

The Council for Entrepreneurial Learning: Driving forward the first European Entrepreneurial Learning Nation

Proposal for a renewed vision for national coordination of entrepreneurial learning policy and practice

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Executive Summary

Driving forward the first European Entrepreneurial Learning Nation

Montenegro has the opportunity to carve a niche as the first entrepreneurial learning nation in Europe. In the recent European Commission Eurydice report, no country in Europe had yet fully mainstreamed entrepreneurship education at policy level and only few came close. Montenegro was one of these few, alongside countries such as Estonia, Finland and Denmark. It is feasible for Montenegro to be the first country in Europe to achieve this status.

This document asks the government to agree a new **Council for Entrepreneurial Learning** to boost support and implementation of the National Strategy for Entrepreneurial Learning. This change is needed to cement a new era of work in this policy area and create real impact at grassroots level, through new and comprehensive efforts to raise awareness and engagement in entrepreneurial learning at all levels of education and support implementation of strategy actions. At national level this will support social and economic outcomes, while at EU level it will place Montenegro on the map as the first entrepreneurial learning nation.

Key points:

- A new **Council for Entrepreneurial Learning** is proposed, with the following features:
 - An annual work programme based on a fixed action framework, to support embedding more and better quality entrepreneurial learning, and demonstrating the impact of this work.
 - Clear and specific responsibility to support and monitor the implementation of the National Strategy for Entrepreneurial Learning;
 - Detailed structure with specific roles and responsibilities for members to understand how they are expected to contribute;
 - A limited expansion of membership to provide stronger representation from higher education, entrepreneurs and wider government Ministries;
 - Dedicated budget requirement for defined costs relating to events for awareness and promotion of entrepreneurial learning;
 - Secretariat based within the Directorate for the Development of SMEs.

Action required:

The government is asked to kindly agree this proposal.

The Council for Entrepreneurial Learning

Placing Montenegro at the leading edge of European policy

Montenegro has the potential to be the first entrepreneurial learning nation in Europe. The recent influential European Commission EURYDICE report¹ saw Montenegro achieve consistently good results in comparison to nearly all European Member States, profiling the country's excellent overall approach to the development of entrepreneurial learning. This has been reinforced by the recent SME Policy Index results², placing it as leading the region in development of entrepreneurial learning.

The country has already made great strides in developing a comprehensive strategy, designing new curriculum and training teachers in primary, secondary and VET education. To make the entrepreneurial vision real, the Montenegrin Government now needs to recognise the achievement and support future development with the resources needed to deliver the quality, innovation and sustainability.

Montenegro National Strategy for Entrepreneurial Learning 2015-2019

What success looks like:

- **A more creative & adaptable workforce fit for the 21st Century**
- **Better employment opportunities**
- **More internationally competitive**
- **More successful business start-ups and entrepreneurship**
- **More productive and innovative businesses creating new jobs**

This proposal puts forward a new Council for Entrepreneurial Learning [CEL], which would have

the framework and resources to profile Montenegro internationally, drive up levels of entrepreneurial activity nationally and make a real impact on social and economic outcomes. This is now an opportunity, for the national government to support this Council and make Montenegro recognised as the first European country with a fully mainstreamed approach to entrepreneurial learning.

Building a renewed role and vision for the Council for Entrepreneurial Learning

The National Partnership for Entrepreneurial Learning has now been in existence for 8 years, since it was established in 2008 as part of the first strategy on entrepreneurial learning. During this time it has worked hard with few resources and succeeded in bringing together organisations to join a common vision, creating a trust-based partnership approach involving diverse stakeholders.

There has been significant progress during this time, with Montenegro now seen as a leader in the region for this work. The failure to fully achieve the ambitious actions of the first strategy was in part due to the lack of financial and human resources and a lack of a formal government mandate. Success has been dependant on the passion and enthusiasm of individual members. With stronger cooperation, higher visibility and sufficient resources, the CEL will become national promoters of entrepreneurial learning and increase the profile of and engagement in entrepreneurial learning. At EU level, the CEL can profile Montenegro as a forward thinking and innovative country, driving forward creative national policy and able to prove real impact.

¹ European Commission, 2016, *Entrepreneurship Education at School in Europe* (Eurydice Study)

² From the results of the 2015 SBA assessment process

Membership: partnership and collaboration

General Membership:

The Council will be primarily made up of those organisations involved in delivering the Strategy for Entrepreneurial Learning, alongside new members who can bring insight and added value to the promotion and implementation of entrepreneurial learning in Montenegro. Annex 2 shows the existing list of member organisations, alongside proposed plans for an expanded membership.

Existing member organisations of the previous National Partnership continue to be members of the Council. They may nominate one individual from their staff to be their organisational CEL member. New member organisations would be invited to nominate a staff-member to be their organisational CEL member. Individuals may also be invited to become CEL members, such as prominent business leaders, community representatives or entrepreneurs. The CEL would formally agree to extend invitations to new individuals or organisations to become CEL members, through a recorded decision in a CEL meeting. There would be a maximum of 21 members in the CEL.

Core Team

There would be a small number of specific roles, intended to structure and support the working of the Partnership and maximise the use of members' specialist skills and knowledge. These would be voted positions, rotated every two years:

- Chair:
 - o To provide stability and policy focus, this would be a representative of the Directorate of Development of SMEs for the first two years, followed by a rotation every two years.
 - o Responsible for overseeing the good functioning of the Council
- Lead Members for priority themes (themes to be reviewed every two years)
 - o Policy links
 - o Communication
 - o Monitoring and Evaluation
 - o Annual Showcase Event
 - o Good practice

The Core Team would meet a minimum of three times per year to oversee the implementation the Annual Work Programme for the Partnership.

Entrepreneurial Learning Secretariat:

Dedicated support and administrative responsibility would be hosted by the Directorate for Development of SMEs, an agency of the Ministry of Economy.

Action Framework - building blocks to an entrepreneurial Montenegro

The work of the new CEL would be based on three pillars, which would make up the CEL Action Framework and are linked to the objectives for the partnership laid out in the National Strategy for Entrepreneurial Learning. The Action Framework is designed to be a structured approach to developing the annual work programme, which is the yearly action plan for the Council to guide it in its role of being a national promoter of entrepreneurial learning and supporting the implementation of the strategy. There will be three pillars, with a total of seven priorities.

COUNCIL FOR ENTREPRENEURIAL LEARNING

ACTION FRAMEWORK

Building blocks to an entrepreneurial learning nation

PILLAR 1 Embedding more entrepreneurship education

- I. Raising awareness of entrepreneurship education with key audiences through a structured communication strategy
- II. Supporting and monitoring successful implementation of priority strategy actions

PILLAR 2 Increasing the quality of entrepreneurship education

- III. Sharing and promoting best practice at national and international level
- IV. Promoting the implementation of high quality teacher training at all levels

PILLAR 3 Demonstrating the impact of entrepreneurship education

- V. Present a high profile annual showcase event to show the impact of the work being undertaken through the strategy and influence wider policy
- VI. Provide a framework for coherent evaluation of activities by partners
- VII. Regular communication of progress and achievements to government, stakeholders and the general public

The Annual Work Programme will be drawn up each year by the CEL, outlining the specific actions that will be taken within a 12 month period, and illustrating how this will contribute to national and EU priorities (such as SBA process, Riga deliverables and Torino process). See annex 1 for the 2016 CEL Annual Work Programme.

A strong and effective Council: defined responsibilities

A strong mandate is needed to support the development of Montenegro as Europe's first entrepreneurial learning nation; translating the Entrepreneurial Strategy into meaningful action with clearly defined impact.

The Council of Entrepreneurial Learning will have clear responsibilities as an entity, and also for individual members. These would be overseen by the Core Team and the Secretariat.

Responsibilities of the Council for Entrepreneurial Learning - as an entity:

- Design and deliver the Annual Work Programme
- Design and deliver communication plan
- Design and implement monitoring and evaluation of the National Strategy for Entrepreneurial Learning
- Link with international organisations
- Link to relevant national networks, councils and boards
- Pursue secure funding (internal and external)

Responsibilities of the individual members within the Council:

- Promote awareness of the progress and impact of entrepreneurial learning in Montenegro at both national and international level.
- Be an active and creative contributor to the dialogue and activity of the CEL
- Provide regular and timely reports on progress and implementation of strategy actions, including any problems in the implementation of strategy actions which their organisation has responsibility for
- To provide regular updates on news and information on developments and public events by their organisation
- Regularly share information on studies, report and academic insights which support better understanding of work in the area of (social) entrepreneurship
- To participate in public events organised by other members
- Publicly promote the role and activity of the CEL
- To understand and raise awareness of the contribution made by the CEL to national policy priorities e.g. SBA assessment, Riga Deliverables, Torino Process and EU integration

Entrepreneurial Learning Secretariat: support and facilitation

This will be hosted by the Directorate for SME Development, with additional dedicated staffing resource allocated within the Directorate to support the significantly increased workload outlined in this document.

Responsibilities of the Secretariat:

- To act as the first point of contact for all queries in relation to the National Partnership
- To organise at least four CEL meetings per year and at least three Core Team meetings per year
- To maintain records and archives of meetings, activities, monitoring and evaluation
- To prepare and manage the finances of the CEL
- To coordinate funding applications on behalf of the CEL to carry out its activities
- To collect and distribute relevant information
- To prepare marketing and publicity materials.

- Maintain database of good practice in Montenegro and national/ international policy publications
- To take editorial responsibility for any communications to government or regular newsletters
- To collate and present annual reports on the implementation of the National Strategy for Entrepreneurial Learning, supported by quarterly updates after each Partnership meeting
- With support of NP members, to collate and prepare documentation for the high level bodies
- To promote and maintain relations with members of the Network.
- To maintain an up-to-date register of all members and partners

National Partnership Budget: ensuring adequate resources

Event and Communication budget

Supporting planned actions in the Annual Work Programme 2016

	<i>Unit</i>	<i>No. of unit</i>	<i>Unit rate (in EUR)</i>	<i>Cost (in EUR)</i>
<i>Round table events x2</i>				1,850.00
Room rent + equipment hire		2	200	400
Simultaneous translation		1	200	200
Catering - 30-40 attendees		40	12	480
Accommodation for speakers (2)	fee	2	85	170
Transportation cost	fee	2	300	600
<i>Annual Showcase Event</i>				3,140.00
Room rental		1	200	200
Equipment hire		1	500	500
Simultaneous translation		1	300	300
Catering - 100 attendees		100	12	1200
Accommodation for speakers	fee	4	85	340
Transport	fee	2	300	600
<i>Marketing and publicity</i>				2,150.00
Leaflets	copies	100	3	300
Roll up		1	350	350
Basic promotional material	copies	1	500	500
Developing web site		1	1,000.00	1,000.00
TOTAL				7,140.00

ANNEX 1: 2016 Annual Work Programme

ACTION FRAMEWORK PILLAR	Pillar 1 Embedding more entrepreneurial learning				
PRIORITIES	Raising awareness of entrepreneurship education with key audiences through a structured communication strategy			Supporting and monitoring successful implementation of priority strategy actions	
2016 ANNUAL ACTIONS	Appoint Lead Member for communication	Design CEL communication plan to build visibility, raise awareness and promote recognition	Implement CEL Communication Plan Priority Audiences 2016 1. Government 2. Civil Society 3. Media	Appoint Lead Member for Monitoring and Evaluation	Develop a structured approach to monitoring the progress and implementation of the national strategy actions, beginning with a workshop supported by ETF
Action Steps	1. Put on the agenda April CEL meeting 2. Vote for final decision	1. Develop plan through a series of workshops support by ETF 2. Adopt plan in agreement with membership	1. Implement actions from Communication Plan 2. Allocate responsibilities to Lead Members and general members as required	1. Put on the agenda April CEL meeting 2. Vote for final decision	1. Develop approach through a workshop supported by ETF 2. Adopt approach in agreement with membership
Lead responsibility	Directorate for SME Development	Lead Member for Communication	Lead Member for Communication	Directorate for SME Development	Directorate for SME Development; Lead Member for Monitoring and Evaluation
Others involved	All members	All members	All members	All members	All members
Deadline	April	May	Continuous		
Final date					
Financial Cost	0	0	0	0	0

ACTION FRAMEWORK PILLAR	Pillar 2 Increasing the quality of entrepreneurial learning		
PRIORITIES	Sharing and promoting best practice at national and international level		Promoting the implementation of high quality teacher training at all levels
2016 ANNUAL ACTIONS	Appoint a NP lead member to lead on good practice	To share good practice examples, successful stories of entrepreneurs and good news stories linked to EL	<i>Action to be agreed with Bureau for Educational Services who was not present in workshop</i>
Action Steps	<ol style="list-style-type: none"> Put on the agenda April CEL meeting Vote for final decision 	<ol style="list-style-type: none"> Agree process for proposing and selecting practice examples / stories / news. Method should be via email based agreement between members Publish via all available resources i.e. web portal, social media, member mailing lists (e.g. CRNVO) 	
Lead responsibility	Directorate for SME Development	Lead Member for Communications; Communication specialist (staffing/budget dependant)	TBC VET Centre
Others involved	All members	All members	BES Universities
Deadline	April	Continuous	
Final date			
Financial Cost	0	0	TBC

ACTION FRAMEWORK PILLAR	Pillar 3 Demonstrating impact of entrepreneurial learning							
PRIORITIES	Present a high profile annual showcase event to show the impact of the work being undertaken through the strategy and to influence wider policy			Regular communication of progress and achievements to government, stakeholders and the general public			Provide a guidance framework to ensure coherent evaluation of activities by partners	
2016 ANNUAL ACTIONS	Appoint a NP lead member to lead on Showcase Event	Organise a round table event	Design and deliver an annual Showcase Event – to promote EL strategy	Appoint a NP lead member to lead on policy links	Progress Report	Better sharing of information from and between members	Presentation of relevant international reports (EU / regional)	Develop guidance on monitoring and evaluation for partners, beginning with a workshop supported by ETF
Action Steps	<ol style="list-style-type: none"> 1. Put on the agenda April CEL meeting 2. Vote for final decision 	<p>Preparation</p> <ol style="list-style-type: none"> 1. Agenda 2. Invitation letter 3. Participant list 4. Venue and equipment 	<ol style="list-style-type: none"> 1. Date to be decided at April meeting 2. Send ‘save the date’ 3. Arrange agenda – speakers / content) 4. Invitation letter 5. Participant list 6. Media package 	<ol style="list-style-type: none"> 1. Put on the agenda April CEL meeting 2. Vote for final decision 	<ol style="list-style-type: none"> 3. Determine format of report 4. Define deadlines and responsibilities 5. Draft report 6. Prepare final version 	<ol style="list-style-type: none"> 1. Design data form 2. All members contribute 3. Finalisation of database 4. Use created database 	<ol style="list-style-type: none"> 1. Online presentation 2. On initiative of one/more members 3. Publish report and share / re-share between members 	<ol style="list-style-type: none"> 1. Organise workshop with ETF 2. Develop realistic monitoring and evaluation guidance in consultation with members 3. Discuss implementation process and troubleshoot challenges at each Council

			7. Venue and equipment 8. Participant package 9. Media/press releases		7. Submit to Government for adoption	for reporting , preparing press releases and events		meeting
Lead responsibility	Directorate for SME Development	Directorate for SME Development	Lead Member for Annual Showcase Event – Andjela Pusionic (Directorate for SME Development)	Directorate for SME Development	TBC Directorate for SME Development	TBC Lead Member for Good Practice or Communication	TBC dependant on topic of reports	Lead Member for Monitoring and Evaluation; Directorate for SME Development
Others involved	All members	Relevant members based on topic	All members	All members	All members	All members	Relevant members based on topic	All members
Deadline	April	September (use to announce Nov event)	November	April	November	Continuous from Q3 2016	Continuous	
Financial Costs		€500 per event	€3000 for 1 day event		0	0	0 If necessary, in-kind contribution from partners	0
	0			0				

ANNEX 2: Membership

Existing Member Organisations

- Directorate of SME Development
- VET Centre
- Bureau for Education Services
- Montenegrin Employers Federation
- Ministry of Labour and Social Welfare
- Ministry of Education
- Employment Agency of Montenegro
- Chamber of Economy of Montenegro
- University of Montenegro: Faculty of Economics
- CRNVO: Centre for NGO Development

Proposed expanded membership:

The membership would be gradually expanded during the first year, as agreed at CEL meetings.

- Ministry of Economy (IPA Unit)
- Ministry of Finance
- Ministry of Science
- Parliament Board of Education
- Young Entrepreneurs m/f
- Entrepreneur m/f
- Business leader m/f
- Community/social entrepreneur m/f
- University of Donja Gorica (private)
- Med University (private)
- Business Incubator Bar
- Investment Development Fund

ANNEX 2: Summary – Structure and Responsibilities

	STRUCTURE	RESPONSIBILITIES
<p>COUNCIL FOR ENTREPRENEURIAL LEARNING</p> <p>Made up of:</p> <ol style="list-style-type: none"> 1. Main membership 2. Core Team made up of Chair and Lead members in charge of specific areas 	<p>FULL MEMBERSHIP Main group of Members – enlarged to include wider representation from higher education, additional Ministries and from business/community.</p> <p>CORE TEAM Made up of one Chair and five elected Lead Members, taking lead responsibility for specific themes of activity:</p> <ol style="list-style-type: none"> 1. Chair 2. Communication 3. Annual Showcase 4. Monitoring and Evaluation 5. Good practice 6. Policy links <p>Chair would be chosen from within DDSME for first two years, and after this would be chosen through a vote and rotate every 2 years.</p> <p>All Lead Members would be chosen through a vote and rotated every 2 years.</p>	<p>OF PARTNERSHIP:</p> <ul style="list-style-type: none"> • Design and deliver annual work programme • Design and deliver communication plan • Design and implement monitoring and evaluation of actions within the national strategy for EL • Link with international organisations • Pursue secure funding <p>OF INDIVIDUAL MEMBERS:</p> <ul style="list-style-type: none"> • Report on the progress and implementation of actions on EL, including those within the national strategy • Contribute to the dialogue and activity of the NP • Raise awareness of policy priorities i.e. SBA, Riga, Torino Process • Promote the role and activity of the NP • Regular updates and news – public events • Share information from studies/reports on EL • Participate in public events on EL • Promotion and awareness of impact in EL at national and international level <p>OF LEAD MEMBERS:</p> <ul style="list-style-type: none"> • Taking lead responsibility for specific themes of activity • Working with all members to ensure that annual work programme is completed.
<p>ENTREPRENEURIAL LEARNING SECRETARIAT</p>	<p>Hosted within the Directorate for SME Development</p> <p>Based on the previous experience of the National Partnership phase, there is a recognised requirement for additional staffing, in order for the new Council for Entrepreneurial</p>	<ul style="list-style-type: none"> • Act as first contact point • Organise at least four CEL meetings per year and support at least three Core Team meetings per year, • Maintain records of meetings Promote and maintain relations with CEL members • Maintain up to date register of members • Create and present annual reports on the strategy, with quarterly updates • With support of the CEL members, create and prepare documentation for high

	<p>Learning to function and be successful. It is suggested that this additional staffing should include a communications specialist.</p>	<p>level bodies</p> <ul style="list-style-type: none">• Maintain database of good practices• Editorial responsibility for communications to government e.g. newsletters• Prepare marketing and publicity material• Prepare and manage budgets• Coordinate funding applications• Collect and distribute information between and for members• Provide support to activities
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ANNEX 2: Current Members of the National Partnership for Entrepreneurial Learning

INSTITUTION	MEMBER	POSITION	CONTACT
Directorate for SME development	Ms. Anđela Gajević	Adviser for institutional support in department for development projects, institutional support, education & promotion	+382 20 406 321 fax: +382 20 406 323 andjela.pusonjic@euroinfo.me
Ministry of Education	Mr. Marko Vukosinović	Department of International Cooperation and European Integration	Tel: +382 20 410 150 marko.vukasinovic@mps.gov.me
Ministry of Labor and Social Welfare	Mr. Darko Moračanin	Adviser – Directorate for labor market and employment	+382 20 482 494 fax: +382 (0) 78 113 340 Darko.moracanin@mrs.gov.me
Centre for Vocational Education	Mr. Srđan Obradović	Adviser –Directorate for standards and curriculums	+382 20 664 785 fax: +382 20 664 713 Srdjan.obradovic@sco.gov.me
Bureau for Education Services	Ms. Nevena Čabrilo	Head of department for international cooperation and public relations	+382 20 408 939 fax: +382 20 408 927 Nevena.cabrilo@zss.gov.me
Employment Agency of Montenegro	Mr. Goran Bubanja	Deputy of director	+382 20 405 286 fax: +382 20 405 272 Goran.bubanja@zzzcg.me
Chamber of Economy of Montenegro	Prof. Mladen Perazić, PhD	Head of department for education	+382 20 230 415 fax: +382 20 230 493 Mperazic@pkcg.org
Montenegrin Employers Federation	Ms. Ana Maraš	Adviser for education and members support	+382 20 209 250 fax: +382 20 209 251 Anam@poslodavci.org
University of Montenegro- Faculty of Economics	Prof. Boban Melović , PhD	Vice Dean for Teaching Issues	+ 382 67 668 844 fax: + 382 20 244-588 Bobanm@ac.me

NVO- CRNVO – Centre for development of NGOs	Ms.Marina Vuković	Deputy of director	+382 20 219 120 fax: +382 20 219 121 Marina.vukovic@crnvo.me
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