



# BULLETIN

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## **Ministry of Tourism of Montenegro and National Tourism Organisation**

### ***An excerpt from the Master plan***

*Implementation of highly set goals depends mostly on favourable environment for private sector investors and well-defined regulations stating what, where and how may be developed. It is of utmost importance for Montenegro since illegal construction has obviously got out of hand, thus part of the land and natural resources being already lost or in jeopardy. As for the illegal dumping sites in the open, the laws themselves will not prove to be enough. Efficient garbage disposal, accompanied by the removal of illegal dumps and raising the awareness of the public for this issue in order to change the widespread habit of leaving the garbage anywhere in the open are also needed.*

*To propose the legal framework is out of the scope of competencies and abilities of a tourism development strategy. But the framework has to be the first conclusion of the Master plan once it has been adopted. Advice may be of use. They have been taken from destinations which have already had similar restructuring processes put in place or have initiated them.*

***(Master plan for the development of tourism of Montenegro)***

## ***New Tourism Feature Film Finished in Budva***

Travel and tourism feature "Tivat, the Resort of the Noble", lasting 28 minutes, the script by Baco Cetkovic and Zoran Markovic, was directed by Velibor Zolak.

The producer of the feature is AMC Communications, a production, advertising and PR agency from Budva. The film was supported by the Ministry of Tourism, the municipality of Tivat and the tourism stakeholders in the town of Tivat and two hotel and tourism enterprises "Primorje" and "Mimoza". "Tivat, the Resort of the Noble" is a second film produced by this agency. The previous one, "Budva, the Queen of the Adriatic" won last year awards at festivals in Croatia, Serbia and the "Golden Olive" at the International TV Festival in Bar.

## ***Montenegro well-visited even in the post-season***

THE MINISTRY OF TOURISM ANNOUNCED THAT, AFTER A SUCCESSFUL MAIN SEASON, THE INCREASE OF TOURISM TURNOVER AND POSITIVE FINANCIAL EFFECTS, THE POSITIVE TREND IS CONTINUING EVEN IN THE POSTSEASON. ACCORDING TO ESTIMATES, IT IS TO LAST TILL THE BEGINNING OF NOVEMBER.

HOTEL FACILITIES, ESPECIALLY IN BUDVA, HAVE THE OCCUPANCY RATE OF OVER 40%, AND COMPARED TO LAST YEAR, THERE ARE 5% TOURISTS MORE CURRENTLY STAYING IN MONTENEGRO, THEY SAY AT THE MINISTRY OF TOURISM.

IT IS ALSO SAID IN THE ANNOUNCEMENT THAT WINTER TOURISM CENTRES, ZABLJAK AND KOLASIN, ARE CURRENTLY MAKING PREPARATIONS FOR THE WINTER TOURISM SEASON, RENOVATING HOTELS AND OTHER FACILITIES.



## ***Restaurants and hotels without a star category will be closed down***

Hotels, motels, pensions, tourist settlements, restaurants and privately owned lodging establishments that have not been categorised by 25 October will be closed down since they will be prohibited to render services without being categorised previously.

It is the deadline until which it is planned for all establishments in Montenegro to be categorised, and the category to be visibly displayed at the main entrance to the establishment.

The commission of the Ministry of tourism of Montenegro for categorisation of hospitality establishments categorised 75 hotels at the coast by the end of October. In the forthcoming period it is to assess another 40 establishments under the jurisdiction of the commission.

They warn that the provisions of the Tourism Law, relating to those who have not applied for categorisation yet, will be strictly adhered to. The largest number of hotels categorised so far were awarded 2 or 3 stars, while 4 stars were awarded to only 7 hotels, the same number as with 1 star. The only establishment that has been awarded 5 stars so far is Villa "Montenegro" at Sveti Stefan. According to Mr Popovic, categorisation was done in accordance with European standards, and foreign experts joined in the work of the commission.

Although we warned several times of the deadline, which

was extended from 11 July to 25 October, many forgot about this obligation and have not yet applied for categorisation of their establishments, points out Lav Lajovic, the secretary to the Ministry of tourism. What is particularly behind the schedule is the categorisation of restaurants and private establishments which are subject to categorisation by local authorities, and similar is the case with travel agencies. So far only 5 agencies were given licences for organising travels and trips in spite of the warnings that penalties will be severe in case these activities are undertaken without proper licences.

Lajovic also pointed out that some agencies not only face severe penalties, but also, which is much worse for them, are running a risk of being disqualified for licensing for a period of one year, and that would be detrimental to their future operation.

He adds that 25th October is the deadline for submitting the information on maximum prices for the coming winter and summer season. Submitting pricelists is obligatory in order for the Ministry of Tourism and Tourism Organisation of Montenegro to publish timely at domestic and foreign markets the prices that are to be valid for Montenegro. It primarily refers to the prices in lodging industry, and all those who do not provide information or change prices they published are facing severe penalties, added Lajovic.

# A Workshop on Sustainable Tourism in Montenegro

"Sustainable tourism – Montenegrin resources and foreign experiences" was the topic of the tourism workshop held on 10th October at the municipal premises in Kolasin, beginning at 10.30.

The workshop was organised by a NGO "Natura" in cooperation with the UNDP office that is implementing a project called "Preparation of a strategic framework for the development of sustainable tourism in Montenegro". UN experts visited most of tourism destinations at the north of Montenegro and talked about their observations with tourism employees in Kolasin. In an open discussion they exchanged ideas acknowledging that Kolasin has prerequisites for exclusive high tourism. It is needed first to resolve ownership and infrastructure problems. Particularly interesting were the presentations of the

UN representatives based on talks they had with local population which confirmed that they saw the future prospects for their families in tourism.

Mikan Medenica, president of NGO "Natura" said that they will continue with such activities which will enable tourism stakeholders to be well-informed about current projects but also have direct communication with investors. Project leaders, Sanja Bojanic and Chris Inman, consultant from the USA, visited the NP "Biogradska Gora", the mountain Bjelasica, summer villages and lakes there. The first visit to Kolasin and the surrounding area made a deep impression. "We visited the NP "Biogradska Gora", mountain Bjelasica with its lakes, remembered the summer village called Dolovi Lalevica. It is only a part of tourism resources here that are to be included in development projects", said, among other things Chris Inman, UN representative, taking part in the workshop.



## GOVERNMENT PROVIDED A €7 MILLION LOAN FOR WATER SUPPLY

The municipality of Tivat made a plan of urgent measures for the restoration of water supply infrastructure. The first stage, the establishment of an inter-municipality water supply and waste water disposal company for the towns at the coast and Cetinje, should be completed by the beginning of the following tourism season

On the occasion Zoran Radovic, the mayor who represents Tivat as the board member of the new company, explained that the Government of Montenegro provided a €7 million loan for improving water supply at the coast and Cetinje for the coming season. Radovic added that the loan is to be paid in six or seven years with a grace period of one year and interest rate of 6 – 7% and that 30% of the loan will be paid back to the banks by the government and the rest by municipalities, depending on the amount of money they are to be given for urgent measures. Radovic pointed out that Tivat has no other available fresh water springs appropriate for economic exploitation and that the very first improvements in water supply should be achieved by repairs to be done on the existing water supply network.

The emphasis is put on the southern part of Tivat where water supply is currently provided by "Hidromont – Merkur" company. The situation is much worse here than at the northern part managed by municipal water supply company. Thus, it has been planned to provide between 400,000 and 500,000 euros, and 160,0000 euros for the northern part, announced Radovic.

According to him, at the area between Kava and Krtole it has been planned to develop a new pipeline for Radovici, to replace a number of pipes, to build four new wells in Tivat field, and to install a number of flow regulation valves. At the part of the water supply system managed by municipal water supply company it has also been planned to install flow gauges at the joints with the water supply system of Herceg Novi, to reconstruct manholes, renovate the old and protect the inside of the new reservoir "Pod Kuk", and construct the second tank of the reservoir in Mazina.

– We believe that we could count on additional supplies of water from Plat that is being used only by the municipality of Herceg Novi. By the repairs planned to be done on the water supply pipeline going through Konavle, the amount of water coming through this system will increase from 300 to about 500–550 litre/second, and thus it would be possible to be provided with certain amounts of water from Plat through Herceg–Novi system – said Radovic.

## ***Representatives of national parks in Serbia and Montenegro had a meeting in Kolasin***

The Section for National Parks in Serbia and Montenegro, a member of Europark Federation, after several years of isolation and not being included in international forums, would like to become active again and be given the rightful place in that body. As was pointed out by the Director of the Institute for protection of the environment of Montenegro and the President of the Executive Board of this Section, Mr Zlatko Bulic, the members of that organisation are the national parks "Djerdap", "Tara", "Fruska gora", "Kopaonik", "Sarplanina", "Durmitor", "Lovcen", "Biogradska gora" and "Skadarsko jezero".

So far the meetings of the Section were held at national parks of Serbia, and yesterday meeting was held in Kolasin, the host being the NP "Biogradska gora". The representatives of parks, together with the representatives of the Institute for protection of the environment of Montenegro and Serbia, the Ministry for protection of natural resources and environmental protection of Serbia, "Srbija sume", "National parks of Montenegro" and the Nature Reserve of Sremska Mitrovica, visited the most prominent parts of NP "Drmitor", namely Crni podi, canyon of the river Tara, Crno jezero and the mount Durmitor, were familiarised with the management and operation of this national park and shared experiences and exchanged ideas - said Bulic.

He added that the members of the Section were particularly interested in the "Prokletije" project aimed at the promotion of this area and its candidature for becoming a national park. It would be the fifth national park in Montenegro, specific also by being international, which was the topic of the recent discussions in Podgorica between the relevant institutions of Montenegro and Albania.



## ***"BJELASICA" BOUGHT BY A LONDON-BASED COMPANY***

London-based company "Bepler Jacobson" became the owner of Ski Centre "Bjelasica" in Kolasin on 13 October this year. The sale contract was signed at the Chamber of Commerce in Podgorica by Florentin Traxel, executive director of "Bepler Jacobson" and Srecko Medenica, bankruptcy proceedings coordinator for Ski centre "Bjelasica" and government officials from the Ministries of Finance and Tourism.

"Bjelasica" hotel with the accompanying facilities and the land, "Manastir Moraca" motel, restaurant at Medjurjecje, "Crkvine" restaurant and "Kolasin" motel were sold to the British company for €1,585,000. Thus the bankruptcy proceeding for the Company for tourism, catering, foreign trade, hunting and fishing Ski

centre "Bjelasica" was finally finished.

The buyer is bound by contract to keep all the employees that were employed with the company on 1st April this year.

Traxel emphasised that they plan to renovate all the facilities of the Ski centre "Bjelasica" in the following five years and upgrade the offer to be appealing to foreign guests, particularly those coming from England and Russia. He pronounced the company ready to participate in the reconstruction and modernisation of the ski tracks, ski lifts and cableway at Bjelasica.

Emphasising significant cooperation that was achieved on this project by

the Commercial Court of Montenegro, the trade union, the Ministry of Tourism, i.e. the Government and the new partners, the Minister of Tourism, Predrag Nenezic said that this is a good model that should be promoted in future.

After successful negotiations we reached a good contract meaning a lot for the tourism of not only Kolasin but also the whole of Montenegro, particularly when it comes to the promotion of mountain tourism, said Minister Nenezic.

With the sale contract, a business plan was also signed that should contribute greatly to the development of winter and summer tourism in Kolasin, said Srecko Medenica. This is a chance to continue enhancing tourism offer and connect more significantly mountain and coastal tourism, thinks Medenica.



## **Draft Law on Tourism Organisations and promotion of Montenegrin tourism**

The newly adopted Tourism Law opened many topical issues in tourism and hospitality industry, one of them being the need for different organisation of National Tourism Organisation. In line with that, a working group of the Ministry of Tourism of Montenegro completed these days the draft law on tourism organisations and promotion of Montenegrin tourism.

The proposed financing of the tourism organisation, apart from the budget resources of the Republic, through membership fees and member participation in management in accordance with the fee amount, speaks of the new management approach in which all tourism stakeholders participate. The proposed financing scheme provides for stable sources and balanced inflow of money, which was not the case in the past and which had the adverse effect on the activities of National Tourism Organisation.

In drafting the Law on tourism organisations and promotion of Montenegrin tourism, the experiences of Croatia, Malta, Germany, Slovenia, Italy and Serbia were used. Redefining the role and operation of National Tourism Organisation will provide for different financial sources to encompass all tourism stakeholders, both the tourism industry and business activities depending on tourism. It means that the state itself will no longer be the only stakeholder in the operation of National Tourism Organisation, but it would include other stakeholders from tourism industry and tourism organisations. In terms with the provisions of this law, tourism organisations whose activities will be based on the principle of public interest in tourism, non-profit ones, will be established first, and the overall system will be locally-based. Tourism towns in Montenegro will be categorised according to their significance for tourism. Subsequently National Tourism Organisation will be established by the decision of the Government of Montenegro.

– The basic function and the purpose of the national and local organisations is quality promotion of tourism product at the national and local levels in the country and abroad, in terms with the Strategy for the promotion of Montenegrin tourism. It primarily refers to preservation, creation and promotion of a recognisable and attractive tourism offer and the environment of the area for which it has been established, than enhancing the conditions for the stay of tourists, upgrading services, raising awareness regarding the importance of tourism and its effects, and of the need to preserve and enhance tourism product, – is said in the rationale for the draft law on tourism organisations and the promotion of Montenegrin tourism.

By this document the National Tourism Organisation, as the promoter of tourism nationally and internationally, is given the authority to establish subsidiaries abroad, establish cooperation with similar organisations abroad, and be the member of international tourism organisations and associations.

## **World Bank will provide another credit for projects in Montenegro**

The head of World Bank Office in Belgrade, Mr Rory O'Sullivan and the Minister for foreign economic relations at the Council of Ministers for the State Union Mr Branko Lukovac signed in Podgorica a \$7 million credit contract for MESTAP projects for the protection of vulnerable tourism regions in Montenegro. -The objective of the project is to create environmentally and economically sustainable solid waste disposal system at the coast of Montenegro, - announced O'Sullivan and Lukovac upon signing the contract.

The director of Regional water supply company, Mr. Predrag Bjelobrkovic said that the contract is too become effective upon ratification by the Parliament of the State Union and signing the contract of sub-credit between the Government of Montenegro and the Council of Ministers and the companies to be project implementers. MESTAP envisages the development of a regional landfill for Bar and Ulcinj, closing down and rehabilitating the current dumping sites at the coast and purchase of the equipment needed for the public utility companies of the municipalities involved in the project. Bjelobrkovic reminded that the municipalities of Budva and Kotor and the Regional Water Supply Company established a company, "Lovanja" Ltd. to manage the future landfill at Lovanja, and announced the establishment of a similar company for Bar and Ulcinj.

This \$7 million credit is to be paid back in 20 years and has a 10-year grace period. It is interest-free and 0.7% costs are to be paid at the annual level.

### **VOJIN VLAHOVIC NEW ACTING DIRECTOR**

ON 9TH OCTOBER THE GOVERNMENT OF MONTENEGRO APPOINTED VOJIN VLAHOVIC AS THE ACTING DIRECTOR FOR THE NATIONAL TOURISM ORGANISATION, till it is reorganised. VLAHOVIC IS A GRADUATE ECONOMIST, AND IS CURRENTLY HOLDING THE POSITION OF AN ADVISOR TO THE PRIME MINISTER OF MONTENEGRO FOR FOREIGN ECONOMIC RELATIONS AND PRIVATISATION.

THE PREVIOUS DIRECTOR OF THE NTO, MR PREDRAJ JELUSIC BECAME THE DIRECTOR OF HOTEL COMPLEX "PRIMORJE" FROM TIVAT A MONTH AGO.

## **SOUTHEAST AND CENTRAL EUROPE FINANCE CONFERENCE IN SLOVENIA 15-17TH OCTOBER**

ORGANISED BY THE US EXPORT-IMPORT BANK FROM 15 TO 17TH OCTOBER 2003 AT BLED, SLOVENIA, A FINANCE CONFERENCE FOR THE REGION OF SOUTHEAST AND CENTRAL EUROPE WAS HELD FOCUSING ON NEW INVESTMENT POSSIBILITIES IN THE REGION INCLUDING ALBANIA, BOSNIA AND HERZEGOVINA, CROATIA, MACEDONIA, ROMANIA, SERBIA, MONTENEGRO, CHECK REPUBLIC, HUNGARY, POLAND, SLOVAKIA AND SLOVENIA.

THE PURPOSE OF THE CONFERENCE WAS TO PRESENT TO PROSPECTIVE INVESTORS AND EXPORTERS FROM THE USA THE INFORMATION ON COOPERATION POSSIBILITIES IN DIFFERENT FIELDS, LIKE ELECTRIC POWER SUPPLY, TRANSPORT, ENVIRONMENTAL PROTECTION, TOURISM, DEVELOPMENT OF SME, ETC.

TOURISM PRODUCT AND RESOURCES OF MONTENEGRO WERE PRESENTED AT THE CONFERENCE WITHIN THE PANEL ON "ENVIRONMENTAL PROTECTION AND TOURISM". ON BEHALF OF THE MINISTRY OF TOURISM OF MONTENEGRO, THE PRESENTER WAS CORANKA LAZOVIC TOGETHER WITH THE REPRESENTATIVES OF THE MINISTRY FOR ENVIRONMENTAL PROTECTION OF CROATIA AND THE AGENCY FOR FOREIGN INVESTMENTS FROM BOSNIA AND HERZEGOVINA. JUDGING BY THE CONTACTS MADE WITH THE PROSPECTIVE US PARTNERS THAT PARTICIPATED TO THE CONFERENCE, IT MAY BE CONCLUDED THAT THEY ARE INTERESTED IN ESTABLISHING CLOSER COOPERATION WITH MONTENEGRIN TOURISM INDUSTRY.

## MINISTRY of TOURISM PRESS CONFERENCE ON THE EFFECTS of SUMMER TOURISM SEASON

The Minister of Tourism, Mr. Predrag Nenezic held a press conference on 28th October presenting the effects of this year summer tourism season and the future activities of the Ministry on the preparation of the following summer season. Mr Nenezic expressed his satisfaction with the results achieved.

– For the first nine months 571,774 tourists visited Montenegro, which is 13.2% more than last year for the same period. There were 16% domestic and 3.8 % foreign guests more with the overall number



of 3.8 million overnights. According to these indicators, we had the best season for the past 13 years – said the Minister.

Many of the goals set in preparations of this year main season, in spite of many problems that befell tourism trade in Montenegro, were fully achieved. The plan to increase total tourism turnover for 10% compared to last year was achieved, as well as the planned increase of tourism revenue.

– We achieved all that despite the Middle East crisis and the recession in West European countries, and the damaged image of Montenegrin tourism at the domestic market mostly due to unreasonably high prices in the season 2002. Thanks to good promotion activities at the most important source markets and the realistic presentation of the current condition of our tourism product we managed to attract a considerable number of domestic and

foreign guests, said Nenezic.

Stressing the importance of domestic market, Montenegrin Minister of tourism reminded of significant results of the "Summer among Friends" campaign that was preceded by a market research, he said that this is to be an on-going campaign. Our efforts to make our guests more satisfied through undertaking measures for reducing noise, beach quality upgrading campaign, tourism signposting, new lodging facilities and extra services, modernised roadways, etc, gave results when it comes to improving the image of Montenegro as a destination.

Notwithstanding the problems that marked this year season, the results achieved show that the season 2003 was up to the expectations, concluded Predrag Nenezic, reminding that a program of urgent measures for 2004 has already been prepared and that it refers to water supply, electric power supply, solid and liquid waste disposal, reorganisation of National Tourism Organisation, satellite accounting system in tourism, privatisation and reconstruction of hotels and creating favourable environment for foreign investments in tourism.

### Monitoring of media coverage in Germany

Topic: Tourism of Montenegro  
Period: January to September  
Source: PR agency B&TM Maier from Germany

Tourism of Montenegro for the first nine months of 2003 was covered in German media 246 times, 14 of them in electronic media, and there were altogether 232 articles on tourism offer of Montenegro in printed media.

*The table gives the Overview of articles published in printed media*

Year 2003	Published	Circulation	Readership
January	19	1883825	4521180
February	15	13635647	32725553
March	41	1128476	2708342
April	9	4364514	10474934
May	29	2913502	6992405
June	34	4059489	9742774
July	8	2617221	6281330
August	52	2412209	5789302
September	25	6616794	15880306
<b>Total</b>	<b>232</b>	<b>39631677</b>	<b>95116026</b>

## Action plan for the region of Bjelasica and Komovi made

Drafting Action plan for the development of Bjelasica and Komovi region was completed on 29th October and it is to be discussed by the bodies and working groups of the "Association of Bjelasica and Komovi".

- Draft Action plan is actually a concrete proposal of activities aimed at making use of great natural resources of Bjelasica and Komovi through using the existing facilities and establishing SME primarily in the field of tourism and farm-

ing, said Vojo Radovic, president of the Executive Board of the Network.

Final opinion on the draft action plan will be passed by the Network Council, i.e. mayors of Kolasin, Mojkovac, Bijelo Polje, Berane and Andijevica, the municipalities gravitating towards Bjelasica and Komovi, the "National Parks of Montenegro" and the ministers of tourism and environmental protection in cooperation with the Government of Austria and the Institute

for regional development of tourism "Respekt" from Vienna. The Austrians have been actively involved in project on Bjelasica and Komovi from the very beginning.

The development of the region of Bjelasica and Komovi is of great significance for the five relevant municipalities, but also for the whole of Montenegro since the population of the area is as many as 125,000, said Radovic.

# 36th International Fair of hunting, fishing, sport and tourism

## LORIST - Novi Sad, 21 - 26th October 2003

The 36th International Fair of hunting, fishing, sport and tourism was held in Novi Sad from 21st to 26th October this year. There were some 400 exhibitors of different profiles from 18 countries presenting their offer at the fair: national and regional tourism organisations, travel agencies, lodging establishments - hotels, spa - health tourism, catering establishments, youth tourism etc. It was evident that the public showed great interest for this year's event. For the four days of the fair, some 100,000 visitors visited the fair, 4,000 of them travel agents.



Montenegro was presented by National Tourism Organisation at the stand covering the area of 40m<sup>2</sup>. The delegation of Montenegro was headed by Vojin Vlahovic, acting director and Maja Lijesevic, advisor at the Ministry of Tourism. At the NTO stand the offer of winter tourism centres Durmitor, Berane and Rozaje, the hotel complexes from the coast and the national Airline company, Montenegro airlines was presented. This year there were also the owners of private accommodation units, the fact which speaks of the importance they give to this market. In order to have good presentation of the coming winter season, the Ministry of tourism sponsored several owners of private accommodation from Kolasin and Zabljak to come and present their offer.



On the second day of the fair a press conference was organised and Mr Vojin Vlahovic and Miss Maja Lijesevic talked about the effects of the summer tourism season and the measures the Ministry of Tourism and the NTO are undertaking to prepare for the coming winter season. The event already recognisable at this market "Hot Winter in the Hills" was announced to be held for the third time this year. The conference was not attended by a large number of journalists, partly due to the negligence on part of the organisers who arranged for the visits of journalists only during the first day, and partly by a busy schedule of events at the fair (several events taking place simultaneously).

Fair visitors showed greatest interest in the winter offer of ski centres Durmitor and Bjelasica and the possibilities for sport teams to stay at coastal resorts in wintertime.

## **Independent Tourism and Hospitality Trade Union demands the status of an exporter**

Independent Tourism and Hospitality Trade Union demand this industry to be given its rightful place as a development industry, to be given the status of an exporter, to reduce VAT and accelerate privatisation process.

– Tourism development strategy we are currently working on will be completed by 1st December. We will propose to the Government, together with the Trade Union, urgent reduction of VAT in order to stimulate the development of this industry and strengthening company payment funds, stressed Predrag Nenezic, Minister of tourism at today's session of the Main Board of Independent Tourism and Hospitality Trade Union.

Nenezic pointed out that tourism season reached the goals that were realistically set, that foreign currency supply was increased and Montenegrin budget improved for 10%

at the end of the season. Due to higher taxes, results better than last year ones were not achieved notwithstanding the great number of visitors.

The union people agreed with the Minister to organise separate meetings to deal with the problems in "Turist" Bijelo Polje, "Montenegroekspres" Budva, "Fjord" Kotor, non-privatised part of Ski centre "Bjelasica" and "Juzni Jadran" Herceg Novi.

They also agreed to establish a separate state body, a council to take care of the competencies, quality assurance, resources and control of tourism programs. They agree that the Government and the Privatisation Council should urgently check the legality of operation of privatisation funds and proposed for the citizens who were swindled and are disappointed now to be enabled to get their vouchers back.

It has been agreed to propose measures for solving the problem of unregistered visitors. The Union and the Minister are unanimous in asking for realistic data on tourism revenue, both positive and negative ones, actual salaries and overall performance. Without such data, it was emphasised, it is not possible to do a reliable analysis of the tourism season. The Union President, Cede Milinic stressed that the privatisation process so far has been slow and inconsistent, that in future we should orient towards strategic partners that would offer business plans, social welfare programs and sign the employment agreement. She mentioned two examples of successful privatisation, "Maestral" in Budva and Ski centre "Bjelasica". It was pointed out at the session that tourism employees are in a very difficult position because their salaries do not go over 60% of the average salary in Montenegro, while some of them have not been given any salary in years.