

The EU  
Support in  
Montenegro

2007-2013

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Podgorica



Montenegro  
Ministry of Foreign Affairs  
and European Integration



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The EU  
Support in  
Montenegro

Instrument for Pre-Accession Assistance IPA 2007-2013

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Dear reader,

The brochure in front of you summarises the results of projects implemented under the Instrument for Pre-Accession Assistance (IPA), from 2007 to 2013. We are presenting to you the most successful projects contributing to the strengthening and building of Montenegro's institutional capacities, reinforcing the good neighbourly relations with the surrounding countries and enabling quicker regional and economic development of our country.

As a candidate country for the European Union (EU) membership, Montenegro took on the obligation of conducting comprehensive reforms, which should contribute to improving the standard of living of our citizens. In reaching this goal, we are strongly committed to the establishment of stable, democratic institutions, harmonisation of our legislation with the EU acquis and its application in such areas as the rule of law, economy, agriculture, transportation, environment and others. Thus, we will attain European standards in the most important areas of society which are of strategic importance to us. IPA provides valuable support in that process.

Over the previous period, projects of extreme importance in all areas of IPA have been implemented. While reading the following text, you will be able to see that Montenegrin institutions have been working diligently on strengthening their administrative capacities. They have also been reforming the judiciary and local government as well as fighting corruption and organised crime. All of this has been achieved through the implementation of IPA projects, within the political criteria. Protection and promotion of human rights and freedoms, as well as coming up with sustainable solutions for refugees and displaced persons were also in the focus of our attention.

When it comes to the economic criteria, IPA projects brought improvement to the transportation infrastructure and environmental protection. The implementation of IPA projects brought sizeable benefits to Montenegrin municipalities, because the invested resources were used for their even development and improvement of the business environment. Support mechanisms were established to reduce unemployment and implement active policies and measures on the labour market. Special efforts were made to improve inclusive education and reform the child and welfare system.

By implementing IPA projects, with the guiding principle of attaining European standards, over the previous period, Montenegro was committed to the development of the agriculture sector, improvement of the public acquisition system, consumer

protection, protection of information systems and digitalisation of Montenegrin public broadcasters.

Cross-border cooperation represents a particularly important area. Through cross-border cooperation, Montenegro established strong neighbourly cooperation in the areas of education, culture, sport, tourism and environmental protection.

It is important to point out that with the help of IPA, over the previous period, support was provided for the development of civic society as one of the instruments for empowering participation democracy in the Western Balkans. Apart from the pre-accession support, partnership with civic society organisations is also reflected in their inclusion in the work of negotiation authorities.

Also important to point out is that Montenegro is autonomously managing the resources from components III and IV and that those resources will be used to improve transportation infrastructure, environment protection and implementation of active employment measures and social inclusion.

With the support of the multi-beneficiary IPA programme, we have been implementing projects of regional importance, covering areas that go beyond the borders of our country. Awaiting us within this programme is the accomplishment of goals pertaining to regional housing policy as well as numerous projects in the area of energy production, transportation and environment protection.

Finally, it should be said that from 2007 to 2013, EUR 235.7 million were invested in Montenegro through IPA projects. Through the new pre-accession support framework of the EU for the 2014-2020 period, IPA II, EUR 270.5 will be at Montenegro's disposal, representing a 10% increase compared to the previous financial period. It is a proof of success in the previous work and the trust the EU has in Montenegro.

The 2007-2013 period, throughout which we worked intensely in the implementation of IPA projects, represents a valuable experience that helped us build capacities for the preparation and implementation of projects. I believe we are well prepared for the next cycle, within which, as previously, we will implement successful projects bringing us closer to the European Union.

I congratulate all those who contributed to the successful implementation of projects on carrying out their work responsibly and on their commitment to accomplishing the challenging project tasks. We shall face a lot more new activities and initiatives until 2020. They will contribute to a more successful integration into the community of European Union countries.

Ambassador

**Aleksandar Andrija Pejović**



## General notes

# IPA IN MONTENEGRO 2007 – 2013

## What is IPA?

IPA or the Instrument for Pre-Accession Assistance is a tool for providing non-refundable financial assistance, which the EU provides to Montenegro on its way towards the EU membership. In the accomplishment of important tasks ahead of us, the pre-accession support resources will be used for conducting reforms aimed at the improvement of the standard of living for Montenegrin people.

In order to support the candidate counties and potential candidate countries, the European Commission (EC) merged the previous support instruments (CARDS, SAPARD, ISPA and PHARE) into one. Through the implementation of IPA projects, over the 2007-2013 financial period, EUR 11.5 billion were invested into EU membership candidate and potential candidate countries. This is, actually, financial and technical assistance, by means of which the beneficiaries harmonise their legislation with the EU acquis and apply the EU's legal practices, preparing themselves, at the same time, for the use of different funds, to be placed at their disposal after they become members of the EU.

## Why is IPA important?

Through the implementation of IPA projects, investments are being made into the future of Montenegro and other countries aspiring to become members of the EU alike. In order for us to become equal citizens of the EU, it is necessary to conduct the required reforms and attain European standards in the most important areas of society. The support should contribute to the strengthening of democratic institutions and the rule of law, reform of the state administration, economy, respect for human and minority rights, promotion of gender equality, civic society, improvement of regional cooperation as well as to achieving sustainable development and reduction of poverty.

## Who is eligible to use IPA resources?

The principal users of IPA resources are, above all, the ministries and administration authorities making laws and regulations and enforcing them, local governments, public institutions, as well as NGOs and associations. The end beneficiaries of the available resources are the people of Montenegro, since the concrete results of the implemented projects in the end affect the quality of life of the population the

most – whether they are improving the quality of performance of the institutions, attainment of European standards or infrastructure in different areas.

## How is IPA implemented?

Throughout the 2007-2013 period, IPA was being implemented through five components:

### Component I-Assistance in transition, establishment of institutions (also known as the National Programme)

Montenegrin institutions are developed and empowered through this component. Our legislation is harmonised with the EU acquis and its application is reinforced in such areas as the rule of law, economy, agriculture, transportation, environment, etc.

### Component II-Cross-border cooperation

This component serves the purpose of strengthening cooperation between neighbouring countries and border regions. It stimulates their social and economic development. Its main purpose is to improve good neighbourly relations and cooperation between populations, communities and institutions, for mutual benefit. Created for this purpose are projects in environmental protection, tourism, agriculture, employment, social inclusion, education, as well as smaller scale infrastructure projects.

### Component III-Regional development

The third component provides support in the area of environmental protection, transportation development, small and medium enterprises, competitiveness and sustainable development.

### Component IV-Human resources development

Implementation of projects within this component promotes and stimulates sustainable human resources development, modernisation and development of the education system, training and research in candidate countries for the EU membership. Special attention is paid to youth employment.

## Component V-Agricultural and rural development

This component implies support for candidate countries in the areas of agriculture and rural development, with the purpose of preparing them for managing the EU's Common Agricultural Policy.

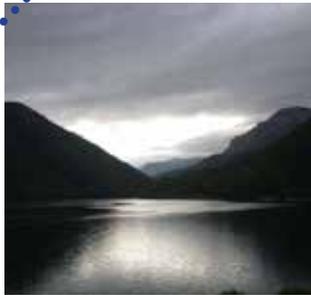
Montenegro has previously used the support within components I and II, in a centralised way, which practically means that the EU Delegation in Montenegro was in charge of arranging and providing financial resources. As of December 2014, we have formally become eligible for using funds provided under components III and IV, through a decentralised resource management system, while using the funds intended for component V, for 2012 and 2013, within the component I.

Upon the completion of the IPA 2007-2013 programme period, the EU continued assisting the countries going through the accession process, through the innovated Instrument for Pre-Accession Assistance – IPA, for the 2014-2020 period.

*Funds allocated to Montenegro within IPA 2007-201*

Year	2007	2008	2009	2010	2011	2012	2013	TOTAL
Assistance with transition, establishment of institutions	27.5	28.1	29.8	29.8	29.8	16.3	5.0	<b>166.5</b>
Cross-border cooperation	3.9	4.5	4.7	3.7	4.3	4.6	4.7	<b>30.3</b>
Regional development	-	-	-	-	-	8.0	14.7	<b>22.8</b>
Human resources development	-	-	-	-	-	2.8	2.8	<b>5.6</b>
Agriculture and rural development	-	-	-	-	-	3.2	7.3	<b>10.5</b>
<b>Total</b>	<b>31.4</b>	<b>32.6</b>	<b>34.5</b>	<b>33.5</b>	<b>34.1</b>	<b>34.9</b>	<b>34.5</b>	<b>235.7</b>





# IPA component I

## Assistance in transition, establishment of institutions (also known as the National Programme)

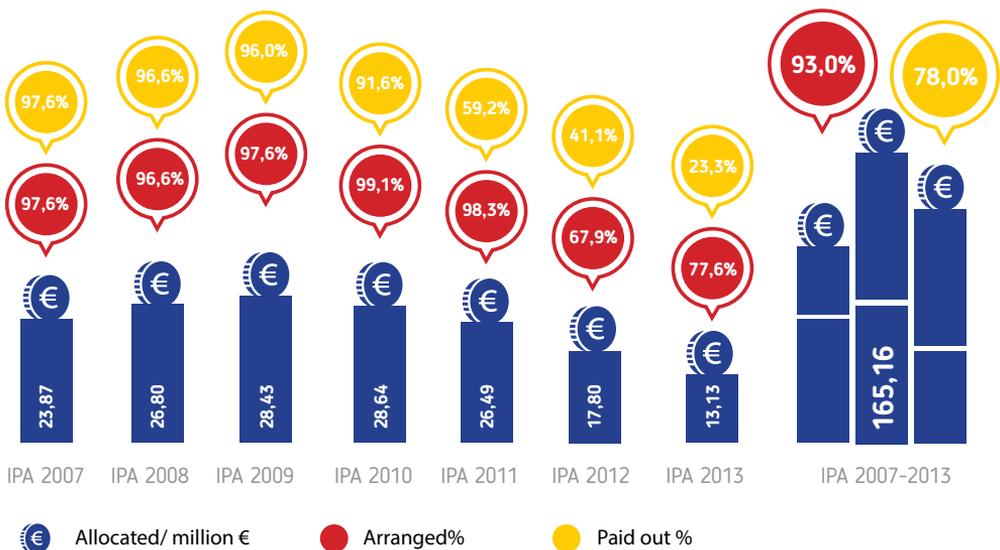
In order to implement a project under component I, it must be based on one of the criteria Montenegro needs to meet in order to become an EU member. Those criteria are the following:

**Political criteria**—projects supporting the strengthening of institutions, the rule of law, human and minority rights, gender equality and anti-discrimination;

**Economic criteria** - they imply support for functional market economy, strengthening of capacities needed to overcome competition and market force pressure within the EU;

**Capability of taking on obligations pertaining to membership**— implies projects facilitating the implementation of European policies in the area of information and telecommunications technologies, competitiveness, innovation, environment protection, transportation, consumer protection and other areas reinforcing Montenegro's capability to take on obligations pertaining to the EU membership.

In the following text, we will present some of the projects implemented within each of the three aforementioned criteria.

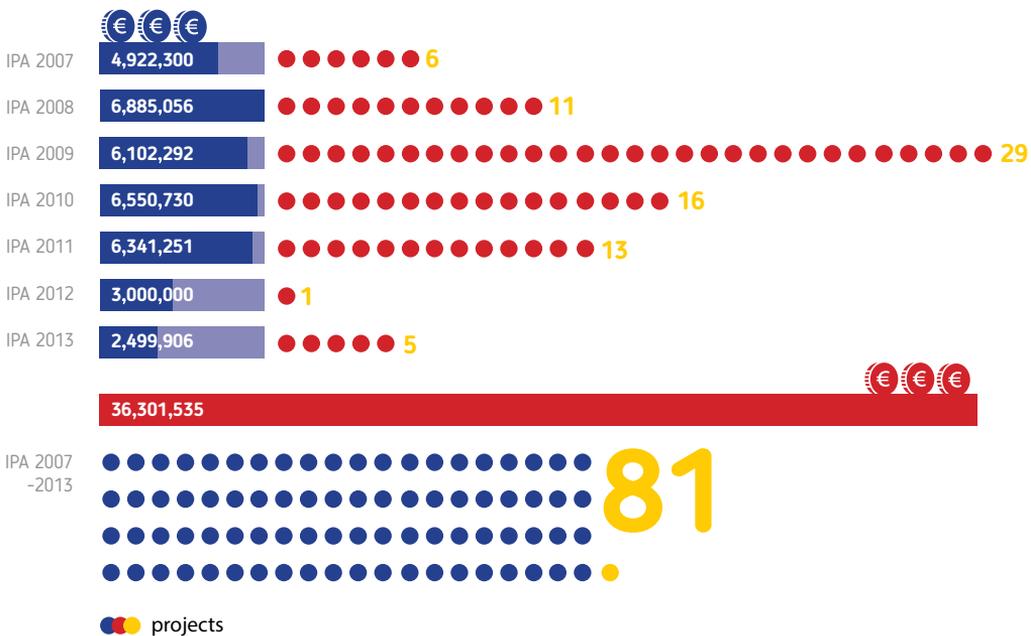


Resource usage data

## POLITICAL CRITERIA AND STRENGTHENING OF DEMOCRACY

While moving towards the EU membership, Montenegro is working diligently on strengthening its institutions and the rule of law. The political criteria supporting the IPA serve the purpose of achieving these as well as other goals:

- strengthening of democratic institutions, good governance, reform of the judiciary and strengthening of the rule of law,
- conducting reforms in public administration, including local authorities,
- support in the development of civic society and independent media,
- protection of human and minority rights, including the rights of vulnerable groups.



Political criteria

## What have we accomplished through IPA projects?

One of the most important goals to be achieved through the implementation of projects, within the political criteria, is the creation of stable institutions, guaranteeing democracy, the rule of law and protection of human and minority rights.

Projects implemented from 2007 to 2013 have strengthened administrative capacities of the institutions, contributed to the reform of the judiciary and local governments, as well as to the fight against corruption and organised crime. Also, projects were implemented serving the purpose of achieving the highest possible degree of gender equality, as well as seeking out sustainable solutions for refugees and displaced persons.

### Judiciary

The European Commission (EC) is strongly supporting the reform of the judiciary. Through the implementation of projects, support was provided to the Judicial and Prosecutorial Councils in achieving the independence and improving the efficiency of the judiciary.

Enabling better and more efficient justice, in line with the European standards, and keeping to the best practices, is one of the priorities for Montenegro in the process of accession to the EU. Therefore, the implementation of projects in this area provided for the introduction of new institutions stipulated in the new Criminal Procedure Code. Also, a strong boost was given to the reform of the criminal sanction execution system, functioning of the prison system and reduction of prison population, according to the EU standards.

The reform of the juvenile justice system in Montenegro is one of the most important tasks to be accomplished, in order to complete our efforts to strengthen the judiciary. Therefore, improvements were made to the preventive work with children and families at risk and the treatment of children in conflict with law has been improved through the reform of the normative framework and the strengthening of the institutions competent for treating juvenile offenders.



## Institutional capacities

A stable society is made of stable institutions nurturing and protecting democratic values. As an EU membership candidate country, Montenegro has already achieved notable results in the process of empowering its institutions. Diligent work on achieving that goal has been continued through the implementation of IPA projects as well.

Administrative capacities of the Ministry of the Interior, Administration for Prevention of Money Laundering and Terrorist Financing and the Directorate for Anti-Corruption Initiative have been reinforced. In order to meet the European standards in the protection of personal data, the capacities of the Personal Data Protection Agency have been reinforced and activities taken to conform to the EU legislation in this area. The projects contributed to the strengthening of capacities of the Police Directorate and police administration. Also not to be overlooked is the construction of the sports hall and shooting range at the Police Academy, the procurement of equipment for the Police Directorate, Forensic Centre as well as the equipment for special investigation, as well as the reconstruction of border crossings, as a form of support for the improvement of the integrated border management system.

## Fight against crime and migration policies

Montenegro is strongly committed to the fight against occurrences undermining the stability of any society – organised crime and corruption. Mechanisms for eradication of various forms of crime need to be improved, in which area Montenegro has the support of the EU. Through the implementation of projects, interagency cooperation has been improved in fighting organised crime, a system of crime-fighting and intelligence activities has been established, efficiency of investigations improved, database for fighting money laundering has been established, blue and green borders control system improved and the capacities of the Police Directorate have been enhanced in conducting investigations and activities in the eradication of drug smuggling. Also, border crossings have been outfitted with valuable equipment.

In order to contribute to the decline of corruption and conflict of interest, support was provided in the implementation of the Strategy for the Fight against Corruption and Organised Crime. Special attention was given to preventive measures and the improvement of public trust in state institutions.

During the process of integration into the EU, Montenegro also faced new obligations in terms of migration policy. In order to be as efficient as possible in meeting the obligation of efficient migration management and contributing to the stability of the region, we have adopted relevant legal and strategic documents through the project, strengthened the migration policy and improved the capacities for efficient provision of services in this area. The implementation of the first stage of construction of the Shelter for Foreigners was an especially important result.

## PRESENTING SOME OF THE PROJECTS WITHIN COMPONENT I

### The EU support to the rule of law-EUROL

**Beneficiaries:** Ministry of Justice, Judicial Training Centre of Montenegro, courts, State Prosecution, law enforcement authorities (Police Administration, Administration for Prevention of Money Laundering and Terrorist Financing, Public Property Administration)

**Partners:** NI-CO-Agencies from the UK and TMC Asser Institute from the Hague  
Value: EUR 3,635,000

**Implementation period:** January 2014-January 2017

Democratic liberties in all societies rest upon justice and the rule of law. The main goal of this project is to support precisely the reforms in the area of the rule of law, in line with the standards and best practices in the EU. Through the implementation of this project Montenegro will further strengthen the fight against organised crime and corruption and enhance the independence, efficiency and accountability of the judiciary. Additionally, the project will reinforce the strategic, operational and technical capacities of the Police Administration, Administration for Prevention of Money Laundering and Terrorist Financing and the Public Property Administration

In addition, the implementation of projects should improve cooperation between authorities in charge of investigations in cases of serious organised crime. Another important goal of this project is efficient management of seized property, acquired through criminal activities. The law enforcement system in the area of money laundering prevention should be improved and the implementation of the project should enhance the IT system of the judiciary sector.



## SUPPORT TO LOCAL LEVEL DEVELOPMENT

Regardless of the mutual differences between all Montenegrin municipalities, they have a common goal – contributing to the process of the EU integration of Montenegro. All of them are succeeding in doing so, by gradually improving the living conditions for all of their citizens. The EU is providing them with unreserved assistance in those efforts by investing into social and economic development of our municipalities.

All local self-governments in Montenegro participated in three common projects, with a total value of EUR 12.2 million.

Within Component II, from 2007 to 2013, Montenegrin local self-governments participated in the implementation of 57 projects, with a total value of EUR 10,060,438.98. Also implemented were 35 bilateral, cross-border projects, 8 transnational and 14 projects from the IPA Adriatic Programme.

The implementation of IPA projects improved the capacities of local self-governments for using the EU funds and special focus was on strengthening the cooperation between municipalities, which had the option of joining up to apply for projects.

When it comes to the number of projects, the most successful in that regard were: the municipality of Nikšić (11 projects), the capital of Podgorica (9 projects), municipality of Bijelo Polje (8 projects) and municipalities of Kotor and Pljevlja (7 projects each).

Let us mention just some of the notable results of projects implemented in Montenegrin municipalities: in Berane, Plav and Šavnik the functioning of the Rescue and Protection Service Centres was improved; establishment of the Regional Business Centre for the north-eastern region, as well as Sinjajevina Regional Park in the northern region is currently underway; a functional parking infrastructure has been established in Bijelo Polje and significantly modernised in Pljevlja; sports hall in Mojkovac was renovated. Construction of facilities that will improve the environmental protection system, such as the waste water treatment facilities in Cetinje, Bijelo Polje and Pljevlja is currently underway. The sewage system in Cetinje was improved and the selective waste management system was introduced in Danilovgrad. Tourism infrastructure in Kolašin was significantly enhanced, local roads were reconstructed and a mini-bypass was constructed around Podgorica. IPA projects are to be credited for the durable solutions for internally displaced persons and inhabitants of the camp at Konik, as well as for the improvement of the rehabilitation and re-socialisation system for drug abusers in Montenegro.

This is not where the activities planned in municipalities end. Upcoming is the implementation of three more projects, for which IPA will allocate around EUR 11 million. Water supply system in Berane will be improved, part of the sewage network will be constructed and a waste water treatment facility and in Bar and Cetinje the revitalisation of non-sanitary landfills is planned.

## CONSTRUCTION OF THE MINI-BYPASS AROUND PODGORICA

IPA assisted in the construction of the IV stage of the mini-bypass around Podgorica, with a total length of 2.1 km, from the Josipa Broza Boulevard to 4. jula Street. The total value of this stage of the bypass was EUR 8,760,000, of which EUR 4 million were provided from IPA. The project, consisting of four stages, was carried out by the Austrian Strabag company. The remaining EUR 2.4 million were allocated to the Ministry of Transport and Maritime Affairs and the Railway Infrastructure of Montenegro, as technical support.



## GENDER EQUALITY PROGRAMME

### SUPPORT FOR EQUAL OPPORTUNITIES

The main tasks of this project are to improve the position of women, through empowering their personal integrity, economic empowerment and more significant participation in political life. The goal of the project is to strengthen the capacities for the implementation of the Action Plan for Achieving Gender Equality in Montenegro in three priority areas:

- Violence against women
- Women's political empowerment
- Women's economic empowerment.

The project, implemented by UNDP, in partnership with the Ministry for Human and Minority Rights, lasted for 18 months, while its total value amounted to EUR 778,000.

### Violence against women

The legal and institutional frameworks for this area were reinforced with the adoption of the Law on Protection against Domestic Violence and a series of bylaws. These are some of the results of the successful accomplishment of project goals:

- 350 professionals from the police, judiciary, social welfare centres and health and education systems were trained through working in multidisciplinary teams;
- 88 school teachers attended the workshops on domestic violence and violence against women;
- 9 women's NGOs were directly involved in project activities of which 7 actively participated in the work of counselling committees;
- research was conducted and data collected on domestic violence and intensive campaigns conducted to raise awareness about this problem;
- as a result of project activities, the number of reported cases of violence went up from 481, in 2009, to 1,678 cases in 2014.



## Political and economic empowerment

Thanks to the new legislative framework, women are more present in municipal assemblies, national parliament and in political parties. The Law on Election of Councillors and Representatives introduced 30% quotas for the less represented gender. Women's groups were established in 8 political parties. The increase in the number of women in municipal assemblies is notable. It went up from 7%, in 2010, to 26% in 2014.

Improvement of women's entrepreneurship and their employment, through development and application of specific measures in Kolašin, Cetinje, Mojkovac and Pljevlja was the primary goal of this project. The existing local level infrastructure was improved and affirmative and supportive environment for women's entrepreneurship stimulated. Educational material was created and knowledge and understanding of the potential carried by women's entrepreneurship increased. Also, the local authorities supported the implementation of a project through which 138 women participated in a specific training programme, while 60 of them put together business plans.

## Support to civil society

### PARTNERSHIP FOR COMMON GOALS

The strengthening of civil society is the key segment of the political criteria for accession to the EU and is regularly monitored through the Progress Report. A dynamic civil society can contribute a lot to the accession process; therefore, the state recognises civil society organisations as important factors of democracy. Their role in political, social and economic processes is very important and it is especially important to point out their involvement and contribution in the negotiation structure, in terms of knowledge and experience they possess.

The EU is providing support to civil society organisations in Montenegro through the so called Civil Society Facility. Established in 2008, so as to provide financial and technical support to civil society, the Facility is a powerful tool for strengthening participatory democracy in Western Balkans. In its strategic documents, the European Commission (EC) emphasised the role of civil society organisations in participatory democracy, especially in the countries covered by the enlargement. The development of the civil society is in the focus of the pre-accession support, since civil society organisations require support in strengthening their capacities, professionalism and networking capabilities both locally and throughout the region. In order to achieve these goals, it is necessary to develop and reinforce the adequate environment for conducting the activities of civil society organisations, which is one of the priorities for Montenegro.

Through the IPA 2007 programme, worth EUR 1 million, Montenegrin civil society organisations networked with their colleagues from the EU and local authorities, in the areas of policy development and provision of services. Within the IPA 2009, worth EUR 2.2 million, support was provided in the areas of social, economic and political development of Montenegro.

The civil society development programme IPA 2011, worth EUR 1.8 million, covered the areas of importance for the EU accession. The IPA 2013, worth EUR 1.8 million, continued to focus on measures for strengthening capacities and provision of services. The programme of Technical Assistance to Civil Society Organisations (TACSO) contributed to further reinforcement of their capacities and served as a resource centre for local organisations.

Apart from participating in the negotiating structure, it is important to point out that civil society organisations also took part in the work of the Joint Consultative Committee, between Montenegro and the European Economic and Social Committee. The proactive engagement of representatives of NGOs in all authorities contributes to a better capability of acquiring a broader view of the process from multiple aspects and achievement of better results.



## ECONOMIC CRITERIA—STRONGER AND MORE COMPETITIVE ECONOMY

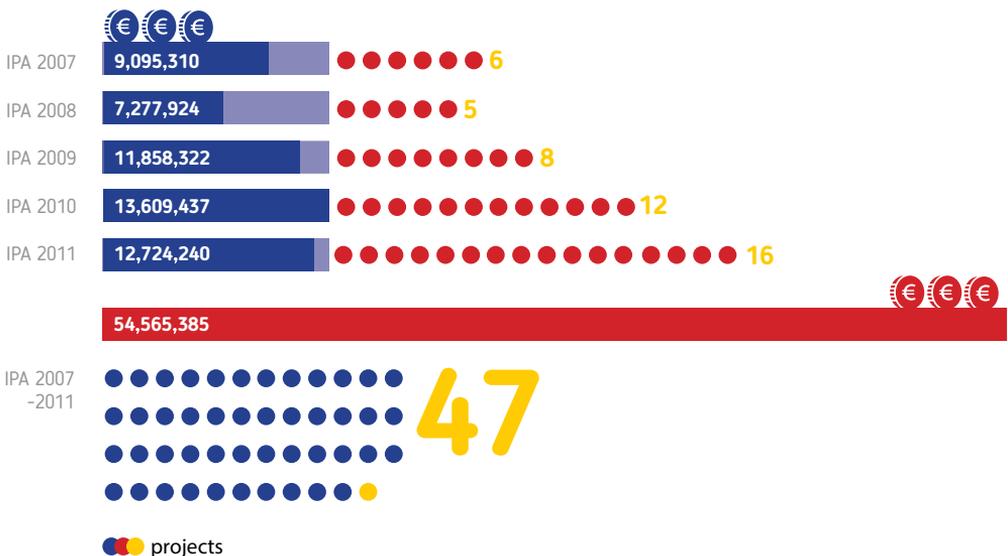
Criteria that have to be observed by the countries that want to become members of the EU were established at the EU summit held in Copenhagen in 1993. They include political, economic, legal and administrative criteria.

IPA, as a pre-accession assistance tool, also rests on three main criteria.

We have already presented the political criteria and projects implemented in Montenegro within the aforementioned criteria. Another important aspect of conducting reforms is encased within the economic criteria.

The main goals to be accomplished within the economic criteria are the following:

- Conducting economic reforms, strengthening competitiveness, developing appropriate business environment and social dialogue;
- Developing human potential, especially in the areas of employment, education and social inclusion;
- Improving infrastructure in the areas such as transportation, energy production and environment.



*Economic criteria*

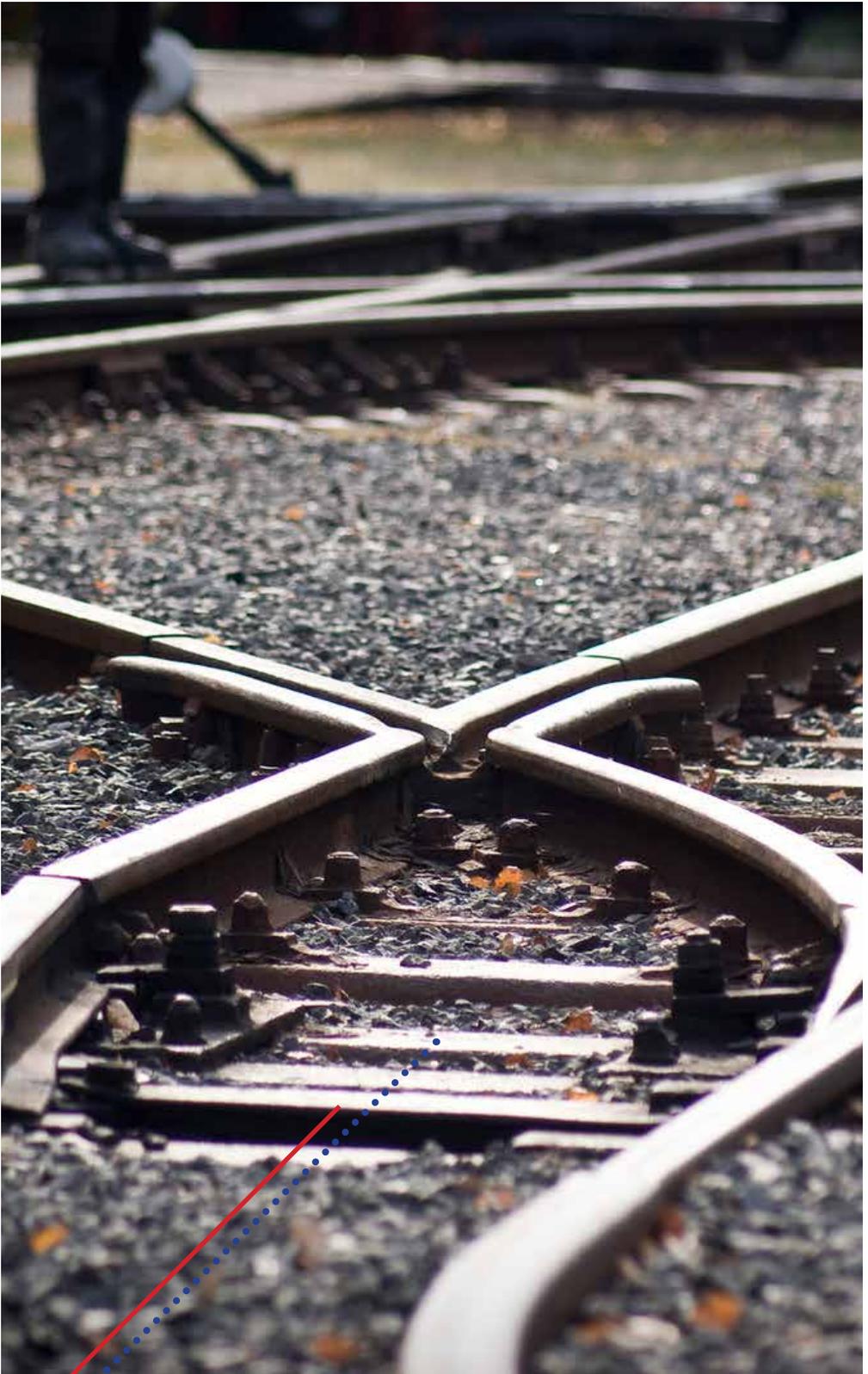
## What have we achieved?

By implementing IPA projects within the economic criteria, notable results were achieved in several areas: transportation, environment, improvement of business environment, employment and social inclusion.

### Transportation

From 2007 to 2013, through IPA projects, a great deal of attention was focused on the improvement of transportation infrastructure. Thus, detailed designs were put together for the reconstruction of railroad from Kolašin to Bar, that is, the documentation was prepared based on which works have been carried out on that section of the railroad. Almost 20 km of the railroad have already been reconstructed and works were carried out on the railroad within the Trebješica tunnel. Railroad station tracks, 1,732 km of them, have been reconstructed and safety and reliability of train traffic have been significantly improved.

Also in the focus of attention, apart from the railroad traffic, was vessel traffic. Through the project Establishment of the Vessel Traffic Management Information System (VTMIS), intensive activities are being undertaken to improve and regulate navigation safety in Montenegrin territorial waters, in line with the EU legislation. Also, the Search and Rescue Service will be significantly modernised through the use of radar sensors during search and rescue at sea operations. Activities are also ongoing on improving the efficiency of the competent authorities in cases of marine ecological incidents. Through the establishment of a surveillance and control system, Montenegro will obtain valuable and sophisticated vessel traffic surveillance equipment. The sea anti-pollution system has been improved, thanks to the urgent response equipment.



## Environment

Over the previous years, municipalities working diligently on establishing a more efficient waste water treatment systems and improving sewerage networks benefited greatly from the implementation of projects. Also, intensive activities were carried out on making the National Plan and local waste management plans.

Development of the main project for construction of the waste water treatment facility in Pljevlja: is underway, and the total value of the project is EUR 7,516, 238, of which EUR 3.5 million have been provided from IPA.

With the help of IPA, sewerage networks will be constructed in the historic capital of Cetinje and in Bijelo Polje. Work on the detailed design is ongoing for the construction of the sewerage network. Out of the total value of the investment, amounting to EUR 4,447,000, EUR 3.3 million will be provided through IPA. At this stage, more than 17 thousand metres of fecal sewerage and more than 4 thousand metres of storm drainage will be constructed. For the purpose of constructing part of the sewerage network in Bijelo Polje, EUR 3.6 million will be provided through IPA.

The construction of the sewerage network in Nikšić was finished in 2012. The design and construction of the phase I of the network have been financed through the project, costing EUR 3,492,121. Shortcomings on the constructed network are currently being fixed.

Environmental protection, through the improvements of the waste management system, is one of Montenegro's priorities in the process of European integration. IPA projects provide significant assistance in these efforts. Thus, over the previous period, valuable equipment was acquired, necessary for waste management in the northern municipalities and important strategic documents have been prepared in this area.

EUR 4 million have been invested in the procurement of vehicles and equipment for public utility companies in 16 Montenegrin municipalities (Andrijevića, Berane, Bijelo Polje, Cetinje, Kolašin, Nikšić, Mojkovac, Pljevlja, Plav, Plužine, Rožaje, Ulcinj, Šavnik and Žabljak, Podgorica and Kotor).

EUR 800,000 were approved for making the national Plan and local waste management plans for the period 2014-2020, as well as for the support to the strengthening of capacities for their implementation.



## PRESENTING PROJECTS EQUAL DEVELOPMENT OPPORTUNITY

### Technical support for the improvement of Business Environment for Small and Rural Enterprises (BESRE)

Start of the project implementation	2010
End of the project implementation	2012
Project budget	EUR 1,197,000

By conducting economic reform, Montenegro wishes to become a country with favourable business environment and balanced regional development. The main goal in the implementation of this project was exactly the improvement of business environment in Montenegro, especially for small and rural enterprises, and facilitation of a more balanced regional development, reduction of poverty and increase in investments and employment.

Through the project activities, improvements were made to the legislative and business environment, with consultations with the private and civil sectors, regarding new regulations governing the initiation of a business. Also, access to finance has been significantly improved, especially for small and rural enterprises in less developed parts of Montenegro. An especially important result of this project was the establishment of a network of business service providers, stimulating establishment and registration of enterprises.

Support was provided through the project in the drafting of the Strategy for Development of Small and Medium-sized Enterprises 2011-2015. Important documents have been generated, such as the "Study of Establishment of the Regional Business Centre", "SME Information Models in Montenegro" as well as "Inventivnost Podgorica" (Inventiveness Podgorica) Business Incubator Business Plan. A mechanism was proposed for the establishment of public-private partnership and a model was created for a loan and guarantee fund.

## THROUGH NETWORKING TO MORE SUCCESSFUL BUSINESS

The preparation of the project for the implementation of the Cluster Strategy through SME market networking in the northern region

Start of the project implementation	2014
End of the project implementation	2016
Project budget	EUR 525.000

The concept of clusters, created through establishing connections between enterprises and networking, is widely accepted in the economic development policy. Thus, interconnected enterprises improve their market performance and achieve competitive advantage. This project deals with the strengthening of competitiveness and market approach of the chosen clusters and networks in Montenegro, with special emphasis on the economically more deprived northern region and less developed municipalities.

Support was provided, through the implementation of the project, to the Ministry of Economy and relevant institutions in charge of the implementation of the national cluster strategy action plan. Also, training courses were provided for the local authorities in Andrijevica, Berane, Bijelo Polje, Danilovgrad, Kolašin, Nikšić, Mojkovac, Plav, Plužine, Pljevlja, Rožaje, Šavnik and Žabljak, on the development methodology and implementation of programmes of support for clusters.

Direct technical support was also provided in the making, implementation and monitoring of common action plans and establishment of market connections for four selected clusters: fresh water fisheries cluster, wine producing cluster, metal cluster and olive oil cluster.

## AVAILABLE MARKET AND LABOUR

### Reform of the labour market and labour development

This project was implemented under the support to employment and development of labour market active policies and measures. The project provided two years of assistance to Montenegrin government in making the National Strategy for Employment and Human Resource Development and the plan for its implementation. The Strategy is addressing factors responsible for structural unemployment, affecting human resources and deepening the gaps between municipalities.

The purpose of the project is to achieve the level of readiness of Montenegrin institutions necessary to meet the requirements of the EU, in terms of employment and lifelong learning. Through the implementation of the project, support was provided in building institutional capacities in the educational and health administration of labour market, especially in the Ministry of Labour and Social Welfare and the Employment Office. Professional counselling and career orientation services have been established and improved as well. Intensive efforts have been made in raising awareness and improving the knowledge base in educational and employment institutions on modern methods of professional orientation, counselling and career management, as well as on mobility and availability of labour market. The National Strategy for Professional Orientation and Counselling has been created and the provision of professional orientation and counselling services has been extended to the northern region. The project had a budget of EUR 1.8 million.

### Safety at work

Well arranged work relations and favourable working conditions for Montenegrin citizens are goals our country tends to achieve. Through the implementation of the project covering safety at work, important steps have been made in that direction. Thus, an assessment was carried out of institutional and administrative requirements and capacities and the safety at work regulations have been harmonised with the EU acquis. The main goal is to enable the application of European standards in safety and protection of health of employees.

## BETTER QUALITY OF LIFE FOR THE ENTIRE POPULATION

### Reform of the social and child welfare systems: improvement of social inclusion

Strengthening of the social inclusion of marginalised population groups represents one of the guiding standards Montenegro needs to meet in its EU accession process. The improvement of quality of life for all citizens of Montenegro, along with the development of services tailored to meet the requirements of the members of marginalised groups, represents the goal Montenegro is committed to achieve. The purpose of the implementation of this project is to provide support to the process of providing service and permanent solutions for the most endangered and marginalised groups in the country – persons with disabilities, elderly persons, the poor and socially endangered families. The quality of life of members of those groups needs to be improved, through both national and local (municipal) initiatives.

The main purpose of this project is to facilitate access to inclusion services for vulnerable, socially marginalised population groups. Therefore, it is necessary to build and reinforce institutional mechanisms and capacities, which, at the level of local communities, will enable the development of services best suited to the requirements of the marginalised population groups.

In order to achieve these goals, a number of activities have been carried out under the project to evaluate the existing and introduce new social services. Financial support was provided to municipal service providers. For the purpose of exchanging experiences among service providers and making practical knowledge and best practices available to end users, internet portal [www.inkluzija.me](http://www.inkluzija.me) has been established.

The project placed a special focus on inclusive education and reform of the social and child welfare systems. Montenegrin government implemented the project, with expert and technical support of UNDP and UNICEF. Total value of the project was EUR 3 million.



## Support to integration and voluntary repatriation of the Roma and Egyptian populations and other internally displaced persons living in the Konik settlement

The Ministry of Labour and Social Welfare implemented this project with the purpose of providing support to the members of the Roma and Egyptian population and other internally displaced persons living in the Konik settlement, in Podgorica.

HELP is the project leader and its partners in the implementation are the Danish Refugee Authority, Roma Education Fund from Hungary, the Red Cross of Montenegro, as well as local NGOs Green Home, Juventas and Pravni centar (Legal Centre).

The main goal of the project is to achieve permanent and sustainable integration of members of the Roma and Egyptian populations and other internally displaced persons wishing to stay in Montenegro, as well as to enable their voluntary repatriation to Kosovo. Better social inclusion and improved access to the rights to primary health protection, employment and education are the main tasks of this project. Some of the project activities referred to numerous educational workshops for the Konik camp inhabitants. They were provided with better connections with institutions in charge of implementing their rights.

Total value of the first stage of this project was EUR 1,475,142, of which the EC provided EUR 800,000. The first stage of the project lasted for 18 months and covered a target group of 2,500 internally displaced persons living in Konik camp. The implementation of the second stage of the project started in September 2014. Its total value was EUR 1,112,000.

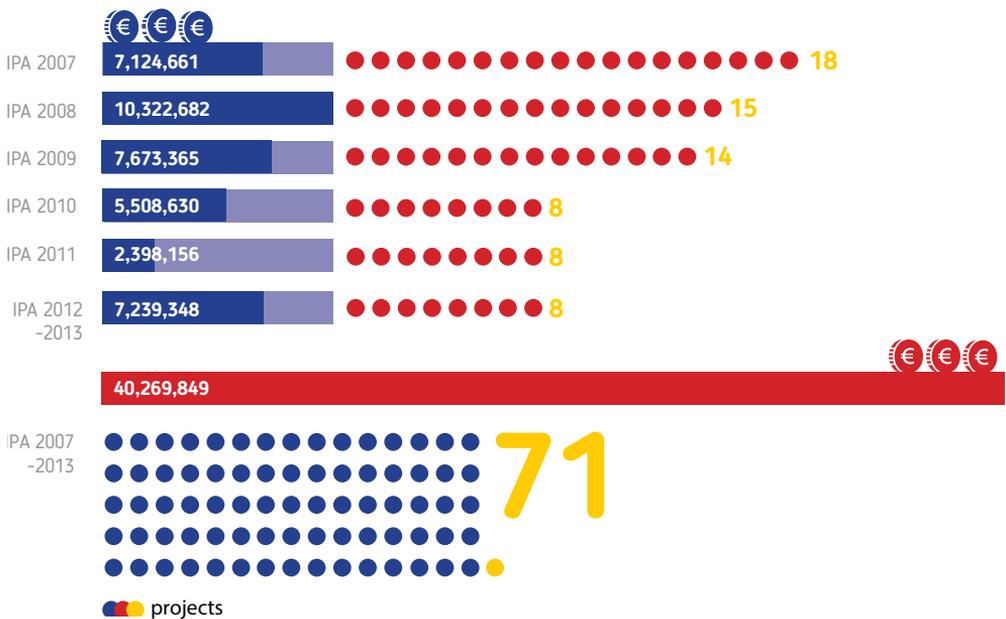


## EUROPEAN STANDARDS – A GOAL WE NEED TO ACHIEVE

Apart from projects relying on political and economic criteria, also implemented under the IPA component I are projects aimed at attaining European standards, especially in the areas such as environmental protection, competitiveness, information technologies, transportation, etc. These projects facilitate the implementation of the EU acquis in Montenegro and provide support to our country in the implementation of European policies in important areas.

The main goals to be achieved through the implementation of projects under European standards are the following:

- progressive harmonisation with the EU acquis in the areas such as agriculture, environmental protection, energy production, internal market, transportation and security,
- strengthening of Montenegrin administrative capacities for increasing local ownership, through a decentralised EU fund and programme management system.



European standards

## Agricultural and rural development

Through IPA projects, from 2007 to 2013, a great deal of attention was focused on the area of agriculture and rural development, as one of the strategic priorities. Most projects were aimed at the strengthening of institutions' capacities, especially non-partisan authorities in charge of food safety (veterinary and phyto-sanitary authorities) and agricultural producers. Therefore, institutions were prepared for the enforcement and implementation of the European food safety standards, so as to be able to assist agricultural producers, as well as entities engaged in the processing of produce, in attaining those standards. In this way, institutions and agricultural producers were preparing themselves for using pre-accession resources intended for agriculture and rural development, as well as the resources from the EU funds, which will become available to Montenegro once it becomes a member.

The funds earmarked for agricultural producers were allocated under the Montenegro Institutional Development and Agriculture Strengthening (MIDAS) Project, implemented in cooperation with the World Bank, as well as under the IPARD-like project, financed by the EU, co-financed by the Government of Montenegro and implemented in cooperation with the World Bank. Under the MIDAS project, during the 2009-2014 period, five tenders were organised, while the IPARD-like project is being implemented through two tenders. The first tender, intended for investments in agricultural households, provided agricultural producers with an opportunity to extend their perennial plantations, increase the number of their livestock and purchase modern equipment and machinery. All this should help improve primary agricultural production and raise the level of competitiveness of agricultural producers in Montenegro. The second tender will refer to investments in processing, providing support for those engaged in the processing agricultural produce. Thus, our agricultural producers will get the chance to improve their operation, renew their equipment and invest in new products.

By implementing projects, during the 2007-2013 period, Montenegro was preparing itself for using the resources from IPA 2014-2020, through which around EUR 39 million were allocated for agriculture and rural development.

Direct support to Montenegrin agriculture, through the implementation of the IPARD II programme, amounts to around EUR 53 million.



## TRANSPARENT AND RESPONSIBLE SPENDING OF PUBLIC RESOURCES

### Strengthening of the public procurement system in Montenegro

Spending public resources in an efficient and transparent system is an important standard in the EU accession process. Support in this area is focused on the drafting of the Law on Public Procurement, which would enable Montenegro to handle the public procurement processes in a transparent, non-discriminatory and fair manner.

The main goal is to implement the requirements of the EU's internal market in the area of public procurement and stimulate efficiency and transparency in using public resources.

Through projects, the primary legislation on public procurement has been improved and aligned with the EU acquis, especially when it comes to the efficiency and use of public funds. Also, bylaws and operational tools have been adopted for the implementation of the Law on Public Procurement. A network of trainers in this area has been established and the public procurement officers, auditors, judges and company employees have been educated and their knowledge and skills improved. A modern, web-based system has been established for gathering data and posting announcements about procurement. The Strategy for Introduction of Electronic Public Procurement has also been created and the public awareness about the importance of a healthy and transparent public procurement system has been significantly raised. The project, implemented by the Public Procurement Directorate, lasted for 20 months. The total value of the project was EUR 1,100,000.



## STATISTICS BY EUROPEAN STANDARDS

### Getting closer to the EU standards in the area of statistics

The scope and quality of the official statistics system in Montenegro need to be improved and harmonised with the EU acquis and international standards. Serving exactly that purpose were the results of IPA projects implemented in this area. Thus, through their implementation, the capacities of MONSTAT and other institutions processing statistical data, such as the Ministry of Finance and Central Bank, were improved. These institutions were encouraged to produce reliable, timely, relevant and comparable statistical data, in line with the EU standards. The functioning of the national statistics system was improved and the coordination role of MONSTAT reinforced. Also, a revision of the legislative framework was carried out and the system for production of statistical data was improved, according to the EU standards. As the end result, public trust in a transparent statistics production and distribution system was increased and the quality and availability of business statistics were significantly improved.

Also, through these projects, harmonisation of statistics was carried out in the areas of agriculture, national computers and price statistics, as well as the harmonisation of business statistics with the EU standards. Efforts were made to improve IT support, in line with European and world standards, including sampling.

### Strengthening the efficiency of the Tax Administration

In this important area Montenegro was provided support through the modernisation of the Tax Administration and harmonisation of legislation. Projects contributed to further harmonisation and development of techniques for better enforcement of regulations. Civil servants had the opportunity to gain experience and education in the enforcement of the new laws, through study visits.

Also, the existing IT system of the Tax Administration has been improved. Valuable equipment was acquired and the innovated hardware and software enabled, among other things, the processing of procedures related to VAT and income tax. Thus, tax payers were enabled to apply for monthly (VAT) and annual (income tax) tax returns electronically. The improvement of the IT system made a more efficient collection of taxes and better use of human resources possible.

## Strengthening of the quality structure in Montenegro

The implementation of this project facilitated trade and free movement of goods through the implementation of appropriate reform in the Montenegrin quality infrastructure, in line with the EU acquis and the requirements posed by the membership in the World Trade Organisation. Administrative capacities of the Department for Quality Infrastructure of the Ministry of Economy have been improved through education and training. Also, the capacities of the Metrology Office have been improved through equipping three new laboratories.

Among other things, drafts of seven regulations for transposing the new approach directive have been prepared under the project. Draft Strategy for Free Movement of Goods and Draft Strategy for Development of Standardisation in Montenegro have been also prepared, as well as drafts of other relevant documents. Metrologists have been trained in five fields of measurement for the newly formed laboratories and three technical committees, for fuel, construction products and human resources, have been established.



## WELL REGULATED MARKET FOR SATISFIED CONSUMERS

### Consumer protection and market surveillance

Making consumers aware of their rights and establishing an efficient system of their protection are the main tasks for Montenegro to accomplish as a future member of the EU. The goal of this project is the strengthening of consumer protection and market surveillance system. The Montenegrin national legislation has been harmonised with the EU acquis through the implementation of the project. Also, coordination and exchange of information has been improved among the competent authorities for market surveillance and the capacities of the market inspection (as well as other inspections competent in this area) for conducting effective market surveillance have been significantly improved. Another extremely important task is raising awareness about consumer rights and the importance of the market surveillance system. Special attention was focused on the education of market inspectors – market surveillance trainers. Under this project, the market inspection organised educational workshops on consumer protection, addressing current topics in this area.

Inspectors of the Administration for Inspection Affairs were educated under this project, as well as representatives of other state institutions and the members of the Market Surveillance Coordination Body. Also, media campaign was a significant component of this project. The goal of the campaign was to raise awareness about consumer rights and product safety.

### Strengthening of the state aid management and the EU financial aid systems in Montenegro

In order to enable control of financial aid and to implement projects in a decentralised management system, in line with the EU's requirements, projects addressing these very issues were implemented. As a result, control of financial aid has been introduced and legal framework has been developed for that area, functioning capacities of the established system have been strengthened and internal auditing, for selected ministries, has been established.

Also, institutional capacities of state aid authorities of Montenegro for managing and implementing EU policies in the area of state aid have been strengthened.

The legislation governing the area of state aid has been changed and accompanying bylaws have been adopted, including their practical application on central and local levels.

Institutional and administrative capacities of the Division for State Aid Preparation

and the State Aid Control Commission have been strengthened, so as to enable efficient enforcement of the legislation.

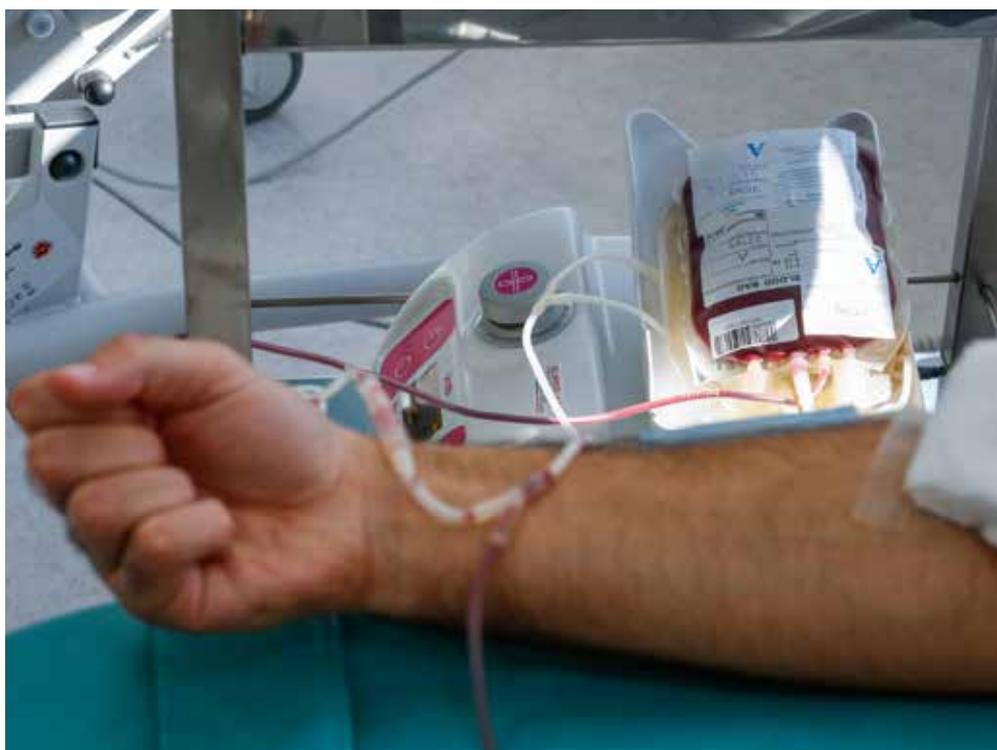
Understanding of state aid policy has been improved among government authorities, local government authorities, private sector and the judiciary.

## QUALITY OF HEALTH SERVICES FOR ALL CITIZENS

One of the important goals Montenegro is striving to achieve in the EU accession process is the harmonisation of health protection policies with the EU standards. Montenegro has already taken important steps in reforming the legislation and improving the quality of health services. One of those steps was the construction, procurement of equipment and training of the employees of the Blood Transfusion Institute, recently opened in Podgorica.

With the opening of the Institute, Montenegro obtained a modern equipped centre for providing safe, timely and good quality health protection for the population, on par with European medicine. With modern interior and equipment, introduction of quality system, implementation of the information system as well as through continued education of professional staff, conditions are being established for the implementation of the European transfusion system in Montenegro.

The new facility, worth EUR 4.84 million, has been constructed under IPA 2010 programme. For this purpose, EUR 1.8 million were allocated from IPA funds.



## DIGITALISATION OF MONTENEGRO

### Support in the digitalisation of Montenegrin public broadcasters – acquisition of equipment

Analogue broadcasting in Montenegro was officially terminated on 17 June 2015. Thus, Montenegro joined the group of already digitalised countries. The main goal of this project was to support the development of information society and audio-visual media services in Montenegro, through the establishment of new services and quicker access to new technologies for Montenegrin citizens.

This should contribute to the improvement of the standard of living and the implementation of consumer and civil rights. The purpose of the project is to facilitate the transition to digital broadcasting for the Public Broadcaster, through the provision of adequate equipment and training for the staff of the Radio Broadcasting Centre. The total budget of the project is EUR 2.695 million, of which EUR 1.6 million were provided under IPA.

By implementing this project, Montenegro met an obligation arising from the accession negotiations under Chapter 10 (Information society and media).

Apart from that, obligations stipulated in the Law on Digitalisation of Broadcasting, in line with the international regulations, were also met.



# IPA component II

## Cross-border cooperation

### Cross-border cooperation – development of good neighbourly relations

*Improvement of cross border cooperation is one of the priorities for the EU and the European integration process further stimulates and enhances good neighbourly relations.*

Under IPA component II, Montenegro took part in eight cross-border cooperation programmes. We have carried out five bilateral programmes (with Albania, Bosnia and Herzegovina, Croatia, Kosovo<sup>1</sup> and Serbia), Adriatic Cross-Border Programme and two transnational programmes – South-east Europe and Mediterranean Programme.

Cross border programmes are implemented with the purpose of promoting good neighbourly relations, contributing to the stability and prosperity of the region and establishing better connections among the populations of border areas. The goal of the project is the reduction of existing differences among neighbouring countries and the improvement of cultural, social and scientific cooperation between local and regional communities. By participating in cross-border programmes, Montenegro is preparing itself for active use of structural funds, which will become available once it becomes a member of the EU.

Cross-border cooperation projects are implemented with the following goals:

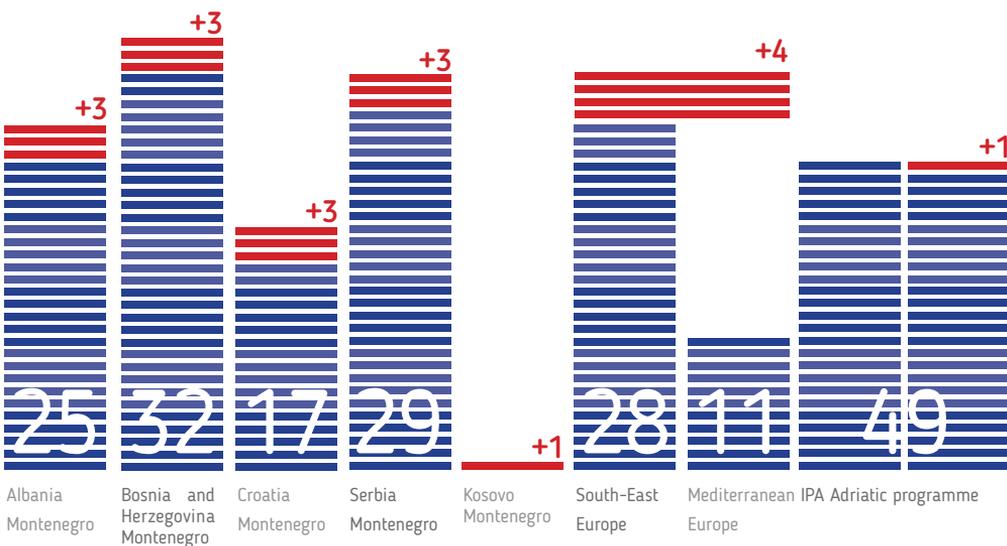
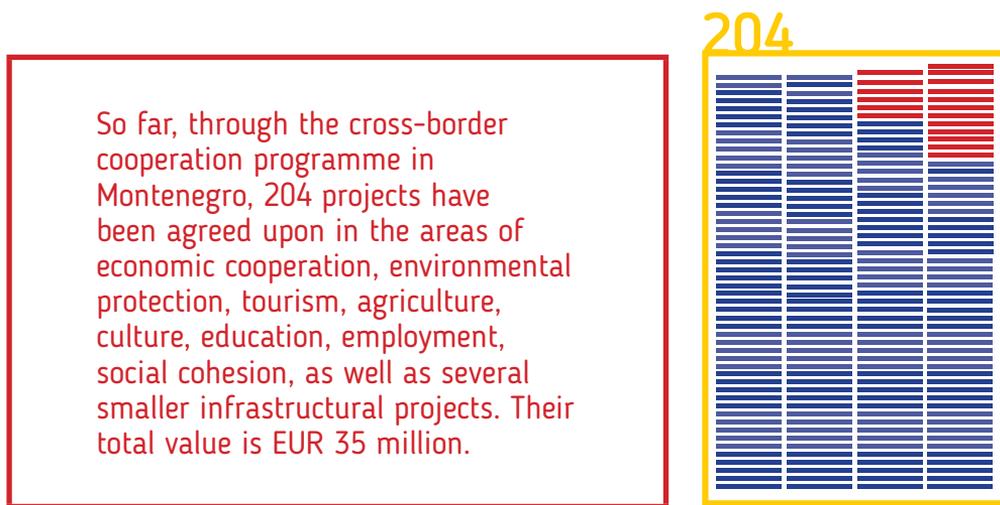
- develop tourism as a key sector of cross-border economy;
- promote cross-border trade cooperation, as well as the access to new markets;
- re-establish cross-border relations between organisations supporting business and trade, so as to jointly promote cooperation initiatives;
- maintain good environment quality in border regions, along with cooperation in environment protection and exploitation initiatives;
- strengthen relations between people in the areas of economy and sports, so as to strengthen interethnic, educational and cultural ties and enable for balanced usage of areas of mutual interest;
- provide equal opportunities for all;
- acknowledge special requirements of population groups at risk, persons with disabilities and/or national minorities;
- protection of both natural and manmade environment, with the purpose of sustainable development;

<sup>1</sup> \*\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence.

- establishment of partnership and joint work.

The beneficiaries of this type of projects are most frequently NGOs, public institutions, local governments, universities, religious communities and business associations. Programmes are implemented through periodic project tenders, that is, public competitions for project proposals. The number of previous applications indicates that there is a high degree of interest among institutions and organisations to join efforts in the implementation of projects.

Projects implemented over the previous period focused on economic development and special attention was focused on tourism, environmental protection, ecological protection, innovation and research. Also, numerous projects were implemented stimulating social cohesion, the so called “people-to-people” projects.



■ CBC projects    
 ■ TA projects

## What have we achieved?

Through the cross-border programmes, Montenegro has established a very fruitful cooperation with the neighbouring countries. Together with its neighbours, Montenegro has worked towards achieving goals in various areas.

Twenty five projects have been approved through the Montenegro-Albania cross-border programme. The focus was on economic development, especially tourism, environmental protection and improvement and social cohesion, through people-to-people projects. Apart from that, the implementation of a strategic project of reconstruction of border crossings Božaj-Hani and Hotit and Grabom-Zatrijebačka Cijevna is currently ongoing.

The Bosnia and Herzegovina-Montenegro Cross-Border Programme included 32 projects prioritising cross-border economic development and special attention was focused on tourism and rural development. Initiatives for environmental improvement, as well as the improvement of social cohesion and cultural exchange, through activities establishing connections between people and institutions, have been launched and seen through to the end.

Croatia and Montenegro were working together on the implementation of 17 projects in the area of tourism, culture, environmental protection and natural and cultural heritage.

Under the Serbia-Montenegro Cross-Border Programme, 29 projects have been implemented to improve productivity and competitiveness of economic, rural and environmental resources in cross-border regions. Initiatives have also been carried out in exchanging people and ideas, so as to improve the cooperation between expert community and civil society.

Thirty nine projects have been implemented through transnational programmes with the purpose of developing innovative approaches and entrepreneurship, improving mobility and territorial accessibility, as well as the development of international cooperation needed for the strengthening of sustainable growth.

The IPA Adriatic Cross-Border Cooperation Programme enabled the implementation of 49 projects referring to economic, social and institutional cooperation, network and accessibility, protection of environmental and cultural resources and risk prevention.

## PRESENTING PROJECTS

### Albania-Montenegro

#### **MARUBI:** cooperation model for tourism promotion between Shkoder and Ulcinj

#### **PROMOTION OF COMMON CULTURAL HERITAGE**

Strengthening of tourism potentials on both sides of the border stimulates economic development and contributes to better cross-border cooperation. This was one of the basic goals of the implementation of this project. The project was implemented with the intention to increase the value of common cultural heritage. On this occasion, attention was focused on the preservation of photographs by famous artist Pjetër Marubi.

Municipalities of Shkoder and Ulcinj were involved in the project and its implementation took 25 months.

The total value of the project was EUR 423,504, while EUR 194,075 were allocated for activities carried out in Montenegro.

Valuable Marubi's heritage was gathered under this project. A large number of his photographs, apart from the photo vault in Shkoder, are privately owned by old families of Shkoder and Ulcinj. By responding to a public advertisement, many of them made the digitalisation of the photographs possible, which were thus preserved and made accessible to broader public.

Also, the project enabled a better promotion of the cultural heritage of Shkoder and Ulcinj. The employees of both municipalities, in cooperation with local tourism organisations, prepared and organised a special "Marubi Route" for tourists. This special route includes cultural landmarks of Ulcinj and Shkoder, landscapes and natural beauties, captured in the photographs. During the height of the season, tourists have the opportunity to visit some of the festivals in either Shkoder or Ulcinj.

Contributing the most to the promotion of cultural heritage are permanent and temporary exhibitions of photographs in the Ulcinj Ethnographic Museum and Marubi Photo Vault in Shkoder. Temporary exhibitions are organised all across Europe, in Brussels, Belgrade, Budapest, Paris, Warsaw and Geneva. After the formal end of the project, in 2014, tours throughout the region continue.



## Bosnia and Herzegovina-Montenegro

### Year-round tourism in mountainous regions –“365” ATTRACTIONS THROUGHOUT THE YEAR

By implementing this project, the Regional Development Agency Bjelasica, Komovi and Prokletije and the Sarajevo Regional Development Agency were striving to improve the tourism offer in the mountainous regions of Montenegro and Bosnia and Herzegovina. The population of these areas is educated in providing accommodation and catering services and tourism agencies have extended their offer to northern regions. Since these parts are known for their winter-time attractions, the project focused on the improvement of the offer for tourists who would visit the mountains in summer.

The project was implemented in the areas of Bjelašnica and Igman, in Bosnia and Herzegovina, and Bjelasica and Komovi in Montenegro. Village households in those areas were given the opportunity to offer bed & breakfast type of accommodation and the hosts were educated in providing their service in line with contemporary tourism standards. The principal goal of these activities was to improve economic sustainability and to make summer and winter seasons in the mountains equally attractive.

Apart from the education of hosts, the project also contributed to the expansion of the tourism offer. Thus, tourists will be able to go hiking on previously prepared trails in Lubnice (municipality of Berane), Mojkovac and Bijelo Polje. Especially alluring for tourists are cave tours as many as 240 of them have been marked during the implementation of the project. Biking trails have also been prepared as well as the promenades with views of the natural beauties of Montenegro. Also, water surfaces have been arranged for kayaking, guides received additional education and valuable sporting equipment was acquired as well. The villages of Lubnice, Lipovo and Bistrice have been recognised as tourist resorts. A playground has been constructed in Lubnice.

Promotional campaigns were carried out as well and used to present tourism attractions of Bjelasica, Komovi, Igman and Bjelašnica. Tourism agencies in Montenegro and Bosnia and Herzegovina continue to promote these mountain destinations and attractions, offered to tourists throughout the year.

The project lasted for 21 month and its total value was EUR 437,648,07, of which EUR 235,930,40 were allocated for activities in Montenegro.

“365”



## Croatia-Montenegro

### Sport for children and young people: Strengthening of cooperation and development in cross-border regions – „OLIMPIJSKE NADE”

#### SPORTS FOR BETTER CONNECTIONS BETWEEN YOUNG PEOPLE

Stimulating good neighbourly relations among younger generations is one of the main goals to achieve during the process of European integrations. Water polo clubs Jug, from Croatia and Jadran, from Montenegro, in cooperation with the Development Agency of the city of Dubrovnik and water polo clubs Cattaro and Primorac implemented the project “Olympic Hopefuls”. The main goal of the project was to promote sport as a form of re-integration for children and young people.

Projects activities provided an exceptional opportunity for interaction and establishment of better connections among young people, who were given the opportunity to develop their talents and establish valuable contacts. Water polo, as one of the most important and successful sporting traditions in Croatia and Montenegro, served as an exceptional bond between young people. Through socialising and engaging in sporting activities, younger generations are aided in overcoming communication obstacles, such as prejudice, excessive caution and intolerance.

For the purpose of improving skills, technique and understanding of different game and team work concepts, the “Olympic Hopefuls” tournament was held under the project. Participating in the tournament were the members of Jadran, Primorac, Cattaro, Budva and Jug water polo clubs.

In order to strengthen communication among young people from cross-border areas as much as possible, a cross-border youth water polo camp was organised in Herceg Novi for children and young people. It gathered 125 participants.

Project activities also implied raising awareness about the advantages of cross-border cooperation and the EU integrations. Thus, a European Open Day was organised for children, young people and media from cross-border areas. The participants had the opportunity of hearing more about models of cross-border cooperation and sport oriented European projects.

In order to increase the capacities of the employees in water polo clubs, the seminars were organised for coaches. These seminars addressed the overcoming of challenges in managing and financing public sport clubs, stimulating volunteerism and promotion of sports. Valuable equipment was procured for the clubs participating in the project.

The project lasted for 12 months and its total value was EUR 143,545,72. The amount spent for activities in Montenegro was EUR 80,077,50.



## Serbia-Montenegro

### Cross-border cooperation and flood protection and rescue **A MORE EFFICIENT RESPONSE TO NATURAL DISASTERS**

Project partners, FORS Montenegro and the Ministry of the Interior of Serbia, in cooperation with the Ministry of Interior of Montenegro, have worked for 20 months on reducing risks from natural disasters in Serbia and Montenegro. The project improved the resilience of the cross-border zone and its municipalities against flooding, by strengthening technical and human capacities, cooperation and by raising awareness of the population about prevention and about countering floods.

During the implementation of the project, special attention was focused on the training of members of protection and rescue units from the six municipalities located in the cross-border region. They acquired knowledge and skills needed for quick response and rescue in case of flooding. They have been trained according to European standards. Forty rescuers received international certificates. The certified rescuers cascaded their knowledge and skills to their colleagues and volunteers from the municipalities. In this way, 95 rescuers from the cross-border region have been trained to respond in the most serious circumstances caused by flooding.

Representatives of institutions and organisations in charge of protection and rescue from floods also had the opportunity to learn about examples of good practices in responding to floods and other natural disasters in the EU countries.

Apart from training courses, the project enabled the acquisition of the latest in flood response equipment.

Special attention was paid to raising awareness about the necessity of prevention and ways of responding in crisis situations caused by natural disasters.

The campaign was aimed at raising awareness among children. Almost 4,000 primary school pupils from the six municipalities of the cross-border region had the opportunity to learn how to behave in emergency situations.

The awareness raising campaign was continued with the production of educational materials containing practical instructions on how to react in situations caused by natural disasters.

As a result of project Cross-Border Flood Protection and Rescue, document titled "Standard Operational Procedures for Cross-Border Operational Units in Case of Floods" was made and adopted by the competent ministries in both countries.

Owing to the successful implementation of the project, ministries of the interior in Serbia and Montenegro made national education and training plans for staff for responding to natural disasters.

Total value of the project was EUR 372,195,53, of which EUR 175,418,90 were allocated for activities in Montenegro.



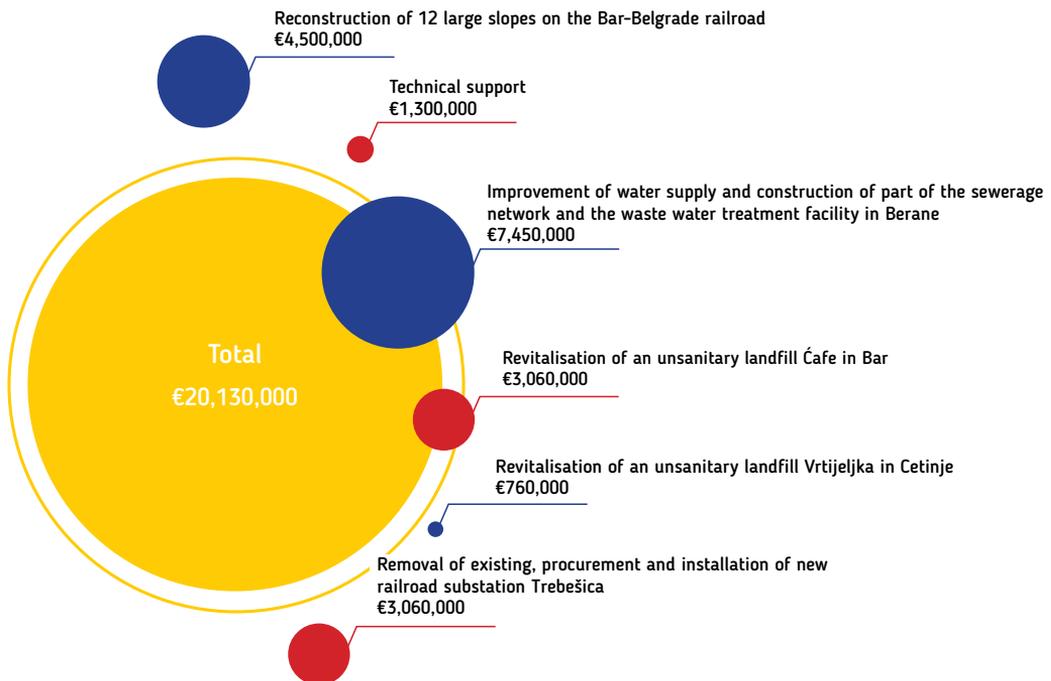
## Adriatic cross-border programme

### ADRI MOB–Development of sustainable transportation system on the Adriatic coast

Improvement of maritime passenger transportation and enabling alternative means of transportation, in comparison to the use of cars, is the basic purpose of this project. The Port of Bar, in cooperation with partners from Italy, Croatia, Greece, Slovenia and Albania, worked on developing the Adriatic cargo and passenger transportation system causing less pollution to the environment. Thus, conditions are created for sustainable mobility, especially in the area of tourism and business cooperation.

Special attention was given to stimulating the use of maritime passenger transportation between and along the coastlines as well as to the improvement of the quality of transportation in the Adriatic region. Also, intense activities have been carried out to integrate the existing infrastructural network and increase the use of alternative means of transportation.

The project lasted for 36 months and its total value was EUR 2,881,770, while EUR 164,904 were allocated for activities in Montenegro.

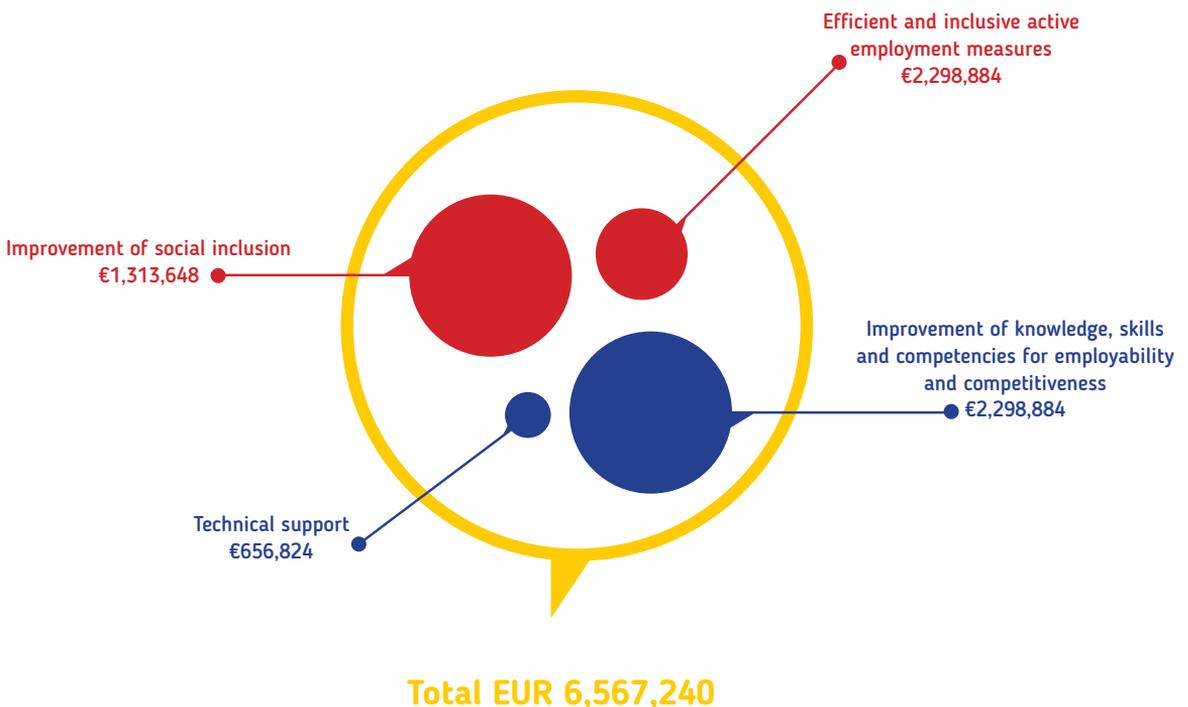


# Regional and human resources development

## Components III and IV

After fulfilling the preconditions for indirect fund management, in 2014 Montenegro signed the Financial Agreement for the Operational Programme *Regional Development 2012-2013*. Thus, it officially started managing the funds allocated for component III, a total of EUR 26,159,624, of which EUR 22,235,679 were provided by the EU and EUR 3,923,945 through national co-financing.

Through the use of these funds, part of the sewerage network and a waste water treatment facility will be constructed in Berane and work will also be done on revitalising unsanitary landfills in Bar and Cetinje. Also, part of the funds will be invested in the reconstruction of the Bar-Belgrade railroad and some of them will be used for different types of technical support.



In 2014, Montenegro also signed the Financial Agreement for the Operational Programme Human Resources Development 2012-2013, with a total value of EUR 6,568,240, of which EUR 5,583,000 were provided by the EU and EUR 985,240 through national co-financing. Montenegro is independently managing these funds under component IV. The funds will be used for the implementation of projects that will improve the efficient and inclusive, active measures for employment, acquiring of knowledge, skills and competencies, so as to increase employability and competitiveness for social inclusion. Part of the funds will also be allocated for technical support.



## Multi-beneficiary IPA

The first IPA component, the projects of which we have already presented, is divided into national programme and regional and horizontal programmes, that is, Multi-beneficiary IPA (MBIPA). While national programme provides direct support for only one country, a Multi-beneficiary IPA programme is simultaneously implemented in multiple countries. These are mutually complementary projects.

The goal of a Multi-beneficiary IPA programme is to improve cooperation among the countries of the region as well as to help the beneficiary countries face numerous challenges in the process of European integrations. The beneficiary countries of the Multi-beneficiary IPA programme are: Albania, Bosnia and Herzegovina, Montenegro, Croatia (until it became a member of the EU), Kosovo, Macedonia, Serbia and Turkey.

Projects under the Multi-beneficiary IPA programme are of regional importance and envelop areas exceeding the borders of one country, that is, they address the common requirements of multiple countries. Activities under such programmes are focused on support requiring regional cooperation, such as: regional structures, organisations or initiatives, expert or administrative staff networks, as well as issues related to cross-border cooperation.

In charge of programming and implementation of project under the Multi-beneficiary IPA is the Directorate-General for Neighbourhood and Enlargement Negotiations of the European Commission. Thus, the EC initiates and prepares draft project ideas and adopts them after consultations between its divisions and among beneficiary countries.

Through the Multi-beneficiary IPA, the EC is implementing 125 regional projects, with total value of EUR 746,680,150 for all beneficiary countries.

In 2013, the EC approved 13 draft projects, with total value of EUR 100,050,000 for all beneficiary countries. The projects are as follows:

*Support for the Rule of Law and Management in Western Balkans Countries and Turkey (SIGMA)*

*Fight against Organised Crime: International Cooperation in the Area of Criminal Law*

*Western Balkans Investment Framework 2013 – EDIF*

*Support for the Implementation of the Strategic Programme of the South East Europe Transportation Observation Secretariat (SEETO)*

*Support for the South East Europe Centre for Entrepreneurial Learning (SEECCL)*

*Project for development of a new generation of competitiveness*

*Prevention, preparation and response in case of floods in Western Balkans countries and Turkey*

*Regional environment and climatic change network (ECRAN)*

*Erasmus Mundus, part I: Western Balkans – Turkey*

*Erasmus Mundus, part II: Partnership, Western Balkans countries*

*Youth in action - Western Balkans*

*Support for the Regional Cooperation Council (RCC)*

*Support for European Integrations*



## PRESENTING THE PROJECT

### Regional housing programme

The regional housing programme is a joint, multi-annual programme with the purpose of providing a permanent housing solution for around 27,000 most threatened families in the region. It is a continuation of the joint efforts of partner countries and the international community to create conditions for finding the solution to the problem of regional displacement, as well as for the implementation of the rights of displaced persons, returnees and internally displaced persons. With the support of the EC, US government, UNHCR and OSCE, the Regional Housing Programme Fund has been established. It is managed by the Council of Europe's Development Bank. This regional initiative enables the voluntary repatriation or local integration of persons internally displaced during the conflict from the beginning of 90's of the last century

The Regional Housing Programme for Montenegro has envisaged the provision of funds for solving housing issues for 6,063 persons (1,177 households) belonging to the most vulnerable population categories. These persons are currently housed in informal collective centres and persons at risk in private accommodation, with a special focus on the Konik camp. The total value of the project is EUR 27.69 million, of which the state of Montenegro provided EUR 4.15 million. The rest was provided through donations. The implementation of the Regional Housing Programme in Montenegro began in March 2013 and the end is planned for 2017.

Construction of nursery home in Pljevlja,  
62 housing units in Nikšić, 120 housing units in the  
Konik camp and 94 housing units in Berane is planned

# Western Balkans Investment Framework

The Western Balkans Investment Framework (WBIF) was established by the EC and international financial institutions. The goal of this instrument is to create a better synergy between donors and investors, so as to enable the beneficiary countries to use the funds, available through loans provided by the international financial institutions, in the best possible way.

During the EU 2007-2013 financial framework, an opportunity was provided to propose national and regional project in the area of environment, energy production and efficiency, transportation, social sector and development of small and medium enterprises.

Through this instrument, the EC approves grants for financing the preparation of project documentation and provision of technical conditions for the beginning of project implementation. The projects are financed through loans provided by the international financial institutions. The use of these resources is enabled upon the submission of project proposals. The Ministry of Foreign Affairs and European Integration (Office of the National IPA Coordinator) is in charge of coordinating the programming and control process for the implementation of all projects financed through the WBIF.

Under the first 12 WBIF tenders, 25 national projects have been approved in Montenegro, with the total value of EUR 20,948,000. Also, Montenegro is one of the beneficiaries in 14 regional projects, with the total value of EUR 47,809,600.

Through the implementation of the approved national projects, work will be done on the development of the electricity distribution network, construction of waste water treatment facilities in Podgorica, Berane, Kolašin and Rožaje, as well as in the preparation of a regional landfill for Pljevlja and Žabljak. Also planned is the rehabilitation and construction of water supply and sewerage infrastructure in the north of Montenegro. The reconstruction of the main road Šćepan Polje-Plužine will be continued and works will also be undertaken to improve the Bar-Vrbnica railroad. Also planned is the preparation of construction of priority bypasses on the coast. The implementation of the project will also include the preparation of technical documentation for the construction of gas pipeline and the regional landfill in Montenegro.

Five national projects referring to energy production were approved, 6 referring to transportation, 13 to environment and one referring to the social sector. Out of 14 regional projects, 5 cover the area of energy production, one covers transportation, 3 projects each for social sector and environment and 2 covering the development of the private sector.

# IPA II – towards a new framework

IPA II represents the new framework for EU's pre-accession assistance, for the 2014-2020 period. The main goal of this framework is to carry out reforms within pre-defined sectors, closely related to the Enlargement Strategy. This means that the support will be focused on sectors instead of components, as was the case previously.

Indicative Strategy Paper for Montenegro, for IPA 2014-2020, is the key document containing national priorities in terms of support through IPA II funding. It contains the defined forms of support required in order to achieve the planned goals in the chosen sectors. The planned support must be based on priorities defined in national and EU strategic documents and cover areas requiring significant improvement in the negotiation process. IPA II implies several stakeholders within a certain sector working on achieving a common goal. Also, it is clearly connected to the EU integration process, which, in practice, means implementation of actions leading towards the EU membership.

## **There are eight of these sectors:**

- Democracy and governance;
- Rule of law and fundamental rights;
- Environment and climate action;
- Transportation;
- Competitiveness and innovation;
- Education, employment and social policies;
- Agriculture and rural development;
- Regional and territorial cooperation.

Under IPA II, EUR 270.5 million will be placed at Montenegro's disposal, which represents an increase of 10% compared to the previous financial framework for 2007-2013.

IPA II allocations for the 2014-2020 period, by sector

Montenegro	2014	2015	2016	2017	2018-2020	TOTAL 2014-2020
<b>a. Reforms in the process of preparing Montenegro for the EU membership</b>	<b>18.8</b>	<b>15.8</b>	<b>12.8</b>	<b>13.3</b>	<b>38.5</b>	<b>99.2</b>
Democracy and governance		29.1			17.8	46.9
Rule of law and fundamental rights		31.6			20.7	52.3
<b>b. Social and economic development and regional development</b>	<b>14.8</b>	<b>8.4</b>	<b>14.8</b>	<b>13.3</b>	<b>39.4</b>	<b>90.8</b>
Environment and climate action		18.8			18.7	37.5
Transportation		20.2			11.8	32.1
Competitiveness and innovation		12.3			8.9	21.2
<b>c. Education, employment and social policies, gender equality and human resources development</b>	<b>3.5</b>	<b>4.0</b>	<b>3.9</b>	<b>4.0</b>	<b>12.8</b>	<b>28.1</b>
Education, employment and social policies		15.3			12.8	28.1
<b>d. Agriculture and rural development</b>	<b>2.5</b>	<b>7.4</b>	<b>5.9</b>	<b>8.9</b>	<b>27.7</b>	<b>52.4</b>
Agriculture and rural development		24.7			27.7	52.4
<b>TOTAL</b>	<b>39.5</b>	<b>35.6</b>	<b>37.5</b>	<b>39.6</b>	<b>118.5</b>	<b>270.5</b>

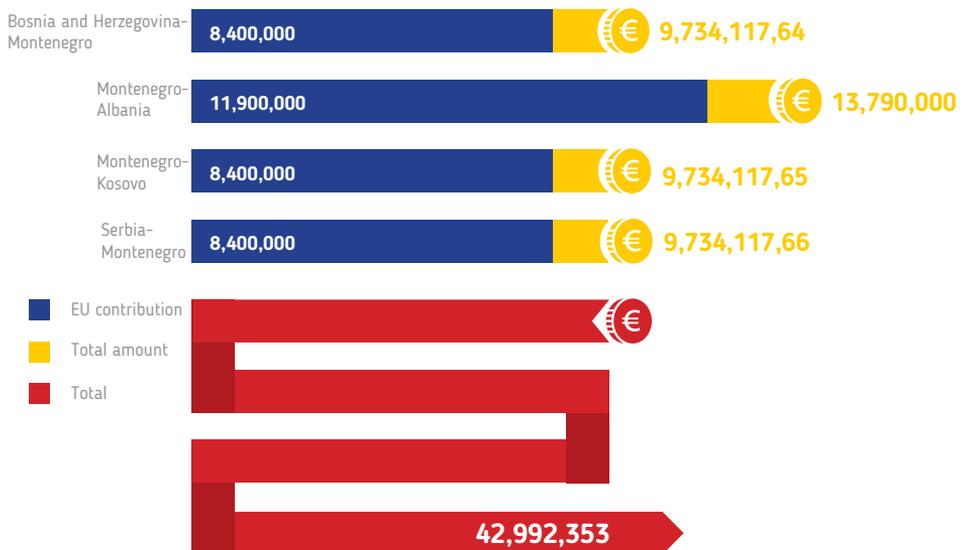
Note: The table does not contain data on the amounts for bilateral, trilateral and transnational programmes

## Cross-border and transnational cooperation programmes

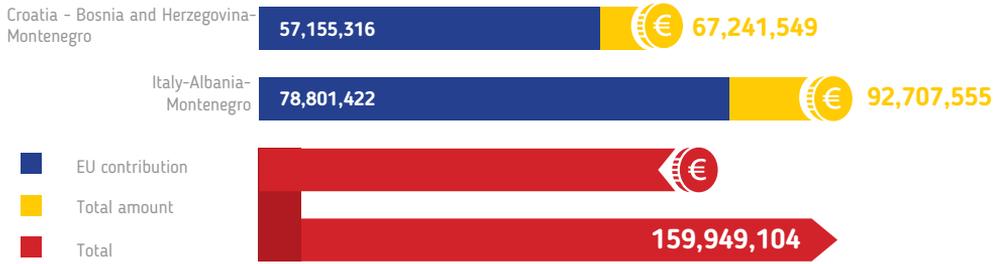
Cross border cooperation programmes, under IPA II, are carried out within the EU enlargement policies and build upon the previous programme carried out during the 2007-2014 framework. Cross-border cooperation has the purpose of promoting good neighbourly relations and social and economic development, through joint local and regional initiatives.

Under the 2014-2020 financial framework, Montenegro will take part in 9 cross-border and transnational programmes:

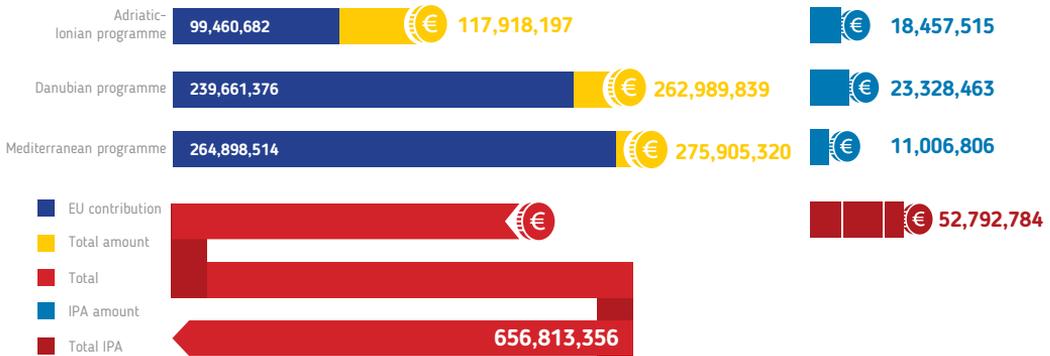
- four bilateral programmes (Bosnia and Herzegovina-Montenegro, Montenegro-Albania, Montenegro-Kosovo and Serbia-Montenegro);
- two trilateral programmes (Croatia- Bosnia and Herzegovina-Montenegro and Italy-Albania-Montenegro);
- three transnational programmes (Danube, Adriatic-Ionian and Mediterranean).



*Bilateral programmes*



*Trilateral programmes*



*Transnational programmes*

# IPA in numbers

## IPA component I

National programme

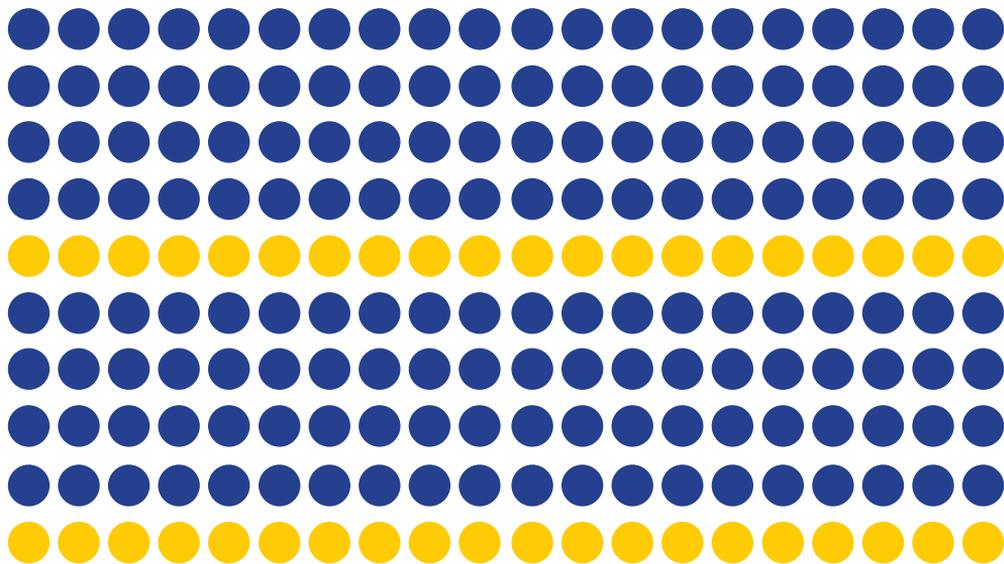


EUR 165.16 million allocated and 93% of the funds arranged for – exceptionally high usage rate of the available funds.

## IPA component II

### Cross-border cooperation

204



35 000 000

204 projects implemented, with a total value of EUR 35 million – Montenegro implemented the highest number of cross-border projects, compared to the neighbouring countries.

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Expressions in male gender used to denote natural persons in this brochure have their female gender counterparts.

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