

# Eight Strategic Project Pipelines for Montenegro

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From conference discussion to funded EU project  
development

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## Key Questions from previous sessions?

- ✓ **Perception vs. evidence:** Some institutional actors may consider Montenegro an EU programme “overachiever”, while FTS data indicates underperformance across competitive EU programmes.
- ✓ **Unclear institutional ownership:** There is still no sufficiently clear division of responsibilities among ministries, support structures and innovation stakeholders for EU programme participation. Confusion between IPA and competitive EU programmes: IPA logic, procedures and support models are often misunderstood or incorrectly applied to directly managed EU programmes such as Horizon Europe, Digital Europe, LIFE, Erasmus+ and Creative Europe.
- ✓ **Training without clear outcomes:** Many people have been trained in “project management”, but it remains unclear whether this translates into call analysis, consortium building, proposal writing, implementation capacity or successful participation.
- ✓ **Weak project commercialisation:** Successful projects and innovation results are not systematically transformed into market opportunities, investment pipelines or scalable solutions.
- ✓ **Limited capacity for competitive proposal development:** There is a need for stronger local know-how in call analysis, role definition, partner positioning and competitive proposal writing.
- ✓ **Next step:** Organise targeted local workshops with ministries, SMEs, industry, academia and innovation stakeholders to explain upcoming calls, realistic roles and practical pathways into EU-funded consortia.

# Why Pipelines Matter

Montenegro's challenge is not lack of EU opportunities, but fragmented participation.  
Pipelines create a structured route from:

**EU calls → credible partners → project concepts → consortia → applications.**

## 1. Most relevant calls

- Immediate activation lines with a realistic 2026 fit
- Strategic build-up lines that require positioning now
- Focus on the calls that can actually mobilize actors after the conference



## 2. Realistic roles

- Lead / co-lead where Montenegro has system ownership
- Host where strong institutions can attract talent or activity
- Join as partner where participation builds credibility toward future leadership

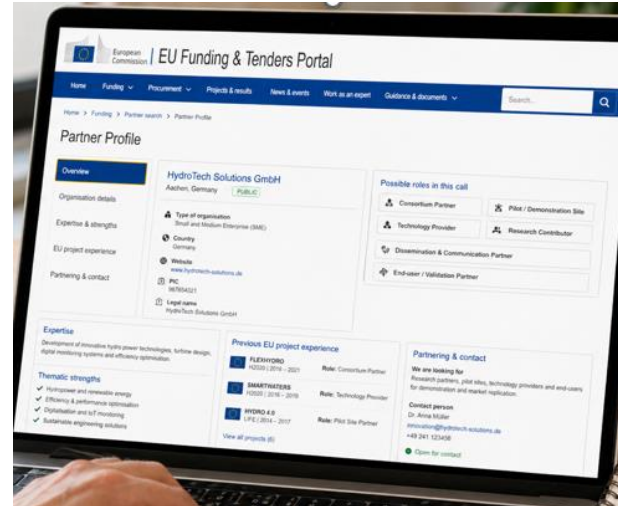
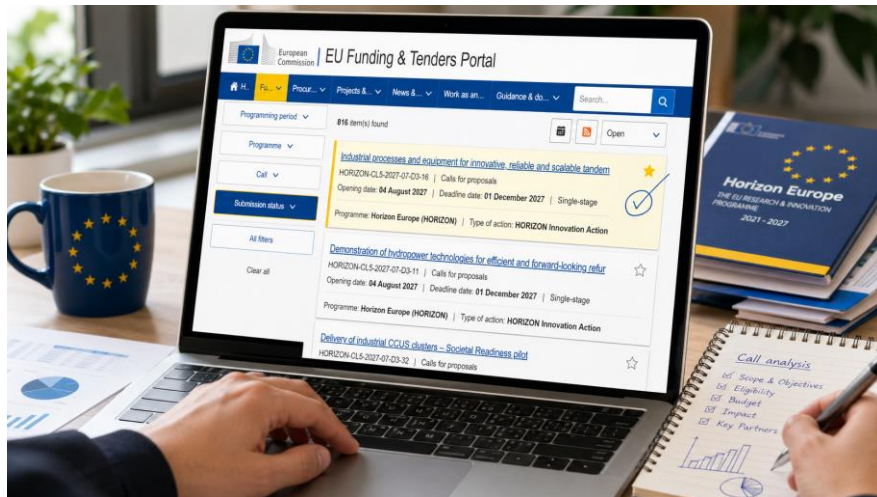


## 3. Potential participants

- Universities, research institutes, environmental NGOs and food sector actors
- Ministries, environmental agencies, municipalities, water utilities, farmers and agri-businesses
- Each call should leave this room with a first, named participant pool

# How Pipelines Are Created

**Call scanning → role analysis → actor mapping → partner profile development → consortium matching → project design.**



# Innovation Ecosystems, Academia and Research Excellence

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – WIDERA	Hop-on Facility	● Open	24 Sep 2026	Join already selected Horizon projects as widening partner	UoM, UDG, research institutes	High
Horizon Europe – WIDERA	ERA Fellowships 2026	● Open	9 Sep 2026	Host postdoctoral researchers	UoM, UDG, Institute of Public Health	High
Horizon Europe – WIDERA	Teaming Synergies	● Forthcoming	late Sep 2026	Build/upgrade centre of excellence with leading EU institution	UoM, UDG, relevant ministry	Partner: Medium / Lead: Low
Horizon Europe – WIDERA	Excellence Hubs	● Forthcoming	4 Mar 2027	Connect academia, business and territory	UoM, STP, innovation agencies	Medium
Horizon Europe – WIDERA	EIC Pre-Accelerator	● Forthcoming	18 Nov 2027	Deep-tech startup support in widening-country logic	STP, incubators, startups	Low–Medium
Horizon Europe – MSCA	Postdoctoral Fellowships	● Open	9 Sep 2026	Host fellows	UoM, UDG, institutes	High
Horizon Europe – MSCA	Doctoral Networks	● Forthcoming	24 Nov 2026	Partner in doctoral training consortia	UoM, UDG, hospitals	Medium
Horizon Europe – EIE	Technology Transfer / CONNECT-01	● Forthcoming	21 Sep 2026	Strengthen TTOs, bring knowledge to market	STP, UoM TTO, innovation agencies	High
Horizon Europe – EIE	Startup Europe	● Forthcoming	14 Sep 2027	Ecosystem-building partner	STP, incubators, startup networks	Medium
Digital Europe	National Coalitions for Digital Skills	● Forthcoming	1 Oct 2026	Lead or co-lead national coalition	Ministry of Education, UoM, VET providers	High
EaSI / ESF+	EaSI strand calls via existing NCP structure	● Programmed	monitor annual calls	Use existing EaSI contact structure and monitor annual calls	Ministry of Labour, Employment Agency, NGOs	Medium

# Health and Health System Transformation

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Missions	Cancer Mission 2026	● Open	14–15 Sep 2026	Clinical partner, pilot site, patient-pathway contributor	Clinical Centre, Institute of Public Health, UoM Medical Faculty	Medium
Horizon Europe – Missions	Cancer Mission 2027	● Forthcoming	Sep 2027 window	Clinical/public-health partner	Clinical Centre, Institute of Public Health, UoM	Medium
Horizon Europe – Health	Partnerships in Health 2026/1	● Open	15 Sep 2026	Partner in NCDs, digital health, resilience	Institute of Public Health, hospitals, UoM	Medium
Horizon Europe – Health	2027 Health package	● Forthcoming	Apr / Sep 2027	Prepare consortia for NCDs, mental health, AI, resilience	Institute of Public Health, hospitals, UoM	Medium–High
Digital Europe	Large-Scale Pilots of AI and GenAI for Medical Imaging	● Forthcoming	1 Oct 2026	Clinical / deployment partner	Clinical Centre, Institute of Public Health, UoM	Medium
Digital Europe	Apply AI / AI-based image screening	● Forthcoming	1 Oct 2026	Screening pilot partner	Clinical Centre, Institute of Public Health	Medium
MSCA	Postdoctoral Fellowships – health themes	● Open	9 Sep 2026	Host researcher	Institute of Public Health, Clinical Centre, UoM	Medium
Horizon Europe – Health	Main 2026 Health package	● Closed-reference	16 Apr 2026	Model for 2027 submissions	Institute of Public Health, hospitals, UoM	n/a

# Tourism, Culture, Citizenship and Inclusion

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Cluster 2	Democracy and Governance family	● Forthcoming	late Sep 2026	Policy partner, case-study country, pilot	Ministries, NGOs, media, think tanks	High
Horizon Europe – Cluster 2	Heritage family	● Forthcoming	late Sep 2026	Heritage partner, cultural innovation pilot	Museums, municipalities, cultural institutes, UoM	High
Horizon Europe – Cluster 2	Social and Economic Transformations family	● Forthcoming	late Sep 2026	Partner on poverty, migration, green skills, participation	NGOs, UoM/UDG, social actors	High
Horizon Europe – Cluster 2	Partnership co-fund / TRANSFO-01	● Forthcoming	13 Oct 2026	Partner in resilience / transformation partnership	Ministries, institutes, NGOs	Medium–High
Creative Europe – Culture	European Cooperation Projects	● Open	5 May 2026	Lead or partner	Museums, festivals, NGOs, municipalities	High
Creative Europe – Cross-sectoral	Creative Innovation Lab	● Open	23 Apr 2026	Digital innovation + culture consortium	Tech firms, startups, museums, UoM	Medium
Creative Europe – Culture	Culture Moves Europe	● Open	rolling 2025–2026 windows	Mobility / host / ecosystem-deepening	Artists, cultural organisations, municipalities	Medium
Single Market Programme	Supporting Sustainable Competitiveness in Tourism	● Open	20 May 2026 (opened 3 Mar 2026)	Tourism ecosystem / route / SME support partner	Tourism SMEs, DMOs, chambers, municipalities	High
Digital Europe	Information Integrity / BESTUSE-AWARENESS	● Forthcoming	1 Oct 2026	Third-party beneficiary or partner through cascade logic	Media, fact-checkers, NGOs, research institutes	Medium
NDICI / IPA CSF	Civil Society and Media Facility framework	● Programmed	varies	CSO / media partner	NGOs, watchdogs, media	High
Creative Europe – Culture	Literary Translation	● Closed-reference	29 Jan 2026	Model for future rounds	Publishers, literary actors	n/a

# Digital Transformation and Industry

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Cluster 4	Space downstream use family	● Open	3 Sep 2026	Downstream user, pilot, environmental/maritime case	STP, ICT firms, UoM, agencies	Medium–High
Horizon Europe – Cluster 4	Digital-emerging 2027 family	● Forthcoming	Mar 2027	Tech partner, AI / digital pilot, international cooperation partner	ICT firms, UoM/UDG, labs	Medium
Digital Europe	EdTech accelerator	● Forthcoming	1 Oct 2026	Partner in EdTech / skills consortium	UoM, VET providers, EdTech firms	High
Digital Europe	National Coalitions for Digital Skills	● Forthcoming	1 Oct 2026	Lead / co-lead	Ministry of Education, UoM, VET bodies	High
Digital Europe	BESTUSE-AWARENESS / information integrity	● Forthcoming	1 Oct 2026	Partner or third-party beneficiary	Media-tech, NGOs, research actors	Medium
Digital Europe	PHORTIFY cascade funding	● Open	2 Feb 2027	SME / startup direct applicant via cascade	SMEs, startups, digital innovators	High
Horizon Europe – EIE	CONNECT-01 Technology Transfer	● Forthcoming	21 Sep 2026	Strengthen TTO / knowledge valorisation	STP, UoM TTO	High
EIC	EIC Transition Open	● Open	15 Sep 2026	Commercialisation applicant / co-applicant	Spin-outs, deep-tech teams, TTOs	Medium
EIC	Pathfinder Open / Challenges	● Open / ● Forthcoming	12 May 2026 / 28 Oct 2026	Breakthrough research / early deep-tech route	Strong research teams	Low–Medium
SMP	Erasmus for Young Entrepreneurs	● Open	21 Apr 2026	Intermediary organisation / SME-support body	Chambers, incubators, support agencies	High
Horizon Europe – Cluster 4	Early 2026 digital/data package	● Closed-reference	14–15 Apr 2026	Model for 2027 digital-emerging family	ICT firms, UoM/UDG	n/a

# Energy, Climate and Mobility

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Cluster 5	Later 2026 family (e.g. batteries/buildings/system lines)	● Forthcoming	14–15 Sep 2026	Demo site, building transition, local energy use case	Municipalities, utilities, engineering firms	High
Horizon Europe – Cluster 5	Two-stage climate / transport lines (Stage 2)	● Open	Oct 2026 window	Climate-risk / mobility / maritime partner	Environmental agencies, municipalities, maritime actors	Medium
Horizon Europe – Missions	Adaptation Mission	● Open	22 Sep 2026	Local authority / resilience territory	Municipalities, agencies, UoM	High
Horizon Europe – Missions	Cities Mission	● Open	7 Oct 2026	City / district demonstrator	Municipalities, utilities, mobility actors	High
LIFE	Clean Energy Transition	● Programmed (publishing 21 Apr)	expected after 21 Apr 2026	Energy communities, building renovation, support structures	Municipalities, utilities, agencies	Medium–High
LIFE	Climate Mitigation and Adaptation	● Programmed (publishing 21 Apr)	expected after 21 Apr 2026	Adaptation planning, coastal resilience	Disaster bodies, coastal municipalities	Medium
Horizon Europe – Cluster 5	Early 2026 climate/energy package	● Closed-reference	15–20 Apr 2026	Model for 2027 submissions	Environmental agencies, municipalities	n/a

# Food, Bioeconomy, Natural Resources, Agriculture and Environment

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Cluster 6	CIRCBIO single-stage and two-stage lines	● Open	Sep 2026 windows	Pilot/demo site, circular city-region partner	Municipalities, utilities, environmental agencies	High
Horizon Europe – Cluster 6	BIODIV family	● Open	Sep 2026 window	Protected-area / restoration case study	National parks, NGOs, UoM	High
Horizon Europe – Cluster 6	Governance / Earth intelligence / AI for environment lines	● Open	late Sep / Nov 2026 windows	Environmental monitoring / governance partner	Agencies, UoM, ICT firms	Medium
LIFE	Nature and Biodiversity	● Programmed (publishing 21 Apr)	expected after 21 Apr 2026	Protected area management, restoration	National parks, environmental NGOs, UoM	High
LIFE	Circular Economy and Quality of Life	● Programmed (publishing 21 Apr)	expected after 21 Apr 2026	Wastewater, waste, water quality	Municipalities, utilities, agencies	High
Missions	Soil Mission	● Open	22 Sep 2026	Land/agriculture/restoration pilot	Agro actors, municipalities, UoM	High
Missions	Ocean and Waters	● Open	22 Sep 2026	Coastal/marine/freshwater partner	Water actors, coastal municipalities, environment bodies	High
IPA / IPARD III	National rural-development calls	● Programmed (national)	ongoing nationally	Direct applicant	Farmers, agri-businesses, rural municipalities	High
Horizon Europe – Cluster 6	Early 2026 Farm2Fork / Communities	● Closed-reference	April 2026	Model for 2027 submissions	Agricultural actors, rural agencies	n/a

# Governance, Democracy and Fiscal Reform

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
Horizon Europe – Cluster 2	Democracy and Governance topics	● Forthcoming	late Sep 2026	Policy partner, pilot country, case study	Ministries, NGOs, media, UoM, think tanks	High
NDICI – Global Europe	Governance and accession reform actions	● Programmed	monitor downstream awards	Public administration capacity-building partner	Ministries, policy institutes	High
NDICI / IPA CSF	Civil society, rights, media, democracy actions	● Programmed	varies	Lead / partner	NGOs, watchdogs, media, civic-tech	High
NDICI / IPA	EU4Youth / EU4 Employment / programme-participation support	● Programmed	varies	Labour, youth, programme-support partner	Employment Agency, youth NGOs, training providers	High
Horizon Europe – WIDERA / ERA	ERA-system reform lines	● Forthcoming (2027 family)	monitor Portal	Open science, research assessment, citizen-engagement partner	Ministries, UoM, policy institutes	Medium
Digital Europe	BESTUSE-AWARENESS / information integrity	● Forthcoming	1 Oct 2026	Partner / third-party beneficiary	Media, fact-checkers, NGOs	Medium
EaSI / ESF+	Social innovation / network / inclusion lines	● Programmed / recurring	monitor annual calls	Partner in labour/social inclusion pilots	Employment Agency, social partners, NGOs	Medium
NDICI	CBC Serbia–Montenegro 1st Call	● Closed-reference	26 Jan 2026	Model for future CBC rounds	Local authorities, NGOs, tourism bodies	n/a

# Security, Resilience and Defence Adjacent Innovation

Programme	Call / Opportunity	Status	Deadline	Proposed Montenegro Role	Suggested Participants	Realism
UCPM	Technical Assistance for Disaster Risk Management (Track 1)	● Open	21 Apr 2026	National DRM authority lead / core applicant	Directorate for Protection and Rescue	High
UCPM	KAPP – Prevention and Preparedness / exercises family	● Programmed (expected H1 2026)	recheck when published	Prevention/preparedness partner, exercise participant	Municipalities, NGOs, Red Cross, civil protection	High once published
Horizon Europe – Cluster 3	Main 2026 security families	● Forthcoming	12 Nov 2026	Partner, testbed, pilot site, end-user	Civil protection, cyber teams, infrastructure operators	Medium–High
Digital Europe	Cyber Hubs	● Open	28 May 2026	Cyber hub partner	Cyber agencies, IT firms, public bodies	Medium
NDICI / IPA	Security, migration, cybersecurity, rule-of-law actions	● Programmed	varies	Border / justice / cyber partner	Police, border authorities, cyber bodies	Medium
UCPM	ECPP Adaptation Grants 2026	● Closed-reference	10 Mar 2026	Monitor for 2027 relaunch	Directorate for Protection and Rescue	n/a

- **Transparent access to information** on open calls, funded projects, beneficiaries and **achieved results**.
- Clear division of **responsibilities within the EU programmes ecosystem** and its **support structures**.
- Active protection **against misinformation targeting potential applicants, SMEs, innovators and project partners**.
- **Zero tolerance** for **corruption, political capture and fake support structures** that discourage genuine participation.
- **Accountability for misuse of EU and national funds**, including rigged calls and blocked access for credible participants.
- **Expert assistance from reliable professionals** with proven EU programme, proposal-writing and implementation experience.
- A rules-based approach to **EU competition, built on quality, credibility, evidence and measurable results**.
- **A values-based leadership group committed to increasing EU funds absorption** and improving the quality of outcomes.
- Full support for **result-oriented participants through EU and Brussels networks**, combined with readiness to expose and challenge bad practices.

# Thematic Follow-up Workshops: From Pipelines to Project Proposals

- The conference will be followed by thematic pipeline workshops designed to transform priority EU funding opportunities into concrete project concepts, partnerships and proposal-development processes.
- These workshops will support two groups of actors:
- **Potential leaders / coordinators**  
to identify relevant calls, define project concepts, structure work packages, build credible consortia, and prepare competitive proposals.
- **Potential partners**  
to understand where they fit, define their value proposition, prepare partner profiles, and connect with relevant consortium leaders in the EU.
- **The workshops will focus on practical steps:** call analysis, role definition, partner mapping, consortium matching, proposal design and writing and preparation for submission. Their purpose is not only to inform participants, but to help them enter real EU project pipelines.