Rank 75	
Activity affecting implementation of Operational objective 1.1.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector¹ IPA Donors Private sector
1.1.1. Revitalize the existing capacities of the energy infrastructure	OI 1: Revitalization of the hydroenergy plant HE Piva/level of implementation of investment in revitalization Baseline 2018: Activities on reconstruction and modernization of the HE Piva have started (realization €2,086,654) Target value 2019: Capital overhaul of the unit A2 and modernization of hydro machinery and electronic equipment/€6,060,315 /level of	Leading institution: ME Key partner: Montenegrin Electric Enterprise Nikšić -EPCG with the contractor, JV Litostroj Power from SlovenOland ABB from Italy	I quarter 2019	IV quarter 2023	€6,060,315	€3,724,181	Public sector

¹ The funds of local governments, public institutions, including companies in majority state ownership.

	<p>investment in revitalization is 34% in regard to the planned investments for the period 2019-2023</p> <p>Target value 2020: Continuing activities on the capital overhaul of the unit A3 and modernization of the hydro machinery and electronic equipment €3,724,181 /level of investment in revitalization is 55% in regard to planned investments for the period 2019-2023</p> <p>OI 2: Revitalization of the hydroenergy plant HE Perućica/level of implementation of investment in revitalization</p> <p>Baseline 2018: Activities on reconstruction and modernization of HE Perućica have started (realization €441,928)</p> <p>Target value 2019: Revitalization of generators G1-G7, installation of block transformers T1-T5, reconstruction of the canals Opačica and Moštanica, as well as the reconstruction of the measuring profile Duklov most/€5,882,290/level of investment in revitalization is 15% in regard to planned investments for the period 2019-2023</p> <p>Target value 2020: Continuing the started activities – replacement of hydro machinery and electric equipment units A5,</p>				€5,882,290	€14,525,920	Public sector
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	<p>A6, A7/€14,525,920 / level of investment in revitalization is 53% in regard to planned investments for the period 2019-2023</p> <p>OI 3: Revitalization of the thermal power plant / level of implementation of investment in revitalization</p> <p>Baseline 2018: Within the framework of the project of ecologic reconstruction of the thermal power plant Pljevlja I (TEP I) a contract for creating the conceptual project and elaboration on impact assessment on the environment in total value of €670,000 has been realized.</p> <p>Target value 2019: Activities on developing the conceptual project have been continued, the impact on environment study, preparation of waste dump Maljevac, Revision and agreement on works with the selected contractor for realizing this project/€11,780,300 /level of investment in revitalization is 17% in regard to planned investments for the period 2019-2023</p> <p>Target value 2020: Creating the Main project of ecologic reconstruction of Block I with the revision, preparation of the waste dump Maljevac and beginning of works on systems</p>				€11,780,300	€22,350,000	Public sector
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	<p>for DeSOx and DeNOx/€22,350,000/level of investments in revitalization is 51% in regard to the planned investments for the period 2019-2023</p> <p>OI 4: Number of small hydroenergy plants which have been revitalized/level of implementation of investments in revitalization</p> <p>Baseline 2018: Project of revitalization has been started for 7 small hydroenergy plants owned by EPCG and Zeta Energy, value of investment €1,184,000</p> <p>Target value 2019:</p> <p>1.Reconstruction of small hydroenergy plants "Slap Zete" and "Glava Zete"/€5,700,000/level of investments in realization is 92%;</p> <p>2.Preparatory activities for reconstructing 2 small hydroenergy plants Rijeka Mušovića and Rijeka Crnojevića/€300,000/level of investments in realization is 9% in regard to planned investments in the period 2019-2023</p> <p>Target value 2020: 1.Completion of reconstruction of small hydroenergy plants "Slap Zete" and "Glava Zete" and starting production/€100,000/level of investments in realization 100%,</p> <p>2.Creation of the Main project and starting of production on the</p>	<p>Leading Institution: EPCG</p> <p>Key partners: 1.Zeta Energy, ZRE Gdansk, Poland; 2.SISTEM-MNE LLC</p>			<p>(1) €5,700,000, (2) €300,000</p>	<p>1) €100,000, (2) €1,460,000</p>	<p>Private sector</p>
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	<p>examination/100% realized planned investment in an amount of €52 million</p> <p>Target value 2019-2020: A public tender is planned for wind electric plants Brajići and solar energy plant Velje Brdo</p> <p>OI 3: Number of built solar energy plants</p> <p>Baseline 2018: /</p> <p>Target value 2019: preparatory activities for building of a solar energy plant Briska Gora</p> <p>Target value 2020: starting of construction/percentage of realization of activities by 30%</p>						
<p>1.1.3. Preparation and implementation of priority infrastructure projects through the Western Balkans Investments Framework (WBIF)</p>	<p>OI 1: Number of projects which are implemented (SPP list)/value of the investment grant</p> <p>Baseline 2018: 2 projects (1. Project „Italy-MNE-SRB-BiH Energy interconnection“ EDSM (Electric distributive system of Montenegro)/€350,000 2. Project: RISM (Railway infrastructure of Montenegro)- Signalization and reconstruction of bridges on the railway line Bar-Vrbnica/€ 9,5 million</p> <p>Target value 2019: continuing of implementation 2 projects/ Target value 2020: continuing of implementation 2 projects/(project on sanation of the tunnel priority group)</p>	<p>Leading institution: Secretariat for development projects/ National investment commission</p> <p>Key partners: Relevant ministries, sectoral working groups</p>	I quarter 2019	IV quarter 2020	<p>Project 1. Interconnection EDSM 2019 €15,131,000 €9,205,000</p> <p>Project 2: RISM 2019 €5,150,000 €8,200,000</p>	<p>Project 1. Interconnection EDSM 2020 €6,269,000 €1,791,000</p> <p>Project 2: RISM 2020 €6,600,000 €8,200,000</p>	<p>Public sector WBIF</p> <p>Public sector WBIF</p>

	<p>OI 2: Number of projects which will be nominated through WBIF calls for obtaining technical assistance</p> <p>Baseline 2018: 2 projects</p> <p>Target value 2019: 2 projects</p> <p>Target value 2020: 2 projects</p>						
Operational objective 1.2.		Improvement of the ICT infrastructure for the growth of competitiveness of companies					
Outcome indicator 1 ICT share in GDP	Baseline 2018 3,7 - share in GDP, constant prices (2018, Monstat)	Target value 2020 5%		Target value 2023 6%			
Outcome indicator 2 Availability of NGN broadband approach	Baseline 2018 70%	Target value 2020 80%		Target value 2023 95%			
Outcome indicator 3 Increase in the number of datasets on the open data portal	Baseline 2018 39 datasets ²	Target value 2020 150% growth		Target value 2023 200% growth			
Activity affecting implementation of Operational objective 1.2.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
1.2.1. Development of the national broadband	OI 1: Guaranteed broadband access to new generation networks with speeds higher than 30Mbps	Leading institution: Ministry of economy Key partner: Agency for	I quarter 2019	IV quarter 2020	€49,400,000	€22,600,000	Private sector - The stated amount represents the total investment of the

² <https://www.data.gov.me/>

<p>network-open access to high speed internet to all companies in Montenegro aiming of facilitate/enhance business and ensure quality services at affordable prices</p>	<p>Baseline 2018: Open access to new generation networks with speeds higher than 30Mbps-33,7% companies</p> <p>Target value 2019: Growth in % of companies which have access to new generation networks with speeds higher than 30Mbps-36% of companies</p> <p>Target value 2020: Growth in % of companies which have access to new generation networks with speeds higher than 30Mbps- 38% of companies</p>	<p>electronic communications and postal services, MONSTAT</p>					<p>operator of electronic communications in the development of electronic communication networks</p>
<p>1.2.2. Improvement of network infrastructure required for installation of electronic communication networks high speed (in accordance with the EU Directive 2014/61) through the adoption of the Law on measures for reducing the cost of setting up high speed electronic communication networks and</p>	<p>OI 1: Law on measures for reducing the cost of setting up high speed electronic communication networks adopted</p> <p>Target value 2019: Proposal of the Law has been established within the Government</p> <p>Target value 2020: Implementation of the Law has started</p> <p>OI 2: Telecommunications structure mapped</p> <p>Baseline 2018: The process of mapping the telecommunication infrastructure is active</p> <p>Target value 2019: Mapping process is completed</p> <p>Target value 2020: Enhancement of conditions for</p>	<p>Leading institution: ME</p> <p>Key partner: Agency for electronic communications and postal services, MSDT</p> <p>Leading institution: Agency for electronic communications and postal services</p> <p>Key partner: Operators of electronic communications</p>	<p>IV quarter 2019</p>	<p>2020</p>	<p>€320,000</p>		<p>Budget of the Agency for electronic communications and postal services</p>

mapping of telecommunication structure	common usage of electrocommunication infrastructure						
1.2.3. Improvement of the open data portal (www.data.gov.me through implementation of new functionalities in regard to accessibility and integration with the EU portal (www.europeandataportal.eu))	OI 1: Accessible portal integrated with the EU portal Baseline 2018: Portal is not fully designed in accordance with the guidelines on web accessibility and data is not found on the EU portal Target value 2019: Portal is designed in accordance with the guidelines on web accessibility Target value 2020: Portal has been integrated with the EU portal	Leading institution: MPA Key partner: All public administration authorities	I quarter 2019	IV quarter 2020	€14,500	€10,000 ³	National Budget
1.2.4. Creation of the National interoperability framework in the function of ensuring the compatibility of software and data exchange	OI 1: National interoperability framework has been created and harmonized with the EIF (European Interoperability Framework) Baseline 2018 National interoperability framework is not harmonized with the EIF Target value 2019: Interoperability framework has been created, which will, together with the common approach, bring to less bureaucracy for citizens and business users while providing electronic public services. Application of the framework	Leading institution: Ministry of public administration	I quarter 2019	IV quarter 2020			

³ Funds planned for 2020 will be determined later in accordance with the 2020 Public procurement plan.

	will ensure that the services will be standardized, automated, simplified and provided with less effort and within a shorter timeframe. Target value 2020: The framework of interoperability is applied						
Operational objective 1.3.		Stimulate the sustainable management of resources					
Outcome indicator 1 Forestry and wood industry share in GVA (%)		Baseline 2018 0,3 share in GVA (2017, Monstat)		Target value 2020 0,5 ⁴ share in GVA		Target value 2023 0,6 share in GVA	
Outcome indicator 2 Number of contracts on concession for detailed geological research and exploitation of solid mineral resources		Baseline 2018 37		Target value 2020 Increase in number of contracts by 10% comparing the baseline		Target value 2023 Increase in number of contracts by 15% comparing the baseline	
Activity affecting implementation of Operational objective 1.3.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
1.3.1. Improve the supply of wood raw materials aiming of its better availability for wood processing subjects	IA: Annual growth rate of cut wood raw materials Starting value 2018: 494.747 m3 Objective value 2019: 772.086 m3 Objective value 2020: 775.000 m3	Leading institution: MARD Key partner: Business associations	I quarter 2019	IV quarter 2020	€655,000	€655,000	National budget (Forest Administration)
					€18,000	€18,000	National budget (MARD)
1.3.2. Development and stimulation of	OI 1: Annual volume of production of mineral raw materials	Leading institution: ME	I quarter 2019	IV quarter 2019	€20,625,000 ⁶	€12,070,000 ⁵	- Public sector (Pljevlja Coal Mine)

⁴ In accordance to the Revision of strategy of development of forests and forestry, MARD, 2018, page 7. At the same time, only 20% of production in this field are final and semi-final products in 2018. Projections show that the level of exploration of the wood industry could increase for higher stages of production, so that the share of final and semi-final products could be up to 30% of the total wood raw materials exploitation by 2020.

⁶ Planned investments of concessionaires which perform coal, red bauxite, lead ore and zinc ore exploitation for the years 2018 and 2019 (total amount).

industry through more efficient management of mineral raw materials. ⁵	Baseline 2017: -nonmetallic mineral raw materials: 646.366 m3; -energy mineral raw materials: 1475253 t; -metallic mineral raw materials: 1.527.976 t Target value 2018: -nonmetallic mineral raw materials: 550,000 m3 -energy mineral raw materials: 1,520,000 t -metallic mineral raw materials: 910,000 t Target value 2019: -nonmetallic mineral raw materials: 750,000 m3 -energy mineral raw materials: 1,520,000 t -metallic mineral raw materials: 1.000.000 t	Key partner: Commercial entities - concessionaires					- Private sector (other concessionaires)
Operational objective 1.4.		Development of human capital through education and acquiring skills for the competitiveness of industry in accordance with the requirements of the labour market					
Outcome indicator 1 SME Policy index, Entrepreneurial learning–Sub dimension 1.1	Baseline 2018 4,08 (2019) ⁷	Target value 2020 4,2	Target value 2023 4,4				
Outcome indicator 2 Number of employees in the industrial sector and share of total	Baseline 2018 21.584 (11,4% of total registered employment)	Target value 2020 2% Growth	Target value 2023 4% Growth				

⁵ Data on mineral raw materials production for the previous year are available during the second quarter of the current year so that monitoring of realized activities is evidenced on the basis of the data from the previous year.

⁷ OECD SME Policy Index 2019, <https://www.oecd-ilibrary.org/docserver/g2g9fa9a-en.pdf?expires=1570609300&id=id&accname=guest&checksum=A1F5656ACC2C231456C1C9BD7A100FCE>

employment (Monstat)							
Activity affecting implementation of Operational objective 1.4.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
1.4.1. Creation of occupation standards and qualification standards in accordance with the requirements of the labor market in the fields of energy, telecommunications, processing industry, food processing and construction ⁸	OI 1: Number of occupation standards Baseline 2018: 37 occupation standards Target value 2019: 67 occupation standards Target value 2020: 90 occupation standards	Leading institution: Ministry of education Key partners: Center for professional education, Council for qualifications, Sectoral commissions, Educational institutions, Union of employers	I quarter 2019	IV quarter 2020	€270,000	€432,352	2019: National budget 2020: National budget (€107,352), IPA funds (€325,000)
1.4.2. Modernize the education programs of professional education levels III and IV in the field of industry	OI 1: Number of innovated educational programs Baseline 2018: 16 educational programs of different levels of education have been prepared Target value 2019: 31 educational program Target value 2020: 41 educational program	Leading institution: Ministry of education Key partners: Educational institutions	I quarter 2019	IV quarter 2020			
1.4.3. Improvement of	OI 1: Number of teachers who have performed training at	Leading institutions:	I quarter 2019	IV quarter 2020			

⁸ The amount of funds allocated for the implementation of activities 1.4.1. also applies to activity 1.4.2.

<p>the quality of practical teaching (learning through work) in the fields of energy, telecommunications, processing industry, food processing and construction</p>	<p>employers Baseline 2018: 20 teachers had performed training at employers in accordance with the approved program Target value 2019: 70 teachers had performed training at employers in accordance with the approved program Target value 2020: 140 teachers had performed training at employers in accordance with the approved program</p> <p>OI 2: Number of students in the dual form of education Baseline 2018: 577 students in the schoolyear 2018/2019 Target value 2019: 750 students in the schoolyear 2019/2020 Target value 2020: 1000 students in the schoolyear 2020/2021</p> <p>OI 3: Percentage of professional schools which perform practical education at employers Baseline 2018: 75% Target value 2019: 78% Target value 2020: 80%</p>	<p>Ministry of education, Center for professional education</p> <p>Key partners: Educational institutions, Chamber of Commerce of Montenegro(CCM), Union of Employers of Montenegro (UEMN)</p>			<p>€262,112</p>	<p>€300,000</p>	<p>National budget</p>
<p>1.4.4. Modernize and promote study programs in accordance with the needs of the labor market, with special</p>	<p>OI 1: Studying outcomes have been defined for study programs within higher education institutions from the point of subjects Baseline 2018: realization of the study program with the reformed model of studies</p>	<p>Leading institution: Ministry of education</p> <p>Key partners: Educational institutions</p>	<p>III quarter 2019</p>	<p>IV quarter 2020</p>			

<p>accent on natural and technical studies.</p>	<p>3+2+3 is in progress. Reformatted programs as an obligatory part must have at least 25% of practical education. In accordance with the Law on high education, basic studies at the University of Montenegro are free of charge from the schoolyear 2017/18, which is of special importance of for approach to the higher education and the above stated study areas.</p> <p>Target value 2019/2020: all higher education institutions are obliged to have defined outcomes of learning and the procedure of re-accreditation is in progress.</p> <p>OI 2: Number of enrolled students in the field of natural and technical sciences Baseline 2018: 1.180 students Target value 2019: 1280 students Target value 2020: 1330 students</p>						
<p>1.4.5. Realize the program of education and qualification of persons who are looking for employment in accordance with the requirements of industry</p>	<p>OI 1: Number of persons who have completed programs and trainings Baseline 2018: a total of 341 persons (231 persons for professional qualifications and 110 persons for key skills Target value 2019: 320 persons Target value 2020: 350 persons</p>	<p>Leading institution:MLSW /Employment Agency of Montenegro</p> <p>Key partners: Ministry of Education, Examination center, Center for</p>	<p>I quarter 2019</p>	<p>IV quarter 2020</p>	<p>€300,000</p>	<p>€330,000</p>	<p>National Budget</p>

development		professional education					
1.4.6. Implement programs for development of entrepreneurship -training and loan support (Program line for development of entrepreneurship within the Program for improvement of economy competitiveness for 2019)	OI 1: Number of realized trainings for companies/number of participants Baseline 2018: 4 trainings/22 participants Target value 2019: 4 trainings/22 participants Target value 2020: 4 trainings/25 participants	Leading institution: Ministry of economy Key partners: IDF MNE	II quarter 2019	IV quarter 2020	€15,000	€15,000	National Budget
1.4.7. Organize training and thematic events aiming of further development of entrepreneurship and harmonization of the educational offer with the requirements of	OI 1: Number of realized trainings for companies/number of participants (CCM/FEM/MBA) Baseline 2018: 26/1075 Target value 2019: 38/930 CCM, 10/200 FEM Target value 2020: 35/930 CCM, 10/200 FEM OI 2: Number of organized events/meetings/conferences with an objective of	Leading institution: Ministry of economy/CCM (Chamber of Commerce of Montenegro)/ FEM(Federation of Employers of Montenegro)/MBA (Montenegro Business Alliance)	I quarter 2019	IV quarter 2020	€500.00 MBA €7,700 CCM €5,000 FEM	€500.00 MBA €7,700 CCM €5,000 FEM	Private sector

the labour market	<p>harmonization of the requirements of the labor market/number of participants (CCM/FEM/MBA)</p> <p>Baseline 2018: 7/143</p> <p>Target value 2019: 2 MBA, 4 conferences/120 CCM, 5/150 FEM</p> <p>Target value 2020: 2 MBA, 4/120 CCM, 10/200 FEM</p> <p>OI 3: Number of created information sheets on the support programs/number of companies (ME/CCM/FEM/MBA) Baseline 2018: 1/80</p> <p>Target value 2019: 1/90</p> <p>Target value 2020: 1/100</p>	Key partner: Business sector					
Operational objective 1.5.		Improving the regulatory framework and the business environment					
Outcome indicator 1 Doing Business Index (DB, Doing Business, World Bank)	Baseline 2018 50/190 (Doing business Report 2019) ⁹	Target value 2020 45 (Doing business Report 2021)			Target value 2023 32 (Doing business Report 2024)		
Outcome indicator 2 Number of e-licenses on the eGovernment portal	Baseline 2018 282 licenses	Target value 2020 20% increase			Target value 2023 30% increase		
Activity affecting	Output indicators for the period	Institutions in	Start date	Planned end	Allocated financial resources		Source of funding

⁹ <http://reports.weforum.org/global-competitiveness-report-2018/country-economy-profiles/#economy=MNE>

implementation of Operational objective 1.5.	2019-2020	charge for implementation of activities		date of the activity	2019	2020	National budget Public sector IPA Donors Private sector
<p>1.5.1. Adoption and application of Law on administrative taxes and establishing the system for electronic payment of administrative taxes</p>	<p>OI 1: Reduction of costs of administrative procedures identified by ranking on the Doing Business list Baseline 2018: Law proposal is prepared Target value 2019: Adoption of the Law in the parliamentary procedure and harmonizing municipal regulations with the new Law Target value 2020: Full implementation of the Law</p> <p>OI 2: Number of state authorities and state administrative bodies which provide services of electronic payment of administrative taxes Baseline 2018: 0 Target value 2019: two authorities Target value 2020: 50% of state authorities provide services of electronic payment of administrative taxes</p>	<p>Leading institution: Ministry of finance (OI 1), Ministry of public administration (OI 2)</p> <p>Key partners: Municipalities in Montenegro</p>	I quarter 2019	IV quarter 2020	€120,000	€60,000 ¹⁰	National Budget (Ministry of public administration)
<p>1.5.2. Adoption the Law on electronic fiscal measures in</p>	<p>OI 1: Adoption of the Law Baseline 2018: Proposal of the Law and a feasibility study have been prepared</p>	<p>Leading institution: Ministry of finance, Tax Authority of Montenegro</p>	II quarter 2019	IV quarter 2020	Approx. €4,800,000 ¹¹ from a loan arrangement with the World Bank		

¹⁰ Funds planned for the year 2020 will be later defined in accordance with the Public procurements plan for the year 2020.

¹¹ The final amount of funds will be specified after the conclusion of the credit arrangement with the World Bank.

the area of commodities and services and its implementation in phases	Target value 2019: The Law adopted and procurement of the necessary equipment and testing of the electronic fiscal system Target value 2020: Establishment of system in phases	Key partners: MPA					
1.5.3. Harmonization with the Late Payment Directive—Law on deadlines of settlement of financial obligations	OI 1: The Law on deadlines of settlement of financial obligations adopted Baseline 2018: Draft of the Law is prepared Target value 2019: Proposal of the Law is prepared Target value 2020: Law adopted in a parliamentary procedure	Leading institution: MF	II quarter 2019	IV quarter 2020			
1.5.4. Simplification of the procedure – reducing administrative burdens for registering business	OI 1: Reducing costs of registering entities Baseline 2018: Costs registered by the Doing Business report - indicator of starting a business (€96.00) Target value 2019: reducing costs by 5% Target value 2020: reducing costs by 10%	Leading institution: MF Key partner: Tax Authority of Montenegro	I quarter 2019	IV quarter 2020			
1.5.5. Simplifying the process of issuing business licenses from state authorities and state administrative bodies (e-licenses)	OI 1: Number of licenses for legal entities in the Registry license on the eGovernment portal Baseline 2018: 282 licenses (informative, electronic) for legal entities are present on the eGovernment portal Target value 2019: Increase by 10% Target value 2020: Increase by 20%	Leading institution: MPA	I quarter 2019	IV quarter 2020			

<p>1.5.6. Reducing deadlines for registering property in the cadaster by improving the efficiency of cadasters</p>	<p>OI 1: Progress in the ranking of „Doing Business“ of the World Bank for the indicator “registering property” Baseline 2018: ranking 76 (DB report for 2019) Target value 2019: 72 Target value 2020: 65</p> <p>OI 2: The new information system for registering property prepared Baseline 2018: registering property is performed in accordance with the previously prepared software for the requirements of cadastral evidences Target value 2019: Collection of real estate sheets, ownership sheets and confirmations, as electronically signed documents by the Notary Public and other relevant institution is performed by the application of the new information system (or through an electronic service) Target value 2020: Submission of registration requests to the Notary Public is performed by the application of the new information system (or through an electronic service)</p>	<p>Leading institution: MF/Real estate Administration</p> <p>Leading institution: Real estate Administration</p>	I quarter 2019	IV quarter 2020	€110,000	€150,000	National Budget (Real estate Administration)
<p>1.5.7. Adoption of an unique information system in the field of planning</p>	<p>OI 1: Application of the new information system Baseline 2018: / Target value 2019: Implementator of information system selected</p>	<p>Leading institution: MSDT</p>	I quarter 2019	IV quarter 2020	€100,000	€100,000	National budget

and building of objects	Target value 2020: Software has been prepared- Urbanistic and technical conditions, revision of technical documentation, application for building, and issuing building permits is performed by the application of the new information system						
STRATEGIC GOAL 2.		IMPROVING INVESTMENTS AND FINANCES FOR THE MODERNIZATION OF THE INDUSTRY					
Operational objective 2.1.		Improving access to finance for competitive and innovative companies					
Outcome indicator 1 GCI index (pillar 9.02 financing of SMEs)	Baseline 2018 Ranking 48/140	Target value 2020 Ranking 46/140			Target value 2023 Ranking 43/140		
Outcome indicator 2 Total value of loans granted to the private owned enterprises (CBCG)	Baseline 2018 €1,004,162 ¹² thousand	Target value 2020 5% growth compared to 2018.			Target value 2023 10% growth compared to 2018.		
Activity affecting implementation of Operational objective 2.1.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector¹³ IPA Donors Private sector
2.1.1. Ensure loans for development of companies in the	OI 1: Number of supported companies through loan arrangements Baseline 2018: 307	Leading institution: IDF MNE	I quarter 2019	IV quarter 2020	€120,000,000	€120,000,000	Public sector-IDF MNE

¹² CBCG, Bank interest rates structure, Table 1.6 – Sektoral structure of loans (<https://www.cbcbg.me/me/statistika/statisticki-podaci/monetarna-i-finansijska-statistika/monetarne-finansijske-institucije>)

¹³ The funds of local governments, public institutions, including companies in majority state ownership.

industrial sectors	companies/€115,28 million Target value 2019: 320 companies Target value 2020: 320 companies OI 2: Number of new registered companies in the industry Baseline: 46 companies Target value 2019: 56 companies Target value 2020: 61 companies						
2.1.2. Realize financial support for improving solvency in the industrial sectors through factoring arrangements (short-term loans for purchasing of receivables)	OI 1: Number of supported companies for liquidity (number of signed agreements through domestic or international factoring arrangements) Baseline 2018: 22 arrangements Target value 2019: 25 arrangements Target value 2020: 25 arrangements	Leading institution: IDF MNE	I quarter 2019	IV quarter 2020	€30,000,000	€30,000,000	Public sector-IDF MNE
2.1.3. Realize financial support for companies in form of small loans – the program of stimulating employment in industry and sectors which support the industrial development	OI 1: Number of approved loans/self-employed and employed within the industry sector (loans up to 15,000€, interest rate up to 4%, repayment 2 years) Baseline 2018: 5 loans/8 persons were employed Target value 2019: 7 loans for opening of 13 work places Target value 2020: 8 loans for opening of 14 work places	Leading institution: MLSW Key partner: EAM	I quarter 2019	IV quarter 2020	€65,000	€70,000	National budget
2.1.4. Prepare and conduct grant	OI 1: Grant scheme for SMEs and clusters has been created/ number of SMEs/clusters	Leading institution: ME	IV quarter 2019	IV quarter 2020		€45,000	IPA 2014

schemes for SMEs and clusters (Pilot project)	Baseline 2018: / (realization of activity starts in 2019, grant per company/cluster up to 15,000) Target value 2019: Grant scheme for SMEs and clusters has been prepared Target value 2020: Implementation of grant schemes/3 enterprises/clusters	Key partner: Interested companies and clusters from the industry sector					
Operational objective 2.2.		Creating regulatory framework and implementation of new financial instruments					
Outcome indicator 1 VCPE ¹⁴ index, Index of investment attractiveness, ranking	Baseline 2018 85/125 ¹⁵ (2018)	Target value 2020 Improvement of 5% in the IESE VCPE Index ranking			Target value 2023 Improvement of 10% in the IESE VCPE Index ranking		
Outcome indicator 2 Number of EU programs and financial instruments accessed	Baseline 2018 3/3 (COSME, WB EDIF, H2020)	Target value 2020 3/4			Target value 2023 4/5		
Activity influencing the realization of the Operational objective 2.2.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
2.2.1. Adoption and implementation of the Law on alternative	OI 1: Law on alternative investment funds has been adopted Baseline 2018: Activities on preparation of Draft Law	Leading institution: MF/Capital Market Commission	IV quarter 2019	IV quarter 2020			

¹⁴ Venture Capital & Private Equity Country Attractiveness Index - index, measuring the attractiveness of the investing by investors, especially the risky capital.

¹⁵ <https://blog.iese.edu/vcpeindex/>

investment funds	implemented Target value 2019: Law Proposal prepared Target value 2020: Law on alternative investment funds has been adopted						
2.2.2. Realization of the instruments of financial support for innovative and fast growing companies through investing into venture capital	OI 1: Number of supported companies through investing in venture capital (ENIF fund) Baseline 2018: 0 Target value 2019: 1 company Target value 2020: 1 company	Leading institution: ME Key partner: IDF MNE	I quarter 2019	IV quarter 2020	€35,000	€35,000	Public sector-IDF MNE
2.2.3. Realize the instrument of loan guarantees from the COSME fund-Loan Guarantee Facility	OI 1: Number of approved guarantees to companies lack of collateral (riskier categories) Baseline 2018: 0 (approving of loan guarantees is starting in 2019) Target value 2019: 130 guarantees to companies Target value 2020: 270 guarantees to companies	Leading institution: IDF MNE	III quarter 2019	IV quarter 2020	€5,850,000	€12,150,000	Public sector-IDF MNE
Operational objective 2.3.		Stimulating investments in the modernization of the manufacturing industry					
Outcome indicator 1 Share of manufacturing industry sector in GVA (constant prices, Monstat)	Baseline 2018 4,83% share in GVA (2018, Monstat)	Target value 2020 5% share in GVA			Target value 2023 5,2% share in GVA		
Outcome	Baseline 2018	Target value 2020			Target value 2023		

indicator 2 Labour Productivity in the manufacturing industry	€15,109 (2018, Monstat) ¹⁶	3% Growth			5% Growth		
Activity influencing the realization of the Operational objective 2.3.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
2.3.1. Increase in capacities in the sector of the manufacturing industry through investments in leading private companies in the metal industry	IO 1: Value of investment Baseline 2018: Achieved investment: €9,95 million Target value 2019: Planned production: €16 million Target value 2020: Planned production: €26 million	Leading institution: KAP, Toscelik	I quarter 2019	IV quarter 2020	€16,000,000	€26,000,000	Private sector
2.3.2. Stimulate investments into higher processing stages and food products marketing through grants (IPARD like 2; IPARD like 2.2; IPARD like 2.3	OI 1: Total number of supported projects Baseline 2018: 35 projects realized and paid for the years 2017 and 2018; additional 33 projects were agreed through IPARD like 2.3 and IPARD like 2.4, and additional 12 projects were agreed through IPARD II. Target value 2019:	Leading institution: MARD Key partners: ME, CCM, IDF MNE	I quarter 2019	IV quarter 2020	€1,363,806.24 (realised and payed IPARD like 2) €12,000,000 (€3,000,000; €9,000,000 contracted, IPARD II, measure 1 and	€10,000,000 (€2,500,000, €7,500,000 contracted-IPARD II measure 1 and 3)	2019: IPA 2020: National Budget 2020: IPA ¹⁸ 2019: National Budget 2019: IPA

¹⁶ Monstat Data, GVA of manufacturing industry in constant prices/average employment in manufacturing industry, in 2018.

¹⁸ Support for measure 1 within the IPARD II program is from 60% to 80%, while for measure 3 it is from 50%-60%, so private investments can be reduced, and due to this reason the private sector investments (5 mil€ for 2019. and 4 mil€ for 2020) are not planned in implementing the activities for the years 2019 and 2020.

public call, IPARD like 2.4 public call; IPARD II program)	33 projects realized and paid for the years 2017 and 2018 (IPARD like 2); 200 additional projects were agreed IPARD II, measures 1 and 3) ¹⁷ Target value 2020: Around 150 projects agreed (IPARD II, measures 1 and 3)				3)		
2.3.3. Implementation of program activities for stimulating direct investments (Program for improving the competitiveness of economy in 2019)	OI 1: Number of signed contracts on funds for stimulating direct investments (in equipment, product facilities, etc, min investment 250,000€, employment 8 people; for Northern and Central region min investment 100,000€ employment 4 people, within 3 years) Baseline 2018: 0 companies Target value 2019: 6 Target value 2020: 8 OI 2: Number of employees predicted by contracts by the measures implemented by investments projects (financial support per employee 3,000€-10,000€) Baseline 2018: 85 Target value 2019: 200 Target value 2020: 250	Leading institution: ME Key partners: Secretariat for investment projects	II quarter 2019	IV quarter 2020	€1,050,000	€1,200,000	National Budget
2.3.4. Implement program activities for the modernization of the manufacturing	OI 1: Number of companies supported through grants/value of total support through grants (financial support for equipment and technologies 5,000-20,000€) Baseline 2018: 7 companies/€	Leading institution: ME Key partner: IDF MNE	II quarter 2019	IV quarter 2020	€150,000	€200,000	National budget

¹⁷ Realization of the stated contracts through IPARD II is expected in the end of 2019 and during the year 2020.

industry (Program for improving the competitiveness of economy in 2019)	126,498 Target value 2019: 8/€150,000 Target value 2020: 10/€200,000 OI 2: Value of acquiring equipment Baseline 2018: €808,250 Target value 2019: €900,000 Target value 2020: €1,000,000						
STRATEGIC GOAL 3.		STIMULATING INNOVATION, TECHNOLOGY TRANSFER AND DEVELOPMENT OF ENTREPRENEURSHIP					
Operational objective 3.1.		Development of innovative infrastructure in accordance with the requirements of companies					
Outcome indicator 1 Number of registered innovative companies	Baseline 2018 33 ¹⁹ innovative organizations	Target value 2020 100 innovative organizations			Target value 2023 120 innovative organizations		
Outcome indicator 2 GCI index (pillar 12)	Baseline 2018 Ranking 74/140	Target value 2020 Ranking 70			Target value 2023 Ranking 67		
Activity affecting implementation of Operational objective 3.1.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector²⁰ IPA Donors Private sector
3.1.1. Establishment of a scientific - technologic park(STP) in Montenegro	OI 1: A central unit of the STP Podgorica is established/number of tenants/number of organized events-services Baseline 2018: Government of Montenegro and the Executive Board of the University of Montenegro agreed on the text of the founding agreement for	Leading institutions: MS Key partners: University of Montenegro	I quarter 2019	IV quarter 2020	€281,000 €60,000	€8,040,000	2019-National budget IPA 2020-Capital budget/loan guarantee

¹⁹ <http://www.mna.gov.me/ministarstvo> (Register of innovative organizations)

²⁰ The funds of local governments, public institutions, including companies in majority state ownership.

	the „Scientific Technological Park“LLC. Target value 2019: „Scientific Technological Park“ LLC has been established/a public call was made for adaptation and works have started Target value 2020: Completed works on the adaptation of the STP Podgorica – central unit/an call was published for tenants/10 events						
3.1.2. Improvement of innovativeness through the services of Innovation Entrepreneurship Centers (IBC)	OI 2: Number of established impulsive entrepreneurship centers/number of tenants/improved research infrastructure/number of organized events-services Baseline 2018: 1 (IEC Tehnopolis was established/28 tenants – 60 employees, increase in income of tenants of 25% in regard to the previous year/824 events) Target value 2019: 5 new tenants /number of employees of tenants + 10%, increase in income of tenants + 20% /a public invitation was published for acquiring equipment for 3 laboratories/ 100 focused business-innovative events -services Target value 2020: 10 new tenants/number of employees with tenants + 10%, increase in income of tenants + 20%/3 laboratories equipped/100 focused business-innovative events-services	Leading institutions: MS Key partners: IEC Tehnopolis, Municipality of Bijelo Polje or Bar	I quarter 2019	IV quarter 2020	€290,000 €110,000	€90,000 €250,000 €100,000	2019-National budget IPA 2020-National budget IPA Public sector (local budget)
3.1.3. Creating Centers of Excellence	OI 1: Number of established centers of excellence Baseline 2018: 1 Center of excellence (BIO ICT) as an organizational unit of the University of Montenegro (Institute – Center for research and innovations) Target value 2019: 1 new center of excellence established	Leading institutions: MS Key partners: University of Montenegro, universities, licensed scientific research	I quarter 2019	IV quarter 2020	€400,000	€300,000	National budget

	<p>Target value 2020: 2 center of excellence operational</p> <p>OI 2: Number of people in research/value of achieved contracts with companies/number of spin off companies/ number of new products/processes/patents</p> <p>Baseline 2018: 3/0/1 spin off/1 EU patent and 5 national from the BIO ICT</p> <p>Target value 2019: n/a starting of program</p> <p>Target value 2020: 10 full-time new research engagements</p>	institutions, innovative organizations					
<p>3.1.4.</p> <p>Establishing an office for technological transfer</p>	<p>OI 1: Office for technological transfer established within the University of Montenegro</p> <p>Baseline 2018: 0</p> <p>Target value 2019: Preparation activities on establishing the office for technological transfer</p> <p>Target value 2020: Operative office for technological transfer/ number of employees – 1 /number of provided services – 5</p>	<p>Leading institutions: MS</p> <p>Key partner: University of Montenegro</p>	I quarter 2019	IV quarter 2020	€10,000	€15,000	National budget
Operational objective 3.2.		Improving innovation through cooperation between scientific research institutions and enterprises and potential for access to EU funds					
<p>Outcome indicator 1</p> <p>Total domestic expenditure on research and development of GERD as a % of GDP</p>	<p>Baseline 2018</p> <p>0,37% GDP (2017)</p>	<p>Target value 2020</p> <p>0,45% GDP</p>		<p>Target value 2023</p> <p>0,55% GDP</p>			
<p>Outcome indicator 2</p> <p>Value of investment in</p>	<p>Baseline 2018</p> <p>Business sector €2,8 million (2017 Ministry of Science, 18%)</p>	<p>Target value 2020</p> <p>10% investment growth compared to the Baseline</p>		<p>Target value 2023</p> <p>20% investment growth compared to the Baseline</p>			

research and development of the business sector							
Outcome indicator 3 Number of people engaged on research and development	Baseline 2018 1528 researchers, 695 researchers (FTE) in 2017 ²¹	Target value 2020 10% investment growth compared to the Baseline			Target value 2023 15% investment growth compared to the Baseline		
Activity affecting implementation of Operational objective 3.2.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
3.2.1. Implementation of program activities for innovative grants for partnership science and companies, start-ups pre-acceleration and employment of researchers	OI 1: Number of approved projects to innovative organization with an involvement of companies/value of grant (grant per partnership up to 100,000€) Baseline 2018: 9 projects (partnership economy-university)/ €202,750.00 Target value 2019: 6 new projects/€442,000.00 Target value 2020: 15 current projects/€400,000 OI 2: Number of startup/spin off companies/number of products, processes/patents (Pre-acceleration programme support for start ups) Baseline 2018: 0 Target value 2019: 1 spin-off, 2 products/4 start-ups	Leading institution: MS Key partners: Scientific-research institutions companies, State and private universities, private sector, NGO, center of excellence	I quarter 2019	IV quarter 2020	€562,000	€520,000	National budget
					€60,000		IPA

²¹ Data from the Ministry of science, Statement on research and development statistics for 2017.

	<p>Target value 2020: 2 spin-offs, 10 products/6 new start-ups</p> <p>OI 3: Number of supported innovative projects IPA/number of researchers-doctor candidates engaged through projects/number of innovative business ideas as a result (grant per project between 60,000€-80,000€)</p> <p>Baseline 2018: 14 projects</p> <p>Target value 2019/2020: Up to 15 projects supported/at least 23 doctor candidates engaged /at least 3 innovative ideas (total value of grants €1.000.000 and projects are realized within 18-24 months)</p>				Pre-financing €600,000		2019: IPA component II (Program EU and MNE for employment, education and social welfare)
<p>3.2.2. Improvement of innovative culture and readiness for investments of startup companies</p>	<p>OI 1: Number of events</p> <p>Baseline 2018: 1 large conference: Spark.me</p> <p>Target value 2019: 3 startup schools – competitions organized by the private sector; 1 large conference: Spark.me</p> <p>Target value 2020: 4 startup schools – competitions organized by the private sector; 2 large conferences</p>	<p>Leading institution: MS / ME</p> <p>Key partners: Startup companies</p>	I quarter 2019	IV quarter 2020	€100,000 €80,000	€80,000 €100,000	<p>2019: Private sector National budget</p> <p>2020: National budget Private sector</p>

<p>3.2.3. Implementation of program activities for improvement of innovations (Program for improvement of competitiveness of economy for the year 2019)</p>	<p>OI 1: Number of approved applications for SMEs for innovative activities/value of approved projects (grant per company up to 3,500€) Baseline 2018: 9 companies/€30,724 Target value 2019: at least 10 companies Target value 2020: at least 12 companies</p> <p>OI 2: Number of innovations (new/improved product/service, process, organization and marketing) Baseline 2018: 2/6/0/1 Target value 2019: 3/5/1/1 Target value 2020: 4/5/1/3</p>	<p>Leading institution: ME</p> <p>Key partners: MS</p>	<p>II quarter 2019</p>	<p>IV quarter 2020</p>	<p>€50,000</p>	<p>€50,000</p>	<p>National budget</p>
<p>3.2.4. Realize the program of training and counselling for key actors in creating project proposals within the framework of EU programs and strengthen capacities of NCPs</p>	<p>OI 1: Number of held trainings/Number of participants (company representatives) Baseline 2018: 9 trainings/247 participants (COSME/H2020/EUREKA) Target value 2019: COSME-3/60; H2020 10/300 Target value 2020: COSME 5/100; H2020 10/300</p> <p>OI 2: Number of NCPs for industrial leadership in EU framework/capacity building Baseline 2018: 2 NCPs in MS covering several areas of H2020 industrial leadership Target 2019: Nominate 2 additional NCPs from ME, involved in NCP EU capacity building projects Target 2020: Participation in capacity building of NCPs for Industrial leadership within EU capacity building projects.</p>	<p>Leading institution: MS/ME</p> <p>Key partners: companies, scientific research</p>	<p>I quarter 2019</p>	<p>IV quarter 2020</p>	<p>€5,000 €10,000</p>	<p>€5,000 €10,000</p>	<p>National budget Donors</p>

3.2.5. Stimulate participation in EU programs COSME, EUREKA, HORIZON	OI 1: Number of successfully financed project proposals with participation of companies in EUREKA (competition NIID) Baseline 2018: 3 projects with participation of companies within the framework of EUREKA program in the value of €45,000.00 Target value 2019: 4 projects Target value 2020: 5 projects OI 2: Number of approved applications within the framework of programs COSME/H 2020/EUREKA Baseline 2018: 0/1 company project in H2020 (third party status) - €0,1million Target value 2019: 0/1 application with participation of companies Target value 2020: 2 COSME/2 H2020	Leading institution: MS/ME Key partners: companies, scientific research	I quarter 2019	IV quarter 2020	€80,407 €90,000 €737,000 €737,000	€80,407 €90,000 €750,000 €750,000	National budget COSME Eureka H2020-National budget H2020-IPA
Operational objective 3.3.		Development of institutional infrastructure supporting services for development of entrepreneurship					
Outcome indicator 1 SME Policy index- Entrepreneurship skills- Subdimension 8a	Baseline 2018 2,35 (2019) ²²	Target value 2020 2,5		Target value 2023 2,8			
Outcome indicator 2 SME Policy index – SME Policy index Supporting services- Subdimension 5a2	Baseline 2018 3,83 (2019) ²³	Target value 2020 4,0		Target value 2023 4,2			
Activity affecting implementation	Output indicators for the period 2019-2020	Institutions in charge for	Start date	Planned end date of the	Allocated financial resources	Source of funding	

²² OECD SME Policy Index 2019, <https://www.oecd-ilibrary.org/docserver/g2g9fa9a-en.pdf?expires=1570609300&id=id&accname=guest&checksum=A1F5656ACC2C231456C1C9BD7A100FCE>

²³ OECD SME Policy Index 2019, <https://www.oecd-ilibrary.org/docserver/g2g9fa9a-en.pdf?expires=1570609300&id=id&accname=guest&checksum=A1F5656ACC2C231456C1C9BD7A100FCE>

of Operational objective 3.3.		implementation of activities		activity	2019	2020	National budget Public sector IPA Donors Private sector
3.3.1. Promotion of establishing business zones	OI 1: Number of held promotive events with an objective of attracting new investors Baseline 2018: 9 Target value 2019: 9 Target value 2020: 9	Leading institution: ME Key partner: Local municipalities	I quarter 2019	IV quarter 2020			
3.3.2. Improve the capacities of business centers, incubators and centers for competencies for providing services to companies	OI 1: Number of provided consulting services by the business centers Baseline 2018: 45 consulting services Target value 2019: 50 Target value 2020: 55 OI 2: Number of services of incubators Baseline 2018: 226 Target value 2019: 100 Target value 2020: 150 OI 3: Number of new companies – incubator tenants Baseline 2018: 10 Target value 2019: 5 Target value 2020: 7 OI 4: Number of persons with improved business competencies achieved in the Center for competencies in Podgorica Baseline 2018: 0 Target value 2019: at least 15 persons Target value 2020: at least 15 persons	Leading institution: ME Key partners: Local municipalities/ Incubator/Business center Bar, Incubator Berane Leading institution: UEMN Key partner: Capital city of Podgorica	I quarter 2019	IV quarter 2020	€65,000 €45,000 €45,000 €10,000	€65,000 €48,000 €95,000	2019: Public sector Private sector Donors IPA 2020: Public sector Private sector Donors
3.3.3. Implementation of program activities for providing	OI 1: Number of trained mentors Baseline 2018: 7 Target value 2019: 10 Target value 2020: 10	Leading institution: ME Key partners: Business centers,	II quarter 2019	IV quarter 2020	€35,000	€35,000	National budget

mentoring services (Program for improving the competitiveness of the economy for the year 2019)	OI 2: Number of companies using the mentoring Baseline 2018: 30 Target value 2019: 15 Target value 2020: 15	local municipalities					
3.3.4. Ensuring of business support services to companies in the field of protection of intellectual property rights (information, consulting, promotional campaigns), raising public awareness of the importance of intellectual property	OI 1: Number of held events/number of participants Baseline 2018: 4 events /240 participants Target value 2019: 1 event /100 participants Target value 2020: 1 event /100 participants	Leading institution: ME Key partners: international organizations, relevant institutions from the system for protections and implementations of the intellectual property rights; academic and scientific community; companies in the industry sector; organizations, individual bearers and users.	I quarter 2019	IV quarter 2020	€4,000	€4,000	Donor-Funds of the European Patent Office (EPO)
Operational objective 3.4.		Stimulating development of green economy					
Outcome indicator 1 Percentage of processed industrial waste	Baseline 2018 3,4% (Monstat, 2017)	Target value 2020 3,6%			Target value 2023 3,8%		

Outcome indicator 2 Level of emissions of gases with greenhouse effect	Baseline 2018 3.494 Gg CO ₂ eq (industry 411 Gg CO ₂ eq) ²⁴ (2015)	Target value 2020 Reducing emission of gases by 3%			Target value 2023 Reducing emission of gases by 5%		
Activity affecting implementation of Operational objective 3.4.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
3.4.1. Improvement of the regulatory framework in the field of industrial pollution	OI 1: Number of adopted regulations Baseline 2018: The Government has established the Law on Industrial Emissions Target value 2019: Adoption of the Law and 5 bylaws Target value 2020: Adoption of 11 bylaws	Leading institutions: MSDT Key partner: Agency for the protection of the environment	I quarter 2019	IV quarter 2020			
3.4.2. Identify the facilities which fall under the provisions of the Law on Industrial Emissions	OI 1: Identified facilities subject to obligations defined by the Law on Industrial Emissions Baseline 2018: n/a Target value 2019: A list has been created Target value 2020: Register of facilities using volatile organic solvents	Leading institutions: MSDT Agency for the protection of the environment Key partner:	I quarter 2019	IV quarter 2020	€3,000 ²⁵		Donors (UNDP)

²⁴ Under the obligation of Montenegro to report on the effects of climate change under the United Nations Framework Convention on Climate Change (UNFCCC), a calculation of the new GHG emissions inventory for 2015 was made. This indicator represents the total emissions expressed in CO₂ equivalent without sinks (Source: Second updated biennial report of Montenegro on climate change, Government of Montenegro, April 4, 2019, page 50).

²⁵ For 2019, funds are provided by UNDP, while for the following years operators are obliged to register themselves in the register managed by the Agency for Protection of the Environment.

		UNDP					
3.4.3. Establishment of the Environmental Protection Fund	<p>OI 1: Development and implementation of programs, projects and similar activities in the field of conservation, sustainable use, protection and improvement of the environment, energy efficiency and use of renewable energy sources and energy at the state and local level</p> <p>Baseline 2018: the Decision on the Establishment of the Environmental Protection Fund was adopted ("Official Gazette of Montenegro", No. 081/18)</p> <p>Target value 2019: Preparatory activities and creation of founding documents for the establishment of the Fund</p> <p>Target value 2020: The Fund is operational for the purpose of implementing the program</p>	<p>Leading institution: MSDT</p> <p>Key partners: UNDP</p>	I quarter 2019	IV quarter 2020	€50,000 ²⁶		Donors (UNDP)
3.4.4. Implementation of program activities for realization of energy efficiency measures in the industrial sector and increasing the share of RES	<p>OI 1: A program has been developed for the realization of energy efficiency measures in the industrial sector/ number of supported companies</p> <p>Baseline 2018: (the activity begins with the realization in 2019)</p> <p>Target value 2019: Preparation of a project proposal for realization of energy efficiency in the industrial sector/0</p> <p>Target value 2020: Implementation of the program through providing financial support to the industry sector for the introduction of energy efficiency measures/1 company</p>	<p>Leading institution: ME</p> <p>Key partner: Interested companies from the industry sector</p>	IV quarter 2019	IV quarter 2020		€15,000	IPA 2014

²⁶ The fixed assets of the company consists of funds provided by the Founder in the amount of EUR 45,000.00 for the founding capital and EUR 5,000.00 for the commencement of the company's operations.

<p>3.4.5. Support to innovative investment projects - introduction of solar systems for water heating and energy efficient systems (UNDP, Development of Low-Carbon Tourism in Montenegro, September 2014 - September 2019)</p>	<p>OI 1: Number of supported projects within the Public Call for Support of Sustainable Projects and Tourism Baseline 2018: 20 projects/ USD 800.000 Target value 2019: 35 innovative investment projects in 12 municipalities (the project ends at the end of 2019)</p>	<p>Leading institution: MSDT</p>	<p>2019</p>	<p>IV quarter 2019</p>	<p>€222,508.75²⁷</p>		<p>Donor-Global Environment Facility (GEF)</p>
<p>3.4.6. Stimulate the introduction of an international ecological standard (Realization of the project "Development of Low-Carbon Tourism in Montenegro")</p>	<p>OI 1: The number of hotels that received the international ecological certificate (EU Eco sign and Travelife) Baseline 2018: 10 hotels Target value 2019: 30 hotels (the project ends at the end of 2019)</p>	<p>Leading institution: MSDT Key partners: CCM, UNDP, private sector</p>	<p>2019</p>	<p>IV quarter 2019</p>	<p>€10,000</p>		<p>Donor-Global Environment Facility (GEF)</p>
<p>3.4.7. Cleaning up and remediation of industrial waste dumps</p>	<p>OI 1: Resolving the issue of inherited industrial waste dumps Baseline 2018: The works began on remodeling the location of the Bijela Shipyard, and preparatory activities for</p>	<p>Leading institution: Agency for the protection of the</p>	<p>I quarter 2019</p>	<p>IV quarter 2020</p>	<p>€28,000,000</p>	<p>€12,000,000</p>	<p>National budget</p>

²⁷ Currency conversion - \$250,000 on 12/5/2019.

(project "Industrial waste management and cleaning" (WB) ²⁸	the commencement of works at other locations. Target value 2019: Continuation of the works on the remediation of the location of the Bijela Shipyard. Commencement of works on the remediation of the location of the flotation pit Gradac and the landfill of Maljevac in Pljevlja, while the production of technical documentation for locations (solid waste dumps and red mud pools) in the Aluminum Plant Podgorica is in progress. Target value 2020: 4 black ecologic points have been remediated	environment, MSDT Key partners: World Bank					
3.4.8. Ecologically acceptable disposal waste containing PCB- the project "Comprehensive Environmentally Acceptable Management of Waste containing Polychlorinated Biphenyls (PCB) in Montenegro" (GEF)	OI 1: Permanent disposal of PCB-containing waste Baseline 2018: 248t of waste exported from Montenegro for permanent disposal Target value 2019/2020: 700t of waste exported from Montenegro for permanent disposal	Leading institution: MSDT Key partners: GEF	I quarter 2019	IV quarter 2021	€578,522.75 ²⁹	€890,035 ²⁶	Donor-Global Environment Facility (GEF)
Operational objective 3.5.		Support diversification of supply of the industrial sector in the regional context					
Outcome indicator 1 Number of supported events	Baseline 2018 331 events (2018)	Target value 2020 20% growth		Target value 2023 30% growth			

²⁸ Having in mind the projected duration of the project, certain deviations in the realization of the planned funds are possible.

²⁹ Currency conversion - USD 650,000 and USD 1,000,000 on 12/5/2019.

through various programs for stimulating the development of entrepreneurship in rural areas							
Activity affecting implementation of Operational objective 3.6.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
3.5.1. Create conditions for the diversification of economic activities in rural areas through the implementation of support programs (MIDAS project, IPARD program 2014-2020)	OI 1: Number of supported projects Baseline 2018: / Target value 2019: preparatory activities on programming the measure and announcement of the Public Call ³⁰ Target value 2020: 25	Leading institution: MARD Key partners: MSDT, NTO, Business associations	II quarter 2019	IV quarter 2020	€1,000,000 (MIDAS II) ³¹	2,930,000 € (730,000 € 2,200,000 €, IPARD II ³² , measure 7)	2019: National budget 2020: National budget IPA
3.5.2. Program of incentive	OI 1: Number of tourists in Montenegro Baseline 2018: 2.204.856 Target value 2019: Growth to a	Leading institutions: MSDT and NTO	I quarter 2019	IV quarter 2020	€750,000	€750,000	National budget

³⁰ Programming of the measure is under way, followed by the publication of the Public Invitation, followed by the control of procedure and realization, and in the course of 2019, projects are not expected.

³¹ Within the framework of the IPARD II program - Measure 7 Diversification of farms and business development, the measure has been programmed and a request was submitted to the European Commission for the task of budget execution for the measure.

³² Investment of the private sector (€ 1,6 mil) is not stated within the planned funds for the implementation of the activities in the year 2020.

<p>measures in the field of tourism (support for enhancement and improvement of the offer, knowledge and skills necessary for tourism, organization of events and accessibility)</p>	<p>maximum of 5% compared to the value in 2018 Target value 2020: Growth up to a maximum of 5% compared to the value in 2019</p> <p>OI 2: Number of nights spent in Montenegro Baseline 2018: 12.930.334 Target value 2019: Growth to a maximum of 5% compared to the value in 2018 Target value 2020: Growth up to a maximum of 5% compared to the value in 2019</p> <p>OI 3: Total number of events organized by LTO (MSDT, Implementation of the Program of Stimulation Measures in the Field of Tourism for the year 2018/2019) Baseline 2018: 331 events Target value 2019: Growth to a maximum of 5% compared to the value in 2018 Target value 2020: Growth up to a maximum of 5% compared to the value in 2019</p> <p>OI 4: Number of projects that have been approved (MSDT, Implementation of the Program of Stimulation Measures in the Field of Tourism for the year 2018/2019) Baseline 2018: 89 projects Target value 2019: Growth to a maximum of 5% compared to the value in 2018</p>	<p>Key partners: Business entities, local Tourist Organizations, MARD, ME and others</p>					
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	<p>Target value 2020: Growth up to a maximum of 5% compared to the value in 2019</p> <p>OI 5: The amount of allocated funds for the implementation of the Program (MSDT, Implementation of the Program of Stimulation Measures in the Field of Tourism for the year 2018/2019)</p> <p>Baseline 2018: €380.035 (the allocated amount of support is €380,035, out of which €223,310 was paid out in 2018, and the remaining funds should be paid in 2019).</p> <p>Target value 2019: €750.000 Target value 2020: cca. €750.000</p>						
<p>3.5.3. Stimulating the development of entrepreneurship in rural areas of Montenegro through the organization of the fair and promotional activities</p>	<p>IO1 : Number of organized fairs and promotional events Baseline 2018: 1 fair of agricultural producers, 50 agricultural exhibitors and 4 roundtables Target value 2019: 2 fairs, 100 agricultural exhibitors and 5 roundtables Target value 2020: 1 fair - minimum of 50 exhibitors and 2 roundtables</p>	<p>Leading institution: MBA</p> <p>Key partners: Capital city of Podgorica, MARD, MSDT, ME</p>	I quarter 2019	IV quarter 2020	€2,000 €4,000	€4,000	Public sector Private sector Private sector
<p>3.5.4. Diversification of tourist offer in the North of Montenegro</p>	<p>OI 1: Number of ski resorts in Montenegro Baseline 2018: 6 ski resorts - (ski resort "Kolašin 1600" was opened) Target value 2019: No new ski resorts (works on existing and locations of future ski resorts will be performed, but there will be no opening of new ski resorts) Target value 2020: 2 ski resorts</p>	<p>Leading institution: MSDT</p> <p>Key partners: Administration of public works, "Ski resorts of Montenegro" LLC, IDF MNE, private investors</p>	I quarter 2019	IV quarter 2020	€11,697,000	€11,000,000	National budget

	<p>OI 2: The amount of allocated funds for financing the renovation of existing ones and the creation of infrastructure at new locations intended for ski resorts</p> <p>Baseline 2018: €11,766,150.60</p> <p>Target value 2019: €11,697,000.00</p> <p>Target value 2020: cca. €11,000,000.00</p>						
<p>3.5.5. Development of creative industries - realization of the Program "Creative Montenegro: Identity, image, promotion"</p>	<p>OI 1: Number of supported companies in the field of creative industries</p> <p>Baseline 2018: 2 company projects and 10 projects with support of partners (legal entity)</p> <p>Target value 2019: 20 companies in the field of creative industries</p> <p>Target value 2020: 30 companies in the field of creative industries</p>	<p>Leading institution: MC</p>	<p>II quarter 2019</p>	<p>IV quarter 2019</p>	<p>€200,000</p>	<p>€200,000</p>	<p>National budget</p>
<p>3.5.6. Implementation of program activities for the development of crafts (Program for improving the competitiveness of the economy for 2019)</p>	<p>OI 1: Number of craftsmen supported under the Program</p> <p>Baseline 2018: one company was supported</p> <p>Target value 2019: 5</p> <p>Target value 2020: 10</p> <p>OI 2: Value of support through grants</p> <p>Baseline 2018: €1.275</p> <p>Target value 2019: €50.000</p> <p>Target value 2020: €50.000</p>	<p>Leading institution: ME</p>	<p>II quarter 2019</p>	<p>IV quarter 2020</p>	<p>€50,000</p>	<p>€50,000</p>	<p>National budget</p>
Operational objective 3.6.		Stimulating digital transformation of business					
<p>Outcome indicator 1 Service online index (OSI)³³</p>	<p>Baseline 2018 0,6667 score (2018, 0-1, 1 is the best score)</p>	<p>Target value 2020 Increase by 15%</p>				<p>Target value 2023 Increase by 20%</p>	
Outcome	Baseline 2018	Target value 2020				Target value 2023	

³³ EGD Composite index <https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/114-Montenegro>

indicator 2 Percentage of companies that sold their products and services online	26,9% (2017) ³⁴	30%			40%		
Activity affecting implementation of Operational objective 3.6.	Output indicators for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
3.6.1. Promotion and provision of advisory support for improvement of business through digitalization	OI 1: Number of organised events / participants Baseline 2018: / Target value 2019: 1 Target value 2020: 3/30 OI 2: Advisory support program / number of users Baseline 2018: / Target value 2019: / Target value 2020: 1/10	Leading institution: ME, Business Associations	I quarter 2019	IV quarter 2020			
3.6.2. Support program for digital transformation of enterprises	OI 1: Number of supported enterprises Baseline 2018: 0 Target value 2019: creation of project proposal Target value 2020: 5-10 OI 1: Number of grants awarded Baseline 2018: 0 Target value 2019: 0 Target value 2020: 5-10 enterprises	Leading institution: ME Key partners: enterprises, start-ups	I quarter 2020	IV quarter 2020	€0	€50,000	National budget
3.6.2. Activities on	OI 1: Number of surveyed companies/data base / number of	Leading institution: ME, Business	I quarter 2019	IV quarter			

³⁴ <https://www.monstat.org/cg/page.php?id=459&pageid=457>

promoting the use of e-commerce in MSMEs business (research, databases, education, organizing support for MSMEs)	organized workshops / number of participants Baseline 2018: / Target value 20: 100/1/1/15 Target value 2020: 0/1/3/45	Associations		2020			
3.6.3. Use of open data in order to support startup businesses (HAKATON)	OI 1: An event was realized; Software based on open data of the public administration developed Baseline 2018: Organization of the „Hakaton“ is planned by the Action Plan for implementing the initiative open administration partnership in Montenegro 2018-2020 Target value 2019: Three applications based on open data were placed on the portal Target value 2020: A total of six applications were created on the portal, which were created on the basis of open data	Leading institution: MPA	I quarter 2019	IV quarter 2020	€12,000	€12,000 ³⁵	National budget
3.6.4. Analysis of the degree of digitalization of the economy of Montenegro	OI 1: Document was created Baseline 2018: There is no analysis of the degree of digitalization Target value 2019: 1.000 companies surveyed on the topic of digitalization (the degree of usage of ICT) A working team for the analysis was formed Target value 2020: An analysis was	Leading institutions: CCM, MPA, ME	2019	I quarter 2020	€3,000		Private sector

³⁵ Funds planned for the year 2020 will be determined later in accordance with the plan of public procurement for the year 2020.

	created and recommendations were adopted					
STRATEGIC GOAL 4.		IMPROVING ACCESS TO THE MARKET				
Operational objective 4.1.		Simplifying trade procedures and reducing technical barriers in trade				
Outcome indicator 1 Average time of export of goods in road transport (h)	Baseline 2018 8 hours 7 minutes (2016) ³⁶	Target value 2020 Reduce the time required to conduct the export procedures for at least 20%	Target value 2023 Reduce the time required to conduct the export procedures for at least 30%			
Outcome indicator 2 Percentage of accepted electronic customs declarations without obligation to submit a paper copy	Baseline 2018 40%	Target value 2020 60%	Target value 2023 80%			
Outcome indicator 3 Global Enabling Trade Index, ranking, WEF	Baseline 2018 62. place/136 countries (2016) ³⁷	Target value 2020 60. place	Target value 2023 58. place			
Outcome indicator 4 World Bank Trade Logistics Index, ranking	Baseline 2018 77. place/160 countries (2018) ³⁸	Target value 2020 75. place	Target value 2023 73. place			

³⁶ Including the transit time from the inner terminal Podgorica to the Dobrakovo border crossing point, which is on the average of 5 hours and 28 minutes and participates with 67% in the total time required for the export of goods on the measured route (study of the Customs Authority of Montenegro 2016).

³⁷ http://www3.weforum.org/docs/WEF_GETR_2016_report.pdf

³⁸ <https://lpi.worldbank.org/about>

Activity influencing the realization of the Operational objective 4.1.	Output indicator for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector ³⁹ IPA Donors Private sector
4.1.1. Implementing procedures for simplified and Quickened release of goods through the implementation of the program of authorized business entities (AES) ⁴⁰	OI 1: Number of commercial subjects with the AES status Baseline 2018: 0 Target value 2019: 1 Target value 2020: 3	Leading institutions: MF/Customs Authority Key partners: CCM	2019	2020			
4.1.2. Digitalization of import and export transactions through the establishment of the New Computerized Transit System (NCTS) ⁴¹	OI 1: Providing preconditions for full implementation of NCTS Baseline 2018: Terms of reference for the implementation of the agreement prepared Target value 2019: Purchase of equipment Target value 2020: Development and	Leading institution: Customs Authority Key partner: MF	2019	2020	€94,800 €853,200	€59,250 €533,250	National budget IPA Funds 2014

³⁹ The funds of local governments, public institutions, including companies in majority state ownership.

⁴⁰ Implementation of measures for facilitating trade defined by the WTO by the trade facilitation Agreement and the CEFTA Additional Protocol 5 (PER).

⁴¹ Implementation of measures for facilitating trade defined by the WTO by the trade facilitation Agreement and the CEFTA Additional Protocol 5 (PER).

	implementation of IT applications						
4.1.3. Implementation of program activities for the introduction of international standards (Program for improving the competitiveness of the economy for 2019)	<p>OI 1: Number of supported companies Baseline 2018: 34 companies Target value 2019: 40 companies Target value 2020: 50 companies</p> <p>OI 2: The value of financial support Baseline 2018: €99,297.32 Target value 2019: €140,000 Target value 2020: €140,000</p>	<p>Leading institution: ME</p> <p>Key partners: Accreditation body of Montenegro, Institute for standardization</p>	II quarter 2019	IV quarter 2020	€140.000	€140.000	National budget
4.1.4. Stimulate the introduction and certification of quality and food safety management systems, as well as the inclusion of agricultural producers in registered quality schemes (Agricultural budget)	<p>OI 1: Number of supported manufacturers for quality management and food safety systems Baseline 2018: 8 Target value 2019: 10 Target value 2020: 10</p> <p>OI 2: Number of supported certified organic producers Baseline 2018: 133 Target value 2019: 150 Target value 2020: 180</p>	<p>Leading institution: MARD</p> <p>Key partners: Monteorganica, Business associations</p>	I quarter 2019	IV quarter 2020	€95,000	€100,000	National budget

	<p>OI 3: Number of supported producers groups involved in quality schemes Baseline 2018: 3 Target value 2019: 3 Target value 2020: 3</p> <p>OI 4: Number of supported product quality analyzes Baseline 2018: 26 Target value 2019: 50 Target value 2020: 100</p>						
<p>4.1.5. Realize activities in the field of FSC certification of forest management</p>	<p>OI 1: Surface area of certified forests Baseline 2018: / Target value 2019: 50.000ha Target value 2020: 100.000ha</p>	<p>Leading institution: MARD</p> <p>Key partner: Forests authority of Montenegro</p>	I quarter 2019	IV quarter 2020	€14,000	€30,000	National budget
<p>4.1.6. Development of the information system in forestry</p>	<p>OI 1: Application of the new information system in the field of forestry Baseline 2018: a Geoportal has been created within the Forestry Authority of Montenegro (Forest Information System) Target value 2019: Forest Information System has been</p>	<p>Leading institution: MARD</p> <p>Key partner: Forests authority of Montenegro</p>	I quarter 2019	IV quarter 2020	€15,000	€20,000 €30,000	2019: National budget 2020: National budget IPA

	updated with the central electronic bidding system along with applications used in the trading of wood products Target value 2020: Trading of wood products is performed through applying the new information system						
4.1.7. Further strengthen the quality of the infrastructure system in order of further improvement of the competitiveness of companies	OI 1: Number of harmonized technical regulations in the fields related to industry Baseline 2018: 30 technical regulations were adopted Target value 2019: 20 technical regulations Target value 2020: 43 technical regulations	Leading institution: ME Key partners: MSDT MH, MIA, MPA, MC, MARD	I quarter 2019	IV quarter 2020			
4.1.8. Accepting EU standards	OI 1: Number of adopted standards Baseline 2018: 2.283 standards were adopted Target value 2019: 2.200 MEST Target value 2020: 2.200 MEST	Leading institution: ISME Key partners: ME, Business entities	I quarter 2019	IV quarter 2020	€366,512	€420,000	National budget
4.1.9. The adoption of Euro codes (including the	OI 1: Number of adopted parts of Euro codes Baseline 2018: 19	Leading institution: ISME	I quarter 2019	IV quarter 2019	€243,488		National budget

related national annexes with nationally determined parameters)	parts of Euro codes were adopted Target value 2019: 28 parts of Euro codes (the activity of adopting Euro codes is supposed to be completed in 2019)	Key partners: ME					
4.1.10. Creation and adoption of regulations and action plans in the areas of codification and quality assurance of products for defense purposes	OI 1: Number of adopted documents in the fields of codification and quality assurance for defense purposes Baseline 2018: / Target value 2019: 1 Target value 2020: 2	Leading institution: MD	I quarter 2019	IV quarter 2020			
4.1.11. Providing consultative support to companies in the field of codification with the aim of creating preconditions for participation in the NATO market	OI 1: Increase in the number of companies that received the NCAGE ⁴² code which are introduced with the procedures of codification as well as the increase in the number of codified producers in Montenegro and their registration with the NMRCL ⁴³ catalogue. Baseline 2018: 17 new companies and 44 new products	Leading institution: MD Key partners: Business sector	I quarter 2019	IV quarter 2020			

⁴² NCAGE – NATO entity code.

⁴³ NMRCL – NATO master catalogue of logistic references.

	Target value 2019: 5 new companies and 15 new products Target value 2020: 5 new companies and 20 new products						
Operational objective 4.2.		Improvement of the enterprises organization into clusters and global value chains					
Outcome indicator 1 Number of established vertical clusters	Baseline 2018 /	Target value 2020 1		Target value 2023 2			
Activity influencing the realization of the Operational objective 4.2.	Output indicator for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
4.2.1. Implementation of program activities for cluster development (Program for improving the competitiveness of the economy for 2019)	OI 1: Number of supported clusters Baseline 2018: 9 clusters Target value 2019: 10 Target value 2020: 10 OI 2: The value of financial support Baseline 2018: €101,357.5 Target value 2019: €150,000 Target value 2020: €150,000	Leading institution: ME	II quarter 2019	IV quarter 2020	€150,000	€150,000	National budget
4.2.2. Support to the development of cluster through	OI 1: Number of clusters supported through technical support Baseline 2018: 16 clusters received technical support	Leading institution: ME	II quarter 2019	IV quarter 2020			

strengthening capacities for cluster management and promoting the development of new clusters and inclusion in chain values	Target value 2019: 12 Target value 2020: 15	Key partner: UNDP					
4.2.3. Realization of the project "Clusters and Competitiveness-Networking of the Adriatic Region (BACAR)"	OI 1: Number of established clusters Baseline 2018: preparatory activities were completed for the formation of clusters (all prerequisites for the establishment of three national clusters (creative industry, tourism and local food) have been created) Target value 2019: establishment of three national clusters in the field of creative industry, tourism and rural development	Leading institution: CCM, Municipality of Kotor Key partners: Public institution „RERA S.D.“ for co-ordination and development of the Split Dalmatian county, Ministry of economy of the Herzegovina-Neretva county and the regional economy chamber of Trebinje	I quarter 2019	III quarter 2019	€34,216.19		Private sector
Operational objective 4.3.		Strengthening enterprise export performance					
Outcome indicator 1 SME Policy index- Index of the SME Policy Integration of companies into global value	Baseline 2018 3,09 (2019) ⁴⁴	Target value 2020 3,3		Target value 2023 3,6			

⁴⁴ OECD SME Policy Index 2019, <https://www.oecd-ilibrary.org/docserver/g2g9fa9a-en.pdf?expires=1570609300&id=id&accname=guest&checksum=A1F5656ACC2C231456C1C9BD7A100FCE>

chains-Subdimension 10.2							
Outcome indicator 2 Number of companies that have established business cooperation	Baseline 2018 21	Target value 2020 Increase in the number of companies by 20%			Target value 2023 Increase in the number of companies by 30%		
Activity influencing the realization of the Operational objective 4.3.	Output indicator for the period 2019-2020	Institutions in charge for implementation of activities	Start date	Planned end date of the activity	Allocated financial resources		Source of funding
					2019	2020	National budget Public sector IPA Donors Private sector
4.3.1. Strengthening economic diplomacy in the function of establishing contacts with potential business partners and increase of export	OI 1: Number of received and processed requests on market information Baseline 2018: 30 Target value 2019: 30 Target value 2020: 30 OI 2: Number of shared information on trade fairs, tenders and business forums in the country, as well as the number of information shared with foreign partners and economic associations about fairs and business forums in Montenegro Baseline 2018: 50 Target value 2019: 50 Target value 2020: 50 OI 3: Supporting the performances of delegations from Montenegro at fairs and business forums, Number of business meetings and presentation of the potential of business	Leading institution: MFA Key partners: ME, CCM, Business associations, Honorary Consuls of Montenegro, business entities, tourist organizations	I quarter 2019	IV quarter 2020			

	cooperation to foreign companies with partners from the MSME sector in Montenegro supported by the MFA (including the possibility of using representative offices of diplomatic and consular missions abroad) Baseline 2018: 10 Target value 2019: 30 Target value 2020: 30						
4.3.2. Stimulate internationalization of domestic companies through providing information, organizing business meetings, fairs, development missions through EEN Montenegro network activities	OI 1: Number of companies which were provided with advisory services Baseline 2018: 51 Target value 2019: 35 Target value 2020: 40 OI 2: Number of events/business forums and B2B meetings Baseline 2018: 23 Ministry of economy + 12 CCM Target value 2019: 20 Ministry of economy + 10 CCM Target value 2020: 25 Ministry of economy + 10 CCM OI 3: Number of companies that have established business cooperation Baseline 2018: 11 companies with the Ministry of Economy + 10 companies with the CCM Target value 2019: 13 Ministry of Economy + 10 companies CCM Target value 2020: 13 Ministry of Economy + 10 companies CCM	Leading institution: ME Key partners: Members of the EEN Consortium/CCM	I quarter 2019	IV quarter 2020	€5,000 €17,091	€5,000 €17,091	Donors Private sector
4.3.3. Promotion of increasing competitiveness of domestic products and	OI 1: Number of promotive events/number of participants („Dobro iz Crne Gore – Good from Montenegro“) Baseline 2018: 4 events /121 participants Target value 2019: 6 events /120	Leading institutions: ME, MARD, CCM, IDF	I quarter 2019	IV quarter 2020	€15,000 (ME) €34,000 (CCM)	€15,000 (ME) €34,000 (CCM)	National budget Private sector

<p>services (institutional campaign " Dobro iz Crne Gore – Good from Montenegro ") and organization of fairs and promotional activities</p>	<p>participants Target value 2020: 6 events /120 participants OI 2: Organization of the participation of economy at events/fairs Baseline 2018: 6 fairs (CCM) Target value 2019: 6 fairs (CCM) Target value 2020: 6 fairs (CCM)</p>	<p>Leading institution: CCM</p>				<p>€60,000</p>	<p>€60,000</p>	<p>Private sector</p>
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