

**Government of Montenegro**

**Ministry of Finance**

## **Questionnaire**

Information requested by the European Commission to the Government of Montenegro for the preparation of the Opinion on the application of Montenegro for membership of the European Union

### **III Structural indicators**

**Minister: Igor Luksic**

**Podgorica, December 2009**



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## **ECONOMIC CRITERIA**

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## III Structural indicators

3. Please provide information on the following (2000 up to the most recent year for which data estimates are available):

a) sectoral economic structure (share of GDP and employment);

Structure of Gross Value Added in GDP for the 2000-2007 period, at current prices, in %

Nace Rev 1.		2000	2001	2002	2003	2004	2005	2006	2007
A	Agriculture, hunting and forestry	11.3	10.8	10.9	9.9	9.2	8.8	8.2	6.9
B	Fisheries	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
C	Mining and quarrying	2.6	1.9	2.2	1.9	1.6	1.4	1.3	1.1
D	Manufacturing	9.2	11.7	10.4	8.7	8.8	8.2	7.7	6.9
E	Electricity, gas and water supply	5.5	5.3	5.4	5.8	5.7	4.7	4.1	3.0
F	Construction	3.9	3.5	3.6	2.9	3.0	3.0	3.5	3.4
G	Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods	12.8	11.3	11.8	10.9	10.2	10.5	11.1	12.0
H	Hotels and restaurants	2.5	2.2	2.3	2.3	3.0	3.0	3.0	3.3
I	Transport, storage and communication	9.5	12.1	10.7	9.7	9.8	9.4	9.7	10.1
J	Financial intermediation	3.2	2.3	2.4	2.3	2.3	2.4	3.0	3.8
K	Real estate, renting and business activities	11.6	11.8	12.0	12.2	12.4	11.6	11.4	12.8
L	Public administration and defence; compulsory social security	8.1	7.0	7.6	7.7	7.8	9.2	8.1	8.8
M	Education	4.4	4.0	4.1	4.1	4.3	4.2	4.1	3.6
N	Health and social work	3.8	3.9	3.7	4.2	4.2	4.5	3.9	3.1
O	Other community, social and personal service activities	2.5	2.8	2.7	2.9	2.9	2.9	2.6	2.1
P	Private households with employed persons	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Q	Extraterritorial organizations and bodies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total	90.9	90.6	89.8	85.5	85.2	83.8	81.8	80.9
	FISIM	-0.2	-0.1	-0.2	-0.1	-0.1	-0.1	-0.2	-0.4
	Gross value added (basic prices)	90.7	90.5	89.6	85.4	85.1	83.7	81.6	80.5
	Taxes on products less subsidies on products	9.3	9.5	10.4	14.6	14.9	16.3	18.4	19.5
	GROSS DOMESTIC PRODUCT (market prices)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source:MONSTAT

### III Structural indicators

#### Number of employees by sector, in %

Nace Rev 1.		2000	2001	2002	2003	2004	2005	2006	2007	2008
A	Agriculture, hunting and forestry	2.04	2.04	2.04	2.04	2.04	1.93	1.73	1.65	1.59
B	Fisheries	0.04	0.04	0.04	0.04	0.04	0.07	0.08	0.07	0.08
C	Mining and quarrying	3.19	3.19	3.19	3.19	3.19	2.83	2.76	2.40	2.24
D	Manufacturing	18.31	18.31	18.31	18.31	18.32	17.99	17.28	16.43	14.64
E	Electricity, gas and water supply	3.83	3.83	3.83	3.83	3.83	3.81	3.73	3.58	3.63
F	Construction	4.79	4.79	4.79	4.79	4.79	5.24	4.54	4.25	5.31
G	Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods	16.80	16.80	16.80	16.80	16.80	16.48	19.63	19.66	19.16
H	Hotels and restaurants	6.66	6.66	6.66	6.66	6.66	7.70	7.25	7.23	8.81
I	Transport, storage and communication	9.86	9.86	9.86	9.86	9.86	9.52	8.05	7.26	7.70
J	Financial intermediation	2.32	2.32	2.32	2.32	2.31	2.09	2.06	2.01	2.09
K	Real estate, renting and business activities	3.27	3.27	3.26	3.27	3.28	3.51	3.92	3.42	3.39
L	Public administration and defence; compulsory social security	6.51	6.51	6.51	6.51	6.51	6.60	6.86	11.24	11.22
M	Education	9.13	9.13	9.13	9.13	9.13	8.99	8.52	8.11	7.76
N	Health and social work	8.09	8.09	8.09	8.09	8.09	7.76	7.97	7.67	7.43
O	Other community, social and personal service activities	5.15	5.15	5.16	5.15	5.15	5.49	5.63	5.01	4.95
	Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
	Total employment	140 762	141 112	140 100	142 679	143 479	144 340	150 800	156 408	166 221

Source: MONSTAT

#### **b) structure of enterprise ownership including an estimate of the capital stock, with a split between public and private capital;**

##### Distribution of the Capital Stock (Excluding Reserves) for the period 2004-2008

Activity Sectors	2004		
	Private (Euro)	State (Euro)	TOTAL
Financial activities	88 283 290,38	3 201 984,63	91 485 275,00
Other Sectors	1 231 114 339,10	958 605 890,90	2 189 720 230,00
Total	1 319 397 629,47	961 807 875,53	2 281 205 505,00

### III Structural indicators

Activity Sectors	Private% Total Capital Stock	State%TotalCapitalStock	TOTAL
Financial activities	3,87	0,14	4,01
Other Sectors	53,97	42,02	95,99
Total	57,84	42,16	100,00
<b>2005</b>			
Activity Sectors	Private (Euro)	State (Euro)	TOTAL
Financial activities	104 140 439.66	3 220 838.34	107 361 278.00
Other Sectors	1 061 562 987.43	1 173 125 320.57	2 234 688 308.00
Total	1 165 703 427.09	1 176 346 158.91	2 342 049 586.00
Activity Sectors	Private% Total Capital Stock	State%TotalCapitalStock	TOTAL
Financial activities	4.45	0.14	4.58
Other Sectors	45.33	50.09	95.42
Total	49.77	50.23	100.00
<b>2006</b>			
Activity Sectors	Private (Euro)	State (Euro)	TOTAL
Financial activities	146 676 801.38	3 760 943.63	150 437 745.00
Other Sectors	1 455 796 825.43	1 173 125 320.57	2 628 922 146.00
Total	1 602 473 626.80	1 176 886 264.20	2 779 359 891.00
Activity Sectors	Private% Total Capital Stock	State%TotalCapitalStock	TOTAL
Financial activities	5.28	0.14	5.41
Other Sectors	52.38	42.21	94.59
Total	57.66	42.34	100.00
<b>2007</b>			
Activity Sectors	Private (Euro)	State (Euro)	TOTAL
Financial activities	235 507 449.15	3 586 407.85	239 093 857.00
Other Sectors	1 513 809 190.28	1 229 923 382.72	2 743 732 573.00
Total	1 749 316 639.43	1 233 509 790.57	2 982 826 430.00
Activity Sectors	Private% Total Capital Stock	State%TotalCapitalStock	TOTAL
Financial activities	7.90	0.12	8.02
Other Sectors	50.75	41.23	91.98



### III Structural indicators

Total	58.65	41.35	100.00
	<b>2008</b>		
Activity Sectors	Private (Euro)	State (Euro)	TOTAL
Financial activities	279 191 022.92	3 390 984.08	282 582 007.00
Other Sectors	1 347 967 453.00	993 253 187.00	2 341 220 640.00
Total	1 627 158 475.92	996 644 171.08	2 623 802 647.00
Activity Sectors	Private% Total Capital Stock	State%TotalCapitalStock	TOTAL
Financial activities	10.64	0.13	10.77
Other Sectors	51.37	37.86	89.23
Total	62.02	37.98	100.00
Note: Data-set refers only to joint stock companies actively traded, including copanies that are under the process of liquidation, which are registered in database of CDA			

Source: Commerce Court, CDA, CBCG, 2009.

The existing data of the Central Bank of Montenegro cannot present ownership distribution of the capital stock of the limited liability companies. In that purpose, it is necessary to initiate amendments of the existing regulations, which would introduce in final annual balance sheet following positions: formal structure of ownership, position on predominant activity, number of employees, to introduce in balance condition postponed tax obligations, and to introduce in balance condition, as separate position, losts exceeding capital stock level. In addition, Accounting Law envisages sanctions for all legal entities who fail to deliver or fail to deliver on time final annual balance sheets.

#### **c) national research capacity (in terms of research infrastructure and human resources and funding of national research in terms of gross domestic expenditure on research & development, relative to GDP (see also chapter 26 – Education and culture));**

**Gross domestic expenditure on research and technological development (RTD), given as a percentage of Gross Domestic Product (GDP);**

(data in millions of euros)	2001	2002	2003	2004	2005	2006	2007	2008
Gross domestic expenditure on RTD	14.28 <sup>1</sup>	1.80	1.24	2.98	2.94	0.87	3.77	n/a
GDP	1 295.10	1 360.10	1 510.10	1 669.80	1 815.00	2 148.90	2 807.90	n/a
% of GDP	1.10%	0.13%	0.08%	0.18%	0.16%	0.04%	0.13%	n/a

Source: Monstat (the Statistical Yearbook of Montenegro)

Note: The scope of the business sector coverage by Monstat's survey of science/research and development organizations has been almost negligible. The data include the high education sector and a part of the Government sector.

<sup>1</sup> The amount is given cumulatively due to methodology of calculation in specified year, as opposed to subsequent years where the calculation is done by items

**d) unit labour costs;**

The Statistical Office of Montenegro – MONSTAT has no available data on labour costs. Since 2009, according to the plan and programme, the Office has carried out the annual labour costs survey for 2008 and quarterly survey for 2009.

**e) the percentage of the working population which received higher secondary education;**
**Activity rates of Montenegrin population for 2007 and 2008<sup>2</sup>**

	2007	2008
Population of the age of 15 or older		
Total	51.8	51.9
Without formal education and only partial primary education	((11.9))	14.4
Primary education	28.4	26.5
Post-primary vocational education	64.5	60.8
General higher secondary education	46.3	45.1
Vocational higher secondary education	64.7	65.4
Tertiary education	76.1	78.7
where		
Associate degree	69.7	70.0
Faculty, academy or university degree, doctorate or master's degree	79.4	82.5
Population of the age of 15-64		
Total	61.0	61.2
Without formal education and only partial primary education	{28.9}	35.1
Primary education	34.2	32.4
Post-primary vocational education	76.0	67.5
General higher secondary education	47.2	47.5
Vocational higher secondary education	68.4	70.1
Tertiary education	86.8	88.0
where		
Associate degree	69.7	70.0
Faculty, academy or university degree, doctorate or master's degree	79.4	82.5

Source:MONSTAT

<sup>2</sup> As of 2007, the Statistical Office of Montenegro has launched the calculations of the activity rates by the level of education.

### III Structural indicators

Note:

. it is not zero but a highly imprecise estimate ( $CV \geq 30$ )

(( )) imprecise estimate ( $20 \leq CV < 30$ )

{ } less precise estimate ( $10 \leq CV < 20$ )

CV: standard estimate error as a percentage of the estimate.

#### f) number of pupils in primary, lower secondary, higher secondary and tertiary education;

Monstat has data on the number of pupils/students in primary education given as a total per grades, and not classified under the old and the reformed programme.

Pupils in primary education in Montenegro at the beginning of school year

School year	Total I-VIII/IX	By grades										
		I	II	III	IV	I-IV	V	VI	VII	VIII	IX	V-VIII/IX
2000/01	75 670	9 104	9 433	9 600	9 441	37 578	9 372	9 621	9 753	9 346		38 092
2001/02	74 397	9 287	8 877	9 355	9 430	36 949	9 396	9 270	9 354	9 428		37 448
2002/03	74 233	9 657	9 269	8 777	9 306	37 009	9 499	9 306	9 167	9 252		37 224
2003/04	73 673	9 094	9 602	9 257	8 840	36 793	9 370	9 382	9 217	8 911		36 880
2004/05	74 205	10 370	8 842	9 453	9 147	37 812	8 882	9 253	9 214	9 044		36 393
2005/06	74 858	10 439	10 160	8 719	9 422	38 740	7 641	10 281	9 140	9 056		36 118
2006/07	75 179	10 005	10 262	10 083	8 773	39 123	5 688	11 341	10 064	8 963		36 056
2007/08	75 038	9 629	9 924	10 083	9 944	39 580	3 208	11 166	11 103	9 981		35 458
2008/09	74 130	8 183	9 584	9 608	9 894	37 269	2 455	10 020	10 878	11 574	1 934	36 861

Source: MONSTAT

Students in secondary education in Montenegro at the beginning of school year

School year	Total I-IV	By grades			
		I	II	III	IV
2000/01	31 934	9 543	8 930	8 256	5 205
2001/02	32 009	9 603	8 767	8 296	5 343
2002/03	32 403	9 625	8 873	8 223	5 682
2003/04	31 962	9 266	8 626	8 273	5 797
2004/05	32 078	9 129	8 535	8 264	6 150
2005/06	32 100	9 154	8 349	8 202	6 395
2006/07	31 627	9 095	8 328	7 942	6 262
2007/08	31 557	8 909	8 328	7 989	6 331
2008/09	31 274	8 402	8 353	8 039	6 480

**Total number of university students in Montenegro – tertiary education**

School year	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Number of students	8 271	7 909	8 425	9 791	11 157	12 903	16 173	19 450	22 825

Source:MONSTAT

**g) percentage of employed persons receiving training;**

- **Data available on trainings in 2007 are given hereunder:**

In the previous period, Ministries responsible for policy coordination in the field of economic criteria as well as other state administration bodies have organised educational programmes aimed at improving and learning the foreign language and computer skills.

Moreover, the Directorate for Development of Small and Medium Sized Enterprises have implemented numerous educational programmes for entrepreneurs –seminars and workshops with a total of 254 attendants.

The Human Resources Administration implemented training programmes for the employees in the state administration, namely:

- 28 seminars in cooperation with Parim CB – 332 attendants
- 91 seminars attended by 1299 persons
- 32 foreign language courses
- 16 seminars in cooperation with the OSCE, attended by 25 employees
- 5 seminars in cooperation with the RESPA - attended by 80 participants
- 4 round tables

Particular emphasis is given to the implementation of vocational education and training, necessary for the implementation of reformed education programmes and improvement of vocational knowledge for specific areas. Thus, over one thousand teaching staff employed in vocational schools within the higher secondary education attended these trainings in the past two years.

Educational programme for staff in the andragogy education (according to the Vocational Education Centre, the activity having been organised within the VI Adult Education Festival) – a seminar, 19 attendants.

Activities aimed at promotion of management knowledge, skills and competences (the data by the Vocational Education Centre, the activity organised within VI Adult Education Festival) – a seminar, 16 attendants.

- **Data available on trainings during 2008 are given hereunder:**

### **ACTIVITIES OF THE DIRECTORATE FOR DEVELOPMENT OF SMALL AND MEDIUM SIZED ENTERPRISES**

The Directorate for Development of Small and Medium Sized Enterprises implemented training programmes intended for entrepreneurs, i.e. organised seminars and workshops that were attended by 498 participants as follows: 68 students in schools and 430 adult students.

The following training has been implemented:

- Entrepreneurship and capacity building aimed at reaching the Lisbon objectives – 58 attendants:
- CEFE training – legal and tax regulation (Podgorica) – 20 attendants,
- CEFE training – legal and tax regulation (Cetinje) – 19 attendants,
- Project management, communication and marketing (Podgorica) – 15 attendants,

- Strategic planning (Podgorica) – 23 attendants,
- Export marketing (Podgorica) – 14 attendants,
- Client relations (Podgorica) – 14 attendants,
- CEFE training – legal and tax regulation (Berane) – 35 attendants,
- CEFE training – legal and tax regulation (Rožaje) – 37 attendants,
- CEFE training – legal and tax regulation (Nikšić) – 23 attendants,
- CEFE training – legal and tax regulation (Kolašin) – 30 attendants,
- CEFE training – legal and tax regulation (Cetinje) – 14 attendants,
- CEFE training – legal and tax regulation (Bijelo Polje) – 16 attendants,
- CEFE training – legal and tax regulation (Pljevlja) – 16 attendants,
- Project management, communication and marketing (Bijelo Polje) – 13 attendants,
- Project management, communication and marketing (Nikšić) – 17 attendants,
- Project management, communication and marketing (Cetinje) – 12 attendants,
- Project planning for the EU funds in the fields of research, innovations, and technological development (Podgorica) – 46 attendants,
- Public relations (Skopje) – 4 attendants,
- Participation in trade-fairs (Belgrade) – 4 entrepreneurs.

#### **ACTIVITIES OF THE HUMAN RESOURCE ADMINISTRATION**

Educational programmes for state administration employees implemented in the organisation of the Human Resources Administration:

- 169 seminars attended by 1 931 participants,
- 24 computer courses attended by 290 persons,
- 42 foreign language courses,
- 4 seminars in cooperation with the OSCE on the topic of the Practical Application of the Law on Free Access to Information with particular reference on the provisions of the Law on Classified Information, attended by 55 employees,
- In cooperation with the EIPA (the European Institute for Public Administration), a seminar was organised on the Process of the Harmonisation of Legislation and Accession to the EU, attended by 30 participants,
- 2 round tables on the Development of strategic plans for a permanent training system and the Strategy of training for Civil Servants and State Employees.

#### **ACTIVITIES OF THE CHAMBER OF COMMERCE**

The Chamber of Commerce of Montenegro has organised various activities aimed at improvement of knowledge, skills, and vocational competences of employees.

Seminars:

- Human resources management and building – 37 attendants,
- Application of the TIR Convention – Customs Convention of International Transport of goods under cover of TIR carnets – 30 attendants,
- ISO 27001-2005 – Standard on business information security management – 32 attendants,
- OHSAS 18001:2007 – Occupational health and safety standard – 20 attendants,
- Perspectives of the ICT clusters development in Montenegro – 18 attendants,
- Mobbing and protection against mobbing in Montenegro – 18 attendants,
- Access to commodity market in the context of Montenegrin negotiations for membership in the World Trade Organisation.
- Necessary management competences – 23 attendants,
- HACCP food safety control system as a legal obligation and precondition for export to the European Union market – 17 attendants,
- Application of the HACCP system in the hospitality sector – 13 attendants,
- State aid policy – 16 attendants,

- State aid and competences in public services,
- Physiology and preservation technology for fresh fruits and vegetables – 40 attendants,
- Analysis of the state aid rules (horizontal and sectoral) – 17 attendants,
- Shortlisting – a part of the enterprise employment policy – 20 attendants,
- Project management and strategic planning – 15 attendants,
- Bargaining as a condition for enterprise's success,
- State aid in transport – 30 attendants,
- Deceitful marketing – 35 attendants,
- Rules for the provision of construction services upon the accession to the World Trade Organisation,
- Intellectual property in Montenegro – 21 attendants,
- State aid rules and procedures – 14 attendants.

#### **Round tables:**

- Status and development perspectives of the vine-growing and wine-making industry in Montenegro – 50 attendants,
- Construction – fixed construction products, building as a product, and space as a limited resource,
- Presence of domestic products in the Montenegrin market – 44 attendants,
- Entrepreneurial zones and e-municipalities.

#### **Workshop:**

- The European Union accession process – the Slovakia experiences – 15 attendants.

#### **Workshops on:**

- competition policy – legal and illegal forms of cooperation between competitive enterprises with regard to the European and Montenegrin competition laws – 22 participants,
- competition policy – legal and illegal forms of vertical cooperation between enterprises doing business on different market levels with regard to the European and Montenegrin competition laws – 20 participants,
- policy of quality – dominant position of market actors and cases of abuse with regard to the European and Montenegrin competition laws – 24 participants,
- competition policy - merging and joint venture with regard to the European and Montenegrin competition law – 21 participants.

#### **Book promotion:**

- "Ways to success" by Trivo Zolak

### **ACTIVITIES OF THE UNION OF EMPLOYERS**

During 2008, the Union of Employers has organised various forms of education:

#### **Workshops:**

- Taxation in construction industry – 20 participants,
- Negotiating skills – 28 participants.

#### **Seminars:**

- Corporative communication – 23 attendants,
- Socially responsible business operation – 20 attendants,
- Available European funds and application procedures for the EU projects – 23 attendants,
- Legal solutions referring to workplace safety.

#### **Counselling:**

- Education of employers on workplace safety with focus on preparation of the Risk Evaluation Act.

**Expert meeting:**

- Employers in global, regional, and local changes.

**ACTIVITIES OF THE VOCATIONAL EDUCATION CENTRE:**

Seminar aimed at education of andragogical staff– Planning and moderation in the adult education, the activity organised within VII Adult Education Festival – 17 seminar attendants,

Seminar aimed at promotion of management knowledge, skills, and competences titled the Leadership and entrepreneurship in the adult education, the activity organised within VII Adult Education Festival – 14 seminar attendants.

The activities organised within VII Adult Education Festival, in cooperation with the social partners:

**11 round tables**

**2 exhibitions**

**The Exhibition of the Adult Education Organizers**, 31 October at 10:00, Pljevlja (organised by the Employment Office),

**The Exhibition of Employment in the State Administration Bodies**, 24 November at 10:00, Podgorica (organised by the Human Resources Administration).

**1 workshop**

**Gender Equality**, 31 October at 11:00 (organised by the **Office for Gender Equality**).

**1 lecture**

**Successful Management Skills**, 18 November at 12:00, Kotor (organised by the Vocational Education Centre and the Faculty of Tourism and Hotel Management).

- **Data available on trainings in big companies:**

**Programmes of vocational education and training in Kombinat aluminijuma Podgorica - KAP (Aluminium Plant of Podgorica):**

The plan of education of employees in KAP defines, for each subsequent year, the needs for training and professional development of employees through various forms of internal and external trainings, such as:

- vocational training for the newly employed and interns,
- retraining and additional training of employees,
- plant-technology skills,
- professional development with regard to vocational developments,
- technical training on handling and maintenance of new technological equipment and devices,
- taking specialist exams and work competency exams,
- workplace safety trainings,
- trainings on the quality management systems and environmental protection, etc.

Since 2001, the various forms of training and professional development were attended by the following numbers of employees:

- 2001      383 employees or 12.57% of the total number of employees,
- 2002      500 employees or 17.00% of the total number of employees,
- 2003      818 employees or 31.00% of the total number of employees,

- 2004 562 employees or 20.80% of the total number of employees,
- 2005 365 employees or 15.73% of the total number of employees,
- 2006 834 employees or 36.00% of the total number of employees,
- 2007 656 employees or 27.41% of the total number of employees.

#### **Crnogorski Telekom (the Telecom of Montenegro)**

The company has been a part of the "Magyar Telekom" i.e. "Deutsche Telekom" group since 2005, which resulted in the establishment of the Human Resource Department, and in a modern approach to human resource management. A significant part of the department's activities has been increasingly devoted to education and professional development of employees.

The company annually allocates 2% of aggregate human resource costs of employees to the Training Budget for financing their further professional development. Since the company consists of a large number of different departments, sub-departments, divisions, all of them involving various vocations, the educational activities have been quite broad in range.

The greatest share has been allocated for technical education and training within the Technical Department, which is natural for a telecommunication company. There have been IT courses, Network Development, network maintenance, etc, and most of the trainings have been attended abroad. The Sales Department also requires a special treatment, resulting in activities aimed at professional development of sales staff, i.e. of those employees being in a direct communication with customers (T-Shops, Call Centre, Customer Care).

In addition to the abovementioned and overall vocational trainings within the departments, related solely to a specific field of work, special attention has been paid to the management skills development, introducing to work and development of the newly employed, which have been subject to separate annual programmes.

When it comes to motivation, special attention has been paid to so-called key personnel and staff with great potentials, which are also subject to separate training programmes (most often in the sense of management skills development). There are also courses aimed at improvement of English, computer skills, etc.

The company has a positive attitude when it comes to further tertiary education of employees, i.e. postgraduate studies. At the moment, the company employs over 50 postgraduates (in universities in Montenegro and Serbia) and several managers enrolled in the "Bled School of Management" in Slovenia, with all the education costs being covered by the company.

The main difference between the period of 1997-2005 and the one since 2005 up to now has been the fact that much more attention has been paid to target and strategic education of employees in the latter, in contrast to rather unplanned and ad hoc activities typical of the former. The main reason for that lies in the fact that the Human Resources Department has ceased to be a simply administrative service as it was the case with previous personnel departments, but acts as a strategic business partner. More importance has been given to the "soft skills" and management skills development, raising awareness of the market and customer importance, not only within the Sales Department but in the Group as a whole.

The funds allocated for those purposes have not been subject to any significant increases in the last 5 to 7 years, but they are expected to rise from the next year.

#### **Luka Bar – AD Bar (the Port of Bar – the Joint Stock Company Bar)**

Employment of young creative human resources, additional training and development of employees makes a very important objective aimed at higher quality of work and operations of this enterprise. All forms of additional human resource education and development have been applied constantly in the past period, especially after the adoption of the Additional Employee Education Programme in 1992.

Various forms of additional education have included:



- Foreign language courses – 1999: total number of attendants – 39, out of which: 14 to midlevel I course of English, 7 to midlevel II course of English, 5 to specialised course of English, 5 to beginners course of Italian, 5 to midlevel I course of Italian, 3 to midlevel II course of Italian; 2000: total number of attendants – 17, out of which: 8 to beginner course of English, 2 to midlevel I course of English, 4 to specialised course of English, 2 to beginners course of Italian, 1 to midlevel II course of Italian; 2001: total number of attendants 21, out of which: 2 to beginners course of English, 9 to midlevel I course of English, 2 to beginners course of Italian, 6 to midlevel I course of Italian, 2 to midlevel II course of Italian; 2002: total number of attendants – 28, out of which: 12 to beginners course of English, 8 to beginners course of Italian, 8 to midlevel III course of Italian.
- IT courses – 1999: total number of attendants 73, to beginners and specialised IT courses; 2000: total number of attendants 53, to beginners and specialised IT course; 2001: only 2 attendants of IT course.

In February 2008, 40 universal machine-handlers have been employed in the *PC Mehanizacija* (Profitable Centre *Mechanisation*) to provide theoretical and practical training. The trainings are performed by the Employment Office of Montenegro, responsible for issuing certificates to candidates who successfully undergo the training.

There is no official statistics for this field.

**Table of employees and active population that received training in 2007 and 2008 (in %)**

	% employees who received training	% active population who attended training (including unemployed who received training)
2007	1.06%	3%
2008	1.5%	3.1%

Source: Centre for Vocational Education (implemented trainings);  
 Employment Office (number of unemployed that attended trainings);  
 MONSTAT (workforce survey).

Note: The percentage of employees and active population receiving training is calculated as the ratio between the number of participants, for the year in question, in relation to the number of employees, i.e. the number of active population which is added to the number of unemployed who received training.

There is no official statistics on the number of employees who are receiving training. Based on available data of the Centre for Vocational Education, the Employment Office of Montenegro and the Monstat, in 2007 there were 1.06% of employees who have passed the training, i.e.1.5% in 2008. When it comes to training of active population there were over 3% in 2007 and 3.1% in 2008.

It should be noted that, due to limited data source, real number of employees attending training is probably significantly higher, since there are a large number of training which is organized by civil society.

#### **h) past and present number of students abroad.**

Until May 2006, when Montenegro became an independent state, the largest number of university students having studied outside Montenegro had been enrolled in higher education institutions in the Republic of Serbia. The number of students having studied in the rest of ex-YU countries has been rather small.

The Ministry of Education and Science possesses the information on the number of students having studied in the Republic of Serbia until 2006, who have been funded from the budget and therefore beneficiaries of student loans granted by the Ministry. Nevertheless, not all of the budget-funded students have been beneficiaries of the Ministry student loans. The students who had the status of self-financed students covered their education expenses from their own financial sources,

therefore there has been no record kept on statistics of students. In line with the abovementioned, we do not have accurate data on the number of university students, Montenegrin citizens, who have studied or currently study in the Republic of Serbia.

As of May 2006, when Montenegro became an independent state, we have kept records on the number of university students studying abroad through mobility and scholarship programmes of foreign governments. Within the scholarships awarded by foreign governments for the university year of 2009/2010, there have been 4 scholarships in Slovenia, 4 in Russia, 2 in Japan, 8 in Italy, 2 in China, and 1 in the Czech Republic.

There are no data on the students who continue their education abroad through private arrangements.