**CV Prof. dr JASMINA ĆETKOVIĆ**

**Staff of: UNIVERSITY OF MONTENEGRO, FACULTY OF ECONOMICS**

1. Family name: **ĆETKOVIĆ**
2. First names: **JASMINA**
3. Date of birth: **10 February 1969**
4. Nationality: **Montenegrin**
5. Education: **PhD**

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| **Institution (Date from - Date to)** | **Degree(s) or Diploma(s) obtained:** |
| Faculty of Economics, University of  Montenegro, Montenegro (1987 – 1991) | **Diploma in Economics (dipl. oecc)** |
| Faculty of Organizational Sciences, University  of Belgrade, Serbia (1992-1996) | **Master of Science, Organization and**  **Development Management** |
| Faculty of Organizational Sciences, University  of Belgrade, Serbia (1996 – 2000) | **PhD, Organization and Management** |

# Membership of professional bodies:

* Member of the Association of Economists of Montenegro.
* Member of the Working Group for Negotiations on Accession of Montenegro to the European Union for chapter 25 – Science and research.
* Member of Organizational Committee of the IPMA.
* Member of the IPMA (International Project Management Association).
* Member of the Editorial board of the science journal “Management: Journal of Sustainable Business and Management Solutions in Emerging Economies”.

# Other skills (e.g. computer literacy, etc.): MS Office.

1. **Present position:**
   * **University professor**
     + Lecturer in Management change at **doctoral studies** at the Faculty of Economics in Podgorica.
     + **Head of the Master's studies *Organizational Management*** at the Faculty of Economics in Podgorica, teaching subjects *Organizational Design* and *Management of organizational changes*.
     + **Lecturer at undergraduate studies** at the Faculty of Economics in Podgorica: *Economics of a Firm*, *Models of costs dynamics*, *Development of Organization* and *Economy of company* (Management study – 1st year).
     + **Lecturer at the Faculty of Civil Engineering** in Podgorica for subjects: *Economics and Economics in Construction*. She is teaching in the program of applied studies in *Management in Construction*.

# Years within the firm: 29 years.

1. **Key qualifications:**

* **University professor** with excellent communication and interpersonal skills; 28 years of the teaching and research experience at the University of Montenegro;
* **Author** **or coauthor of books and significant number of scientific papers (SCI/SSCI)**;
* Experience in **preparation and audits of Feasibility and Prefeasibility studies** for different areas of projects (transport infrastructure, energy, agriculture);
* Experience in **preparation of projects in the field of Environment with a focus on air pollution, waste management and climate change**;
* Experience in **preparation of national strategies and action plans;**
* Experience in **preparation of macroeconomics analyses and studies (transport, agriculture, tourism)**;
* Experience **with UN and EU-founded projects, studies, analyses**;
* Experience in designing a large number of **business plans and investment programs**

(MIDAS, IPARD like 1, IPARD like 2) – for corporate clients and retail: over 200 business plans for individuals and over 80 for legal entities in the last 5 years.

# Professional experience - SELECTED PROJECTS:

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 1/2022 | … | EcoEnergy LLC Danilo Barjaktarović  067/567 737 | :  Expert for Economic Analysis | „**DATA CONSOLIDATION AND ADDITIONAL GENDER SENSITIVE CLIMATE RISK ASSESSMENTS OF THE FOUR PRIORITY SECTORS IN MONTENEGRO“** |
| 10/2021 | … | Civil Engineering Institute Ltd.  Miloš Knežević  + 38269073318 | Finacial  expert | (Project funded by UNDP North Macedonia)  **“DEVELOPMENT OF FEASIBILITY STUDY ON MANAGING THE POPULATION OF STRAY DOGS IN THE VARDAR PLANNING REGION”** |
| 08/2021 | … | Civil Engineering Institute Ltd.  Miloš Knežević  + 38269073318 | Key expert:  Expert for Economic/Feasibility Analysis | (Project funded by UNDP North Macedonia)  **RFQ 31/2021 for**  **„FEASIBILITY STUDY FOR**  **IMPROVEMENT OF WATERWASTE TREATMENT SYSTEM IN NOV DORJAN, MUNICIPALITY OF DORJAN“** |
| 12/2020 | 02/2021 | Medix, LLC Podgorica Prof. dr Darko Vuksanović  069/311 673 | Team member for Financial and Socio-economic Analysis | **„FEASIBILITY STUDY FOR WASTE TIRES“** |
| 9/2020 | 12/2020 | UNDP Montenegro  Snežana Dragojević  +38269060726 | Key expert:  Specialist  Finance/  Economics | (Project funded by UNDP)  Contract No. 2020/091  **„FINANCIAL ANALYSIS OF REVISED NATIONALLY DETERMINED CONTRIBUTION – NDC“**  Economic analysis was performed in accordance with the general principles defined in the document "Guide to Cost-Benefit Analysis of Investment Projects", 2014 – 2020. Analysis consists of four parts.  Within the first part, cost estimation of measures implementation for GHG emission reduction was performed.  The second part contains an analysis of funding sources according to proposed measures, in a way to identify and analyze secured funds, determine the amount of remaining funds and to provide considerations and proposals for their provision.  In part three, Least Cost Analysis, a simpler form of economic analysis, which assesses the proposed measures cost-effectiveness by determining the calculation of required investments for reduction of one ton of GHG emissions, for each of the proposed measures was performed.  Since the Low Cost method in this measures structure cannot provide a complete answer to their individual acceptability, in part four, Cost-Benefit Analysis was chosen. Cost-Benefit Analysis allowed to quantify the projected emissions reductions, put them in relation to the estimated costs of measures implementation and discount at the beginning of realization. Certain economic indicators calculation (net present value and benefit-cost ratio) was performed and a conclusion on the cost-effectiveness of certain measures application and their interrelationship was made. |
| 5/2020 | 9/2020 | VIA PROJECT DOO Podgorica  Prof. dr Biljana Ivanović, dipl. Ing  +38269010774 | Expert for economic analysis | **“FEASIBILITY STUDY – ROŽAJE BYPASS” (second phase)** |
| 4/2020 | 7/2020 | Fidelity Consulting Miloš Vuković 067/525 774 | Key expert: Specialist Finance/ Economics | (Project funded by UNDP)  **REFERENCE: RFP 42/19**  **“POLICY AND INCENTIVE OPTIONS FOR GREEN BUSINESSES – STUDY”**  Specific results expected as a project result:   * Review national planning and development policies, guidelines and other documented policy positions, as well as fiscal and economic mechanisms/instruments and propose new policies, fiscal and economic mechanisms/instruments or relevant changes; * Review the current legislative framework, and make recommendations for the most appropriate legislative and regulatory framework, to support the adoption of proposed policies, fiscal and economic instruments or relevant changes; * Enhance capacity of primary stakeholders through a process of “learning by doing” to incorporate greening considerations in planning and in decision making; * Incorporate best fit practices which will be socially and culturally equitable, gender sensitive, ecologically effective, economically efficient and reflective of stakeholder needs and economic interests; * Deliver study and road-map for policy and incentive options for green businesses in agricultural; tourism and energy sectors * Evaluate possible role of Eco Fund in implementation of some of the incentive schemes. |
| 3/2020 | 4/2020 | Eco Energy LLC Danilo Barjaktarović  067/567 737 | Member of the work team | **“ANALYSIS OF THE FULFILLMENT OF THE LEGAL, INSTITUTIONAL, ECONOMIC AND FINANCIAL OBJECTIVES DEFINED BY THE INITIAL BENCHMARK FOR CHAPTER 27: ENVIRONMENT AND CLIMATE CHANGE”** |
| 8/2020 | … | Svetlana Jovanović, dipl. prost. planer 067/304 403 | Member of the work team | **SPATIAL PLAN OF MONTENEGRO** |
| 2/2020 | 5/2020 | Medix, LLC Podgorica  Prof. dr Darko Vuksanović  069/311 673 | Key expert: Specialist Finance/ Economics | (Project funded by UNDP)  **REFERENCE: RFP 36-19 R**  **“FINANCING MECHANISM (PBP SCHEME) DESIGNED AND IMPLEMENTATION”**  Specific results expected as a project result:   * Review national planning and development policies, guidelines and other documented policy positions, as well as fiscal and economic mechanisms/instruments and propose new policies, fiscal and economic mechanisms/instruments or relevant changes; * Review the current legislative framework, and make recommendations for the most appropriate legislative and regulatory framework (comprising new or existing legislation), to support the adoption of proposed policies, fiscal and economic instruments or relevant changes; * Enhance capacity of primary stakeholders through a process of “learning by doing” to incorporate greening considerations in planning and in decision making; * Incorporate best fit practices which will be socially and culturally equitable, gender sensitive, ecologically effective, economically efficient and reflective of stakeholder needs and economic interests; * Deliver study and road-map for policy and incentive options for green businesses in agricultural; tourism and energy sectors * Evaluate possible role of Eco Fund in   implementation of some of the incentive schemes. |
| 2/2020 | 5/2020 | Ministry of Science Montenegro  Branka Žižić  +38220405331 | Expert for Financial Analysis | **INNOVATIVE PROJECT: „TRITICUM SPELTA L. EXTRACT AS FOOD SUPPLEMENT – SPELTEX”.**  **The project objective is** to develop an affordable prototype of a dietary supplement  – an extract of young *Triticum spelta* L., which is considered to have preserved a relative relationship between the originally present nutrients, which is, however, yet to be sufficiently supported by the available scientific data.  **Project partners:**   * LLC Center for Ecotoxicological Research Podgorica (CETI) – Lead Partner * University of Montenegro – Faculty of Economics – Project Partner 1 * Permakultura.me – Akademija za urbani ekološki inženjering d.o.o. Podgorica (Academy for Urban Ecological Engineering) – Project Partner 2   **Mission of the Project:**   * based on **the concept of urban agriculture**, as an imperative for restoring the sovereignty of the urban environment over food production and supply corresponds to the *Smart Specialization Strategy of Montenegro (2019-2024)* - **the concept is supportive of energy efficiency, local production and consumption, preservation of the**   **environment, lack of use of large machinery, minimizing transportation costs, etc.** |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 9/2019 | 10/2019 | UNECE  United Nations Economic Commission for Europe, Geneva, Switzerland  Antoine Nunes [antoine.nunes@un.org](mailto:antoine.nunes@un.org)  +41 (0) 22 917 24 47 | Consultant for Financial analysis | **“PROGRAMME OF MEASURES TO REDUCE AIR POLLUTION FOR MONTENEGRO (FOR THE PERIOD 2020-2030)”**   * The financial analysis focused on NEC Directive (2016/2284/EU) and other relevant documentation for the assessment of costs or pollution reduction measures. * The financial analysis contained the costing part in the relevant timeline as well as assessment of possible ways of achievement of the set targets. Financial analysis provided the projected value of the required capital and operating costs for the implementation of the emission reduction measures including the amount of resources which have to be provided by the state budget, private sector and households. * The analysis of certain socio-economic effects of projected measures to reduce air pollution has been done in accordance with the current and relevant EU methodology – Guide to Cost-Benefit Analysis of Investment Projects. Economic Appraisal Tool for Cohesion Policy 2014 – 2020, European Commission . |
| 3/2019 | 9/2019 | General Secretariat of the Government of Montenegro  Zorka Kordić  +38220482814  Ministry of Transport and Maritime Affairs, Montenegro  Angelina Živković  +38269016688 | Local Expert | **“TRANSPORT DEVELOPMENT STRATEGY OF MONTENEGRO FOR THE PERIOD 2019-2035”**  **(correction in line with the third round of comments by the European Commission)** |
| 11/2018 | 03/2019 | Ministry of Transport and Maritime Affairs, Montenegro  Angelina Živković  +38269016688 | Local Expert | **“ACTION PLAN FOR PERIOD 2019-2020” (FOR IMPLEMENTATION TRANSPORT DEVELOPMENT STRATEGY OF MONTENEGRO 2018-2035** |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 08/2018 | 09/2018 | East West Consulting – EWC sprl, Brussels, Belgium  Sandra Oskorus  +381631763821 | Senior Non Key Expert | **EUROPE AID/137894/DH/SER/ME “STRENGTHENING THE CAPACITIES OF THE MONTENEGRIN AUTHORITIES FOR THE EU ACCESSION PROCESS AND IPA II INSTRUMENT”**   * Undertake a preliminary analysis of the main preconditions for the finalization of the **Transport Development Strategy of Montenegro 2018-2035.** * Harmonize existing **Transport Development Strategy of Montenegro 2019-2035.** text with the comments provided by the European Commission and the Delegation of European Union to Montenegro * Provide guidance to the Beneficiary and stakeholder institutions by illustrating and explaining suitable definitions of the remaining chapters * Draft and propose the text for the final Strategy, outlining its main features with a detailed explanatory annotation |
| 08/2018 | 09/2019 | Andrijevica Municipality Miodrag Ivanovic menag.andrijevica@t- com.me | Expert for Financial Analysis | **“INVESTMENT PROGRAM WITH THE FINANCIAL FEASIBILITY STUDY FOR CONSTRUCTION SMALL HYDRO POWER KRKORI – MUNICIPALITY ANDRIJEVICA”** |
| 06/2018 | 08/2018 | Ministry of Sustainable Development and Tourism  Ešef Husić  +38220446383 | Member of the expert team | **PREPARATION**  **OF A PUBLIC REPORT ON THE IMPLEMENTATION OF THE NATIONAL STRATEGY FOR INTEGRATED COASTAL AREA MANAGEMENT INCLUDING INDICATORS OF SPATIAL DEVELOPMENT (FOR THE PERIOD**  **2015-2017)** |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 02/2018 | 05/2018 | Ministry of Science Montenegro  Branka Žižić  +38220405331 | Local expert for Financial Analysis | **“PREVIOUS FEASIBILTY STUDY FOR BIOLOGICAL LABORATORY IN INVESTMENT AND ENTREPRENEURIAL CENTER TEHNOPOLIS NIKŠIĆ”**   * Analysis of financial and socio- economic efficiency of the concerned investment * Investment sensitivity analysis on the relevant starting parameters change * Analysis of sources of funding and financial obligations * Analysis of organizational and personnel aspects of investment |
| 10/2017 | 12/2017 | Civil Engineering Institute  Miloš Knežević  + 38269073318 | Expert for audit financial and socio- economic  analysis | **“REVISION OF THE PREVIOUS STUDY OF REVITALIZATION AND TOURIST VALORIZATION PERFORMANCE OF VIRPAZAR-BAR RAILWAY**“   * Revision of financial and economic analysis of investment |
| 9/2017 | 11/2017 | Rudy Energy d.o.o.  Berane Vladan Rudanović  +382 68 810 470 | Leader of the project team | **“INVESTMENT PROGRAM WITH THE FINANCIAL FEASIBILITY STUDY - FOR CONSTRUCTION SMALL HYDRO POWER VINICKA RIJEKA”**   * ***Financial analysis*** of investments   + Investment costs, operating costs and maintenance costs   + Revenues and sources of funding   + Projection of the project’s net financial effects with the calculation of indicators of investment financial feasibility (FNPV, FIRR, FB/C) * ***Economic analysis*** of the project   + Estimation of the projects economic benefits   + Estimation of the projects economic costs   + Projection of the economic net effects with the calculation of indicators of investment economic feasibility (ENPV, EIRR, EB/C)   + Project sensitivity analysis to the risks of investing |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 1/2017 | 2/2017 | Hemera, d.o.o. Podgorica  Nikola Radomirović  +382 67 175 001 | Leader of the project team | **“BUSINESS PLAN OF AGRICULTURAL MECHANIZATION PROCUREMENT IN THE FUNCTION OF THE IMPROVEMENT OF VEGETABLE PRODUCTION” (Public call of the Ministry of Agriculture and Rural Development of Montenegro, IPARD like 1.2.)**   * Determination of the purpose and the content of the business plan * Market research and information collection * Analysis, selection and organization of collected information * Business idea (project) * Market aspects of the business plan * Technological aspects of the business plan * Organizational aspects of the business plan * Financial aspects of the business plan |
| 2/2017 | 4/2017 | Montefarm d.o.o.  Podgorica  Momo Popović,  +382 67 613 640 | Leader of the project team | **“INVESTMENT PROGRAM FOR PROCESSING OF FRUITS, FOREST PLANTS AND HEALING HERBS” (Public call of the Ministry of Agriculture and Rural Development of Montenegro, IPARD like 2.2.)**   * Market analysis * Location * Estimated value of investments * Production program * Cost analysis * Income statement projection * Economic evaluation of the project |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 02/2016 | 08/2016 | Ministry of Transport and Maritime Affairs, Montenegro  Angelina Živković  +38269016688 | Expert for Financial and Socio- economic Analysis | **“ECONOMIC AND FINANCIAL FEASIBILITY STUDY OF TIVAT BYPASS WITH VERIGE BRIDGE”**  The study analyzed feasibility of construction Tivat bypass with Verige bridge using Cost- Benefit Analysis:   * ***Socio-Economic analysis:***   + Methodology of analysis and defining the costs of considered networks utilization;   + Fiscal corrections and application of conversion factors to project inputs;   + Procedure of cost calculation of considered networks utilization: Vehicle operating costs, Time travel costs, Accidents costs, Air pollution costs;   + Projection of direct economic benefits;   + Economic evaluation of the project based on direct benefits, calculation of Economic Net Present Value (ENPV), Economic Intern Rate of Return (EIRR) and Economic Benefit Cost Ratio EB/C; * ***Financial analysis and financial projections:***   + Financial profitability (Calculation of Financial Net Present Value - FNPV, Financial Intern Rate of Return FIRR and Financial Benefit Cost Ratio FB/C);   + Financial sustainability,   + Source of financing   + Project sensitivity analysis to   the risks of investing |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 05/2016 | 06/2016 | Ministry of Transport and Maritime Affairs, Montenegro  Angelina Živković  +38269016688 | Local Expert | **PREPARATION OF A PROJECT TASK “TRASPORT DEVELOPMENT STRATEGY - MONTENEGRO”**  - Determining the basic goals of **“TRASPORT DEVELOPMENT STRATEGY OF MONTENEGRO**, the concrete activities on its creation, the methodological framework for its creation with clearly defined expectations regarding the results of the document for users. |
| 02/2016 | 6/2016 | “Dekar” d.o.o. Montenegro  Momo Miranović  +38269406567 | Expert for Financial Analysis | **“INVESTMENT PROGRAM WITH THE FINANCIAL FEASIBILITY STUDY - FOR CONSTRUCTION SMALL HYDRO POWER PLANT PIŠEVSKA RIJEKA”**   * ***Financial analysis*** of investments   + Investment costs, operating costs and maintenance costs   + Revenues and sources of funding   + Projection of the project’s net financial effects with the calculation of indicators of investment financial feasibility (FNPV, FIRR, FB/C) * ***Economic analysis*** of the project   + Estimation of the projects economic benefits   + Estimation of the projects economic costs   + Projection of the economic net effects with the calculation of indicators of investment economic feasibility (ENPV, EIRR, EB/C) * ***Project sensitivity analysis*** to the risks of investing |
| 01/2016 | 12/2017 | Ministry of Science Montenegro  +38220482145 | Member of the project team | **Bilateral project: “TRANSFER OF SLOVENIAN EXPERIENCE IN BUILDING MONTENEGRIN NATIONAL INNOVATIVE SYSTEM - INCREASE**  **IN EXPORT PERFORMANCE”** |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 02/2015 | 12/2016 | Ministry of science Montenegro  Smiljana Prelević  +382 20 405 303 | Leader of the project team | „**IMPROVING COMPETITIVENESS OF CROATIA AND MONTENEGRO BY INTERNATIONALISATION OF BUSINESS – ROLE OF COMMERCIAL DIPLOMACY“**   * Investigating the possibilities of strengthening the priority export sectors; * Considering the ability to attract FDI, which would initiate and enhance the country's primary export orientation; * Considering opportunities for a more favorable business environment and better infrastructure; * Explore possibilities for improving the quality of products and services and aligning them with EU market requirements; * Considering the possibility of lowering prices; * Analysis of opportunities to improve capacity and performance allocation; * Analysis of investment opportunities in capacity expansion, technology and equipment improvement; * Investigating opportunities for intensifying innovation and other intangible assets; * Researching opportunities for improving the raw material base; * Analyzing opportunities for better access to financial instruments; * Explore opportunities for implementing modern business strategies and business processes,   etc. |
| 05/2015 | 10/2015 | Railway Infrastructure of Montenegro, Podgorica,  Lucija Filipović  +38269210943 | Expert for audit of  Cost- Benefit Analysis and EIA  (Environment Impact  Assessment) | **“REVISION OF FEASIBILITY STUDY FOR REHABILITATION OF 12 SLOPES ON RAILWAY VRBNICA - BAR (KOS-TREBJEŠICA- LUTOVO- BRATONOŽIĆI - BIOČE)”**   * Revision of CBA (Cost Benefit Analysis) and EIA (Environment Impact Assessment) |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 12/2013 | 04/2014 | Ministry of maritime and traffic, Montenegro,  Angelina Živković,  +382 20 482 189,  [angelina.zivkovic@ms](mailto:angelina.zivkovic@msp.gov.me) [p.gov.me](mailto:angelina.zivkovic@msp.gov.me) | Expert for Financial and Socio- economic Analysis | **„FEASIBILITY STUDY FOR HIGHWAY BAR – BOLJARE, PRIORITY PART SMOKOVAC – MATEŠEVO“**   * ***Economic analysis*** has been performed comparing discounted yearly benefits to the construction and maintenance costs in the alternatives with and without Project; * ***Fiscal corrections*** and application of conversion factors to project inputs were performed; * Benefits have been derived from traffic estimates and Vehicle operating costs, Time travel costs, Accident costs and Air pollution costs, previously assessed; * ***Economic evaluation of the project*** has been done based on direct benefits, by calculation of Economic Net Present Value (ENPV), Economic Intern Rate of Return (EIRR) and Economic Benefit Cost Ratio EB/C; * A ***financial analysis*** has been also carried out to assess sustainability for Government’s budget. Proposed tolls were taken into account; * ***Financial projections, financial profitability, financial sustainability and source of financing analysis*** has been performed; * ***Sensitivity and risk analysis*** was also done |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 09/2012 | 12/2013 | Railway Infrastructure of Montenegro, Podgorica,  Tatjana Bulatović,  +382 68 869 769 | Expert for Financial and Socio- economic Analysis | **“FEASIBILITY STUDY AND CONCEPTUAL DESIGN NEW RAILWAY LINES PLJEVLJA – BIJELO POLJE (RAVNA RIJEKA) – BERANE – KOSOVO BORDER”**   * ***Cost- Benefit Analysis*** has been performed; * ***Economic analysis*** - analyzed diverting traffic from road to rail with benefits for travelers as well as for society through a reduction of external costs and attracting new traffic to rail; * Benefits have been derived from traffic estimates and Vehicle operating costs, Train operating costs, Time travel costs, Accident costs and Air pollution costs, previously assessed; * ***Economic evaluation of the project*** has been done based on direct benefits, by calculation of Economic Net Present Value (ENPV), Economic Intern Rate of Return (EIRR) and Economic Benefit Cost Ratio EB/C; * ***A financial analysis*** has been also carried out to assess sustainability for infrastructure operator; * ***Sensitivity and risk analysis*** was also done. |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 03/2013 | 08/2013 | JP Morsko dobro, Budva,  Aleksandra Ivanović  +382 68 052 007 | Leader of the project team | **“STUDY ON THE INSTITUTIONAL FRAMEWORK FOR SUSTAINABLE COORDINATION OF INTEGRATED COASTAL ZONE MANAGEMENT MONTENEGRO WITH A PROPOSAL FOR INSTITUTIONAL REORGANIZATION, *IPA ADRIATIC "SHAPE"* – SHAPE AND HOLISTIC APPROACH TO PROTECT AND ADRIATIC ENVIRONMENT**  **(BETWEEN COAST AND SEA)”**   * Summary of the legislative and program framework for Integrated Coastal Zone Management (ICZM) * Analysis: Identification of existing situation of the mechanisms for coordination of ICZM protocol affairs * Estimation of efficiency of existing vertical and horizontal coordination   – SWOT analysis   * Analysis of coordination mechanisms and institutional organization for ICZM protocol in the countries of the Mediterranean and Europe * Montenegro: Proposal of sustainable coordination structure in accordance with ICZM protocol requirements. |
| 01/2011 | 10/2011 | Ministry of Sustainable Development and Tourism | Member of the project team | **“NATIONAL HOUSING STRATEGY OF MONTENEGRO FOR THE PERIOD 2011 – 2020”**   * History of Montenegrin housing policy development and analysis of available documentation * Pre-existing conditions cross section with a focus on barriers * General development and priority strategic goals * Previous activities * International regulatory framework * Positive examples of housing strategies and policies * SWOT analysis * Framework action plans * Monitoring and evaluation instruments |

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| 01/2011 | 8/2013 | Ministry of Science of Montenegro Smiljana Prelević  +382 20 405 303 | Leader of the project team | **"COMPETITIVENESS OF THE CONSTRUCTION SECTOR IN MONTENEGRO - CONDITIONS, POSSIBILITIES AND THE WAYS OF IMPROVEMENT"** |
| 9/2010 | 11/2010 | Medix d.o.o. Podgorica  Darko Vuksanović  +382 69 311 673 | Expert for audit of Financial Analysis | **“REVISION OF THE PERFORMANCE STUDY FOR THE PRODUCTION OF BRIQUETTES ON THE LOCALITY OF 13 JUL - PLANTAŽE"**   * Revision of Cost-Benefit Analysis (financial and economic analysis of   investment) |
| 01/2009 | 12/2009 | “CEC”, Montenegro Ratko Mitrović  +38267602100 | Expert for Financial Analysis | **“INVESTMENT PROGRAM WITH THE FINANCIAL FEASIBILITY STUDY - FOR CONSTRUCTION SIX SMALL HYDRO POWER PLANTS ON CONCESSIONS CRNJA, TREPAČKA RIJEKA, LJEVIŠKA RIJEKA”**   * General framework of the investment: energy policy, strategic and legal framework; * ***Analysis of renewable energy sources*** in the context of development of the energy sector of Montenegro; * ***Market analysis*** * ***Analysis of the procurement market***   of resources for the production   * ***Analysis of the sales market*** * ***Competitor analysis*** * ***Financial analysis*** - Calculation of costs, Calculation of income, Economic flow, Financial flow, Calculation dynamic indicator (Financial Net Present Value FNPV, Financial Intern Rate of Return FIRR, Financial Benefit Cost Ratio FB/C) * **Sensitivity analysis** * The static approach to the assessment of the project |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 8/2008 | 11/2008 | Ministry of Agriculture and Rural Development, Montenegro  Brano Vujačić  +382 69 058 096 | Expert for Financial Analysis | **"PRELIMINARY ECONOMIC ELABORATE FOR SILOS FOR CEREALS AND WASTES FOR CEREAL PROCESSING IN MUNICIPALITY OF PLJEVLJA"**   * Calculation of total investment in fixed assets * Projection and determination of business success of the investment * Determination of basic economic performance indicators * Determination of the repayment period of the investment |
| 8/2008 | 11/2008 | Ministry of Agriculture and Rural Development, Montenegro  Brano Vujačić  +382 69 058 096 | Expert for Financial Analysis | **"PRELIMINARY ECONOMIC ELABORATE FOR SILOS FOR CEREALS AND WASTES FOR CEREAL PROCESSING IN MUNICIPALITY OF KOLASIN"**   * Calculation of total investment in fixed assets * Projection and determination of business success of the investment * Determination of basic economic performance indicators * Determination of the repayment period of the investment |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 01/2007 | 12/2007 | “CEC” Montenegro Ratko Mitrović  +382 67 602 100 | Expert for Financial Analysis | **“TECHNO-ECONOMIC FEASIBILITY STUDIES AND PRELIMINARY DESIGN FOR A NUMBER OF SMALL HYDROPOWER PLANTS**  **(Kaludarska rijeka, Sastavci, Kuti, Breovica, Gradišnica, Jelovica, Zdravac, Buče, Murinska rijeka, Suvi potok, Planinski potok, Lim, Crnja, Ljubaštica, Grlja, Crni potok, Trepačka)”**   * Prediction of energy demand and supply   + Factors affecting energy demand and demand analysis   + Factors affecting energy supply and supply analysis * ***Financial analysis of investments***   + Investment costs, operating costs and maintenance costs   + Revenues and sources of funding   + Projection of the project’s net financial effects with the calculation of indicators of investment financial feasibility (FNPV, FIRR, FB/C) * ***Economic analysis of the project***   + Estimation of the projects economic benefits   + Estimation of the projects economic costs   + Projection of the economic net effects with the calculation of indicators of investment economic feasibility (ENPV, EIRR, EB/C) * Assessment of the typical risks of energy projects |
| 03/2007 | 05/2007 | FIN Innvest, d.o.o.  Podgorica | Member of the project  team | **“REAL ESTATE VALUE ESTIMATION”** |
| 04/2008 | 06/2008 | „Medix“, Podgorica, Darko Vuksanović  +382 69 311 673 | Expert for audit of Financial Analysis | **“REVISION OF FEASIBILITY STUDY FOR CONSTRUCTION OF SANITARY LANDFILL IN BERANE”**   * Revision of financial and economic analysis of investment |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 03/2007 | 08/2007 | FASSA BORTILO S.p.a.,  Spresiano | Expert for Financial Analysis | **„PREFEASIBILITY STUDY FOR CEMENT FACTORY CONSTRUCTION IN BAR”**   * Analysis of the current situation * Analysis of market aspects and projections * Analysis of the purchasing market * Financial analysis and projections * Economic analysis and evaluation * Sensitivity analysis and investment risk |
| 03/2005 | 06/2005 | Faculty of Civil Engineering Podgorica Miloš Knežević  +382 69 073 318 | Member of the project team | **“STUDY ABOUT MARKET VALUE ASSESSMENT OF THE TOURIST COMPLEX AT THE CAPE KOBILA”** |
| 04/2005 | 07/2005 | Faculty of Civil Engineering Podgorica Miloš Knežević  +382 69 073 318 | Member of the project team | **“EVALUATION OF MARKET VALUE OF FITTING AND MATERIAL ON GROUNDS RASADNICI”** |
| 06/2005 | 10/2005 | Cash&Carry centar  »ELA«, Podgorica | Leader of the project team | **“SYSTEMATIZATION AND JOB DESCRIPTION IN CASH AND CARRY CENTER ELA”** |
| 9/2005 | 12/2005 | USAID/ORT  Montenegro Advocacy Program | Leader of the project team | **STUDY "POSSIBILITY OF DEVELOPMENT OF PRIMARY PRODUCTION OF CEREALS IN MONTENEGRO"**   * Processing and consumption of cereals in Montenegro * Export opportunities * Limitations in the development of primary cereal production * Research and education in the function of primary cereal production * Investment development of primary cereal production |
| 02/2003 | 06/2003 | Ministry of Agriculture and Water Supply  of the Government of the Republic of  Montenegro | Member of the project team | **“PROJECT OF ESTABLISHMENT OF WATER DIRECTORATE IN MONTENEGRO”** |
| 06/2004 | 08/2004 | Faculty of Civil Engineering Podgorica Miloš Knežević  +382 69 073 318 | Member of the project team | **“EXPERTISE ABOUT DEGREE OF COMPLETED WORKS IN THE RESIDENTIAL FACILITY VELJI VINOGRADI”** |

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| **Date from mm/ yyyy** | **Date to mm/ yyyy** | **Company and reference (name and contact)** | **Position** | **Description** |
| 04/2004 | 07/2004 | Faculty of Civil Engineering Podgorica Miloš Knežević  +382 69 073 318 | Member of the project | **“NEW MODEL OF ORGANIZATION OF PROFESSIONAL SERVICE FOR CONTROL OVER THE ROAD INFRASTRUCTURE**  **FACILITIES”** |
| 03/2002 | 05/2002 | Faculty of Civil Engineering Podgorica Miloš Knežević  +382 69 073 318 | Member of the project team | **“ASSESSMENT OF MARKET VALUE AND OTHER BUSINESS PROPERTY OF THE COMPANY “GRANMER”** |
| 03/2002 | 05/2002 | Faculty of Civil Engineering in Podgorica  Miloš Knežević  +382 69 073 318 | Member of the project team | **“ASSESSMENT OF MARKET VALUE AND OTHER BUSINESS PROPERTY OF THE COMPANY “TOMATO”** |
| 05/2001 | 12/2002 | Faculty of Economics University of Montenegro  Macro management center  +382 20 241 138 | Member of the project team | **“ALTERNATIVE CONCEPTS OF ECONOMIC DEVELOPMENT OF MONTENEGRO"** |
| 07/2001 | 07/2002 | Faculty of Economics University of Montenegro  +382 20 241 138 | Leader of the project team | **“PROMOTION OF THE EMPLOYMENT PROCESS THROUGH THE PROCESS OF ENTREPRENEURSHIP STIMULATION IN THE**  **REPUBLIC OF MONTENEGR0”** |
| 1/2000 | 12/2001 | Faculty of Economics University of Montenegro  +382 20 241 138 | Leader of the project team | **“PROMOTION OF THE EMPLOYMENT PROCESS THROUGH THE PROCESS OF ENTREPRENEURSHIP STIMULATION IN THE**  **REPUBLIC OF MONTENEGRO”** |
| 06/1997 | 06/1999 | Faculty of Economics University of Montenegro  +382 20 241 138 | Leader of the project team | **“MODERN PROCESS OF ORGANIZATION IN FUNCTION OF BUSINESS SUCSESS”** |

1. **Other relevant information (e.g. Publications):**

**PAPERS IN INTERNATIONAL SCIENTIFIC JOURNALS – SELECTED (SSCI, SCI and other bases):**

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2. **Ćetković J**., Knežević M., Lakić S., Žarković M., Vujadinović R., Živković A., Cvijović J., “Financial and Economic Investment Evaluation of Wastewater Treatment Plan”, Water, 2022, 14(1), 122; <https://doi.org/10.3390/w14010122>
3. Lakić S., **Četković J.,** Pejović B., Žarković M., Knežević M., “Economic Growth Determinants in South-East European Countries: A System Generalized Method of Moments Approach”, East European Politics and Societies: and Cultures, September 19, 2021.

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2. Rutešić S., **Ćetković J.**, Lakić S., Živković A., Knežević M., „Proposition of a Model for Selection of the Hybrid Contract Implementation Strategy for a Pilot Project of Regular Road Maintenance in Montenegro“, Advances in Civil Engineering, Volume 2020, Article ID 8844980, 12 pages, ISSN 1687-8086; ISSN 1687-8094 (Online)
3. [**Ćetković**](http://www.pjoes.com/Author-Jasmina-%C4%86etkovi%C4%87/134345) **J.**, [Lakić](http://www.pjoes.com/Author-Slobodan-Laki%C4%87/134346) S., [Žarković](http://www.pjoes.com/Author-Milo%C5%A1-%C5%BDarkovi%C4%87/134350) M.,  [Đurović](http://www.pjoes.com/Author-Gordana-%C4%90urovi%C4%87/150906) G., [Vujadinović](http://www.pjoes.com/Author-Radoje-Vujadinovi%C4%87/134349) R., „Application of Economic Analysis of Air Pollution Reduction Measures“, Polish Journal of Environmental Studies, Volume 30, Number 1, pp. 585–599, ISSN 1230-1485; ISSN 2083-5906 (Online)
4. **Ćetković, J.,** Lakić S., Bogdanović P., Vujadinović R., Žarković M. (2020), „Assessing Environmental Benefits from Investment in Railway Infrastructure“, Polish Journal of Environmental Studies, (*SCI Expanded indexed*), Volume 29, No.3, 2020.
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10. Simankina T, **Ćetković J**., Verstina N. and Evseev E., “Influence of the economy crisis on project cost management”, EMMFT 2017, IOP Conf. Series: Earth and Environmental Science 90 (2017) 012209, IOP Publishing, doi :10.1088/1755-1315/90/1/01
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  2. **Ekonomika trgovine** (co-author), Zavod za udžbenike i nastavna sredstva, Podgorica, 2014
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