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**Co-ordination of Research Policies
with the Western Balkan Countries**



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**D8.48 / 6: Report on the mapping of the
WBC
Innovation infrastructures
Montenegro**

Table of Contents

1	INTRODUCTION	4
2	KEY FUNDING ORGANISATIONS AND INSTRUMENTS.....	6
2.1	KEY NATIONAL MINISTRIES.....	6
	MINISTRY FOR INFORMATION SOCIETY AND TELECOMMUNICATIONS	6
	MINISTRY OF ECONOMY, DEPARTMENT FOR INDUSTRY AND ENTREPRENEURSHIP	7
	MINISTRY OF EDUCATION AND SPORTS	8
	MINISTRY OF SCIENCE, DEPARTMENT FOR SCIENTIFIC-RESEARCH ACTIVITIES.....	8
	ADVISORY BOARD FOR SCIENTIFIC-RESEARCH ACTIVITIES	10
2.2	KEY NATIONAL AGENCIES.....	11
	AGENCY FOR INTERNATIONAL CO-OPERATION OF MONTENEGRO (ZAMTES)	11
	DIRECTORATE FOR DEVELOPMENT OF SMALL AND MEDIUM SIZED ENTERPRISES (DDSME)	12
	MONTENEGRIN INVESTMENT PROMOTION AGENCY (MIPA)	14
2.3	KEY PROGRAMMES AND INSTRUMENTS.....	15
	ADRIATIC - IONIAN INITIATIVE (AII)	15
	CENTRAL EUROPEAN INITIATIVE (CEI)	16
	COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME (CIP)	17
	ECONOMIC DEVELOPMENT AND EMPLOYMENT PROMOTION IN MONTENEGRO, GIZ GERMANY	18
	INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA).....	18
	INTERNATIONAL FINANCE CORPORATION PRIVATE ENTERPRISE PARTNERSHIP SOUTHEAST EUROPE (IFC PEPSE).....	19
	OPEN REGIONAL FUND FOR FOREIGN TRADE PROMOTION IN SOUTH-EAST EUROPE (ORF).....	20
	REGIONAL COMPETITIVENESS INITIATIVE FOR THE WESTERN BALKANS.....	21
	TURNAROUND MANAGEMENT AND BUSINESS ADVISORY SERVICE (BAS) PROGRAMME MONTENEGRO.	22
	WESTERN BALKANS INVESTMENT FRAMEWORK	23
	7TH FRAMEWORK PROGRAMME FOR RESEARCH AND TECHNOLOGICAL DEVELOPMENT (FP7)	24
3	KEY INNOVATION INFRASTRUCTURES	26
3.1	TECHNOLOGY/INNOVATION CENTRES (TICS).....	26
	EUROPEAN INFORMATION AND INNOVATION CENTRE MONTENEGRO (EIICM).....	26
	R&D SERVICE CENTRE AT THE UNIVERSITY OF MONTENEGRO (UoM).....	27
3.2	CLUSTERS.....	28
	MEAT PROCESSING CLUSTER INITIATIVE	29
3.3	TECHNOLOGY AND SCIENCE PARKS	29
3.4	BUSINESS START-UP CENTRES/ TECHNOLOGY INCUBATORS	30
	BUSINESS INCUBATOR BERANE	30
	BUSINESS START-UP CENTRE AND INCUBATOR BAR	30
	IT BUSINESS INCUBATOR PODGORICA, D.O.O. INVENTIVNOST	32
	NETWORK OF REGIONAL AND LOCAL BUSINESS CENTRES	33
3.5	OTHER RELATED ORGANISATIONS	37
	CENTRE FOR ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT (CEED)	37
	CHAMBER OF COMMERCE OF MONTENEGRO (PKCG)	38
	EMPLOYMENT AGENCY OF MONTENEGRO.....	38
	FOUNDATION FOR THE DEVELOPMENT OF NORTHERN MONTENEGRO (FORS MONTENEGRO)	39
	INSTITUTE OF BIOMEDICAL RESEARCH (IBR).....	40
	INVESTMENT AND DEVELOPMENT FUND OF THE REPUBLIC OF MONTENEGRO (IDF).....	41
	MICRO-CREDIT INSTITUTIONS	42

MONTENEGRIN EMPLOYERS FEDERATION (MEF).....	43
MONTENEGRO BUSINESS ALLIANCE (MBA)	44
MONTENEGRO CHAMBER OF SKILLED CRAFTS AND ENTREPRENEURSHIP	45
ACRONYM: MoCAS.....	45
PRIVATIZATION AND CAPITAL INVESTMENTS COUNCIL.....	46
4 LIST OF REFERENCES.....	48
5 LIST OF ACRONYMS	50
6 LIST OF AUTHORS AND CONTRIBUTORS	52

1 Introduction

Innovation is understood as activities resulting in the successful implementation of creative ideas that result in the improvement of technology, services, goods, etc. with a positive impact on a society.

Since innovation is also considered a key driver of the economy, especially when it leads to a competitive advantage or increasing productivity, innovation policy is being shaped at the national level. Research institutions are considered as main carriers of innovation activity while private sector takes over the implementation and commercialisation of the innovative ideas in the form of products.

These are the main actors that form the innovation system of the country. In line with this, framework conditions regulating the complex relations between these actors are essential to build an innovation-friendly environment and foster innovation infrastructure in the country.

The main objective of this report is to add to common understanding of the national innovation system in Montenegro and to map the Montenegrin innovation infrastructure and stakeholders. Thus, the report aims to facilitate the identification of potential partner organisations for STI co-operations from the country.

To this end, the report identifies innovation-related government institutions, programmes as well as innovation infrastructures such as Technology and Innovation Centres, Clusters, Technology and Science Parks, Business Start-up centres, Technology Incubators and other related organisations.

This report is based on a previous report of the FP6 project SEE-SCIENCE.EU produced in 2008 and work carried out in the frame of the FP7 project WBC-INCO.NET. The Centre for Social Innovation carried out desk research in February/March 2011 which was updated by expert input from local project partners (relevant ministries and agencies). Furthermore, the organisations mapped in the first phase have been invited by e-mail to verify the information in the report. Finally, local experts have been involved in completing and categorizing the information collected in the report.

Currently, there is no report or directory that presents an up-to-date and comprehensive status quo of innovation institutions and programmes in the Western Balkan Countries (WBC).

With this series of reports devoted to the innovation infrastructures in WBC, we aim to bridge this gap. The published country reports cover innovation systems of Albania, Bosnia and Herzegovina, Croatia, FYR of Macedonia, Kosovo (under UNSCR 1244), Montenegro and Serbia. In order to ensure coherence of the series, all of the reports follow the same structure and objectives.

The report at hand – which covers **Montenegro**, in conformity with other reports from the series, maps the state of affairs in June 2011 and will be published on the homepage WBC-INCO.NET and widely disseminated to our 29 project partners, the Steering Platform on Research for Western Balkan countries, EU institutions, PRO INNO Europe, ClusterCollaboration.eu, European Cluster Observatory and TCI Network. The final report can be freely disseminated to any other party that might find it useful.

WBC-INCO.NET, an FP7 funded project running from 2008 to 2013 with a total of 29 project partners, aims at the enhancement of the integration of Western Balkan Countries in the European Research Area (ERA). Its core objectives are to support the bi-regional dialogue on science and technology (S&T), to identify RTDI cooperation potentials and priorities for take-up in FP and other EU programmes, to enhance participation of WB researchers in EU projects, to analyse innovation needs and barriers in the WBC, to exchange information and best practices on innovation policies and to establish closer cooperation between research and innovation. WBC-INCO.NET is being coordinated by the [Centre for Social Innovation](#).

Hereby, we would like to acknowledge the input of all contributing organisations who kindly accepted to provide us with necessary feedback.

Despite the utmost effort of the authors to provide an accurate and up-to-date picture, some of the contact and content information provided in this report may become obsolete in the course of time. If you come across any information that is missing, invalid or has altered in the meantime, we will be pleased to receive a short notification e-mail to office@wbc-inco.net. The outputs of the report will be transferred to and regularly updated within the Organisation Directory on the homepage www.wbc-inco.net.

The report is a WBC-INCO.NET deliverable that is co-funded by the European Community's Programme for International Cooperation under the 7th Framework Programme for Research and Technological Development (2007-2013). Neither the Community, nor WBC-INCO.NET project partners and Centre for Social Innovation, as a main publisher of this report, are responsible for any use that may be made of the information contained therein.

2 Key Funding Organisations and Instruments

For a successful innovation policy, effective strategies, action plans, instruments and approaches are needed. National governments bear the responsibility for the development and implementation of these measures. Therefore, it is necessary to study the national framework in order to receive a detailed overview of the innovation system of Montenegro and identify best practices.

International donors and institutions are aware of the significance of innovation for competitiveness and development of national economies. Therefore, different key programmes and instruments have been created to support activities initiating and fostering innovation and development.

2.1 Key National Ministries

The following ministries are actively involved in the formulation and promotion of the national innovation policy.

Ministry for Information Society and Telecommunications

Acronym: MIS

Organisation title in local language: Ministarstvo za informaciono društvo i telekomunikacije

Organisation type: Government/ Ministry

The Ministry for Information Society and Telecommunications has announced a public invitation for the project "0 for 10- 10 awards for top 10 ICT solutions at the Universities of Montenegro". The aim of this project is a further promotion of information society among the students of Montenegrin universities.

The Commission appointed by the Ministry and composed of prominent experts in this field, will select top 10 solutions after the arrival of papers. The authors, i.e. their solutions, are promoted in Montenegrin media, as well as at professional conferences from the field of ICT, which are organized in Montenegro.

The Commission especially evaluates the originality of solutions, breadth of application, integrity of solutions, multidisciplinary and teamwork.

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Ministry of Economy, Department for Industry and Entrepreneurship

Acronym: MEK

Organisation title in local language: Ministarstvo ekonomije, Sektor za industriju i preduzetništvo

Organisation type: Government/ Ministry

The Department for Industry and Entrepreneurship is in charge of the organisation, coordination and preparation of draft laws and other regulations in the field of industry and entrepreneurship. The department is further subdivided into two units: The Unit of Industrial Development is responsible for development of national strategies, goals and measures of industrial policy; conducting analysis of the industrial sector and modern technologies, etc. The second Unit of Small and Medium Enterprises and Entrepreneurship is focused on the SME sector elaborating corresponding strategies and programmes to support SMEs and foster entrepreneurship in Montenegro. Furthermore, the identification and removal of business barriers, institutional support and encouragement of interconnection operators of SMEs are among the second unit's tasks.

For the purpose of drafting, coordinating and monitoring the Strategy for Development of SMEs 2011-2015, the Ministry of Economy set up an Coordination Team for Drafting and Implementing the Strategy for Development of SMEs 2011-2015 containing representatives of domestic stakeholders and international donors such as the Chamber of Commerce of Montenegro, Montenegrin Employers Federation, Investment and Development Fund of Montenegro, USAID, EC and UNDP. The strategy's aim is to achieve a more favourable business environment which would reflect positively on SME competitiveness, innovation, export, employment, and uniform regional development (DDSME 2010: 1).

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Ministry of Education and Sports

Acronym: MPS
Organisation title in local language: Ministarstvo prosvjete i sporta
Organisation type: Government/ Ministry

Since the separation of Ministry of Science and Education in December 2010, the newly established Ministry of Education and Sports (MPIN) is the main policy making body for education and sports and performs all tasks related to the Montenegrin educational system.

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Ministry of Science, Department for Scientific-Research Activities

Acronym: MNA
Organisation title in local language: Ministarstvo nauke
Organisation type: Government/ Ministry

In December 2010, the previous Ministry of Science and Higher Education has been split and a separate Ministry of Science has been established in Montenegro as the main research funding and policy making body. Within the ministry, the department for

Dissemination level: Public

scientific-research activities is in particular responsible for the development of strategies and programmes for scientific research, for the preparation of corresponding laws and regulations and for Montenegro's participation in multilateral, regional and bilateral R&D programmes and projects.

Its Unit for National Programmes is focused on the national research area. This unit performs mainly tasks related to the implementation of national science policy and is in charge of national research projects, training of researchers in the country and abroad, improving the national research infrastructure, preparation of programmes and strategies for scientific research, etc. It closely monitors status, problems and trends in the development of the research system of the country, especially in the field of scientific research priorities (biotechnology, marine biology, tourism, energy efficiency, telecommunications, computerisation and research on environmental protection, materials-related technologies, health care etc.), as well as speed, range and depth of diffusion of new technologies to the national economy and the obstacles faced in the process.

The second Unit for International Programmes and European Integration is responsible for the Montenegrin international scientific cooperation and European integration. It takes care of Montenegro's participation in multi-lateral, regional and bilateral programmes and projects related to science, research and development including those financed by EU funds (IPA, EU Framework Programmes, etc.). Furthermore, the promotion of EU Framework Programmes and other international cooperation programmes as well as the organization and coordination of National Contact Points belongs to its area of activity.

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Advisory Board for Scientific-Research Activities

Organisation title in local language: Savjet za naučnoistraživačku djelatnost
Organisation type: Government/ Ministry

The Council for Scientific-Research Activities is the highest-level advisory body for scientific research policy and strategic planning, as well as for the implementation of activities related to this issue (DG Research 2010: 10). Its main purpose is to analyse the Montenegrin research and science system, make corresponding proposals to the government, prepare and monitor the implementation of the Strategy for Scientific-Research Activities, and give opinions on laws and regulations related to research and science.

The government appoints the 11 members of the Council for a period of six years: Six members are selected from the national science and research system; the other five are nominated from the areas of industry, Chamber of Commerce, and key policy makers for science, education, finance and economy.

The Council proposed Strategy for Scientific-Research Activities 2008-2016 which was adopted by the Government. Its priorities are the following:

- To reform the Institutional Framework for conducting scientific-research activities
- To stimulate innovation and technological development, this includes the role of the Ministry of Economy and DDSME in introducing the incentive measures for investing into research and innovations in the sector of economy, including financing of the scientific and research activities. The additional role of the Ministry of Education and Science is reflected in the marketing support and the provision of consulting services to all factors included in the domain of innovations;
- To encourage the international cooperation, where DDSME is engaged in terms of participation in the EUREKA Programme;
- To implement functional priorities in the field of scientific-research activity, where the Ministry of Economy is in charge of introducing financial instruments and regulations aimed at co-financing technological projects;
- To increase the level of investment into the scientific-research activity (MoE 2009: 82).

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2.2 Key National Agencies

Following national agencies are active in the field of innovation policy.

Agency for International Co-operation of Montenegro (ZAMTES)

Acronym: ZAMTES

Organisation title in local language: Zavod za medjunarodnu saradnju

Organisation type: Agency/Fund

The Agency for International Co-operation of Montenegro is an institution of the Government of Montenegro which was established approximately 30 years ago.

The Agency consists of the following organisational units:

- Department for International Scientific, Educational, Cultural and Technical Cooperation; and
- Department for General and Financial Issues.

The Department for International Scientific and Technical Co-operation performs the following duties:

- Preparation, co-ordination and implementation of the S&T programs and projects of scientific and technical nature;
- Initiation and co-ordination of the establishment of immediate collaboration between Montenegro and foreign institutions and industrial organisations;
- Participation in the preparation of multilateral and bilateral programs on the basis of which RTD projects in Montenegro are being realized; and
- Professional training abroad within multilateral and bilateral programs, organisation of international conferences, gatherings and seminars.

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Directorate for Development of Small and Medium Sized Enterprises (DDSME)

Acronym: DDSME

Organisation title in local language: Direkcija za razvoj malih i srednjih preduzeca

Organisation type: Agency/Fund

Next to the Ministry of Economy, the main institution for the realisation of the policy and for providing support for SMEs in Montenegro is the Directorate for Development of Small and Medium-sized Enterprises (DDSME) which was established in 2000 and officially started its operation in February 2001. Its area of activity is twofold: On one hand, it provides support for SMEs at the executive level through the realisation of activities and projects in the area of developing support institutions, promoting information flow with SMEs, providing necessary consultative business services and education, securing grants for SMEs, stimulating competitiveness and export, internationalisation of SMEs, supporting research and also promotion; on the other hand, it plays a leading role in coordinating the implementation of SME policy within the framework of other sector policies, in the parts which deal with the development of entrepreneurship and also in activities of other entities which, within their sphere of activities, support the development of SMEs (DDSME 2010: 16).

Furthermore, the Directorate for Development of Small and Medium-sized Enterprises pays special attention to entrepreneurship education. According to development orientation of Montenegro, new entrepreneurship programs will be defined in those sectors that represent comparative advantages – tourism, wood processing, and agriculture.

The Directorate for Development of Small and Medium Sized Enterprises together with the Ministry of Economy is also responsible for creating and implementing strategies and support programmes for the SME sector. Within the DDSME, a network of 11 regional/local business centres has been established, which aims to provide various types of business information, consulting and business services, as well as training tailored to the needs development level of SMEs.

DDSME provided credit and loan support through the following programmes for SMEs: “Encouraging Entrepreneurship” in 2006, “Encouraging Competitiveness and Export” in 2007, and the “Programme of State Aid and Support to Small and Medium-sized Enterprises” in 2008 and 2009 (MoE 2010a:16). A special focus is thereby given to start-ups, entrepreneurs planning to start up new production or services and SMEs being operational up to one year through the programme “Encouraging the Beginners in Business-Start-up”.

Additionally, DDSME implements the project “Grant Scheme for Reimbursement of Expenses” which provides support to enterprises in market presentation, coverage of the expenses for marketing activities and building of the capacity of enterprises of a more successful management of business operations (e.g. by introduction of IT) (MoE 2009: 41)

DDSME created Strategy for the Development of Small and Medium Sized Enterprises 2011-2015. To this end, the strategy pursues the following strategic objectives:

- **Improving the business environment** including comprehensive reform of regulations to simplify administrative procedures, creation of a permanent system of quality control, and the establishment of an one-stop shop for enterprise registration in 2011
- **Strengthening financial support** through improved access and availability of loans, grants, credits, etc. (implementation of special credit lines, establishment of micro-funds, grant schemes, credit guarantee schemes, etc.) and the stimulation of the use of available CIP/EIP financial instruments.
- **Strengthening the competitiveness of SMEs and promotion of entrepreneurship** including improving local and regional business centres (reorganisation, capacity building, coverage of whole territory, establishment of an online portal of SMEs, etc.), development of technology parks, internationalisation of SMEs, strengthening the role of EIICM, improving and enhancing education and consulting services for SMEs (promotion of entrepreneurship in education, enhancement of entrepreneurial learning programmes, establishment of Fund for Adult learning etc.), increasing investments in research and development of SMEs (co-finance research projects, tax breaks for SMEs investing in research, etc.), enhancing relationship between SMEs and universities (introduction of voucher schemes, etc.), enhancing the application of ICT (development of e-Government and e-Business portal, co-finance procurement of hardware/software, etc.), increasing export (services for export-oriented enterprises, export-development programme for target markets, fairs, trade missions, etc.) and enhance the potential for cluster development in Montenegro.
- **Support for Beginners in Business – Start-ups** including strengthening institutional infrastructure to support start-ups, improving quality and availability of financial and non-financial support (credit line to support start-ups, publication of guides, training, etc.)

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Montenegrin Investment Promotion Agency (MIPA)

Acronym: MIPA

Organisation title in local language: Agencija Crne Gore za promociju stranih investicija
Organisation type: Agency/Fund

The Montenegrin Investment Promotion Agency (MIPA) is a national investment agency set up by the Government of Montenegro in order to promote foreign investments in Montenegro and to facilitate the economic development of Montenegro. The Agency was established in 2005.

The mission of MIPA is to partner with foreign and domestic investors, the public and private sector, and international groups and individuals to increase investments in Montenegro and help bring accelerated economic development, dynamic growth and prosperity for all Montenegrin citizens.

The Agency promotes specific projects to foreign investors and has a publicity function in bringing such projects to the attention of the international public. MIPA advances Montenegro as a competitive investment destination by actively facilitating investment projects in the country.

MIPA's activities offered to foreign investors are:

- Business partnerships and addressing of business needs;
- Provision of relevant information on the investment climate, institutional framework and related legal issues;
- Assistance in obtaining permits and licenses on national and local levels of authority;
- Development of specific strategies for concrete sectors and countries;
- Help in locating green field and brown field site options according to specific requirements;
- Provision of initiatives and support of cooperation with domestic supplier companies and other local partners;
- Creation and maintenance of an investment database;
- Identification of eventual "red tape" obstacles to doing business in Montenegro and providing recommendations to the Government for its systematic removal; and
- Advertisement of projects with an aim to create a relationship between Montenegrin companies and people and foreign investors.

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2.3 Key Programmes and Instruments

National and international donors and institutions are aware of the significance of innovation for competitiveness and development of national economies. Therefore, different key programmes and instruments have been created to support activities initiating and fostering innovation and development.

Adriatic - Ionian Initiative (All)

Acronym: All

Organisation type: International Institution

The Adriatic-Ionian Initiative (All) was formally established as a political initiative at a conference held in Ancona, Italy in May 2000. Seven countries cooperate within the framework of All: Albania, Bosnia and Herzegovina, Croatia, Greece, Italy, Montenegro, Slovenia and Serbia. The aim of All is to link the coastal countries of the two seas with the purpose of cooperating in the development and safety of the whole area. The issue of environmental protection which is central for the socio-economic development in the subregion is the high sensitivity of the maritime and coastal areas of the closed Adriatic Sea.

Within the All framework, an Adriatic-Ionian Council (AIC) was set up at the level of Ministers; without limiting the fields of cooperation, special attention was directed towards: economic and technical assistance and cooperation in traffic; environmental protection; SME cooperation and cooperation in the fields of culture, education and tourism; and cooperation in combating all forms of criminal.

The Adriatic-Ionian Initiative is presided on rotation basis between the seven countries members. Montenegro holds currently the chairmanship (June 2010 – May 2011).

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Focal points by the area of cooperation

<http://www.mip.gov.me/en/index.php/All-Montenegrin-presidency/aii-focal-points.html>

Central European Initiative (CEI)

Acronym: CEI

Organisation type: Network

The origin of the Central European Initiative, whose headquarters are based in Trieste, lies in the creation of the Quadrangolare in Budapest on 11 November 1989. The founding fathers were Italy, Austria, Hungary and the Socialist Federal Republic of Yugoslavia (SFRY) but through the years other countries have been admitted into the initiative. The CEI is now the largest forum of regional cooperation among eighteen Member States of Central, Eastern and South Eastern Europe and it aims at fostering political and socio-economic development in the region and at avoiding new division lines in Europe.

The CEI is oriented to assist in strengthening the capacities of its countries outside of the EU, to consolidate their institutional and economic background as well as bring them closer to the EU; it aims at achieving cohesion in areas of mutual interest and at assisting its non-EU member countries in consolidating their economic and social development. Once predominantly oriented towards policy dialogue, the CEI has progressively added economic growth and human development as pillars of cooperation with a focus on capacity building, sharing experience and know-how transfer.

A number of CEI activities and projects are also developed within strategic programmes pursued by other international and regional organisations, in particular the EU.

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Competitiveness and Innovation Framework Programme (CIP)

Acronym: CIP
Organisation type: Programme (CIP)

The EU's Competitiveness and Innovation Framework Programme (CIP) aims to encourage the competitiveness of European enterprises. With SMEs as its main target, the programme supports innovation activities (including eco-innovation), provides better access to finance and deliver business support services in the regions. It will encourage a better take-up and use of information and communications technologies (ICT) and help to develop the information society. It will also promote the increased use of renewable energies and energy efficiency.

Montenegro joined the EU's Competitiveness and Innovation Programme (CIP) in March 2008 and associated itself with the first EIP and third component ICT PSP – April 2011. DDSME is the responsible institution for the first component, while the Ministry for Informational Society and Telecommunications is for the third one. The establishment of the European Information and Innovation Centre Montenegro was financially supported by this programme (DG Research 2010: 7).

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Organisation type: Project (Other)

The project supports the Government of Montenegro in developing and implementing support policies for SMEs and in creating a conducive business environment. This includes adjustment of framework conditions to the requirements of the EU Internal Market. Furthermore it supports business associations and other private- sector service providers in setting up business support services, facilitate start-ups and promote exporting companies.

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Instrument for Pre-Accession Assistance (IPA)

Acronym: IPA

Organisation type: Programme (IPA)

The Instrument for Pre-Accession Assistance (IPA) is the key tool of the European Commission's pre-accession assistance strategy. This Instrument has replaced the former pre-accession instruments: PHARE, ISPA, SAPARD and CARDS. IPA will help transition countries meet the Accession Criteria (fulfil the political, economic and acquis-related criteria for membership, building up their administrative and judicial capacity) and prepare for the programming, management and implementation of EU Cohesion, Structural and Rural Development Funds after accession. IPA is designed with five components to provide for targeted and effective assistance for each country according to its needs and evolution. These five components are: transition assistance and institution building; cross-border cooperation; regional development; human resources development; and rural development. Montenegro receives financial aid under component I and II.

In the period 2007 – 2010, Montenegro received €131.3 million of IPA assistance. The main objective of IPA for Montenegro is to help the country to face the challenges of European integration, to implement the reforms needed to fulfil EU requirements and progress in the Stabilisation and Association Process as well as to lay the foundations

for fulfilling the Copenhagen criteria for EU membership. Other financial assistance programmes exist; these include the 'Community programmes' managed by line DGs which are specific programmes destined to regional initiatives such as joint projects between two countries. Another type of assistance is the multi-beneficiary IPA which also concerns several countries working together for a joint programme thus improving regional cooperation. Montenegro is involved in four cross-border cooperation programmes with Bosnia and Herzegovina, Serbia, Albania and Croatia. Montenegro also participates in the IPA Adriatic cross-border programme with Member States and the trans-national cooperation programmes: South-East Europe and Mediterranean under the European Regional Development Fund.

Contact

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http://ec.europa.eu/enlargement/candidate-countries/montenegro/financial-assistance/index_en.htm

www.mip.gov.me/index.php/Evropske-integracije/direktorat-za-evropske-integracije.html

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International Finance Corporation Private Enterprise Partnership Southeast Europe (IFC PEPSE)

Acronym: IFC PEP SE

Organisation type: International Institution

IFC/PEP Southeast Europe is part of the IFC (International Finance Corporation), World Bank Group. The programme operates in Albania, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Serbia and Montenegro and was formally launched in July 2005. It was established for an initial period of five years.

The Private Enterprise Partnership for Southeast Europe (PEP-SE) is catalyzing private sector development from a platform of four operational programmes:

- Alternative Dispute Resolution;
- Corporate Governance;
- International Technical Standards and Regulations; and
- Recycling Linkages.

The PEP-SE's private sector development programmes are co-financed by following countries: Austria, Canada, Netherlands, Norway, Slovenia, and Switzerland.

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Open Regional Fund for Foreign Trade Promotion in South-East Europe (ORF)

Acronym: ORF

Organisation type: Agency/Fund

The Open Regional Funds for South-East Europe in the field of foreign trade, energy efficiency, municipal services and legal reforms. ORF was established in January 2007 on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). They aim to build the capacities of the South-East European countries through cooperation within the framework of EU integration.

Partners from public and private organisations and civil society work with the Open Regional Funds to identify thematic issues of relevance to EU integration. The ‘added value’ that an idea offers for the region provides the starting point for project development. GIZ acts as a facilitator and moderator. It advises partners on project development, technical issues and project management. Through systematic linkage of bilateral and regional approaches to international cooperation, GIZ offers a comprehensive implementation structure in the region. This creates unique opportunities to promote regional cooperation and EU integration in South-East Europe.

The objective of the Open Regional Fund on Foreign Trade is to strengthen the competitiveness of small and medium sized enterprises and to enhance trade in the region through multi-country cooperation among companies and institutions.

Focusing on sectors with export potentials, projects have been implemented in the garment industry along with fashion design, the automotive supply, the IT sector, tourism and agricultural trade. To thrive on international markets, the relatively small national sectors regionalize their marketing as well as distribution structures in order to achieve synergy effects for the participating companies. Other ORF Foreign Trade projects provide businesses and institutions with advisory services and training to comply with quality standards or EU regulations. Stimulating and promoting institutions working on a regional level is a further task.

Currently, the following projects are being supported:

- Establishment and stabilization of the camping sector in the Western Balkans
- Cross-border economic development and sustainable use of resources in the municipalities of Foca and Pluzine

- Improving the competitiveness of companies and organizations from South-East Europe in the agricultural and food sector through implementation of food quality standards and increased regional networking
- Cross-border development of mountain tourism in the border triangle of Albania, Kosovo and Montenegro
- CEFTA Trade Portal

Further projects in the field of product safety and regional integration of textile and garment associations are under consideration.

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Regional Competitiveness Initiative for the Western Balkans

Acronym: RCI

Organisation type: Project (Other)

The Regional Competitiveness Initiative for the Western Balkans is a three-year project financially supported by the European Commission from 2010-2013 and implemented by the Organisation for Economic Co-operation and Development (OECD). The main goals are to support competitiveness in the region and strengthen capacity building of public administrations by pilot projects in order to foster innovation in the private sector and eliminate skills gaps. The RCI focuses on three areas of activity: human capital development, innovation, and sector specific policy reform.

Pilot projects selected for implementation during 2011 are:

- A policy framework for innovation for FYR of Macedonia;
- A voucher scheme facilitating access to research by SMEs in Montenegro;

- A sectoral pilot for 'triple helix' partnerships between research, business and government for Bosnia and Hercegovina;
- A competence technology centre for Serbia.

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TurnAround Management and Business Advisory Service (BAS) Programme Montenegro

Acronym: TAM/BAS

Organisation type: Programme (Other)

The TurnAround Management (TAM) and Business Advisory Services (BAS) Programme of the European Bank for Reconstruction and Development (EBRD) provide micro, small and medium-sized enterprises with direct assistance from experienced business advisors and consultants, helping them to adapt to the demands of a market economy.

TAM Programme

The TurnAround Management (TAM) Programme helps small and medium to large sized enterprises transform themselves. TAM advisors enable enterprises to make structural changes and develop new business skills at senior management level, helping them to thrive and compete in market economies. TAM operates in conjunction with the EBRD's Business Advisory Service (BAS).

Since its start in 2002, the TAM has completed 10 projects and a further three are still on-going. Since then, more than € 2,8 million have been invested. The sectors which received the most TAM support are food manufacturing and tourism. TAM is especially focusing on the assistance of the restructuring process in Montenegro, according to the TAM/BAS Strategy for 2008-2010.

BAS Programme

The Business Advisory Services (BAS) Programme is a technical assistance programme of the European Bank for Reconstruction and Development (EBRD) aimed at supporting the development and growth of micro, small and medium-sized enterprises (MSME). The BAS Programme works with MSME's to improve their performance by involving local business advisors. BAS assists individual enterprises to engage with local consultants on narrowly-based, specific projects with a rapid payback. Since its establishment in 2003, BAS has implemented over 370 different projects in the whole country and engaged over 100 local consulting companies and individual consultants. Additionally, BAS carries out market development activities (MDA) to facilitate the development of a sustainable infrastructure of local business advisory services. BAS also operates in

conjunction with the complementary EBRD's TurnAround Management(TAM) Programme.

Contact

Website: www.ebrd.com/pages/workingwithus/tambas/where/montenegro.shtml

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Western Balkans Investment Framework

Acronym: WBIF

Organisation type: Programme (Other)

The Western Balkans Investment Framework (WBIF) was established by the European Bank for Reconstruction (EBRD) together with the European Commission (EC), the European Investment Bank (EIB) and the Council of European Development Bank (CEB) in December 2009. The object is to finance priority projects in the Western Balkan Countries. The programme operates in Albania, Bosnia and Herzegovina, Croatia, Kosovo (under UNSCR 1244), Former Yugoslav Republic of Macedonia, Montenegro and Serbia.

The WBIF has two main objectives:

- Pooling of grants, loans and expertise in order to prepare financing for priority investment projects;
- strengthening coherence and synergies among donors in order to increase the positive impact and visibility of investments in the Western Balkan Countries.

Projects are selected on the basis of regional and/or country needs and their consistency with eu accession priorities.

The primary focus on the infrastructure sector (environmental, energy or transport infrastructures, education, healthcare and other social needs) will be extended to provide also support to small and medium-sized enterprises (SMEs).

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7th Framework Programme for Research and Technological Development (FP7)

Acronym: FP7
Organisation type: Programme (FP7)

The Memorandum of Understanding (MoU) associating Montenegro to FP7 was signed on January 25, 2008 and the provisions of the above association instruments are applicable from January 1, 2008. This agreement allows Montenegrin scientists, universities and companies to create links with their counterparts across Europe and build up their scientific expertise, including in scientific fields crucial to implementing the body of EU legislation.

FP7 supports scientific research in the EU and the broader European Research Area over a time span of 7 years (2007 - 2013). It allows funding of collaborative research in strategic areas such as health; energy; information technologies, nanotechnology or transport. FP7 also stimulates the mobility of researchers through Marie-Curie grants and has special programmes to support capacity building such as research infrastructure, research for small and medium sized enterprises and Science in Society. The programme has provision for special calls for the Western Balkan Countries and international cooperation actions aiming at improving the dialogue among regional partners.

Contact

Website: <http://ec.europa.eu/research/participants/portal/page/home>;
http://cordis.europa.eu/fp7/home_en.html
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List of National Contact Points for different areas to be found at the European Commission CORDIS Website:

http://cordis.europa.eu/fetch?CALLER=MSS_ME_FP7NCP_EN

3 Key Innovation Infrastructures

A national system of innovation can be understood as a “network of institutions in the public and private sectors whose activities and interactions initiate, import, modify and diffuse new technologies” (Freeman 1987: 1). These institutions ranging from technology/innovation centres, science and technology parks to clusters, business start-up centres and incubators constitute a country’s innovation infrastructure. In the following chapter, the particular elements of the Montenegrin innovation system are presented.

3.1 Technology/Innovation Centres (TICs)

A Technology / Innovation Centre (TIC) is an institution established in order to facilitate technology transfer as well as to promote research uptake and innovation by linking researchers and universities with SMEs. TICs enable the industry to exploit new and emerging technologies by providing linkages between research and SMEs.

European Information and Innovation Centre Montenegro (EIICM)

Acronym: EIICM

Organisation title in local language: Evropski Centar za Informacije i Inovacije Crne Gore

Organisation type: Research Institute

In 2007, a consortium formed by DDSME, the Faculty of Mechanical Engineering, University of Montenegro, the Chamber of Economy of Montenegro and Business Start-up Centre Bar planned the setting up for a Centre for Promotion of Innovation within the business sector (DG Research 2010: 11). In November 2007, the Directorate for Development of SMEs (DDSME) submitted to the DG Enterprise and Industry Project Proposal “European Information and Innovation Centre Montenegro” (Call for Proposals - Services in Support of Business and Innovation). In April 2008, the project was officially approved for partial funding by DG Enterprise and Industry and the new centre began its operation within DDSME in November 2008. The new European Information and Innovation Centre Montenegro is part of the Enterprise Europe Network.

EIICM provides services for fostering innovation, knowledge and technology transfer, as well as services encouraging participation of SMEs within EU Framework Programmes for research and technological development (DG Research 2010:12). In detail, its activities encompass:

- Services of innovations, knowledge and technology transfer:
 - Distribution of information to raise levels of knowledge on policies referring to innovations, legislation and support programmes;
 - Distribution and utilization of research results;
 - Provision of intermediary services for technology and knowledge transfer and building partnerships between all those involved in the innovation field;

- Encouraging business capacities to innovate
- Services that encourage participation of SMEs in the Community Framework Programmes for Research and Technological Development:
 - Raising level of knowledge for SMEs on Community Framework Programmes
 - Supporting SMEs to identify their RTD needs and find relevant partners; and
 - Supporting SMEs in the preparation and coordination of project proposals for the participation in Community Framework Programmes for research and technological development.

Its services are mainly target at SMEs, innovators, governmental bodies, professional organisations, educational institutions and other institutions carrying out research and development.

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R&D Service Centre at the University of Montenegro (UoM)

Acronym: R&D SC UoM

Organisation title in local language: Centar za podršku istraživanjima i razvoju na Univerzitetu Crne Gore

Organisation type: Higher education

Established in October 2010, the RTD service centre at the University is the first attempt to foster the income of external project funding at the University with the clear idea to transform it into the first nucleus of Technology transfer. The centre's main objectives are to assist researchers in finding and applying for funds, support them in project management, collaboration with industry, commercialization of research and connecting them with partners for scientific research projects.

The list of services that the R&D SC is already offering includes management of existing projects (various EU projects, industry projects, etc.), support in development and contracting of new projects, consultancy and support in writing new project proposals and fundraising (incl. feasibility study, etc.), coordination of bigger multidisciplinary groups inside UoM for new project ideas, dissemination of information about available funds, open calls, etc., organization of various lessons, trainings, events, workshops, and partner search for new projects.

Its future profile is going to be a little bit redefined with a broader set of activities including also the matter of legal ownership of start-ups, project results and certain issues concerning the intellectual property rights.

The list of services offered by R&D SC is to gradually increase and to include the establishment and running of new research centres inside UoM, new contracts and research projects with industry partners, participation in establishment and running spin-off companies, consultancy in intellectual property legislative (including licensing, patenting, etc.), and possibly formation of small incubator for start-up companies with innovative ideas

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3.2 Clusters

Another crucial element of national innovation systems are clusters that can be defined “as a group of firms, related economic actors, and institutions that are located near each other and have reached a sufficient scale to develop specialised expertise, services, resources, suppliers and skills” (EC, 2008: 9). In this way, interactions, the exchange of knowledge, and the presence of a skilled labour force are facilitated and enable clusters to be important drivers for competitiveness and innovation (EC, 2008: 21).

At the moment, Montenegro still lacks the establishment of clusters, but it has a great potential in different branches (wood processing industry, meat and milk processing industries, wine industry). Already the Strategy for Development of SMEs 2007-2010 planned to establish clusters in the fields of milk and meat processing industries (MoE 2009: 74). The successor strategy for 2011-2015 specifies task to improve potential for cluster development in Montenegro. Activity is aimed at mapping potential for cluster establishment and conducting corresponding promotion activities within its Strategy for development of SMEs 2011-2015 (DDSME 2010: 35).

The Strategy for Development of Tourism in Montenegro until 2020 foresees the creation of tourism clusters: Three should be established for the coastal part, three for the

continental, and another two should connect the coastal and mountain region via Niksic and Pogorica (MoE 2009:74).

Meat processing Cluster Initiative

Acronym: Niksentrade, Ltd. Kotor

Organisation title in local language: Niksentrade, d.o.o. Kotor

Organisation type: Cluster/Incubator/Innovation Infrastructure

First initiative for clustering in Montenegro was established as support to the Association of smoked ham producers from Njegusi, realized by DDSME and GTZ in 2007.

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3.3 Technology and Science Parks

According to a definition by the World Bank, a science park is aimed at business support and technology transfer and constituted by several “functional” and “physical” components. On one hand, a science park is characterized by the participation of the following stakeholders: 1) businesses (MNCs, domestic companies, start-ups); 2) knowledge providers (university research and education infrastructures, applied research labs, etc.); 3) industry support services (business incubators and enterprise development areas, usually managed by private operators); and 4) financial support services (venture capital, regional development agencies and banks). On the other hand, a science park offers a physical environment for its purpose through the provision of infrastructure and facilities (office buildings, meeting rooms, transportation, power, ICT connectivity, etc.). (World Bank 2010: 311). The terms technopolis, “technology park”, “science park”, “technology & science park” or “research park” are often used synonymously.

In Montenegro, no technology parks exist at the time of preparing this report.

The need for a technological park has been evident for a long time, and a number of related activities and initiatives (such as an unsuccessful application with Italian partners for IPA Adriatic cross-border cooperation program – which will be amended for re-submission) have been undertaken. It is reasonable to expect that a Feasibility study will

be done by the end of 2011, which will serve as the fundamental base for starting the establishment of the first Technological Park in Montenegro.

The Ministry of Science has announced a public call for Feasibility study for Technological Park in Montenegro. Also, in cooperation with DDSME they have initiated cooperation with Italian partners and technological parks, as to transfer the know-how and best practice.

3.4 Business Start-Up Centres/ Technology Incubators

Business start-up centres and technology incubators are facilities designed to support entrepreneurship and help start-up companies to survive and flourish through the use of shared resources, management expertise, counselling, training, the provision of services (administrative support, office equipment, marketing etc.) and networks for potential business partners, etc. (Rouach / Louzoun / Deneux 2010: 12). Technology incubators are primarily focused on technology-based firms.

Business Incubator Berane

Acronym: BI Berane

Organisation title in local language: Biznis Inkubator Berane

Organisation type: Cluster/Incubator/Innovation Infrastructure

Activities to establish an incubator in the northern region are still in progress in cooperation with the Municipality of Berane, the organisation Caritas – Luxemburg and DDSME (MoE 2009: 51). By now, the business plan and a plan of construction work for the new facility has been developed. This project is supported by IPA 2008 – Project “Improving Business Environment for Small and Rural Enterprises” (MoE 2009: 51).

Contact

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Business Start-Up Centre and Incubator Bar

Acronym: BSC BAR

Organisation title in local language: Biznis Start-Up Centar Bar

Organisation type: Cluster/Incubator/Innovation Infrastructure

The Business Start-Up Centre Bar (created in spring 2007) supports students, young graduates and young potential entrepreneurs (up to the age of 35) in starting their own small and medium enterprises (SMEs) in Montenegro. The project is financed by the Ministry of Foreign Affairs of the Netherlands, and co-owned by local stakeholders represented in the Coordination Committee of the Centre.

The objectives of the BSC Bar are to:

- Reduce poverty levels under youth, women and vulnerable groups in Bar by creating jobs at existing companies and through establishing new Small and Medium Enterprises (SMEs);
- Contribute to the capacity building of Project Partners by the implementation of new ICT Systems and training of staff (based on needs assessment);
- Remove bureaucratic & political obstacles in doing business that have been identified during the first two years of the project on regional, national and international level, and reduce the remaining obstacles or have them on the political agenda; and
- Establish a regional BSC Network, together with bscs throughout Montenegro, Serbia, Croatia, Slovenia, BiH and FYR of Macedonia.

Initially, the BSC Bar is a project of SPARK (formerly ATA - Academic Training Association) and following project partners: Bar Municipality, Faculty of Tourism Hotel management and Trade, Economic School, Montenegro Business Alliance, Association of Olive Producers, Cultural Centre, Forum of Unemployed Women, Association of Entrepreneurs and Agricultural Association. All project partners have signed the Memorandum of Understanding.

The BSC Bar offers young entrepreneurs following services:

- Business Skills Training - 4/5 day training sessions on topics like marketing, financial management, management skills, legal and tax issues, exporting to the EU, product development and innovation etc.
- Business Plan Competition (BPC) - young potential entrepreneurs are supported to write a professional business plan in 2 phases (business concept, business plan)
- Business Support Services (BSS) - the best business plans/entrepreneurs resulting from the BPC are supported through personal coaching, consultancy, micro-loans, incubation space & services and free registration of their business training, consultancy, working space and access to micro-credit which will lead to the establishment of new and innovative small and medium enterprises.

The Netherland's Ministry of Foreign Affairs is the donor of this 4-year project (SPARK is the recipient), and it is expected, that the BSC Bar will be fully independent, locally owned organisation (a limit liability company or NGO) after 4 years of existence (in 2010).

Local partners contribute 'in kind' to the BSC Bar by offering office space, incubator space, training space and promotional/PR services (total value of in kind support is 50% of the total 4-year project budget). The Bar Municipality is the main partner and contributor.

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IT Business Incubator Podgorica, d.o.o. Inventivnost

Acronym: Inventivnost

Organisation title in local language: Biznis Inkubator Podgorica

Organisation type: Cluster/Incubator/Innovation Infrastructure

In December 2008, DDSME and the Capital City of Podgorica established the first business incubator in the field of information technologies (IT). D.o.o.Inventivnost started its work in March 2009 and plays an important role in the process of founding companies, intensifying the transfer of know-how and creating highly qualified personnel. Further Partners in the project is the University and Municipality of Podgorica, GIZ, TAM/BAS and the organization SPARK.

Entrepreneurs with feasible projects joining the incubator are offered specialized menu of support resources and services, e.g.:

- Physical space and equipment (office space, computers, printer, internet, meeting room, etc.)
- Management coaching and training;
- Support in creating an effective business plan;
- Administrative services;
- Transfer of knowledge and technology
- Technical support;
- Business networking;
- Presentation at trade fairs and exhibitions
- Advice on intellectual property; and
- Sources of financing.

The business incubator is aiming to become a central place for all advanced young people that have entrepreneurial spirit and good ideas that could innovative products, services or processes. Due to high interest, a project under the name "Virtual Incubation" was prepared which assumes participation in the business incubator project of as many small companies as possible, of those which already have their offices and wish to use other forms of support (MoE 2010a: 22).

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Network of Regional and Local Business Centres

Organisation type: Cluster/Incubator/Innovation Infrastructure

In Montenegro, a network of regional and local business centres has been developed (six regional centres and three local ones), providing a number of subsidised services for businesses and supporting beginners in business. In partnership with donors (such as EAR and GTZ), DDSME has created eleven regional/local business centres.

More than 70% of the territory of Montenegro is now covered with these regional centres, which provide support to entrepreneurs during the various phases of their operation, expansion and development.

The services include:

- Free of charge advisory and consulting services;
- Business plan development;
- Internet support; and
- Marketing.

On average, 2000 entrepreneurs use professional help through one of the regional/local business centres per year (MoE 2010a: 26).

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Regional Business Centre Podgorica

The Regional business centre Podgorica was established on 14.06.2002 by DDSME and the Municipality of Podgorica – Secretariat for Economy. At the moment, the business centre operates within Agency for development and construction of Podgorica. Business centre has one office and one employee.

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Regional Business Centre Bijelo Polje

The Regional business centre Bijelo Polje was established 30.07.2002, and started operating 1.09.2002. The establishers are DDSME and Municipality of Bijelo Polje. The centre has three permanent employees.

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Regional Business Centre Bar

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Regional Business Centre Nikšić

The Regional business centre Nikšić was established 16. April 2004. The centre has been established in partnership between DDSME and Bank of Nikšić. One employee works in the centre.

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Phone: +382 40 200 892

Address: Njegoševa 18 (bivši SDK, II sprat), Nikšić, Montenegro

Contact person:

Branko Roganović

Regional Business Centre Berane

The Regional Business Centre Berane was established 04.11.2004 by DDSME. The centre currently employs four persons.

Website: www.bcberane.net63.net

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Phone: +382 51 236 597; + 382 69 305 194

Address: Novo naselje bb, Berane, Montenegro

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Local Business Centre Rožaje

The Local business centre Rožaje was established 04.10.2002 by DDSME and Municipality of Rožaje. According to the Regulation on systematization of business centre, all positions are covered. Thus, six employees are in the centre.

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Phone: +382 51 274 500

Address: Maršala Tita bb, Rožaje, Montenegro

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Local Business Centre Cetinje

The Local business centre Cetinje was established 17.10.2002 by DDSME. There are three employees in the centre.

Website: <http://www.bc-cetinje.com/>

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Local Business Centre Žabljak

The Local business centre Žabljak was established 26.08.2004 by DDSME. There is one employee in the centre.

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Local Business Centre Kolašin

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3.5 Other related Organisations

In addition to the above presented main innovation infrastructures, other organisations exist such as regional development agencies, banks and business support centres, etc. which provide special services which foster innovation and have positive impact on innovative entrepreneurship. The following chapter tries to give an overview of other innovation-related organisations.

Centre for Entrepreneurship and Economic Development (CEED)

Acronym: CEED

Organisation title in local language: Centar za preduzetnistvo I ekonomski razvoj

Organisation type: Network

The Centre for Entrepreneurship and Economic Development (CEED) helps its clients to improve their business operations, further develop and perfect both their service and product, seize opportunities, and meet the need of their customers. To this end, CEED offers a wide range of consulting services in all stages of business development focusing on business consulting, market research and training. With more than 200 clients in Montenegro and references with international organisations, CEED has developed an image as a reliable partner.

CEED activities are:

- Business consulting. CEED's core activity is ongoing consulting followed by reorganisation and company restructuring, financial analysis, due diligence, development of investment, marketing and business plans and ISO pre-certification. Gradually CEED is moving towards a regional market as a member of a regional network;
- Service to foreign investors. CEED is offering representation to foreign investors and tailor-made cooperation based on specific demand as well as connections with domestic companies and institutions;
- Market Research. These services include market research, market analysis, feasibility studies and public opinion polls;
- Policy analysis and advocacy. CEED is monitoring major business legislation and its implementation, and offers changes that aim to improve the business environment in Montenegro. CEED played an important role in drafting Company Law, Accounting Law, the Law on Participation of the Private Sector in Public Services, and reduction of the gray economy in Montenegro. and
- Publication. Regular publications are widely read by the Government, private sector and the donor community.

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Chamber of Commerce of Montenegro (PKCG)

Acronym: PKCG

Organisation title in local language: Privredna komora Crne Gore

Organisation type: Association/NGO

The Chamber of Commerce of Montenegro is an autonomous, business, professional and interest-based organisation of business organisations, banks and other financial organisations, personal and property insurance companies, and entrepreneurs doing business in Montenegro (MoE 2009: 38). Within CCE, eleven sub-associations exist.

Functioning as a link between the private and public sector, CCE provides information and training services to its members to strengthen their position in the market, by means of continuous updates on the standards and legal regulations of the EU and the WTO, staff and management training for a more efficient transfer to business operation in compliance with EU rules and standards (MoE 2009: 57).

Contact

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Employment Agency of Montenegro

Acronym: ZZCG

Organisation title in local language: Zavod za zapošljavanje Crne Gore

Organisation type: Agency/Fund

The Employment Agency, as the Montenegrin organized labour market institution, is dedicated to support unemployed persons in Montenegro. To this end, it provides among others the following services:

- Labour market research
- Job-finding and work engagement
- Consulting and informing employers and unemployed people on job opportunities and unemployment insurance
- Organization of training and education of the unemployed
- Vocational guidance, information and counselling professionals and the development of methods for career guidance
- Preparation of proposals for employment policy
- Preparation and implementation of active employment policy

Since 1999, the Employment Agency has continuously provided financial support to the development of small businesses. As part of the “Innovative Employment Programme” started in 2008, the Employment Agency provided credit support to unemployed persons who wanted to start own businesses (MoE 2010a: 15).

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Offices in all Municipalities in Montenegro: <http://www.zzzcg.me/home/default.asp>

Foundation for the Development of Northern Montenegro (FORS Montenegro)

Acronym: FORS Montenegro

Organisation title in local language: Fondacija za Razvoj Sjeverne Crne Gore

Organisation type: Agency/Fund

The Foundation for the Development of Northern Montenegro is a Regional Development Agency playing an important role in implementation of development projects in the north of Montenegro. Since its establishment, FORS has implemented or commenced implementation of different activities, predominately in the following fields:

- Regional positioning (setting up priorities, project identification, support in implementation and implementation)
- Supporting community strengthening projects through economic development
- Surveys and analysis

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Institute of Biomedical Research (IBR)

Acronym: IBR

Organisation type: Research Institute

The Institute of Biomedical Research was founded in early 2010, in partnership with the Government of Montenegro. It is located in Podgorica, the capital city of Montenegro.

The Institute of Biomedical Research is a private venture institution committed primarily to the protection and improvement of the health and well-being of the people of Montenegro, through:

- Regulatory control of industrial activities and products
- Scientific surveillance of the living environment
- Research and development of new biomedical products and technologies
- Regulatory evaluation and certification of new biomedical products
- Fundamental scientific research and postgraduate education, and
- Development of new diagnostic methods and innovative experimental medical treatments.

The concept of the Institute is based over 22 years of relevant professional experience of its founding company BioMedco Inc. from Montreal, Canada, motivating its goal of becoming the European reference institution for biomedical research and analytical services.

The ongoing development plan of the Institute's polyvalent laboratory business ventures extends to diversified activities and sophisticated services, from quality control of pharmaceutical, cosmetic and food products, to biomedical and environmental studies, as well as major long-term scientific research projects, including the follow-up on the environmental impact on the public health.

Regulatory certifications of new biomedical products, along with the development of new diagnostic technologies and innovative experimental medical treatments, provided by Institute's team of experts, also constitute important business activities.

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Investment and Development Fund of the Republic of Montenegro (IDF)

Acronym: IDF

Organisation title in local language: Investiciono-razvojni fond Crne Gore

Organisation type: Agency/Fund

At the end of 2009, the former Development Fund has been transformed into the Investment and Development Fund of Montenegro and is a joint stock company owned by the state of Montenegro (MoE 2010b: 7). The aim of the institution is to provide incentives for and acceleration of economic development of Montenegro. With the founding of IDF, the Government of Montenegro has provided an efficient support mechanism for economic development, especially having in mind economic and financial crises.

The Fund's activity is defined by approving loans and issuing guarantees, privatization of the remaining portfolio companies, as well as other tasks to ensure support for economic development.

The IDF is faced with an ambitious task of achieving objectives through mechanisms quoted in Article 2 of the Law on Investment and Development Fund of Montenegro:

"The Fund is established to encourage and accelerate the economic development of Montenegro through the following: completion of the privatization of capital acquired in the process of ownership transformation, support to micro, small and medium-sized enterprises and entrepreneurs, support to infrastructure projects, projects of water supply, waste water and protection of environment, as well as financing projects of local, regional and national importance."

In particular, the Fund's activities encompass the following areas of intervention:

- Support to small and medium enterprises (direct credits, credit lines in cooperation with banks and with their guarantees, and guarantee support);

- Support in financing the infrastructure and environmental projects (credit arrangements, issuing guarantees for realization of investment, redemption of bonds on capital market, public-private partnership, ownership participation in public companies);
- Incentives to exports and employment;
- Privatization of the remaining portfolio companies;
- Effective management of the portfolio of securities and credit portfolio of the Development Fund and the SMEDD.
- Non-financial measures of support (participation of IRF in costs of implementation of specific measures of non-financial support or through development of credit models as instruments of support for business incubators, clusters, science parks, etc.)

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Micro-credit institutions

Organisation type: Other

In Montenegro, six micro-credit institutions operate with the Decision on Microcredit Financial institutions (Official Gazette of the Republic of Montenegro 01/03): Agroinvest, Alter modus, Ozmont,, Montenegro Investment Credit, Klikloan and Kontakt (MoE 2009: 68). Credits approved by the MFI go up to 3.000 € to physical persons using the credit for the first time, whereas no further credit can exceed the amount of 8.000 €, while the enterprises and entrepreneurs taking the credit for the first time can get up to 5.000 €, and no further credit can exceed the amount of 20.000 €.

For example, the micro-credit institution Alter Modus accepts all entrepreneurs who already run a particular economic activity, or have ideas for starting one without any other requirement (MoE 2010a: 32). All clients are equally supported.

Montenegrin Employers Federation (MEF)

Acronym: MEF

Organisation title in local language: Unija poslodavaca Crne Gore (UPCG)

Organisation type: Association/NGO

The Montenegrin Employers Federation (MEF) is an independent, nongovernmental, non-political and non-profit organization based on voluntary membership, formed with support of International Organization of Employers (IOE) and International Labor Organization (ILO) with an aim of representing interests of employers through the promotion of social dialogue.

MEF objectives: presentation and promotion of employers interests in their relation to Government and Trade Union as well as with other institutions; development, implementation and improvement of social dialogue; promotion and protection of small and medium entrepreneurship, creation of favorable environment for its development; promotion and protection of private initiative; promotion of employers and enterprises rights and freedoms; protection of competition and favorable environment for enterprise development; promote policies at the national and international level that are conducive to stable economic growth and sustainable development; representation, positioning and cooperation on international level; membership associations of employers on international level.

MEF is a member of IOE and BusinessEurope and one of the founding members of Adriatic Region Employers' Centre (AREC), with headquarters in Zagreb.

MEF is a member of United Nations strategic initiative for entrepreneurs – UN Global Compact.

MEF is the founder of Association of Businesswomen in Montenegro, it has established the Association of Craftsmen, small and medium enterprises, and given full support to the project of founding the Institute for Research and Development of SMEs.

MEF membership includes small and medium enterprises, associations of employers (business associations) and large economic systems. MEF members make around 85% of GDP in overall Montenegrin economy.

MEF supports the development of small and medium enterprises (SME) in Montenegro by offering the services such as:

- Free legal advices;
- Free presentation of MEF members within MEF webpage;
- Free marketing promotion (MEF *business handbook*);
- Consulting services;
- Free brochures published on the topics important for business performance;
- Foreign languages interpreting services;
- Providing information on regular basis about laws, legal acts... information important for performing business;
- Discounts for products and services offered by mef members (within the project “employers for employers”);

- Participation in seminars, workshops and trainings;
- Participation in roundtables on the topics important for business performance;
- Participation in international fairs and conferences.

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Montenegro Business Alliance (MBA)

Acronym: MBA

Organisation title in local language: Montenegro Biznis Alijansa

Organisation type: Association/NGO

The Montenegro Business Alliance (MBA) is a business association, established in Podgorica on September 17, 2001 as an umbrella organization protecting interests of the private sector and fighting for improvement of the business environment in Montenegro.

MBA is an association, which gathers entrepreneurs, local and foreign investors. It promotes the development of a private sector and shows the problems in existent legislative regulation in order to contribute to removing the barriers and improving the business conditions in Montenegro. The Alliance brings together more than 500 most successful companies in Montenegro that are creating more than 40% of Montenegrin GDP and employing more than 20.000 workers..

The mission of MBA is to give concrete proposals and through them to:

- Improve conditions for making business in Montenegro;
- Cooperate with public and private sector, international organisations and individual experts; and
- Contribute to the development, investment growth and economical prosperity of Montenegro.

Montenegro Business Alliance assisted Society of Young Innovators in process of establishment as well as organization of Innovation Fair in Montenegro and supports action on intellectual property rights protection.

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Montenegro Chamber of Skilled Crafts and Entrepreneurship

Acronym: MoCaS

Organisation title in local language: Zanatsko-preduzetnička komora Crne Gore

Organisation type: Association/NGO

The Montenegro Chamber of Skilled Crafts and Entrepreneurship is a roof organization representing the professional, economical and social interests of Montenegrin small and medium sized enterprises organized by 15 professional associations.

It is a self-governed, professional and interest organization that deals with the improvement and development of handicrafts by creating of conditions for the spread of entrepreneurial spirit, protection of interests of artisans and consumers of crafts products and services. The Association is particularly committed to strengthening the reputation of craftsmanship, the economic position of the artisan, regional development, education policy, future technologies, environmental protection, the European market and business framework for the entrepreneurial middle class economy.

Since 28th of March 2011, the Chamber has been transforming into the public institution „Montenegro Chamber of Skilled Crafts“ (according to the law of handicrafts which was adopted in August 2009).

The members are offered information and consulting services by providing education, training, business and market connections, cheaper suppliers, public relations, events, trade fairs, electronic marketing, lobbying and advocacy. It represents the interests of the middle class economy with one vote in front of politics, economy and the public.

The Chamber is a member of international organizations such as: Regional network association of the middle class economy - Mittelstandsbüro Balkan, European Association of Craft, Small and Medium-sized Enterprises – UEAPME, Balkan

Association of Hair Dressers and Cosmeticians, Balkan Association of Goldsmiths, Balkan Association of Business Women, Balkan Alliance of Hotel Associations - BAHA, International Hotel & Restaurant Association - IH&RA and European-Mediterranean Federation of Restaurants (EMRF), Regional Council for Renewable Energy Sources and Energy Efficiency.

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Privatization and Capital Investments Council

Organisation title in local language: Savjet za privatizaciju i kapitalne projekte

Organisation type: Government/Ministry

The Privatization and Capital Projects Council has been formed pursuant to the Law on Privatization Economy ("Official Gazette of Montenegro" no. 23/96, 6/99, 59/00,42/04) in order to manage, control and supply the privatization process implementation as well as to propose and coordinate all activities necessary for the capital projects application in Montenegro.

The council has been formed for the purpose of protecting the interests of Montenegro during the privatization procedure and stands behind its work while responding to the Government of Montenegro.

The work domain, make up and other issues which are of the importance of the Privatization and Capital Projects Council work are regulated by a specific Decision on working domain and makeup of the Privatization and Capital Projects Council.

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5 List of Acronyms

All - Adriatic-Ionian Initiative

BAS - Business Advisory Service Programme

BSC - Business Start-Up Centre

CARDS - Community Assistance for Reconstruction, Development and Stabilisation

CCM - Chamber of Commerce of Montenegro

CEED - Centre for Entrepreneurship and Economic Development

CEI - Central European Initiative

CEI KEP - Central European Initiative Know-how Exchange Programme

CIP - Competitiveness and Innovation Framework Programme

DDSME - Directorate for Development of Small and Medium-sized Enterprises

EBRD - European Bank for Reconstruction and Development

EC - European Commission

EFB - European Fund for the Balkans

EIB - European Investment Bank

EIICM - European Information and Innovation Centre Montenegro

EU - European Union

FORS - Foundation for the Development of Northern Montenegro

FP7 - 7th Framework Programme for Research and Technological Development

GIZ - Deutsche Gesellschaft für International Zusammenarbeit

GTZ - Deutsche Gesellschaft für Technische Zusammenarbeit

ICT - Information and Communications Technologies

IDF - Investment and Development Fund

IEE - Intelligent Energy Europe Programme

IPA - Instrument for Pre-Accession Assistance

ISPA - Pre-Accession Structural Instrument

IT - Information Technology

KEP – Know-how Exchange Programme (CEI)

MBA - Montenegro Business Alliance

MEF- Montenegrin Employers Federation

MIPA - Montenegrin Investment Promotion Agency

MNC - Multi-national companies

MoE - Ministry of Economy

MoES - Ministry of Education and Sport

MSMEs - Micro, Small and Medium Size Enterprises

NGO - Non-governmental Organisation

PEP-SE - Private Enterprise Partnership for Southeast Europe

PHARE - Poland and Hungary: Assistance for Restructuring their Economies (PHARE) programme

OECD - Organisation for Economic Cooperation and Development

ORF - Open Regional Fund

RTD - Research and Technological Development

SAPARD - Special Accession Programme for Agriculture and Rural Development

SMEs - Small and Medium Size Enterprises

S&T - Science and Technology

TAM - TurnAround Management Programme

TAM/BAS - Turn-around Management and Business Advisory Services

TIC - Technology/Innovation Centre

USAID - United States Agency for International Development

WB - Western Balkans

WBIF - Western Balkans Investment Framework

WTO - World Trade Organisation

6 List of Authors and Contributors

We would like to acknowledge the input of all contributing persons and organisations who kindly accepted to provide us with necessary feedback.

We made a huge effort to include the names of all contributing parties. If, for any reason, you are a contributor and you do not find your name in the list, please send us a short notification e-mail to office@wbc-inco.net. We aim to keep the updated version of the reports online on the homepage WBC-INCO.NET, where we can make necessary adjustments.

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BSI Bar

CEI KEP

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GIZ

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