

# STUDY ON FUNDING POSSIBILITIES FOR CLUSTER- BASED INITIATIVES IN MONTENEGRO

AN EU-FUNDED PROJECT CO-FUNDED & IMPLEMENTED BY UNIDO IN  
PARTNERSHIP WITH UNDP FOR THE MINISTRY OF ECONOMY OF MONTENEGRO

NOVEMBER 2014

**Project “Enhancing Competitiveness of Local Small and Medium Enterprises in Montenegro through Cluster Development” is the European Union (EU) funded project co-funded & implemented by United Nations Industrial Development Organization (UNIDO) in partnership with United Nations Development Program (UNDP) for the Ministry of Economy of Montenegro.**

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## Important! Guide to Reading this Report

### Defining and Distinguishing Funding Programmes – please note!

#### National Programmes

Programmes which are listed as **National Programmes** and reviewed in the corresponding chapter refer to those which are operated and administered at a national level. These primarily relate to structured programmes operated by the Montenegrin Government. Other funding streams, notably those offered by commercial banks or programmes such as the EASI, have also been classified under national funding as they are administered nationally by Montenegrin microcredit providers.

#### Regional Programmes

**Regional funding programmes** refer to those which are operated at a regional level. In the context of this study regional funding arises in two contexts (i) Geographic - relating to the Western Balkan area and (ii) Political – relating to a country's accession status to the EU. While the programmes evaluated in this section, such as the IPA or the WB-EDIF, are significantly financed at European level, they are operated on a regional level and are specifically directed towards the economic development of countries such as Montenegro.

#### European Programmes

**European level funding programmes** incorporates a broad category of funding. It includes funding from official European Institutions such as the European Commission, Horizon 2020, and from programmes operated by European-level institutions such as the EIB or EBRD. Whereas previous programmes discussed in this study were targeted towards Montenegro, or the Balkan region, the programmes in this category are not specifically directed towards Montenegro.

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## GLOSSARY

AC	Associated Country
BAS	Business Advisory Service
CAP	Common Agricultural Policy
CBC	Cross-border Cooperation
CBI	Cluster Based Initiative
CCC	Copenhagen Clean-Tech Cluster
CEES	Centre for European Education & Studies
COFUND	Co-funding of Regional, National, and International Programmes
COSME	Competitiveness of Enterprises and Small and Medium-sized Enterprises
CREATI-FI	Future Internet for Creative Industries
EaSI	Employment and Social Innovation
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EGP	Enterprise Growth Programme
EIB	European Investment Bank
EIDHR	European Instrument for Democracy and respect for Human Rights
EIF	European Investment Funds
ELENA	European Local Energy Assistance
ENEF	Enterprise Expansion Fund
ENIF	Enterprise Innovation Fund
ENVlcrack	Cluster of Alternative Energy
ERC	European Research Council
ERDF	European Regional Development Fund
EURATOM	European Atomic Energy Community
EURES	European Employment Services
FAO	Food & Agriculture Organization
FET	Future & Emerging Technologies
FI-ADOPT	Future Internet Core Platform Adoption &. Sustainability Enabler
FI-C3	Future Internet PPP Phase 3 – Creative Industry, Health, Smart territories, Media & Content
FINODEX	Future Internet Open Data Expansion
GFCM	General Fisheries Commission for the Mediterranean
HPC	High Performance Computing
IDF	Investment Development fund

<b>INTERREG IVC</b>	<b>Interregional Cooperation 2014-2020</b>
<b>IPA</b>	<b>Instrument for Pre-Accession Assistance</b>
<b>IPARD</b>	<b>Instrument for Pre-Accession Assistance in Rural Development</b>
<b>LLC</b>	<b>Limited Liability Company</b>
<b>MIDAS</b>	<b>Montenegro Institutional Development and Agriculture Strengthening</b>
<b>MLEI</b>	<b>Mobilising Local Energy Investment</b>
<b>MSDK</b>	<b>Moravian-Silesian Wood Cluster</b>
<b>MSME</b>	<b>Micro, Small and Medium Enterprises</b>
<b>NGO</b>	<b>Non-Governmental Association</b>
<b>OP</b>	<b>Operational Programme</b>
<b>PHARE Programme</b>	<b>French for : <i>Pologne et Hongrie - Aide à la Restructuration</i> English: Poland &amp; Hungary - Help to Restructuration</b>
<b>PLC</b>	<b>Private Limited Company</b>
<b>PROGRESS</b>	<b>Programme for Employment and Social Solidarity</b>
<b>RACMED</b>	<b>Regional Advisory Council for the Mediterranean</b>
<b>R&amp;D</b>	<b>Research and Development</b>
<b>RDI</b>	<b>Research, Development and Innovation</b>
<b>RSFF</b>	<b>Risk Sharing Finance Facility</b>
<b>RSI</b>	<b>Risk Sharing Instrument</b>
<b>SFF</b>	<b>Structured Financial Facility</b>
<b>SME</b>	<b>Small &amp; Medium Enterprise</b>
<b>SOUL-FI</b>	<b>Start-ups Optimizing Urban Life with Future Internet</b>
<b>SPIRE</b>	<b>Sustainable Process Industry through Resource and Energy Efficiency</b>
<b>SRA</b>	<b>Strategic Research Agenda</b>
<b>TTCC</b>	<b>The Team Country Coordinator</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>VAT</b>	<b>Value-added tax</b>
<b>WB-EDIF</b>	<b>Western Balkans Enterprise, Development and Innovation Facility</b>

## ES EXECUTIVE SUMMARY

### ES.01 Summary of Study, Objectives and Coverage

This document provides a *Study on Funding Possibilities for Cluster-Based Initiatives in Montenegro*. This Study will be drafted for the Ministry of Economy and the Government as key beneficiaries of clusters development, as the government aims to support the implementation of a Business Cluster Strategy and this report document will act as a measure in achieving that goal. The **overall aim** of this study is to provide a review and assessment of international funding opportunities which can be accessed by local government authorities, SMEs, research institutes and universities for the purpose of enhancing competitiveness of local SMEs in Montenegro through cluster developments. Regarding the **study approach**, the work programme comprises i) an initial structuring and methodological development phase; ii) a desk research component, iii) a stakeholder consultation phase; and iv) a reporting phase.

### ES.02 Summary of Cluster Objectives & Strategy

The 2011-2015 SME Strategy highlights that clusters could be used a model for business connectivity for enterprises to share knowledge, collectively reduce their costs and modernise production. As recommended by the *Strategy for Sustainable Economic Growth through the Introduction of Business Clusters (2012-2016)* the focus for SME growth should focus on wood production and processing, the construction industry, agriculture and food processing and tourism. Therefore the funding streams, programmes and calls which are analysed throughout this study will be examined in relation to their relevance and potential impact on formulating cluster strategies catering to some of these sectors.

### ES.03 Findings Regarding National Programmes in Montenegro

Significant funding opportunities are available through EU Funding Programmes that have a national focus on Montenegro. This includes both i) Programmes that have a specific national focus; ii) international programmes (e.g. IPA) and iii) EU programmes or schemes for which there are specific national funding access or disbursement channels such as specific EIB schemes which require Montenegro-based financial intermediaries.

The ***Program for Cluster Development Enhancement in Montenegro until 2016*** is the key government programmed designed specifically for cluster development, and seeks to overcome bottlenecks in production process of clusters through the purchase of common production



equipment. Another possible opportunity area is the ***Program for Enhancing Regional and Local Competitiveness Through Harmonization with International Standards of Business for the Period 2014-2016***, which aims to provide support to entrepreneurs, SMEs and clusters, especially from the Northern region and less developed municipalities in order to enhance their competitiveness.

A number of programmes operated by the ***Ministry of Agriculture and Rural Development*** may also be of interest to CBIs. The Ministry administers programmes such as the ***Agro Budget*** which comprises a budget of EUR 14.03 million. The ***MIDAS*** Project is operated by the Ministry of Agriculture and Rural Development with funding from the Investment Development Fund and the World Bank. MIDAS aims to prepare Montenegrin agriculture and its institutions for future membership in the European Union. This reflects broader aspirations of the integrated local development plan for Montenegro devised by the UNDP. The total project value is EUR 17.1 million. The Ministry further provides assistance for the implementation of the Acquis for the Common Agricultural Policy through component V of IPA: Instruments for Pre-accession for Rural Development - IPARD II (2014-2020). The EU Delegation in Podgorica and the World Bank have signed an agreement that approves the use of EUR 3.2 million from component V of IPA 2012-2013 within the component I.

The ***Investment Development Fund (IDF)*** aims to provide credit and guarantee supports to SMEs in Montenegro. Through several programs the IDF supports SMEs of numerous sectors where potential clusters have already been identified. These include: The Program of Support for Agriculture and Food Production, MIDAS, The Program of Support for Tourism and Hospitality, The Program of Support for Primary Wood Processing, The Program of Support for Production and The Program of Support for Service Industry.<sup>1</sup> The IDF programmes represent an excellent opportunity for clusters and future clusters to fund their activities.

## ES.04 Findings Regarding Regional Sources of Funding

The ***Instrument for Pre-Accession (IPA)*** offers different programmes to which clusters can apply for financial grants. IPA currently presents minor opportunities for clusters with the exception of CBC program Serbia-Montenegro. However IPA II (2014-2020) will include numerous bilateral and multilateral programs which will present excellent opportunities for funding, capacity building, market assessment building, product upgrade as well as technical capacities and assistance.

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<sup>1</sup> MIDAS program is being jointly realised by Ministry of Agriculture and Rural Development and IDF through certain schemes and based on the WB and IDF funding.

The **Adriatic-Ionian programme**, Axis 2: *Boosting Blue Research, Innovation and Skills*, will provide potential funding opportunities for clusters particularly those operating in the fishery industry and clusters with a focus on freshwater and trout.

Finally, The **Western Balkans Enterprise Development & Innovation Fund (WB-EDIF)** offers a number of funding opportunities for Cluster-Based Initiatives in the Western Balkan region. Both SMEs and public administrations can access programmes such as the Enterprise Innovation Fund, Enterprise Expansion Fund, Guarantee Facility and the Technical Assistance Facility.

#### **Programmes Eliminated**

Some programmes have been reviewed and found to not represent any funding opportunity for Montenegro, This includes INTERREG as the eligibility for this program is limited to the EU member states and Switzerland and Norway, and thus Montenegrin companies cannot apply for this fund until its accession to the EU has been completed.

### **ES.05 Findings Regarding EU European-Level Funding Programmes**

There are a significant number of funding opportunities available through EU Funding Programmes for CBI stakeholders in Montenegro to avail of. These funds can represent significant opportunities for CBIs in Montenegro, as well as other complementary activities which include wider innovation support structures, entrepreneurship development, improving research-industry linkages, and sector-specific initiatives and projects. However it should be noted that these funding opportunities have broad eligibility criteria. Therefore while some funding programmes or calls may be useful for CBIs in Montenegro they are not the sole intended beneficiaries and will compete against SMEs, Research Actors and other private sector actors.

As noted in this study **Horizon 2020** represents a significant source of funding with an estimated EUR 80 billion to be made available between 2014 and 2020. Horizon 2020 has the capacity to offer alternative funding sources for research and innovation, facilitate inter-sectorial development and create linkages between research actors and SMEs, while further providing international collaboration.

**COSME** presents a number of funding opportunities specifically targeting SMEs, with a total budget of EUR 2.3 billion for the period 2014 to 2020. The current open calls have an emphasis on tourism and the broader improvement of clusters for the development of SMEs.

The **European Investment Bank** provides a number of loans and guarantees which are effective tools CBIs should exploit. These loans are generally used for research and education, energy, the knowledge economy and environmental protection purposes. Additionally the bank also provides funding for research and development while also aiming to grow and expand SMEs.

The **European Investment Fund** has invested significant sums in Montenegro to enable entrepreneurs to access finance and borrow loans. The EIF also provides funding for research activities.

The **European Bank for Reconstruction and Development** offers support facilities to SMEs which should be of particular interest to Montenegrin SMEs. Rather than offering financial grants the EBRD places an emphasis on upskilling and facilitating the transfer of knowledge and industry specific skills.

## ES.06 Recommendations - Recommended Next Steps

Following the review of national and EU funding opportunities, recommendations are set out below to help cluster-related stakeholders in Montenegro to maximise the potential of funding available, in particular EU funding.

Recommendations are provided under X groups:

- i) Recommendations for Identifying Funding Opportunities to Pursue
- ii) Recommendations to Develop the Necessary Institutional and Operational Capacities

### I. Recommendations for Identifying Funding Opportunities to Pursue

**Recommendation 1 – Analysis of Funding Study and Matrix by CBI Stakeholders:** It is highly recommended to analyse the attached matrix and identify the proposed funding streams and programmes that can be matched with specific clusters, SMEs, research institutes and municipalities. This work would include each cluster reviewing funding opportunities from the perspective of their cluster.

**Recommendation 2 – Remove any Barriers Constraining Access to EU Funding:** Action should be taken to inform better Montenegro clusters on access to the maximum number of funding opportunities, by removing barriers. COSME ratification process is completed. At the time of writing

it is understood that the ratification process was close to completion. Similarly, the Ministry of Economy should check all funding schemes to make sure that access for Montenegrin organisations is maximised, for example ensuring that all EIB schemes of interest have an approved financial intermediary in Montenegro.

**Recommendation 3 – Support Other Complementary Initiatives Innovation and Entrepreneurship:**

It is important to remember that many funding applications could be developed that do not focus (only) on cluster development, but may nonetheless bring significant benefits for SMEs and other organisations involved in clusters in Montenegro. Additional entrepreneurship and innovation development initiatives should therefore also be considered in any work effort to develop successful EU funding applications.

II. Recommendations to Develop the Necessary Institutional and Operational Capacities

**Recommendation 4 – Put in Place the Necessary Competencies to Develop Successful EU Funding**

**Applications:** Both cluster and stakeholders should carefully consider how Montenegrin CBIs can most effectively access EU Funding programmes. For many of these opportunities, in particular programmes such as Horizon 2020 and COSME, this will require making sure that a number of key competences are made available to the CBIs, including i) capacity to develop **quality project/proposal concepts that are eligible and relevant to specific Calls for Proposals;** ii) capacity to **develop strong and credible international (consortium) partnerships** and to assess if proposal bids can be led locally or would need to be led internationally; iii) capacity and track record in developing strong proposal bids that are capable of being successful and selected for EU funding iv) Strong marketing and communications capabilities to be able to enter into international consortia for proposal bid efforts, and - in cases where the intention is to lead a proposal development effort - to be able to persuade strong international partners with a strong track record to join in the proposal consortium

**Recommendation 5 – Put in Place Effective Operational Structures:** Implementing effective structures to successfully apply for EU funding. There are a variety of options through which Montenegrin stakeholders can put in place effective operational structures. One option could be to develop the required capabilities in existing representative bodies, such as SMED, representative bodies such as the Union of Municipalities, Chambers of Commerce etc. Another option could be to

provide capability through local organisations or consultants that have credible track records, providing external capability but embedded in local organisations where these capabilities would also be built up among internal organisation staff and finally providing the capability through international organisations or consultants that have a credible track record.

**Recommendation 6 – Advocate the inclusion of Direct Support for SMEs in IPA II:** The current IPA II Operational Program is under development and is open for initiatives until November 2014. Bearing in mind the existing proposed structure of the respective Operational Program, there is significant potential for cluster development and direct SMEs support.

**Recommendation 7 – Improving Research - Industry Linkages:** SMEs should be provided with a representative on the Council for Scientific and Research Activities to help bridge the current divide between the private sector and R&D which is conducted by public research units.

# 1. STUDY CONTEXT AND OBJECTIVES



## Section guide

*This section provides an overview of:*

- *Overview of Relevant Strategies to Cluster-Based Initiatives in Montenegro*
- *Key SME Needs*
- *Potential Cluster Support Activities*

## 1.1 About this Study

This study provides an overview of potential funding opportunities to assist the growth and expansion of SMEs across a range of sectors through the development of cluster-based initiatives. The study is primarily directed towards the SMEs and clusters, than UNDP, Government Ministries, and municipalities. The report refers to various funding opportunities at both national and EU level. Due to the large number of programmes identified throughout the desk-research stage of the study it was decided to devise two instruments (i) The Funding Matrix and (ii) The Funding Repository, to provide the reader with all the relevant information they would require, without burdening the study. These tools accompany the report.

The study report contains eight (8) sections. An overview of each chapter is provided below.

1. **Executive Summary:** This section provides a general overview of the study. It contains the main objectives of the report and an outline of the key findings and recommended next steps, which are both elaborated upon in the final chapter.
2. **Study Context and Objectives:** This chapter examines the relevant strategies which impact CBIs in Montenegro while also identifying the key SME needs. The needs assessment combined with the relevant strategies are the key tools which have been utilised in reviewing funding programmes and calls and identifying which funding streams are most relevant to Montenegrin SMEs.
3. **National Programmes and Private Sector Funding:** The funding programmes listed in this section relate to those which are operated and administered at a national level. These primarily refer to programmes funded by the Montenegrin government such as the Ministry for Agriculture. While the funding outlined under Private Banks is sourced at European level it has been included in this chapter as it is managed and administered by Montenegrin Banks at

national level. Similarly while the EASI programme is funded at EU level it does not directly finance Montenegrin entrepreneurs but rather provides funding through microcredit providers at a national level.

4. **European and Other Regional Sources of Funding:** The programmes which have been outlined in this section are sourced at a European Level however they have a specific focus on Montenegro or the Western Balkan Region. These can be contrasted with subsequent chapters which review European level funding that is more generic in nature with broader eligibility criteria across the 28 Member States and the Associated Countries.
5. **International and EU Level Funding Opportunities:** This section reviews funding programmes operated by the European Commission with pan-European focus. As such neither the eligibility criteria nor the core purpose of the funding is tailored for Montenegro. It should be noted that although the study conducted a comprehensive overview of Horizon 2020 only the calls which were considered relevant to Montenegrin CBIs and SMEs were included in the study itself. A review of all calls reviewed can be accessed through the accompanying funding matrix and funding repository.
6. **European Investment Bank, European Investment Funds & European Bank for Reconstruction and Development:** The institutions, and their relevant funding programmes, which are reviewed in this section present potential opportunities for CBIs and SMEs which can be accessed at EU level but are not necessarily sourced by formal institutions of the European Union. Whereas the previous EU funding opportunities were available across the EU and Associated Countries, such as Horizon2020 and COSME, the institutions included in this chapter have a specific track-record in investing in Montenegro.
7. **Success Stories and Good Practices on Cluster Funding:** This chapter provides an overview of good practices which have been adapted by successful Clusters and offers an outline of the key learning which can be incorporated into a Montenegrin cluster strategy.
8. **Conclusions and Recommendations:** The final chapter identifies the key findings and conclusions of the report. The conclusions are divided into two sections (i) funding available and operated at national level and (ii) funding which is sourced at a European level. The study concludes with the key recommendations which should be taken to maximise the amount of funding CBIs can access.

## 1.2 Overview of Relevant Strategies to Cluster-Based Initiatives in Montenegro

The Government of Montenegro has adopted the ***Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Business Clusters 2012-2016*** in 2012. Its general objective is to: (i) contribute to a balanced regional socio - economic growth by increasing competitiveness and employment capacity of entrepreneurs and MSMEs; (ii) ensures equal usage of all opportunities derived from European integration and further market expansion.

The Strategy is aimed at achieving four objectives: (1) Increase exports, (2) Identify local origin of products and import substitution, (3) Open new businesses and new jobs, and (4) Retain employment levels. These objectives have been aligned with the primary objective, as well as with the objectives of other key strategic documents of the Government of Montenegro.

The Strategy Defines a cluster as a geographic concentration of related companies and associated institutions in a radius of 50 kilometres, noting that the radius can be increased up to 100 kilometres. Distance should not be considered a key obstacle to cooperation and networking.

The Strategy notes that *“Clusters are promising environments for the development of linkages for competitiveness. Clusters are geographical concentrations of related firms and associated institutions. Firms in a cluster are located in spatial proximity, produce similar or related goods or services, and are supported by a range of dedicated support institutions. Within clusters, firms can overcome isolation and take advantage of collective efficiency gains. The location of such enterprises can span over a few villages, a town or a city and its surrounding areas.”*<sup>2</sup>

When it comes to structuring the cluster, there are three dimensions which should be regarded. Firstly the legal status of the cluster, secondly the cluster structure, in terms of competencies, roles and responsibilities of members in the cluster, and finally the systems or organizational structure the cluster operates within. Bearing in mind that the cluster development in Montenegro is at an early stage, it is particularly important to identify if there is an adequate existing legal framework or certain reforms and changes which should be undertaken.

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<sup>2</sup> Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Business Clusters 2012-2016.



The ***Strategy for Development of Small and Medium Sized Enterprises 2011-2015*** is an attempt by the Montenegrin Government to create a more favourable business environment. Expected outcomes include strengthening SME's competitiveness, innovation and export in addition to higher regional development which can potentially increase employment levels. This Strategy has four broad objectives: (i) Improvement of the business environment; (ii) Improvement of financial support structures; (iii) Strengthening competitiveness of SME's as well as entrepreneurship promotion and (iv) Support for start-up companies and/or teams.

The Strategy's integral component is the Framework Action Plan 2011-2015. This plan sets operational goals including (i) A 25% increase in the number of SME's (ii) A 17% increase of employment within the SME sector (iii) A 35% increase in SME's exports and (iv) A 50% increase in SMEs' share of GDP, total investments, turnover, profits and gross added value. Even though it is not intended to achieve this goal until the end of the period it seems quite problematic and will require more reforms and actions to be undertaken in order to materialise in the following mid-term period.

The ***UNDP Integrated Local Development Programme*** contains three main pillars which will address Social Inclusion, Democratic Governance and Sustainable Economic Development. The overarching objective of the Programme is to prepare Montenegro for accession to the European Union. Consequentially this study places a strong emphasis on funding programmes operated and administered by European Institutions. Additionally the UNDP has stressed the importance for environmental protection to be a key element of economic development. The programme, under Outcome 3.3, envisions the creation of 'Green Jobs'. Thus, this Study will additionally provide details for programmes or calls that focus on environmental issues and sustainable and renewable energies.

The Programme has further noted that the expansion of Medium, Small and Micro-Enterprises will be fundamental for economic development. The attainment of this objective will further require a "system for strengthening entrepreneurial capacity building and facilitating private sector partnerships". These requirements will materialise throughout this study as the potential to foster private and public sector interaction in research and innovation was a fundamental criterion for the inclusion of the referenced funding streams. Additionally, as mentioned under ES.02, Clusters have been identified as a potential platform to foster entrepreneurial development.

### 1.3 Summary of Key SME Needs

This study has identified various needs of the SME sector which must be addressed to ensure their growth and development. These needs are broadly reflected throughout the chapters which follow.

SMEs will require enhanced interaction with research actors to prevent innovation and development occurring in a vacuum that poses little benefit for SMEs. Sustainable production and maintenance of energy will be critical to enable SMEs to expand and grow. Additionally SMEs should be capable of adapting to climate change to ensure their long-term development. Efficient management of the water system will be necessitated to maintain and grow manufacturing & production processes and retain a healthy labour market. Furthermore entrepreneurial education will be needed to encourage the creation of more start-ups and to foster their development. An integrated transport infrastructure will be required both to transport raw materials for production and to supply the end-product. Major investments in Agriculture and related infrastructures will be required to guarantee a sustainable food supply and to enable the Montenegrin agricultural industry to grow and expand in the international markets.

## 2. NATIONAL PROGRAMMES & PRIVATE SECTOR FUNDING



### Section guide

*This section contains an overview of the following EU Programmes:*

- *National Programs*
- *Private sector funding*

### 2.1 Overview

This section provides a review of national funding sources. These programmes include those which are implemented by organs and organizations in Montenegro such as private sector funding, bank loans and national programmes operated by the Montenegrin Government.

### 2.2 National Programmes

#### *Programme for cluster development enhancement in Montenegro until 2016*

The ***Programme for Cluster Development Enhancement in Montenegro until 2016*** is implemented by the Ministry of Economy. The goal of this program is to provide financial support in terms of grants for entrepreneurs, micro, small and medium enterprises which have formed the cluster. This program is intended to support the purchase of equipment, with the exception of IT and transport equipment. The company that applies for grant must finance the entire purchase of equipment and request a refund to avail of the funds. Financial assistance is granted up to 70% of the purchase value of the equipment, and in the amount up to EUR 10.000 per applicant excluding VAT.

This marks a change in the program's operation from 2014, in the period between 2012 and 2014 it referred only to the northern and less developed municipalities in Montenegro, Cetinje and Ulcinj. Also, during this previous period, the maximum amount of refunds amounted to EUR 7.000 EUR, while in 2014 this amount had increased to EUR 10.000 in order to allow a greater incentive to clusters considering their need for larger volumes of equipment financing.

To participate in this program entrepreneurs must have a micro, small and medium business company registered in accordance with the Law on Enterprises, established for at least one year, 100% privately owned; have their headquarters in the territory of Montenegro; have not had

operating losses in the last financial year; regularly carry out obligations to pay taxes and have signed an agreement of cooperation between at least three entrepreneurs/ business companies in the cluster providing:

- that all members of the cluster will be jointly and severally liable for performance of the contract in accordance with its terms;
- that one of the cluster members is appointed and empowered on behalf of all members of the cluster and takes the obligations and receive instructions;
- that the realization of the whole contract, including the payment is made only with the authorized member of the cluster,
- an applicant who registered as a cluster in a public call, within the framework of this program, and as such received reimbursement for equipment procurement, cannot change the composition of the cluster members, nor, dispose of the equipment received without the approval of the Ministry of Economy. This and all other matters relating to the use of equipment by clusters will be subject to the Agreement on financial assistance, co-financing, between the Ministry of Economy and the applicant (cluster user of refunds).
- the applicant who files an application within the cluster is required to submit proof of eligibility as well as other documentation that is required by this chapter and the attached forms for himself and each member of the cluster in particular.<sup>3</sup>

The priority areas of the Strategy include agricultural production, processing and wood processing. The program is implemented through at least one call per fiscal year. During 2014, three calls were published. More specific information on the call can be found at <http://www.mek.gov.me>. Within the previous calls earlier this year 1 cluster has successfully applied for this grant.

This fund represents an important source of financing for small and medium-sized enterprises in the cluster because it is a relatively unique program of financial support. The only perceived downside is that the amount of reimbursement is quite low, considering that the cluster comprises a minimum of three but often more companies.

### *The Programme for Competitiveness Enhancing Through the Harmonisation with International Standards, 2014-2016*

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<sup>3</sup> Program for cluster development enhancement in Montenegro until 2016, Directorate for Small and Medium Enterprises, Ministry of Economy

This programme aims to provide support to entrepreneurs, small and medium companies (SMEs) and clusters, especially from the Northern region and less developed municipalities in order to enhance their competitiveness. This is primarily achieved through harmonization with international standards for products and support for SMEs to obtain the accreditations or certificate for harmonization. The programme contains two components of support:

1. Support to SMEs through reimbursement of costs for accreditation of assessment of harmonization;
2. Support to SMEs through reimbursement of costs for implementation of standards/certification/recertification

The standards include a number of technical requirements for products, services, systems, organization and even codification of language. The only valid proof that standards are actually implemented is a certificate or accreditation of harmonization. In Montenegro small numbers of companies are certified for different types of standards. The Programme will be implemented in the period 2014-2016. The budget is financed by the Montenegrin Government. Up to 70% of all eligible costs will be refunded to small companies who have applied for beneficiaries, while medium companies could get 60% of eligible costs, in the maximum amount up to 5,000 EUR. Public calls and detailed information can be found at <http://www.mek.gov.me>.

### ***Ministry of Agriculture and Rural Development***

The Ministry of Agriculture and Rural Development's policy focuses on protection, utilization and improvement of agricultural land; plant production, animal husbandry, development of beekeeping, fisheries, rural development. They provide incentives mainly through the following programmes:

#### ***a) AgroBudget***

The main activity supported by the Ministry of Agriculture and Rural Development have been undertaken through *AgroBudget*. *The Agricultural Budget* and the *Regulation on Conditions, Manner and Pace of Implementation of Agricultural Policy*, which was first adopted in January, consists of funds amounting to EUR 14.03 million and grants and loans from the World Bank for the project aimed at institutional development and strengthening of agriculture Montenegro (MIDAS) of EUR 6.4 million.

Although it is not design for potential cluster development, they can benefit from it. These funds provide support for fruit and vegetable production (50% of up to EUR 10.000), olive production (50% of up to EUR 10.000), wine production (50% of up to EUR 10.000) – funding stipulates the creation of

Associations at state level which might be future legal form of clusters. More information on AgroBudget grants can be found at <http://www.minpolj.gov.me/organizacija/agrobudzet>.

#### b) MIDAS Project

The Government of Montenegro and the Ministry of Agriculture and Rural Development, as the implementing partners of the project, have a credit agreement with the World Bank called "*The Institutional Development and Strengthening of Agriculture in Montenegro*", MIDAS project. The aim of the project is to support investments in registered farms for the introduction and implementation of rural development, increased competitiveness in the market of agricultural products and the implementation and enforcement of European food standards. Loans are intended for investment in fixed assets such as breeding stock, machinery, other equipment, etc. Micro, small and medium enterprises, which perform agricultural activity, can apply for a loan of a maximum EUR 70.000 with an interest rate of 4.5% and a 10 year return period including a 2 year grace period.

This once again is a reflection of the aspirations of the integrated local development plan for Montenegro devised by the UNDP. The total project value is EUR 17.1 million. The project is being implemented in the period 2009-2015, and it was extended to 2015. The five MIDAS calls have done much to boost agricultural producers in Montenegro, with a particular focus on training on EU procedures for reporting support. Calls and detailed information can be found at <http://www.midas.co.me>.

#### c) IPARD

IPARD aims to provide assistance for the implementation of the Acquis concerning the Common Agricultural Policy, and to contribute to the sustainable adaptation of the agricultural sector and rural areas in the candidate country. These objectives are to be met by implementation of 9 different measures under 3 priority axes<sup>4</sup>:

##### Axis 1 - Improving Market Efficiency and Implementing Community Standards

- Investments in agricultural holdings to restructure and upgrade to EU standards.
- Investments in processing and marketing of agriculture and fishery products to restructure and upgrade to the EU standards.
- Supporting the establishment of producer groups.

##### Axis 2 - Preparatory Actions for Implementation of the Agro-Environmental Measures and Leader

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<sup>4</sup> [http://ec.europa.eu/agriculture/enlargement/assistance/ipard/index\\_en.htm](http://ec.europa.eu/agriculture/enlargement/assistance/ipard/index_en.htm)

- Preparation for implementation of actions relating to environment and the countryside.
- Preparation and implementation of local rural development strategies.

### Axis 3 - Development of the Rural Economy

- Improvement and development of rural infrastructure.
- Development and diversification of rural economic activities.
- Training.
- Technical assistance.<sup>5</sup>

IPARD II is yet to be approved; it will be implemented in the period 2016-2020. Regarding the IPARD I, the EU Delegation in Podgorica and the World Bank have signed an agreement that approves the use of EUR 3.2 million from IPA component V to component I, for further investments in agricultural holdings, to prepare farmers for the use of future IPARD assistance of the EU from 2016. Allocation of funds to agricultural producers commence in early autumn, through the public call for the allocation of grant support for investment in agricultural holdings, amounting to 50% of the total investment. Conditions will be more demanding than those for the MIDAS project, the IPARD funds have less stringent conditions attached to them. Deploying resources will be the responsibility of the Directorate for IPARD paying at the Ministry of Agriculture and Rural Development.

### *SuperFounders*

*SuperFounders* is an acceleration network for communities, companies and people. It is being established by Balkan Unlimited with the support of Europe Unlimited. The network is currently operating in Macedonia, Montenegro, and Bosnia and Herzegovina. It efficiently deploys capital and resources for innovation support to achieve maximum growth. It is an international support platform for localized full-service start-up acceleration and community development programs. The second development phase offers up to EUR 10.000 investment for up to 10% equity. It is oriented towards technology but also Agro food and can be a viable solution for new start-ups and potential clusters. Moreover, SuperFounders Montenegro, managed by the Centre for European Education and Studies, offers a co-working space with equipment as well as local and international mentor network. A combination of institutional support, co-working space, mentors and networking as well as funding can be quite beneficial for Montenegrin start-up and clusters development. This is in particular important as certain start-ups can be either supplementary business to the existing SMEs and clusters or can be initial impulse for new clusters. More information on SuperFounders can be found at <http://www.podgorica.superfounders.com>.

<sup>5</sup> [http://ec.europa.eu/agriculture/enlargement/assistance/ipard/index\\_en.htm](http://ec.europa.eu/agriculture/enlargement/assistance/ipard/index_en.htm)

### ***Employment and Social Innovation (EaSI) 2014-2020***

The Employment and Social Innovation (EaSI) programme is a financing instrument at EU level to promote a high level of quality and sustainable employment, guaranteeing adequate social protection, combating social exclusion and poverty and improving working conditions. EaSI is managed directly by the European Commission. It brings together three EU programmes managed separately between 2007 and 2013: PROGRESS, EURES and Progress Microfinance. The last axis might be relevant for clusters because it increases the lending and supports actions in two thematic sections: microcredit and microloans for vulnerable groups and micro-enterprises and social entrepreneurship. The European Commission does not directly finance entrepreneurs or social enterprises, but enables selected microcredit providers and social enterprise investors in the EU to increase lending, still providing an additional space for cluster financing through indirect sources. Montenegro will start to participate in this programme from 2015.

### ***Bilateral Donor Funding***

Montenegro receives bilateral donations from many countries, but this amount is shrinking due to the latest classification of Montenegro as a upper-middle income country by the World Bank. However, these donations usually target government and the civil sector, especially when it comes to strengthening the democracy, legal system or Euro/Atlantic integration. According to research and analysis undertaken within the project none of the potential donations were identified as destined for the SME sector.

## **2.3 Private Sector Funding**

### ***Private Banks***

If the cluster was organized as a business entity, such as a limited liability company, it could apply for commercial loans in the market, while the majority of European funds would not be suitable due to profit orientation. Almost all banks in Montenegro have different credit arrangements to support small and medium enterprises for which the clusters of such companies may apply. These banks are: *Erste Bank, Atlas Mont Bank, Crnogorska komercijalna banka, Hipotekarna Bank, Hypo-Alpe-Adria Bank, Société Générale Montenegro, NLB Montenegro, Prva Banka, First Financial Bank, Commercial Bank Budva and Invest Bank Montenegro.*

However, if the cluster is well-organized, the establishment of a separate legal entity might not be necessary, if the companies could join forces and be jointly responsible when applying for a loan. In



this case the bank would make an agreement with each of the companies and each partner would have to provide collateral for the loan, so the risk is equally shared among the cluster members. This credit arrangement would be suitable for the procurement of loans of an amount higher than each firm individually would be able to afford.

The main weaknesses of this funding source are high interest rates and excessive collateral requests as well as relatively complicated procedures which make commercial loans less attractive to SMEs than other sources of financing.

### *Investment Development Fund*

This fund aims to provide credit and guarantee support to small and medium enterprises in Montenegro. It also provides support in addressing the infrastructural and environmental projects as well as to encourage exports and employment. Through several loaning programmes IDF supports SMEs of numerous sectors where potential clusters have already been identified, and thus present an important source of funding for these potential clusters. Detailed information of specific programs can be found at <http://www.irfcg.me>. These programmes include:

#### *a) Support Programme for Agriculture and Food Production*

The goal of the program is to support the development and growth of micro, small and medium enterprises and entrepreneurs in the agriculture and food production sectors through of improving production capacity, expansion of production and introduction of new technologies. Loans are intended for investment in fixed assets such as tangible assets including land, buildings, equipment and appliances, basic herd, perennial plantations, inventory, intangible assets which include the development of products or services, patents, licenses, franchises, copyrights rights, franchise and working capital. Direct loans for agriculture and food production are in between EUR 10.000 EUR and 30.000 for entrepreneurs and up to EUR 1.000.000 for MSME's with an interest rate of 6% and a 10 year return period with a 2 years grace period. IDF can directly finance up to 50% of the total investment.

#### *b) MIDAS*

IDF has defined conditions for financing of special target group of farmers who participate in the program MIDAS grant scheme of the Ministry of Agriculture and Rural Development. As already mentioned, the MIDAS project is implemented in cooperation with the Ministry of Agriculture and Rural Development to finance projects of agricultural producers in Montenegro.

#### c) Programme of Support for Tourism and Hospitality

The goal of the program is the development and growth of existing micro, small and medium enterprises and entrepreneurs in the tourism and hospitality industry, which creates favorable conditions for the promotion of new employment, extending the tourist season, increasing accommodation, and improving the overall competitiveness of Montenegro as tourist destinations, etc. Loans are intended for an investment in fixed assets including tangible assets like land, buildings, equipment and devices, inventory and intangible assets such as the development of products or services, patents, licenses, concessions, franchises and working capital. Direct loans for tourism and hospitality are in between EUR 10.000 and EUR 30.000 for entrepreneurs and up to EUR 1.000.000 for MSME's with an interest rate of 6% and a 10 year return period with a 2 year grace period). IDF can directly finance up to 50% of the total investment. The amount of loans intended for investment in working capital can be up to 20% of the total loan amount.

#### d) Programme of Support for Companies in the field of Primary Wood Processing

Bearing in mind the potential with which Montenegro has in wood processing industry the objective of this program is to provide investment loans for the development and growth of existing production of micro, small and medium enterprises and entrepreneurs, who are engaged in the primary processing of wood. The support aims to stimulate investment in the modernization of production, the construction of new production capacities, using domestic resources and the introduction of new technologies. Loans are intended to be invested in fixed assets including both tangible assets such as land, buildings, equipment and devices, inventory, intangible assets including the development of products or services, patents, licenses, franchises, copyrights, franchises and working capital. IDF can directly finance up to 50% of the total investment. Direct loans for primary wood processing are in between EUR 10.000 and EUR 30.000 for entrepreneurs, EUR 1.000.000 for MSME's with an interest rate of 6% and an 8 year return period including a 2 year grace period. IDF funds up to 50% of investment.

#### e) Support Programme for Production

The goal of the program is to develop and grow the existing production of micro, small and medium enterprises and entrepreneurs, through the encouragement of investment in modernization, construction of new production capacities, production incentives with higher degree of processing and utilization of local resources, the introduction of new technologies and products.

Loans are intended for investment in fixed assets. These include tangible assets such as land, buildings, equipment and appliances, inventory and , intangible assets like the development of

products or services, patents, licenses, franchises, copyrights, franchises and working capital. Direct loans for production are in between EUR 10.000 and EUR 30.000 for entrepreneurs and up to EUR 1.000.000 for MSME's with an interest rate of 6% and a 10 year return period with a 2 year grace period. IDF can directly finance up to 50% of the total investment.

#### f) Support Programme for Service Industry

The goal of the program is the development and growth of micro, small and medium enterprises and entrepreneurs engaged in services. Loans are intended for investment in fixed assets –including tangible assets, land, buildings, equipment and devices, inventory, intangible assets which include the development of products or services, patents, licenses, franchises, copyrights, franchises and working capital. Direct loans for services are in between EUR 10.000 and EUR 30.000 for entrepreneurs and up to EUR 500.000 for MSME's with an interest rate of 6.5% and an 8 year return period with a 1 year grace period. IDF can directly finance up to 50% of the total investment. The amount of loans intended for investment in working capital can be up to 20% of the total loan amount.

## 3. EUROPEAN AND OTHER REGIONAL SOURCES OF FUNDING



### Section guide

*This section contains an overview of the following EU Programmes:*

- *West Balkans – Enterprise Development and Innovation Facility*
- *IPA*
- *INTERREG*

### 3.1 Western Balkans – Enterprise Development and Innovation Facility

The Western Balkans: Enterprise Development and Innovation Facility (WB-EDIF) is funded by the EIF. The facility aims to increase the financial resources available to SMEs in addition to providing technical assistance for strategic investments, particularly in infrastructure, energy efficiency and private sector development, to support socio-economic development and EU accession. The possibility of submitting successful applications to WB-EDIF is increased as the programmes are tailored for the Balkan region and Montenegrin SMEs will not be required to compete with their European counter-parts.

#### *WB-EDIF Programmes*

There are 4 specific financing facilities and instruments operated by the WB-EDIF that are of interest, and there are summarised below:

#### WB-EDIF Guarantee Facility

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** Provides guarantees and counter-guarantees to financial intermediaries in the Western Balkans to support SME growth

**Eligibility:** SMEs

**Relevance:** Montenegrin SMEs would benefit greatly from this programme; they do not limit applications to specific sectors. Additionally as the programme is focused on the Western Balkan region SMEs will not be competing with applicants from entire EU28 and ACs.

### WB-EDIF - Enterprise Innovation Fund

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** The EIF is a venture capital fund with a focus on investing in innovative SMEs.

**Eligibility:** SMEs at various stages of business development, from start-up to expansion phase, based in the Balkans and with a strong bankable balance sheets.

**Relevance:** Montenegrin SMEs would benefit greatly from this programme; they do not limit applications to specific SMEs. Additionally as the programme is focused on Western Balkan Region SMEs will not be competing with applicants from entire EU28 and AC.

### WB-EDIF Enterprise Expansion Fund (ENEF)

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** Enterprise Expansion Fund (ENEF) supports high-growth potential SMEs by providing equity finance to support their development.

**Eligibility:** This fund focuses on established SMEs with a high potential for growth.

**Relevance:** Successful applicants will also benefit from cooperation with equity investors to make the transition to the next level of development and realise their full growth potential.

### WB-EDIF Technical Assistance Facility

**Deadline:** No deadline - assistance is available throughout the year

**Objective:** The facility offers support to Governments to implement reforms to grow SMEs.

**Eligibility:** Governments of the Western Balkan States, including Montenegro.

**Relevance:** Once the facility has been formally established, it will be of assistance to either the Montenegrin government or possibly Municipalities seeking to foster SME growth.

### 3.2 IPA – Instrument for Pre-Accession

The Instrument for Pre-Accession Assistance (IPA) offers assistance to countries engaged in the accession process to the European Union (EU). The aim of the IPA is therefore to enhance the efficiency and coherence of aid by means of a single framework in order to strengthen institutional capacity, cross-border cooperation, economic and social development and rural development. Pre-accession assistance supports through grants the stabilisation and association process of candidate countries and potential candidate countries while respecting their specific features and the processes in which they are engaged.<sup>6</sup>

Montenegro has received financial assistance from the European Union since 1998. Between 1998 and 2010 Montenegro received EUR 408.5 million. This amount includes EU assistance through the CARDS program, worth EUR 277.2 million. Today these funds are allocated through IPA. The IPA consists of the following five components:

- Component I (Transition Assistance and Institution Building – also known as National Programme)
- Component II (Cross-Border Cooperation)
- Component III (Regional Development)
- Component IV (Human Resources Development)
- Component V (Rural Development)

Montenegro receives funds through the first two components of IPA: (I) Transition Assistance and Institution Building and (II) Cross-Border Cooperation. The assistance is coordinated by Delegation of European Union to Montenegro, and specific calls can be found on their website <http://www.delme.ec.europa.eu>.

Regarding the component III, IV and V, Montenegro, as a candidate country, needs accreditation to manage assistance itself under the Decentralised Implementation System, which works through Indirect Management by IPA beneficiaries. Montenegro has received accreditation from European Commission for the Indirect Management for component III and IV. Operational Programmes for Components III and IV will be implemented in upcoming period.

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<sup>6</sup> [http://europa.eu/legislation\\_summaries/agriculture/enlargement/e50020\\_en.htm](http://europa.eu/legislation_summaries/agriculture/enlargement/e50020_en.htm)

The IPA National Programme for Montenegro (Component I) focuses on key political criteria such as judicial reform, public administration reform and institutional building, fight against corruption and organised crime. Financial support is also being provided to civil society. As regards economic and other membership criteria the IPA programme concentrates on supporting reforms and strengthening the administrative capacity in areas such as the internal market, environment, transport, statistics, education, employment and social inclusion.<sup>7</sup>

During the period 2014-2020 Montenegro is expected to participate in the following IPA II CBC programmes: CBC with Member States: Croatia - Bosnia and Herzegovina - Montenegro and Italy – Albania – Montenegro (trilateral) and CBC with IPA II beneficiaries: Serbia - Montenegro; Montenegro - Bosnia and Herzegovina; Montenegro – Albania and Montenegro – Kosovo.<sup>8</sup>

Montenegro also participated in the IPA Adriatic cross-border programme 2007-2013 with Member States and the trans-national cooperation programmes: South-East Europe and Mediterranean. Montenegro, as a candidate country participates in the transnational programmes under IPA financing, while the EU member states participate under the European Regional Development Fund (ERDF). In the IPA (2014-2020) South East Europe will be implemented through three separate programmes: Adriatic-Ionian, Danube and Balkan – Mediterranean. Montenegro will be eligible for the first two, which will be further elaborated in the following part. Additionally Montenegro will participate in continuation of the transnational Mediterranean programme (MED 2014-2020).

Within the current 2007-2013 IPA Program, almost all of the funds have been disbursed. Currently, only one call is yet to be published in Montenegro - a Cross-Border Cooperation Programme with Serbia. This could be an opportunity for clusters from the northern region of Montenegro to apply for projects jointly with Serbian clusters or SMEs in the bordering area. As component II of the European Union's financial Instrument for Pre-accession Assistance (IPA), this will be the last call for cross-border programme between Serbia and Montenegro, for the period 2007-2013. The eligible area for this cross-border program covers 10,063 Km<sup>2</sup> on the Serbian side (11% of its territory), with 604,626 inhabitants, and 9,369 Km<sup>2</sup> on the Montenegrin side (68% of its territory), with 270,161 inhabitants.

The forthcoming call is yet to be published. According to previous call, eligibility criteria includes that the applicant must:

- be legal persons;

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<sup>7</sup> <http://www.delme.ec.europa.eu/code/navigate.php?Id=59>

<sup>8</sup> Indicative Strategy Paper for Montenegro (2014-2020), IPA II, European Commission

- be established in Serbia, Montenegro, a Member State of the European Union, other IPA beneficiary country, a country that is a beneficiary of the European Neighbourhood and Partnership Instrument, or a Member State of the European Economic Area;
- be non-profit making; and
- belong to one of the following categories:
  - local governments and their institutions;
  - associations of municipalities;
  - development agencies;
  - business support organizations and social partners;
  - tourism and cultural organisations/associations;
  - non-governmental organizations, including the Red Cross and Red Crescent national societies;
  - public and private bodies supporting the workforce;
  - vocational and technical training institutions;
  - national authorities/institutions or state agencies;
  - bodies and organisations (including NGOs) for nature protection;
  - public bodies responsible for water management;
  - Fire/emergency services;
  - schools;
  - colleges;
  - universities and research centres;
  - international inter-governmental organisations;
- be directly responsible for the preparation and management of the action with their partners, not acting as an intermediary, and
- not be affected by potential conflict of interest with the Joint Structures of the Programme (Joint Monitoring Committee, Joint Steering Committee, Joint Technical Secretariat) and the Operating Structures (the Ministry of Foreign Affairs and European Integration in Montenegro and the Ministry of Finance in the Republic of Serbia). Should such situation arise during performance of the contract the beneficiary must immediately inform the Contracting Authority.<sup>9</sup>

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<sup>9</sup> <http://www.cbcsrb-mne.org>



Strategic objective of this cross-border programme is to bring together the people, communities and economies of the border area to jointly participate in the development of a cooperative area, using its human, natural, cultural and economic resources and advantages. The following specific objectives are to be financed by the programme<sup>10</sup>:

1. Strengthening the incentives for SME development in the border areas;
2. Development of tourism as a key sector of the border economy;
3. Promoting cross-border trade cooperation and accessibility to markets;
4. (Re-) Establishing cross border links between business and trade support organisations to promote joint cooperative initiatives;
5. Maintaining the high quality of the border area environment as an economic resource by cooperating in joint protection and exploitation initiatives;
6. Strengthening cross-border 'people-to-people' interaction to reinforce ethnic, educational and cultural and sporting links and to share in joint areas of common interest.

*Picture 1: Eligible and adjacent area for IPA CBC Serbia-Montenegro*



Other calls and programmes will be available upon competition of IPA II (2014-2020) Programming.

<sup>10</sup> <http://www.cbcsrb-mne.org/en/programme/priority-axis.html>

### 3.3 IPA II (2014-2020) <sup>11</sup>

IPA II sets a new framework for providing pre-accession assistance for the period 2014-2020. IPA II (2014-2020) targets reforms within the framework of pre-defined sectors. These sectors include: 1. democracy and governance, 2. rule of law and fundamental rights, 3. environment and climate action, 4. transport, 5. competitiveness and innovation, 6. Education, employment and social policies, 7. agriculture and rural development, 8. regional cooperation and territorial cooperation. The sectors of competitiveness and innovation and regional cooperation are of great importance for all clusters, while sectors such as agriculture and rural development can be vital for the clusters from agricultural industry, such as wine or olive.

The sectors cover areas closely linked to the enlargement strategy, such as democracy and governance, rule of law or growth and competitiveness. Within the sector of competitiveness, IPA II support sector will focus on improving the business environment, to support the development of SMEs in Montenegro and their capacity to access the EU internal market.<sup>12</sup> Also, there is possibility of having grant schemes for SMSs in the upcoming IPA years, but it is yet to be programmed and approved by European Commission.

Since the programming is not yet finished, the legal structure that will be necessary for clusters going to be eligible for financial support is still not known.

The IPA National Programme for 2014 is currently being programmed and it will outline the Actions that will support sectors envisaged in the Indicative Strategy Paper for Montenegro. The basic phases of programming include; Strategic Planning and Programming, Preparation of the Programme and Implementation and monitoring of sectorial aid. Strategic planning and programming includes the preparation of Common Strategic Framework and Indicative Strategy Paper - Strategic documents for IPA II for the beneficiary country. These strategic documents are prepared by the European Commission. The strategic document for an IPA II beneficiary country is prepared by the European Commission, in consultation with the country. These two very important planning documents will emphasise the importance of analysing needs and identifying priorities for intervention.

According to EU2020 growth strategy, Montenegro aims at smart, sustainable and inclusive growth. However, given the available resources, which are evident in all regions, special attention is

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<sup>11</sup> [http://ec.europa.eu/enlargement/instruments/overview/index\\_en.htm#ipa2](http://ec.europa.eu/enlargement/instruments/overview/index_en.htm#ipa2)

<sup>12</sup> Indicative Strategy Paper for Montenegro (2014-2020), IPA II, European Commission

sometimes given to sustainable development based on the development of strategic sectors, such as agriculture and rural development, forestry, energy, transport infrastructure and the environment. This opens additional space of opportunities for SMEs and clusters from these sectors, through different mechanisms of financing that will be made available to them.

Article 10 of the Regulation of the European Union, the European Parliament and the Council, which sets out common rules and procedures for the implementation of Union instruments for financing measures and actions outside the EU, sets the following eligibility criteria:

Tenderers, applicants and candidates from the following countries shall be eligible for funding under IPA II:

- Member States, beneficiaries listed in Annex I to Regulation (EU) No 231/2014, contracting parties to the Agreement on the European Economic Area and partner countries covered by the ENI, and countries for which reciprocal access to external assistance is established by the Commission under the conditions laid down in point (e) of Article 9(1).
- Tenderers, applicants and candidates from non-eligible countries or goods from a non-eligible origin may be accepted as eligible by the Commission in cases involving an urgency or the unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of a project, programme or action impossible or exceedingly difficult.
- For actions implemented in shared management, the relevant Member State to which the Commission has delegated implementation tasks shall be entitled to accept as eligible, on behalf of the Commission, tenderers, applicants and candidates from non-eligible countries as referred to in paragraph 2 of this Article, or goods from a non-eligible origin as referred to in Article 8(4).<sup>13</sup>

### ***Regional Cooperation***

Montenegro will receive funds from IPA II (2014-2020) through both multicountry and national IPA II envelopes. Multicountry programs include cross border cooperation programmes: 4 bilateral - with Serbia, Kosovo, Bosnia and Herzegovina and Albania, 2 trilateral cross border cooperation programmes with Croatia and Bosnia and Herzegovina; and Italy and Albania. Montenegro is also

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<sup>13</sup> [http://ec.europa.eu/enlargement/pdf/finacial\\_assistance/ipa/2014/236-2014\\_cir.pdf](http://ec.europa.eu/enlargement/pdf/finacial_assistance/ipa/2014/236-2014_cir.pdf)

eligible for participation in three transnational cooperation programmes: "Danube" programme, the "Adriatic-Ionian" programme and the "Mediterranean" programme.

### *Bilateral programmes*

Bilateral Programmes aim at strengthening cross-border cooperation between Montenegro and neighbouring countries, namely, Serbia, Kosovo, Bosnia and Herzegovina and Albania. Programming area includes the geographical area close to the border with respective country.

Cross-border areas in Montenegro are:

- For CBC Montenegro – Albania, programming area includes 12 municipalities of Montenegro: Andrijevica, Bar, Berane, Budva, Cetinje, Danilovgrad Gusinje, Petnjica, Plav, Podgorica, Rozaje and Ulcinj (and 2 regions, Shkodra and Ljeza, and district Tropoj in Albania).
- Programming area for CBC Programme with Bosnia and Herzegovina covers an area of 9,458 square kilometers of Montenegro and includes 14 municipalities: Berane, Bijelo Polje, Danilovgrad Herceg Novi, Kolasin, Kotor, Mojkovac, Niksic, Petnjica, Pljevlja, Pluzine, Savnik, Tivat and Zabljak. Programming area of Bosnia and Herzegovina covers an area of 20,909.33 square kilometers and includes 56 municipalities.
- Programming area for CBC Programme with Kosovo covers an area of 6,400 km<sup>2</sup> in Montenegro and includes 12 municipalities: Andrijevica, Bar, Berane, Bijelo Polje, Gusinje, Kolasin, Mojkovac, Petnjica, Plav, Podgorica, Rozaje and Ulcinj, and an area of 2,325 km<sup>2</sup> in Kosovo 24 which includes West Economic Region (Pec, Istok, Klina, Junik, Decani, Djakovica).
- Programming area for CBC Programme with Serbia covers an area of 17,402 km<sup>2</sup> and includes 14 municipalities in Montenegro: Andrijevica, Berane, Bijelo Polje, Gusinje, Kolasin, Mojkovac, Niksic, Petnjica, Plav, Pljevlja, Pluzine, Rozaje, Savnik and Zabljak, as well as 10 municipalities in Serbia (Zlatibor, Moravicki and Raska region).

All four bilateral programmes have the same priorities defined by OP. The priorities defined by OP include:

- Promotion of tourism, cultural and natural heritage,
- Environmental protection, fostering adaptation to climate changes and their reduction, prevention and risk management

- Encouraging employment, labor mobility and social inclusion on both sides.<sup>14</sup>

Specific objectives within these priorities differ across programmes, depending on region's identified needs.

### *Trilateral Programmes*

Trilateral Programme aims to strengthen the cross-border cooperation among neighbouring pre-accession countries and one EU country – Italy or Croatia.

Trilateral Programme with Croatia and Bosnia and Herzegovina covers an area of 87.453,95 km<sup>2</sup>. Montenegrin municipalities eligible for this programme are: Bar, Budva, Cetinje, Danilovgrad, Herceg Novi, Kotor, Niksic, Podgorica, Tivat and Ulcinj.

Priorities of this programme are:

- Employment, labor market, social inclusion, health
- Environment, climate change, risk prevention
- Tourism, cultural and natural heritage
- Competitiveness and development of small and medium enterprises (SMEs)

Trilateral Programme with Italy and Albania covers municipalities of Bar, Budva, Cetinje, Danilovgrad, Herceg Novi, Kotor, Niksic, Podgorica, Tivat i Ulcinj, while the adjacent municipalities are: Andrijevica, Berane, Bijelo Polje, Kolasin, Mojkovac, Petnjica, Plav, Pljevlja, Plužine, Rožaje, Savnik i Zabljak.

The priorities defined by the OP are:

- Enhancing competitiveness, business environment and development of small and medium-sized enterprises, trade and investment
- Encouraging sustainable tourism and cultural and natural heritage
- Protection of the environment (marine and terrestrial), promoting climate change adaptation and mitigation, prevention and risk management, energy efficiency and the promotion of low-carbon economy
- Increasing cross-border accessibility, promotion of sustainable cross-border transport services and infrastructure, and improving public transport infrastructure.

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<sup>14</sup> Information on status of preparation of IPA II, Ministry of Foreign Affairs, Government of Montenegro

## European Territorial Cooperation

European Territorial Cooperation is one of the goals of cohesion policy and provides a framework for the implementation of joint actions and policy exchanges between national, regional and local actors from different Member States. For Member States the actions are financed from the Structural Funds, mostly ERDF. European Territorial Cooperation provides resources for cooperation activities at the external borders of the Union, to be supported under the European Neighborhood and Partnership Instrument and the instrument for Pre-Accession Assistance.<sup>15</sup>

Montenegro will participate in 3 transnational cooperation programmes: "Danube" programme, the "Adriatic-Ionian" programme and the "Mediterranean" programme. The geographical scope of the "Danube" and the Adriatic-Ionian" transnational programmes match that of the respective macro-regional strategies: The EU Strategy for the Danube Region and The EU Strategy for the Adriatic and Ionian Region (<http://www.mvpei.gov.me/rubrike/GD-za-koordinaciju-programa-pomoci-EU/Dokumenti-prirucnici-prezentacije-i-publikacije/>).

### Danube 2014-2020

Danube 2014-2020 is the European Union instrument for the improvement of territorial, economic and social integration processes through the development of transnational partnerships in areas that are of strategic importance and contribute to the cohesion, stability and competitiveness of the Danube region. The Danube region includes 14 countries: Austria, Bulgaria, Croatia, Czech Republic, Hungary, Germany (Baden-Wuerttemberg and Bavaria), Romania, Slovakia, Slovenia, Bosnia and Herzegovina, Moldova, Montenegro, Serbia and Ukraine. The total value of the program budget is EUR 273.28 million.

**Picture 2: Danube Region cooperation area**



<sup>15</sup> [https://www.eutraining.com/eu\\_funds\\_details.php?id=123](https://www.eutraining.com/eu_funds_details.php?id=123)

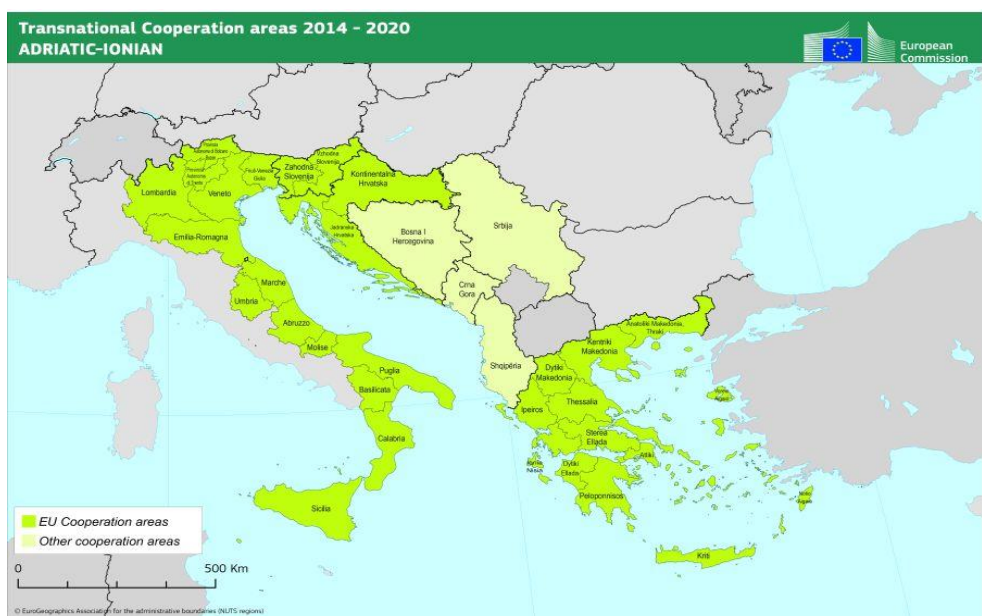
Under the first priority axis, innovative and socially responsible Danube Region, grants will be provided for the improvement of cooperation clusters within the region and in the partner countries. Within the second priority axis a grant scheme for the provision of sustainable cultural heritage and natural resources through the development of common clustering, networking museums and visitor centres in the Danube region is also provided.

In addition to defining the legal status that is acceptable for this type of international finance, cluster projects must be defined in a manner acceptable to the European Union and be in line with the objectives of the operational program. They should also have an acceptable cost, that is, to be relevant for economic and cultural development. In addition, projects must have a direct cross-border impact. This implies the fulfilment of at least two of the following criteria: joint development, joint staffing, joint implementation or joint financing. First calls within the Danube 2014-2020 Program calls can be expected at the beginning of 2015.

### *Adriatic and Ionian Programme*

This programme aims to promote sustainable economic and social prosperity of the Adriatic and Ionian region through growth and job creation, by improving its attractiveness, competitiveness and connectivity while at the same time preserving the environment and ensuring healthy and balanced marine and coastal ecosystems. It applies to the following countries: Albania, Bosnia and Herzegovina, Montenegro, Greece, Croatia, Italy, Slovenia and Serbia.

*Picture 3: Adriatic-Ionian eligible area*



The Adriatic Ionian Programme defines specific objectives that will be emphasized and financed. These include<sup>16</sup>:

#### 1. *Adapting to a Resource Efficient Seafood Production and Consumption*

- Developing market intelligence and services to ensure that marketing of fisheries and aquaculture products in the region are clear, efficient and fully compliant with applicable rules.
- Promoting common marketing and consumer awareness on Adriatic-Ionian seafood products, including seafood traceability and quality certification systems.
- Improving good management for sustainable fisheries, including through the development of multiannual plans and other measures such as, inter alia, Marine Protected Areas in their wider sense.
- Increasing the profitability and sustainability of fisheries and aquaculture activities.
- Improving the culture of compliance, saving resources, facilitating the collection, and transfer of data and information and enhancing cooperation for the monitoring and control of fishing activities.
- Developing tools to properly site aquaculture, including tools to identify activities for potential co-location with other economic activities.

#### 2. *Boosting Blue Research, Innovation and Skills*

- Assisting interregional collaborative processes among private, research and public sector (also in connection with smart cities development), aimed at exploiting research results, develop technological and innovative capacities and create and exploit knowledge.
- Stimulating the development of maritime clusters and research networks, as well as the formulation of research strategies to develop blue bio-technologies and spur innovation in fisheries, aquaculture, biosecurity, blue energy, seabed mining, and marine equipment, boating and shipping.
- Assisting the adaption of fishery methods to the new obligations deriving from the Common Fishery Policy reform.
- Performing regular stock assessments for mixed fisheries in the Adriatic and Ionian Sea within a precautionary and ecosystem approach to fisheries management (state of stocks, fishing pressure levels, catch/discards composition, habitat mapping, genetics, tagging, etc.),

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<sup>16</sup> <http://v2014.my-europa.eu/index.php/component/sobipro/?sid=107:adriatic-ionian-programme-2014-2020&Itemid=0>



in close cooperation with FAO and GFCM initiatives, as well as with the Regional Advisory Council for the Mediterranean (RACMED).

- Establishing Adriatic-Ionian technological platforms for collaboration amongst the scientific community, public authorities and seafood industries and operators in the area of aquaculture. Examples include developing new fish feed formulations and testing their environmental effects and clinical/sanitary affects; studying new and emerging species for aquaculture, with a greater potential for processing into value-added products and promoting selective breeding).
- Establishing Adriatic-Ionian technological platforms for collaboration amongst the scientific community, public authorities and maritime industries on areas such as boating, shipping and marine equipment.
- Increasing the academic and professional mobility and the level of qualification of the workforce, including taking into account transparency and frameworks of qualifications (notably with regard to candidate and potential candidate countries).

### 3. Building Capacity to Implement the EU Acquis on Fisheries

- Ensuring full compliance to EU fisheries legislation in candidate/potential candidate countries (e.g. through IPA).

These objectives clearly indicate an opportunity for maritime clusters, through all three specific objectives. Particularly specific objective 2 relating to boosting blue research, innovation and skills while targeting cluster development directly through measure of stimulating the development of maritime clusters and research networks. It is important to mention once again that clusters should have formed a non-profit organization in order to use these funds.

#### *Mediterranean programme*

The MED programme is a transnational programme of European territorial cooperation. It is financed by the European Union as an instrument of its regional policy and of its new programming period. It continues the tradition of the European programmes for cooperation. The transnational setup allows the programme to tackle territorial challenges beyond national boundaries, such as environmental risk management, international business or transport corridors. Programme priority axes include<sup>17</sup>:

- Strengthening innovation capacities
- Environmental protection and promotion of a sustainable territorial development

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<sup>17</sup> <http://www.programmemed.eu/en/the-programme.html>

- Improvement of mobility and of territorial accessibility
- Promotion of a polycentric and integrated development of the Med space

So far, 144 projects have been programmed, co-funded by the European Regional Development Fund (ERDF) up to a rate of 85%. Eligible area is composed of regions from ten EU countries and three potential candidate countries to the European Union including Montenegro.

With a budget of more than 250M€ (whose 193M€ of ERDF), the Programme will launch, until exhaustion of its ERDF envelope, calls for projects to build transnational partnerships aiming at meeting the priority objectives of the Programme in the Mediterranean space.

**Picture 4:** MED Programme eligible area



### 3.4 INTERREG

The INTERREG Programme provides funding for interregional cooperation across Europe. It is implemented under the European Community's territorial co-operation objective and financed through the European Regional Development Fund (ERDF). Unfortunately, the eligibility for this program is limited to the EU member states, plus Switzerland and Norway, and thus Montenegrin companies cannot apply for this fund until its accession to the EU.

## 4. INTERNATIONAL AND EU LEVEL FUNDING OPPORTUNITIES



### Section guide

*This Section provides a review of funding opportunities under the following EU Programmes:*

- 1. An Overview of Horizon 2020*
- 2. Overview of Horizon 2020 Specific Programmes*
- 3. A Review of COSME*
- 4. Overview of Calls made under COSME*
- 5. A brief examination of the 7<sup>th</sup> Framework Programme*

### 4.1 About Horizon 2020

Horizon 2020 is the largest EU Research and Innovation programme with an estimated €80 billion of funding available to an assortment of private and public entities. The funds are to be disbursed between 2014-2020 and are managed and administered by the European Commission. The funding streams within Horizon 2020 are divided into Excellent Science, Industrial Leadership, Societal Challenges, Spreading Excellence and Widening Participation, Science with and for Society and EURATOM.

The objective of the programme is to establish a mechanism to critically invest in research and innovation across a broad range of policy fields. From this perspective the programme is considered to be an instrument to drive growth in new and emerging technologies which are considered pivotal for the future economy of the E.U. The investments which will be made over the coming six years are regarded as a blueprint to create a smart economy linked to a stable and sustainable jobs growth.

A critical correlation of the programme is tackling societal challenges through the lens of innovation, excellent science and industrial leadership. Additionally Horizon 2020 facilitates and encourages public and private partnerships to invest in projects with a societal application and a subsequent commercial benefit. To be eligible for funding under Horizon 2020 the applicant must conduct the research either in a Member State or an Associated Country.

## 4.2 Horizon 2020 & Relevance to Cluster Based Initiatives

In the context of developing cluster based initiatives and significantly growing SMEs in Montenegro Horizon 2020 has a number of practical dimensions. Firstly, the programme funds a number of research projects to be managed by Universities or Research Institutes. As noted in the Strategy for Scientific and Research Activity the resources made available to the University of Montenegro have declined rapidly over the last 15 years. Thus the research calls within Horizon 2020, which can be broad and open to a number of research disciplines, provide an alternative source of funding for the advancement of research in the policy fields critical for SMEs.

Secondly the Horizon 2020 Calls can facilitate inter-sectorial engagement. Generally Calls will encourage, and in some instances mandate, broad collaboration between the academic and non-academic sectors and bridge the public-private divide. This provides a mechanism which can open a policy dialogue between academia and the SME community. These discussions can be utilised as an instrument to ensure that advancements in the field of education and research are reflective of the needs and conditions SMEs will require to grow and develop while also ensuring that the economic investment made in research and the results which materialise have a relevance and a capacity to positively influence economic strategic objectives, particularly the development of SMEs. Consequentially Horizon 2020 creates a forum of discussion between partners with differing perspectives and similar interests which can potentially be used as a foundation for the creation of clusters.

## 4.3 Overview of Horizon 2020 Programmes Streams and Calls

As previously mentioned there are six pillars which comprise the EUR 80 billion funding that will be available under Horizon 2020 between 2014 and 2020. These include Excellent Science, Industrial Leadership, Societal Challenges, Spreading Excellence and Widening Participation, Science with and for Society and EURATOM. However EUROTOM currently has no open calls which will be of relevance to Montenegro.

### *Horizon 2020 Stream - Excellent Science*

This pillar aims to reinforce and extend the excellence of the Union's science base and to consolidate the European Research Area in order to make the Union's research and innovation system more competitive on a global scale. Excellent Science can be subcategorized, as noted in Table 1, as European Research Council, Future and Emerging Technologies, Marie Skłodowska-Curie Actions and

Research Infrastructure. This pillar focuses on the next generation of science and technology and advocates a bottom-up approach to research as the investigator drives the substance of the research while the pillar provides the resources. In the context of this study this Pillar provides an opportunity to invest in research and innovation which has seen a reduced investment from the Montenegrin government.

Table 1: Summary of Relevant Calls under Pillar 1: Excellent Science

Call	Call Summary	Total Call Budget	Potential Relevance
<i>ERC Proof of Concept Grant</i>	Maximise the value of excellent research, by funding further work - only to Principal Investigators whose proposals draw substantially on their ERC funded research.	€15,000,000	Existing research actors.
<i>ERC Advanced Grant</i>	Designed to support Principal Investigators at career stages who are already established research leaders with a recognised track record of research achievements.	€450,000,000	Research actors with 10 year experience.
<i>Co-ordination &amp; Support Actions 2015</i>	Support collaborative research on future and emerging technologies that will renew the basis for future European competitiveness and growth	€3,000,000	Clusters comprising innovators, SMEs, scientists and researchers.
<i>Co-ordination and Support Actions 2014</i>	Support collaborative research on future and emerging technologies that will renew the basis for future European competitiveness and growth	€ 3,000,000	Clusters comprising SMEs and researchers.
<i>FET Research Projects</i>	Supports early stage, high risk visionary science and technological collaborative research projects for the successful exploration of new foundations for radically new future technologies.	€154,000,000	Research and Innovation Clusters comprising SMEs, with particular emphasis on woman and young people.
<i>Marie Skłodowska-Curie Funding of Doctoral Programmes</i>	The COFUND scheme aims at stimulating regional, national or international programmes to foster excellence in researchers' training, mobility and career development.	€ 80,000,000	Research Actors. Encourage trans-mobility and internationalisation of research.
<i>Co-Fund of Regional, National &amp; International Programmes - Marie Skłodowska-Fellowship Programme</i>	The COFUND scheme aims at stimulating regional, national or international programmes to foster excellence in researchers' training, mobility and career development.	€ 80,000,000	Research Actors. Encourage trans-mobility and internationalisation of research.

Call	Call Summary	Total Call Budget	Potential Relevance
<i>Co-Fund of Regional, National &amp; International Programmes - Marie Skłodowska-Individual Fellowships</i>	Enhance the creative and innovative potential of experienced researchers wishing to diversify their individual competence in terms of skill acquisition at multi- or interdisciplinary level through advanced training, international and inter-sectorial mobility.	€ 240,500,000	Research Actors. Encourage trans-mobility and internationalisation of research.
<i>E-Infrastructures - 2015</i>	Develop Centres of Excellence (CoE) and Virtual Research Environments (VRE) through supporting capacity.	€82.000,000	Clusters comprising SMEs. Potential to work with two other European counterparts.
<i>Support to Innovation, Human Resources, Policy and International Co-operation</i>	Strengthening the human capital in research, introducing policy measures for research and developing E-Infrastructure Policy and International Cooperation	€20,000,000	This call contains a number of sub-calls which could suit Clusters comprising SMEs, innovators, researchers.
<i>Integrating and opening research infrastructures of European Interest</i>	The aim of this action is to bring together, integrate on European scale, and open up key national and regional research infrastructures to all European researchers, from both academia and industry, ensuring their optimal use and joint development.	€ 140,000,000	Research Actors or Research Clusters.
<i>Developing new world-class research infrastructures -</i>	This call will fund the implementation and operation of Cross-Cutting services and solutions for Clusters of ESFRI and other relevant infrastructure initiatives.	€35,000,000	This call contains sub-calls which are specifically geared towards clusters.

### **Horizon 2020 Stream - Industrial Leadership**

This pillar aims to speed up development of the technologies and innovations that will underpin tomorrow's businesses and help innovative European SMEs to grow into world-leading companies. It comprises Leadership in Enabling and Industrial Technologies (LEIT), Access to Risk Finance and Innovation in SMEs. Although there are currently no calls published under Access to Risk Finance Horizon may publish under this category over the coming years. This pillar provides funding to assist in SME integration in R&D while contributing toward an additional focus on energy efficiency.

Table 2: Summary of Relevant Calls under Pillar 2: Industrial Leadership.

Call	Call Summary	Total Call Budget	Potential Relevance
<i>ECSEL Call 2014-1 Research and Innovation Actions</i>	Action primarily consisting of activities aiming to establish new knowledge and/or to explore the feasibility of a new or improved technology, product, process, service or solution. For this purpose they may include basic and applied research, technology development and integration, testing and validation on a small-scale prototype in a laboratory or simulated environment.	€80,000,000	Clusters with a membership of both SMEs and researchers.
<i>Call for SILC II - Sustainable Industry Low Carbon II</i>	The actions addresses technological solutions that could have widespread applications and may combine different technologies in the reduction of GHG emissions	€20,000,000	Suitable for either individual SMEs or Clusters.
<i>Call for Energy Efficient Buildings</i>	This call aims to drive the creation of a high-tech building industry which turns energy efficiency into a sustainable business, fostering EU competitiveness in the construction sector on a global level.	€64,000,000	Suitable for Clusters with an energy focus. Scope for international knowledge exchange.
<i>SPIRE - Sustainable Process Industries</i>	This call brings together resource and energy intensive industries with the goal of optimising industrial processing, reducing the consumption of energy and resources while minimising waste	€ 77,000,000	Clusters perhaps those operating in forestry or coal extraction.
<i>A European Label for Innovation voucher programmes to support spin-in of technology</i>	This call provides a grant system to enable SMEs to contract universities, R&D service providers or private consultants to conduct small scale innovation projects.	€1,000,000	Research Actors, SMEs or Cluster comprising both.
<i>Dedicated SME Instrument - Phase 2 2014</i>	This call comprises a series a sub-calls which aim to boost potential Small business eco-innovation, support SME efforts to develop and deploy innovative solutions for blue growth, protect critical infrastructures, enhance innovation and research among SMEs in the transport sector, accelerate the uptake of nanotechnologies which will advance manufacturing and processing among SMEs, enhance eco-innovation in food production and stimulate the innovation potential of SMEs with a low energy carbon system.	€220,897,600	The number of sub-calls requires at least one SME. Therefore a cluster of SMEs would be eligible to apply.

### Horizon 2020 Stream - Societal Challenges

The third pillar of Horizon 2020, Societal Challenges, reflects the policy priorities of the European 2020 strategy and addresses major concerns shared by citizens in Europe and elsewhere. This pillar has a number of categories which encompass Health, demographic change and wellbeing: Food security, sustainable agriculture and forestry, marine and maritime and inland water research, and the Bio-economy; Secure, clean and efficient energy; Smart, green and integrated transport; Climate action, environment, resource efficiency and raw materials; Europe in a changing world - inclusive, innovative and reflective societies and Secure societies, protecting freedom and security of Europe and its citizens. Societal Challenges will provide CBIs with funding for the forestry sector to pursue a new manufacturing strategy.

Table 3: Summary of Relevant Calls under Pillar 3: Societal Challenges

Call	Call Summary	Total Call Budget	Potential Relevance
<i>Bio-based Industries</i>	This call has a number of sub-calls which aim to develop chemical building blocks and valued added materials through integrated processing of wood in order to convert them into biochemical	€50,000,000	Clusters operating in the forestry sector would be suitable for some of sub-calls.
<i>FCH2 JU Call for Proposals 2014</i>	This call comprises a number of sub-calls for the Standardisation of components for cost-efficient fuel cell systems for transportation, Development of Advanced Fuel Cell Systems and System Components, Demonstrating the feasibility of central large scale electrolyzers in providing grid services and hydrogen distribution and supply to multiple high value markets, Engineering Studies for large scale bus refuelling, Research in electrolysis for cost effective hydrogen production, Improvement of Electrolyser design for Grid Integration and Educational Initiatives.	€93,000,000	This call would suit Clusters as proposals must contain at least one three automotive, fuel cell integrators and relevant suppliers in the automotive industry. Other calls favour joint proposals from industry and researchers.
<i>Calls for Competitive Low-Carbon Energy</i>	This call involves supporting coordination of National R&D Activities and the Human Factor in the Energy System	€86,500,000	Sub-calls would be suitable for SME Cluster focused on blue growth or energy and transport

### Horizon 2020 Stream - Spreading Excellence and Widening Participation

The fourth pillar of Horizon 2020 aims to maximise investment in research and innovation to enable the European Research Area to function in a more streamlined and homogenous way. This category



contains a number of sub-headings which include Teaming, Twinning, ERA Chairs, Policy Support Facility, COST and National Contact Points.

The relevant calls for Montenegro have been summarised under Table 4. This pillar can offer opportunities for improving the capacity of Montenegrin research actors.

*Table 4: Summary of Calls under Pillar 4: Spreading Excellence and Widening Participation*

Call	Call Summary	Total Call Budget	Potential Relevance
<i>Widespread – Teaming</i>	This call will address disparities in research and innovation noting that some geographical zones lack the critical mass, competitiveness or structural requirements to adapt to newly available capabilities	€11,850,000	Clusters with a focus on research and innovation or research actors.
<i>Twinning</i>	This call aims to address networking gaps and deficiencies between research institutes across Europe. Supports collaborations across institutions and borders	€65,270,000	Clusters with a focus on research and innovation or research actors.

#### *Horizon 2020 Stream - Science with and for Society*

Science with and for Society aims to build effective cooperation between science and society to recruit new talent for science and to pair scientific excellence with social awareness and responsibility. The sub-categories within this pillar include promoting gender equality, ethics, science education, public engagement in responsible research and innovation and open access-open science. The final pillar can offer additional funding to bring relevant stakeholders together for the purposes of innovation and research while bringing a focus to the wider benefits which society will derive.

*Table 5: Summary of Relevant Calls under Pillar 5: Science with and for Society*

Call	Call Summary	Total Call Budget	Potential Relevance
<i>Call for developing governance for the advancement of Responsible Research and Innovation</i>	This call will foster responsible research and innovation in current research and innovation systems and promote integrity and ethics in research.	€8,300,000	Clusters comprising SMEs, researchers, policy actors
<i>Call for integrating</i>	This call will promote a Pan-European Public Outreach	€10,300,000	Research Actors,

Call	Call Summary	Total Call Budget	Potential Relevance
<i>society in science and innovation</i>	including Exhibitions and Science Cafes engaging citizens in science, Citizens and multi-actor engagement for scenario building and Supporting Structural Change in research organisations to promote responsible research and innovation		SMEs or Clusters containing both.
<i>Call for Making Science Education and careers more attractive for young people</i>	This call will seek Innovative ways to make science education and careers attractive to young people while promoting Responsible Research and Innovation in Higher Education Curricula	€12,000,000	Research Actors, (NB 3 <sup>rd</sup> level institutions) or a cluster comprising researchers & SMEs, ensuring curricula are reflective of future needs of SMEs.

#### Horizon 2020 Stream - EURATOM

EURATOM is the sixth pillar of Horizon 2020. However it only has two current open calls, neither of which is suitable for Montenegrin CBIs. Moreover, as its area of focus is not a part of the competence base of Montenegrin research, it is unlikely to be any interest in general for CBIs.

**Important:** The Calls published under Horizon 2020 generally contain broad eligibility criteria. As noted in the funding matrix they usually accept applications from either public or private entities. Frequently certain calls will mandate at least three legal entities from at least three different Member States or Associated Countries. Therefore Calls which have been published to date have not sought applications exclusively from clusters. However clusters may apply for certain which Montenegrin CBIs may find useful and can apply for as a legal entity.

#### 4.4 About COSME

The Competitiveness of Enterprises and Small and Medium-Sized Enterprises, more commonly referred to as COSME, is a funding initiative established by the European Commission. In contrast to Horizon 2020 COSME is primarily focused on the development of SMEs. Between 2014 and 2020 the Commission aims to invest EUR 2.3 billion in such enterprises. The parameters of COSME aim to create better access to finance for SMEs, easier market access, increased support to entrepreneurs and develop more favourable conditions for business creation and growth.

COSME has established 5 sectorial focuses for the duration of the current funding period;

- Climate and Energy
- Employment
- Innovation
- Education
- Social Inclusion

The calls which shall be published between 2014 and 2020 will identify key drivers for growth with the broader objective of creating a more dynamic and competitive entrepreneurial environment within the European Union. The funding programme will additionally place an emphasis on the role SMEs will play in the creation of high levels of employment, reducing carbon emissions and developing sustainable and efficient energy sources. From this perspective it is clear that the Commission envisions SMEs playing a crucial role in the attainment of the Europe 2020 Strategy. Thus, aligning the development of SMEs in Montenegro with similar European objectives could act as an influential factor over the coming years as Montenegro pursues discussions to be elevated from an Associated Country to a Member State as outlined in the aforementioned Integrated Development Programme.

#### 4.5 COSME & Montenegro

The international agreement which enables Montenegro to participate in COSME was signed on 25 of June 2014. However for the Agreement to enter into force, Montenegro must notify the Commission that their internal legal requirements for the complete ratification of the agreement have been completed, which was completed at the end of October this year. The remaining overview of COSME has been written with the presumption of the timely conclusion of this procedure.

The remit of COSME is significantly smaller than the aforementioned Horizon 2020 and therefore is unlikely to result with inter-sectorial developments. However despite the limited number of open calls there remains scope for the development of SMEs and Cluster Based Initiatives in Montenegro within the Tourism industry.

This should be of particular interest considering the *Strategy for Sustainable Economic Growth in Montenegro through the introduction of Business clusters (2012-2016)* and the European Bank for Reconstruction and Development's *Strategy for Montenegro 2013* noted tourism as an economic driver in Montenegro over the coming years. The calls listed below will provide an opportunity to establish a policy dialogue between Montenegro and their European counter-parts in the sphere of

tourism. This forum may provide an opportunity for the integration of Montenegrin tourism with the direction of the broader European tourism industry and afford a medium for sharing best practice and success stories. The second Call has been limited to developing chocolate, perfume and jewellery to be marketed as a tourist product, which could potentially provide a sectorial cluster.

Additionally COSME has recently published a call with a focus on SME development through clusters and business networks. Although the eligibility criteria have yet to be published it will likely be of interest to newly established Montenegrin CBIs as funding will be provided for facilitating professional services to SMEs to ensure their development.

At the time of writing there were 6 open calls under COSME however three of these calls would close prior to September 2014 and upon careful consideration they were excluded from the overview as the necessary applicants would not have the required time to submit a thorough application.

#### 4.6 Overview of the Calls under COSME

COSME currently has a limited number of calls available, however over the coming months and years additional calls will be published. The current available calls which are relevant to Montenegro are listed below.

Diversifying EU Tourism Offer and Products
<p><b>Deadline:</b> 7/10/14</p> <p><b>Objective:</b> This call aims to strengthen competitiveness in the European tourism sector by encouraging diversification of the supply of tourists' services and products.</p> <p><b>Eligibility:</b> The Submission Service and Call Documentations were unavailable at writing – 16/7/14</p> <p><b>Relevance:</b> Montenegrin SMEs working in the tourist industry could benefit from this call. It would also assist in establishing a policy dialogue between Montenegro and their European counterparts on the direction and integration of tourism. This is particularly important as an Associate Country. Additionally Tourism was highlighted as an important sector for SME development under the Stakeholder Needs Assessment. The call also aims to supplement and promote the interaction between national and regional policies. This could potentially result in collaboration with relevant municipal councils.</p>

### Maximising Synergies between Tourism, High-End and Creative Industries

**Deadline:** 16/9/14

**Objective:** This call aims to support high-end products within the tourism market.

**Eligibility:** The Submission Service and Call Documentations were unavailable at writing – 16/7/14

**Relevance:** This call aims to increase the value of, and generally expand, the tourism sector. Therefore it will be of benefit to Montenegrin SMEs, as the tourism sector was highlighted as a potential cluster basis. However a successful call will have to operate within the perfume, chocolate or jewellery markets. The potential for the application to be successful will need on the capacity of an SME to develop within these confines.

### Cluster Excellence Programme

**Deadline:** 29/10/14

**Objective:** This call to pursue EU efforts to strengthen cluster management excellence by providing professional business services to European SMEs through clusters and contribute to the development of more world-class clusters in the EU.

**Eligibility:** The Submission Service and Call Documentations were unavailable at writing – 18/8/14

**Relevance:** This call will be ideal for CBIs in Montenegro which aim to promote the development and growth of SMEs. The call will assist cluster organisations and business networks to provide high quality services to SMEs. This would be an ideal call for newly formed clusters. The trans-national component should also appeal to clusters seeking to internationalise.

## 4.7 FP7 Future Internet Calls

The Seventh Framework Programme (FP7) previously provided for research, education and innovation funding by the EU for various initiatives and programmes. However this system has been

replaced by Horizon 2020, as mentioned above, and as such there will be no open calls available for Montenegrin research actors or SMEs to apply for. Although the 7<sup>th</sup> Framework Programme has now been replaced by Horizon 2020, a limited number of opportunities are still available; in particular a series of Call for Proposals for SMEs and web developers will be launched by 16 consortia (called Accelerators) under Phase 3 of the EU Future Internet Programme. These Calls will start to be published from September 2014 onwards, with most being published in the September – November 2014 period. The contact details of the accelerators have been included in Table 6 below, and more information can be obtained at the following website address: <http://www.fi-ppp.eu/how-to-participate/>.

Table 6 - Future Internet PPP – Accelerators

Accelerator	Contact Point	Contact Details	Sector Focus
FINODEX	Blanca Rodriguez	BRodriguez@zabala.es	Smart Cities, Healthcare, Transport Environment, Smart Energy, Finance
FI-C3	Gael Maugis	gmaugis@images-et- reseaux.com	Healthcare, Smart Cities, Multi-Media
SOUL-FI	Nuno Varandas	nvarandas.nv@gmail.com	Smart Cities, Transport
CREAT-FI	Cristina Cullell- March	cristina.cullell@iminds.be	Multi-Media
FABulous	Lena Arndal	lea@cko.dk	Manufacturing
CEED ISSUE	Grete Gutmann	-	Manufacturing
ExpaMEco	Christian Luedtke Laura Kohler	christian.luedtke@etventure.com	Multi-Media, Smart Cities, E-Learning
FrontierCities	Seán Burke	sean@frontierservice.eu	Smart Cities, Transport
SpeedUp_Europe	Olaf-Gerd Gemein	oggemein@gmail.com	Smart Cities
IMpaCT	Simona Torre	simona.torre@buongiorno.com	Multi-Media
FRACTALS	Grigoris	gchatzikostas@gmail.com	Smart-Agri Food

Accelerator	Contact Point	Contact Details	Sector Focus
	Chatzikostas		
FICHe	Paul Pelsmaeker Satu Vaiamo	pelsmaeker@digitalezorg.nl	Healthcare
Fi-ADOPT	Raimund Broechler	Raimund.BROECHLER@intrasoft-intl.com	Smart-Agri Food
INCENSE	Adriano Ferrero	adrian.ferrero@econet-consultants.com	Smart Energy
SmartAgriFood2	Siobhan McQuaid	siobhan.mcquaid@ebn.eu	Smart-Agri Food
Finish	Harald Sundmaeker	sundmaeker@atb-bremen.de	Smart-Agri Food

## 5. EUROPEAN INVESTMENT BANK, EUROPEAN INVESTMENT FUNDS & EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT



### Section guide

*This Section provides a review of funding opportunities under the following EU Programmes:*

- 1. European Investment Bank*
- 2. European Investment Funds*
- 3. European Bank for Reconstruction and Development*

### 5.1 European Investment Bank

The European Investment Bank (E.I.B.) is owned by the European Union Member States and represents their interests. Therefore it is often used as a mechanism to implement E.U. policy and many of the Bank's programmes are co-ordinated and financed with other E.U. Institutions such as the European Commission or the European Investment Fund. Furthermore the Bank is the largest multilateral borrower lender by volume providing finance and expertise for sustainable investment projects which contribute to advancing EU policy objectives.

### 5.2 EIB and Montenegrin SMEs

The EIB has lent an estimated €260m to Montenegro in recent years. In 2009, the E.I.B signed a €90m guarantee with the Montenegrin government to cover EIB loans with locally licensed banks. The primary objective of the E.I.B was to support working capital and investments for SMEs in addition to numerous small scale municipal investments. This loan continues to support SME infrastructure schemes which are promoted by local authorities and industrial investments in the fields of the knowledge economy, energy, environmental protection, health and education. The scope of the loan's objective is broadly reflective of the aforementioned potential sector clusters. Additionally research actors have highlighted the necessity for investments in education, particularly encouraging the uptake of engineering in third level institutions, while the Strategy for Scientific and Research Activity considered an investment in energy efficiencies as crucial for creating an environment for the



sustainable development of the SME sector. The EIB does not lend directly, they operate through financial intermediaries. The financial intermediaries for Montenegro are detailed in Table 7.

*Table 7: EIB Approved Financial intermediaries in Montenegro*

Names of Approved Financial Intermediaries	
1.	Investiciono-Razvojni Fond
2.	First Financial Bank
3.	Hipotekarna Banka A.D.
4.	Komercijalna Banka AD Budva
5.	NLB Montenegro Banka A.D.
6.	Societe Generale Banka

Furthermore an additional loan has been signed by the EIB and the Investment and Development Fund (I.D.F.) of Montenegro, comprising €25m aimed at primarily supporting SMEs.

The EIB is a key driver for SME development in Montenegro providing access to funding and alleviating financing costs for SMEs. SMEs can also receive favourable EIB loans channelled through carefully selected partner commercial banks and other intermediaries. The terms of the loans are set by the intermediary but the SME must receive a financial advantage reflecting the impact of the EIB's funding. Additionally the funding provided by the EIB must be matched by the partner institution. Generally most tangible and intangible investments necessary for a small business to develop is deemed eligible for funding. SMEs operating in most economic sectors will be considered except for a limited number of exclusions relating to criminal activity, ammunitions and weapons and ethically or morally questionable businesses. The bank notes that the most common purpose for their loans include the purchase of a plant, equipment, raw materials and stock, RDI expenditure, build-up or take-over of distribution networks within the EU, works in progress, land purchases that are essential to the project, excluding farm land.

### 5.3 EIB Loans for Municipal Councils

The European Investment Bank will additionally fund projects valued in excess of €25 million, of which the EIB will provide a maximum of 50% of the loan. However the Bank's investment in a project will generally raise its profile and attract further investment from private parties. These loans

generally target projects which stimulate local or national infrastructures in energy efficiency or renewables, transport and urban renovation. The public sector, local or national, is generally given responsibility for managing these funds. Additionally the EIB will lend in Euro or any currency of a candidate country.

## 5.4 EIB SME Schemes

The European Investment Bank offers three specific schemes to SMEs. These have been summarised below however additional information can be sourced in the accompanying Matrix.

### Shared Risk in Research, Development & Innovation (RSFF)

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** RSFF is a funding stream aimed at financing research and innovation among SMEs and Research Institutes. It favours medium sized enterprises.

**Eligibility:** SMEs, Research Institutes, Universities, Research Infrastructure Organisations and Foundations or other Legal Entities

**Relevance:** Both SMEs and research actors may access funding under this project. Efficient utilization of this programme could establish clusters, comprised of SMEs and Research actors. While the guarantee facility may be accessed by a broad range of SMEs, the programme will favour those operating in the communication, energy efficiency and transport development sectors. These were issues highlighted under the Strategy for SRA. The programme will also strengthen the beneficiaries' profile, which may attract further funding.

### The Green Initiative

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** This programme supports energy efficiency projects managed by small and medium sized enterprises.

**Eligibility:** Autonomous SMEs, with fewer than 250 employees or energy service companies implementing projects for SME end-users.

**Relevance:** This programme provides an excellent opportunity for SMEs to expand in the energy sector while also contributing to a more sustainable energy plan.

### Structured Financial Facility (SFF)

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** The SFF is a combination of Financial instruments used to invest in SMEs.

**Eligibility:** SMEs.

**Relevance:** This programme provides an excellent opportunity to grow SMEs and targets a number of sectors such as energy and transport, which were highlighted as sectors in need of development to facilitate wider SME growth.

## 5.5 European Investment Fund

The European Investment Fund (EIF) is a member of the EIB Group. The EIB and European Commission are the primary shareholders of the Fund. These three organisations liaise together as a specialist provider of risk finance to benefit small and medium-sized enterprises across Europe. The fund has a 20 year track record on strategic investments in the SME sector. Generally the investments made by the fund are made indirectly through financial intermediaries in individual countries. The main tools at the disposal of the bank include equity products, debt products and micro-financing.

## 5.6 EIF and Montenegro

The European Investment Fund, through the guise of the Competiveness and Innovation Programme, invested €20m in Montenegro, which operated from 2007 to 2013. This funding was used to enable entrepreneurs to access finance and borrow loans of up to €25,000. The current funding structures outlined below can enable Montenegrin SMEs to further expand while additionally providing funding for the research, which has been under-funded in Montenegro in recent years.

### Risk Sharing Instrument for Innovative Research (RSI)

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** RSI aims at developing research infrastructures among SMEs, with a focus on smaller sized enterprises.

**Eligibility:** Mainly Research Institutes and Research based SMEs. While the aforementioned RSFF programme favoured medium sized enterprise this programme places a focus on start-

### Risk Sharing Instrument for Innovative Research (RSI)

ups and newly established SMEs

**Relevance:** SMEs seeking to engage in Research and Development can access this funding stream. There are no policy constraints or limitations.

### Progress Micro-Finance

**Deadline:** No deadline - guarantees are made on a rolling basis.

**Objective:** Progress Finance is a funding stream available to start-ups and small SMEs, to facilitate their establishment, growth and expansion.

**Eligibility:** Financing is available to individuals who have lost or are at risk of losing their job or who have difficulty re-entering the labour market or SMEs.

**Comments:** Progress Finance explicitly favours SMEs rather than research groups, which offers them a better opportunity of funding.

## 5.7 EIB Support for Local Authorities

The EIB operates an additional programme aimed at local authorities to Maximise Investment in Sustainable Energy, ELENA (European Local Energy Assistance). ELENA provides towns and regions with the necessary technical expertise and organisational capacity to implement large energy efficiency and renewable projects. The programme is funded by the European Commission's Intelligent Energy-Europe Programme. Municipal Councils should consider ELENA as an integral component in future energy plans for their respective regions, particularly as the sustainable maintenance and production of energy was highlighted as a key need of SMEs.

Unfortunately due to the current administration structures of the scheme Montenegro is not eligible for funding, as the programme stems from the Intelligent Energy Europe Programme which Montenegro is not a member of. However this system is currently undergoing restructuring. Following correspondence with the EIB, the author has learned that ELENA funding will be transferred to Horizon 2020, and will be governed by a specific delegation agreement between the

EC and EIB. Once this agreement has been signed the EIB will publish any amendments to the eligibility criteria on their website, [www.eib.org/elena](http://www.eib.org/elena).

Municipalities and Local Authorities should monitor the developments which are made during this transitional period. In the event that Montenegro is made an eligible country municipalities should consider funding opportunities under ELENA when preparing local area development plans.

## 5.8 Covenant of Mayors

As previously mentioned sustainable energy development and environmental protection will be crucial to creating an atmosphere to foster SME development. Municipalities have a significant role to play within this sphere, which can be significantly aided through membership of the Covenant of Mayors. Currently only three Montenegrin Cities, Kolasin, Podgorica and Zabljak, are participants. Wider membership of the Covenant will facilitate a broader dialogue between Montenegrin public administrations and their European counter-parts, which can assist in the sharing of knowledge and experiences from Cities facing similar challenges.

Additionally projects such as ELENA and MLEI, which are discussed under Section 5, are assisted by the Covenant. It would be strongly recommended that municipal councils should consider signing the Covenant, to gain access to the relevant expertise, funding and networking.

## 5.9 European Bank for Reconstruction and Development

The European Bank for Reconstruction and Development (EBRD) was established in 1991 and has become the largest financial investor in a vast region incorporating Central Europe, Central Asia and the Southern and Eastern Mediterranean. The EBRD aims to help countries in the region to become open-market economies. The Bank is owned by 64 countries, the European Union and the European Investment Bank.

## 5.10 EBRD and Montenegro

As of 31 December 2012 the Bank has signed 34 projects in Montenegro, including debt and equity finance, for an aggregate amount of EUR 323 million. In the Strategy period 2010-2012, the Bank's involvement in Montenegro led to 21 signed projects for a cumulative amount of EUR216 million. The average transaction size was EUR10.5 million.

The Bank operates an Enterprise Growth Programme (EPG) which facilitates senior executives from developed countries exchanging their expertise with SMEs. The programme instils confidence in SMEs to adapt to international markets, develop sound environmental practices, help management prepare long-term business plans, establish strategic directions and attract external investments and transfer industry-specific business skills directly to SMEs. This programme is particularly important given the aforementioned absence of necessary skills among SMEs and start-ups. Since 2002 EPG has invested €3 million in Montenegro with 72 SMEs benefitting from the programme.

*Table 8: Process for Applying to the Enterprise Growth Programme*

Application Process for Enterprise Growth Programme
<p>To avail of this programme SMEs are advised to apply online, <a href="http://www.ebrd.com/pages/workingwithus/sbs">http://www.ebrd.com/pages/workingwithus/sbs</a>.</p> <p>Once the application has been reviewed, the EBRD will schedule a meeting between the SME and The Team Country Coordinator (TTCC).</p>

The Bank additionally administers a Business Advisory Service (BAS) for SMEs, which provides local consultants to lend their advice to SMEs in areas relating to systematic market development activities to create a sustainable and commercially viable infrastructure. The project generally lasts 4 months and grows SMEs through enhancing their competitiveness, management, quality and strategic business planning. The service has operated in Montenegro since its inception in 2003 and has invested EUR 4.1 million in Montenegrin SMEs.

*Table 9: Process for Applying to the Business Advisory Service*

Application Process for the Business Advisory Service
<p>To apply for this service, interested SMEs should contact the BAS office in Montenegro. Contact details are as follows:</p> <p style="padding-left: 40px;">Bul. Sv. Petra Cetinjskog 106, 81 000 Podgorica, Montenegro.</p> <p style="padding-left: 40px;">Tel: +382 20 228 317</p> <p style="padding-left: 40px;">Fax: +382 20 228 314</p> <p style="padding-left: 40px;">Email: <a href="mailto:basmontenegro@ebrd.com">basmontenegro@ebrd.com</a></p>

### Application Process for the Business Advisory Service

BAS will then develop a terms of reference for the needs of the individual SME and match the most suitable qualified consultant. The consultant will then carry out the project as outlined under the ToR while monitored by the BAS team. Once the service is provided the SME will be asked to confirm that the project has been implemented successfully prior to the disbursement of funds to the consultant. BAS will then conduct an evaluation of the project's impact and progress one year later.

## 6. SUCCESS STORIES AND GOOD PRACTICES ON CLUSTER FUNDING



### Section guide

*This Section considers an:*

1. Overview of Good Practice Section
2. Clusterland Oberosterreich
3. Copenhagen Cleantech Cluster
4. Operational Programme Industry and Enterprise Clusters Programme
5. Promotion of Business Networking and Clusters.

### 6.1 Overview Types of Good Practice

The profiles' of CBIs, as illustrated below, provide an insight into the operation of clusters located in Austria, Denmark, Czech Republic and Bulgaria. These CBIs have varying objectives, membership and industry focuses however each of them provide some relevant insight for the development of Montenegrin CBIs such as their approach to similar sectors, leveraging of EU funds, their internal structures and the activities they engage in<sup>18</sup>.

### 6.2 Clusterland Oberosterreich GmbH - Austria

Clusterland Oberosterreich GmbH operating in Upper Austria was formed in 1988. In terms of legal status this cluster is a private limited company. The cluster is owned and operated by three partners. TMG, the Business Agency of Upper Austria, has a 61% stake of the cluster, followed by both the Upper Austrian Chamber of Commerce and the Federation of Austrian Industry which both share a 19.5% stake each. While the regional government does not have a stake in Clusterland Oberosterreich, as noted below, it has provided significant funds towards the cluster.

With a particular focus on SMEs it has created a number of clusters in various industries including the automotive, plastics, eco-energy, furniture and timber construction, food, health, technology, mechatronics and environmental technology. Between its foundation and 2010 the Cluster has

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<sup>18</sup> Some of the information regarding the cluster examples in Bulgaria and the Czech Republic has been derived from a research study being carried out by UNDP Montenegro, developed by Ms. Miriam Gandini. The authors express their appreciation to UNDP Montenegro for making this research study available.



organised 383 co-operative projects with 1,616 partner enterprises, of which 70% were SMEs. Additionally Upper Austria is the most export oriented region in Austria.

For the purposes of this report it is interesting to examine the Furniture and Timber cluster which this CBI established. The Timber cluster has brought 1,500 carpenters together and has initiated projects around the qualifications of relevant stakeholders, the development of wood-plastic compounds, driving exports, monitoring technology for kiln drying and a further project aimed at 'living barrier free'. This cluster can be considered successful in its endeavour as 50% of Austria's domestic furniture, 90% of Austria's kitchens and 70% of Austria's office furniture are produced within the geographic location of this cluster.

Considering Montenegro has high levels of forestry extraction and exportation coupled with low levels of processed and manufactured timber based goods, as noted in the Strategy for SME Development 2011-2015, this is a cluster which should be classified as relevant to Montenegro. This case study demonstrates the potential for Montenegrin SMEs to commence a manufacturing industry as a supplementary component of the forestry sector.

In terms of financing 39% of the cluster is financed through public funds, 36% of financing is derived from Services and Projects while an additional 25% is funded through annual partner fees. While the exact amounts have not been sourced the European Commission notes that public funding is sourced from the EU Structural Funds, Federal Sources and Regional Austrian Funding. The cluster has developed a "Strategic Programme Upper Austria 2000+" which was succeeded by a strategy plan from 2005-2020 which foresees an investment of EUR 600m by European and National sources. The cluster has additionally leveraged EUR 21 million in EU regional funds over its lifetime. Furthermore the combination of hosting 220 events and 31 projects the cluster reached a 62% level of self-financing by 2009. However as it has grown it has become increasingly independent and adept at self-financing. The Cluster is now expected to self-finance 76% of its total annual budget through membership fees and various events and conferences. However concerns have been raised that as the reliance on public funds are reduced so is the scope for addressing public interest issues. As such, fears are developing that rather than aiming to develop the local, regional or national economy the emphasis of the cluster may shift to the direct benefits which the partners can potentially derive.

### 6.3 Copenhagen Clean-Tech Cluster - Denmark

The Copenhagen Clean-Tech Cluster (CCC), although only founded in 2009, is generally regarded as Denmark's most successful CBI. The cluster was founded by nine different partners including Aalborg University, ARC, Albertslund Municipality, Bech-Bruun, The Capital Region of Denmark, Copenhagen Business School, The Danish Building and Property Agency, Copenhagen Municipality, Copenhagen Capacity, DI-Confederation of Danish Industry, HOFOR, IBM, Kalundborg Municipality, Ramboll, Region Zealand, SEAS-NVE, Siemens Denmark, Technical University Denmark and University of Copenhagen. CCC aims to develop, produce and implement ideas which can produce renewable energy, reduce the burden on natural resources and reduce the harm caused by fossil fuels.

Municipalities who are members of the cluster act as live laboratories for new green technologies and solutions which are invented in close interaction with cities and citizens to be tested. Through close interactions with private companies, developers and other knowledge institutions municipalities can build partnerships and gain a better understanding of market needs to help businesses to grow in this industry.

Although it is too soon to assess the impact this cluster has had on energy development in Denmark, given the relatively short time span since its inception, the cluster plans on assessing their success using a number of key criteria. These include the creation of 1,000 new jobs in the renewable energy sector, attracting 25 foreign companies to join the cluster, the creation of 30 new research and innovation collaborations between the private sector and research institutes, with particular involvement from start-ups and SMEs conducting initiatives with research units. Additionally the cluster aims to establish collaborations with 15 international clusters, create a unifying and self-supporting organisation with a minimum of 200 members, secure the growth and momentum of 25 entrepreneurs and host a minimum of 200 events.

The guidelines which CCC will utilize to examine their success would be suitable for Montenegrin CBIs as they are reflective of some of the broad aspirations at the core of the Montenegrin CBIs. These consist of goals such as fostering high growth rates of SMEs, start-ups and entrepreneurs. Additionally reports and studies which have been referred to throughout this report have placed an emphasis on the internationalisation of potential clusters and bridging the divide between public and private interactions in research, development and innovation.

This cluster had initially been funded as an EU Project, although it has not disclosed publicly the source or sum of funding it has received from the EU. However in 2013 CCC began the transition from an EU funded project to a fee paying-member based association and will introduce a new set of new core activities designed to create specific business opportunities for member companies. Members will be encouraged to collaborate and apply for public tenders to acquire funding.

This development plan may suit Montenegrin CBIs as it would reduce their reliance on public funds which may lead to a more sustainable long-term cluster which consequentially could be a more attractive feature for prospective members.

## 6.4 Operational Programme Industry & Enterprise Clusters Programme – Czech Republic

In 2004 the Operational Programme Industry and Enterprise Clusters Programme, based in the Czech Republic, was established by the Ministry of Industry and Trade with the aim of supporting and developing interaction and communication between the private sector and the science and research sphere. However the cluster is operated by the Operational Programme Enterprise and Innovation (OPEI) which is the agency that has drawn down financial from the Structural Funds of the European Union, and the Ministry is the managing authority for the OPEI.

The programme offered support to cluster initiatives in two phases. In the first phase, support was provided for seeking out firms for participation in clusters. The second phase consisted of the actual establishment and further development of Clusters. This CBI has initiated clusters throughout the Czech Republic in various different regions operating in an array of industries including Automotive, Glass, Stone Processing, Packaging, Technology, Electronics, Wood Processing, Renewable Energies, Furniture, Aircraft, Textiles, Wine-Making, Water Treatment and Musical Instruments.

The Silesian Wood Cluster, known as MSDK, was established in 2005 as a component of the programme. Membership ranges from legal entities engaged in the wood and construction industry to representatives of higher education. The companies engaged in clusters in the wood processing industry operate in the supply chain, firms maintaining forests, those responsible for extraction and subsequent actors involved in the processing and production of high value goods. The members actively collaborate on joint projects in the areas of innovation, education, research and promotion. The main goal is to innovate and develop the activities of the timber cluster that improve business conditions in the woodworking industry and strengthen the links between research, universities and businesses. The Cluster has organised a Wood Congress to bring the various different

stakeholders together and outline their vision for the future of the industry and the role the Cluster can play. Additionally the Cluster has established the Research Innovation Centre MSDK to enhance competitiveness within the forestry industry.

ENVlcrack is an alternative energy cluster which has been established under the 2000-2006 Programme. Its general aim is to facilitate science and research activities with the use of new technologies in the area of renewable and alternative energy sources. While this Cluster is relevant to Montenegro from the perspective of both encouraging research and innovation and assisting the development of the energy sector it also has incorporated a transportation component. The cluster has successfully conducted research which will reduce the consumption of fossil fuels used in rail transportation and the amount of CO2 emissions that the railway industry produces. This profile of a cluster engaging in both energy and transportation sectors, which have been highlighted as critical infrastructures in need of investment, is illustrative of the collaborative opportunities which CBIs can provide.

Between 2007 and 2013 the Czech Republic received EUR 26.69 billion from European Funds. In order to effectively leverage these funds the Government established 26 Programmes to fulfil the 3 objectives of the European Economic and Social Cohesion Policy; Convergence, Regional Competitiveness and Employment and European Territorial Cooperation. An overview of how some of this fund was divided is provided in Table 10.

According to the evaluation of Economic Effects participation between businesses and educational institutions has risen 67% and private sector and public research institutions interaction further rose to 55% as a result of activities of this CBI. This has subsequently enabled businesses to acquire access to the relevant technical expertise they require. Additionally this has led to a rise in production capacity and high quality products.

*Table 10: Outline of the Main Programmes the Czech Republic Government Established to Leverage EU Funds*

Operational Programme	Allocation – Mill EUR
Enterprise and Innovation	3041
Research and Development for Innovation	2070
Human Resources and Employment	2588
Education and Competitiveness	1811

Operational Programme	Allocation – Mill EUR
Environment	5176
Transport	5564

## 6.5 Promotion of Business Networking and Clustering – Bulgaria

This CBI began in Bulgaria in 2005 and was funded by the PHARE programme, a funding stream which preceded the IPAs as a pre-accession financial instrument. As a component of EU Accession the Bulgarian Ministry for Economy, Energy and Tourism initiated a policy to establish clusters as an instrument to grow SMEs. The programme was managed by the Operational Programme for Competitiveness in Bulgaria. Prior to accession the cluster was funded under PHARE, a predecessor to IPA, and following accession funds were made available from the European Regional Development Fund.

The programme's overall objective was to enhance SME competitiveness, support collective research and implement an environment management system. As a means to achieve these objectives the CBI coordinated export initiatives, organised training in management, assisted the establishment of an innovation network for R&D. Membership also consisted of SMEs, higher education institutions, research actors and business organisations such as Chambers of Commerce.

As a result of this CBI the Marine Cluster Bulgaria: INFO SYSTEM was established. Its membership comprises Naval Academies, Technical Universities, Maritime Law firms and significant private sector buy in. This individual cluster has leveraged EUR 2.4 million from the PHARE Programme and an additional EUR 600,000 from the Bulgarian government. The Cluster has noted that it is too early to assess the impact the investment has had however they have devised a number of objectives which will be used to measure it's success. These include the creation of a permanent administrative body for the improvement of necessary skills and co-ordinate the activities of the cluster, attract new members from the Maritime Industry through the effective promotion of their activities, increasing the cluster's competitiveness through implementations of organizational, product, market and technological solutions and creating a trademark and branding owned by the Marine Cluster.

As noted earlier in the report there is scope for the development of the Blue Sector in Montenegro, noting that the Montenegrin coast line provides a number of opportunities. There are many

similarities between the Bulgarian and Montenegrin contexts, chiefly noting that that Bulgaria was a candidate country awaiting accession to the European Union while these Clusters began to form. Montenegro should endeavour to utilize the next round of IPA funding in a similar manner to which Bulgaria has.

This cluster has leveraged BGN 29 million which was received through the European Regional Development Fund. As noted earlier prior to accession Bulgarian clusters made efficient use of the PHARE Programme. However post EU-Accession the cluster has noted the importance of the Structural Funds, the 7<sup>th</sup> Framework Programme and the Competitiveness and Innovation Framework Programme as the three major EU instruments for the support and development of Clusters. Currently the cluster is funded 60% by public funds, 30% by membership fees and 10% from chargeable services.

## 6.6 Key Learning for Montenegrin SME Cluster Development

The Good Practice mini Case Studies, outlined above, provide a number of important factors that should be borne in mind when considering the development of Montenegrin SME clusters:

- There are a number of European funding opportunities available for the development of Montenegrin clusters. Although a significant portion of the outlined funds in this section are only available to EU Member States, the Bulgarian example provides an example of leveraging pre-accession funds to achieve the same result.
- Funding does not have to be isolated to harnessing public funds; two of the aforementioned case-studies began a transition to self-finance. While this can provide more long-term stability it should be balanced with a potential deviation from the goals and objectives established at the inception of the project.
- Membership composition can differ vastly, dependent on the sector or industry involvement. However as a general rule successful CBIs incorporate the private sector, research units, technical universities, law firms and relevant stakeholders.
- The profiles also provide some criteria which Montenegrin CBIs could make use of to identify their broad objectives while also simultaneously using them as measures for the success or failure of the cluster.
- The divide between SME and private sector investment in research, development and innovation was closed through the collaboration opportunities which CBIs provided their members.

- A number of events and activities have also been referenced which serve as actions Montenegrin CBIs can should aim to carry out to grow their membership and promote an awareness of their presence in industries, sectors or regions which they will operate in.
- The Clusters generally tend to established, and subsequently funded, by a branch of government national, regional or local. This would appear to be an effective procedure in terms of leveraging national funds. A cluster, such as CCC, which is established and operated by a broad range of actors, would require immediate buy-in from the private sector to have the financial resources to support themselves. Additionally where the government has not played a vital role in establishing the cluster, the municipality plays a more passive role. Rather than contributing funds and driving economic policy in the region they facilitate cluster projects through offering resources and environments which would otherwise be difficult to ascertain.

## 7. CONCLUSIONS & RECOMMENDATIONS



### Section guide

*This Section sets out*

- *Conclusions from the review of National EU Funding Programmes*
- *Conclusions from the review of EU European Level Funding Programmes*
- *Recommended Next Steps*

### 7.1 Conclusions Regarding National EU Funding Programmes in Montenegro

Significant funding opportunities are available through EU Funding Programmes that have a national focus on Montenegro.

#### **IPA**

The essential point, when it comes to clusters, is the focus of IPA on competitiveness. Through different programmes, clusters can apply for financial grants, provided that they have established some kind of an association within themselves. IPA at this very moment presents minor opportunity for clusters having in mind expectation of CBC program Serbia-Montenegro only. However, the precondition for IPA II applications when potential clusters are concerned is that organizations are organized as non-governmental and non-profit organizations and agencies. The key point here is that profit making organizations i.e. companies are not eligible. This is in compliance with legal analysis of Centre for European Education and Studies.

#### **ERDF**

ERDF provides funds through several transnational such as Danube Region 2014-2020 and Adriatic-Ionian 2014-2020 which present a great opportunity for funding, capacity building, market assessment building, product upgrade as well as technical capacities and assistance. Under the first priority axis (innovative and socially responsible Danube Region) grants for improving cooperation cluster within the region and in the partner countries are foreseen. Within the second priority axis a grant scheme for the provision of sustainable cultural heritage and natural resources through the development of common clustering, networking museums and visitor centres in the Danube region is also provided.



When it comes to the Adriatic-Ionian among this axis as the most important has been considered Axis 2: *Boosting blue research, innovation and skills*. However, the biggest potential opportunity in this program can be obtained by fishery producers and current and potentially identified freshwater/trout clusters.

### ***Programmes for cluster development enhancement in Montenegro until 2016***

There is only one governmental program in Montenegro designed specifically for cluster funding called *Program for cluster development enhancement in Montenegro until 2016*, which is implemented by the Ministry of Economy of the Government of Montenegro. The goal of this program is overcoming of bottlenecks in production process of clusters through the purchase of common production equipment. The purchase of equipment is co- financed by the Government through the providing of financial support for entrepreneurs, micro, small and medium enterprises that are part of the cluster. This program is intended to support the purchase of equipment, with the exception of IT equipment and transport equipment. The company that applies for grant finances the entire purchase of equipment and requests a refund of part of the funds if they fulfil criteria defined in the program and the contract for co-financing. Financial assistance is granted up to 70% of the purchase value of the equipment, and in the amount up to 10,000 EUR per applicant excluding VAT.

This programme represents an important source of financing for small and medium-sized enterprises in the cluster because it is one of the most important programs of financial support in the country. Its only downside is that the amount of reimbursement is quite low, considering that the cluster is made of minimum three, and often more companies.

### ***Ministry of Agriculture and Rural Development***

A number of programmes operated by the Ministry of Agriculture and Rural Development may also be of interest to CBIs. The Ministry administers programmes such as the *Agro Budget* which comprises a budget of EUR 14.03 million with additional supports from the World Bank. The MIDAS Project is operated by the Ministry of Agriculture and Rural Development with funding from the Investment Development Fund and the World Bank. MIDAS aims to prepare Montenegrin agriculture and its institutions for future membership in the European Union. This reflects broader aspirations of the integrated local development plan for Montenegro devised by the UNDP. The total project value is EUR 17.1 million. The Ministry further provides assistance for the implementation of the Acquis for the Common Agricultural Policy through IPARD. The next IPARD program will start in 2016, in the

meanwhile the EU Delegation in Podgorica and the World Bank have signed an agreement that approves the use of EUR 3.2 million by Montenegro for further investments in agriculture.

### **IDF**

An important role in this field in the market of Montenegro has the Investment Development Fund. This fund aims to provide credit and guaranty support to small and medium enterprises in Montenegro, also provide support in addressing the infrastructural and environmental projects, as well as to encourage exports and employment. Through several programs IDF supports SMEs of numerous sectors where potential clusters have already been identified, and thus present an important source of funding for these potential clusters. These programs include: Program of support for agriculture and food production, MIDAS, Program of support for tourism and hospitality, Program of support for primary wood processing, Program of support for production and Program of support for service industry.

Even though they represent a commercial based loan with favourable interest rates in comparison to the commercial banks, IDF's programs represent an excellent opportunity for clusters and future clusters to fund their activities. In addition, their legal form must be in compliance with the IDF. Due to the legal framework analysis as well as analysis of the IDF's requirements it has been concluded that only SMEs can be eligible for this funding.

### **WB-EDIF**

The Western Balkans Enterprise Development & Innovation Fund (WB-EDIF) offers a number of funding opportunities for Cluster-Based Initiatives in Montenegro. As noted earlier the WB-EDIF offers a range of facilities such as the Enterprise Innovation Fund which provides venture capital to assist the expansion of innovative SMEs, the Enterprise Expansion Fund which provides equity and finance to support high-growth potential SMEs, the Guarantee Facility which facilitates SME growth through supports including guarantees and counter-guarantees to financial intermediaries and the Technical Assistance Facility which offers support to Governments to implement reforms to grow SMEs.

### **Start Up Support**

Regarding support for start-up companies, SuperFounders is an acceleration network that provides up to €10.000 for start-ups. Eligibility criteria comprise finalisation of the first START phase which includes mentorships and trainings due to overall idea and product development.

The Employment Agency is providing *Innovated program for continuous stimulation of employment and entrepreneurship*. Respective program targets both employers and unemployed persons. Loan support is € 5.000 per employee while support can be approved only for up to three employees i.e. maximal support is €15.000. Foreseen grace period is one year while interest rates are 3% (for women and less developed municipalities) - i.e. 4% for more developed municipalities while **the loan** return period is two years (entrepreneurs and SME's) i.e. three years for unemployed persons. One of the key requirements is business plan regardless of the activity.

### **Programmes Eliminated**

Some programmes have been reviewed and found to not represent any funding opportunity for Montenegro, This includes in particular INTERREG as the eligibility for this program is limited to the EU member states and Montenegrin companies cannot apply for this fund until its accession to the EU.

## **7.2 Conclusions Regarding EU European-Level Funding Programmes**

There are a significant number of funding opportunities available through EU Funding Programmes for CBI stakeholders in Montenegro to avail of. These funds can represent significant opportunities for CBIs in Montenegro, as well as other complementary activities which include wider innovation support structures, entrepreneurship development, improving research-industry linkages, and sector-specific initiatives and projects. However it should be noted that these funding opportunities have broad eligibility criteria. Therefore while some funding programmes or calls may be useful for CBIs in Montenegro they are not the sole intended beneficiaries and will compete against SMEs, Research Actors and other private sector actors.

### **Horizon 2020**

This is easily the most significant area of opportunity. During the period 2014 to 2020 an estimated €80 billion will be spent on Horizon 2020, focusing on a wide range of areas relevant to Montenegrin CBIs.

In the context of developing cluster based initiatives and significantly growing SMEs in Montenegro Horizon 2020 has a number of practical dimensions. Firstly the research calls within Horizon 2020 provide an alternative source of funding for the advancement of research in the policy fields critical for SMEs. Secondly the Horizon 2020 Calls can facilitate inter-sectorial engagement. Generally Calls will encourage, and in some instances mandate, broad collaboration between the academic and non-

academic sectors and bridge the public-private divide. Thirdly, the Programme can provide opportunities for research organisations such as Universities to improve their research.

Regarding **eligibility**, Horizon 2020 provides a wide range of opportunities for legal entities both in the EU and Associated Countries. These include both public and private entities such as SMEs, non-profit organisations, universities and research institutes. Additionally some calls will require a combination of SMEs and research actors and in some instance will necessitate trans-national collaboration between various states to create an international component which is aimed at facilitating an exchange of knowledge and experiences.

### **COSME**

COSME presents a number of funding opportunities specifically targeting SMEs, with a total budget of €2.3 billion for the period 2014 to 2020.

COSME places a significant focus on the development of SMEs, rather than Horizon2020 which incorporates SMEs with a number of additional public and private entities, as mentioned before. The emphasis, under the current open calls, on the tourism industry is of significant interest to SMEs in Montenegro as this sector has been highlighted as a potential economic driver and a sector in which to establish a CBI in a number of Strategies and reports mentioned throughout this study. COSME should continue to be monitored as calls will continue to be posted between now and 2020, the majority of which are likely to focus on additional industries.

Regarding eligibility, COSME provides a range of opportunities for SMEs. The Montenegrin Government has concluded the COSME ratification process, therefore in the close future all conditions for applying will be fulfilled.

### **European Investment Bank**

The EIB has already played a significant role investing in Montenegro having offered EUR 90m to locally licensed banks for SMEs and a further EUR 25m to the Investment and Development Fund to support developing SMEs. These loans and guarantees are effective tools CBIs should exploit in order to leverage funds from the Investment Bank. Additionally clusters and SMEs will benefit from programmes such as the Green Initiative and the Structured Financial Facility which offer further funding programmes specific to SME growth and expansion. While the Shared Risk in Research, Development and Innovation facilitates funding for research, development and innovation purposes.

The bank also provides loans to public administrations and local government for projects valued in excess of EUR 25 million, of which they will provide up to 50% of the funding. The projects generally funded will be crucial for the development of regional or sectorial clusters including energy efficiency, transportation infrastructures, urban renovation or other projects aimed to stimulate local or national infrastructures.

#### *European Investment Fund*

The European Investment Fund has invested €20m in Montenegro between 2007 and 2013. The sum was used to enable entrepreneurs to access finance and borrow loans of up to €25,000. The current funding structures can enable Montenegrin SMEs to further expand while additionally providing funding for research, which has been under-funded in Montenegro in recent years, through the Risk Sharing Instrument for Innovative Research. The Investment Funds also administer a number of loans, guarantees and equity through Progress Mica-Finance, to facilitate SME growth.

#### *European Bank for Reconstruction and Development*

The EBRD has signed 34 projects in Montenegro for an aggregate amount of €323 million. In the Strategy period 2010-2012, the Bank's involvement in Montenegro led to 21 signed projects for a cumulative amount of €216 million. The average transaction size was €10.5 million. This represents a significant funding opportunity for Montenegrin CBIs.

The Bank operates an Enterprise Growth Programme (EPG) which facilitates senior executives from developed countries exchanging their expertise with SMEs. This programme is particularly important given the aforementioned absence of necessary skills among SMEs and start-ups. Since 2002 EPG has invested €3 million in Montenegro with 72 SMEs benefitting from the programme. The Bank additionally administers a Business Advisory Service (BAS) for SMEs, which provides local consultants to lend their advice to SMEs in areas relating to systematic market development activities to create a sustainable and commercially viable infrastructure. The service has operated in Montenegro since 2003 and has, to date, invested €4.1 million in Montenegrin SMEs.

### 7.3 Recommendations - Recommended Next Steps

Following the review of national and EU funding opportunities, recommendations are set out below to help cluster-related stakeholders in Montenegro to maximise the potential of funding available, in particular EU funding.

Recommendations are provided under X groups:

- i) Recommendations for Identifying Funding Opportunities to Pursue
- ii) Recommendations to Develop the Necessary Institutional and Operational Capacities

#### I. Recommendations for Identifying Funding Opportunities to Pursue

**Recommendation 1 – Analysis of Funding Study and Matrix by CBI Stakeholders:** First and foremost it I, it is highly recommended to analyse the attached matrix and identify the proposed funding streams and programmes that can be matched with specific clusters, SMEs, research institutes and municipalities. This work would include each cluster reviewing funding opportunities from the perspective of their cluster. Additionally the Ministry of Economy should read the Matrix as a source of different policy objectives which it can pursue with cluster programmes and respective calls. Through availing of calls published under Horizon 2020 and COSME the Ministry of Economy can promote competitiveness among SMEs.

**Recommendation 2 – Maximising access to funding opportunities and removing access barriers:** Action should be taken to ensure that Montenegro clusters have access to the maximum number of funding opportunities, by removing barriers, in particular the timely conclusion of the COSME ratification process. At the time of writing it is understood that the ratification process was close to completion.

- a. **Government ratification process of COSME is concluded. EIB Funding Opportunities:** Check all funding schemes to make sure that access for Montenegrin organisations is maximised, for example ensuring that all EIB schemes of interest have an approved financial intermediary in Montenegro.
- b. **Membership of ELENA:** Cluster based initiative should continue to monitor developments made in the ELENA transition to Horizon2020 and encourage

Municipalities to exploit ELENA's services if the delegation agreement is amended to allow Montenegrin municipalities to qualify for membership.

- c. **Membership of Covenant of Mayors:** Municipalities should be encouraged to join the Covenant of Mayors which provides an effective platform for Municipal Councils to access funding and to share their respective knowledge and experiences.

### **Recommendation 3 – Support Other Complementary Initiatives Innovation and Entrepreneurship:**

It is important to remember that many funding applications could be developed that do not focus (only) on cluster development, but may nonetheless bring significant benefits for SMEs and other organisations involved in clusters in Montenegro. Additional entrepreneurship and innovation development initiatives should therefore also be considered in any work effort to develop successful EU funding applications.

## II. Recommendations to Develop the Necessary Institutional and Operational Capacities

**Recommendation 4 – Put in Place the Necessary Competencies to Develop Successful EU Funding Applications:** Both cluster and stakeholders should carefully consider how Montenegrin CBIs can most effectively access EU Funding programmes. For many of these opportunities, in particular programmes such as Horizon 2020, this will require making sure that the following competence is available to the CBIs:

- a. Capacity to develop **quality project/proposal concepts that are eligible and relevant to specific Calls for Proposals**
- b. Capacity to **develop strong and credible international (consortium) partnerships** and to assess if proposal bids can be led locally or would need to be led internationally.
- c. Related to the point above, strong marketing and communications capabilities to be able to:
  - i. Enter into international consortia for proposal bid efforts
  - ii. In the case where the intention is to lead a proposal development effort, to be able to persuade strong international partners with a strong track record to join in the proposal consortium
- d. Capacity and track record in developing strong proposal bids that are capable of being successful and selected for EU funding.

**Recommendation 5 – Put in Place Effective Operational Structures:** Implementing effective structures to successfully apply for EU funding. There are a variety of options through which Montenegrin stakeholders can put in place effective operational structures. Some of the options include:

- a) Providing the capability through local organisations/consultants that have a credible track record. Possible examples include Montenegro Business Alliance, Union of Employers, Institute for Strategic Studies and Prognoses and the Centre for European Education and Studies when organisations are concerned. Such a relationship could be founded on a retain basis or a fixed income basis, possibly including a success fee component for successful proposal applications, depending on what both parties were looking for from the relationship.
- b) Providing external capability but embedded in local organisations where these capabilities would also be built up among internal organisation staff. Examples of organisations where external capability could be recruited to work along with staff include the Chamber of Commerce, Confederation of Trade Unions of Montenegro, Union of Municipalities of Montenegro, Montenegro Business Alliance, Union of Employers, Institute for Strategic Studies and Prognoses and the Centre for European Education and Studies etc. Additionally governmental and municipal bodies such as the Directorate for SME Development as a part of the Ministry of Economy, local business centres have the requisite capacity to assist clusters in accessing funding.
- c) Providing the capability through international organisations/consultants that have a credible track record. Possible examples are UNDP, UNIDO, or private sector organisations. Please note these examples are indicative in nature. Such a service provision could be done on a mix of fee income and success fee component for successful proposal applications.

**Recommendation 6 – Advocate the inclusion of direct support for SMEs in IPA II i.e. Danube 2014-2020 Operational Program:** The current IPA II Operational Program is under development and is open for initiatives until November 2014. Bearing in mind the existing proposed structure of the respective Operational Program, there is significant potential for cluster development and direct SMEs support.



**Recommendation 7 – Improving Research - Industry Linkages:** SMEs should be provided with a representative on the Council for Scientific and Research Activities to help bridge the current divide between the private sector and R&D which is conducted by public research units.

## ANNEXES

### Annex 1 – Contact Details for EIB Financial Intermediaries in Montenegro

<i>Institution's Address</i>	<i>Name and Contact Details for Responsible Officer</i>		
Investiciono-Razvojni Fond Crne Gore A.D. Bulevar Svetog Petra Cetinjskog 126 81000 Podgorica Montenegro	Ms Mira Trebjesanin Rukovodilac Sluzbe rizika Tel. +382 (0)20 229 570 Email: <a href="mailto:mira.trebjesanin@irfcg.me">mira.trebjesanin@irfcg.me</a>		
First Financial Bank 19 Decembra br. 5 81000 Podgorica Montenegro	Mr Edin Sehovic Compliance Officer Tel. +382 20 481 426, 481 481 E-mail: <a href="mailto:edin.sehovic@ffbank.org">edin.sehovic@ffbank.org</a>		
Hipotekarna banka a.d. Ul. Josipa Broza Tita 67 81000 Podgorica Crna Gora	Mr Nikola Milovic Branch Network Director Tel. + 382 (0) 20 444 312 E-mail: <a href="mailto:nikola.milovic@hb.co.me">nikola.milovic@hb.co.me</a>	Mr Nikola Spadijer Director of Branch Podgorica Tel. + 382 (0) 20 665 882 E-mail: <a href="mailto:nikola.spadijer@hb.co.me">nikola.spadijer@hb.co.me</a>	
Komercijalna Banka AD Budva Podkošljun bb 85310 Budva Montenegro	Public Finance Mr Nikola Vasilic Loan Officer Tel. + 382(0)33 426 300 E-mail: <a href="mailto:nikola.vasilic@kombank.co.me">nikola.vasilic@kombank.co.me</a>	Corporate Banking Mr Drasko Trninic Director of loan department Tel. + 382(0)33 426 320 Fax + 382(0)33 426 322 E-mail: <a href="mailto:drasko.trninic@kombank.co.me">drasko.trninic@kombank.co.me</a>	Retail Banking (SME division) Ms Vanja Bozovic Loan Officer Tel. + 382(0)33 426 351 Fax + 382(0)33 426 372 E-mail: <a href="mailto:vanja.bozovic@kombank.co.me">vanja.bozovic@kombank.co.me</a>
NLB Montenegrobanka a.d. Podgorica Bulevar Stanka Dragojevića 46 81 000 Podgorica Montenegro	Mr Samo Jovičević Head of Corporate Banking Tel. +382 20 402 021 Fax +382 20 402 158 E-mail: <a href="mailto:samo.jovicevic@montenegro-banka.com">samo.jovicevic@montenegro-banka.com</a>	Mr Miloš Miketić Head of SME Division Tel. +382 20 402 170 Fax +382 20 402 046 E-mail: <a href="mailto:milos.miketic@montenegro-banka.com">milos.miketic@montenegro-banka.com</a>	
Societe Generale Banka Montenegro Ad Bulevar Revolucije 17 81000 Podgorica Montenegro	Mr Slobodan Vujovic Chief Financial Officer Tel. + 382 (0) 20 415 610 Fax +382 (0) 20 415 619 E-mail: <a href="mailto:slobodan.vujovic@socgen.com">slobodan.vujovic@socgen.com</a>		

## Annex 2 - Matrix

# WS.0 - Funding Matrix Overview

This Funding Matrix contains 3 Work Sheets (WS) - namely WS.1, WS.2 and WS.3:

WS.1- National Schemes

WS.2- Horizon 2020

WS.3- WB-EDIF, COSME, EIB , EIF & EBRD

The Three Accompanying worksheets contain an overview of various funding programmes. These are the criteria by which programmes and calls were assessed. Please note these criteria vary from each work sheet depending on the programme and institution in question

Name of Scheme/Programme

Total Budget Call/Programme

Summary of Call/Programme

Type of Scheme

Max Individual Grant

Publication Date

Status

Deadline

Donor/Scheme

Who is eligible

Eligible Types

Key Eligibility Criteria

Time Frame - How long will the scheme last

Likelihood of a renewal for another period

Key Equipment Activities to be funded

Potential Use by Cluster Firms, Municipality or Research Institution

Document Call Folder

N.	Name of Scheme / Programme	Total Call Budget (€)	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor / Scheme Administrator	Loan/ Guarantee Terms and Conditions	Who is eligible	Key eligibility criteria	Time frame (from when to when is the scheme running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Link to the call
<b>WS.1 - National Schemes</b>																
1	Incentive programme for cluster development in Montenegro	N/A	The program of support for SMEs in the cluster for overcoming the "bottlenecks" in doing business	Grant	10,000 €		Closed	Continuously upon calls for 2012 - 2016	Ministry of Economy	Max. grant amount: 70% of eligible costs	Micro, small and medium enterprises.	Enterprises based in Montenegro and 100 percent privately owned, which in the last financial year have not had losses, regularly paid taxes and contributions and have cooperation agreements with at least three companies in the cluster	N/A	N/A	the purchase of equipment, with the exception of IT equipment and transport equipment	<a href="#">Open Link</a>
2	Agrobudget	14,029,778	Subsidies for agricultural producers provided from the Budget of Montenegro	Grant	Depends on call	N/A	Open	N/A	Ministry of Agriculture and Rural Development	N/A	Agricultural producers	Agricultural companies based in Montenegro	N/A	N/A	Depends on call	<a href="#">Open Link</a>
3	IPARD	3,200,000	Unallocated IPARD funds for 2011 and 2012	Grant	N/A	Expected: September 2014	Closed	N/A	European Commission / Ministry of Agriculture and Rural Development	Max. loan amount: 50% of eligible costs	SMEs from agricultural sector	Farms registered as such according to the Law on Agriculture, which are either 100% private or have a shared ownership by the state	N/A	N/A	N/A	<a href="#">IPARD is not formulated however it will be operated by the Ministry of Agriculture.</a>
4	Instruments for Pre-Accession Assistance (IPA II) 2014-2020	11,7 billion	EU pre-accession funds are a sound investment into the future of both the enlargement countries and the EU itself. They help the beneficiaries make political and economic reforms, preparing them for the rights and obligations that come with EU membership.	Grant	N/A	Expected in 2015	Closed	N/A	European Union	N/A	Organizations of civil society, public non-profit agencies, national, regional and international parliamentary bodies, international and regional inter-governmental organizations, natural persons (in exceptional cases)	Depends on individual calls	Depends on individual calls	N/A	Activities that increase competitiveness and sustainability of producers, better preparation for the implementation of the common agricultural policy (CAP) and EU standards (food, sanitary, phytosanitary).	<a href="#">Open Link</a>

N.	Name of Scheme / Programme	Total Call Budget (€)	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor / Scheme Administrator	Loan/ Guarantee Terms and Conditions	Who is eligible	Key eligibility criteria	Time frame (from when to when is the scheme running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Link to the call
<b>WS.1 - National Schemes</b>																
5	IPA Cross border Program Serbia-Montenegro	N/A	Strengthen cross-border connections with the aim of promoting sustainable economic and social development in the Serbia – Montenegro border area	Grant	N/A	TBA	Closed	N/A	European Union	N/A	Non-profit organizations from the bordering area	In Montenegro the eligible area are territories of the following municipalities: Pljevlja, Bijelo Polje, Berane, Rožaje, Plav, Andrijevica, Kolašin, Mojkovac, Žabljak, Plužine, Šavnik, Nikšić plus the adjacent area, which covers the municipalities of Podgorica, Danilovgrad and Cetinje	the duration of an action may not be shorter than 12 months nor exceed 24 months	N/A	business-to-business networks; development of SME support services and joint access to these; joint marketing & promotion on domestic & EU markets; enhancement of innovativeness by cooperation of SMEs with educational and research & development organisations; exchange of know-how; selected investments in business infrastructure including the establishment of cross-border clusters.	<a href="#">Open Link</a>
6	Programme of support for Tourism and Hospitality	N/A	Development and growth of existing micro, small and medium enterprises and entrepreneurs in the tourism and hospitality industry	Loan	1000000	N/A	Open	N/A	Investment Development Fund	Max. loan amount: 50% of eligible costs; Interest rate 6% per annum with a proportional system of calculating interest; The deadline to 10 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises from tourism industry.	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, plant and machinery, inventory ...), intangible assets (development products or services, patents, licenses, concessions, franchises, ...) and working capital	<a href="#">Open Link</a>
7	Programme of support for Agriculture and food production	N/A	Development and growth of existing micro, small and medium enterprises and entrepreneurs in agricultural sector	Loan	1000000	N/A	Open	N/A	Investment Development Fund	Max. loan amount: 50% of eligible costs; Interest rate 6% per annum with a proportional system of calculating interest; The deadline up to 10 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises from agricultural sector	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, equipment and appliances, basic herd, perennial plantations, inventory ...), intangible assets (development of products or services, patents, licenses, franchises, copyrights rights, franchise ...) and working capital.	<a href="#">Open Link</a>

N.	Name of Scheme / Programme	Total Call Budget (€)	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor / Scheme Administrator	Loan/ Guarantee Terms and Conditions	Who is eligible	Key eligibility criteria	Time frame (from when to when is the scheme running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Link to the call
<b>WS.1 - National Schemes</b>																
8	MIDAS	N/A	Support for farmers who participate in the program MIDAS grant scheme of the Ministry of Agriculture and Rural Development defined stimulating conditions for financing.	Loan	70000	N/A	Open	N/A	Investment Development Fund	Interest rate 4.5% per annum with a proportional system of calculation of interest (if the provision is a bank guarantee, the interest rate will be 3% per annum), The deadline up to 10 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises from woodprocessing sector	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, equipment and appliances, basic herd, perennial plantations, inventory ...), intangible assets (development of products or services, patents, licenses, franchises, copyrights rights, franchise ...) and working capital.	<a href="#">Open Link</a>
9	Programme of support for Primary Wood Processing	N/A	Development and growth of existing micro, small and medium enterprises and entrepreneurs in the woodprocessing industry	Loan	1000000	N/A	Open	N/A	Investment Development Fund	Max. loan amount: 50% of eligible costs; Interest rate 6% per annum with a proportional system of calculating interest; The deadline is 8 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises from agricultural sector	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, equipment and devices, inventory ...), intangible assets (development of products or services, patents, licenses, franchises, copyrights, franchises ...) and working capital.	<a href="#">Open Link</a>
10	Programme of support for Production	N/A	Incentives for investment in modernization, construction of new production capacities, production incentives with higher degree of processing and utilization of local resources, the introduction of new technologies and products.	Loan	1000000	N/A	Open	N/A	Investment Development Fund	Max. loan amount: 50% of eligible costs; Interest rate 6% per annum with a proportional system of calculating interest; The deadline is 10 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises from service industry	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, equipment and appliances, inventory, etc.), intangible assets (development of products or services, patents, licenses, franchises, copyrights, franchises ...) and working capital	<a href="#">Open Link</a>

N.	Name of Scheme / Programme	Total Call Budget (€)	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor / Scheme Administrator	Loan/ Guarantee Terms and Conditions	Who is eligible	Key eligibility criteria	Time frame (from when to when is the scheme running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Link to the call
<b>WS.1 - National Schemes</b>																
11	Programme of support for Service Sector	N/A	Supporting development and growth of micro, small and medium enterprises and entrepreneurs engaged in services.	Loan	500000	N/A	Open	N/A	Investment Development Fund	Max. loan amount: 50% of eligible costs; Interest rate 6,5% per annum with a proportional system of calculating interest; The deadline is 8 years (including grace period); Grace period up to two years;	Micro, small and medium enterprises that have production operations	Borrowers may be companies and entrepreneurs in all forms of organization acknowledged by the Law on Commercial Companies, and have no outstanding tax debt	N/A	N/A	Loans are intended for investment in fixed assets - tangible assets (land, buildings, equipment and appliances, inventory, etc.), intangible assets (development of products or services, patents, licenses, franchises, copyrights, franchises ...) and working capital	<a href="#">Open Link</a>
12	Superfounders	N/A	It is an international support platform for localized full-service startup acceleration and community development programs.	Equity	10000	N/A	Open	N/A	Private Investors	The funds are given by investors in exchange for up to 10% of ownership	Start-up SMEs	SMEs need to successfully pass the phase of coaching and mentoring	N/A	N/A	It is oriented as towards technology but also agro food and can be viable solution for new startups and potential clusters.	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
<b>H2020 Pillar: Excellent Science</b>																			
1	ERC Proof of Concept Grant	€ 15,000,000	Maximise the value of excellent research, by funding further work - only to Principal Investigators whose proposals draw substantially on their ERC funded research.	Grant	€ 150,000	12/11/2013	Open	10/1/2014	Horizon 2020 - ERC	Existing beneficiaries of ERC funding.	Public/Private University, Research Inst.	Proposal must draw on existing ERC funded research. Demonstrate commercial or societal application.	OJ C 361/9 of 11 December 2013	18 months	N/A	Reimburse up 100% of the total eligible and approved direct costs and a flat-rate financing of indirect costs of a maximum of 25% of the total eligible direct costs.	Proposals should build on existing research and have a commercial or societal application.	01_Eur Research Council	<a href="#">Open Link</a>
2	ERC Advanced Grant	€ 450,000,000	Designed to support Principal Investigators at career stages who are already established research leaders with a recognised track record of research achievements.	Grant	€ 2,500,000	6/17/2013	Open	10/21/2014	Horizon 2020 - ERC	Research teams may be trans-national.	Public/Private University, Research Inst.	Established research leader with recognised scientific excellence, 10 year experience. Focus on science, scholarship and engineering, interdisciplinary proposals.	OJ C 361/9 of 11 December 2013	5 years	Additional €1,000,000 may be requested	Reimburse up 100% of the total eligible and approved direct costs and a flat-rate financing of indirect costs of a maximum of 25% of the total eligible direct costs.	Applicants must have 10 years of research experience. The Call favours research relating to engineering and science.	01_Eur Research Council	<a href="#">Open Link</a>
3	Novel Ideas For Radically New Technologies - Co-ordination and Support Actions 2015	€ 3,000,000	Support collaborative research on future and emerging technologies that will renew the basis for future European competitiveness and growth	Grant	€300,000 - €500,000	12/11/2013	Open	29/09/15	Horizon 2020 - FET	Min. 1 legal entity established in a M.S or A.C.	Public/Private University, Research Inst.	Clear concept and capacity to exploit and disseminate the project results and manage research data.	OJ C 361 of 11 December 2013	Undisclosed	N/A	100% reimbursement for - standardisation, dissemination, awareness-raising, networking, policy dialogues and mutual learning exercises for new infrastructure.	Proposals should engage scientists, citizens, innovators, policy makers, young researchers and high-tech SMEs.	02_Future_Emerging_Tech	<a href="#">Open Link</a>
4	Novel Ideas For Radically New Technologies - Co-ordination and Support Actions 2014	€ 3,000,000	Support collaborative research on future and emerging technologies that will renew the basis for future European competitiveness and growth	Grant	€300,000 - €500,000	12/11/2013	Open	30/09/14	Horizon 2020 - FET	Min. 1 legal entity established in a M.S or A.C.	Public/Private University, Research Inst.	Clarity of objectives, support of high impact research for new emerging areas, potential transformational impact on communities, dissemination of results and engagement with stakeholders, quality work plan, appropriate allocation of resources.	OJ C 361 of 11 December 2013	Undisclosed	N/A	100% reimbursement for - standardisation, dissemination, awareness-raising, networking, policy dialogues and mutual learning exercises for new infrastructure.	This call enables FET Exchanges engaging inter-disciplinary communities with specific ref. to young researchers and SMEs. Additionally provides funds for conferences to open policy dialogue between science, policy and society actors.	02_Future_Emerging_Tech	<a href="#">Open Link</a>
5	Novel Ideas for Radically New Technologies - Research Projects	€ 154,000,000	Supports early stage, high risk visionary science and technological collaborative research projects for the successful exploration of new foundations for radically new future technologies.	Grant	Undisclosed	12/11/2013	Open	29/09/15	Horizon 2020 - FET	Min. 1 legal entity established in a M.S or A.C.	Public/Private University, Research Inst.	Call is seeking one of the following criteria ; Long-term vision, Breakthrough S&T, Foundational, Novelty, High-Risk, interdisciplinary.	OJ C 361 of 11 December 2013	Undisclosed	N/A	100% reimbursement for - standardisation, dissemination, awareness-raising, networking, policy dialogues and mutual learning exercises for new infrastructure.	Proposals should drive research and innovation for potential actors such as women, young people and high-tech SMEs.	02_Future_Emerging_Tech	<a href="#">Open Link</a>



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<b>WS.2 - Horizon 2020</b>																			
6(A)	Proactive-Towards Exascale High Performance Computing - HPC Ecosystem	€ 97,400,000	Develop a sustainable European HPC Ecosystem	Grant	Undisclosed	12/11/2013	Open	11/25/2014	Horizon 2020 - FET	Min. 1 legal entity established in a M.S or A.C.	Public/Private University, Research Inst.	Excellence - Clarity/credibility of concept, Impact - potential of proposal to exploit and disseminate results, contribute to European/international research. Quality - coherent management structures of relationships in consortium	OJ C 361 of 11 December 2013	Undisclosed	N/A	100% reimbursement for - standardisation, dissemination, awareness-raising, networking, policy dialogues and mutual learning exercises for new infrastructure. May also apply for training costs, accessory direct costs (travel/ subsistence) for training	Proposals should support joint community structuring and non-research activities such as developing a Strategic Research Agenda. Promotion of entrepreneurship and HPC industry take-up	02_Future_Emerging_Tech	<a href="#">Open Link</a>
6(B)	Proactive-Towards Exascale High Performance Computing - HPC Core Technologies, Programming Environments and Algorithms for Extreme Parallelism and Extreme Data Applications	€ 97,400,000	Achieve, by 2020, the full range of technological capabilities needed for delivering a broad spectrum of extreme scale HPC systems. The designs of these systems need to respond to critical demands such as energy efficiency & new delivery models.	Grant	Undisclosed	12/11/2013	Open	11/25/2014	Horizon 2020 - FET	Min. 1 legal entity established in a M.S or A.C.	Public/Private University, Research Inst.	Excellence - Clarity/credibility of concept, Impact - potential of proposal to exploit and disseminate results, contribute to European/international research. Quality - coherent management structures of relationships in consortium	OJ C 361 of 11 December 2013	Undisclosed	N/A	100% reimbursement for - standardisation, dissemination, awareness-raising, networking, policy dialogues and mutual learning exercises for new infrastructure. May also apply for training costs, accessory direct costs (travel/subsistence) for training	The call facilitates the development of conditions to encourage new technological developments. These require better energy management. Also incorporates development of mathematical/ algorithm skills to work towards the creation of an environment to facilitate the growth of HPC.	02_Future_Emerging_Tech	<a href="#">Open Link</a>
7(A)	Co-Fund of Regional, National and International Programmes - Marie Skłodowska-Curie Funding of Doctoral Programmes	€ 80,000,000	The COFUND scheme aims at stimulating regional, national or international programmes to foster excellence in researchers' training, mobility and career development.	Grant	€ 10,000,000	4/10/2014	Open	10/2/2014	Horizon 2020 - Marie Skłodowska-Curie Actions	Researchers who are not permanently employed at a host institution. Currently enrolled in Doc. Prog.	Public or Private body: University, Research Institution, NGO or European Interest Organisation or Socio-Economic Actors	Comprehensive profile of the chief researcher, outline of required administrative resources to implement proposal and a description of partner organisations assisting the researcher.	OJ C361 of 11 December 2013	36-60 Months	Possibility for further access to CO-FUND if future work relates and goes beyond the funded proposal.	H2020 funding is to be used for research costs, travel expenses, mobility allowance and other indirect costs.	Programme fosters trans-national mobility of researcher, encourages interaction with the non-academic sector to create a transferable skills	03_Marie_Curie_Action	<a href="#">Open Link</a>
7(B)	Co-Fund of Regional, National and International Programmes - Marie Skłodowska-Fellowship Prog.	€ 80,000,000	The COFUND scheme aims at stimulating regional, national or international programmes to foster excellence in researchers' training, mobility and career development.	Grant	Undisclosed	4/10/2014	Open	10/2/2014	Horizon 2020 - Marie Skłodowska-Curie Actions	Fellowship Programmes.	Fellowship Programmes. Encourage cross-sectorial mobility	Applying fellowship programmes should administer fair, frequent and open recruitment competitions. Cover all research disciplines	OJ C361 of 11 December 2013	36-60 Months	Possibility for further access to CO-FUND if future work relates and goes beyond the funded proposal.	H2020 funding is to be used for research costs, travel expenses, mobility allowance and other indirect costs.	Programme fosters trans-national mobility of researcher, encourages interaction with the non-academic sector to create a transferable skills. Encourages cross-sectorial mobility.	03_Marie_Curie_Action	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
8	Co-Fund of Regional, National and International Programmes - Marie Skłodowska-Individual Fellowships	€ 240,500,000	Enhance the creative and innovative potential of experienced researchers wishing to diversify their individual competence in terms of skill acquisition at multi- or interdisciplinary level through advanced training, international and inter-sectorial mobility.	Grant	Undisclosed	3/12/2014	Open	9/11/2014	Horizon 2020 - Marie Skłodowska-Curie Actions	Host research institute, which may be represented by supervisor/researcher	Universities, Research Institutes.	Research proposals should take a focus on European or Global Focus. The call favours multi-disciplinary	OJ C361 of 11 December 2013	Minimum of three 3 months, no listed maximum.	N/A	Funding will cover living allowances. Mobility allowance, family allowance, research/training/networking costs and management and indirect costs.	The call takes proposals from range of Disciplinary backgrounds. Additionally trans-mobility is strongly encouraged by participants. This would aid the internationalisation of research institutes.	03_Marie_Curie_Action	<a href="#">Open Link</a>
9	E-Infrastructures 2015	€82,000,000	Develop Centres of Excellence (CoE) and Virtual Research Environments (VRE) through supporting capacity.	Grant	€2,000,000 - €8,000,000. However the Commission will consider proposal requiring excess funding.	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	At least three independent legal entities. Each from a different EUMS or AC. They maybe a mixture of public or private body.	interdisciplinary research communities. The Call also looks for the establishment/operation of PPP	Proposals should support capacity building in interdisciplinary research communities to empower researcher. And foster a culture of excellence, both scientific and industrial. CoEs may be 'thematic', addressing specific application domains such as medicine, life science or energy; 'transversal' on computational science or 'challenge-driven', addressing societal or industrial challenges such as ageing, climate change, clean transport or a combination of these types.	OJ C361 of 11.12.2013	Undisclosed	N/A	100% funding; Action primarily consisting of activities aiming to establish new knowledge & to explore the feasibility of a new or improved technology, product/process/service/solution. For this purpose they may include basic and applied research/ technology/ development/ integration/testing and validation on a small-scale prototype in a laboratory. Projects may contain limited pilot activities aiming to how technical feasibility in a near to operational environment.	This Call focuses on the ICT infrastructures needed for addressing Societal Challenges and emphasise the need to enhance competitiveness for companies and SMEs through access to CoE and VRE. Given the call seeks at least three legal entities and welcomes PPP it would appear to be an ideal platform for the creation of a cluster in any given policy sphere.	04_Research_Infrastructure	<a href="#">Open Link</a>
10(A)	E-Infrastructures 2014: Research and Education Network - Géant	€ 82,000,000	Develop and support Géant to maintain the rise of compute and data intensive collaborative research and education through innovative services, operational excellence and global reach.	Grant	The chosen proposal, in addition to accessing funding under Horizon 2020 will also sign a Framework Partnership Agreement which will result in an average €25m a year.	12/11/2013	Open	02/09/14	Horizon 2020 - Research Infrastructures.	Only A National Research and Education Network may apply for this call.	Given the specific task involved at a pan-European level there will only be one successful grantee. The call favours consortiums.	Given the specific task involved at a pan-European level there will only be one successful grantee. The call favours consortiums.	OJ C361 of 11.12.2013	The funding will last for the duration of Horizon 2020 - 2014-2020	N/A	The funding will be provided to the successful NREN. However third party organisations, involved in the consortium may apply for costs up to €60,000	The Montenegrin NREN is already connected with Géant. It would offer Montenegro the opportunity to collaborate with European counter-parts in knowledge creation, innovation and learning. The use of a consortium will additionally lead to international and inter-sectorial collaboration.	04_Research_Infrastructure	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
10(B)	E-Infrastructures 2014: Network of HPC Competence Centres for SMEs	€ 82,000,000	Fostering the use of HPC by SMEs. Promotion of competence centres will create of access to computational expertise anywhere in Europe and enable the dissemination of best practice in HPC industrial use particularly for SMEs	Grant	Undisclosed	12/11/2013	Open	9/2/2014	Horizon 2020 - Research Infrastructures.	Min. 1 legal entity established in a M.S or A.C.	Public or Private body: University, Research Institution, NGO or European Interest Organisation or Socio-Economic Actors	Proposals should focus on creating a pool of technical expertise and improving networking of existing competence centres. Raise awareness relating to the benefits of HPC centres among SMEs. Identify the needs and requirements of SMEs and match those needs to available resources. Possible training workshops with SME communities	<a href="#">OJ C361 of 11.12.2014</a>	Undisclosed	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides an opportunity to internationalise the Montenegrin SME community, through interacting with European expertise. Additionally at a national level it will help raise awareness of benefits of HPC within SME communities.	04_Research_Infrastructure	<a href="#">Open Link</a>
11	Support to Innovation, Human Resources, Policy and International Co-operation - Innovative procurement pilot action in the field of scientific instrumentation	€ 20,000,000	Innovative Support Measures	Grant	Undisclosed however the Commission indicates that funding may only be provided to one proposals	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	Min. 1 legal entity established in a M.S or A.C. - Coordination and Support Action OR at least three independent legal entities. Each from a different EUMS or AC. They may be a mixture of public or private body and at least two independent body who are public procurers from 2 diff EUMS or AC - Pre-Commercial Procurement & Public Procurement of Innovation Solutions	If the proposals Pre-Commercial Procurement or Public Procurement of Innovation Solutions the Commission will require 2 independent legal entities who are public procurers from 2 different EUMS or AC.	A successful proposal should stimulate research infrastructure projects to actively participate in the innovation process and to fully exploit their innovation potential. Support provided to industry (including SMEs) in the construction and upgrade of research infrastructures which should lead to enhanced competitiveness of the involved actors.	<a href="#">OJ C361, p. 9 of 11.12.2013</a>	Undisclosed	N/A	Funding is dependent on proposal type; Coordination and Support Actions - 100% of cost to be reimbursed, Pre-Commercial Procurement - max. of 70% to be reimbursed, Public Procurement of Innovation Solutions - max. of 20% reimbursement for eligible costs & costs for procurement of R&D will not be included.	The project will develop research infrastructure, much needed in Montenegro. It will also integrate R&D processes with SMEs and the private sector.	04_Research_Infrastructure	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
			Strengthening the Human Capital of Research	Grant	Undisclosed	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	Min. 1 legal entity established in a M.S or A.C.	Public or Private body: University, Research Institution, NGO or European Interest Organisation or Socio-Economic Actors	This programme will favour research actors, and encourage collaboration with SMEs.	<a href="#">OJ C361, p. 9 of 11.12.2013</a>	N/A	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call aims to create a network of procurement professionals to encourage good practice across research infrastructures. This will help integrate an international component into the Montenegrin research sector. It will also promote awareness among the SME sector of potential benefits they can derive from research and innovation.	04_Research_Infrastructure	<a href="#">Open Link</a>
11	Support to Innovation, Human Resources, Policy and International Co-operation - Innovative procurement pilot action in the field of scientific instrumentation	€ 20,000,000	Policy Measures for Research Infrastructure	Grant	Undisclosed	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	Min. 1 legal entity established in a M.S or A.C.	Public or Private body: University, Research Institution, NGO or European Interest Organisation or Socio-Economic Actors	This call will favour partnerships between policy makers, funding bodies and advisory groups.	<a href="#">OJ C361, p. 9 of 11.12.2013</a>	N/A	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call will develop the level of collaboration between relevant actors in research and innovation. This includes research actors, industry, policy makers and funding agencies. The call will also allow for a comparison to be made with research infrastructures in Canada, USA, Australia and BRIC Countries to understand the best system to adapt to an EU context.	04_Research_Infrastructure	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
11	Support to Innovation, Human Resources, Policy and International Co-operation - Innovative procurement pilot action in the field of scientific instrumentation	€ 20,000,000	E-Infrastructure policy development and International Cooperation	Grant	Undisclosed	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	Min. 1 legal entity established in a M.S or A.C.	Public or Private body: University, Research Institution, NGO or European Interest Organisation or Socio-Economic Actors	This call will favour partnerships involving research stakeholder, including research actors, SMEs, national/local policy coordinators	OJ C361, p. 9 of 11.12.2013	N/A	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call will help develop communication between relevant stakeholder in R&D. It will also ensure Montenegrin research is coordinated at a European/Local/Regional/National levels.	04_Research_Infrastructure	<a href="#">Open Link</a>
12	Integrating and opening research infrastructures of European Interest	€ 140,000,000	The aim of this action is to bring together, integrate on European scale, and open up key national and regional research infrastructures to all European researchers, from both academia and industry, ensuring their optimal use and joint development.	Grant	€10m	12/11/2013	Open	02/09/14	Horizon 2020 - Research Infrastructures.	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions	This call will favour a consortium of actors including municipalities, technological partners and research institutions, from different M.S/A.C.	OJ C361, p. 9 of 11.12.2013	Undisclosed	N/A	Research , Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call can assist "starting communities" where research infrastructure is limited, such as Montenegro. It will fund the development of Integrated Activities to mobilise relevant research stakeholders. These will foster innovation and research through open communication with industry.	04_Research_Infrastructure	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
13	Developing new world-class research infrastructures -	€ 95,000,000	Design Studies	Grant	€1m-€3m	12/11/2013	Open	1/14/2015	Horizon 2020 - Research Infrastructures.	At least one legal entity established in a Member State or associated country OR At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Coordination and support actions OR Research and innovation actions	Research Actors are the preferred applicants	OJ C361, p. 9 of 11.12.2013	N/A	N/A	Research , Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides an opportunity to fund research centres for clusters. The centres must have a thematic issue outlined under the call. Of interest to Montenegro may be research into Environmental issues considering the role of the forestry sector.	04_Research, Infrastructure	<a href="#">Open Link</a>
13	Developing new world-class research infrastructures -	€ 95,000,000	Implementation and Operation of cross-cutting services and solutions for Clusters of ESFRI and other relevant research infrastructure initiatives	Grant	€6-€15m	12/11/2013	Open	02/09/2015	Horizon 2020 - Research Infrastructures.	At least one legal entity established in a Member State or associated country OR At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Coordination and support actions OR Research and innovation actions	Research actors active in Biomedical Science, Advanced Light Sources, Astronomy, Environment and Earth Sciences	OJ C361, p. 9 of 11.12.2013	N/A	N/A	Research , Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides an opportunity to fund research centres for clusters. The centres must have a thematic issue outlined under the call. Of interest to Montenegro may be research into Environmental issues considering the role of the forestry sector.	04_Research, Infrastructure	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
<b>H2020 Pillar: Industrial Leadership</b>																			
14	ECSEL Call 2014-2 Innovation Actions	€ 190,000,000	Action primarily consisting of activities directly aiming at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication.	Grant	undisclosed	09/07/14	Open	9/17/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public and Private entities, Research organisations, municipal councils SMEs	Keen focus on integrating SME and research actors.	OJ C213 of 08-07-2014	N/A	N/A	Research, Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call will fund activities to build a dynamic ecosystem involving SMEs which are not directly related to research, innovation or Development. This will address the absence of SME investment in research.	01_Leit	<a href="#">Open Link</a>
15	ECSEL Call 2014-1 Research and Innovation Actions	€ 80,000,000	Action primarily consisting of activities aiming to establish new knowledge and/or to explore the feasibility of a new or improved technology, product, process, service or solution. For this purpose they may include basic and applied research, technology development and integration, testing and validation on a small-scale prototype in a laboratory or simulated environment.	Grant	Undisclosed	09/07/14	Open	9/17/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public and Private entities, Research organisations, municipal councils SMEs	Keen focus on integrating SME and research actors.	OJ C213 of 08-07-2014	N/A	N/A	Research, Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call will fund activities to build a dynamic ecosystem involving SMEs which are not directly related to research, innovation or Development. This will address the absence of SME investment in research.	01_Leit	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
16	Call for SILC II - Sustainable Industry Low Carbon II	€ 20,000,000	The actions addresses technological solutions that could have widespread applications and may combine different technologies in the reduction of GHG emissions	Grant	€5-€10m	4/30/2014	Open	02/09/14	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Innovation Actions	Research Actors, SMEs operating in technological sector.	OJ C 361 of 11 December 2013	N/A	N/A	Research , Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call aims to integrate low carbon technologies into the manufacturing process. This will assist Montenegrin SMEs seeking to develop and grow while also addressing issues around environmental concerns, which has been raised as a potential barrier to growth	01_Leit	<a href="#">Open Link</a>
17	Biotechnology	€ 29,600,000	The action focuses on the needs of SMEs active in the bioinformatics sector and takes into consideration international activities with the objective of fostering global solutions, standards and interoperability. The action also focuses on the development of technologies that form the metagenomic toolkit to guide future developments in the field with view to enable metagenomic approaches responding to societal and industrial needs.	Grant		12/11/2013	Open	24/02/2015 (stage 2: 11/06/2015 )	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A			01_Leit	These calls were removed from the Horizon 2020 portal during the research stage
18	Call for Nanotechnologies, Advanced Materials and Production 1	€ 10,000,000	The proposed ERA-NET aims at coordinating the research efforts of the participating Member States, Associated States and Regions in the field of materials, continuing the activities started by M-ERA.NET, for materials research and innovation, especially enabling low carbon energy technologies, and to implement a joint transnational call for proposals (resulting in grants to third parties) with EU co-funding to fund multinational innovative research initiatives in this domain.	Grant		12/11/2013	Open	26/03/15	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other. Participants in ERA-NET Cofund actions must be research funders: legal entities owning or managing public research and innovation programmes	ERA-NET (COFUND)		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage



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<b>WS.2 - Horizon 2020</b>																			
19	Call for Nanotechnologies, Advanced Materials and Production 2	€ 2,200,000	This action is to be based on the concept of Mobilisation & Mutual Learning (MML) Platforms. The two main activities to be undertaken within this platform are a series of multi-stakeholder dialogues and training activities to address knowledge gaps between various types of actors and potential co-production of knowledge.	Grant		12/11/2013	Open	26/03/15	Horizon 2020 - LEIT	At least one legal entity established in a Member State or associated country	Coordination and support action		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
20	Call for Nanotechnologies, Advanced Materials and Production 3	€ 66,000,000	Action divided into two Innovation Actions and two Research Actions. Innovation Actions focus in the promotion of the use of nanomaterials in industrial processes. While the two Research Actions promote the use of nanomaterials and nanocapsules containing active ingredients on one hand and on the other hand the development of 3D printers.	Grant		12/11/2013	Open	26/03/15	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	i) & ii) Innovation Actions ; iii) & iv) Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
21	Call for Nanotechnologies, Advanced Materials and Production 4	€ 16,000,000	The action focuses on the improvements of the usability of Electric Vehicles, with extended driving range and improved battery durability (recharging, cyclability and safety) obtainable at competitive costs.	Grant		12/11/2013	Open	10/7/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
22	Call for Nanotechnologies, Advanced Materials and Production 5	€ 152,000,000	Important action widespread into ten different fields such as Nanomedicine therapy for cancer; Biomaterials for treatment and prevention of Alzheimer's disease ; Materials innovations for optimisation of cooling in power plants ; Extended in-service service of advanced functional materials in energy technologies; Fibre-based materials for non-clothing applications ; Low-energy solutions for drinking water production ; Increasing the capacity to perform nano-safety assessment; etc.	Grant		12/11/2013	Open	26/03/15 (phase 2 8/09/2015)	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage

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<b>WS.2 - Horizon 2020</b>																			
23	Protection of European assets in and from Space-2015-LEIT SPACE	€ 6,500,000	The action seeks to develop and test concepts and technologies needed for safe de-orbiting and disposal of space objects, including up to in-orbit demonstration as an option.	Grant		12/11/2013	Open	11/27/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
24	Earth Observation-2015 LEIT SPACE	€ 26,000,000	The actions seeks to establish sustainable supply chains for innovative Earth Observation applications with demonstrated commercial value with targeted client communities. It seeks also to promote a wider use of Copernicus Sentinel data and to promote data transfers and communication in light of current developments of high-speed in-space communication methodologies.	Grant		12/11/2013	Open	11/27/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
25	H2020-LEIT-Space-Competitiveness of the European Space Sector-2015	€ 36,500,000	The action seeks to find new solutions for affordable and reliable launcher capabilities in benefit of the wide spectrum of European space RTD community needs (from sub-orbital to orbital injection). It seeks also to reduce the dependence on critical technologies and capabilities from outside Europe for future space applications and to prepare the ground for further innovative development of R&D in human spaceflight and future terrestrial applications.	Grant		12/11/2013	Open	11/27/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research & Innovation Actions		OJ C361 of 11 December 2013	N/A	N/A				These calls were removed from the Horizon 2020 portal during the research stage
26	Call for Factories of the Future - ICT Innovation for Manufacturing	€ 145,000,000	Strengthening European SMEs along the value chain by adopting new concepts and business models based on servitisation, for product operation, or for end-of-life use	Grant	€ 150,000	11-15-13	Open	12/9/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public or private organisations	Proposals should examine robotics, HPC cloud based modelling, simulation and analytics systems or create value-added services linked to process surveillance and maintenance.	<a href="#">OJ C 361 of 11 December 2013</a>	n/a	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	The will assist SMEs in the use of ICTs in the manufacturing sector to create better manufacturing processes with added cost reductions. This will be of particular interest to cluster initiatives involved in the manufacturing industry seeking to expand and integrate new technologies.	01_LEIT	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
27	Call for Energy Efficient Buildings	€ 64,000,000	This call aims to drive the creation of a high-tech building industry which turns energy efficiency into a sustainable business, fostering EU competitiveness in the construction sector on a global level.	Grant	Dependent on the scope of the project	12/11/2013	Open	12/9/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public or private organisations, additionally PPP are encouraged	Successful proposals should examine materials for building envelope, adaptable envelopes integrated in building refurbishment projects, development of new self-inspection techniques and quality check measures for efficient construction processes or support for the enhancement of the impact of Feb. PPP projects	<a href="#">OJ C 361 of 11 December 2013</a>	Dependent on the nature of each proposal	N/A	70% funding rate for actions primarily consisting of activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication	Creating sustainable energy production and consumption is a key issue for the development of SMEs in Montenegro. The min. requirements of three entities could be used as a platform to create a cluster additionally the mandatory international component from 3 diff countries may assist the sharing of knowledge and the internationalisation of Montenegrin energy policies.	01_LEIT	<a href="#">Open Link</a>
28	SPIRE - Sustainable Process Industries	€ 77,000,000	This call brings together resource and energy intensive industries with the goal of optimising industrial processing, reducing the consumption of energy and resources while minimising waste.	Grant	Dependent on the scope of the project	12/11/2013	Open	12/9/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public or private organisations. PPP are encouraged from sectors including cement, ceramics, chemicals, engineering, minerals/ores	Successful proposals should examine energy and resource management for improved efficiency in the process industries or recovery technologies for metals and other minerals.	<a href="#">OJ C 361 of 11 December 2013</a>	Dependent on the nature of each proposal	N/A	70% funding rate for actions primarily consisting of activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication	This call could potentially act a platform to launch a cluster for relevant industries in Montenegro such as coal and forestry production. There is also scope for the examination of water management and energy efficiencies which have been highlighted in the stakeholder needs assessment.	01_LEIT	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
29	ICT-2014 - Information and Communication Technologies	€ 125,000,000	This call aims to ensure internet and communication networks are sufficiently equipped for the demands of the future such as 5G networks and ultra-high capacity networks.	grant	Dependent on the scope of the project	12/11/2013	Open	11/25/2014	Horizon 2020 - LEIT	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	The call accepts research, innovation and coordination & support actions, therefore proposals will be accepted by public or private organisations.	Successful proposals should examine strand radio network architecture, support convergence beyond last mile or strand network management,	OJ C361 of 11.12.2013	Dependent on the nature of each proposal	N/A	Research , Innovation, Coordination and Support Actions will offer 100% funding rate. While Innovation Actions will provide up to 70% of funding. Funding for the above actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call could be used a support mechanism enable SMEs to collaborate with relevant research institutes to ensure that the technological and communication capacities are sufficient to cope with SME development in tech industries into the future.	01_LEIT	<a href="#">Open Link</a>
30	A European Label for Innovation voucher programmes to support spin-in of technology	€ 1,000,000	This call provides a grant system to enable SMEs to contract universities, R&D service providers or private consultants to conduct small scale innovation projects.	Grant	Not set figure generally below €10,000	12/11/2013	Open	10/29/2014	Horizon 2020 = Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Undisclosed	N/A	Budgets may vary up to 20% of the evaluation proposal. Funding will cover total expenditure for each call proposal, evaluation and monitoring costs.	The voucher programme can provide an initial contact point between SMEs and research actors, which has been highlighted as a key concern which should be addressed by cluster initiatives.		<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Boosting the potential of Small Businesses for Eco-innovation and a sustainable supply of raw materials	Grant	Lump sum of €50,000	12/11/2013	Open	12/17/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call will provide support to innovative SMEs showing strong ambition to develop, grow and internationalise. Internationalisation is a key driver in the context of growing SMEs. The call also favours SMEs operating in the Green Economy e.g. climate action, environment, resource efficiency and raw material challenges.	02_SME_Innovation	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Supporting SME efforts for the development, deployment & market replication of innovative solutions for blue growth	Grant	Phase 1 - I€50,000 & Phase 2 - €500,000-€2,500,000	12/11/2013	Open	12/17/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call focuses on SMEs operating in the Maritime sector. The potential use of Montenegro's coast has been highlighted in the completed study. This could be a useful instrument to boost Blue Growth and increase competitiveness in the sector. Could also be used as funding to cluster geographically located on the Montenegrin coast.	02_SME_Innovation	<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Critical infrastructure protection: SME Instrument: Protection of Urban Soft targets and urban critical infrastructures	Grant	Phase 1 - I€50,000 & Phase 2 - €1,000,000-€2,500,000	12/11/2013	Open	12/18/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call aims to protect and develop critical infrastructures which include energy installations and networks, finance, water management (dams, storage, treatment) and the supply chain. These have all been highlighted as key infrastructures in need of investment to facilitate SME growth.	02_SME_Innovation	<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Open Disruptive Innovation Scheme	Grant	Phase 1 - I€50,000 & Phase 2 - €500,000-€2,500,000	12/11/2013	Open	12/19/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call will provide support to high risk innovative SMEs in the ICT sector. Although this sector is not a focus of the study the call is aimed at entrepreneurs and young innovative SMEs. Additionally the call aims to increase private sector investment in innovation, through private co-investments, which may be of interest to potential clusters.	02_SME_Innovation	<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Small business innovation research for transport	Grant	Phase 1 - I€50,000 & Phase 2 - €500,000-€2,500,001	12/11/2013	Open	12/20/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call seeks to develop a transport sector with a capacity to deliver products and services in a time and cost efficient manner, affording a central role to SMEs who central to the supply chains. An integrated transport system was flagged as a crucial SME need.	02_SME_Innovation	<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Accelerating the uptake of nanotechnologies, advanced materials or advanced manufacturing and processing technologies by SMEs	Grant	Phase 1 - I€50,000 & Phase 2 - €500,000-€2,500,002	12/11/2013	Open	12/21/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	OJ C361/9 of 11 December 2013	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	SMEs, or a cluster of SMEs, involved in manufacturing or processing, of raw materials such as wood or coal, would benefit from accelerated use of technologies to create a more efficient manufacturing process.	02_SME_Innovation	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Resource efficient eco-innovative food production and processing	Grant	Phase 1 - (€50,000 & Phase 2 - €500,000-€2,500,003	12/11/2013	Open	12/22/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	<a href="#">OJ C361/9 of 11 December 2013</a>	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call aims to optimise the efficient use of resources, the development of more resource-efficient and sustainable food production throughout the food system. Aims to reduce water and energy uses and improve resource efficiency. This is to be achieved through eco-innovative processes. This should be of interest to SMEs and clusters operating in the Agri sector, which has been highlighted as a priority sector.	02_SME_Innovation	<a href="#">Open Link</a>
31	Dedicated SME Instrument - Phase 2 2014	€ 220,897,600	Stimulating the innovation potential of SMEs for a low energy carbon energy system	Grant	Phase 1 - (€50,000 & Phase 2 - €500,000-€2,500,004	12/11/2013	Open	12/23/2014	Horizon 2020 - Industrial Leadership, SME Innovation	At least one SME.	Micro, Small and Medium Sized Businesses	SMEs must be commercial and profit driven, as outlined under Commission Recommendations 2003/361/EC, non-profits are explicitly excluded	<a href="#">OJ C361/9 of 11 December 2013</a>	Projects should last 12-24 months	N/A	The funding will cover the three stages of the innovation cycle including a feasibility study to examine the practicality and economic value of the innovation, the testing and demonstration of the idea and the commercialisation support. Funding additionally covers mentoring and coaching throughout the phases	This call aims to develop innovative methods to reduce energy consumption, create a low cost, low carbon energy supply, source alternative fuels and energy sources. These are issues which a cluster could collectively address, particularly given the EBRD noted that Montenegro has the potential to become an energy hub over the coming decade.	02_SME_Innovation	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
<b>H2020 Pillar: Societal Challenges</b>																			
32	Bio-based industries	€ 50,000,000	Chemical building blocks and value-added materials through integrated processing of wood in order to convert them into biochemical	Grant	Min. € 8,000,000	7/9/2014	Open	10/15/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	One legal entity established in a Member State or associated country.	Small and medium-sized enterprises; secondary and higher education establishments; non-profit legal entities, including those carrying out research or technological development as one of their main objectives; the Joint Research Centre; international European interest organisations.	Wood Processing Sector	OJ C 215 of 9 July 2014	N/A	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides funding for alternative processing for wood. This is particularly relevant for the wood industry in Montenegro since there is a high extraction rate but a low processing and manufacturing rate. The end-products will be high-end products and are likely to have a high value	0_Food Security, Sustainable Agri, Forestry & Maritime	<a href="#">Open Link</a>
32	Bio-based industries	€ 50,000,000	New sustainable pulping technologies based on natural Deep Eutectic Solvents (DES) processes in order to improve cost-efficiency and environmental footprint of wood-based products	Grant	Min. € 2,000,000	7/9/2014	Open	10/15/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Small and medium-sized enterprises; secondary and higher education establishments; non-profit legal entities, including those carrying out research or technological development as one of their main objectives; the Joint Research Centre; international European interest organisations.	Wood Processing Sector	OJ C 215 of 9 July 2014	N/A	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides funding for alternative value-added products in the wood processing industry. The methods provided by the call are also cost-effective and environmentally conscience	0_Food Security, Sustainable Agri, Forestry & Maritime	<a href="#">Open Link</a>

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<b>WS.2 - Horizon 2020</b>																			
32	Bio-based industries	€ 50,000,000	Bioactive compounds from meso-organisms bioconversion	Grant	Min. € 2,000,000	7/9/2014	Open	10/15/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	One legal entity established in a Member State or associated country.	Small and medium-sized enterprises; secondary and higher education establishments; non-profit legal entities, including those carrying out research or technological development as one of their main objectives; the Joint Research Centre; international European interest organisations.	Research units and actors in the agricultural sector	OJ C 215 of 9 July 2014	N/A	N/A	100% funding for; actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call can provide funding to enhance the Montenegrin Agricultural sector. It will increase value for your agro-based residue when compared to their current applications by the conversion to new higher value functional products. There is scope to expand the current agricultural market.	0_Food Security, Sustainable Agri, Forestry & Maritime	<a href="#">Open Link</a>
32	Bio-based industries	€ 50,000,000	Improving fertilisers in view of environmental impact and price-competitiveness as compared to the current non bio-based alternatives.	Grant	Min. € 2,000,000	7/9/2014	Open	10/15/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Small and medium-sized enterprises; secondary and higher education establishments; non-profit legal entities, including those carrying out research or technological development as one of their main objectives; the Joint Research Centre; international European interest organisations.		OJ C 215 of 9 July 2014					0_Food Security, Sustainable Agri, Forestry & Maritime	<b>These calls were removed from the Horizon 2020 portal during the research stage</b>



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<b>WS.2 - Horizon 2020</b>																			
32	Bio-based industries	€ 50,000,000	Development of pre-treatment, extraction, conversion and separation technologies for the processing of full heterogeneous bio waste streams into valuable chemical building blocks and substrates suitable for biotechnological conversion into new bio products	Grant	Min. € 2,000,000	7/9/2014	Open	10/15/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Small and medium-sized enterprises; secondary and higher education establishments; non-profit legal entities, including those carrying out research or technological development as one of their main objectives; the Joint Research Centre; international European interest organisations.		OJ C 215 of 9 July 2014					0_Food Security, Sustainable Agri, Forestry & Maritime	
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Standardisation of components for cost-efficient fuel cell systems for transportation	Grant	Undisclosed	7/9/2014	Open	11/6/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Must include at least three automotive OEMs, fuel cell system integrators, relevant suppliers to the automotive industry.	OJ C215 of 9 July 2014	Expected to run for 3-4 years from start-date	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	As noted by the EBRD strategy Montenegro has the potential to develop as an energy hub. This call may provide funding for a cluster based in this sector as it will address energy consumption issues in the automotive industry which can have a knock on effect on the cost of delivering goods in the supply chain or enhancing exports. The call also fosters international cooperation which can assist the sharing of experiences and best practice in the industry and supports collaboration between the private sector and research actors.	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Development of Advanced Fuel Cell Systems and System Components	Grant	€3-€4m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	The consortium should include Automotive OEMs, relevant suppliers, system integrators and possibly research institutions.	<a href="#">OJ C215 of 9 July 2014</a>	4-5 years	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	As noted by the EBRD strategy Montenegro has the potential to develop as an energy hub. This call may provide funding for a cluster based in this sector as it will address energy consumption issues in the automotive industry which can have a knock on effect on the cost of delivering goods in the supply chain or enhancing exports. The call also fosters international cooperation which can assist the sharing of experiences and best practice in the industry and supports collaboration between the private sector and research actors.	03_Societal Challenges	<a href="#">Open Link</a>
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Demonstrating the feasibility of central large scale electrolysers in providing grid services and hydrogen distribution and supply to multiple high value markets	Grant	€14m-€16m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Applicants should include at least one member of industry and Research Grouping.	<a href="#">OJ C215 of 9 July 2014</a>	4 years	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	As noted by the EBRD strategy Montenegro has the potential to develop as an energy hub. This call may provide funding for a cluster based in this sector as there is a focus on shifting the balance of energy consumption towards renewables particularly electrolysis. This is to be achieved through investments in R&D in this sector.	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Engineering Studies for large scale bus refuelling	Grant	€1m-€2.5m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Favours a pan-European consortium. Include at least three companies with HRS engineering capabilities, bus operators and three diff member states.	<a href="#">OJ C215 of 9 July 2014</a>	1-2 years	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	An integrated local and national transport infrastructure is a significant element of SME needs, as highlighted in the report. This call can provide funding to create a more efficient local and national bus system. If conducted with a local level, it could include Municipalities among its membership. The strong international element will enable Montenegrin participants to learn from an information exchange with the consortium partners	03_Societal Challenges	<a href="#">Open Link</a>
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Research in electrolysis for cost effective hydrogen production	Grant	€2-€3m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Favours a consortium composed of industry and research groups.	<a href="#">OJ C215 of 9 July 2014</a>	4 years	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides funding for research into cleaner energy sources, with a focus on water electrolysis. Considering Montenegro's potential to develop an energy hub and the coastline which poses multiple development opportunities. This call also provides as an funding opportunities to research actors.	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Improvement of Electrolyser design for Grid Integration	Grant	€2-€3m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Favours a consortium composed of industry and research groups.	<a href="#">OJ C215 of 9 July 2014</a>	3 years	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call provides funding for research into improving harnessing cleaner energy through water electrolysis. The call aims to make the production of energy through electrolyzers more efficient, productive and cost-natural. Considering the potential for development of the blue industry along the Montenegrin coast and the opportunities to develop energy hub this could provide a source of funding to develop a new industry in Montenegro while additionally remedying energy security concerns, which are a barrier to SME growth.	03_Societal Challenges	<a href="#">Open Link</a>
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Educational Initiatives	Grant	€1.5m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least one legal entity established in a Member State or associated country.	Public/Private Institutions.	Focus on Universities and Research institutions	<a href="#">OJ C215 of 9 July 2014</a>	4 years	N/A	70% funding rate for actions primarily consisting of activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication	This call aims to create a network of academic institutions that will develop and provide adequate teaching material and curricula, for the energy sector.. Further aims to integrate education with vocational training institutes, industry and research actors. Thus this will help bridge the divide between private sector investment and R&D. Additionally it will help refocus the curricula ensuring it is relevant to industry developments	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
33	FCH2 JU Call for Proposals 2014	€ 93,000,000	Develop strategies to raise public awareness of fuel cell and hydrogen technologies	Grant	€2m	7/10/2014	Open	11/7/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and inland water research	At least one legal entity established in a Member State or associated country.	Public/Private Institutions. Including academics, researchers, economics and experts in energy transition matters	Call will favour consortium with at least ten different M.S involvement, preferably with different languages.	<a href="#">OJ C215 of 9 July 2014</a>	3 years	N/A	70% funding rate for actions primarily consisting of activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication	This call aims to raise public awareness and acceptance of widespread uses of hydrogen and fuel cell technologies in society, particularly with key stakeholders. Explaining the benefits and concrete facts and findings. This call could asset the formation of a Montenegrin energy hub, particularly considering the international component will allow for an information and knowledge exchange.	03_Societal Challenges	<a href="#">Open Link</a>
34	Call for Competitive Low-Carbon Energy	€ 86,500,000	Demonstration of renewable electricity and heating/cooling technologies	Grant	€5-20m	12/11/2013	Open	9/10/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Research institutions, academic groups, international component is welcomed.	Favours calls with a mix of at least three member states.	<a href="#">OJ C361 of 11 December 2013</a>	N/A	N/A	70% funding rate for actions primarily consisting of activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication	This call provides funding to address and remedy technological challenges which face renewable energies. Within the scope of the call coastal energy may be of interest give the potential for a cluster and SME development and blue growth along the coast.	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
34	Call for Competitive Low-Carbon Energy	€ 86,500,000	Supporting coordination of National R&D Activities	Grant	€100,000 - €500,000	12/11/2013	Open	9/10/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least one legal entity established in a Member State or associated country.	Public/Private Institutions. Including academics, researchers, economics and experts in energy transition matters	Favours calls with a mix of at least three member states.	<a href="#">OJ C361 of 11 December 2013</a>			100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	This call aims to support R&D which is crucial for the SME sector and a funding source for CBIs. Additionally the call seeks to implement partnerships with the private sector to make greater use of scarce public resources, this will assist Clusters in Montenegro. Additionally there is a focus on energy and transport infrastructure which were key identified as areas requiring development to enable SMEs and CBIs to develop and grow. This call can also play a role in assisting Montenegro develop an energy hub while also bridging the public private divide in funding R&D	03_Societal Challenges	<a href="#">Open Link</a>
34	Call for Competitive Low-Carbon Energy	€ 86,500,000	The Human Factor in the Energy System	Grant	€2m-4m	12/11/2013	Open	9/10/2014	Horizon 2020 - Food Security, sustainable agriculture and forestry, marine and maritime and inland water research	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public/Private Institutions. Including academics, researchers, economics and experts in energy transition matters	Combination of the appropriately skilled workforce including both the university sector and vocational sectors	<a href="#">OJ C361 of 11 December 2013</a>	N/A	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	If Montenegro aims to develop an energy hub this call will help provide funds for a public awareness campaign and assess behaviours and attitudes of the public towards energy relevant technologies and create an open dialogue between the public and relevant stakeholders. Funding will also provide for the development of vocational training networks which will address concerns that curricula is not reflective of the current needs of the industry. Funding will also help to link actors in the energy field with research institutions, universities and businesses. This will act as a firm foundation for a CBI.	03_Societal Challenges	<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
<b>H2020 Pillar: Spreading Excellence and Widening Participation</b>																			
35	Widespread - Teaming	€ 11,850,000	This call will address disparities in research and innovation noting that some geographical zones lack the critical mass, competitiveness or structural requirements to adapt to newly available capabilities	Grant	An initial grant of €500,000	12/11/2013	Open	9/17/2014	Horizon 2020- Spreading Excellence and Widening Participation	Two partners are required. An institution of research and innovation excellence, which can be private or public, or a consortium of such institutions and the participant organisation from a low performing country, in R&D, such as a national or regional authority.	Public or private research and innovation centres or universities. Public/State bodies such as national or municipal authorities, research agency.	Public or private institutions. Research actors and municipalities.	OJ C361 of 11 December 2013	Estimated 6-8 Years	If the initial project goes well the partners can apply for an additional grant of up to €15,000,000	Budgetary figures given in this work programme are indicative. Unless otherwise stated, final budgets may vary following the evaluation of proposals. The final figures may vary by up to 20% with respect to those indicated in this work programme for the following budgeted activities: Total expenditure for each call for proposals; Any repartition of the call budget within a call, up to 20% of the total expenditure of the call; Evaluation and, monitoring, up to 20% of the total expenditure for all these activities; Each other individual actions not implemented through calls for proposals.	This call would assist a cluster with a focus on research and innovation. The call would offer finance for the upgrading or establishing of a new centre of excellence. While the call will not provide funds for the construction of the centre it may be used to develop a long-term research strategy, business plan and may be used for administrative costs and salaries. This call does not limit the research to specific sectors so may potentially be used as a financing instrument by some of the sectors identified in the report.		<a href="#">Open Link</a>
36	Twinning	€ 65,270,000	This call aims to address networking gaps and deficiencies between research institutes across Europe. Supports collaborations across institutions and borders	Grant	€1m	7/2/2014	Open	5/7/2015	Horizon 2020- Spreading Excellence and Widening Participation	At least one legal entity	At least one legal entity	An active research institution will have to apply with a particular specialised field to conduct research in	OJ C361 of 11 December 2013	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	This call will help develop research actors' capacity in Montenegrin universities/institutes. The call has a strong internationalisation component and will facilitate/fund staff exchanges, expert visits, short-term/virtual trainings, workshops, conferences, organisation of joint summer school activities, dissemination and outreach activities.		<a href="#">Open Link</a>

No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
<b>H2020 Pillar: Science with and for Society</b>																			
37	Call for developing governance for the advancement of Responsible Research and Innovation	€ 8,300,000	Fostering Responsible Research and Innovation (RII) uptake in the current research and innovation systems	Grant	1m-1.5m	12/11/2013	Open	10/2/2014	Horizon2020- Science with and for Society	Parties to a proposal must comprise research performing or funding organisations, industry/businesses, policy makers and civil society organisation	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should aim to address global societal challenges by fostering better knowledge and innovation in society.	<a href="#">OJ C361 of 11 December 2013</a>	N/A	N/A	100% funding rate for actions primarily consisting of activities aiming to establish new knowledge & to explore the feasibility of a new or improved technology, product, process, service or solution. For this purpose they may include basic and applied research, technology development and integration,	This call can bring researchers, SMEs and policy actors together to coordinate research across various fields and to integrate good governance in the process. The call also encourages proposals which will tackle barriers such as lack of recognition in the career system of academic research, minimal role afforded to scientific journals and a lack of market incentives to internalise external costs of innovation and the insufficient training of researchers.	05_Science with and for society	<a href="#">Open Link</a>
			Ethics in Research: Promoting integrity	Grant	2m	12/11/2013	Open	10/3/2014	Horizon2020- Science with and for Society	At least one legal entity	At least one legal entity	Proposals should examine the research misconduct, allegations of misconduct, which were proven and penalties which were then enforced.	<a href="#">OJ C361 of 11 December 2014</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	The study places a focus on increasing research and innovation. This call would therefore be useful for CBIs to ensure research is conducted ethically and will act as a deterrent to the numbers of malpractice, fabrications and false positives in research while promoting transparency and accountability	05_Science with and for society	<a href="#">Open Link</a>
38	Call for integrating society in science and innovation	€ 10,300,000	Pan-European Public Outreach: Exhibitions and Science Cafes engaging citizens in science	Grant	3m-3.5m	12/11/2013	Open	10/4/2014	Horizon2020- Science with and for Society	Parties to a proposal must comprise research performing or funding organisations, industry/businesses, policy makers and civil society organisation	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should aim to hold events throughout Europe to engage citizens in science and innovation.	<a href="#">OJ C361 of 11 December 2013</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	A significant component of this study features the divide in public/private research. This call will bridge this divide making advances in R&D and science more accessible to all. Additionally the proposal calls for a pan-European campaign would expose a Montenegrin stakeholder to international research	02_IntegrateSociety	<a href="#">Open Link</a>
38	Call for integrating society in science and innovation	€ 10,300,000	Citizens and multi-actor engagement for scenario building	Grant	3m	12/11/2013	Open	10/5/2014	Horizon2020- Science with and for Society	At least 10 independent legal entities established in at least 10 different EU Member States or Associated Countries. The consortium shall comprise at least one of each of the following types of partners: research performing or funding organisations, industry / businesses, policy makers, Civil Society Organisations.	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should include multi-lingual, face-to-face participatory and inclusive workshops with citizens and make innovation and research more accessible to the public	<a href="#">OJ C361 of 11 December 2014</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	With a minimum of at least 10 different country involvements this call will have a strong internationalisation element. Additionally the call can help connect scientist with the necessary stakeholders and citizens, particular emphasis on young people in building a shared understanding in a specific policy field.	02_IntegrateSociety	<a href="#">Open Link</a>



No	Name of Scheme / Programme	Total Call Budget	Summary of Call	Type of Scheme	Max. Ind. Grant	Publication Date	Status	Deadline	Donor/ Scheme Administrator	Who is eligible	Eligible Types	Key eligibility criteria	OJ Reference	Time frame (period in which the scheme is running)	Likelihood of a renewal for another period / call	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Document Call Folder Name:	Web Link
<b>WS.2 - Horizon 2020</b>																			
38	Call for integrating science in science and innovation	€ 10,300,000	Supporting Structural Change in research organisations to promote responsible research and innovation	Grant	2m-4m	12/11/2013	Open	10/6/2014	Horizon2020- Science with and for Society	At least one legal entity	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should assess procedures and practices which act as a barrier to conducting research and implement innovative strategies to address such barriers.	<a href="#">OJ C361 of 11 December 2015</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	This call will support the modernisation of institutional practices and cultures in research institutions, higher education institutions and funding agencies. This can be viewed as critical for the development of research practices within CBIs. Additionally by tackling research barriers there should be an increased uptake in research	02_IntegrateSo ciety	<a href="#">Open Link</a>
39	Call for Making Science Education and careers more attractive for young people	€ 12,000,000	Innovative ways to make science education and careers attractive to young people	Grant	€1m-€1.8m	12/11/2013	Open	10/2/2014	Horizon2020- Science with and for Society	At least three legal entities. Each of the three shall be established in a different Member State or associated country. All three legal entities shall be independent of each other.	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should raise the awareness of science and technology as a career in society.	<a href="#">OJ C361 of 11 December 2016</a>	N/A	N/A	100% Funding rate for actions consisting primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure and may also include complementary activities of strategic planning, networking and coordination between programmes in different countries.	The report has highlighted the need to attract more young people into science and engineering sector in third level institutions, this call can be used as a tool in that endeavour. The call will also aim to align third level institution curricula towards market needs in order to increase the employability of graduates.	03_Make Scientific and Tech Careers more attractive to young people	<a href="#">Open Link</a>
39	Call for Making Science Education and careers more attractive for young people	€ 12,000,000	Responsible Research and Innovation in Higher Education Curricula	Grant	€1m-€1.5m	12/11/2013	Open	10/2/2014	Horizon2020- Science with and for Society	At least one legal entity	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should aim to assist the development of openly available curricula to aid students, teachers, professional trainers and academic staff	<a href="#">OJ C361 of 11 December 2017</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	This call aims to design, produce and disseminate educational material and curricula by higher education institutions. CBIs involved in this call could use the funding to ensure that curricula is reflective of the wider market needs and the skills SMEs in particular require	03_Make Scientific and Tech Careers more attractive to young people	<a href="#">Open Link</a>
39	Call for Making Science Education and careers more attractive for young people	€ 12,000,000	Trans-national operation of the EURAXESS Service Network	Grant	€3.6m	12/11/2013	Open	10/2/2014	Horizon2020- Science with and for Society	At least one legal entity	Public and Private entities. Research organisations, municipal councils SMEs	Proposals should consider establishing mentoring programmes for researchers, in addition to gender specific support structures for female researchers	<a href="#">OJ C361 of 11 December 2018</a>	N/A	N/A	Description: Actions consisting primarily of accompanying measures such as standardisation, awareness-raising and communication, networking, coordination dialogues and mutual learning exercises	This call will help diversify the services offered by EURAXESS Service Centres with a focus on the career development of young researchers. It will also mobilise researchers, aid the internationalisation of Montenegrin research and support the integration of researchers with the SME sector	03_Make Scientific and Tech Careers more attractive to young people	<a href="#">Open Link</a>

No	Name of Scheme/ Programme	Summary	Type of Scheme	Scheme Administrator	Max. amount paid to Grantee	Who is eligible	Key eligibility criteria	Time frame (from when to when is the scheme running)	Likelihood of renewal	Key activities / equipment to be funded	Potential use by cluster firms, municipalities or institutions - key ideas.	Web Link
<b>WS.3 - WB-EDIF, COSME, EIB, EIF &amp; EBRD</b>												
1	Shared Risk in Research, Development & Innovation (RSFF)	RSFF is a funding stream aimed at financing research and innovation among SMEs and Research Institutes. It favours medium sized enterprises	Loan Guarantee Facility	EIB	Maximum €10 million, however such a project must demonstrate high risk: reward ratio	SMEs, Research Institutes, Universities, Research Infrastructure Organisations and Foundations or other Legal Entities	SMEs will require an annual turnover of less than €50m. The programme will prioritise mid-sized companies	Funding occurs on a rolling basis and interested parties should contact Head Offices in Luxembourg 100, bvd Konrad Adenauer L-2950 Luxembourg RDI@eib.org	N/A	Funding can be accessed for basic/fundamental, applied/industrial or experimental/pre-competitive research. Also includes feasibility studies or pilot activities.	Both SMEs and research actors may access funding under this project. While the guarantee facility can be accessed by a broad range of SMEs they favour communication, energy efficiency and transport developments, which were issues highlighted under the Strategy for SRA. The programme also strengthens the beneficiaries profile which can in turn attract further funding.	<a href="#">Open Link</a>
2	Structured Financial Facility	The SFF is a combination of Financial instruments used to invest in SMEs	Senior Loans and Guarantees, Subordinated Loans and Guarantees, Mezzanine Finance and Project-Related Derivatives	EIB	There is no disclosed cap on the amount of funding a grantee may avail of however the overall programme has a €3.75 billion budget.	This fund is exclusively for SMEs	SMEs - particularly those engaged in trans-European Transport and Energy Networks, the knowledge economy.	Applications for the various funding options are taken on a rolling basis.	N/A	No disclosed list of activities covered under the programme.	This programme provides an excellent opportunity to grow SMEs and targets a number of sectors such as energy and transport, which were highlighted as sectors in need of development to facilitate wider SME growth.	<a href="#">Open Link</a>
3	Green Initiative	Support for energy efficiency projects by small and medium sized enterprises.	Mixture of loans from the EIB and grants from the EC	EIB and EC	Loans should not exceed €12.5m.	Autonomous SMEs, with fewer than 250 employees or energy service companies implementing projects for SME end-users.	SMEs must have an annual turnover of less than €50m	The project should not exceed more than 3 years.	N/A	Projects may focus on building sector energy savings or the reduction of greenhouse gas emissions	This programme provides an excellent opportunity for SMEs to expand in the energy sector while also contributing to a more sustainable energy plan.	<a href="#">Open Link</a>

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4	Risk Sharing Instrument for Innovative Research (RSI)	RSI aims at developing research infrastructures among SMEs, with a focus on smaller sized enterprises.	Guarantees	EIF	Undisclosed but programme targets those too small to access RSFF guarantees	Mainly Research Institutes and Research based SMEs. They place a focus on start-ups and newly established SMEs	Undisclosed, but favours companies who are too small to qualify for RSFF	Guarantees are made on a rolling basis, interested parties are advised to contact a financial intermediary in their country, CKB.	N/A	RDI Activities carried out by SMEs.	SMEs seeking to engage in Research and Development can access this funding stream. Additionally there is no policy constraints or limitations.	<a href="#">Open Link</a>
5	Progress Micro-Finance	Progress Micro Finance is a funding stream available to start-ups and small SMEs, to facilitate their establishment, growth and expansion.	Direct Guarantees, Counter Guarantees, Senior Loans, Subordinated Loans, Risk-Sharing Loans and Equity Participations	EIF	€ 25,000	SMEs favouring those who are self-employed, young or female entrepreneurs or entrepreneurs belonging to a minority group or with a disability	SMES eligible must have fewer than 10 employees.	Guarantees are made on a rolling basis, interested parties are advised to contact a financial intermediary in their country, CKB.	N/A	General aim is to help entrepreneurs launch their new business or expand an existing business	Progress finance can provide funding to a demographic who traditionally find it difficult to access funding. Furthermore the financing can be in the medium to long-term as senior loans generally last 5-7 years while equity participation investments usually last 6-8 years.	<a href="#">Open Link</a>
6	Western Balkans Enterprise Development and Innovation Facilitate (WB EDIF) - Guarantee Facility	Provides guarantees and counter-guarantees to financial intermediaries in the Western Balkans to support SME growth	Guarantees	WB - EDIF	€ 500,000	SMEs seeking to grow and expand.	SMEs	Guarantees are made on a rolling basis, interested parties are advised to contact the European Investment Fund (EIF) 15, avenue J.F. Kennedy L-2968 Luxembourg Kostas Papachristopoulos k.papachristopoulos@eif.org T : (+352) 24 85 1	N/A	Expansion of SMEs.	Montenegrin SMEs would benefit greatly from this programme, they do not limit applications to specific SMEs. Additionally as the programme is focused on Western Balkans SMEs will not be competing with entire EU28 and AC.	<a href="#">Open Link</a>

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<b>WS.3 - WB-EDIF, COSME, EIB, EIF &amp; EBRD</b>												
7	Western Balkans Enterprise Development and Innovation Facility (WB EDIF) - Enterprise Innovation Fund	Enterprise Innovation Fund (ENIF) is a venture capital fund with a focus on investing in innovative SMEs.	Equity	WB - EDIF	€100,000 - €1.7m	SMEs seeking to grow and expand.	SMEs at various stages of business development, from start-up to expansion phase, based in the Balkans and with a strong bankable balance sheets.	Funding will be made on a rolling basis and interested parties are encouraged to contact ENIF, however fund manager is currently being recruited. Once this is completed application datelines and contact details will be posted to <a href="http://www.wbedif.eu/about-wb-edif/enterprise-innovation-fund-enif/">http://www.wbedif.eu/about-wb-edif/enterprise-innovation-fund-enif/</a>	N/A	Expansion of SMEs.	Montenegrin SMEs would benefit greatly from this programme, they do not limit applications to specific SMEs. Additionally as the programme is focused on Western Balkans SMEs will not be competing with entire EU28 and AC.	<a href="#">Open Link</a>
8	Western Balkans Enterprise Development and Innovation Facility (WB EDIF) - Enterprise Expansion Fund	Enterprise Expansion Fund (ENEF) supports high-growth potential SMEs by providing equity finance to support their development.	Equity	WB - EDIF	€1m - €10m	SMEs seeking to grow and expand.	This fund focuses on established SMEs with a high potential for growth.	Funding will be made on a rolling basis and interested parties are encouraged to contact ENEF, The European Bank for Reconstruction and Development (EBRD) One Exchange Square London EC2A 2JN United Kingdom Alessandro Vittadini vittadia@ebrd.com T : (+44) 207 338 7687	N/A	Expansion of SMEs.	Successful applicants will also benefit from cooperation with equity investors to make the transition to the next level of development and realise their full growth potential.	<a href="#">Open Link</a>

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9	Western Balkans Enterprise Development and Innovation Facility (WB EDIF) - Technical Assistance Facility	Support to Governments to implement reforms to grow SMEs.	Administrative Support	WB - EDIF	Rather than providing financial support this facility focuses on development of infrastructures to grow SMEs	Governments in the Western Balkans are eligible, however the Facility is still awaiting establishment. Once this has been completed they may be contact for further information.	Governments of the Western Balkan States, including Montenegro.	The Technical Facility is still awaiting establishment, time frames will be outlined in due course on their website; <a href="http://www.wbedif.eu/about-wb-edif/technical-assistance-facility/">http://www.wbedif.eu/about-wb-edif/technical-assistance-facility/</a>	N/A	Facility assists governments implementing favourable laws/regulations to create a sustainable market environment for SMEs and improve the general institutional capacity for corporate financial reporting.	Once the facility has been formally established, it will be of assistance to either the Montenegrin government or possibly Municipalities seeking to enhance their institutional capacity, as outlined under the Assessment of Stakeholder Needs.	<a href="#">Open Link</a>
10	Diversifying the EU tourism offer and products - Sustainable Transnational Tourism Products	This call aims to strengthen the competitiveness in the European tourism sector by encouraging diversification of the supply of tourists services and products.	Grant	COSME	Overall budget of €1m, expected to fund 5 proposals, of which grant agreement will be 75% of co-funding rate	the submission service for this call was unavailable at writing - 16/7/14 <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsust-2014-3-15.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsust-2014-3-15.html#tab2</a>	Successful proposals should contribute to the sustainable development of tourism, grow SMEs and reduce unemployment rates	Deadline for application is 7-10-14, duration of the funding is unknown, typically 36-42 months	N/A	the submission service for this call was unavailable at writing - 16/7/14 <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsust-2014-3-15.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsust-2014-3-15.html#tab2</a>	Montenegrin SMEs working in the tourist industry could benefit from this call. It would also assist in opening a policy dialogue with between Montenegro and their European counterparts on the direction and integration of tourism, part. as an A.C. Tourism was flagged under Section 2.3 and under potential cluster in the Assessment of Stakeholder Needs. The call also supplements national/regional policies.	<a href="#">Open Link</a>

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<b>WS.3 - WB-EDIF, COSME, EIB, EIF &amp; EBRD</b>												
11	Maximising Synergies between Tourism, High-End and Creative Industries	This call aims to support high-end products within the tourism market	Grant	COSME	Overall budget of €400,000. The agreement will be a maximum of 75% of the co-funding rate.	the submission service for this call was unavailable at writing - 16/7/14 <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsyner-2014-3-15.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsyner-2014-3-15.html#tab2</a>	The calls prioritises the perfume, chocolate and jewellery sectors.	Deadline for application is 16-9-14, duration of the funding is unknown, typically 36-42 months	N/A	the submission service for this call was unavailable at writing - 16/7/14 <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsyner-2014-3-15.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-tsyner-2014-3-15.html#tab2</a>	This call aims to increase the value of and generally expand the tourism sector, and therefore will be of benefit to Montenegrin SMEs, as tourism sector was highlighted as a potential cluster sector under Stakeholder Needs Assessment. However a successful call will have to operate within the perfume, chocolate or jewellery markets.	<a href="#">Open Link</a>
12	Cluster Excellence Programme	This call aims to pursue EU efforts to strengthen cluster management excellence by providing professional business services to European SMEs through clusters and contribute to the development of more world-class clusters in the EU.	Grant	COSME	Overall budget for this call is €1,250,000 with a limit of €250,000 being paid to an individual grantee.	The submission service for this call was unavailable at writing - 18/8/14	This will have a focus on clusters. The call notes it will accept applications for business networks and clusters who are engaged in strategic industry driven collaboration along a common value chain or transnational project. however the key eligibility criteria has yet to be published <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-cluster-2014-3-04.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-cluster-2014-3-04.html#tab2</a>	Deadline for this application is 29/10/14	N/A	The submission service for this call was unavailable at writing - 18/8/14 <a href="http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-cluster-2014-3-04.html#tab2">http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/cosme/calls/cos-cluster-2014-3-04.html#tab2</a>	This call will be ideal for CBIs in Montenegro which aim to promote the development and growth of SMEs. The call will assist cluster organisations and business networks to provide high quality services to SMEs. This would be an ideal call for newly formed clusters. The trans-national component should also appeal to clusters seeking to internationalise.	<a href="#">Open Link</a>

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13	Enterprise Growth Programme	The programme offers business expertise to SMEs to facilitate their growth and expansion	Business Advice/ Consulting	EBRD	Non-Financial Support	SMEs	SME	Applications can be made on a rolling basis throughout the year	N/A	The Programme provides business expertise across a range of sectors and industries	The programme provides a facility where senior executives from developed countries offer their knowledge to SMEs. This includes confidence and capacity building to adapt to international markets, develop sound environmental practices, prepare long-term business plans and set the strategic direction and development of the SME.	<a href="#">Open Link</a>
14	Business Advisory Service	This programme provides market support structures to SMEs using local consultants	Business Advice/ Consulting	EBRD	Non-Financial Support	SMEs	SME	Generally last 4 Months, applications are accepted on a rolling basis	N/A	The Programme provides business expertise across a range of sectors and industries	Using local consultants this programme provides funding for SMEs to enhance their competitiveness, management, quality and strategic business planning.	<a href="#">Open Link</a>