

MONTENEGRO

ETF COUNTRY PLAN 2007

Summary

Following its declaration of independence in June 2006 and immediate recognition by the EU, Montenegro has seized on the opportunity provided by its new constitutional status to reinforce its relationship with the EU by signing an agreement for European Partnership with Montenegro. This agreement, which identifies Montenegro's reform priorities in the context of EU accession, is reinforced by a new EU financing framework—the Instrument for Pre-Accession Assistance (IPA)—in which employment, education and training feature as priorities. ETF support to Montenegro is framed by the economic and social provisions of the European Partnership and reinforced by a Stabilisation and Association Agreement to promote cooperation between Montenegro and its neighbours in the western Balkans.

As part of wider EU support to Montenegro, this paper outlines the contributions of the ETF for the period 2007-2010. The ETF will work with its Montenegro partners (government, employers, trade unions and civic society) in establishing a mid-term development perspective for EU support for employment and human resource development (HRD), in the context of the country's wider preparations for EU integration. In this respect, the country plan specifically emphasises the following:

- a) Partnership: IPA planning and European Social Fund (ESF) preparations for partnership building—which are considered to be a prerequisite to the planning, design and monitoring of future ESF interventions—will include strategic planning and support for developing a capacity for IPA funding drawdown over the lifetime of the support instrument.
- b) National qualifications framework (NQF): A second-phase support line extended to national authorities and social partners will further policy knowledge and applications to national qualifications development with due reference to the European Qualifications Framework (EQF).
- c) Social inclusion: Initial steps in regional dialogue and cooperation on social inclusion will be undertaken with particular reference to the employability of minorities.
- d) Competitiveness: Montenegro will benefit from advisory inputs into promoting entrepreneurship learning (EL), with further development of policy performance indicators for the western Balkans that will conform to wider efforts to promote the European Charter for Small Enterprise.
- e) Regional networking: With the objective of forging cooperation between parliamentarians responsible for education policy in the western Balkans, members of Montenegro's parliament will join forces with counterparts from neighbouring countries to determine potential for policy sharing and wider information exchange.

Adjustments to this country plan will be made annually on the basis both of progress and of priority adaptations that respond to the Montenegrin employment and HRD environment and/or the EU support context.

This plan forms part of a much wider effort by the ETF to develop employment and HRD in the western Balkan countries, which along with Turkey, make up the group of European countries currently working towards EU integration.

1. Socioeconomic background

Following a national referendum held on 31 May 2006, the Republic of Montenegro declared its independence from the State Union of Serbia and Montenegro and was immediately acknowledged by the European Union and its member states as a sovereign, independent state. Montenegro has a population of some 650,000, comprising Montenegrins, Serbs, Bosnian Muslims, Albanians and Croats, and decades of conflict and civil strife in the South Eastern European region has left a legacy of a refugee population estimated at some 30,000. Efforts are currently directed at relaunching an economy affected by the trade sanctions and international isolation imposed on the former State of Serbia and Montenegro. Statistical data for the last several years indicate positive trends in the economy and a return to growth. Price stability has been a major contributor to economic growth and virtually all prices have been liberalised in the context of the euro-economy which the country has operated since 2002.

Recent ambitious privatisation initiatives demonstrate that the government is determined to push forward with economic transition. However, many challenges remain, including the need to address joblessness (estimated at 23%), direct more concerted efforts at combatting the grey economy, and adopt a national vision and plan that ensures that Montenegro's human resources contribute to the country's competitiveness.

Key challenges include the need to address the problem of a poverty rate of 12% and the fact that an estimated one third of the total population lives just above the poverty line. Joblessness and poverty go very much in hand with stark regional disparities. For example, 81% of the unemployed are located in the northern and central regions of the country, which together account for 80% of those living in poverty. In terms of education, participation is high but significant numbers of Montenegro's minority groups (in particular, its Roma communities) are educationally poor, with illiteracy estimates for this population standing at 76%.

An economic reform agenda that includes enterprise restructuring, privatisation and private sector development, will go some way towards tackling these issues. The European Partnership agreement of 2007 will bring greater impetus to the reform drive, reinforcing as it does, EU commitment to the country in terms of support for socioeconomic development, administrative capacity building and future EU integration.

2. Key policy issues and strategies in human resource development

In 2001, Montenegro initiated a range of measures to promote education and training. This ambitious reform, which is enshrined in a government white paper (The Book of Changes), addresses the various levels of the formal education system and has already resulted in the promulgation of 7 education laws covering general, pre-school, primary, secondary, vocational, higher and adult education.

Initial steps have also been taken to devolve the highly centralised education system. Although spending demonstrates the level of priority attached to education in the government's agenda (7.2% of GDP compared to an average of 6.1% in OECD countries)¹, a World Bank 2005 assessment calls for more efforts to improve overall efficiency and effectiveness in education delivery. Critical to the World Bank's assessment is the issue of quality, which is undermined by serious deficiencies in infrastructure, outdated teaching and learning methods, and low quality inputs (particularly in terms of teacher training and educational materials). Nonetheless, quality education is now at the heart of national reform, prompted by Montenegrin reflection on how it can accommodate the principles of both the Copenhagen and Bologna processes.

In this regard, Montenegro has seized on the current debate within the EU on national qualifications frameworks (NQF) and has undertaken a first in-depth discussion at national level on the relevance and appropriateness of incorporating the 8 European qualifications levels into Montenegrin qualifications reform. An NQF perspectives paper now provides a discussion framework for the next phase of developments, with priority being attached to secondary and higher education.

While employment features as a concern in key economic and broader government policy papers, it is not as yet sufficiently integrated into core economic policy lines or followed up in any concerted way so as to maximise potential and minimise fallout. A national employment plan has nonetheless been elaborated and its delivery will receive initial support from a 2006 EU-supported labour market reform programme to get underway in early 2007.

¹ The executed budget for same year (2003) was, in fact, 5.9%.

In terms of employment demand, a small enterprise sector is evolving. The government has been making significant efforts to accommodate the policies associated with small business growth that have been defined by the European Charter for Small Enterprise—in particular, by taking the first steps in promoting lifelong EL. Development of the small business sector is expected to gain momentum as privatisation and enterprise restructuring take hold; this process has been sluggish, however, in part due to labour rigidities that act as potential disincentives to inward investment. Meanwhile, the existing system of taxation and social contribution reinforces the existence of an informal economy, although efforts to encourage informal workers and enterprises to go legal are having some impact.

Finally, apart from drawing on EU developments in vocational education and training (VET), Montenegro has not yet addressed the issue on how the wider education system, curriculum reforms, teacher training and the contribution of university-based research and development should be shaped to meet the demands of key areas of the economy and of an evolving knowledge and entrepreneurship society. These issues need to be addressed if Montenegro is to participate in mainstream EU developments and benefit from its own human capital potential.

3. EU and other donor policies and interventions

To date, CARDS (Community Assistance for Reconstruction, Development and Stabilisation) support for HRD, totalling approximately 1.5 million EUR, has concentrated primarily on school-based vocational education reform (curriculum modernisation, teacher training and training infrastructures in selected sectors).

- a) EU-funded employment projects. A 2006 CARDS programme aimed at institutional and capacity building (1.2 million EUR) has been operational since June 2006. Its goals are to align the policy and governance arrangements of the labour and public employment services within the wider socioeconomic policy framework. The programme will assist Montenegrin authorities in developing a national employment action plan (akin to similar plans drawn up by EU member states), consisting of measures addressing specific target groups; it will include an establishment plan and operational arrangements, and will address the funding implications for an employment fund which is already foreseen by legislation. Although these preparatory measures will not be completed before March 2007, it is proposed that the next phase—first steps in executing the employment plan and administering the employment fund—be already considered for 2007 IPA support. The 2006 programme will also facilitate strategic reflection and dialogue on lifelong learning (LLL) in Montenegro, by establishing a national partnership for innovation in the learning system, aimed at determining policy principles, innovation potential and options for bringing Montenegro's learning system closer to meeting the demands of a knowledge-based economy.
- b) EU-funded education and training projects. A particular outcome of the CARDS 2004 vocational education programme was the development of a vocational qualifications framework, for which legislation was placed before parliament in autumn 2006. This essential building block for the development of a wider NQF has been promoted by the ETF as a model for the region.
- c) Other donor activities and projects. The United States Agency for International Development (USAID), in cooperation with the International Labour Organisation (ILO), has provided technical assistance to the Ministry of Labour for the development of employment legislation aimed at introducing more flexibility in the labour market. The resulting legislation represents an important legislative benchmark in Montenegro's bid to deregulate its labour market and promote employment potential. A World Bank 2005 credit line (5 million USD) is presently supporting education authorities in developing quality teaching and learning in schools and in the efficient use of budgetary resources. German- and Luxembourg-funded programmes are assisting with a number of small, institution building projects to support workforce development in the tourism sector, including the development of training programmes for trainers and occupational standards—which now need to be considered in terms of extension to other key sectors of the economy. Finally, a range of smaller donor-supported projects, with little mainstream policy impact, address employment and social inclusion of the Roma, Ashkaelia and Egyptian minorities, people with special needs, and localised training and employment development.

4. Mid-term perspective ETF intervention strategies

A 2006 ETF assessment of progress on employment and HRD in Montenegro concluded that a culture of single-stakeholder responsibility had evolved in Montenegro's reform process, whereby individual ministries assumed ultimate responsibility for the necessary reforms and where engagement

with other partners was generally confined to an information-cum-consultation process around externally supported actions. The assessment further indicated that social partners needed to be more fully engaged in the reform arena, and highlighted the potential of a more structured approach to driving reform. Particular reference was made to the use of performance indicators and to the value of peer reviewing of commonly recognised indicators by EU member states and regional partners. These issues provide the backdrop to, and rationale for, ETF support to Montenegro in the period 2007-2010.

Human Resource Development Council (IPA 07-01)

An ETF-supported cross-stakeholder workshop, comprising representatives from the education and labour ministries and their executive agencies, the ministries of economy and finance, and social partner organisations, concluded that—in order to maximise the value and potential of EU support for the employment and HRD sectors in the period 2007-2013—more strategic alliances and working arrangements would be required that ensured the policy linkages and developments necessary to meet the demands of an economy meeting the pre-conditions for EU accession, and in particular, the Copenhagen competitiveness criteria.

The workshop recommended that a high-level policy forum be established to allow Montenegro to adopt a more strategic position on employment and HRD and to maximise the potential of the IPA for furthering reforms of the labour market, employment, and education and training (including the evolving research and development environments in industry and in the University of Podgorica). Particular emphasis was accorded to the development of administration and social partner capacities and to the added value implied by partnership. To this end, the workshop has formulated reform objectives for the period 2007-2013, which stakeholders consider to be guiding principles in the planning and dialogue process with the EU—in particular in the framework of possible financial assistance from the IPA.

Given the strategic potential of the HRD Council—as a driver of policy reform and as a national instrument for ensuring an interface between employment/HRD and the wider economic and social reform agenda—the ETF intends to follow up HRD Council recommendations with the new Montenegrin administration during the period 2007-2010.

An overview of ETF plans for HRD for the period 2007-2010 is provided in Table 1.

Table 1. ETF Project: IPA 07-01 - Summary of project activities and expected outcomes

<p>2007</p>	<p>The ETF will assist Montenegrin authorities and social partners in the establishment and initial capacity building of the HRD Council, on the basis of the mandate and tasks defined by stakeholders at the October 2006 workshop. In particular, the HRD Council will be introduced to the principles and practices of national strategy building with due reference to Montenegro's European Partnership and broader policies for developing competitiveness and socioeconomic development.</p> <p>The HRD Council will borrow from the institutional experience of the ESF Monitoring Committee of one EU member state and its contribution to national development.</p> <p>Key outcomes for 2007 activities will be as follows: a) a national strategic employment and HRD plan that defines priorities for reform and development, and b) an action plan for the HRD Council for 2008, that will specify the resources (human, logistical and financial) required to see planning through. The strategic and action plans will enable Montenegro to determine the reform areas to be addressed by the EU 2008 IPA.</p>
<p>2008</p>	<p>Support for the HRD Council in 2008 will involve a concerted knowledge building programme for HRD Council members (and senior policy staff from relevant government departments and social partner organisations), so as to ensure that the Montenegrin administration, social partners and the National IPA Coordination Office are fully informed and updated on the EU policies (education, employment and social issues) that Montenegro will be required to accommodate over time.</p> <p>Policy knowledge building for the HRD Council will involve a 4-part series of 4-day workshops, offering technical advice and support for establishing a EU policy knowledge information system that will keep Council members up-to-date on policy knowledge.</p> <p>Key outcomes will be as follows: a) all HRD Council members will have attained sufficient understanding and knowledge of EU policy to allow them to better define and articulate national policy reforms and adjustments based on the broader body of EU employment and HRD policies, and b) a concrete proposal will be presented for the elaboration of an</p>

	information and tracking system to support the HRD Council's monitoring of labour market reform, employment promotion and HRD activities, with particular reference to EU employment strategy and guidelines. The proposal will be presented to the National IPA Coordination Office for consideration in the 2009 financial allocation to the HRD sector.
2009	The cross-stakeholder workshop of October 2006 recommended that the HRD Council's mandate include the authority to commission studies considered important for the development of policy options and recommendations for the labour market, employment and broader HRD sectors. On the basis of the policy knowledge building component undertaken in 2008 (in particular, on 1 or 2 aspects of ESF administration), ETF 2009 support will involve training HRD Council members, senior government policy staff and social partners in regard to: identification of policy gaps and constraints, drafting of terms of reference for an investigative study, mobilisation of an expert team, and analysis of issues and policy recommendations emanating from the study. The result of the process will be a policy or legislative decision by the HRD Council to be placed before parliament. This component will build on capacities established through ETF parliamentary support (IPA 07-08).
2010	By 2010 the EU policy knowledge credentials of the HRD Council will have been significantly developed (particularly in regard to EU employment strategy and associated procedures and monitoring processes for the implementation of employment guidelines), as also the policy and administrative framework for delivery of ESF actions. In 2010, the ETF will support the HRD Council in determining its role and potential contribution to future ESF planning and monitoring. This project will be assisted by a national ESF Monitoring Committee from a small EU Member State.

The key outcome of this project will be proposals and recommendations to the government as to the HRD Council's enhanced role as a future National ESF Committee. These will include a detailed programme dossier, with budgetary allocations for further institutional and capacity building at the national and local levels, and preparatory groundwork for prototype ESF active labour market measures. The programme dossier will be submitted to the National IPA Coordination Office for consideration in terms of 2011 financial support.

In conclusion, by the end of 2010, ETF support will have assisted the Montenegrin authorities with the establishment of strong governance structures and capacity across a range of stakeholders, which, in turn, will ensure greater efficiency and coherence in policy making in the labour market, employment and HRD areas. Logical sequencing of the 4-year action plan will create the conditions for the operation of the HRD Council, in particular, in regard to assuming more strategic responsibilities vis-à-vis future ESF planning and management; this groundwork can be built on when Montenegro assumes EU candidate status and when it becomes a beneficiary of IPA Component 4 (Human Resource Development).

Education and Training 2010: NQF development

The Montenegrin authorities have made considerable progress in building policy knowledge and understanding of the EQF, with a concerted focus and a series of discussions on the policy implications for the country. Building on ETF support for NQF development in 2005-2006—and in particular on the working group (Glasgow Group) and its successor, the NQF Commission appointed by the Ministry of Education and Science in 2006—the ETF will support the NQF Commission in its efforts to develop a national qualifications system that is fully aligned with the EQF and will assist the EC in the broader cooperation NQF developments in the western Balkan region.

In particular, for the period 2007-2010, the ETF will support the NQF Commission with the NQF initiatives summarised in Table 2.

Table 2. ETF Project: IPA 07-02 - Summary of project activities and expected outcomes

2007	Linking qualifications at national and sectoral levels: Elaboration of NQF reference levels and alignment with EQF levels for one key economic sector, including reform planning for curriculum adjustments and teacher/trainer development to feed into IPA 2008 programming.
2008	Informal and non-formal learning: Application of reference level methodology to a second economic sector, with particular reference to the inclusion of informal and non-formal learning within the reference levels and resulting qualifications.

2009	Cooperation at the regional and EU level: Development of a policy reporting framework and 3-way peer review (Montenegro, Montenegro and an EU member state) of qualifications for 2 economic sectors.
2010	Transfer and recognition of qualifications: Development of procedures, recognition protocols and staff training aimed at transnational recognition of Montenegrin qualifications with Montenegro and an EU Member State.

By the end of 2010, ETF support to Montenegro will have ensured the necessary national commitment, initial capacities and institutional readiness to take forward a phased reform plan (supported by the IPA), aimed at developing an NQF with due reference to: a) common European reference levels, b) ensuring coherence and transparency between national and sectoral qualifications, and c) enhanced and applied cooperation at the regional and EU level to ensure that NQF developments lead to fit-for-purpose qualifications.

Social inclusion

The ETF is launching a 3-year project (2007-2010)—in which Montenegro will participate—aimed at the social inclusion of ethnic minorities through education, training and employment. The objective of the project is to enhance the capacity of western Balkan national stakeholders to address the skill deficiencies of ethnic minorities and to facilitate social inclusion through education, training and better employment opportunities.

ETF support for social inclusion for the period 2007-2009 is summarised in Table 3.

Table 3. ETF Project: IPA 07-03 - Summary of project activities and expected outcomes

2007	Identification of gaps and good practices: The aim is to identify and document the following (i) as the background for the identification of elements of good practice, the reasons why some ethnic minorities present weak education and labour market outcomes, and (ii) the impact on ethnic minorities of education and training reforms and employment measures implemented by the EU and western Balkan countries.
2008	Development of proposals for the EC (beginning 2008): On the basis of the outcomes of the study on the identification of elements of good practice, a report will be made to the EC with proposals for the design of national and/or regional EU-funded projects covering aims and methods that ensure better access of ethnic minorities to education, training and employment.
2009	Building the capacity of national actors in a policy learning context: The results of the study of elements of good practice will be discussed in depth with policy makers in selected countries of the western Balkans (to be identified by the end of 2007, but possibly Montenegro, FYR of Macedonia, Montenegro and Serbia) with the aim of assisting in the design of local actions for achieving the inclusion of ethnic minorities through education, training and employment measures.

Entrepreneurship learning

In the period 2007-2010, the ETF will continue to support DG Enterprise and Industry in monitoring policy progress with the education and training provisions of the European Charter for Small Enterprise in Montenegro, with particular reference to performance indicators and building on a first generation of indicators formulated by the ETF in 2006. Additionally, targeted assistance and capacity building measures will be provided to the countries of South Eastern Europe, in particular by determining EL outcomes at each level of the education system and by contributing to an LLL perspective in the region. The overall aim of ETF support is to develop awareness and understanding, amongst policy makers and education practitioners, of the role and contribution of more strategic EL for better business performance, overall competitiveness, and employment creation.

Apart from annual ETF national assessments of EL development—including an overall regional assessment to be submitted to the EC, OECD and the European Bank for Reconstruction and Development—a number of deliveries have been scheduled for the period 2007-2010. These are summarised in Table 4.

Overall, it is anticipated that the ETF's assessment of Montenegro's annual performance on the given indicators will determine gaps and development lines where IPA support can be engaged to ensure progress in the areas in question. Furthermore, it is expected that an improved knowledge base and enhanced regional competences in policy and design across all levels of the formal EL system will be developed over the 4-year period of the project, as also more enhanced regional cooperation amongst policy makers, employers and experts engaged in the EL area.

Table 4 ETF Project: IPA 07-04 - Summary of project activities and expected outcomes

2007	<ul style="list-style-type: none"> ■ Integration of Montenegrin EL experts in an evaluation of a first generation of indicators, with revisions agreed by the national authorities. ■ Development of 3 additional second-generation indicators by national experts, in cooperation with regional peers. ■ A national EL stocktaking exercise resulting in a national report. ■ Development of EL outcomes for ISCED Levels 1 and 2 by national experts, in cooperation with regional peers. ■ Inclusion of Montenegrin EL experts in the ETF virtual community of IPA regional experts.
2008	<ul style="list-style-type: none"> ■ Integration of Montenegrin EL experts in an evaluation of the second-generation indicators, with revisions agreed by the national authorities. ■ Development of 3 additional third-generation indicators by national experts, in cooperation with regional peers. ■ Development of EL outcomes for ISCED Levels 3 and 4 by national experts, in cooperation with regional peers.
2009	<ul style="list-style-type: none"> ■ Integration of Montenegrin EL experts in an evaluation of the third-generation indicators, with revisions agreed by the national authorities. ■ Development of EL outcomes for ISCED Levels 5 and 6 by national experts, in cooperation with fellow experts from the South Eastern European region. ■ Involvement of national EL experts, education policy advisors and employers in a regional review of lifelong EL.
2010	<ul style="list-style-type: none"> ■ Presentation of an analytical paper on lifelong EL developments in-country, with due reference to policy provisions, strategic plans, budgetary allocations, practitioner capacities, curricula, teacher training, education/enterprise cooperation, monitoring arrangements and initial impact assessment. ■ Active participation and contribution of national EL experts, policy makers and employers at a first international conference on comparative approaches to lifelong EL.

5. Work programme 2007: objectives and indicators

The primary aim of ETF support to Montenegro for 2007 is—in partnership with the Montenegro government and its social and civic partners—to establish a mid-term development perspective for EU support to the country that addresses employment and HRD in the context of the country's wider preparations for EU integration.

More specifically, ETF assistance to Montenegro will support the EC and a range of Montenegrin partners in implementing labour market reforms consequent to economic transition, focusing particularly on employment concerns and education and training.

A summary of planned activities and expected results is attached as Annex 1.

ETF 2007 Activities and Services in Montenegro

ETF country objective for Montenegro 2007: Enhanced EU support for employment and HRD by way of partnership, capacity building and regional cooperation.					
PROJECT NO.	PROJECT TITLE	OBJECTIVE(S)	EXPECTED OUTCOMES	ACHIEVEMENT INDICATORS	SOURCES OF VERIFICATION
IPA 07-01	Facility to respond to EC requests	<p>To update ETF country intelligence.</p> <p>To develop quality services to meet ad hoc requests from the EC and EU member states.</p> <p>To establish and build initial capacity for a high-level IPA HRD policy forum</p>	<p>Updated country analysis on political, socioeconomic, education and training and labor market issues.</p> <p>Preparation and dissemination of updated country analysis.</p> <p>Provision of advice and intelligence to meet ad hoc requests of relevant EC Directorate Generals and the EU27.</p> <p>Enhanced stakeholder awareness of EU employment, education and training policies.</p> <p>Definition of IPA-driven strategy for employment and HRD priorities for EU IPA support.</p> <p>Presentation of an action plan for the HRD policy forum for 2008 (including (human, logistical and financial resource requirements).</p>	<p>Updated ETF IPA assessment paper.</p> <p>Formal ETF responses to specific requests from EC and EU27.</p> <p>Submissions to EC and European Agency for Reconstruction with IPA 2007 programming recommendations.</p> <p>HRD policy forum established</p> <p>First IPA programming document submitted to National IPA Coordination Office by October.</p>	<p>ETF mission reports.</p> <p>ETF 2007 projects progress reports.</p> <p>Programming documents referring to ETF contributions.</p> <p>ETF database of responses to EC requests.</p> <p>Project progress reports.</p> <p>ETF mission reports.</p> <p>IPA HRD strategy.</p> <p>IPA 2008 programme fiche.</p>
IPA 07-02	Education and Training 2010	To develop second- phase dialogue and consensus for an NQF with EQF alignment.	<p>Elaboration of NQF reference levels and alignment with EQF levels for one key economic sector.</p> <p>Incorporation of second-phase NQF recommendations in IPA programme plan.</p>	<p>Recommendations for curriculum adjustments in selected economic sector.</p> <p>Proposals for teacher/trainer development in selected sector.</p>	<p>Final report from the project.</p> <p>Signed agreement by employers organisation.</p> <p>IPA programming fiche.</p>
IPA 07-03	Social inclusion	To engage in and contribute to western Balkan regional social inclusion dialogue.	<p>Engagement of Montenegrin experts in regional dialogue and planning.</p> <p>National study for incorporation within regional social inclusion assessment.</p> <p>Identification of good practices in Montenegro.</p>	<p>National recognition of regional assessment priority recommendations.</p> <p>At least one recommendation incorporated within IPA 2008 labour market programme.</p> <p>Good practice compendium available for dissemination to Montenegrin stakeholders.</p>	<p>IPA 2008 programme fiche.</p> <p>ETF project report.</p> <p>Recommendations incorporated within IPA HRD strategy (IPA 07-01).</p> <p>Good practice compendium available on ETF website.</p>

IPA 07-04	EL	To support DG Enterprise and Industry in monitoring policy progress on the education and training provisions of the European Charter for Small Enterprise.	<p>Integration of Montenegrin EL experts in an evaluation of a first generation of indicators with revisions agreed by the national authorities.</p> <p>Development of 3 additional second-generation indicators by national experts, in cooperation with regional peers.</p> <p>A national EL stocktaking exercise resulting in a national report.</p> <p>Development of EL outcomes for ISCED Levels 1 and 2 by national experts.</p> <p>Inclusion of Montenegrin EL experts in the ETF virtual community of IPA regional experts.</p>	<p>3 additional second-generation indicators developed by national experts.</p> <p>National report based on the EL stocktaking exercise.</p> <p>Annual report on progress based on Charter indicators;</p> <p>EL outcomes for ISCED Levels 1 and 2 developed by national experts.</p> <p>Recommendations incorporated in next phase of IPA programme.</p>	<p>Project reports on Montenegro developments and regional results.</p> <p>Montenegro annual report on EU Charter.</p> <p>DG Enterprise and Industry cross-country report on the EU Charter.</p>
IPA 07-06	Governance and administrative capacity in employment	<p>To improve governance and administrative capacity in employment.</p> <p>To assist in developing, managing and evaluating active labour market policies.</p>	<p>Indicators and descriptor levels for monitoring and evaluation of employment policies.</p> <p>National validation of indicators and descriptors.</p> <p>Incorporation of indicators and descriptors into CARDS 2006 labour market programme follow-up action plan.</p>	<p>Indicators and descriptor levels elaborated.</p> <p>Policy measurement tools mainstreamed within active labour market component of IPA 2008 labour market programme.</p>	<p>Employment policy index published on ETF website.</p> <p>Policy index development included within IPA 2008 labour market programme.</p>
IPA 07-07	Learning and teaching	To promote innovation and learning in VET.	<p>Trained Montenegrin experts on problem-based development work in the field of innovation and entrepreneurship.</p> <p>National capacity and infrastructure plans for the establishment of a community of practice.</p>	<p>2006 key competence report validated.</p> <p>Montenegrin experts engaged in regional teacher training conference.</p> <p>Montenegro national report on key competences.</p> <p>Montenegrin inputs into western Balkan innovation and learning report.</p> <p>Innovation and learning community of practice established.</p>	<p>Mission reports.</p> <p>Meeting minutes.</p> <p>Project progress reports.</p> <p>Conference report.</p>
IPA 07-08	Networking	<p>To systematically engage parliamentarians in policy learning on HRD reform strategies.</p> <p>To develop regional parliamentary cooperation on education and training policies.</p> <p>To establish a platform for policy learning for Montenegrin social partner organisations.</p>	<p>First-phase EU policy awareness of the Montenegrin education and labour parliamentary committees.</p> <p>Recommendations for inputs into IPA 2008 labour market programme.</p> <p>Incorporation of parliamentary committees in regional parliamentary network.</p> <p>National stocktaking report on social dialogue.</p>	<p>Committee chairpersons represented on IPA HRD Council.</p> <p>Concept developed for parliamentary EU policy information system on labour market, employment, education and social inclusion.</p> <p>Specific capacity building recommendations for social partner organisations on employment and HRD policy.</p>	<p>End-of-project reports on parliamentary capacity building.</p> <p>IPA 2008 programming fiche.</p> <p>ETF mission reports.</p> <p>Event/meeting minutes.</p> <p>Project progress reports.</p> <p>National social dialogue report.</p>

