

# Montenegro 2026

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From Commitment to Delivery  
Ministry of Finance

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# Session logic

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Session I: data-driven diagnosis of performance, gaps and realistic acceleration targets.

Session II: how national support structures and technical assistance become pipeline engines.

Connection: Ministry of Finance evidence with practical next steps for 2026-2027.

# Core diagnosis

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Strong IPA delivery; competitive programmes still under-scaled

- Pre-accession structures are functioning, accredited and increasingly mature.
- Montenegro performs best in IPA III and related instruments where the State has clear responsibility.
- Competitive EU programmes show presence, but limited breadth, modest volume and narrow beneficiary base.
- The 2026-2027 target should be broader, more strategic and more coordinated participation.

# Evidence base

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**187.95m EUR**

EU programmes 2021-2024

**169.24m EUR**

IPA III dominant line

**4.96m EUR**

Horizon Europe

**56%**

Reform Agenda progress

- Strong pre-accession delivery
- State-led systems; competitive programme participation must broaden and scale.
- Member State-level performance; frame the next step as pipeline-based acceleration.

# 2025 delivery signals

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The Ministry of Finance can demonstrate system maturity

- Entrustment/accreditation of national structures for 8 IPA III programmes.
- IPA II perspective: around 155m EUR available, with contracting/spending above 90% including IPARD II.
- IPARD III: strong first year and spending above target.
- Transition toward ex-post controls for IPA III operational programmes.
- MAAP 2025-2027: 4.85m EUR for capacity building and MISS ME.

## Evidence that Montenegro is moving from commitment to delivery

8 IPA III programmes entrusted/accredited	National system meets EU standards for management, control and accountability
IPA II: ~155m EUR available; >90% contracted/spent	Structures are operationally capable, not only formally established
IPARD III strong first-year performance	Institutions and beneficiaries can convert EU support into real investments
Transition to ex-post controls (IPA III)	Growing institutional readiness for fuller national responsibility
MAAP 2025–2027: 4.85m EUR	Capacity building and MISS ME digital system treated as core infrastructure
Reform Agenda: 56% delivered	Montenegro can perform in a results-based EU framework

# Where the gaps are

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The issue is not one gap - it is a chain of bottlenecks

- Participation breadth: too few organisations are consistently project-ready.
- Funding volume: competitive programme participation remains small compared with peers.
- Coordination: support is fragmented and often call-reactive.
- Project maturity: ideas often arrive without partners, feasibility, documentation or budget logic.
- Institutional readiness: staff continuity, specialised knowledge and information systems must scale.

# Acceleration targets 2026-2027

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- Build eight strategic sectoral pipelines linked to real calls and realistic roles.
- Increase beneficiary breadth, not only contracted amounts.
- Prepare project fiches before calls open: problem, role, partners, timeline, budget and risks.
- Prioritise realistic entry points: WIDERA/MSCA/EIE, Digital Europe, Creative Europe, SMP, LIFE, Erasmus+ and EaSI.
- Track success by project-ready concepts, consortia joined, new beneficiaries, success rates and implementation quality.

# By end-2027 Montenegro should have

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The national authorities can demonstrate system maturity

- sector pipelines
- more competitive programme beneficiaries
- higher proposal success rates
- functioning MISS ME system
- readiness for post-accession fund management

# Support structures as pipeline engines

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Support must work before, during and after calls

- Before calls: scanning, beneficiary screening, concept notes and partner mapping.
- During proposals: coaching, intervention logic, budget realism and implementation credibility.
- After approval: procurement, reporting, verification, control and learning feedback.
- Technical assistance should transfer capacity into institutions - not substitute institutions.

# Operating model

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A practical chain for 2026-2027

## 1. Scan

Calls, windows and sector priorities

## 2. Prepare

Concept notes, partners, feasibility

## 3. Position

Lead selectively, integrate strategically

## 4. Deliver

Implementation, reporting, control, learning

Pipeline engine = opportunities + roles + partners + support + implementation discipline.

# Closing

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- Montenegro is not simply preparing to receive more funds; it is preparing to manage a different scale of responsibility.
- The system has proof points: IPA, IPARD, Reform Agenda, accreditation, control and digitalisation.
- The next step is to turn those proof points into a national delivery architecture for structural and cohesion funds.